

OFFICIAL

Council Meeting

Agenda

28 August 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 11 September 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. **Council term in review**
During this Council term 2020-2024, significant achievements have been made delivering both existing commitments along with the goals set out in the Council Plan developed within this term, with a number of highlights to note including:
 - Delivering a significant city-wide transformational capital works program, which invests heavily in community infrastructure. The approximately \$300 million program has positioned Ballarat as a leading regional city and will leave a legacy for generations to come. The program of work has included significant upgrades at Her Majesty's Theatre, delivery of the Lake Wendouree and Victoria Park Link Lighting project, revitalisation of the Bridge Mall, completion of the Central Library redevelopment, progress with the Ballarat Airport runway upgrade and extension, commencement of the delivery of the Sebastopol Community Hub development and completion of early works on the new master plan for Marty Busch Reserve. In addition, a range of much needed community infrastructure has been delivered including the Djilla-tjarriu Community Hub in Alfredton, Girrabanya Children's Centre and a number of actions from the Spotlight on Sebastopol program. These intergenerational infrastructure projects reflect Council's commitment to investing in what makes Ballarat a great place to live, work and invest. They provide huge benefits to our community by encouraging a healthier, more connected, and more inclusive community.
 - Supporting the goal of a city that fosters sustainable growth, significant work progressed on the re-zoning of land for three new urban growth areas, which will help ensure Ballarat can accommodate the projected population of 185,000 people by 2041. This includes the development of a Growth Areas Framework Plan and the preparation of Precinct Structure Plans, as well as the development of a comprehensive Housing Strategy and Industrial Land Strategy which articulates

how we will accommodate population growth and create great precincts. The Heritage Gaps Program is also underway to ensure we identify known gaps with heritage protection, local policy and guidelines.

- Delivering against the goal of a healthy, connected and inclusive community was exemplified by works to upgrade or enhance multiple recreation facilities across the municipality, including the completion of \$5.2 million second stage works at Selkirk Stadium, with new facilities increasing youth sport options and delivering long term social, recreational and economic benefits. Following the cancellation of the Commonwealth Games, the City of Ballarat secured State Government funding for a Regional Sports Infrastructure Program. This will include once in a lifetime infrastructure upgrades at Mars Stadium, Selkirk Stadium, a new sporting facility at Miners Rest and a new athletics track. Significant work was also undertaken with the development and implementation of an Inclusion Framework, Youth Strategy, Ageing Well Strategy, LGTBQI+ Inclusion Plan, Intercultural Strategic Plan and Disability Access and Inclusion Plan.
- Building towards our aim to conserve and enhance our natural and built assets, over the past four years, the City of Ballarat has invested approximately \$79.9 million on capital road infrastructure including \$17.1 million to improve our city's sealed road network. This was made up of \$9.5 million invested in asphaltting and stabilisation patching works and \$7.6 million used on a re-seal program. A comprehensive Footpath Construction Strategy has also been developed that will guide where new footpaths are built to improve safety, transport choices, health and wellbeing.
- Delivering against the goal of an environmentally sustainable future, in June 2024, we adopted the *Ballarat Biodiversity Strategy – Healing Country Together*, that was developed in collaboration with Wadawurrung Traditional Owners. This strategy maps out a future for biodiversity across the municipality, outlining actions that will protect and strengthen Ballarat's natural environment. We also completed a program to replace 7,500 streetlights across the municipality with energy efficient LED lights with estimated savings of \$10.6 million over the life of the assets and 2,000 tonnes of carbon each year. The adoption of a Ballarat Net Zero Emissions Plan was also a great highlight of this Council term. In addition, significant work has been undertaken to prepare for the State Government's kerbside waste transition with two rounds of community consultation taking place, achieving the highest engagement rate ever achieved. Other notable achievements during this council term were the completion of Cell 1 Stage 2 at the Ballarat Regional Landfill and planting almost 6,000 new trees as part of the Urban Forest Action Plan.
- In line with the goal of a strong and innovative economy and city, and in the context of pandemic restrictions during late 2021, the City of Ballarat worked to support Ballarat businesses' recovery by waiving footpath trading fees, extending outdoor dining infrastructure support and the City of Ballarat's Community and Business Support package. This commitment has continued post the pandemic with major investment into tourism and event activation as the economy softened due to cost of living pressures. During this Council term, we also saw the formation of peak tourism industry body Tourism Midwest Victoria — a first-of-its-kind partnership between local and state government and the tourism industry and the establishment of the Greater Ballarat Alliance of Councils (GBAC). Ongoing investment in the actions of the Creative City Strategy have nurtured the creative industries in Ballarat and continued to enhance our reputation as a UNESCO Creative City in the retention of our designation as City of Crafts and Folk Art.

- Delivering against the goal of a council that is accountable, transparent and advocates for its community, the City of Ballarat has continued to vigorously advocate to all sides of politics at a state and federal level for Council's priority projects. With the creation of the Council Plan 2021-2025, significant work was also undertaken to create a Priority Project list for Advocacy. So far, the advocacy pipeline has seen significant success in attracting government support for key projects across the municipality. Major investments feature:
 - Alfredton Community and Early Years Hub (\$2.25 million - Victorian Government)
 - Ballarat Animal Shelter – Regional Animal Facility (\$11.5 million - Victorian Government)
 - Brown Hill Reserve Redevelopment (\$1 million - Victorian Government)
 - Marty Busch Facilities Upgrade (\$8.4 million - Victorian Government)
 - Art Gallery of Ballarat Skylight and Humidifier Upgrades (\$536,000 Victorian Government)
 - Ballarat Soccer Club Facilities Upgrade, Pleasant Street (\$500,000 - Victorian Government)
 - Continuous Voices Memorial (\$500,000 - Victorian Government)
 - Learmonth Oval Upgrades (\$250,000 - Victorian Government)
 - Sebastopol Community Hub (\$4.5 million - Australian Government and \$4.5 million - Victorian Government)
 - Redan Wetlands (\$1.89 million - Australian Government)
 - Lucas Community Hub (\$1.5 million - Victorian Government)
 - Ballarat Aquatic and Lifestyle Centre Accessibility Upgrades (\$748,124 - Victorian Government)
 - Victorian Goldfields World Heritage Bid (\$500,000 - Victorian Government and a share of \$3.8 million to progress two World Heritage nominations, including the Victorian Goldfields World Heritage Bid)
 - A further \$56.6 million was committed for two Victorian Government projects on Council's advocacy pipeline - Ballarat Railway Station DDA compliance and Ballarat-Carngham Road design works.

- Throughout 2023/24, the organisation has focused on building our organisational culture for staff and improving service delivery for our customers. After nearly a year of staff-led consultation, we have launched our new organisational values in May 2024. Reflecting a collective vision of who we are as an organisation, these values are intentionally behaviour based to ensure they are easily understood and applied by our whole team. The values will guide our decisions, behaviours, and, most importantly, how we serve our community.

Further details on the major achievements during this Council term have been reviewed and are detailed in Appendices to this report.

146 Annual Action Plan actions aligned to the six Council Plan goals have been delivered through the 2021/22, 2022/23 and 2023/24 financial years. Appendix 1 provides details of each action.

Appendix 2 contains a list of completed capital projects above \$100,000 during this term of Council, aligned to each Council Plan goal covering the 2020/21, 2021/22, 2022/23 and 2023/24 financial years.

4. **Ballarat is again one of the State's Top Tourism Towns**

Ballarat took home bronze at the Top Tourism Town award category at the Victorian Top Tourism Awards held in late July. The tourism industry brings 2.8 million domestic visitors to Ballarat and generates more than \$809 million into the local economy

annually. This is the third time Ballarat has placed, taking out the title of Victoria's Top Tourism Town in 2021 and again in 2023. Since the inception of this award, Ballarat has been recognised as one of the top destinations for people to visit. The City of Ballarat's contribution to Tourism Midwest Victoria as the region's Visitor Economy Partnership, has put us in the best possible position for the growth of this important sector.

5. Mitigating flood risk in Ballarat

The City of Ballarat is currently assessing community feedback gathered during the recent flood modelling mapping consultation before a report returns to Council. The flood modelling is intended to better understand the effects of flooding on properties throughout the municipality and is the first step in a bigger sequence of works at the City of Ballarat. The mapping helps the City of Ballarat better understand the current landscape, and therefore identify and update where flood-prone areas are, so it can continue to invest in ongoing infrastructure to mitigate the risk. City of Ballarat officers are now considering information gathered during this round of community feedback and will continue undertaking further consultation in the coming months.

6. Draft Waste as a Resource Strategy opens for community feedback

The City of Ballarat is taking a major step towards a sustainable 'reduce, reuse and recycle' model of waste management with a strategy designed to transition the municipality to a circular economy. The draft is an update to the *Resource Recovery and Waste Management Strategy 2018-2022* and provides an overarching strategy that includes the City of Ballarat's waste service offerings, local waste and reduction and diversion targets, waste education, litter and illegal dumping. It sets circular economy targets that include reducing total kerbside waste generation for every person in Ballarat by 15% between 2020 and 2030 and increasing City of Ballarat circular economy initiatives by 20% each year to deliver a circular Ballarat by 2050. 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. The draft strategy has been developed through consultation with community in 2023 and with businesses earlier this year. The final strategy is expected to go before Council for consideration in September.

7. New scoreboard at Learmonth Recreation Reserve

A new electronic scoreboard at the home of the Learmonth Football and Netball Club was officially opened in July, the culmination of a combined partnership between the club, State Government, and the City of Ballarat. The new scoreboard brings Learmonth into line with other football club facilities throughout the municipality, with almost 300 footballers and netballers at the club. The \$100,000 project was funded with \$60,000 from the State Government's Local Sports Infrastructure Fund – Community Facilities, more than \$36,000 from the Learmonth Football and Netball Club, and about \$4,000 from the City of Ballarat. It will also benefit the nearby Learmonth Pony Club. The project was the latest addition to the home of the Lakies following last year's completion of the Learmonth Netball Courts and Lighting Project.

8. A kindergarten facility in Sebastopol gets much-needed facelift

The Sebastopol South Kindergarten Refurbishment project was officially unveiled in July, with Member for Wendouree, Juliana Addison MP, joining City of Ballarat Mayor, Cr Des Hudson, and Eureka Community Kindergarten Association CEO, Joanne Geurts, for a tour of the facility. The project was funded with \$500,000 from the State Government via its Building Blocks Early Childhood Refurbishment and Minor Works Program, with the City of Ballarat contributing a further \$62,973. The refurbishment of the Spencer Street kindergarten has delivered a fit-for-purpose and inclusive facility for 44 children per day in both three and four-year-old kindergarten.

9. Launch of soft plastics recycling pilot program

Ten thousand households across the Ballarat municipality will be able to recycle their 'scrunchable' soft plastics as part of a new 12-month kerbside collection pilot program. The City of Ballarat, in partnership with the Australian Food and Grocery Council, has launched a kerbside soft plastics recycling collection, enabling residents to recycle their soft plastics in a City of Ballarat-supplied orange bag that can now be placed in residents' yellow-lid recycling bin. The soft plastics that residents recycle will be included in a circular solution to turn them back into quality products or packaging, as part of plans to develop a long-term circular system for soft plastic packaging waste. 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.

10. Ballarat Housing Strategy reviewed and adopted

The final stages of developing the draft Ballarat Housing Strategy have been reached, with the document now available for the community's review. Following extensive consultation in 2023, the City of Ballarat has considered submissions from the community, developers, landowners, and State Government to develop the Ballarat Housing Strategy. Ballarat City Council reviewed the final draft Ballarat Housing Strategy at the Planning Delegated Committee meeting on 14 August 2024 and adopted the final Strategy.

Key changes made to the draft Ballarat Housing Strategy in response to consultation include:

- The addition of the CBD and Urban Renewal Areas to provide a comprehensive consideration of housing supply in Ballarat.
- Adjustments to the application of Change Areas across Ballarat.
- Clarification of the role of Ballarat's greenfield areas in their contribution to housing supply and the introduction of findings of the Growth Area Framework Plan.
- Additional content to outline Ballarat's approach to affordable and social housing, infill and growth area targets, biodiversity and climate change, infrastructure and accessibility, and heritage and character.

11. Huge boost for cricket facilities in Mount Clear

Five new cricket nets at the Mount Clear Recreation Reserve were officially unveiled ready to be used by the club and community. The City of Ballarat contributed approximately \$561,000 to the Mount Clear Cricket Club community cricket nets project, while the State Government added a further \$100,000. The project included the installation of new LED lighting on the adjacent netball court. Two of the five nets are dedicated to the community for year-round use, while the cricket club will use the remaining three. The new nets will greatly benefit the Mount Clear Cricket Club, which boasts more than 200 players, including a rapidly expanding female and gender diverse pathway program.

12. Ballarat Aquatic and Lifestyle Centre (BALC) accessibility upgrades

BALC is set to become more accessible and inclusive, thanks to a joint project between the State Government and City of Ballarat. City of Ballarat Mayor, Cr Des Hudson, was joined at the centre in July by Member for Wendouree, Juliana Addison MP, to announce the \$997,000 accessibility upgrade. The project will see several improvements, led by the addition of two Changing Places facilities along with two other accessible and sensory friendly family change rooms at BALC. Doors will be upgraded to automatic sliding doors for other accessible change rooms, group fitness studios and the health club, as well as an automatic swing door on the ramp to the

café. This project is intended to provide easy access to the Ballarat Aquatic and Lifestyle Centre for the whole community.

13. Events

This year, **NAIDOC Week** was held from Sunday 7 July to Sunday 14 July, with a range of celebrations and events taking place across Ballarat. The theme for 2024 was *'Keep the Fire Burning! Blak, Loud and Proud'*, celebrating the unyielding spirit of First Nations communities and inviting all to stand in solidarity, amplifying the voices that have long been silent. The highlight of NAIDOC was the inaugural collaborative flag raising event, hosted by Ballarat and District Aboriginal Cooperative (BADAC) behind their Armstrong Street premises, in partnership with the City of Ballarat. This was held in partnership with the Wadawurrung Traditional Owners Aboriginal Corporation and had over 300 community members in attendance. CBD flagpoles were also activated at both Alfred Deakin Place and Queen Victoria Square, and Umbrella Lane was decorated with red, yellow, and black umbrellas.

The famous **Ballarat's Best Pie competition** returns in 2024, with 28 local bakeries, restaurants and cafes competing for the coveted title. Throughout August, pie lovers can taste all that Ballarat and the region has to offer, from traditional flavours with twists, to creations not normally known to be in pies, there will be plenty of pies to sample. Ballarat's Best Pie is an initiative of Tourism Midwest Victoria, which is supported by the City of Ballarat. It is intended to drive visitation to Ballarat and its surrounds by shining a light on the region's many talented producers and chefs. More than 2,500 pies were purchased last year, proving Ballarat's Best Pie can deliver on its goal of getting people out and exploring the region.

Music lovers are counting down to the fourth annual **Be Hear Now live music festival** in August. This year's Be Hear Now program will see a series of learning and networking events held across central Ballarat, run by the City of Ballarat, to support music practitioners and help build sustainable creative practices. The free event features exclusive opportunities for those in the music industry, those wanting to break into the industry and those who simply enjoy music. Since 2019, when the program commenced, the City of Ballarat has been committed to supporting performers in Ballarat, identifying talent, and providing mentoring and training.

OFFICER RECOMMENDATION

14. That Council:

14.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

1. Council Plan in Review - Delivered Annual Action Plan Actions [7.1.1 - 10 pages]
2. Council Plan in Review - Capital works delivered above 100 K August 2024 Final [7.1.2 - 8 pages]



Council Plan in Review – 2021/2025

August 2024

Review includes actions delivered during 2021/22, 2022/23 and 2023/24.

Not included is the 2024/2025 Annual Action Plan

Actions delivered	Year of delivery
Goal 1 – An environmentally sustainable future	
The completion of our program to replace 6,750 streetlights across the municipality with energy efficient LED lights contributed to achieving our goal of an environmentally sustainable future for our city, with estimated savings of \$9.8 million over 20 years and 2000 tonnes of carbon each year.	21/22
Continue with our street tree planting program: Trees have been planted across the municipality as part of the Urban Forest Action Plan and ongoing tree replacement programs.	21/22, 22/23, 23/24
Attend working groups or other relevant forums to identify opportunities to better support the Grampians Roadmap to Zero Emissions Plan.	21/22
Commit to continue our sponsorship of Smart Living Ballarat (SMB) to partner with the City of Ballarat to deliver sustainability education to community.	21/22
Develop and implement a project charter and project plan to progress with the Net Zero Carbon Emissions Plan.	21/22
Complete construction of cell one at the Ballarat Regional Landfill and plan for new airspace as required.	21/22
Create a taskforce with key stakeholders to address the issues of litter and rubbish dumping.	21/22
Partner with Central Highlands Water to explore options for use of recycled water at selected sporting reserves.	21/22
Ballarat Net Zero Emissions Plan.	22/23
Ballarat Animal Shelter – procurement planning underway.	22/23
Continue solar installation at Council facilities: We continue to support and provide advice on solar installation through supporting the waste as part of the implementation of the Carbon Neutrality and 100% Renewables Action Plan.	22/23
Participate in opportunities towards transitioning to zero emissions.	22/23
Participate in opportunities towards transitioning to zero waste.	22/23
Delivery of the Nature Stewards program for Spring / Summer.	22/23
Ongoing promotion of Council's nappy and sanitary product rebate program with family, youth and children's programs.	22/23
Continue to review the Smarter Parking Initiative and align it to strategic planning for future infill development and smarter transport networks.	22/23
Electric Vehicle Transition Plan - develop a transition plan for Council fleet to Electric Vehicles.	22/23
In conjunction with the objectives of the Integrated Transport Action Plan, identify future capital works that help to best deliver lower carbon transport options.	22/23
Continue to work with developers and builders on ensuring the implementation of appropriate construction management plans.	22/23
Implementation of recycle & co-mingle recycle in Lucas Community Hub.	22/23
Sustainable Procurement Evaluation Framework to be developed.	22/23
Completion of Cell I Stage 2 at the Ballarat Regional Landfill.	22/23
Climate action program to support Carbon Neutrality Action Plan and the community's Ballarat Net Zero Emissions Plan: The City of Ballarat is the first regional Council to join the CitySwitch program. The program helps office-based businesses reduce emissions and their	23/24



<p>environmental impact. CitySwitch assists businesses to map a pathway to net zero emissions and connects them with other businesses on their journey.</p> <p>Planning and preparation for the Sustainability Incentive Scheme Pilot is complete with the scheme to be delivered in 2024/2025.</p> <p>Process for developing carbon offset strategy was initiated with the aim to inform internal decision-making by Council and the development of policy positions and procedures in relation to carbon offsetting of CoB organisational emissions. The project is also expected to inform collaborative opportunities for carbon offsetting at the local and regional levels.</p>	
<p>Continue solar installation at Council facilities: Total solar capacity was doubled to 607kW with the addition of about 300kW rooftop solar PV at 6 Council facilities. These include new systems at Ballarat Library, Ballarat South Senior Citizens Club, Bonshaw Early Learning Centre and Eureka Centre as well as expanded systems at the Operations Depot and Lucas Community Hub. Total solar generation is expected to be about 700 MWh annually, with three-quarter directly consumed by the facilities and remaining exported to the grid.</p>	23/24
<p>Landfill works including capping of used cell and construction of new cell: The capping works Stage 2 – Part A and Part B is a project that is the site rehabilitation works as part of the EPA Licence Operating. The works have been carried over in accordance with the Siting, design, operation and rehabilitation of landfill guideline from EPA. The Stage 2 Capping works depicted in the design documentation— covers Part A and B and the design has been approved by EPA. The Part A construction works are 95% completed and Council is awaiting the final report. The Part B of the project, Council is under Procurement process with the intention to begin the project in January 2025.</p> <p>It is understood that Council has circa 3 years of airspace capacity available in the landfill Council's new cell (Cell I Stage 2 became active in January 2024) and therefore Council is starting the process to plan and get the EPA approvals of design and construction of the new cells. Council is under evaluation process for the design of the new cell's construction in the Landfill and it is expected to start the construction in October 2025. The cells also will be constructed under the EPA Operating Licence requirements and Siting, design, operation, and rehabilitation of landfill guideline from EPA.</p>	23/24
<p>Develop the Kerbside Transition Plan commensurate with the state-wide reforms of the Recycling Victoria Policy 2020.</p>	23/24
<p>Develop a city-wide new Footpath Strategy.</p>	23/24
<p>Complete Biodiversity Strategy and Biodiversity Values and Connections Study (key strategy action).</p>	23/24
<p>Development of an Environmental Management System to reduce and manage environmental impacts and responsibilities while operating efficiently.</p>	23/24
Goal 2 – A healthy, connected and inclusive community	
<p>Victoria Park Redevelopment Project: Sports lighting upgrades for the soccer pitches have been completed and works have commenced on the new pavilion as part of this \$5.2 million project.</p>	21/22, 22/23
<p>Alfredton Recreation Reserve pavilion upgrade: It includes new changerooms, kitchen and kiosk, public toilets and undercover viewing area as well as new practice nets, a new electronic scoreboard and extra car parking.</p>	21/22
<p>Wendouree West Recreation Reserve: Construction of three soccer pitches, the pump track and skateable elements have been completed and works are underway on the new changerooms and community hub as part of the \$7 million Strengthening Wendouree project.</p>	21/22
<p>Mars Stadium Stage 2 – Upgraded stadium entrances, additional fully accessible permanent toilets, improved disability access seating in the western and eastern stands, improved spectator standing areas and female-friendly compliant changeroom facilities.</p>	21/22



Selkirk Stadium Stage 2: Works completed include three 3x3 basketball courts, a mobile 3x3 court for events, a regional strength and conditioning centre, learning centres and a façade upgrade.	21/22
Russell Square: construction of new changeroom facilities.	21/22
Recreation capital improvements: new synthetic bowling green surfaces at Alfredton Recreation Reserve and Learmonth Recreation Reserve; new netball court and flood LED lighting at City Oval; oval improvements at Alfredton Recreation Reserve; two new netball courts and LED flood lighting at Mars Stadium; and new LED flood lighting of 18 tennis courts at Ballarat Regional Tennis Centre.	21/22
Fast track recreation projects: Projects completed feature 'Female Friendly Facilities' and include new and refurbished sporting changeroom facilities at Alfredton Recreation Reserve, Learmonth Recreation Reserve, Marty Busch Reserve, Pleasant Street Reserve, Royal Park Buninyong and Trekardo Park and two new soccer pitches and lighting at Royal Park Buninyong.	21/22
Implement Year 1 of the Public Health and Wellbeing action plan.	21/22
Spotlight on Sebastopol program: This program is made up of 12 projects. All are currently in the design or delivery phase.	21/22, 22/23
Develop and deliver priorities from a new four-year Municipal Early Years Plan to ensure our community is inclusive of and accessible for children.	21/22
Review the Statement of Commitment to preventing all forms of violence.	21/22
Coordinate community engagement for the Spotlight on Sebastopol program.	21/22
Facilitate co-designed social connections programs through the Ballarat Aquatic and Lifestyle Centre that support and improve the health and wellbeing of residents.	21/22
Facilitate stakeholder engagement for the Strengthening Wendouree program.	21/22
Implement recommendations from the City Safe Taxi Rank Evaluation and Community Safety Review.	21/22
Community Infrastructure Plan.	22/23
Inclusion Framework.	22/23
Youth Strategy.	22/23
Ageing Well in Ballarat Strategy.	22/23
LGBTIQA+ Inclusion Plan.	22/23
Intercultural Strategic Plan.	22/23
Disability Access and Inclusion Plan.	22/23
Ballarat Central Library – Construction commenced in early 2023 on the revitalisation of the library which involves increasing floor space, developing a second story for public use and creating more welcoming and enriching learning spaces. While the library is undergoing this transformation a pop-up library has been established at the Ballarat Town Hall, with approximately 33,000 people having used this library between November 2022 and 30 June 2023.	22/23
Marty Busch Master Plan Implementation.	22/23
Wendouree Community Recreation Precinct: This transformational project is complete. It delivered new soccer pitches and lighting, a new sporting pavilion comprising change rooms and a social space. It will be home for the Forest Rangers Soccer Club and the North Ballarat Cricket Club will also play matches at the venue. Additional community facilities will provide for the Wendouree Neighbourhood Centre, Wendouree YMCA, Re-Cranked and the Men's Shed. We are delivering this project in partnership with the Federal and State Governments.	22/23
Pleasant Street Soccer Pitch renewal: This project is complete with the delivery of two new match pitches and a junior warm up pitch.	22/23
Implementation of universal access to three-year-old kindergarten.	22/23
Complete annual Children's consultations.	22/23
Connect with our older residents to assist them to connect with relevant activities and to participate, to partner with community groups, and other organisations so that a	22/23



complimentary suite of opportunities are available across Ballarat which address our ageing community's needs. Provide assistance to understand My Aged Care system.	
Deliver inclusive creative events, culture and social connection programs to young people 12 -25.	22/23
Co-ordinate implementation and evaluation of Year Two of Council's Public Health & Wellbeing Plan 2021-2025.	22/23
Engage in opportunities for community education programs - responsible pet ownership programs, developer/builder education programs, education programs through the Ballarat Animal Shelter.	22/23
Engage with community around local laws and continue to provide education to achieve compliance.	22/23
Deliver the Child Safe Awareness and Training Program.	22/23
Deliver the Cultural Awareness Program.	22/23
Delivery of cultural competency training to youth volunteers.	22/23
Event celebrating Aboriginal and Torres Strait Islander Children's Day.	22/23
Participate in opportunities to support reconciliation with Aboriginal and Torres Strait Islanders.	22/23
Continue to work with DOT in relation to ensuring school crossing program functions well and appropriately to provide safe passage for children to get to school.	22/23
Participate in opportunities to support our ageing community.	22/23
Implement and report on Year One of Council's new Inclusion Framework 2022.	22/23
Implement and report on Year One of Council's new Disability Access & Inclusion Plan 2022-2026.	22/23
Implement and report on Year One of Council's new Intercultural Strategic Plan 2022-2026.	22/23
Implement and report on Year One of Council's new LGBTIQ+ Inclusion Plan 2022-2024.	22/23
Participate in opportunities to enhance a diverse, inclusive and compassionate community.	22/23
Continue to proactively maintain high risk areas to reduce asset and property damage during natural disaster events.	22/23
Continue to work with community and surrounding municipalities to support animal care and welfare during natural emergencies and in response to incidents of domestic violence and at request of Grampians Health.	22/23
Deliver the facility Gutter Cleaning Program across Council facilities.	22/23
Lead Council's Preparedness, Response, Recovery and Reporting for all emergency management incidents.	22/23
Lucas Community Hub Upgrade: Construction is underway on an expansion to the existing Lucas Community Hub that includes an additional kindergarten room and expanded outdoor playspace, staff planning rooms, expanded foyer and utility areas. Construction will be complete before the end of 2024 and the new room open for kindergarten in Term 1, 2025. This project has been delivered in partnership with the State Government.	23/24
Central Library Upgrade: The Central Library upgrade has now been completed	23/24
Hockey Surface Renewal: The re-surfacing of the synthetic Ballarat Hockey pitch is well advanced and due for completion in September 2024. Whilst the project encountered latent sub surface ground conditions. Council was able to undertake appropriate remediation that will ensure that when completed the facility will provide hockey with a high-quality playing surface for many years.	23/24
Complete feasibility study on development of new integrated youth hub.	23/24
Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.	23/24
Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community.	23/24



Continue to engage with other local, state and federal departments to identify strategies to assist with supporting better social cohesion, isolation/loneliness and vulnerable communities across all areas of regulatory services.	23/24
Provide programs and support through the Ballarat Animal Shelter.	23/24
Develop and deliver kindergarten operations at the new facility currently known as Alfredton Community Hub and Rowan View Children's Centre from Term 1, 2024.	23/24
Implement year two of the Libraries and Learning Strategy.	23/24
Provide work placement, work experience and volunteer opportunities through the Ballarat Animal Shelter.	23/24
Develop and facilitate networks and partnerships in the community to develop opportunities for residents as they age.	23/24
Continue to support residents to transition to new CHSP (Commonwealth Home Support Package) providers through the community connection program following the withdrawal of home service provision by the City of Ballarat.	23/24
Update the Emergency Management Plan to include the management of pets of those impacted by emergencies.	23/24
Goal 3 – Fostering sustainable growth	
Significant work progressed on the re-zoning of land for three new urban growth areas, which will help ensure Ballarat can accommodate the projected population of 185,000 people by 2041.	21/22
Establish a Design Review Panel.	21/22
Alfredton Community Hub: Construction is underway on this new facility located in Ballymanus, which features a new kindergarten and community facilities.	22/23
Growth Areas Framework Plan: Development is underway on this plan which will then undergo a community consultation process. A planning scheme amendment will follow shortly after.	22/23
Preparation of Precinct Structure Plans (PSP): Work to support the Victorian Planning Authority in the preparation of the Northern Growth Area PSP is ongoing.	22/23
Housing Strategy - This strategy has been drafted in 2022/23 ready to go through a community consultation process.	22/23
Ensure parking strategies are appropriate for infill residential development.	22/23
Continue to work with builders/developers to ensure construction management plans are implemented in accordance with local laws.	22/23
Ensure that building works are in accordance with the Building Act and Building Code of Australia.	22/23
Commission concept design work for a future Wendouree Library and Community Hub.	22/23
Continue to develop master plans at Brown Hill Reserve, City Oval master Plan and Marty Busch Reserve.	22/23
Initiate the Aquatic Strategy Review.	22/23
Support and participate in opportunities in support of the creation of great precincts and places for people.	22/23
Housing Strategy: The Housing Strategy is nearing completion and is on track to be adopted by Council in August 2024. A further step in the process will be to commence a Planning Scheme Amendment to implement the Housing Strategy into the Planning Scheme. This will commence immediately upon a Council resolution to commence the Planning Scheme Amendment.	23/24
Heritage Gaps Program: The Heritage Gaps Program has been progressing well and is a multi-year project. Some projects within the wider program of work have been completed and others are about to commence.	23/24
Alfredton Community Hub (Ballymanus): Construction of this place-changing facility is complete and is now officially known as Djila-tjarri Community Hub. Operating from the new hub is Djila-tjarri Kindergarten, a 3-room kindergarten, and three fit-for-purpose	23/24



community meeting spaces that are available for community use and landscaped outdoor areas. This project has been delivered in partnership with the State Government.	
Provide technical advice and support as required in relation to contaminated sites.	23/24
Completely refurbish the current Ballarat Library: Handover for the Ballarat library building occurred in February 2024, the library had for a soft opening in April 2024 and an official opening in May 2024. The new refurbished building is at full operation and visited by approximately 500 people each day it is open (7 days per week).	23/24
Review and update the Ballarat Major Events Precinct Plan.	23/24
Promote regulatory compliance to enhance the amenity of the area by acting on untidy property reports.	23/24
Deliver Stage 1 of the Ballarat Visitor Arrival masterplan.	23/24
Goal 4 – Maintain, enhance and conserve our natural and built assets	
City of Ballarat invested \$3.4 million to improve our city's sealed road network, including \$1.4 million in asphaltting and stabilisation patching works and \$2 million towards a re-seal program.	21/22
Wendouree Parade tram tracks replacement – 2.5 million project to replace the tram tracks in partnership with the Ballarat Tramways Museum.	21/22
Eastwood Street/Peel Street car park renewal: Rehabilitation of the car part near Coles Supermarket and includes a new asphalt overlay, garden bed renewal and the planting of 40 additional trees.	21/22
Sturt Street upgrade works: 3.7 million project complete rehabilitation of Sturt Street between Dawson Street and Grenville Street and includes pedestrian nibbings at the intersections, a shared cycle path on the south side of the centre median, new street trees and traffic signal upgrades and a new asphalt overlay.	21/22
Art Gallery of Ballarat lighting upgrade: Phase 2 upgrades were completed. It included an upgrade to LED lighting in all downstairs galleries and significant electrical and safety upgrade in the back end of the system. The upgrades improve energy efficiency and protect artworks from damaging UV.	21/22
An expanded footpath and bicycle path program: All planned works for 21/22 were completed.	21/22
Upgrade works to facilities across the municipality: 39 renewal programs have been completed. These include improvements to the Brown Hill Hall, the Art Gallery of Ballarat and the Ballarat Town Hall.	21/22
Deliver transport related maintenance programs on roads, footpaths and trails as per our Capital Works Program.	21/22
Develop a three-year maintenance program and capital renewal plan based on evidence from the sealed road survey.	21/22
Lake Wendouree and Victoria Park Link Lighting: Construction is nearing completion on this project which will provide a safely lit environment for pedestrians, joggers and the general public along the Steve Moneghetti Track at Lake Wendouree and in Victoria Park. We are delivering this project in partnership with the State Government.	22/23
Redan Wetlands: Scoping works have commenced on this project which includes improvements to the wetlands and surrounding parkland.	22/23
Sebastopol Community Hub – This community facility includes a new community hall, three kindergarten rooms and four fit-for-purpose meeting spaces that will accommodate a diverse range of users. The community and stakeholder and concept planning processes have been completed. We are delivering this project in partnership with the Federal Government.	22/23
Continue to work with the Traffic and Transport team and City Design team to influence good parking strategies and outcomes.	22/23
Deliver the 2022/2023 asset maintenance program.	22/23



Deliver the annual Ballarat Heritage Festival.	22/23
Participate in opportunities to respect, conserve and celebrate our rich heritage.	22/23
Participate in opportunities to ensure capital works programs are consistent with the smarter parking initiative and strategies.	22/23
Participate in planning around open public space and consider the opportunities for off leash dog areas (unfenced).	22/23
Undertake vegetation clearances around electric lines as per the electric line clearance regulations.	22/23
Commence Sebastopol Community Hub Construction: Full detailed design process and stakeholder consultation complete. Project out to formal tender process in June 2024. Site cleared in preparation for construction in 24/25.	23/24
Bridge Mall redevelopment: Major construction works continue with the Bridge Mall Redevelopment as it progresses towards completion. This quarter has seen completion of most paving within the mall area itself, major works to Grenville Street, lighting installation, upgrades to laneways and progress in design of a new bridge over the Yarrowee River.	23/24
Delivery of the Infrastructure Capital Works Program.	23/24
Goal 5 – A strong and innovative economy and city	
In line with the goal of a strong and innovative economy and city, and in the context of pandemic restrictions during late 2021, the City of Ballarat worked to support Ballarat businesses' recovery by waiving footpath trading fees, extending outdoor dining infrastructure support and the continuation of City of Ballarat's Community and Business Support package.	21/22
Streetscaping works for outdoor eating and entertaining precincts: Outdoor streetscaping and activation works were undertaken across the City using a combination of Council funding and grant funding from the State Government's Covid Safe Outdoor Activation Fund 2021. This included the installation of wind protection screens and umbrella sockets outside 43 hospitality businesses, as well as streetscaping works to facilitate outdoor dining in Armstrong Street and Mackenzie Street.	21/22
Warrenheip St Buninyong streetscape upgrade: This \$1.287million streetscape upgrade was predominantly completed in 2021/22 ready for official opening. The project was co-funded by \$859,000 from the City of Ballarat's Capital Works Program, \$300,000 from the Victorian Government's Regional Infrastructure Fund, \$100,000 from the Community Bank Buninyong & District branch of the Bendigo Bank and \$28,000 from Public Transport Victoria to upgrade the existing bus stop.	21/22
The Ballarat Events Strategy 2018-2028 was developed and completed in December 2022.	21/22
Convene City of Ballarat Pandemic Taskforce as and when required.	21/22
Undertake an audit of existing social enterprises in Ballarat and develop a plan to support growth in this sector.	21/22
Deliver our 2021/2022 Events Calendar.	21/22
Develop a Sports Events Acquisition Plan.	21/22
Survey and measure the number and types of creative businesses in the city in order to measure the impact of the City of Ballarat Creative City Strategy implementation.	21/22
Bridge Mall Redevelopment.	22/23
Ballarat Airport Runway Upgrade: The majority of works have been completed on this project which includes extending the existing runway and other upgrades to allow larger aircraft to use the airport and increasing certainty for local businesses to expand their operations. We are delivering this project in partnership with the Federal Government.	22/23
Her Majesty's Theatre Stage 3 Works: Early works are underway on this project which involves refurbishment of the front and back-of- house amenities for patrons, performers and staff, including improved accessibility. We are delivering this project in partnership with the State Government. The project contract has been awarded and a significant portion of the demolition stage has been completed.	22/23



Continue to hold Council's Pandemic Taskforce meetings as required to ensure our workforce and community are in line with State and National Public Health Strategies.	22/23
Participate in the Grampians Public Health bi-weekly huddles and reactivate the Health Protection Working Group as required.	22/23
Continue to measure the amount of Local Content in the procurement of goods and services.	22/23
Facilitate a program of initiatives to support local business to harness opportunities such as: a circular economy business program; and facilitation of a whole-city project to assist local employers access greater levels of skilled migration in addressing existing workforce shortages.	22/23
Participate in outdoor dining working groups to ensure program is consistent with outdoor dining policy and smarter parking initiative.	22/23
Environmental Health, Building and Local Laws continue to work closely with businesses to ensure that legislative requirements are satisfied.	22/23
Deliver our 2022/23 Events Calendar, continue to implement the Tourism Events Grants Program.	22/23
Implement Sports Acquisition Program.	22/23
Work with Events team and Economic Development to ensure events and activities are supported and that the legislative framework is being addressed.	22/23
Deliver priorities from 2030: A vision for the Eureka Centre.	22/23 – 23/24
Participate in opportunities to promote Ballarat as a destination of choice.	22/23
Continue to review outdoor dining policy, parking initiatives and other policies to support vibrancy in the Central Business District.	22/23
Implement priorities from our Creative City Strategy.	22/23
Continue to work with others to ensure that legislative framework is satisfied in support of social and economic inclusion.	22/23
Deliver a program of business development and support to encourage more social enterprises to establish and thrive in Ballarat.	22/23
Encourage Social Procurement opportunities in accordance with Council's Procurement Policy.	22/23
Complete Ballarat Airport runway upgrade: The majority of works have been completed on this extension of the existing runway, from approximately 1300 to approximately 1800 metres. The final portion of the works, which involves closing Airport Road and commissioning the extended section for use, cannot be completed until the State Government completes the Liberator Drive extension as the alternative access point to Airport Road. This is expected to occur in early 2025.	23/24
Complete Her Majesty's Theatre Stage 3 and conservation works: Completion of the Stage 3 works project at HMT is drawing to completion. The Practical Completion date provided by the contractor is 4 October 2024. The building will then require several weeks for HMT staff to reinstate theatre equipment and to operationalise the space.	23/24
Undertake a review of Council's Outdoor Dining and Trading Policy, to incorporate new approaches that were initially facilitated to support businesses during the pandemic restrictions.	23/24
Provide more flexibility around permits and activities in the community and on City of Ballarat land that will attract people to support local businesses.	23/24
Deliver remaining actions from the 2022/2023 Visitor Economy Engagement Plan.	23/24
Develop a Destination Management Plan for the Tourism Midwest Visitor Economy Partnership and supporting Local Area Plan for The City of Ballarat.	23/24
Deliver Spring/Summer campaigns to promote Ballarat to intra and interstate markets.	23/24
Deliver Autumn/Winter campaigns to promote Ballarat to intra and interstate markets.	23/24
Work with Visit Ballarat to deliver initiatives to drive international visitation.	23/24



Goal 6 – A council that is accountable, transparent and advocates for its community	
The City of Ballarat continued to vigorously advocate to all sides of politics at a state and federal level for Council's priority projects. With federal and state elections in 2022, the City of Ballarat also joined with nine partner organisations to champion six transformational projects for our city as part of Ballarat. Now and Into the Future 2022. Delivering on our goal to lead and advocate for community this work contributed to a range of significant funding announcements for community projects, including the Sebastopol Community Hub, Ballarat Regional Animal Shelter and the Alfredton Community and Early Years Hub.	21/22
Deliver the Council Plan 2021-2025.	21/22
Delivery of the 10 Year Asset Plan, 10 Year Financial Plan, Gender Equality Action Plan and Workforce Plan.	21/22
Pilot Smart City technology to improve delivery of Council Services: Pilots underway include Internet of Things implementation, Botanical Gardens Sequoia Monitoring and pedestrian monitoring on trail networks.	21/22
Deliver the annual Customer Satisfaction Survey.	2021 - 2024
Implement The Way Forward program in collaboration with all staff.	22/23
Implement new budget process for the 2022/2023 budget.	21/22
Advocate strongly for Priority Projects - Advocacy and lobbying is an ongoing priority for City of Ballarat. With both federal and state elections held in 2022/23, the City of Ballarat's Advocacy and Lobbying Team worked closely with the Mayor, CEO, Executive Leadership and Management Teams to promote Council's priority projects to all sides of politics, to key stakeholders, residents and businesses. More than \$181 million was secured for City of Ballarat projects that were directly advocated for. A further \$56.6 million was committed for two Victorian Government projects on Council's advocacy pipeline - Ballarat Railway Station DDA compliance (\$49.1 million) and Ballarat-Carngham Road design works (\$6.6 million).	22/23
Continue to identify opportunities for business improvements in processes and policies and implement those strategies.	22/23
Completion of Department of Education and Training Innovation Grant partnership with Federation Uni providing professional support to new early childhood teacher graduates.	22/23
Continue to complete regular Employee/Staff Engagement Pulse Surveys.	22/23
Develop an all-Staff Professional Development Program built into the flow of work.	22/23
Explore opportunities to enhance universally accessible careers expo.	22/23
Explore TAFE/Higher Education Micro-Qualification Pathways.	22/23
Generate a People Capability Framework linked to Learning Plans.	22/23
Develop a centre lead Volunteer Program.	22/23
Take feedback from community and implement such feedback into reviews of policies and procedures and implement improvements accordingly.	22/23
Continue to release open data and community dashboards.	22/23
Continue to strengthen, monitor and report on Council's community engagement practice.	22/23
Continue to work with the community and keep them well informed of progress on delivery of actions.	22/23
Complete a Workforce Diversity Profile.	22/23
Implement fit-for-purpose contact centre system to improve efficiency and customer experience.	22/23
Ensure our team are working within our standard policies and procedures at all times and provide feedback when not.	22/23
Implement Council's new Partnerships and Grants Policy and Programs 2022.	22/23
Regularly monitor and report on financial performance compared to budget.	2021 - 2024
Complete tendering and procurement review to ensure Council delivers best practice procurement processes.	22/23
Deliver the Annual Compliance Training Program.	22/23



Deliver the Annual Leadership Development Program.	22/23
Detailed designs for Regional Animal Shelter Project: Detailed designs are near completion, and EOI went out Wednesday 26 June 2024 seeking interest for construction when the project goes to tender.	23/24
<p>Advocate strongly for Priority Projects: Work is ongoing to ensure the federal and state governments are acutely aware of City of Ballarat's priorities for key projects and initiatives in the LGA. Particular focus has been on advocacy to secure funding and raise awareness to support City of Ballarat's ambitions for the Ballarat Art Gallery, Continuous Voices Memorial, Eastwood Leisure Centre, Ballarat Airport Stage 2 and the Sebastopol Community Hub.</p> <p>Regular communications with Ministers and local Members of Parliament at both the state and federal level include face to face briefings and written updates, to ensure priorities are well understood and taken into consideration when federal and state budgets are being developed.</p> <p>Increasing financial constraints experienced by the local government sector make it even more critical for Council to undertake targeted advocacy to secure external funding - either through budgets, grants or election commitments - to help deliver key projects and initiatives. In the past year City of Ballarat's advocacy has had a strong focus on supporting grant applications and updating Council's key advocacy document the Advocacy Priority Projects Pipeline which details costs and timelines for key projects.</p>	23/24
Identify, prioritise and deliver business improvement projects that enhance internal systems and processes.	23/24
Implement improvements to business planning and performance monitoring and reporting.	23/24
Develop a Customer Charter.	23/24
Complete a review of open data relevant policies, procedures and guidelines.	23/24
Development of Communications Strategy (including internal communication approach) and develop inclusive language and design guidelines (with Engaged Communities team) and complete review of OurBallarat magazine.	23/24
Explore Opportunities to develop local partnerships to collaborate on innovative smart city projects.	23/24
Complete a 2023 Enterprise Bargaining Agreement.	23/24



2020-2021	
Asset Description	Category 1
Goal 1 – An environmentally sustainable future	
Replacement Bin Program - Mastec Bins	Plant, machinery and equipment
Goal 2 – A healthy, connected and inclusive community	
Alfredton Village Green Oval Upgrade	Recreational, leisure and community facilities
Russell Square AFL & Netball Changerooms	Building Improvements
Library Books 2021	Library books
Russell Square Change Rooms Refurbishment	Building Improvements
Mt Clear Rec Reserve Refurbishment	Building Improvements
Trekardo Park & Pleasant St Reserve Lighting Upgrade	Other infrastructure
Trekardo Park Lighting	Other infrastructure
Ballarat North Community Centre Redevelopment	Building Improvements
M R Power Regional Park Playground Upgrades	Recreational, leisure and community facilities
Ken Kay Badminton Stadium Works	Building Improvements
Marty Busch BMX Lighting	Other infrastructure
Goal 3 – Fostering sustainable growth	
Program Footpath Construction	Footpaths and cycleways
DCP Construction - North South Road - Cuthberts/Cuzens	Roads
Albert H Graham Reserve/Playground Development	Recreational, leisure and community facilities
Resheeting of Various Bike Paths	Footpaths and cycleways
Goal 4 – Maintain, enhance and conserve our natural and built assets	
Franklin Bridge Replacement & Associated Works	Bridges
Cuthberts Road/White Avenue Roundabout & Pavement Rehabilitation	Roads
Bituminous Resealing Works	Roads
Fernery Works	Building Improvements
Gilles Road Reconstruction	Roads
Gracefield Road - Reconstruction Brown Hill	Roads
136 Howe Street Miners Rest - Land Acquisition	Land
Program Major Patching	Roads
Lake Street Stage 1 - Wendouree (Howitt Street to Shaw Avenue)	Roads
Armstrong Street South - Road Rehabilitation & Streetscape Works	Roads
Rural Roads Resheet & Drainage	Roads
Coghill Creek Road & Orchard Lane Reconstruction	Roads
Havelock Street Reconstruction	Roads
Tree Planting	Parks, open space and streetscapes
Reconstruction of Havelock Street Part 1- Ballarat North	Roads
Reconstruction of Gillies Road	Roads



Midlands Reserve Scout Hall Asbestos & Hazardous Material Survey	Building Improvements
Heat Recovery & AHU Upgrade BALC	Building Improvements
Reconstruction of Havelock Street Part 2 - Ballarat North	Roads
Pickfords Road - Reconstruction	Roads
Reconstruction of Jasmine Drive Delacombe	Roads
RB1 & Link Drainage Stage 4 Cuthberts Road, Alfredton Central	Drainage
Major Infrastructure Renewal Final Roads Sealing	Roads
Program Kerb & Channel Renewal	Roads
Soho Rd Extension Construction BWEZ	Roads
Learmonth Street Service Road - Buninyong	Roads
Errard Street Ballarat Central Road Rehabilitation	Roads
Road Construction Doodts Road	Roads
Minor Drainage Works	Drainage
Albion Street - Sebastopol Road Rehabilitation	Roads
Major Infrastructure Renewal Future Design Program Costs	Roads
Albion Street - Sebastopol Road Rehabilitation	Roads
Sturt Street Intersections - Landscaping Works	Land improvements
Bus Shelter Repairs and Replacements	Other infrastructure
Upgrade of Two Existing Lift Installations Town Hall & Phoenix Buildings	Building Improvements
BALC Balance Tanks Rectification Works. Concrete Repair, Crack Remediation, Coating Works	Building Improvements
Armstrong Street Ballarat North Road Rehabilitation	Roads
Major Drainage Works	Drainage
Talbot Street South & Ripon Street South	Other infrastructure
Fire Detection Services Upgrade Town Hall	Heritage buildings
Air Conditioning Units Upgrades BALC	Building Improvements
Safety Barrier Assessments and Guardrail Repairs	Bridges
Mair Street Footpath Renewal (Humffray St N to Princes St)	Footpaths and cycleways
Gracefield Road - Road Reconstruction	Roads
Goal 5 – A strong and innovative economy and city	
Begonia Festival Floral Garden Decorations	Plant, machinery and equipment
Artworks Purchased	Artworks
Goal 6 – A council that is accountable, transparent and advocates for its community	
Plant Replacement Program	Plant, machinery and equipment
ICT Assets	Computers and telecommunications



2021-2022	
Asset Description	Category 1
Goal 1 – An environmentally sustainable future	
Landfill Cell I Construction	Landfill
Replacement Bin Program	Plant, machinery and equipment
Goal 2 – A healthy, connected and inclusive community	
Entrance & Ticket Box Upgrades Mars Stadium Stage 2	Building Improvements
Entrance & Public Toilets Upgrades Mars Stadium Stage 2	Building Improvements
Victoria Park Soccer Pitches and Pavilion	Recreational, leisure and community facilities
Learmonth Pavilion upgrade	Building Improvements
Roof & A/C Replacement Ballarat North Sports Club	Building Improvements
City Oval Netball Court	Recreational, leisure and community facilities
Library Books 2022	Library books
Midlands Reserve Playspace Renewal	Recreational, leisure and community facilities
Resurface Bowling Green - Learmonth	Recreational, leisure and community facilities
Alfredton Rec Reserve Cricket Nets	Recreational, leisure and community facilities
Brown Hill Community Hall Main Hall Roof Renewal	Building Improvements
Sports Lighting & Electrical Upgrade Wendouree West Recreation Reserve	Recreational, leisure and community facilities
Soccer Change Rooms Royal Park (Buninyong)	Building Improvements
Trekardo Park Soccer Club Change Rooms Refurbishment	Building Improvements
Book Sorter	Plant, machinery and equipment
Alfredton Reserve Netball Change Rooms	Building Improvements
Skate Park & BMX track Wendouree Recreation Reserve	Recreational, leisure and community facilities
Goal 4 – Maintain, enhance and conserve our natural and built assets	
Wendouree Parade Tram Tracks	Roads
Bituminous Resealing Works	Roads
Langstaffe Drive	Roads
Cuthberts Road - Cardigan	Roads
Program Major Patching	Roads
Eastwood Street Carpark	Off street car parks
Warrenheip & Learmonth Streets Buninyong Upgrade	Roads
North Ballarat Netball Works	Recreational, leisure and community facilities
Gillies Road - Ascot	Roads
Airport Hut 44 & 45 Renewal Works	Heritage buildings
Leith Street Reconstruction	Roads
Program Footpath Construction	Footpaths and cycleways
Rural Roads Resheet & Drainage	Roads
Nolan Street	Roads
Peel Street North Reconstruction	Roads
Tree Planting 2022	Parks, open space and streetscapes



Crocker Street - Lake Wendouree	Roads
Gent Street / Dyte Parade - Ballarat East	Roads
Program Kerb & Channel Renewal	Roads
Peel/Eastwood Asphalt	Roads
Major Footpath Works	Footpaths and cycleways
Drainage Projects	Drainage
Soldiers Hill Carpark & Shoulder Upgrade	Off street car parks
Major Infrastructure Renewal Future Design Program Costs	Roads
Minor Drainage Works	Drainage
Art Gallery Lighting Upgrade Stage 2 works	Heritage buildings
Major Infrastructure Renewal Final Roads Sealing	Roads
M R Power Reserve Public Toilet	Building Improvements
136 Howe Street Miners Rest - Land Acquisition	Land
Doveton Street / Norman Street - Ballarat North	Roads
Lyon St South, between Dana & Eyre	Roads
Raglan St South, between Dana & Eyre	Roads
Resheeting of Various Bike Paths	Footpaths and cycleways
Bus Shelter Repairs and Replacements	Recreational, leisure and community facilities
Sturt Street Irrigation – Pleasant Street to Elliot Street	Recreational, leisure and community facilities
Street beautification Drummond/Mair St	Parks, open space and streetscapes
Mair Street Footpath	Footpaths and cycleways
Goal 5 – A strong and innovative economy and city	
Artworks Purchased	Artworks
Goal 6 – A council that is accountable, transparent and advocates for its community	
Plant Replacement Program	Plant, machinery and equipment
ICT Assets	Computers and telecommunications
Office Furniture	Fixtures, fittings and furniture



2022-2023	
Asset Description	Category 1
Goal 1 – An environmentally sustainable future	
Replacement Bin Program	Plant, machinery and equipment
Goal 2 – A healthy, connected and inclusive community	
Victoria Park Soccer Pitches and Pavilion	Recreational, leisure and community facilities
Badminton Stadium Roof Renewal	Building Improvements
Sports Lighting & Electrical Upgrade Wendouree West Recreation Reserve	Recreational, leisure and community facilities
Hot Shots Courts - Ballarat Regional Tennis Centre	Recreational, leisure and community facilities
Library Books Annual Program	Library books
CE Brown Oval upgrade	Recreational, leisure and community facilities
East Ballarat Cricket Nets	Recreational, leisure and community facilities
Mt Clear Recreation Reserve Scoreboard	Recreational, leisure and community facilities
OSC - Binney Reserve	Recreational, leisure and community facilities
Goal 3 – Fostering sustainable growth	
Sturt Street Bike Path	Footpaths and cycleways
Steinfeld Street Bike Path	Footpaths and cycleways
Ballarat Connections Bike Path-Grenville Street	Footpaths and cycleways
Bike Path Resheeting Program	Footpaths and cycleways
Bike Path - Lydiard St to Macarthur St	Footpaths and cycleways
12X Wayfarer Pod Setting	Recreational, leisure and community facilities
Goal 4 – Maintain, enhance and conserve our natural and built assets	
Program Major Patching	Roads
Bituminous Resealing Works	Roads
Program Footpath Construction	Footpaths and cycleways
Program Asphaltting	Roads
Humffray Street - Mount Pleasant	Roads
Ring Rd Deep Lift Asphalt	Roads
Warrenheip Street	Roads
M.R. Power Park Upgrades SOS	Parks, open space and streetscapes
Gregory Street/Ring Rd	Roads
Coghills Creek Road	Roads
Program Kerb & Channel Renewal	Roads
Gregory St West-Link Rd roundabout	Roads
Drainage Projects	Drainage
Havelock Street, recon Landsborough to Walker Streets	Roads
Tree Planting Annual Program	Parks, open space and streetscapes
Yarrowee Creek, bank stabilisation near CHW ponds	Parks, open space and streetscapes
Ligar Street - Ballarat North	Roads
MR Power Park Drainage	Drainage



Minor Drainage Works	Drainage
Program Gravel Road Renewal	Roads
Bus Shelter Repairs and Replacements	Recreational, leisure and community facilities
Geelong Road Service Road - Mt Clear	Roads
Warrenheip Road, roundabout construction at Navigators Road	Roads
Final Roads Sealing (last year)	Roads
John Street, Ballarat East -Road construction between Stawell & Rice Streets	Roads
Major Infrastructure Renewal Practical Completion Upgrades	Roads
Carparks former BRACE site, Havelock St	Off street car parks
Major Infrastructure Renewal Future Design Program Costs	Roads
Sunnyside Mill Parklands - Stage 1	Parks, open space and streetscapes
Spotlight on Sebastopol Urban Forrest	Parks, open space and streetscapes
Art Gallery Facade works	Heritage buildings
Remembrance Drive (Bo Peep Road) Tree Renewal Program	Parks, open space and streetscapes
Sebastopol RSL Hall Upgrades SOS	Building Improvements
Parent Place Roof	Building Improvements
Airport in ground stormwater mains extension	Drainage
Buninyong RSL Hall Asbestos removal	Building Improvements
Goal 5 – A strong and innovative economy and city	
CBD Outdoor Dining and Streetscape Activation	Parks, open space and streetscapes
Artworks Purchased	Artworks
Goal 6 – A council that is accountable, transparent and advocates for its community	
Plant Replacement Program	Plant, machinery and equipment
ICT Assets	Computers and telecommunications
ICT Initiatives-Desktop	Computers and telecommunications
Trench Room All-in-One Replacement AC/TV Unit	Computers and telecommunications
ICT Initiatives-Firewall	Computers and telecommunications



2023-2024	
Asset Description	Category 1
Goal 1 – An environmentally sustainable future	
Landfill Capping works BRL	Landfill
Waste Fleet Replacement Program	Plant, machinery and equipment
Replacement Bin Program	Plant, machinery and equipment
Tree Planting Annual Program	Parks, open space and streetscapes
Solar PV Install	Building Improvements
Leachate Pumps BRL	Waste Management
Goal 2 – A healthy, connected and inclusive community	
Ballarat Central Library	Building Improvements
Marty Bush Oval No.2 Upgrade	Recreational, leisure and community facilities
Mt Clear Cricket Net renewal	Recreational, leisure and community facilities
Library Books Annual Program	Library books
Sebastopol South Kindergarten Building Extension	Building Improvements
Inclusive Playspace	Recreational, leisure and community facilities
Hard court surface renewal-Ballarat Regional Tennis Centre	Recreational, leisure and community facilities
Alfredton Oval Surface Renewal	Recreational, leisure and community facilities
Marty Busch Oval Two Lighting	Recreational, leisure and community facilities
BALC Cardio Equipment	Plant, machinery and equipment
Mount Clear Kindergarten accessibility improvements	Building Improvements
Royal Park Community Garden upgrade	Recreational, leisure and community facilities
Llanberris Athletics Track Repairs	Recreational, leisure and community facilities
Learmonth Recreation Reserve Electronic Scoreboard	Recreational, leisure and community facilities
Goal 4 – Maintain, enhance and conserve our natural and built assets	
Program Major Patching	Roads
Bituminous Resealing Works	Roads
Program Asphaltting	Roads
DCP Construction -Drainage Scheme DI_DR_KL sub-catchment KL	Drainage
Drainage Projects	Drainage
Program Footpath Construction	Footpaths and cycleways
Cromwell Street Sebastopol	Roads
Fernery Outdoor Landscaping	Land improvements
Dowling Road, reconstruction from Blind Creek Road	Roads
Market Street road and parking upgrade	Off street car parks
Wendouree Parade Saint Patricks Point	Off street car parks
Lake Wendouree Lighting Project	Recreational, leisure and community facilities
Program Kerb & Channel Renewal	Roads
DCP Land- Land for Retarding basin 5	Land
Program Gravel Road Renewal	Roads



Market Street Upgrade (including Car Park)	Off street car parks
Leith Street, recon Skipton Street to Yarrowee Street	Roads
Olympic Avenue, construct entrance to school	Roads
Nolan Street, Bridge Street to Peel Street	Roads
Eureka Street and Fussell Street Intersection, Ballarat East	Roads
Sturt St - Dawson St intersection	Roads
Minor Drainage Works	Drainage
Soil Disposal Report - Stockpile, Ballarat Airport	Land improvements
DCP Land- Land for Greehalghs Rd Widening	Land
Prior Year Construction Final Road Seals Program	Roads
Eastern Oval Grandstand renewal	Building Improvements
Unsealed Intersections Program	Roads
Gravel Path Renewal Program	Footpaths and cycleways
Bus Shelter Repairs and Replacements	Recreational, leisure and community facilities
Coghills Creek Road	Roads
Carlton Street - seal shoulders Gillies St to Wendouree Pde	Roads
Airport extension of mains and stormwater	Drainage
Asset Management & Renewal Theatre	Plant, machinery and equipment
Major Infrastructure Renewal Future Design Program Costs	Roads
Eureka Street and Otway Street Intersection, Ballarat East	Roads
Sturt St Service Rd, recon Durham Street to Wanliss Road	Roads
Falkirk Road, Nerrina – Road construction from Mirren Drive	Roads
HMT Lighting Desk Replacement	Plant, machinery and equipment
Learmonth Rd Cycle Path	Footpaths and cycleways
Bridge Works Smythesdale Landfill	Bridges
Goal 5 – A strong and innovative economy and city	
Land Ballarat Major Events Precinct	Land Ballarat Major Events Precinct
Donated Artwork	Artworks
Christmas Decorations	Christmas Decorations
Goal 6 – A council that is accountable, transparent and advocates for its community	
Plant Replacement Program	Plant, machinery and equipment
ICT Assets (Breakdown provided by Paula)	Computers and telecommunications
ICT Network Infrastructure Refresh	Computers and telecommunications
ICT AV VC Technology Refresh	Computers and telecommunications

8. OFFICER REPORTS

8.1. PRINCE OF WALES PARK (POWP) MASTER PLAN

Division: Community Wellbeing

Director: Matthew Wilson

Author/Position: Mitch Jenkins – Coordinator Sport & Recreation Strategic Planning

PURPOSE

1. The purpose of this report is to:
 - a. Note the revisions made to the draft Prince of Wales Park (POWP) Master Plan following the consideration of submissions made during the public exhibition period.
 - b. Present Council with the proposed POWP Master Plan for Council adoption.

BACKGROUND

2. The aim of the POWP Master Plan is to establish clear direction for the planning, facility provision, site development, and future programming opportunities within POWP.
3. The Master Plan will ensure suitable and equitable facilities for the tenants of the reserve and the wider community which is supported by evidence-based decision making.
4. An implementation plan has been developed and sequenced in logical order based on:
 - a. Priority order.
 - b. Interdependency based on location within the reserve.
 - c. Council financial capacity to fund identified projects.

KEY MATTERS

5. The draft POWP Master Plan was placed on public exhibition and open to community feedback from 27 June to 21 July 2024.
6. 412 surveys were completed, and 9 direct submissions received providing feedback on the draft Plan.
7. The following survey engagement findings were recorded:
 - a. 412 community survey responses
 - i. 213 males
 - ii. 189 females
 - iii. 4 non-binary
 - iv. 6 preferred not to specify.
 - v. Cross section of age groups represented with most respondents were aged between 25 and 64 years.

- b. Vision for POWP Precinct:
 - i. 74% strongly agree or agree.
 - ii. 21% strongly disagree or disagree.
 - iii. 5% neither agree nor disagree.
 - c. Support the proposed Master Plan Recommendations:
 - i. 70% strongly agree or agree.
 - ii. 22% strongly disagree or disagree.
 - iii. 8% neither agree nor disagree.
 - d. Support the proposed Stage 1 recommendations:
 - i. 71% strongly agree or agree.
 - ii. 23% strongly disagree or disagree.
 - iii. 6% neither agree nor disagree.
 - e. Support the proposed Stage 2 recommendations:
 - i. 69% strongly agree or agree.
 - ii. 23% strongly disagree or disagree.
 - iii. 8% neither agree nor disagree.
 - f. Support the proposed Stage 3 recommendations:
 - i. 66% strongly agree or agree.
 - ii. 25% strongly disagree or disagree.
 - iii. 9% neither agree nor disagree.
 - g. 138 comments received relating to hockey facilities.
 - h. 81 comments received relating to baseball facilities.
 - i. 32 comments received from residents.
 - j. 11 comments received relating to cricket facilities.
 - k. 4 comments received relating to aquatics.
 - l. 4 comments received about relocation of archery to Ring Road Reserve
 - m. 3 comments were received relating to croquet.
 - n. 2 comments were received relating to Parkrun.
8. Direct submissions:
- a. 9 direct submissions were received during the public exhibition period. These submissions were primarily from surrounding residents and the key themes and responses from officers are detailed below.
9. Public submissions to Council Meeting (24 July 2024):
- a. 18 public submissions were received for the Council meeting on Wednesday 24 July 2024. These submissions were from surrounding residents and the key themes and responses from officers are detailed below.

10. Key themes identified via the engagement process, and officers’ responses are summarised in the table below:

Category	Number of Respondents	Key Theme	Officer Response
Hockey	138 comments	There was support for the master plan and the new hockey facilities, noting that the facilities will facilitate growing participation demand and a need for new hockey fields and fit for purpose change	Hockey Victoria and Hockey Ballarat involved in detailed design process to ensure facilities respond to the needs of hockey clubs and meet facility standards.

Category	Number of Respondents	Key Theme	Officer Response
		<p>rooms. It will also enable the sport to attract State and National events.</p> <p>There were some concerns about the size of change rooms proposed and about the timing of a third hockey pitch.</p>	
Baseball	<p>81 comments</p> <p>Additional meetings and workshop with baseball clubs and Baseball Victoria</p>	<p>There was support for improving baseball facilities, but concerns about the timing proposed for a new baseball field and the impact on baseball clubs and the Victorian Masters Baseball Carnival.</p> <p>There were also concerns about the baseball clubs sharing facilities; the baseball clubs losing their identity in a shared baseball facility; and the loss of Alfredton Baseball Clubrooms and training facility.</p>	<p>Additional consultation held with baseball clubs and Baseball Victoria (BV) to address concerns. The clubs and BV are now supportive of the shared vision for baseball and the proposal for a new baseball field and new shared pavilion.</p> <p>In the short term, officers will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the proposed new hockey pitch development. In the medium term, officers will work collaboratively with both clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. There is a commitment to ensure facilities provided an improved level of design and are fit for purpose for all user groups. The service level provision standards will be informed by the City of Ballarat Recreation Infrastructure Plan. Lighting on the new baseball diamond will be subject to demand. Lighting design will future proof for competition level standard. Specific recommendations around removal of existing facilities and building concept plan for baseball to be removed.</p> <p>The project will ensure both clubs needs are provided is a key requirement, which includes specific items identified through</p>

Category	Number of Respondents	Key Theme	Officer Response
			consultation such as the baseball clubs having their own individual social spaces to ensure functionality and club identity is prioritised, and the Alfredton Baseball Club space being 1.5m from the new baseball diamond to replicate a key feature of their existing baseball clubrooms.
Cricket	11 comments	There was support for relocation of cricket to an alternative site where fit for purpose cricket facilities could be provided. Cricket Victoria would like to partner with City of Ballarat and local clubs in this process. There were concerns about the loss of access to Prince of Wales Park for Coronet City Cricket Club and Ballarat Fire Brigade Cricket Club.	Cricket clubs will be accommodated at alternative sites that can provide for their training and competition needs. Officers will now work with Cricket Victoria, Ballarat Cricket Association and the local clubs to find alternative sites. Cricket will retain access to the Prince of Wales Park facilities for training until the time any such relocation is facilitated.
Archery	4 comments	There was support for an indoor archery facility, but there were concerns about the timing of the relocation and the cost of building a new archery facility at the expense of other sports.	<p>The master plan supports a new archery facility with indoor and outdoor ranges at Ring Road Reserve. No action required.</p> <p>Recreation Infrastructure Plan and Target Sports Plan supports relocation of existing archery club to Ring Road Reserve. Ring Road Reserve meets design requirements for archery use and competition. Officers will now work with Wendouree Archery Club in the planning for a new archery facility at Ring Road Reserve.</p> <p>The re-location of archery from Prince of Wales Park also improves amenity for local residents.</p>
Aquatic	4 comments	Support master plan and aquatic and gymnastics facility expansion but seek a new aquatic centre in	Support expansion of Ballarat Aquatic and Lifestyle Centre to grow use and continue to offer affordable access. Draft Recreation Infrastructure Plan and Aquatic and Leisure Infrastructure Planning Assessment provides a blueprint to

Category	Number of Respondents	Key Theme	Officer Response
		future as population grows	future aquatic facility improvements across City of Ballarat. Stage 1 will include investigating water recycling opportunities at BALC for on-site re-use and potential grey water recycling opportunities for irrigation elsewhere.
Croquet	3 comments	Seeking improved security by installing security cameras and lighting and ensuring access to car parking for members.	Officers will consider security lighting and cameras at buildings and within the car park areas.
Parkrun	2 comments	Seek a half-circle turnaround area on the trail to improve safety for runners and support realign the start and finish line.	The design of the Parkrun track at this point will be considered in detailed design.
Tennis	Community meeting	Concerns about tennis and hockey sharing the pavilion.	Officers will engage with the Ballarat Lawn Tennis Club in the detailed design process to ensure the pavilion and change facilities facilitate access and use. City of Ballarat supports multi-use and shared facilities between user groups.
Swimming	1 comment	Seeking priority access to swimming lanes for swimming clubs and competitive swimmers	BALC is a regional aquatic and leisure centre that provides pools for a broad range of users and uses including for learn to swim, aqua classes, swimming and water polo clubs training and events. An existing MOU with swimming clubs' guides club access to BALC facilities and officers will continue to regularly meet with these clubs to support their programming whilst balancing access with other programs and community use. No action required.
Hockey, Baseball, Archery	Captured in above comments	Concerns about the cost and timing of development	City of Ballarat cannot deliver all improvements at once. A staged approach is proposed that considers the priorities and impacts of recommendations and financial capacity of City of Ballarat to deliver the master plan. The staged

Category	Number of Respondents	Key Theme	Officer Response
			improvements are aligned with the Draft Recreation Infrastructure Plan that considers improvements for all sports across the network of active open space reserves. Review staging plan.
Resident	17 comments	Residents in support of the master plan noting the facilities would facilitate growth of sports. There was support for the landscape buffer zone between sports facilities and residents.	Supports the growth of sports at Prince of Wales Park and increased use of the Ballarat Aquatic and Lifestyle Centre to meet future demand and support the health and wellbeing of community. No action required.
	32 comments 6 public submissions 18 submitters of questions to Council Meeting Community meeting	Residents concerned about overdevelopment and specifically the location of new hockey pitches and possible neighbourhood impacts. Neighbourhood impacts included noise and light pollution due to proximity of hockey pitches from residents.	Councillors and officers met concerned residents face to face on Tuesday 30 July 2024 to talk through concerns regarding the master plan. The location of the new hockey fields is 30m from the residential boundary. The northern landscape buffer area will be landscaped to mitigate noise and light impacts and consider shade trees, mounding and screening. The proposal complies with the <i>Environmental Planning Act 2017</i> and <i>Environmental Planning Act Regulations 2021</i> and City of Ballarat Planning Scheme. The location supports the functional relationships between sports where fields are co-located within reasonable proximity of each other, and are orientated north south to provide safe play. The 30m landscape buffer and lighting systems will be designed to Australian Standards and ensure light spill is restricted. Officers will respond to noise and light concerns in detailed design stage.
	6 comments	Residents seeking increasing landscaping.	The master plan informs planting areas and once approved, landscaping can be designed and programmed by City of Ballarat. A staged approach is proposed that

Category	Number of Respondents	Key Theme	Officer Response
			<p>considers the priorities and impacts of recommendations and financial capacity of the City of Ballarat to deliver the master plan. The open grassed areas along trails and around the wetlands areas will be improved with landscaping treatment that will improve access and experience for public use.</p> <p>In response to perceived loss of quality green space, the construction of a new grass baseball diamond will provide an irrigated, drained and high-quality natural surface space available to local residents to utilise for passive recreation. This will provide significantly greater capacity than the existing grass areas. No action required.</p>
	4 comments	Residents concerned about traffic and car parking impacts	<p>Additional car parking is required with additional sports fields proposed. This is a current issue at the reserve. The proposed car parking area and access roads respond to existing roundabout and promotes access to key activity areas.</p> <p>A detailed design for the car park will include a landscape plan.</p> <p>The detailed design will retain the existing recycled water pipe, confirm future water demands and if necessary, relocate and potentially upsize the pipe during carpark construction.</p> <p>The car park landscape plan will consider canopy trees, understory planting and water sensitive design, extensive new tree planting for shade and shelter, a bus drop off, turnaround and park areas and the road will not connect into the Insignia Estate.</p>
	2 comments	Residents seeking a playground.	<p>No playground is recommended because playgrounds are located within Lake Gardens, at Lake Wendouree, and Victoria Park, which are within walking distance</p>

Category	Number of Respondents	Key Theme	Officer Response
			of Prince of Wales Park. No action required.
	3 comments	Residents concerned about the participation data collected to inform the study, noting they thought it was overstated.	Registered player data was collected from clubs and the State Sporting Association. No action required.
	1 comment	Residents seeking public toilet	An additional public toilet is proposed in the new shared baseball pavilion. This toilet will also support Parkrun. No action required.
	1 comment	Residents seeking pickleball facilities	Draft Recreation Infrastructure Plan provides a road map of improvements to support all sports including pickleball that is current provided for at the Ballarat Badminton Centre and future use considered in future indoor sports stadiums proposed. No action required.
	1 comment	Residents seeking other activities.	The Draft Recreation Infrastructure Plan provides a provision framework that will deliver for sport and active recreation facilities across the City of Ballarat network of active open space. No action required.
	1 comment	Residents seeking improved maintenance.	City of Ballarat will continue to work closely with sports clubs, the facilities and parks maintenance teams, and contractors in maintaining facilities and park areas. No action required.
	1 comment	Support shared use of school and council facilities	City of Ballarat to continue to partner with Ballarat High School in shared use of facilities. No action required.

Residents

11. The public exhibition period identified disagreement with the draft Master Plan recommendations with some surrounding residents.
12. Direct submissions were received, predominantly by Lake Gardens residents who live on St Chester Avenue which directly backs onto POWP.

13. The main issues identified are summarised as follows:

- Noise
- Loss of green space
- Light Spill
- Proximity to residential properties of proposed hockey pitches
- Alternate locations either within POWP or in Ballarat

14. Eighteen public submissions were received and presented at the Council meeting on 24 July 2024 based around the above recurring themes.

15. A residents meeting was held at POWP on Tuesday 30 July with Councillors and Council officers in attendance. Officers provided an overview of the master planning process and the rationale behind the recommendations within the draft Master Plan.

16. The following items form the key issues being raised by residents and the proposed response by officers:

Noise

17. There are no specific setback requirements set out in the Ballarat Planning Scheme for this site. The site is Public Park and Recreation Zone (PPRZ) and the schedule to this zone does not set out any built form guidelines for this reserve or refer to any relevant incorporated document for the site. As such, a contextual response is called for.

18. Officers are seriously considering the potential noise impact to neighbouring residents. The draft Master Plan and detailed design planning for the project will ensure the facility's design and operations respond to the City of Ballarat Planning Scheme and *Environmental Planning Act 2017* and *Environmental Planning Act Regulations 2021* to minimise the potential noise impacts on neighbouring residents.

19. Officers have contacted Environment Protection Authority (EPA) Victoria to seek advice on the matter. EPA Victoria has confirmed:

- a. Under the Environment Protection Act and associated regulations, the General Environmental Duty (under the *Environment Protection Act*) places the onus on the operator to ensure that noise is not deemed "unreasonable". If concerns were raised in relation to unreasonable noise, the factors that may be taken into consideration include, but are not limited to, frequency of noise, duration of noise, type of noise, hours of operation, ambient noise and other relevant factors.

20. The proposed location of the new hockey fields includes a landscape buffer of 30m. The proposed northern landscape buffer will be designed to mitigate the noise impact, as well as limit light spill on neighbouring residents from the proposed improvements. This buffer will include shade trees and consider mounding and some use of screens to mitigate noise.

21. In addition, City of Ballarat will engage an acoustic engineer to inform the detailed design process of the project to ensure noise is mitigated, as far as reasonably practicable, through the application of controls such as:

- Noise attenuation at the north end of the precinct.

- Baffling of the backboard in the goal ends (e.g. triple layer of rubber).
 - A fully designed landscaping plan to mitigate and baffle noise from the pitch.
 - Operational control around the hours of operation, days of operation, type of activities (games vs training), etc.
22. The response is compliant with Victorian EPA 1254.2 Noise Control Guidelines. With regards to sports facilities, the noise concerns relate to the public address (PA) systems. Any PA system will be used in compliance of the guidelines. The venue is not required to comply with the Victorian Unreasonable Noise Guidelines for Entertainment Venues and Outdoor Event Music Noise Guidelines because it will not host these events.
23. There are many sporting fields of play (such as ovals, fields, pitches and courts) within Ballarat which operate with buffer zones of less than that proposed in this plan and in many examples, they are closer to residential properties on PPRZ land. In this respect, the residents at this location are not being treated differently to any other area of the city. It is reasonable to expect that sport will be played, and noise typically generated by sporting activity (such as voices and whistles) will be heard when living in proximity, or backing onto, a recreation reserve which is experienced across the city. While residents expressed their opinion that hockey is a 'louder' sport than those played at other reserves, the typical noises generated remain similar and intermittent in nature based around training and competition schedules. For context and balance, other sporting reserves have the ability for cars to be parked around the oval fence line and the noise generated from this practice, such as car horns frequently on match days, does not exist at the proposed POWP development. Other reserves and facilities accommodate a greater number of participants and/or spectators at the venues, which generate noise. Strategies to mitigate noise specific to hockey, such as the ball hitting the backboard of the goals or fencing behind the goals, will be fully investigated, and detailed through the design process.
24. As the city continues to grow and the demand for participation in sport increases, it is reasonable to expect that recreation reserve requirements will evolve over time and additional capacity must be built into our existing reserves. Council must plan to address this to allow people to participate in their sport of choice as part of living a healthy and active lifestyle.
25. Case studies provided by a resident were reviewed. These reports reinforced the recommendations in relation to mitigation strategies and ensuring that reasonable options are explored during detailed design to ensure the best outcome.

Light

26. The proposed location of the new hockey field, being a minimum of 30m from property boundaries, has been intentionally considered to ensure that light spill will not impact on adjoining properties. The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting.
27. Modern LED technology and use of shielding on light fixtures can direct the light towards the playing area and reduce light spill. Aerial images showing examples of hockey pitches and the lack of light spill to the surrounding areas were presented at the residents meeting. Whilst competition standard lighting (500 lux) is required to optimise use for hockey, LED lighting allows dimming capability that provides the option to operate under training standard lighting (200 lux) to support hockey's operation and manage operational costs. Regardless of lux lighting levels, the same

light spill requirements need to be met. It is noted that the height of hockey light towers is typically lower than AFL/cricket ovals, given the smaller dimensions of the playing field required to be lit. Light towers will be arranged and designed to focus lights onto the field and reduce light spill to surrounding areas.

28. A lighting curfew will apply, which is generally 9:30pm. Through consultation with hockey, the addition of a second hockey pitch (and third pitch in the long term) will allow them to meet participation demand, but also provide much greater programming flexibility for the sport, which will reduce the overall hours of operation. It is desirable for hockey administrators, as well as their participants, to be able to finish at an earlier time of the evening which the additional pitch(es) will allow by enabling scheduling options which currently don't exist with access to only one pitch.
29. Lit sporting fields at many reserves in Ballarat are 30m or closer to residential property boundaries. Importantly, the proposal for POWP does not treat this reserve or these residents differently to any other area of the city. Every lighting system is aimed, tested, and commissioned before handover to ensure it meets light spill requirements.

Loss of green space

30. Concerns raised about the reduction of green space within the reserve have been addressed by the proposed improvements to the area currently utilised by archery within POWP. The current archery range is a non-irrigated rough surface which is not appealing for community passive use. Through the delivery of a new baseball diamond, including a grassed, irrigated and drained outfield, this will replace and upgrade the current baseball diamond provision being lost in the position of the proposed hockey fields. Outside of baseball training and competition times, these spaces are open and accessible to the public for recreational uses. Whilst new synthetic surfaces are being introduced, a synthetic hockey field, synthetic tennis courts and a synthetic baseball infield already exist within the reserve to service multiple sports across the precinct.
31. Assessment of access to local and nearby green spaces shows significant green space provision, with the area being in close proximity to Lake Wendouree, South Gardens, Ballarat Botanical Gardens and North Gardens (as well as Victoria Park). The Master Plan retains and improves the connecting pathways linking residential areas to these green open spaces.
32. The expansion of the car park would have likely been undertaken in the long term to service the increasing demand for the Ballarat Aquatic and Lifestyle Centre (BALC) as population continues to grow. The area shown is the most logical and cost-efficient space which would provide a continuation of the existing car park, while providing close proximity and servicing the proposed new hockey pitches.
33. Concern from residents regarding the creation of a thoroughfare sealed road through the centre of the park has been mitigated and is not part of the proposed Master Plan.

Proximity to residential properties

34. The proposed location of the new hockey fields includes a landscape buffer of a minimum of 30m from residential properties plus planting to mitigate noise impacts. There are no formal setback planning requirements along the northern boundary of the reserve. The buffer zone is large enough to ensure that light spill requirements per the Australian Standards is met, and this will be confirmed as part of the detailed design process.

35. A 30m buffer zone is assessed as being sufficient and is in line with the distances from lit sporting fields of play and residential properties across the city. In many instances, the distance is less than that being proposed at POWP. Importantly, many other reserves with the same distance, or closer, do not have the level of (or in some instances, any) landscaping treatment recommended at POWP to help mitigate noise and light impacts.
36. It is not a reasonable assumption that recreation reserves will remain in the same configuration over time, particularly within the context of a centrally located reserve in a growing city with the increasing demands on recreation facilities to accommodate increased participation in sport.

Alternate sites for hockey including south side of POWP or Victoria Park

37. Many layout plans were examined within POWP before selecting the recommended location. Other layout options along the southern boundary were tested and discounted due to the following factors:
- Incorrect field orientation for the sport.
 - Lack of functional relationship, including proximity and safe pedestrian path access, between existing hockey pitch and future hockey pitch(es).
 - Limiting the functionality of proposed baseball diamonds layout and provision of new shared baseball pavilion to service two baseball diamonds.
 - Lack of landscape buffer zone to surrounding residents. Other options tested came within 15m of residential properties.
 - Lack of space to fit new hockey pitches and associated pavilion.
 - Impacts on existing infrastructure (including car parks, paths, buildings etc).
 - Existing site constraints including wetlands.
 - Significant increased costs.
38. Following careful evaluation and assessment of these alternate site layouts, it has been assessed that there are no feasible options along the southern boundary of POWP to locate two full sized hockey pitches in the long term.
39. The recommended location provides:
- Direct functional relationship with the existing hockey pitch via a safe pedestrian path.
 - Supports ideal two field with central pavilion model for hockey.
 - Ideal orientation for hockey fields.
 - New baseball diamond is facing the ideal direction and best supports future shared baseball pavilion to service two diamonds.
 - Maintains a 30m landscape buffer which will help mitigate neighbourhood impacts.
 - Retention of existing path connections through the reserve to aquatic centre, schools and other surrounding open space areas.
 - Best value for money.
40. The best and most effective and efficient operating model for both hockey and baseball is the provision of a centralised venue with multiple fields that can service the sports and provide the best operational outcomes. This can be achieved for both sports by establishing regional facilities at POWP.
41. Additionally, the relocation of archery to a purpose-built archery range supports this sport and provides a clear direction for archery in the long term. The Master Plan
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includes a rigorous assessment of the best short-, medium- and long-term outcomes for each of the sports operating within the reserve.

42. A suggestion that Victoria Park be considered as a hockey venue was ruled out because not only does the Council-adopted Victoria Park Master Plan 2015 not support the concept, the land parcel identified in the south-west corner of Victoria Park is not conducive for such a development, given its topography and flood prone location. Additionally, the area is designated as an Events Precinct within the Master Plan.
43. All other alternative sites have been considered and deemed unviable. The draft Recreation Infrastructure Plan considered the needs of all sports and how participation can be accommodated across the sports field network as our community grows. The draft Recreation Infrastructure Plan has identified the need to optimise the use of POWP for hockey and baseball and to further develop the Ballarat Aquatic and Lifestyle Centre as the city's regional aquatic centre. Co-located fields of play at a centralised location have been outlined as the optimal operating model to service the sport of hockey in Ballarat. As such, providing three hockey fields in the long term within POWP is supported by the local hockey community and the sport's governing body.

Proposed revisions to Master Plan

44. The proposed revisions to the Master Plan following review and assessment of the feedback are summarised in the table below:

Current Recommendation	Proposed Change
Stage 1 1. Establish new second synthetic hockey field with competition standard lighting in the reserve	1. Establish new second synthetic hockey field with competition standard lighting in the reserve. The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting. An acoustic engineer will be engaged to inform the detailed design process of the project to ensure noise is mitigated, as far as reasonably practicable, through the application of controls such as: <ul style="list-style-type: none"> • Noise attenuation at the North end of the precinct. • Baffling of the backboard in the goal ends (e.g. triple layer buffer pads). • A fully designed landscaping plan to mitigate and baffle noise from the pitch. • Operational control around the hours of operation, days of operation, type of activities (games V training), etc. • Other controls are to be determined.
Stage 1 2. First stage of new hockey pavilion - one set of player changerooms, umpires changerooms, external access toilets (for spectators), basic storage, team shelters and drinking fountain.	2. First stage of new hockey pavilion - one set of player changerooms, umpires changerooms, external access toilets (for spectators), basic storage, team shelters and drinking fountain. Hockey Victoria and Hockey Ballarat involved in detailed design process to ensure facilities respond to the needs of hockey clubs and meet facility standards.
Stage 1 3. Upgrade existing hockey pavilion with new female friendly changerooms	3. Upgrade existing hockey / tennis pavilion with new female friendly changerooms. The Council staff will engage with the Ballarat Lawn Tennis Club and Ballarat Hockey in the detailed design process to ensure the pavilion

Current Recommendation	Proposed Change
	and change facilities facilitate access and use required by both user groups during the staged development of the master plan.
Stage 1 6. New Changing Places and access upgrades for Ballarat Aquatic and Lifestyle Centre (BALC)	6. New Changing Places and access upgrades for Ballarat Aquatic and Lifestyle Centre (BALC); and investigate water recycling opportunities at BALC for on-site re-use and potential grey water recycling opportunities for irrigation elsewhere.
Stage 1 9. New Parkrun shelter and maintain current start and finish track	9. New Parkrun shelter and maintain current start and finish track and consider a half-circle turnaround area on the trail to improve safety for runners and support realign the start and finish line. The design of the Parkrun track at this point will be considered in detailed design.
Stage 1 11. Improve landscaping with shade trees along the northern pathway	11. Develop a 30m northern landscape buffer to mitigate the light and noise impact from the proposed improvements. This buffer will include shade trees and consider mounding and some use of screens to mitigate noise. The northern landscape buffer will continue to play a key biodiversity role in connecting Lake Wendouree with Flax Mill Swamp and Mullawallah Wetlands. The landscape plan will investigate opportunities for creating a biodiverse urban forest balancing the objectives for mitigating neighbourhood impacts and extending to the southern boundary.
Stage 1 New recommendation	New 13: Council will consider security lighting and cameras at buildings near the hockey, tennis and croquet zone and within car parking.
Stage 1 New recommendation	New 14: Council will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the proposed new hockey pitch development.
Stage 2 13. One new baseball field with synthetic diamond with training standard lighting on current archery range location (following their relocation to Ring Road Reserve)	New 15: One new baseball field with synthetic diamond with training standard lighting on current archery range location (following their relocation to Ring Road Reserve). Lighting on the new baseball diamond will be subject to demand. Lighting design will future proof for competition level standard.
Stage 2 16. Improve landscaping with shade trees along the western pathway	New 18. Improve landscaping with shade trees along the western and southern pathway. The landscape plan will investigate opportunities for creating a biodiverse urban forest balancing the objectives for mitigating neighbourhood impacts on the western boundary and extending along the southern boundary pathway.
Stage 2 New recommendation	New 20: Council to work collaboratively with both baseball clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. The facilities will provide an improved level of design and are fit for purpose for all user groups and will be informed by the City of Ballarat Recreation Infrastructure Plan. The project will ensure both clubs needs are provided is a key requirement, this includes specific items identified through consultation such as the baseball clubs having their own individual social spaces to ensure functionality and club identity is prioritised, and the Alfredton Baseball Club space being 1.5m from the new baseball diamond to replicate a key feature of their existing baseball clubrooms.

Current Recommendation	Proposed Change
Stage 3 22. Formalise expanded car park area with lighting and access road through to new hockey and baseball fields.	New 25. Formalise expanded car park area with lighting and access road through to new hockey and baseball fields. A detailed design will inform improvements and consider security lighting, retaining the recycled water pipe, and a landscape plan that considers canopy trees, understorey planting and water sensitive design, extensive new tree planting for shade and shelter, a bus drop off, turnaround and park areas and the road will not connect into the Insignia Estate.
Stage 3 26. Facilitate relocation of Coronet City Cricket Club to alternate location.	New 29. Facilitate relocation of Coronet City Cricket Club and Ballarat Fire Brigade Cricket Club to alternate locations. Council will now work with Cricket Victoria, Ballarat Cricket Association and local clubs to find alternative sites.
Stage 3: 27. Remove the western pavilion, training facility and cricket nets near the third baseball field post-construction of the new baseball pavilion and training facility.	Note: Remove specific recommendations around removal of existing facilities and remove building concept plan for baseball. This will be considered during the detailed design stage of the project. The project will ensure both clubs needs are considered and provided for.
28. Removal of the existing batting tunnel shed located adjacent to Baseball Diamond 1.	Note: As above

45. Minor changes to the final plan to provide better clarity, express concepts more clearly, and correct small omissions or specific wording were completed following the feedback.

OFFICER RECOMMENDATION

46. That Council:

46.1 Adopt the Prince of Wales Park (POWP) Master Plan.

ATTACHMENTS

1. Governance Review [8.1.1 - 3 pages]
2. Prince of Wales Park (POWP) Master Plan [8.1.2 - 35 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Prince of Wales Park (POWP) Master Plan aligns with several key strategic documents:
 - a. Community Vision 2021 - 2031
 - b. Council Plan 2021 – 2025
 - c. Health and Wellbeing Plan 2021 – 2031
 - d. Active Ballarat Strategy
 - e. Active Women and Girls Strategy
 - f. Fair Access Policy
2. It informs and is informed by the Long-Term Financial Plan.

COMMUNITY IMPACT

3. This POWP Master Plan outlines the long-term direction for the development of the reserve. The wide range of projects outlined will provide great benefit to the site stakeholder groups who utilise the reserve, as well as the surrounding community.
4. Investment in sport and recreation-based projects provides many health and wellbeing benefits to the community and continues to encourage physical activity and social connectedness within Ballarat.
5. The Master Plan resolves strategic priorities including the shortfall in hockey pitches for the region, as well as historical items including the long-term future location of archery within Ballarat, giving both sports clear direction into the future.
6. Project sequencing has been carefully considered to ensure the continuity of club operations and manage any displacement experienced by user groups during project delivery.
7. Submissions from residents living adjacent to, and nearby, registering concern about a number of impacts have been considered and responded to in the proposed final Master Plan.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

8. Environmental sustainability practices will be implemented as part of project delivery of the Master Plan recommendations as required.

ECONOMIC SUSTAINABILITY IMPLICATIONS

9. There are no economic sustainability implications regarding this Master Plan.

FINANCIAL IMPLICATIONS

10. The POWP Master Plan identifies a range of capital projects to inform City of Ballarat's Recreation Services Capital Improvement Program planning. The Master Plan recommendations will align directly with the Recreation Infrastructure Plan 2024 – 2039, which itself aligns with Council's long term financial planning.

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11. Some projects identified within the plan will require co-funding and investment from other levels of government or require strategic financial considerations of Council at the appropriate times, to deliver the project based on City of Ballarat's funding capacity.

LEGAL AND RISK CONSIDERATIONS

12. The Master Plan helps mitigate organisational risk as it ensures that decision-making and budget prioritisation is based on strong and documented evidence and is informed by a Council adopted document.

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. The draft Master Plan was placed on public exhibition and community members encouraged to provide feedback. 412 surveys were completed, and 9 direct submissions received.
 15. Following endorsement of the draft Master Plan for public exhibition, additional consultation was undertaken and public submissions received as follows:
 - a. 18 public submissions made to Council meeting on 24 June 2024
 - b. Meetings held with Alfredton Baseball Club, Ballarat Royals Baseball Club and Baseball Victoria regarding the baseball recommendations within the draft Master Plan.
 - c. Residents meeting held at POWP on 30 July 2024 to discuss community concern from surrounding residents regarding some of the recommendations within the draft Master Plan.
 16. The draft Master Plan was developed in consultation with all the site stakeholder groups and relevant Council departments. The relevant State Sporting Associations (SSA) were consulted in the development of the plan to ensure that any sport specific considerations for Ballarat relating to POWP were captured and that overall facility provision was understood.
 17. The site stakeholder groups were briefed on the master planning process in November 2023 and provided detailed participation and usage data following this. Individual stakeholder meetings were conducted onsite in May 2024 to confirm their priorities for consideration in the Master Plan.
 18. Neighbouring properties including Ballarat High School and Ballarat Specialist School were interviewed as part of the master planning process.
 19. Surrounding residential properties received a letter drop informing of the draft Master Plan being on public exhibition to ensure the opportunity to provide feedback.
 20. Further project specific consultation will be undertaken throughout the detailed design and construction of the identified Master Plan priority projects.
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GENDER EQUALITY ACT 2020

21. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment has been completed.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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CITY OF BALLARAT
Prince of Wales Park
Draft Master Plan
Summary Report





—

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.

—



The Project

The Prince of Wales Park (POWP) Master Plan will guide the future direction for the planning, facility provision, site development and future programming opportunities within this key sports and recreation precinct.

The recommendations aim to achieve the vision:

The Prince of Wales Park is a regional sport, aquatic and leisure precinct that will provide for future growth of swimming and aquatic programming, gymnastics, hockey, baseball, tennis and croquet in the City of Ballarat

The Master Plan will:

- Ensure suitable and equitable facilities for the existing tenants of the POWP sports precinct and the wider community, underpinned by evidence-based decision-making.
- Consider protecting the character of POWP and enhancing the site's sporting, social, environmental, and heritage values.
- Accommodate the long-term development aspirations of the tenant clubs, community groups and residents.
- Profile the participation demand, trends, and current usage of the site and facilities.
- Consider the views of key stakeholders and user groups.
- Confirm the facility requirements, including key facility components and relationships required to meet the objectives of the precinct.

- Assess the site and facilities' condition and suitability for the current and projected needs of the community.
- Include a high-level concept master plan.
- Provide an implementation plan.

> Planning Process

The project has involved the following tasks:



Strategic Context

Why do we need a master plan for Prince of Wales Park?

> There is strategic support for delivering regional and district sports facilities in Prince of Wales Park

The Prince of Wales Park (POWP) is a significant sport and recreation precinct that supports opportunities to enhance community wellbeing and the objectives outlined in the Council Plan 2021-2025, Community Infrastructure Plan 2022-2037 and Active Ballarat Strategy 2019.

The previous POWP Master Plan in 2009 is now outdated. Since 2009, key strategic investigations have taken place that have influenced the updated Master Plan for the park. These include:

- Aquatic and Leisure Infrastructure Planning Assessment 2023
- Ballarat Regional Hockey Facility Feasibility Study 2022
- Target Sports Facilities Plan 2021
- Growing Croquet Facilities Infrastructure Planning Project 2020-2030
- Hockey Victoria Strategic Facilities Plan 2015-2025
- Baseball Australia Facilities Resource Plan 2019
- Tennis 2020 Facility Development and Management Framework for Australian Tennis.

The Aquatic and Leisure Infrastructure Planning Assessment 2023 recommended development opportunities at Ballarat Aquatic and Lifestyle Centre as population demand increases. These opportunities included adding new waterplay facilities, upgrading internal pool halls, and expanding the gymnastics space and gym area.

The Ballarat Regional Hockey Facility Feasibility Study confirmed that the provision of additional hockey fields and the development of a regional hockey centre in Ballarat have merit. The key findings were:

- Hockey Ballarat’s one field facility at Prince of Wales Park (POWP) operates at full capacity in hockey season and cannot satisfy current demand or representative competitions.
- Population growth is adding to hockey demand. Current demand cannot be met and there is a need for a second field now. A third field will be needed when Ballarat’s population increases to 140,000-150,000 residents.
- Hockey Victoria’s Strategic Facilities Plan 2015-2025 identifies the POWP as the regional hockey facility and supports the renewal of the synthetic field as a priority.

The Target Sports Facilities Plan identified that the Wendouree Archery Club, located at POWP, is being encroached upon at its current location to the point where there are ongoing conflicts with other uses at the reserve and neighbouring residents. An alternative home is required. A master plan for an archery facility at Ring Road Reserve was a key recommendation.

The Growing Croquet Facilities Infrastructure Planning Report identified that the Ballarat Alexandra Croquet Club, located at POWP, is a district level facility and no additional courts are recommended.

Baseball Victoria Facilities Resource Plan 2019 identifies the Ballarat Baseball Centre as a club competition facility. These facilities are dedicated baseball centres that support T-ball, State League Baseball competitions, little league and junior games.

The Tennis 2020 Facility Development and Management Framework identifies the Ballarat Lawn Tennis Centre as a district facility that services multi-suburbs and engages social and competitive players in tennis.

> The Master Plan must facilitate fair access to sport and recreation facilities

The proposed improvements at POWP have considered the State Government’s Active Victoria Strategy and Fair Access Policy. This Master Plan has considered contemporary sports facility design principles that will ensure fair access is delivered as part of the Master Plans delivery.

The Master Plan has been designed to ensure suitable and equitable facilities for the existing tenants of the POWP sports precinct and the wider community and is underpinned by evidence-based decision-making.



Growing population leading to increased participation demand



Current facilities are at capacity and/or not fit for purpose



Increase the overall use and financial viability of facilities, programs and services



Master Plan will support future funding advocacy approaches

Site Review

What site attributes and constraints will influence the future development of Prince of Wales Park?

> **Prince of Wales Park provides for regional and district level sport and recreation facilities**

POWP is a Council managed 19Ha site located near Lake Wendouree. The site is surrounded by residential properties to the north (Lake Gardens) and west (Insignia), schools (Ballarat High School and Ballarat Specialist School) to the south, and Gillies Street to the east.

The reserve incorporates the Council managed Ballarat Aquatic and Lifestyle Centre (BALC) and provides sporting facilities for hockey, croquet, tennis, baseball, archery and cricket. The Prince of Wales parkrun has also recently been established, and the reserve caters to passive recreation opportunities for the public.



Figure 1: POWP Aerial View - Site Layout



Figure 2: POWP Site Photos

> There are no significant constraints to the development of Prince of Wales Park. The sites drainage, setbacks from residential boundaries, geotechnical assessment findings and car parking provision and traffic flow are key design considerations

The key findings from the site review indicate the following site attributes and constraints.

Site attributes

The POWP site has a number of strengths that can be further enhanced through the Master Plan process. These strengths include:

- Central location within the City of Ballarat that is accessible to the majority of the population within a 15-minute drive time.
- Prominent destination location for a number of annual events and activities.
- The site is accessible through various modes of transport and frontage to Gillies Street.
- Already features a number of regional standard facilities for sports including baseball, hockey, croquet and swimming.
- Some existing shared infrastructure between sports, such as the hockey/tennis pavilion and car parking.
- Large, centralised car parking zones that service all the facilities within the precinct.
- The embedded infrastructure and assets within the precinct are generally in good condition and have been maintained well.
- Easy access for the adjacent Ballarat High School, Ballarat Specialist School and residential housing estates.
- The northern landscape buffer is a key biodiversity corridor connecting Lake Wendouree with Flax Mill Swamp and Mullawallah Wetlands. This will be maintained.

Site constraints

The POWP precinct is zoned as Public Park and Recreation (PPRZ). The precinct is surrounded by public use – education land (PUZ2) on the southern boundary and General Residential land (GRZ) on the western and northern boundaries. There is no formal setback requirement on the northern boundary; however, it is recommended that the open space buffer zone between the residential housing and the POWP sports infrastructure be maintained for public safety and amenity.

The geotechnical site assessment found the subsurface soils are highly reactive, which will need to be considered during the detailed design stage for any future developments.

There is an existing recycled water pipe that runs east west through the site. This will be retained and further water sensitive urban design opportunities considered.

There is a wetland area in the southwest corner of the site that acts as a drainage basin for the neighbouring residential estate. This area is protected from any further development.

Although there is no Land Subject to Inundation Overlay (LSIO) there has been previous inundation events along the southern boundary that have impacted the BALC plant room areas.

In the previous 2009 POWP Master Plan, water sustainability was identified as a major issue in times of severe drought conditions, as experienced between 2004 and 2009. Consideration of synthetic surface and warm season grasses should be considered if any playing fields are redeveloped.

There are no specific cultural or heritage overlays applicable to the site. However, the concrete silo on the southern boundary of the precinct is noted in the Victorian Heritage Database.

The current car parking provision is generally adequate for various activities conducted within POWP. However, feedback from the key stakeholders within the precinct confirmed that capacity may be an issue if further development occurs for some sports and during large regional events.





City of Ballarat > Prince of Wales Park Draft Master Plan

> Most assets are in good condition. However, some require renewal or don't meet the contemporary sports facility design standards

The asset condition assessment found:

- The majority of the existing facilities and infrastructure are in good condition.
- The baseball and hockey pavilions require some improvements to amenities, storage and kitchens.

The fit-for-purpose assessment found:

- The hockey facility currently does not meet regional standards. An additional two hockey fields are required to meet regional standards. Current and future demand projections suggest additional fields are required. Additional contemporary standard change rooms to service these fields will be required. Increasing car parking will be required if additional fields are developed. The existing hockey pitch has been resurfaced in 2024.
- The baseball facility meets regional baseball standards. A new shared pavilion is required to meet contemporary standards for accessible amenities and reduce duplication of facilities servicing the same sport onsite.
- The tennis facility meets district standards. The current shared pavilion is adequate for district level standards.
- The croquet facility meets district standards. The current pavilion is adequate for district level standards.
- The archery facility is not appropriate in its current location due to safety risks for other park users. The 2009 POWP Master Plan and the 2021 Target Sports Facilities Plan proposed an alternative location, which would allow the sport to expand its facilities and eliminate risks to the public and other park users.
- The BALC facility meets regional standards for swimming and water polo competitions. As the population grows over time, future expansion of leisure water should be considered. Car parking provision will need to be reviewed with any future BALC expansions or other precinct sports facility changes.
- The cricket facilities are only used for training purposes. An alternate location with training and playing facilities for the local cricket clubs should be considered.
- The running trails are adequate for Parkrun event days. A new shared pavilion for baseball would improve access to amenities and changeroom facilities.
- The car parking is insufficient for a regional sports facility. There are currently 476 formalised car parks. An additional 200 car spaces are required to service additional sports fields proposed and meet future demand for Ballarat Aquatic and Lifestyle Centre expansion.
- The existing pathway network in the park is a fitness path that supports walking, running and cycling. It is an important connection from residential areas through the park to Lake Wendouree and the Botanical Gardens.

The following table summarises the condition and fit-for-purpose assessment of the current facilities provided within the Prince of Wales Park precinct.

Table 1: POWP Facilities – Fit for Purpose Assessment Matrix

Current Sport Played	Hierarchy (Proposed)	Facility Provision	Usage Level	Usage Description	Sports Field Condition Rating	Current Lighting Standard	Current Lighting Condition Rating	Pavilion Fit-For-Purpose Rating	Fit-For-Purpose Comments
Hockey	Regional	One synthetic hockey field and shared pavilion	High	Single use sports facilities Hockey has high use in summer	Hockey Field - Very Good (Resurfaced in 2024)	Hockey Fields (500 LUX)	Good	Average	The facility currently does not meet regional hockey standards. An additional two hockey fields are required to meet regional standards in the medium-long term timeframe. Current and future demand projections suggest additional fields are required. Car parking provision will need to be reviewed if additional fields are developed.
Baseball	Regional	Three Baseball Diamonds and two pavilions	Moderate	Baseball has moderate use in summer and hosts an annual Masters tournament Baseball batting tunnels are used by baseball and cricket	Main Baseball Diamond – Excellent. Secondary Diamonds – Average-Good	Baseball Diamonds - Competition (500 LUX – infield, 300 LUX - outfield) on main diamond	Average, currently not working due to bird damage and being resolved	Average	The facility meets regional baseball standards. A new shared pavilion is required to meet contemporary standards for accessible amenities and reduce duplication of facilities onsite.
Tennis	District	Eight synthetic tennis courts and shared pavilion	Moderate	Tennis courts has moderate use year-round	Tennis Courts - Very Good	Tennis Courts - Competition	Good	Average	The facility meets district standards. The current shared pavilion is adequate for district level standards.
Croquet	Regional	One croquet rink and pavilion	Moderate	Croquet court has moderate use year-round	Croquet Rinks - Good	N/A	N/A	Good	The facility meets regional standards. The current pavilion is adequate for regional level standards.
Archery	District	One archery field	Moderate	Archery has moderate use year-round	Archery field - Good	N/A	N/A	Poor – no facility provided. Occasional use of baseball building for storage, toilets and committee meetings.	The facility is not appropriate in the current location due to safety risks for other park users. An alternative location was proposed in the 2009 POWP Master Plan and the 2021 Target Sports Facilities Plan, which would allow the sport to expand its facilities and eliminate risks to public and other park users.
Swimming and Water Pool	Regional	Ballarat Aquatic and Lifestyle Centre	High	Recreational, competition swimming, water polo and learn to swim has high use year-round	N/A	N/A	N/A	N/A	The facility meets regional standards for swimming and water polo competitions. Future expansion of leisure water should be considered as population grows over time. Car parking provision will need to be reviewed with any future BALC expansions or other precinct sports facility changes.
Cricket (Training only)	Local	Indoor and Outdoor Training facilities	Moderate	Local cricket training has moderate use in summer and preseason	N/A	N/A	N/A	N/A	The facilities are only used for training purposes. An alternate location for the local cricket clubs should be considered that has training and playing facilities.
Parkrun	District	Walking/Running Trails	Moderate	Parkrun is popular and runs weekly, year-round	Walking trails surface - Good	N/A	N/A		The running trails are adequate for event days. Better access to amenities and changeroom and shelter facilities if a new shared pavilion is developed for hockey or baseball.
Community Active Recreation	Local	Walking/Running Trails	Moderate	Weekly use of trails for walking, running and cycling. Connection to Lake Wendouree and Botanical Gardens	Walking trails surface - Good	N/A	N/A	N/A	The trails are adequate for community use.

Demand Assessment

Who are we planning for?

> Population growth, increasing female participation, new modified playing formats and organised social recreation activities

The estimated population for the City of Ballarat in 2021 was 113,471 residents (source profile.id). This is forecast to increase by 8.2% to 122,755 residents in 2026 and a further 16.2% projected increase by 2036 reaching 142,627 residents. The population is estimated to reach 170,000 by 2041.

When using the AusPlay Participation Survey for weekly participation rates of organised sports played at POWP, there is currently an estimated 6,980 participants across the major participation sports played at POWP. This will grow to 7,535 participants by 2036. An additional 1,789 sport participants are projected in the next 15 years.

The table below provides a summary of the current participation data (2023) that has been provided by each club/ user group at POWP.

Table 2: Local Club/User Group Sports Participation Data 2023

Sport	Club/User Group	2023 Registered Members
Outdoor Field Sports		
Baseball	Ballarat Royals Baseball Club	116
Baseball	Alfredton Baseball Club	124
Hockey	Hockey Ballarat	581 (491 SSA registered players)
Cricket (Training only)	Ballarat Fire Brigade Cricket Club, Coronet City Cricket Club	142
Outdoor Sports Courts and Greens		
Tennis	Ballarat Lawn Tennis Club	164
Croquet	Ballarat Alexandra Croquet Club	43
Total Registered Members		1,170
Other Sports		
Archery	Wendouree Archery Club	113
Parkrun	Prince of Wales Parkrun	120
Total Average Weekly Visits		233

The POWP local clubs in the sports of baseball, hockey, tennis, croquet and cricket had 1,170 registered members recorded in 2023. A further 233 average weekly users participated in archery and parkrun activities.

The following map shows a 15-minute drive-time catchment around the POWP. In 2021, the 15-minute drive time catchment of POWP had a total of 75,603 people in the “active age group” (0 – 59 years). These age groups are the most active in our community.

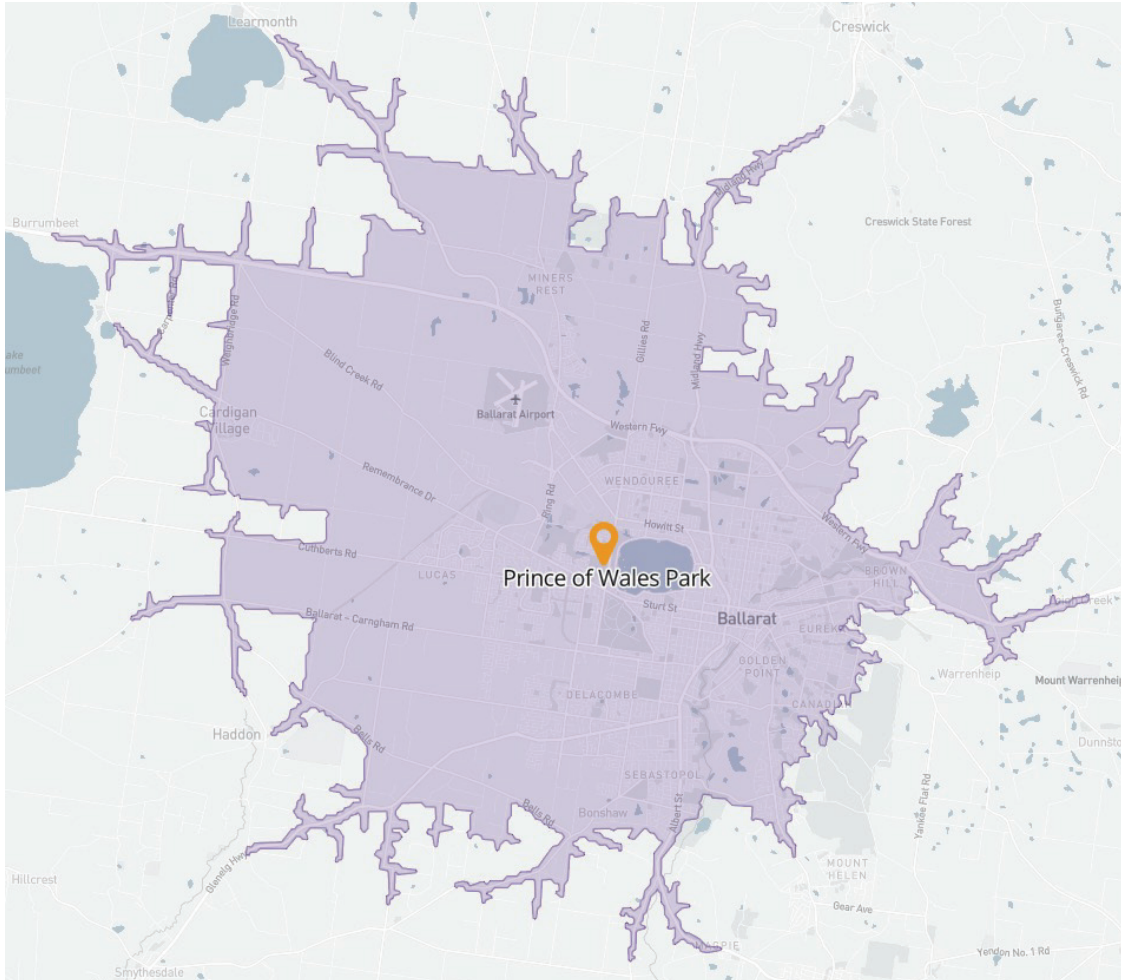



Figure 3: POWP 15-minute drive time catchment map


If there is no change, there will be a shortfall in playing fields and courts to meet future participation demand for sports within the City of Ballarat that are played at Prince of Wales Park


The Otium Analytics Demand Analysis Model shows a current and future shortfall of indoor and outdoor playing fields to provide for these participants in the future. The model predicts:



A current surplus of 1 baseball field. The current provision of three baseball fields will meet demand for 2036.


A current shortfall of one synthetic hockey field, growing to two synthetic hockey fields by 2036.





A current shortfall of five cricket ovals, growing to 13 ovals by 2036.

A current surplus of one tennis court, however growing to a deficit of 14 courts by 2036.



The number of playing fields required can be reduced by increasing capacity on the existing sports field network by introducing synthetic surfaces, upgrading sports fields of low quality, installing lights on fields and joint use of school fields and courts for training and competition. However, local factors like distribution and accessibility, programming of competitions, capacity for clubs to share, etc need to be considered.

The model supports retaining three baseball fields (provided at POWP) and two additional hockey fields proposed in the Ballarat Hockey Feasibility Study and as proposed in the City of Ballarat Recreation Infrastructure Plan 2024-2039.

New cricket ovals and tennis courts are proposed as part of future recreation infrastructure development in new growth areas in Ballarat West PSP, Ballarat North PSP, north-western and western growth areas, and additional provision is **not recommended** within POWP.

> Regional sport and recreation precincts are multi-use, adaptable, accessible, inclusive and sustainable

Key trends influencing the provision and design of sport and recreation facilities and services are:

- There is a trend for new or improved sport and recreation facilities to be designed as multi-use and multi-functional. This is partly due to sports facility investment being used smarter to not put unnecessary financial pressure on councils by duplicating facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local open spaces and the growing expectations from the community around the quality of their open spaces. The community is increasing their informal active recreation use of sports precincts that is resulting in conflict with formal sport programming and facility capacity issues.

The large growth in female participation within traditionally male-oriented sports is increasing pressure on playing facilities and increasing the need to diversify amenities to be universally accessible and facilitate fair access to facilities.

- Whilst the nature and intensity of participation in sport may change over time, the need for suitable and adaptable spaces to accommodate demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sports precincts needs to be accessible to most of the community to maximise use. They should be well connected by active transport links and public transport.



The following design principles have been developed to help inform the future design of the Prince of Wales Park Master Plan:

<p>Accessible and Inclusive: Facilities and spaces will be universally designed and inclusive, fostering participation in physical activity by all our community, across all life stages, genders and cultures.</p>		
	<p>Diverse and Equitable: Facilities and spaces will offer a diverse mix of facilities, programs and experiences. Council will provide an equitable distribution across the municipality.</p>	
<p>Safe and Welcoming: Facilities and spaces and programs are designed to be visible, open and welcoming to the community, creating a safe place for girls and women to participate.</p>		<p>Multi-Use: Facilities and spaces will be multi-use, offering several activities, programs and experiences for users.</p>
	<p>Connected: Facilities and spaces connection across our communities and our unique natural environment.</p>	
		<p>Sustainable: Facilities and spaces will be designed and operate efficiently, whilst being well managed and maintained.</p>

> **Prince of Wales Park has the characteristics of a successful regional sporting and recreation destination**

Regional sports hubs are the primary centre of co-located, multi-sport and active recreation facilities that provide for a regional catchment. They are destinations for sport and recreation and deliver social and economic benefits to the wider region.

As a regional sporting hub, the facility will be a destination for sport and recreation and will deliver social and economic benefits to the City of Ballarat.

The facility siting and co-location with other regional sport and recreation facilities and the functional design and management model should optimise the use and maximise these benefits to the region.

The siting and design of the proposed facility should respond to the characteristics of a successful regional sporting precincts including being located in a high-profile site within a high population area, is easily accessible and connected, provides high quality treatments and spaces that address key user needs, universal design and female friendly principles, is recognised by National and State Sports Associations and is underpinned by local use whilst supporting regional/state competitions.



Stakeholder Engagement

What did we hear?

> Engagement Process

The stakeholder engagement process involved:

- Collection of usage and participation data from each user group.
- A site walk and interview with key user groups.
- A survey and interview with State Sporting Associations.
- An interview with the Ballarat High School and Ballarat Specialist School.
- Workshops with Council service departments at key milestone stages.

The Draft Master Plan was released for a 3.5 week public consultation period between Thursday 27 June 2024 to Sunday 21 July 2024. This public consultation period offered an opportunity for the community to provide input into the Plan via an online community survey and public submissions. Further meetings were held with baseball clubs and Baseball Victoria, and separately with residents on 30 July 2024.

Ballarat Aquatic and Lifestyle Centre expansion is a priority. The Master Plan needs to prioritise the proposed expansion of the Ballarat Aquatic and Lifestyle Centre and not inhibit this development. The Ballarat Aquatic and Leisure Infrastructure Planning Assessment supports the BALC expansion to meet the needs of the future population (growth areas).

Specific improvements and expansion areas include enhancing aquatic experiences with contemporary water play experiences, new changing places/accessible amenities, expanded gymnastics area and expanded gym space.

> The current facilities are very well used by all local sports clubs/associations and seek renewal and expansion of assets

The POWP is well-used by the local sports club and association tenants. Peak times include Monday to Thursday and Saturdays, year-round. Local sports clubs and associations propose the following improvements:

- Archery seeks an indoor range suitable for competitions following de-commissioning of their previous indoor facility, and an outdoor archery range to meet Archery Australia Safety standards, allowing larger competitions and the possibility of hosting State championships.

- Baseball seeks renewal of the club rooms, an indoor training facility, and consideration of a second synthetic turf infield diamond.
- Hockey supports the renewal of the existing synthetic pitch and would like an additional two pitches and new change rooms proposed by the Ballarat Hockey Feasibility Study.
- Tennis would like to convert their lighting system to LED lights.
- Croquet support maintaining the existing facility. Council will clarify the ongoing asset maintenance and renewal responsibilities for the facility.
- Parkrun would like some shelter for volunteer race officials, a drinking fountain and access to changerooms and amenities on event days.
- Cricket seeks a long-term home venue within Ballarat which includes a turf wicket as well as hard wicket provision which they don't currently have.

> State Sporting Associations confirm increasing sports participation for clubs at Prince of Wales Park and support the renewal and improvement of facilities

All State Sporting Association interviewed confirm that registered participation has increased from 2018 to 2023 across all ages and genders. The data shows a particular increase in junior and female teams. Modified playing formats and competitions have been introduced to encourage and support more people playing sports.

Hockey Australia confirms that the existing synthetic hockey pitch is at capacity and supports over 450 players. They support the renewal of the existing synthetic hockey pitch and additional pitches proposed in the Feasibility Study.

Tennis Victoria identifies the Ballarat Lawn Tennis Club as a district-size tennis facility and one of the most visited clubs, with over 1,000 annual visits to the venue. No expansion of this facility was proposed.

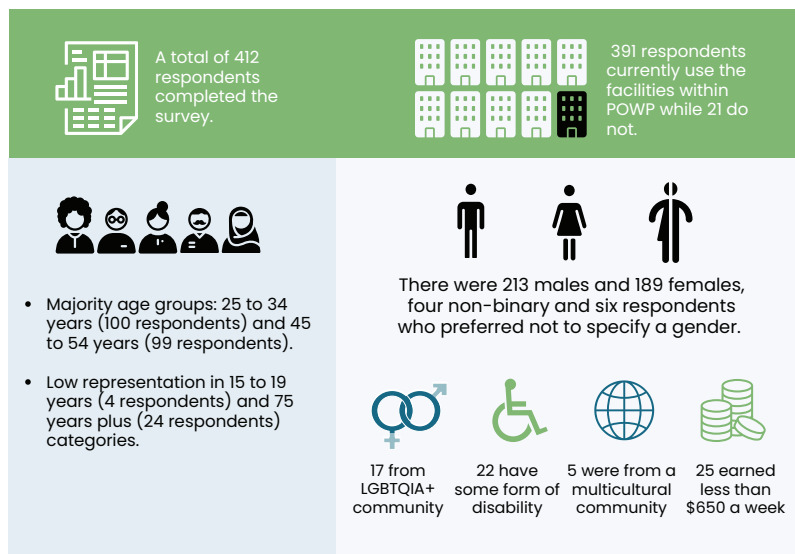
Croquet Victoria identifies the Ballarat Alexandra Croquet Club as a district-size croquet facility. The four-court facility is sufficient for the current membership of over 50 members and projected future demand.

Baseball Victoria confirms the current baseball clubs have strong memberships of over 100 players and require access to a minimum of two baseball diamonds. They support the clubs request for renewal of clubrooms and indoor training facilities.

High community support for Draft Master Plan, but concerns with neighbourhood impacts of development

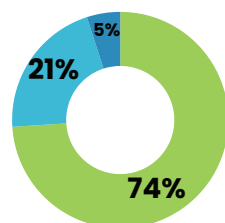
There were 412 survey responses, 9 public submissions, 18 submitters of questions to Council Meeting and about 50 people attended the local residents meeting.

The infographic below shows the response to the community survey.

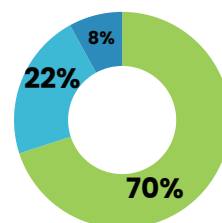


SURVEY RESULTS

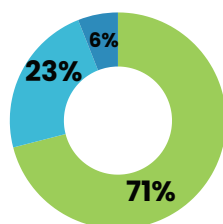
Agree Disagree Neutral



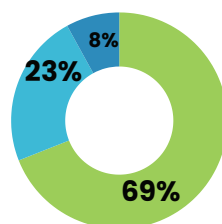
Agreement with Council's Vision for POWP Precinct



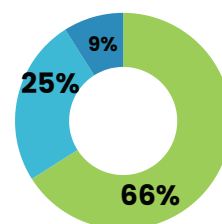
Agreement with the Master Plan recommendations



Agreement with Stage 1 recommendations



Agreement with Stage 2 recommendations



Agreement with Stage 3 recommendations

A separate Engagement Findings Report summarises the feedback received and the Council's response to key themes.

Key Theme	Council Response
Concerns about lighting impact on residents	The northern landscape buffer area will be landscaped to mitigate light impacts and consider shade trees, mounding and screening. The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting. LED lighting system will be design with dimming capabilities to manage both training and competition requirements. Lighting curfew will be implemented in line with other sporting reserves.
Concerns about noise impact on residents	The proposal complies with EPA 2017 and Regulations 2021 and Ballarat Planning Scheme. The location of the new hockey fields is 30m from the residential boundary. The northern landscape buffer area will be landscaped to mitigate noise impacts and consider shade trees, mounding and screening. An acoustic engineer will be engaged to inform the detailed design process of the project to ensure noise is mitigated, as far as reasonably practicable, through the application of controls such as: Noise attenuation at the North end of the precinct. Baffling of the backboard in the goal ends (e.g. triple layer buffer pads). A fully designed landscaping plan to mitigate and baffle noise from the pitch. Operational control around the hours of operation, days of operation, type of activities (games V training), etc. Other controls are to be determined.
Concerns about traffic and car parking impacts	A detailed design will inform improvements and consider security lighting, retaining the recycled water pipe, and a landscape plan that considers canopy trees, understorey planting and water sensitive design, extensive new tree planting for shade and shelter, a bus drop off, turnaround and park areas and the road will not connect into the Insignia Estate.
Key stakeholders and State Sporting Associations seeking input into design process to ensure needs are met	Key stakeholders and State Sporting Associations will be involved in the detailed design process to ensure needs are met and meet facility standards for relevant projects identified within the implementation plan.
Parkrun seek improvements to track	Council support improving the half-circle turnaround area on the trail to improve safety for runners.
Concerns about security in areas around tennis, croquet and hockey facilities	Council will consider security measures like lighting at buildings and within car parking.
Concerns about timing of new baseball diamond	Council will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the new hockey pitch development.
Concerns about the impact on baseball clubs and the Victorian Masters Baseball Carnival including sharing facilities and the loss of Alfredton Baseball Clubrooms and training facility.	Additional consultation held with baseball clubs and Baseball Victoria (BV) to address concerns. The clubs and BV are now supportive of the shared vision for baseball and the proposal for a new baseball field and new shared pavilion. Council to work collaboratively with both baseball clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. The facilities will provide an improved level of design and are fit for purpose for all user groups and will be informed by the City of Ballarat Recreation Infrastructure Plan. The project will ensure both clubs needs are provided is a key requirement, this includes specific items identified through consultation such as the baseball clubs having their own individual social spaces to ensure functionality and club identity is prioritised, and the Alfredton Baseball Club space being 1.5m from the new baseball diamond to replicate a key feature of their existing baseball clubrooms. Council will remove specific recommendations around removal of existing facilities and remove building concept plan for baseball. This will be considered during the detailed design.
There were concerns about the loss of access to Prince of Wales Park for Coronet Cricket Club and Ballarat Fire Brigade Cricket Club.	Cricket clubs will be accommodated at alternative sites that can provide for their training and competition needs. Council will now work with Cricket Victoria and local clubs to find alternative site. Cricket will retain access to the Prince of Wales Park facilities for training until the time any such relocation is facilitated.
Residents concerned about loss of open space	The open grassed areas along trails and around the wetlands areas will be improved with landscaping treatment that will improve access and experience for public use. The construction of a new grass baseball diamond will provide an irrigated, drained and high-quality natural surface space available to local residents to utilise for passive recreation. This will provide significantly greater capacity than the existing grass areas.

Strategic Directions

> Vision

The Prince of Wales Park is a regional sport, aquatic and leisure precinct that will provide for future growth of swimming and aquatic programming, gymnastics, hockey, baseball, tennis and croquet in the City of Ballarat.



> Development Considerations

The following key development considerations were identified for the POWP Master Plan:

- Explore opportunities to further enhance POWP as a regional sport and recreation precinct catering to local, district and regional sports and leisure activities, competitions and events.
- Consider shared pavilions and other infrastructure that are fit for purpose for POWP clubs and users.
- Plan for future population and user groups growth and allow for staged development of specific activity areas within the precinct.
- Transition archery to an alternate site, based on the identified risks to other POWP users and the future growth needs of the sport.
- Transition the cricket club training facilities to an alternate site, that is fit for purpose for training and competition requirements and provides consistent access to turf and hard wicket ovals as required.
- Plan for expansion of the hockey infrastructure to meet regional provision standards, that can enable future growth of the sport and cater for regional level competitions. This facility will consider a staged approach to delivering two additional synthetic hockey fields and new change rooms and social facilities.
- There is currently a duplication of assets with the two baseball pavilions, with limited funding available to upgrade both to contemporary standards. Plan for consolidated baseball infrastructure to meet regional provision standards and ensure that shared facilities are provided that are fit for purpose. Consider a centralised baseball pavilion with indoor training facility that replaces the existing outdated clubhouses and indoor batting tunnels and services both clubs needs into the future.
- Maintain the district provision standards for tennis and croquet facilities. Consider converting the tennis court lighting system to LED lights.
- Plan for future expansion of BALC as Ballarat's regional aquatic and leisure destination. This may include a new contemporary water play park, water slides and leisure water.
- Ensure adequate car parking provision is provided within the precinct, centralised to service each facility's needs.
- Path network for passive community recreation uses and connections should be retained as an important asset
- Any future developments within the precinct should consider sustainable design principles, water sustainability for playing fields and surfaces, preserving the open space amenity and public safety.
- A staged approach to development is required based on the interconnected nature of the recommendations for hockey, baseball and archery. Priorities must be sequenced to ensure continued operation of each club, as well as consider the financial resources required to deliver these improvements over time.
- Provide a 30m landscape buffer from residents to new sports facilities and maintain as biodiverse corridors.
- Retain recycling water pipe and explore water sensitive urban design features.



> Recommendations

To achieve this vision and respond to key issues and opportunities, design principles and development considerations, the following recommendations are proposed in three stages (subject to funding availability).

Stage 1: 0–5 years

1. Establish new second synthetic hockey field with competition standard lighting in the reserve.
The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting.
A acoustic engineer will be engaged to inform the detailed design process of the project to ensure noise is mitigated, as far as reasonably practicable, through the application of controls such as:
 - Noise attenuation at the North end of the precinct.
 - Baffling of the backboard in the goal ends (e.g. triple layer buffer pads).
 - A fully designed landscaping plan to mitigate and baffle noise from the pitch.
 - Operational control around the hours of operation, days of operation, type of activities (games V training), etc.
 - Other controls are to be determined.
2. First stage of new hockey pavilion - one set of player changerooms, umpires changerooms, external access toilets (for spectators), basic storage, team shelters and drinking fountain.
Hockey Victoria and Hockey Ballarat involved in detailed design process to ensure facilities respond to the needs of hockey clubs and meet facility standards.
3. Upgrade existing hockey/tennis pavilion with new female friendly changerooms.
The Council staff will engage with the Ballarat Lawn Tennis Club and Ballarat Hockey in the detailed design process to ensure the pavilion and change facilities facilitate access and use required by both user groups during the staged development of the master plan.
4. Add drinking fountain near tennis courts and existing baseball pavilion.
5. Relocate the archery range to Ring Road Reserve.
6. New Changing Places and access upgrades for Ballarat Aquatic and Lifestyle Centre (BALC); and investigate water recycling opportunities at BALC for on-site re-use and potential grey water recycling opportunities for irrigation elsewhere.
7. Consider providing temporary modular female friendly change room and toilet facility for baseball.
8. Expand car parking area with a gravel surface.
9. New Parkrun shelter and maintain current start and finish track and consider a half-circle turnaround area on the trail to improve safety for runners and support realignment of the start and finish line. The design of the Parkrun track at this point will be considered in detailed design.
10. Explore opportunities to facilitate access to existing central baseball pavilion toilets for Parkrun.
11. Develop a 30m northern landscape buffer to mitigate the light and noise impact from the proposed improvements. This buffer will include shade trees and consider mounding and some use of screens to mitigate noise.
12. Council to partner with Croquet Club and consider future asset renewal requirements and responsibilities.
13. Council will consider security measures including lighting at buildings and within car parking.
14. Council will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the new hockey pitch development.



Stage 2: 6-10 years

15. One new baseball field with synthetic infield and grassed irrigated outfield, with training standard lighting on current archery range location (following their relocation to Ring Road Reserve). Lighting on the new baseball diamond will be subject to demand. Lighting design will future proof for competition level standard.

16. New water play and leisure water at BALC.

17. Convert tennis facility to LED lighting and renewal of tennis court surfacing.

18. Improve landscaping with shade trees along the western and southern pathway.

The landscape plan will investigate opportunities for creating a biodiverse urban forest balancing the objectives for mitigating neighbourhood impacts on the western boundary and extending along the southern boundary pathway.

19. Explore alternative locations to establish a home for Coronet City Cricket Club with access to two fields, one with a turf wicket and one with a hard wicket. Confirm long term venue requirements with the Ballarat Fire Brigade Cricket Club.

20. Council to work collaboratively with both baseball clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. The facilities will provide an improved level of design and are fit for purpose for all user groups and will be informed by the City of Ballarat Recreation Infrastructure Plan. The project will ensure both clubs needs are provided is a key requirement, this includes specific items identified through consultation such as the baseball clubs having their own individual social spaces to ensure functionality and club identity is prioritised, and the Alfredton Baseball Club space being 1.5m from the new baseball diamond to replicate a key feature of their existing baseball clubrooms.

Stage 3: 11-15 years

21. Establish new third synthetic hockey field with competition standard lighting in the reserve.

22. Second stage of new hockey pavilion.

23. New shared baseball pavilion and training facility with external access public toilets .

24. Extension of gymnastics and health and fitness club at BALC.

25. Formalise expanded car park area with lighting and access road through to new hockey and baseball fields.

A detailed design will inform improvements and consider security lighting, retaining the recycled water pipe, and a landscape plan that considers canopy trees, understorey planting and water sensitive design, extensive new tree planting for shade and shelter, a bus drop off, turnaround and park areas and the road will not connect into the Insignia Estate.

26. Realign the start and finish track for Parkrun along the access road. Establish a pedestrian-only zone between baseball fields on weekend use.

27. Realign gravel path (alongside second hockey pitch) for Parkrun and general community use.

28. Remove any temporary modular change room and toilet facility post construction of baseball pavilion and training facility.

29. Facilitate relocation of Coronet City Cricket Club and Ballarat Fire Brigade Cricket Club to alternate locations. Council will now work with Cricket Victoria, Ballarat Cricket Association and local clubs to find alternative site.

30. Consider expanding the Parkrun pathway at turning points (based on demand).



Master Plan Concept Design

City of Ballarat > Prince of Wales Park Draft Master Plan

Architects have prepared a precinct master plan (with staging plans), hockey pavilion concept plan, Ballarat Aquatic and Lifestyle Centre expansion concept plan and archery facility concept plan (at an alternate site).

> Plan 1: Precinct Master Plan



LEGEND:
 ● DF Drinking Fountain (new)
 ● LP Light Pole (new)
 ● Maintain 30m buffer to neighbouring residential property boundaries. Detailed Landscape Plan for mitigating noise and light



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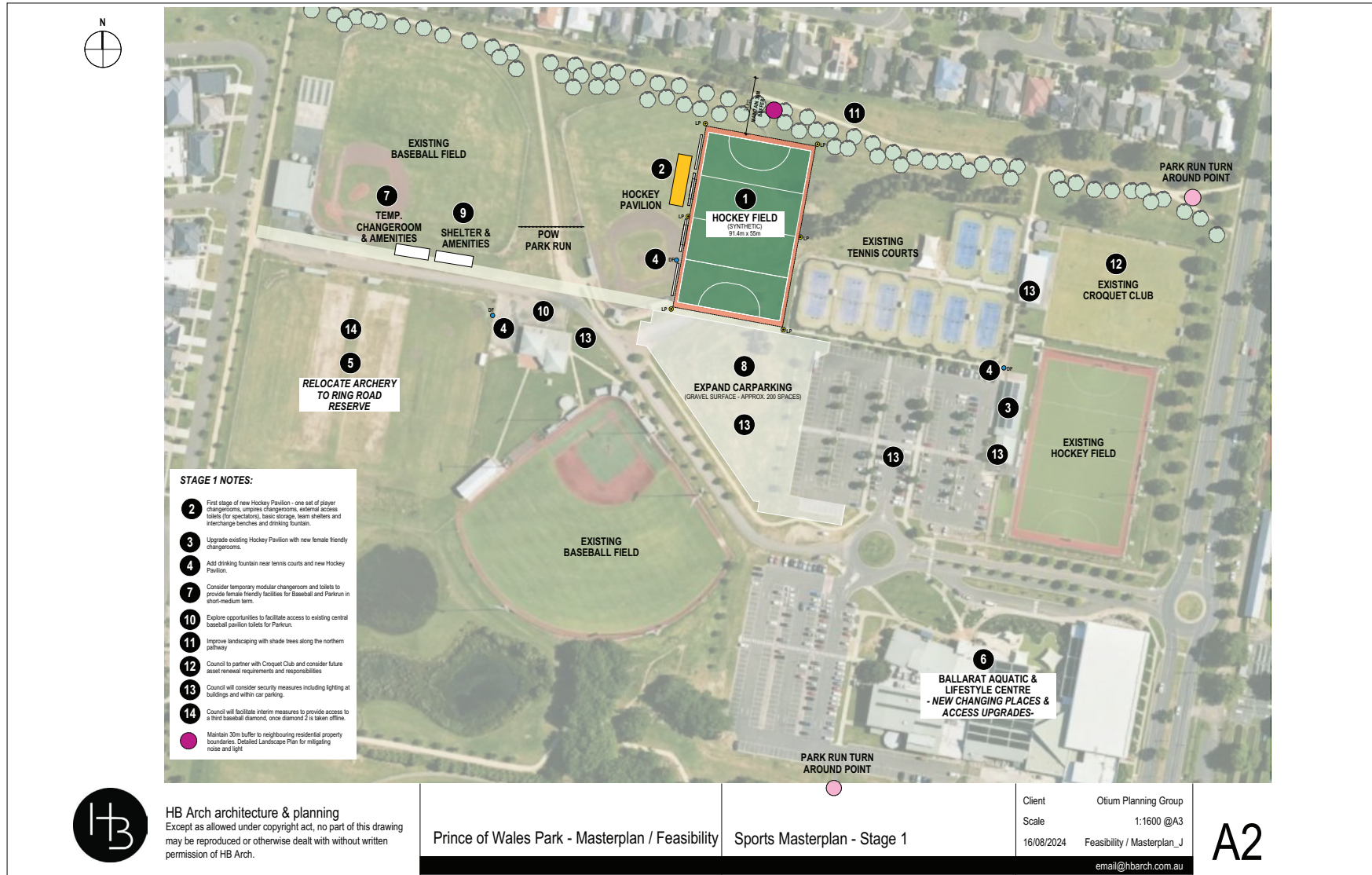
Sports Masterplan

Client Otium Planning Group
 Scale 1:1600 @A3
 16/08/2024 Feasibility / Masterplan_J
 email@hbarch.com.au

A1

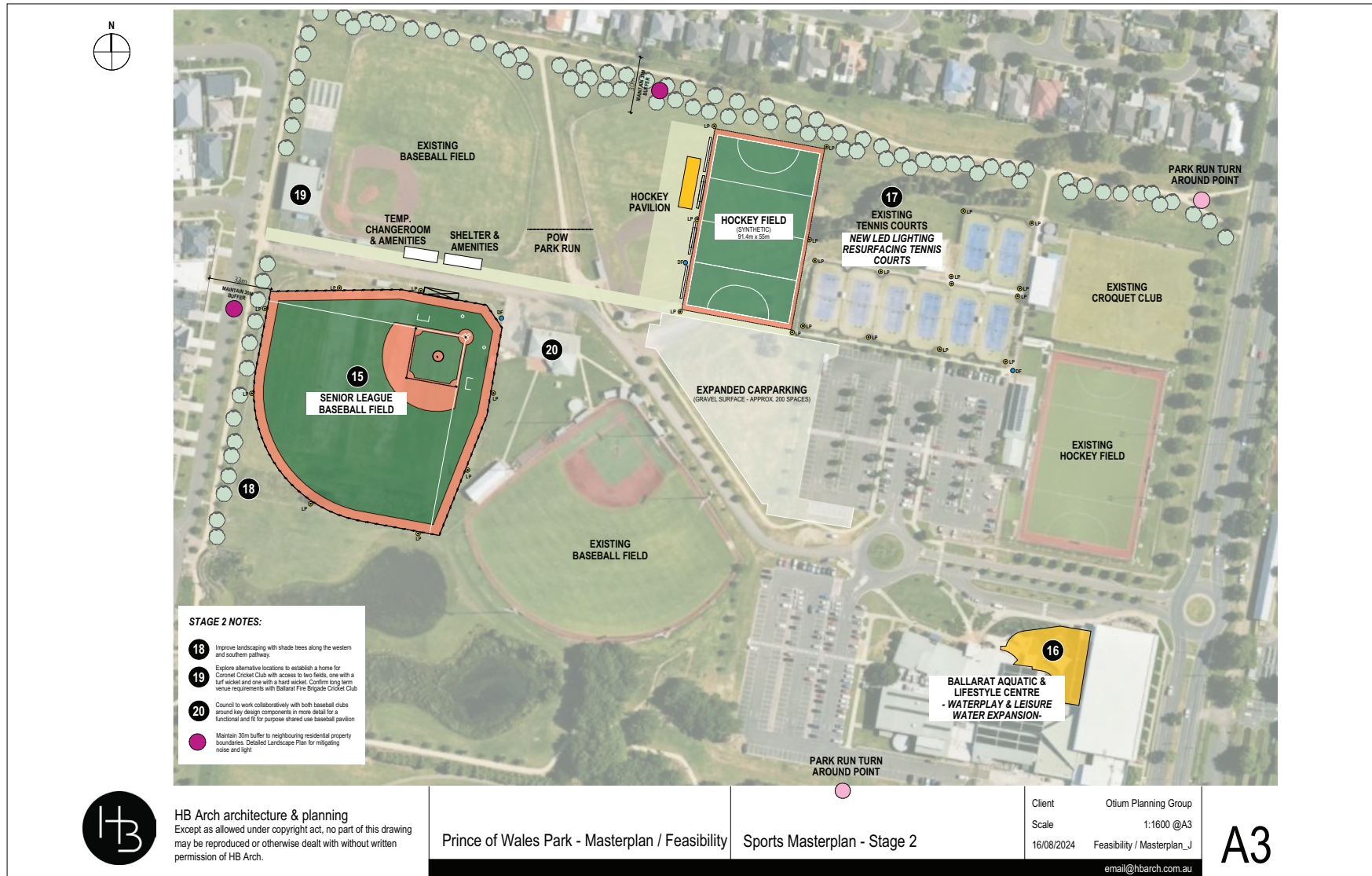
> Plan 2: Stage One Master Plan Development

City of Ballarat > Prince of Wales Park Draft Master Plan



> Plan 3: Stage Two Master Plan Developments

City of Ballarat > Prince of Wales Park Draft Master Plan



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Prince of Wales Park - Masterplan / Feasibility

Sports Masterplan - Stage 2

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A3

Master Plan Implementation Plan

City of Ballarat > Prince of Wales Park Draft Master Plan

The implementation plan provides an indicative delivery timeframe for the projects identified in the POWP Master Plan. The proposed timeframe's will be subject to capital planning, funding availability and budget prioritisation processes over time. The projects listed will be considered for delivery through capital works planning and considered in budget prioritisation processes of the organisation. Council will need other funding contributions to deliver some projects. The funding strategy requires a partnership approach that includes State and Federal Government funding grants and commitment, National and State Sporting Association funding and local club contributions.

Some projects are expensive and will not and cannot be delivered without government support. The implementation plan below identifies stage 1, stage 2 and stage 3 timeframes in which projects will be considered and assessed for prioritisation. The plan has been informed by the Ballarat Recreation Infrastructure Plan Road Map, funding commitments received, project prioritisation and interdependency and logical sequencing of projects.

Table 4: POWP Implementation Plan

No.	Stage	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	
Stage 1																	
1.	New second synthetic hockey field with competition standard lighting. The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting. A acoustic engineer will be engaged to inform the detailed design process of the project to ensure noise is mitigated, as far as reasonably practicable, through the application of controls such as: <ul style="list-style-type: none"> Noise attenuation at the North end of the precinct. Baffling of the backboard in the goal ends (e.g. triple layer buffer pads). A fully designed landscaping plan to mitigate and baffle noise from the pitch. Operational control around the hours of operation, days of operation, type of activities (games V training), etc. Other controls are to be determined. 		Design	Construct													
2.	First stage of new hockey pavilion - one set of player changerooms, umpires changerooms, external access toilets (for spectators), basic storage, team shelters and drinking fountain. Hockey Victoria and Hockey Ballarat involved in detailed design process to ensure facilities respond to the needs of hockey clubs and meet facility standards.		Design	Construct													
3.	Upgrade existing hockey/tennis pavilion with new female friendly changerooms. The Council staff will engage with the Ballarat Lawn Tennis Club and Ballarat Hockey in the detailed design process to ensure the pavilion and change facilities facilitate access and use required by both user groups during the staged development of the master plan.	Design	Construct														
4.	Add drinking fountain near tennis courts and existing baseball pavilion.		Construct														
5.	Relocate the archery range to Ring Road Reserve.		Design		Construct												
6.	New changing places and access upgrades for Ballarat Aquatic and Lifestyle Centre (BALC); and investigate water recycling opportunities at BALC for on-site re-use and potential grey water recycling opportunities for irrigation elsewhere.	Construct	Construct														
7.	Consider providing temporary modular female friendly change room and toilet facility for baseball.		Design & Construct														
8.	Expand car parking area with a gravel surface.			Design & Construct													
9.	New Parkrun shelter and maintain current start and finish track and consider a half-circle turnaround area on the trail to improve safety for runners and support realign the start and finish line. The design of the Parkrun track at this point will be considered in detailed design.		Design & Construct														
10.	Explore opportunities to facilitate access to existing central baseball pavilion toilets for Parkrun.	Action															
11.	Develop a 30m northern landscape buffer to mitigate the light and noise impact from the proposed improvements. This buffer will include shade trees and consider mounding and some use of screens to mitigate noise.		Action														

Table 4: POWP Implementation Plan

No.	Stage	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39
Stage 1																
12.	Council to partner with Croquet Club and consider future asset renewal requirements and responsibilities.	Action														
13.	Council will consider security measures including lighting at buildings and within car parking.	Action														
14.	Council will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the new hockey pitch development.			Action												
Stage 2																
15.	One new baseball field with synthetic infield and grassed irrigated outfield, with training standard lighting on current archery range location (following their relocation to Ring Road Reserve). Lighting on the new baseball diamond will be subject to demand. Lighting design will future proof for competition level standard.				Design	Construct										
16.	New water play and leisure water at BALC.					Design	Construct	Construct								
17.	Convert tennis facility to LED lighting. Resurfacing of tennis courts.					Design	Construct									
18.	Improve landscaping with shade trees along the western and southern pathway. The landscape plan will investigate opportunities for creating a biodiverse urban forest balancing the objectives for mitigating neighbourhood impacts on the western boundary and extending along the southern boundary pathway.						Action									
19.	Explore alternative locations to establish a home for Coronet City Cricket Club with access to two fields, one with a turf wicket and one with a hard wicket. Confirm long term venue requirements with Ballarat Fire Brigade Cricket Club.				Action											
20.	Council to work collaboratively with both baseball clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. The facilities will provide an improved level of design and are fit for purpose for all user groups and will be informed by the City of Ballarat Recreation Infrastructure Plan. The project will ensure both clubs needs are provided is a key requirement, this includes specific items identified through consultation such as the baseball clubs having their own individual social spaces to ensure functionality and club identity is prioritised, and the Alfredton Baseball Club space being 1.5m from the new baseball diamond to replicate a key feature of their existing baseball clubrooms.							Action								
Stage 3																
21.	New third synthetic hockey field with competition standard lighting.									Design	Construct					
22.	Second stage of new hockey pavilion.									Design	Construct					
23.	New shared baseball pavilion and training facility with external access public toilets.										Design	Construct				
24.	Extension of gymnastics and health and fitness club at BALC.										Design	Construct	Construct			
25.	Formalise expanded car park area with lighting and access road through to new hockey and baseball fields. A detailed design will inform improvements and consider security lighting, retaining the recycled water pipe, and a landscape plan that considers canopy trees, understorey planting and water sensitive design, extensive new tree planting for shade and shelter, a bus drop off, turnaround and park areas and the road will not connect into the Insignia Estate.									Design	Construct					

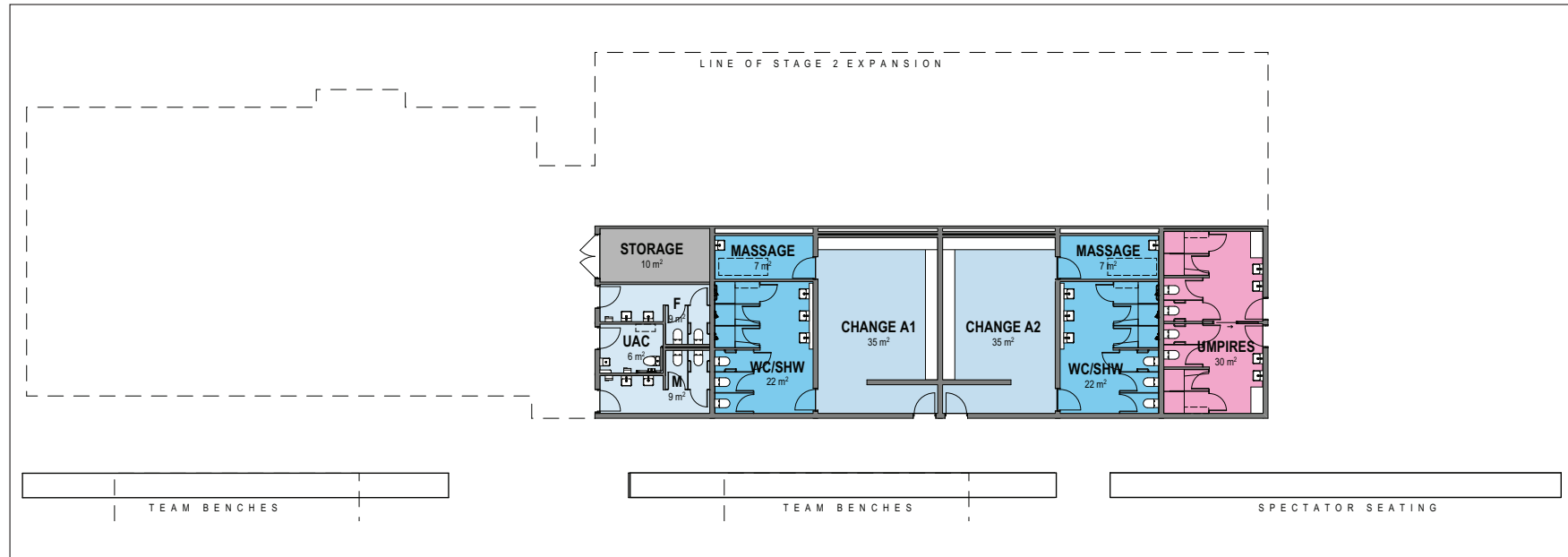
Table 4: POWP Implementation Plan

No.	Stage	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39
Stage 3																
26.	Realign the start and finish track along the access road. Establish a pedestrian-only zone between baseball fields on weekend use.										Construct					
27.	Realign gravel path (alongside second hockey pitch) for Parkrun and general community use.										Construct					
28.	Remove any temporary modular change room and toilet facility post construction of baseball pavilion and training facility.													Remove		
29.	Facilitate relocation of Coronet City Cricket Club and Ballarat Fire Brigade Cricket Club to alternate locations. Council will now work with Cricket Victoria and local clubs to find alternative site.									Action						
30.	Consider expanding the Parkrun pathway at turning points (based on demand)											Action				

Appendix 1: Concept Plans

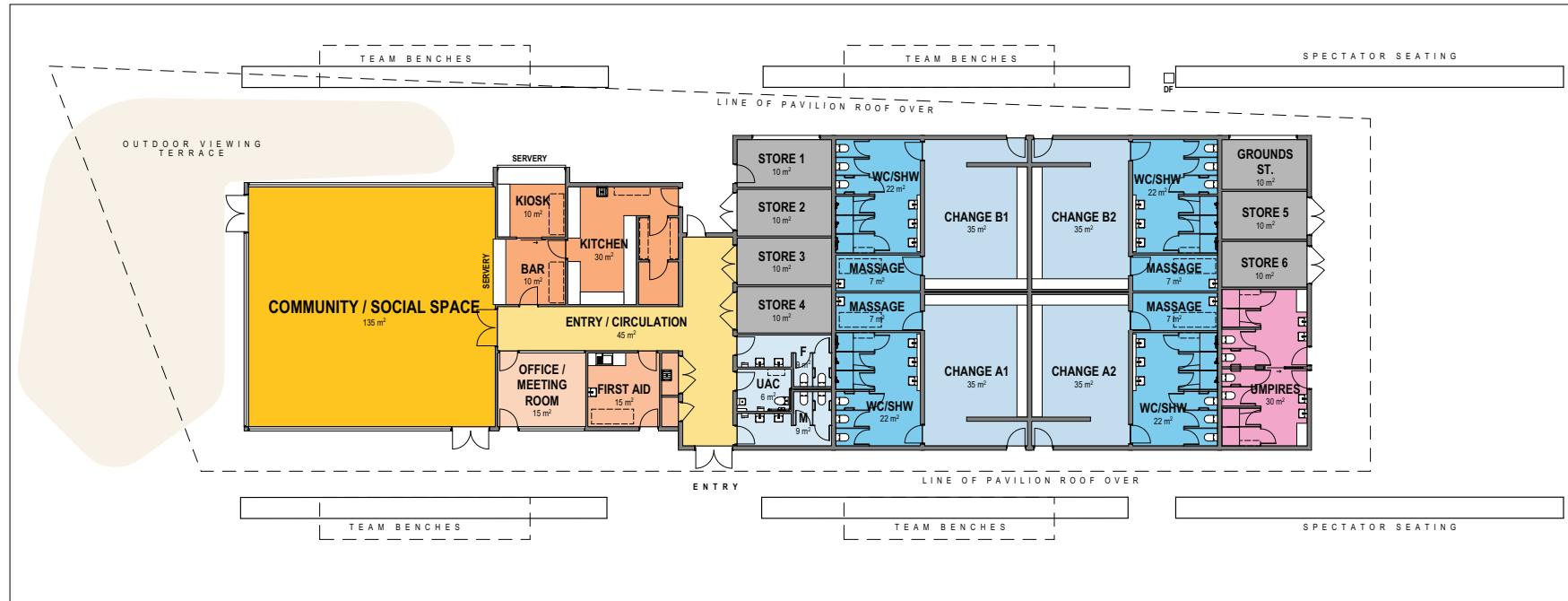
All concept plans are indicative only and are subject to funding availability and capacity as well as relevant design requirements at the time of approval for construction.

> Plan 5: Hockey Pavilion Concept Plan – Stage 1



> Plan 6: Hockey Pavilion Concept Plan – Stage 2

City of Ballarat > Prince of Wales Park Draft Master Plan

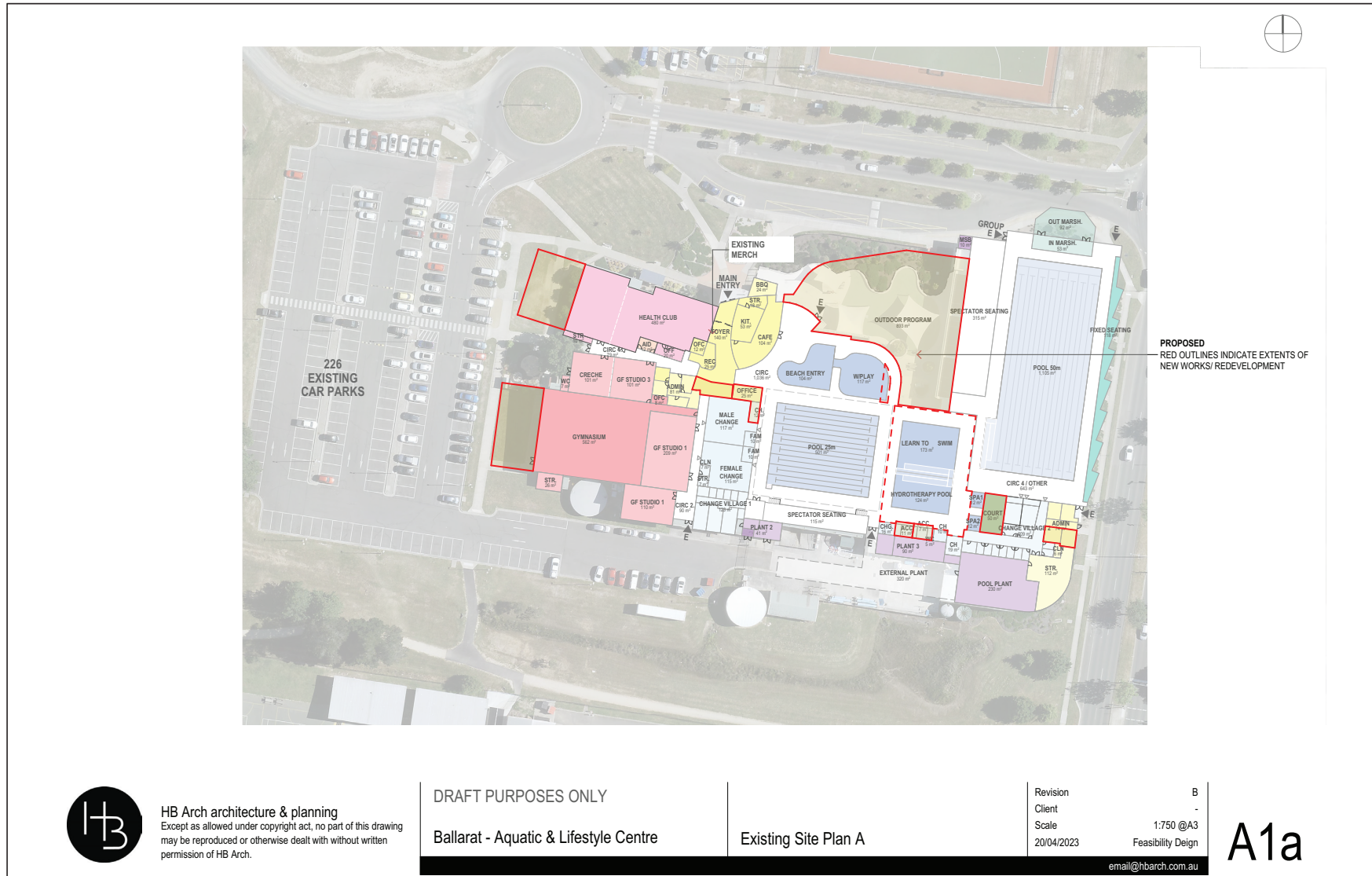


> 3D Render Image: Hockey Pavilion Concept Plan



> Plan 7: Ballarat Aquatic and Leisure Centre Concept Plan

City of Ballarat > Prince of Wales Park Draft Master Plan



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DRAFT PURPOSES ONLY

Ballarat - Aquatic & Lifestyle Centre

Existing Site Plan A

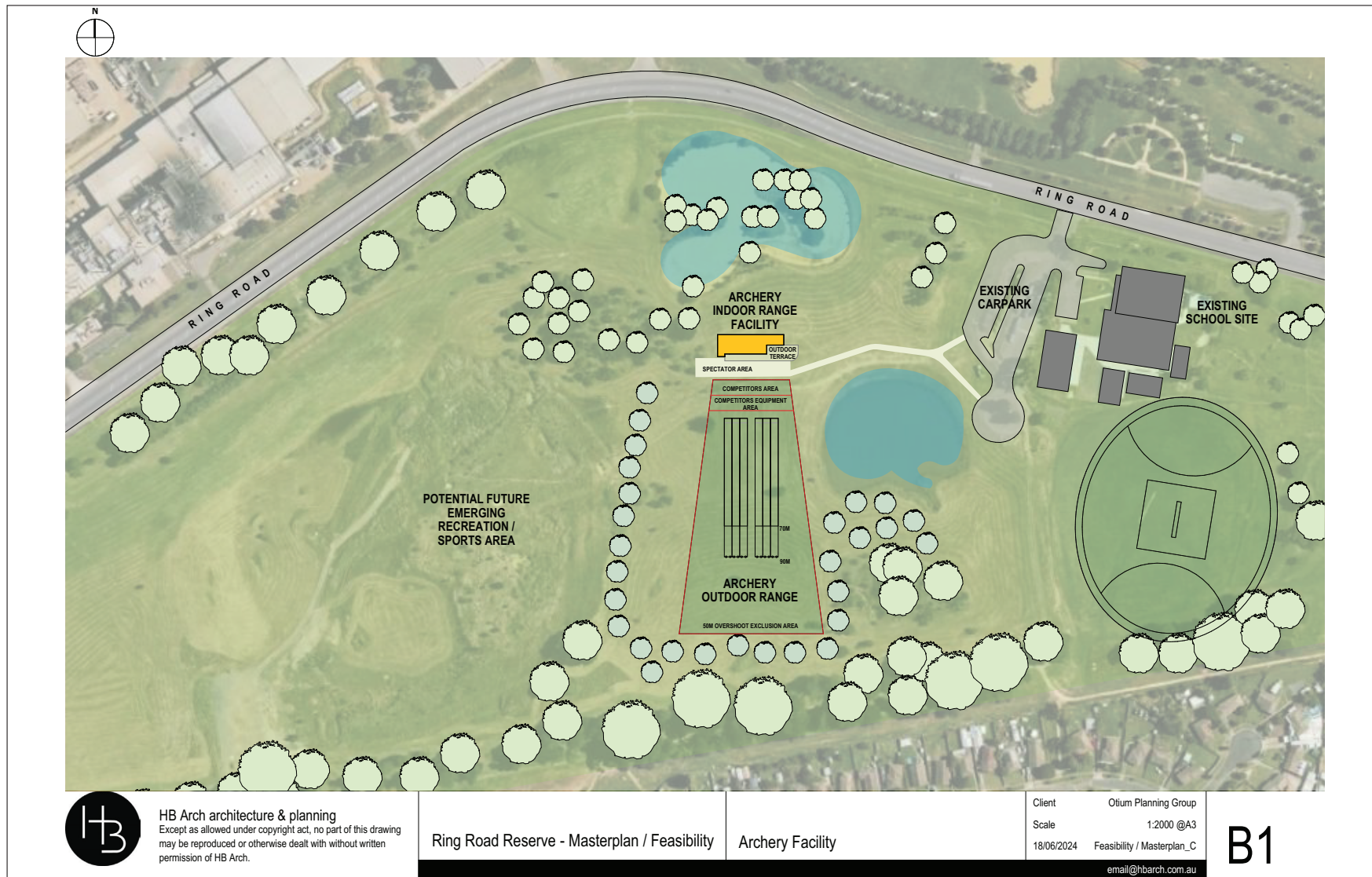
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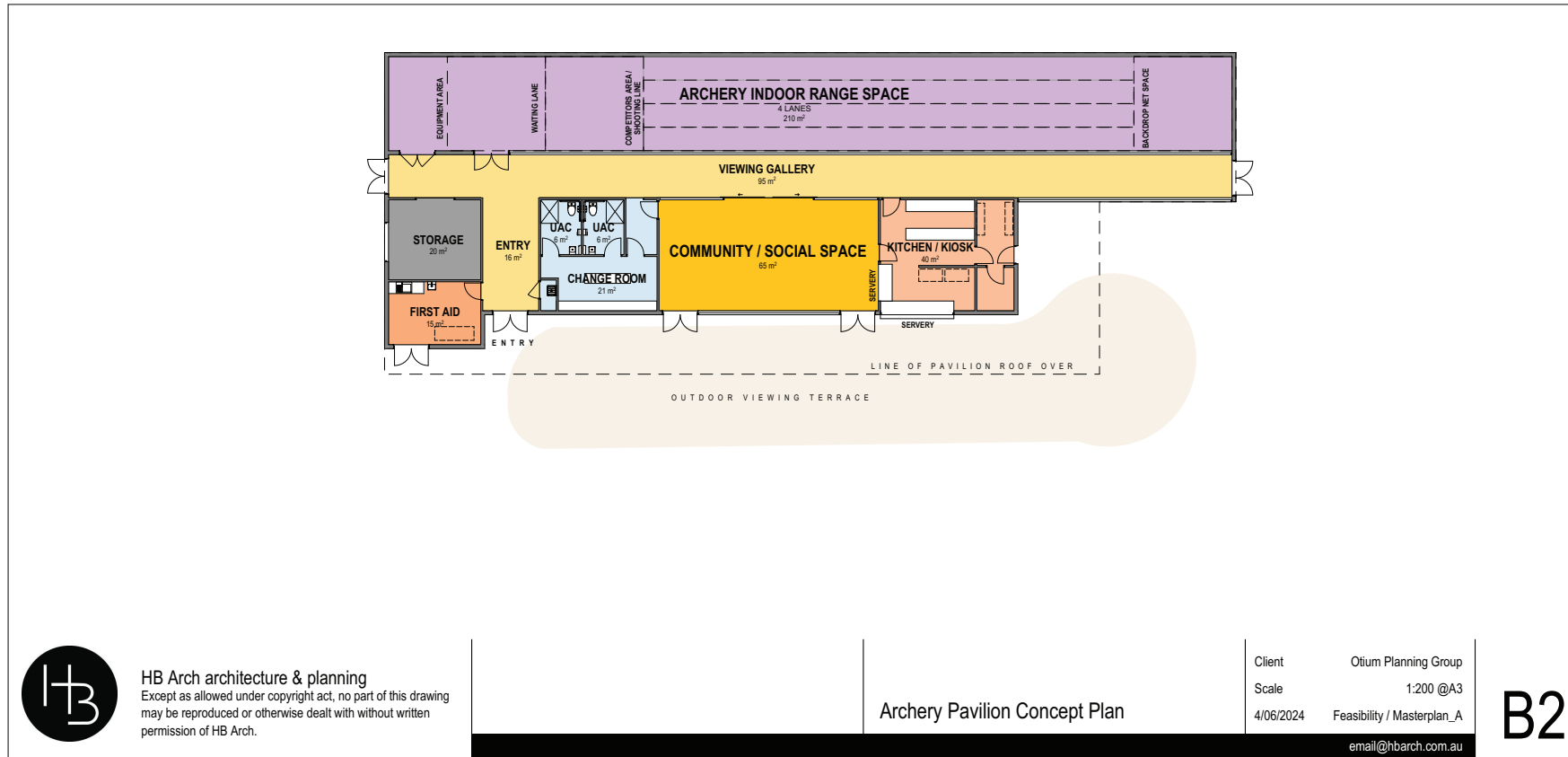
> Plan 8: Archery Facility Concept Plan (Ring Road Reserve Location)

City of Ballarat > Prince of Wales Park Draft Master Plan



> Plan 9: Archery Facility Concept Plan (Ring Road Reserve Location)

City of Ballarat > Prince of Wales Park Draft Master Plan



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Archery Pavilion Concept Plan

Client Otium Planning Group
Scale 1:200 @A3
4/06/2024 Feasibility / Masterplan_A
email@hbarch.com.au

B2



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8.2. RECREATION INFRASTRUCTURE PLAN 2024-2039

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Mitch Jenkins – Coordinator Sport & Recreation Strategic Planning

PURPOSE

1. The purpose of this report is to:
 - a. Note the revisions made to the draft Recreation Infrastructure Plan 2024-2039 following the consideration of submissions made during the public exhibition period.
 - b. Present Council with the proposed Recreation Infrastructure Plan 2024-2039 for Council adoption.

BACKGROUND

2. The Recreation Infrastructure Plan 2024-2039 (the plan) articulates Council's intention to invest in recreation infrastructure to support health and wellbeing outcomes for the community into the future.
3. The plan will guide future planning and decision making on priorities and investment in sport and recreation facilities to meet the needs and future demand for our growing community over the next 15 years.
4. The plan relates to active open space (AOS) assets on Council owned and/or managed land that play the important role of facilitating organised and informal sporting opportunities for the community. While both private and education land provides for sport and recreation activities within the City and is acknowledged as playing an important role in the sports ecosystem, this plan has focused on Council managed land to inform long term planning and guarantee community access to facilities for municipal benefit. Planning for passive open space (POS), tracks and trails and path connections will be addressed in other strategic documents including the Ballarat Open Space Strategy, Ballarat Cycling Action Plan 2017-2025 and the Ballarat Integrated Transport Action Plan.
5. The plan will aim to deliver municipal assets to maximise participation in sport and recreation and ensure City of Ballarat provides its community with the opportunity to live an active and healthy lifestyle. A balance between development in growth areas, addressing facility provision gaps, and continuing to increase equity and capacity in the existing network of recreation facilities has been carefully considered.
6. The plan will inform City of Ballarat's Long Term Financial Plan by utilising evidence-based decision making to guide investment priorities in relation to recreation infrastructure required for the community. Projects will be subject to detailed business case development, including financial considerations, to inform the annual budget process based on the evidence base and prioritisation. The plan will inform advocacy and help inform priorities to pursue external funding opportunities to assist in delivering the projects when required.

KEY MATTERS

7. The draft Recreation Infrastructure Plan 2024-2039 was placed on public exhibition and open to community feedback from 27 June to 21 July 2024.
8. 161 surveys were completed and 11 direct submissions received providing feedback on the draft plan.
9. The following survey engagement findings were recorded:
 - a. 161 community survey responses:
 - i. 87 males
 - ii. 65 females
 - iii. 4 prefer not to specify
 - b. Vision for Recreation Infrastructure Plan:
 - i. 49% strongly agree or agree
 - ii. 33% strongly disagree or disagree
 - iii. 17% neutral
 - c. Strategic objectives of Recreation Infrastructure Plan:
 - i. 58% strongly agree or agree
 - ii. 25% strongly disagree or disagree
 - iii. 17% neutral
 - d. Proposed Recreation Infrastructure Network Hierarchy:
 - i. 42% strongly agree or agree
 - ii. 31% strongly disagree or disagree
 - iii. 27% neutral
 - e. 15-year roadmap:
 - i. 30% strongly agree or agree
 - ii. 49% strongly disagree or disagree
 - iii. 21% neutral
 - f. Proposed design standards:
 - i. 48% strongly agree or agree
 - ii. 21% strongly disagree or disagree
 - iii. 27% neutral
10. Eleven (11) direct submissions were received from the following organisations:
 - i. Ballarat City Rowing Club
 - ii. Ballarat Football Netball Club
 - iii. Ballarat Memorial Sports Bowling Club
 - iv. Ballarat Table Tennis Association
 - v. Ballarat Triathlon Club
 - vi. City Oval Bowling Club
 - vii. Golf Australia
 - viii. Mt Xavier Golf and Bowl Club
 - ix. Pickleball (Ballarat Badminton Association)
 - x. Wallaby Track Parkrun
 - xi. Wendouree Ballarat Rowing Club

11. Key themes identified via the engagement process, and Council’s proposed responses are summarised in the table below:

Sport	Number of respondents	Key Theme	Officer Response
AFL	<p>3</p> <p>Public Submission from Ballarat Football Netball Club</p>	<p>The plan requires 13 new AFL grounds in 15 years, but only 9 have been identified, and there is a call for design layouts to include at least one oval for both AFL and cricket, with consideration for synthetic or hybrid turf in high-use areas.</p> <p>There is a push to expedite the White Flat Reserve project to start in 4-5 years and an urgent need to upgrade facilities at Russell Square.</p> <p>Higher lighting standards than the current are advocated, along with the proposal for a 12-month football venue to support various AFL activities.</p> <p>There appears to be no allocation of further open space near the Alfredton Recreation Reserve or understanding we are already turning away participants in junior football and netball.</p>	<p>The road map supports an additional 13 AFL fields and responds to demand analysis model requirements. All improvements will meet facility standards ie. lighting. These fields will be provided for through upgrading existing facilities and as shared sports fields in new growth areas.</p> <p>The Council cannot deliver all improvements at once. A staged approach is proposed that considers the priorities and impacts of recommendations and financial capacity of the Council to deliver the Draft Recreation Infrastructure Plan.</p> <p>The roadmap supports upgrading the sports field with drainage and irrigation at White Flat Reserve.</p> <p>Most senior AFL fields have competition standard lighting to 150-200 lux lighting, and junior AFL fields have 100 lux lighting. This approach will continue to be applied in the upgrading of existing sports fields and development of new sports fields in new growth areas.</p> <p>The road map supports the installation of lights and provision of basic toilet and storage facilities at Lucas Central Park to add capacity and facilitate access for AFL and other sports (cricket and little athletics) at the site. This facility is near Alfredton Recreation Reserve and can support junior sport.</p> <p>Further proposals received from sports clubs can be considered at the review point of the Recreation Infrastructure Plan.</p> <p>No action required</p>

Sport	Number of respondents	Key Theme	Officer Response
Baseball	5	<p>The participant numbers for baseball seem underestimated given the multiple teams and annual events held in Ballarat.</p> <p>Combining Alfredton and Royals baseball teams into one clubroom is impractical due to their competitive nature. Separate clubrooms for each team would be more logical.</p> <p>The plan to remove a baseball diamond without timely replacement, favouring hockey facilities, will negatively impact baseball. Alternative sites for the new hockey ground should be considered.</p>	<p>The Draft Prince of Wales Park Master Plan supports improving baseball facilities.</p> <p>Additional consultation was held with the Alfredton Baseball Club and Ballarat Royals Baseball Club and Baseball Victoria to address concerns with the master plan. The clubs and Baseball Victoria are supportive of the proposal for a new baseball field and new shared pavilion.</p> <p>In the short term, Council will facilitate interim measures to provide access to a third baseball diamond once the current diamond 2 is taken offline due to the proposed new hockey pitch development. In the medium term, Council to work collaboratively with both clubs around key design components in more detail for a functional and fit for purpose shared use baseball pavilion. Lighting on the new baseball diamond will be subject to demand. Lighting design will future proof for competition level standard. Remove specific recommendations around removal of existing facilities and remove building concept plan for baseball. The project will ensure both clubs needs are provided is a key requirement.</p> <p>Action: Update roadmap to include above direction from Prince of Wales Park Master Plan.</p>
Bowls	16 Public Submissions from Ballarat Memorial Sports Bowling Club and City Oval Bowling Club	<p>The Draft Plan fails to recognise Bowling Clubs on privately owned land, allocating projects only for those on Council land. Support should be extended to all clubs except those with poker machines.</p> <p>There are no plans for undercover domes in the next 15 years, which will limit participation and event hosting in Ballarat.</p> <p>From a Ballarat Memorial Sports Bowling Club perspective, we remain extremely happy and forever gratefully for council investment to date in the wider Alfredton reserve and our current amenity. The next logical step for our club to progress and grow is a</p>	<p>The plan excludes private clubs but recognises their role in providing for sport and recreation in the City of Ballarat. The Council has invested in providing an outdoor synthetic green at both private and public bowling clubs to support year-round use.</p> <p>We will consider future development of bowling facilities every two years when reviewing the strategy and the response to facility provision will consider the current supply and demand.</p> <p>The road map includes concept designs for pavilion improvements to City Oval Bowling Club, Learmonth Bowling Club and Ballarat Bowls Clubs in the medium term and synthetic green upgrade at Buninyong Bowls Club in the short term.</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>cover over the greens and we seek Council support of our proposal.</p> <p>Our understand from the plan is that any works for the City Oval Bowling Club is years away. Our building and facilities do not meet current standards or building codes, and we were promised a review, a compliance audit 2 years ago.</p>	<p>Develop guidelines for the Council to consider proposals from sports clubs on private land that service community sport. These proposals will be considered in the two-year year process.</p> <p>The Council will conduct further research into the potential of covering bowling greens, which will be considered in the two-year review process.</p> <p>Action: Reference all bowls clubs (Clubs on Council Land, Crown Land and Private Clubs) in inventory, supply analysis and road map.</p>
Canoeing	2	<p>The Draft Plan does not address the needs of lake user clubs such as the Ballarat Amateur Canoe Club, Yacht Club, and Dragon Boat Club, particularly in relation to changing room facilities and weed management in the lake.</p> <p>There is perceived bias towards rowing, with inadequate weed control impacting other water sports. The lake's mismanagement limits its potential for hosting multiple events and highlights the underfunding of outdoor water sports.</p> <p>Lake Burrumbeet is an untapped opportunity for state-level water sports, yet the plan lacks budget or initiatives to develop this potential.</p>	<p>The strategy supports a wide range of users of the Lakes. The road map supports improving change facilities to rowing clubs. Further proposals received by other lake users can be considered at the review point of the Recreation Infrastructure Plan.</p> <p>The Council will continue weed maintenance as part of its operational responsibilities.</p> <p>No action required</p>
Cricket	3	<p>The Draft Plan limits potential infrastructure partnerships to council-owned land, which may hinder community projects like the Regional Indoor Cricket Training Centre.</p> <p>The plan should recognise Eastern Oval as a state and national cricket facility, hosting Big Bash League and Cricket Australia National events.</p> <p>The plan should also address renewal budgets and upgrades for existing cricket infrastructure and reconsider the indoor cricket training facility project.</p>	<p>City of Ballarat will continue to work with Cricket Victoria on future cricket improvement projects including indoor training centre.</p> <p>The Council will not hinder the indoor training centre proposal being considered on school land; however, Council investment will be prioritised on Council-owned and managed land. It is further noted that Council will submit funding applications to State or Federal government grant programs based on the projects identified in the Recreation Infrastructure Plan.</p> <p>The plan includes a strategic direction to "continue to invest in the renewal of</p>

Sport	Number of respondents	Key Theme	Officer Response
			recreation facilities” and the road map will be reviewed every two years.
Dog Obedience Club	1	<p>Events held in open space/recreation areas often disrupt regular activities for major stakeholders, preventing them from conducting their usual events.</p> <p>There has been no communication with the club regarding the proposed 2024/2025 build</p>	<p>The road map supports the development of a dog obedience building at Victoria Park in 2024/25. The club will be consulted in the detailed design stage of the project.</p> <p>Council is currently planning improvements for the events space in the south-west of Victoria Park that will reduce impacts on other sporting activity in Victoria Park.</p> <p>No action required</p>
Eastern Oval	43	<p>Eastern Oval urgently needs upgrades for safety and accessibility, including disabled facilities, a second netball court, and improved public toilets.</p> <p>The netball area is currently unsafe, with a dangerous slope and inadequate seating, making it difficult for disabled spectators to attend games.</p> <p>The facility lacks proper change rooms for netball players, and the public toilets are outdated and inaccessible.</p> <p>Upgrades should also include a safe and functional viewing area for netball, addressing current safety concerns and providing adequate seating for spectators.</p>	<p>City of Ballarat recognise the concerns. The road map supports a review of the master plan given the range of user groups and priorities identified for the site which require a coordinated and shared approach. Provision of improved netball change rooms is specifically identified within the roadmap as a current facility provision gap and the master plan would inform the appropriate location. Other items raised by respondents will be considered in the master plan.</p> <p>Action: Move design and construct netball change rooms to Year 6 and 7.</p>
Equestrian / Pony Club	3	<p>The usage statistics for Victoria Park’s equestrian facilities are underestimated; daily usage exceeds 1,000 annually, plus significant event traffic, necessitating accurate figures in the final plan.</p> <p>Urgent upgrades are required for disabled access and overall facility maintenance at Victoria Park, addressing the need for inclusion and</p>	<p>The Strategy has reviewed the Pony Club’s master plan proposal for improvements at Victoria Park. The road map supports the upgrade of equestrian facilities at Victoria Park.</p> <p>Action: Reference Pony Club Building improvements in recommendation description.</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>safety improvements without unnecessary delays.</p> <p>Despite the decline in national equestrian participation, the facility supports a notable number of non-resident users; however, there is scepticism about the justification for large investments in a potentially declining sport.</p> <p>The City of Ballarat is commended for its management and updating of facilities, demonstrating a strategic direction aimed at establishing Ballarat as a hub of excellent facilities with diverse offerings.</p> <p>Current facilities lack proper accessibility features, with outdated club rooms and restrooms that have entry barriers and tight spaces, hindering movement and access.</p> <p>Despite raising over \$800,000 through fundraising over 20 years, BPC has received inadequate funding and grants, totalling only \$36,550, which impacts their ability to meet facility needs. The council is urged to prioritize and expedite facility reviews and improvements.</p>	
Golf	<p>2</p> <p>Public Submission from Mount Xavier Golf and Bowls Club and Golf Australia</p>	<p>Golf, with its significant participation rates in various forms, including on-course, driving ranges, indoor simulators, and mini-golf, should be more prominently represented in the Plan, even though it is not located on council-owned land. Recognition in the hierarchy and other plan areas is recommended.</p> <p>The Plan should ensure a more balanced distribution of recreational facilities across the Ballarat region, addressing the current focus on the south and west, and considering the needs of other areas.</p> <p>Mt Xavier Golf and Bowls Club support inclusion in road map.</p>	<p>The plan excludes private clubs but recognises their role in providing for sport and recreation in the City of Ballarat.</p> <p>The plan recognises golf courses are well managed and used in Ballarat. The Ballarat Golf Club (private) is considered the regional golf facility and supports a wide range of programs. Mt Xavier Golf Club has been advised that they will not have access to the Sisters of Mercy owned land in the future.</p> <p>The road map supports a review of the master plan for Mt Xavier Golf and Bowls Club.</p> <p>The planning framework and provision standards has been designed to provide a consistent and equitable approach to sport and recreation facilities across the</p>

Sport	Number of respondents	Key Theme	Officer Response
			<p>City of Ballarat including existing and growth areas.</p> <p>Action: Golf Australia proposed edits will be included in Final Report.</p>
Hockey	6	<p>Strong support is given for the development of additional hockey pitches at Prince of Wales Park, as current investment in hockey infrastructure does not match that of similar-sized regional cities like Bendigo.</p> <p>Hockey is a rapidly growing sport in Ballarat with significant participation from both male and female players, including LGBTIQ+ community members. The proposed facilities' development is highly appreciated, and the increased investment will improve access for all participants, attract higher-level games and competitions, and support the sport's expansion.</p> <p>The detailed planning and consultation process is acknowledged and valued, with a clear need for prioritizing hockey infrastructure to better accommodate teams and enhance the quality of local and regional competitions.</p>	<p>The Draft Prince of Wales Park Master Plan supports additional hockey fields and pavilion.</p> <p>Hockey Victoria and Hockey Ballarat will be involved in the detailed design process to ensure facilities respond to the needs of hockey clubs and meet facility standards.</p> <p>No action required.</p>
Landkarting	1	<p>A dedicated open facility for blokarting (land sailing) would be ideal. This facility should feature unencumbered car parks or overflow areas with a hard, flat surface and minimal interference from vegetation or buildings to ensure optimal wind flow. Such a facility could potentially attract state, national, and even world championships to Ballarat.</p>	<p>The demand for a landkarting facility will need to be established before a site is identified. The Council encourages community groups to prepare proposals. These will be considered at the review points of the plan, every two years.</p> <p>Action: Include reference that Council will continue to work with sports clubs of emerging sports on the development of proposals that can be considered at the two-year review point.</p>
Motorsport	2	<p>Motorsport, specifically the Ballarat Light Car Club, is not adequately addressed in the plan. The club, which has provided motorsport activities in Ballarat for 75 years, is facing displacement from its current motorkhana and event track at Ballarat Airport.</p>	<p>City of Ballarat will continue to advocate for motorsport clubs in Ballarat, including future use of the future State facility proposed near Avalon Airport in Geelong.</p> <p>The Council has assisted and invested significantly on behalf of Ballarat Motor Sports Clubs during the development of a</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>There is a lack of support and planning for relocating the club's facilities to ensure the continuation of their training and competition activities.</p>	<p>feasibility of a future motor sport facility to support Ballarat based motor sport participants.</p> <p>No action required</p>
Mountain Biking	1	<p>The Black Hill mountain bike park is deteriorating due to lack of maintenance and improvement, with planned infrastructure not addressing the need for regular upkeep. Maintenance should be guided by local user groups like Club M.U.D.</p> <p>Woowookarung Regional Park has been largely restricted for serious outdoor enthusiasts, such as mountain bikers and runners, with limited trail access. Parks Victoria is not meeting their strategic promises, and the council should advocate for the needs of the broader user base rather than a vocal minority.</p>	<p>The plan includes a strategic direction to "continue to invest in the renewal of recreation facilities"; and will continue to partner with local user groups involved with the Black Hill Mountain Bike Park.</p> <p>The road map supports providing a visitor node facility that includes changerooms, toilets, wash station, seating and shelter.</p> <p>The plan excludes facilities on private land and public land managed by other authorities. The Council will continue to partner with public land authorities to investigate community use of these spaces.</p> <p>Action: Include reference to the plan excluding facilities on private land and public land managed by other authorities. The Council will continue to partner with these organisations to investigate community use of these spaces.</p>
Netball	1	<p>The Ballarat Netball Association's facilities, which serve a large community of women and girls, lack updates and additional courts. This need should be addressed in the planning.</p> <p>Facilities should include outdoor netball courts across Ballarat and indoor courts at the Ballarat Netball Association, with other community amenities such as a splash park, BSEC, and Llanberris athletics also considered.</p>	<p>The plan recognises Llanberris Netball Centre is landlocked and Netball Victoria advocating for a new regional netball centre. Council will continue to work with Netball Victoria to plan for the future of netball for Ballarat.</p> <p>The road map supports the provision of a new regional netball centre, new netball courts at Buninyong Community Facility and Mt Clear Recreation Reserve, provision of netball change rooms facilities at City Oval and Western Oval and future netball courts required to support new AFL/netball clubs in new growth areas.</p> <p>The plan supports all clubs having access to two netball courts (exception at Alfredton with State Government funded third netball court). Some clubs have two courts at the one site (i.e. Marty Busch, CE Brown, Learmonth and North Ballarat)</p>

Sport	Number of respondents	Key Theme	Officer Response
			<p>while other clubs have two courts across two sites (i.e. City Oval + Western Oval and Eastern Oval + Russell Square).</p> <p>No action required</p>
Pickleball	<p>6</p> <p>Public Submission from Ballarat Badminton Association</p>	<p>Pickleball, the fastest-growing sport in the USA and increasingly popular in Ballarat, is not adequately addressed in the infrastructure plan. There is a pressing need for dedicated pickleball facilities, rather than relying on inadequately marked badminton courts.</p> <p>Ballarat Badminton has affiliated with Pickleball Victoria, so it is sitting under Ballarat Badminton. Now that we are a member of Pickleball Victoria we are looking at hosting coaching/refereeing courses, as well as running Pickleball tournaments which are attracting large numbers to events all over Australia. However to do this we would need the line markings, lighting and nets to be upgraded as well as the purchasing of more pickleball nets.</p> <p>There are six pickleball courts. We have the demand for more (150 participating per week) pickleball use that could be provided on the “badminton side”, however these are not ideal due to lighting, court markings and inability to change net posts to pickleball nets due to the badminton net posts being screwed to the floor.</p> <p>We are fully supportive of pickleball use and growth/development. We have already purchased nets/paddles/balls out of our own funds. We are also mindful that we want to make this a shared facility and badminton competition/events will at times take precedence.</p>	<p>The City of Ballarat supports Pickleball use at the Badminton Centre and proposed improvements.</p> <p>The Council will work with Ballarat Badminton on improvements to facilitate more Pickleball use. The road map includes resurfacing courts and upgrading lighting for badminton and Pickleball. This will consider suggested improvements by Ballarat Badminton to facilitate Pickleball use.</p> <p>Additional opportunities for Pickleball use will also be explored at Doug Dean Stadium, future indoor sports facilities and outdoor active recreation sites.</p> <p>Timing of improvements to support the participation growth of Pickleball will be considered at the two year review point.</p> <p>Action: Move Ballarat Badminton Centre design work forward from Year 5 to Year 4.</p>
Residents	2	<p>There’s a call for greater inclusion of play areas designed for older kids and adults, such as basketball and netball rings, gym stations, and climbing areas, to enhance recreational options for a broader age range.</p> <p>The feedback emphasizes the importance of providing suitable facilities for a wide range of sports and</p>	<p>The plan includes provision standards for active recreation facilities in active open space reserves that support fitness stations, skate and BMX facilities, climbing walls, social basketball courts, etc. These standards will be used to inform future active recreation facilities in growth areas.</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>activities, not just focusing on mainstream or high-profile stadiums, to support active lifestyles, community connectivity, and overall enjoyment of life.</p> <p>Council is commended for its efforts to plan for a long term strategy</p>	<p>The City of Ballarat Open Space Strategy that is currently being developed will provide the detail and be responsible for informing the future investment in infrastructure of paths, tracks and trails to support cycling, running and walking in open space areas not within sporting precincts.</p> <p>No action required</p>
Rowing	<p>2</p> <p>Public Submission from Ballarat City Rowing Club and Wendouree Ballarat Rowing Club</p>	<p>The participation numbers for rowing in the plan are significantly underestimated. The feedback highlights a discrepancy between the reported 386 participants and the actual figure, which could exceed 1,400, including rowers, club officials, and regatta participants.</p> <p>There is concern about the lack of consultation with rowing clubs and water users, as well as the absence of expansion plans for recreational watersports on Lake Wendouree. The current facilities are at capacity, and a community hub would be highly beneficial for various groups.</p> <p>Ballarat City Rowing Club seek support of the master plan improvements to boating shed</p> <p>Wendouree Ballarat Rowing Club provided an estimate of active rowers across the rowing clubs in Ballarat. There are about 1400 participants. There are also regional, State and National regattas that bring 1200 to 3000 participants to Ballarat annually. The club supports upgrade to rowing course facilities and change room facilities, including the WBRC rowing shed.</p>	<p>The strategy recognises the high rowing participation in the City of Ballarat and the road map includes improving the starting pontoon for the rowing course and upgraded female friendly change facilities within the Ballarat City and Wendouree Ballarat Rowing Clubs.</p> <p>The road map supports partnering with boating clubs and progress upgrade works to boating sheds and contemporary design standards i.e. disability access and gender neutral toilet / change improvements.</p> <p>We will reference registered participation information for sports available in the Summary Report. This information will provide local context to sports with high participation in Ballarat and provide further justification for recommendations.</p> <p>Action: Include registered participation rates for sports in addition to Ausplay participation rates.</p>
Skating	1	<p>The Len T Fraser Reserve skatepark is highlighted as a key facility that could benefit from a substantial budget increase for significant upgrades, including better lighting, expanded elements, and improved safety features, aiming to achieve national or international standards similar to other successful skateparks.</p>	<p>The road map supports upgrade and extending the regional skate park at Len T Fraser Reserve. A design process is underway for this project which is slated for delivery over the next two financial years.</p> <p>No action required</p>

Sport	Number of respondents	Key Theme	Officer Response
Soccer	6	<p>The feedback highlights significant shortfalls in the current and projected football (soccer) facilities, with particular emphasis on the need for a third synthetic pitch at Morshead Park and improved facilities in growth corridors. Concerns are raised about the underestimation of participation numbers and the lack of consultation with soccer clubs and associations, which skews planning and prioritization.</p> <p>There is appreciation for the inclusion of future sports facility proposals from a multisport perspective and the recognition of recent upgrades at Victoria Park Soccer facility. However, there is a strong call for addressing the urgent need for improved facilities at Russell Square and a more equitable approach to consulting with all relevant soccer clubs and user groups.</p>	<p>The road map supports additional synthetic pitches for soccer and upgrade of Russell Square North Fields to support soccer.</p> <p>The plan confirmed the significant infrastructure investments in Russell Square over the past ten years.</p> <p>All soccer clubs and the local association were provided with the same opportunities for input as all other sports in the development of the plan.</p> <p>Council will continue to work with Football Victoria to plan for the future of soccer for Ballarat.</p> <p>No action required</p>
Squash and Racquetball	1	<p>The Squash and Racquetball Centre should be formally recognized in the plan due to its status as an Olympic sport and its role as a premier facility for national and international events outside Melbourne. The proposal is essential to support both competitive and community participation in Squash and racquetball.</p>	<p>The plan recognises the role of the Squash and Racquetball Centre as a regional facility that can host national level events and will be specifically listed in the final plan.</p> <p>Action: Include squash and racquetball centre in road map with recommendation to “Renew kitchen and office space”.</p>
Tennis	2	<p>Investing in the purchase of the Tennis Ballarat indoor tennis facility would address nearly all of the projected future shortfall of 14 courts, as it provides year-round access to 12 courts.</p>	<p>City of Ballarat is not purchasing the private indoor tennis facility.</p> <p>The Council will consider bringing the master plan earlier in the road map to confirm scope of improvements to the Regional Tennis Centre and Regional Table Tennis Centre.</p> <p>Action: Move design for building improvements to Year 3.</p>
Table Tennis	Public Submission from Ballarat Table Tennis Association	<p>Ballarat Table Tennis Association is concerned about the timing of improvements to toilets and change facilities.</p> <p>The toilets and change rooms are out of date, unsafe and inaccessible.</p> <p>Table Tennis is the only sport in Ballarat that had the opportunity to host an Olympic Qualifying</p>	<p>The Council will consider bringing the master plan earlier in the road map to confirm scope of improvements to the Regional Table Tennis Centre and Regional Tennis Centre given the interconnected nature of the facilities currently to confirm the provision of facilities for both sports moving forward at Hollioake Park.</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>tournament/ event this year, with the option to host further national/ international events. Unfortunately, if the stadium is neglected then these opportunities will be lost.</p>	<p>Action: Move design for building improvements to Year 3.</p>
Timing		<p>There were several comments made seeking actions identified in the road map concerning their sport brought forward in the plan.</p> <p>The Eastern Oval improvements (43 responses) is an example of this. The survey has been used as a tool to advocate for the project and for it to be prioritised in the road map. This means the results for agreeing or disagreeing with the road map is impacted by this response.</p>	<p>The City of Ballarat cannot deliver all improvements at once. A staged approach is proposed that considers the priorities and financial capacity of the Council to deliver the road map.</p> <p>The road map will be reviewed every two years. This review process will consider the outcomes of planning and funding processes and ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline.</p> <p>No action required</p>
Triathlon	Public Submission from Ballarat Triathlon Club	<p>The Ballarat Triathlon Club has no club rooms, and with a sport that has 3 disciplines, we also have no set training base. Members swim, ride and run in various locations around Ballarat and our main event venue is Lake Esmond.</p> <p>After discussion with several other sporting clubs and Sports Central it was suggested that we seek to join CE Brown Reserve users group, so that we might have access to storage space for our equipment.</p> <p>The club had 45 members last year and is hopeful that due to the success of our 23/24 Lake Esmond Events we will increase membership this season.</p>	<p>This plan supports “redistributing sports club allocation including increasing shared use of recreation infrastructure in partnership with peak sporting bodies” and “undertake a strategic approach to help establish long term home venues for identified existing clubs, and new and emerging sports within the sporting reserve network over time”.</p> <p>The Council will partner with the Ballarat Triathlon Club in establishing a home base for the sports. This action is supported by strategic approach “Redistribute sporting club allocation including increasing shared use of recreation infrastructure in partnership with peak sporting bodies”.</p> <p>No action required</p>
Volleyball	2	<p>Volleyball is not adequately represented or considered in the plan despite being one of the top participation sports in Australia for teenagers. Key areas of omission include the lack of specific mentions or provisions for volleyball in tables and sections detailing participation projections, club profiles, and facility requirements.</p> <p>Although the Ballarat Sports Events Centre is equipped to host volleyball,</p>	<p>The plan recognises Volleyball seeking greater access to indoor courts that is challenging with the growth of basketball participation, programming and management control of Ballarat Sports Events Centre.</p> <p>The road map supports securing access for volleyball in new indoor sports stadium projects.</p> <p>Action: Reference Volleyball challenge under stakeholder engagement section.</p>

Sport	Number of respondents	Key Theme	Officer Response
		<p>its use for this sport is limited due to scheduling conflicts with basketball, which might mislead stakeholders about the availability of facilities for volleyball.</p>	
<p>Walking/ Cycling</p>	<p>3 Public Submission from Wallaby Parkrun</p>	<p>The plan primarily focuses on sports infrastructure rather than general active recreation facilities. There is a significant gap in providing infrastructure for basic recreational activities like walking and cycling, which are crucial for promoting active lifestyles.</p> <p>Enhancing opportunities for casual use, such as expanding bike paths and tracks, is necessary. The plan should consider how to improve connections to existing sports facilities, like ensuring reserves have adequate cycling and pedestrian access.</p> <p>Major recreational facilities such as the Steve Moneghetti Track and the Canadian Creek trail are notably absent from the plan, despite being heavily used and loved by the community. The lack of mention for these key recreational assets overlooks their importance.</p> <p>Wallaby Parkrun seek provision of shelter at current start and finish line due to proposed timing of footbridge being proposed in 2038/39</p>	<p>City of Ballarat acknowledge need for improved trails. Walking and cycling paths are excluded in this plan.</p> <p>The Ballarat Open Space Strategy, Ballarat Cycling Action Plan 2017-2025 and Ballarat Integrated Transport Action Plan will be responsible for the provision of connections, paths and trails. When this strategy is presented for consideration further review can be undertaken to ensure it meets the expectations of community. This would include the process of budget bids for such projects.</p> <p>Historically there has been some confusion as to ultimate responsibility on such infrastructure, however these two planning projects have been the mechanism to clarify and imbed responsibilities within the correct business units within Council.</p> <p>Paths and Trails within existing sports precincts will continue to be developed in collaboration between the Recreation Services and City Design teams, especially as part of any future master planning work of these precincts.</p> <p>The road map supports the Brown Hill Recreation Reserve Master Plan that supports a new footbridge and shelter. Timing of delivery will be part of the document review cycle following further investigation and design work to be undertaken on a network of footbridges along the Yarrowee River.</p> <p>Actions: The Council will consider a temporary shelter at start and finish line of the Wallaby Track parkrun.</p>

Sport	Number of respondents	Key Theme	Officer Response
Western Oval	2	<p>The Western Oval plan requires more comprehensive detail and immediate attention. The upgrade of the netball change rooms is necessary, but the overall facility needs significant improvement to meet current user needs, including better disability access, heating, and cooling.</p> <p>Key priorities from the 2015 plan, such as enhancing facility functionality, improving accessibility, and addressing outdated infrastructure, remain unmet. Specific issues include inadequate drainage, poor condition of clubrooms, and insufficient spectator amenities.</p>	<p>The roadmap supports implementing the Western Oval Master Plan including new netball and umpires change rooms and sports field upgrade.</p> <p>No action required.</p>
White Flat Oval	1	<p>White Flat Oval needs significant improvements to meet current standards and user needs.</p> <p>Upgrades are also required for public facilities, including improved toilets that meet accessibility standards and a football coaches' box that aligns with other venues.</p>	<p>The roadmap supports upgrading the sports field with drainage and irrigation.</p> <p>Further improvements to the reserve will be considered when reviewing the strategy.</p> <p>No action required.</p>

12. The proposed revisions to the Plan following review and assessment of the feedback are summarised in the table below:

Current Reference or Recommendation	Proposed Change
New Content (Page 3) under heading "The Project"	This Plan will support the long-term financial planning of the Council and be an important advocacy tool in attracting external funding to deliver the necessary recreation infrastructure.
New Content (Page 3) under heading "The Project"	<p>Note: Include a new call out box with a definition of active open space</p> <p>Active open space refers to land set aside for the specific purpose of formal outdoor sports by the community.</p>
New Content (Page 16): under heading "Ballarat has a good distribution and access to a diverse mix of recreation infrastructure"	There are four Golf courses (18 holes, member and public access), one driving range, three minigolf courses and indoor golf simulators.
Reference (Page 16): 30 lawn bowls greens (private and public clubs)	There are 14 bowls clubs and 29 lawn bowling greens (private and public clubs).
Reference (Page 16): under "National/State level sports facilities"	Include reference to Eastern Oval being a National/State level facility for cricket
New Content (Page 17) under heading "Ballarat recreation infrastructure is maintained to a high standard and are	The Council will continue to invest in the delivery of these master plans and design process. These processes will consider the replacement (not adding to) of ageing assets that have

Current Reference or Recommendation	Proposed Change
generally well used, but some facilities require renewal or are not fit for purpose and attract low use.”	reached the end of life with fit for purpose facilities that meet current standards i.e. old cricket nets will be removed when new cricket nets are constructed.
Reference (Page 17): There are 30 lawn bowling greens in the City of Ballarat provided at public and private clubs (14). Twenty of these greens are grass and ten are synthetic. Most bowls facilities have access to two greens with a mix of grass and synthetic greens. There is one indoor bowls facility at Sebastopol Bowls Club (private club)	There are 14 bowls clubs and 29 lawn bowling greens in the City of Ballarat provided on Council Land (7), Crown Land (1) and private clubs (6). Eighteen of these greens are grass and eleven are synthetic. Most bowls facilities have access to two greens with a mix of grass and synthetic greens to facilitate year-round use. There is one indoor bowls facility at Sebastopol Bowls Club (private club).
New Content (Page 17): under heading “Ballarat has a good distribution and access to a diverse mix of recreation infrastructure”	Golf is located on private and crown land. Golf courses offer green fee play as well as member use. Driving ranges and mini golf are also available.
New Content (Page 18): under heading “Population growth is fuelling participation in indoor and outdoor sports.”	<p>To gain an insight into the participation levels across sports in the City of Ballarat, a review of the following participation data was undertaken:</p> <ul style="list-style-type: none"> • The AusPlay Participation Survey (Australia’s largest and most comprehensive participation survey) Victorian participation rates for sports were applied to the 2021, 2026 and 2036 population forecasts. • The Physical Activity and Sport Insights (PASI) Participation Research 2021 identifies sports in the Central Highlands and Grampians Pyrenees Region with a higher participation rate than PASI Participation Research for Victoria. • State Sporting Associations were approached to provide registered participation/member data. <p>Sports club participants / members can be estimated and are included in the table, however casual social use of sports facilities cannot be estimated as currently there is no formal reporting mechanism.</p>
Reference (Page 20): The table below summarises the current number of sports clubs and associations and their current use of existing sports facilities. Add golf to table	<p>The table below summarises the current number of sports clubs and associations and their current use of existing sports facilities and registered participation rates.</p> <p>Note: A new row for golf will be added and include: Four Golf Clubs and four Member/Public Access Courses</p> <p>Note: A column that includes the registered participation rates for sports will be included, where available.</p>
New Content (Page 22): under heading “If there is no change, there will be a shortfall in playing fields to meet 2036 participation demand”	<p>The shortfalls of sport fields facilities will be addressed through the provision of new facilities in the growth area; additional facilities on existing reserves or upgrading existing facilities. Specifically:</p> <ul style="list-style-type: none"> • One regional, six district and three local sports facilities in growth area. These fields and courts are designed to support multi-sport use • 1 district multi-sports stadium in growth area

Current Reference or Recommendation	Proposed Change
	<ul style="list-style-type: none"> • Consider expansion of Ballarat Sports Events Centre • Consider increasing the capacity of secondary fields at Victoria Park • Consider increasing the capacity through oval upgrades and/or adding oval lighting to secondary or overflow reserves/spaces including at MR Power Park, Lucas Central Park and Invermay Recreation Reserve. • Maintaining 3 baseball diamonds at Prince of Wales Park • Providing 3 hockey fields at Prince of Wales Park • Renewing and consider increasing the capacity of sports fields at Morshead Park • Consider 1 district sports field and relocation of archery to Ring Road Reserve.
<p>Reference (Page 23): Beyond the demand analysis for major participation sports (above), a detailed analysis of the current inventory, participation and usage levels by all sports, the condition of council recreation assets and stakeholder engagement to understand priorities has informed the recommendations to ensure key facility provision gaps for all sports were identified and addressed through future infrastructure investment.</p>	<p>Beyond the demand analysis for major participation sports (above), a detailed analysis of the current inventory, participation and usage levels by all sports, the condition of council recreation assets and stakeholder engagement to understand priorities has informed the recommendations to ensure key facility provision gaps for all sports were identified and addressed through future infrastructure investment. We will consider future development of facilities for all sports every two years when reviewing the strategy and the response to facility provision will consider the current supply and demand and additional information that becomes available.</p>
<p>Reference (Page 27): Adaptive and inclusive sports: Adaptive sports for people with disabilities are gaining recognition and support. These sports promote inclusivity and support people with a wide range of abilities. There is a growing number of adaptive sport competitions offered from local community to elite level. These include blind cricket and wheelchair sports for Australian Rules Football, rugby, basketball and tennis.</p>	<p>Adaptive and inclusive sports: Adaptive sports for people with disabilities are gaining recognition and support. These sports promote inclusivity and support people with a wide range of abilities. There is a growing number of adaptive sport competitions offered from local community to elite level. These include blind cricket and wheelchair sports for Australian Rules Football, rugby, basketball, golf and tennis.</p>
<p>Reference (Page 27 and 44): Sustainable: Facilities and spaces will be designed and operate efficiently, whilst being well managed and maintained.</p>	<p>Sustainable: Sport and active recreation facilities will be designed to combat climate change and influence a sustainable and regenerative future, while ensuring that they operate efficiently and are well managed and maintained.</p>
<p>New Content (Page 30): under heading “Increase in participation across many sports. Additional facilities required to meet future demand”</p>	<p>Volleyball seeks greater access to indoor courts that is challenging with the growth of basketball participation, programming and management control of Ballarat Sports Events Centre. Securing access for volleyball in new indoor sports stadium projects should be considered.</p>
<p>Reference (Page 30): Growth in swimming, basketball, and disc golf was observed, attributed to post-COVID enthusiasm and targeted efforts.</p>	<p>Growth in swimming, basketball, golf and disc golf was observed, attributed to post-COVID enthusiasm and targeted efforts.</p>

Current Reference or Recommendation	Proposed Change
<p>New Content (Page 33): under objective “Planning – Review sports facilities in a well-planned and sustainable way”</p>	<ul style="list-style-type: none"> Develop guidelines for the Council to consider proposals from sports clubs on private land that service community sport. These proposals will be considered in the two-year review process. The Council will conduct further research into the potential of covering bowling greens, which will be considered in the two-year review process.
<p>New Content (Page 33): under objective “Partnerships – Work together to plan, invest in and use sports facilities”</p>	<p>Note: Add new strategic approach “The Council will work with clubs/associations to managing the displacement of activities where possible during project delivery to ensure operational continuity for sports clubs/associations”</p>
<p>Reference (Page 34): The Road Map identifies an indicative timeframe and priority level for site-specific recommendations (actions) to help inform the Council’s long-term financial planning.</p>	<p>The Road Map identifies an indicative timeframe and priority level for site-specific recommendations (actions) to help inform the Council’s long-term financial planning. The prioritisation of improvements responds to whether a project is already funded, the demand assessment, asset condition and whether the facility is fit for purpose. The site-specific recommendations (actions) are prioritised short-term (0 to 4 years), medium-term (5 to 9 years) or long-term (10 to 15 years).</p>
<p>Reference (Page 34): The road map will be reviewed every two years. This review process will consider the outcomes of planning and funding processes and ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline.</p>	<p>The road map will be reviewed every two years. This review process will consider the outcomes of planning and funding processes and ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline.</p> <p>The Council will continue to work with sports clubs on the development of proposals that can be considered at this review point. The plan excludes facilities on private land and public land managed by other authorities. The Council will continue to partner with these organisations to investigate community use of these spaces.</p>
<p>Recommendation (Page 35): For Eastern Oval “Review master plan. Consider expanding netball changerooms and add storage to social space”</p>	<p>Review master plan. Consider expanding netball changerooms and add storage to social space.</p> <p>Note: Move design and construct netball change rooms to Year 6 and 7.</p>
<p>Recommendation (Page 35): For Brown Hill Recreation Reserve “Implement master plan including new splash park, upgrading sports field and pavilion and new footbridge across creek”</p>	<p>Implement master plan including new splash park, upgrading sports field and pavilion and new footbridge across creek. Provide a temporary shelter at start and finish line in short term until new footbridge is constructed.</p> <p>Note: In year 2 reference “Construct temporary shelter to service Wallaby Track parkrun”</p>
<p>Recommendation (Page 36): For Lucas Central Park “Install lights and provide basic toilet and storage”</p>	<p>Note: Change priority to Short (0-4 years)</p>

Current Reference or Recommendation	Proposed Change
New Recommendation (Page 36): For Learmonth Recreation Reserve (Alexander Park)	Recommendation: Upgrade sports field and lighting; and new skate park Priority: Short (0-4 years) Year 1: Design sports field and lighting and upgrade Year 2: Construct sports field and lighting upgrade Year 3: Upgrade skate park
Recommendation (Page 36): Eureka (Mars) Stadium/ Major Sports Precinct “Implement major projects master plan including additional stadium seating (and change rooms) and new regional athletics centre”	Note: Change name of venue to “Eureka (Mars) Stadium / Ballarat Major Events Precinct”
Recommendation (Page 37): For MR Power Park “Implement master plan including new change rooms to support sports field and install lighting”	Note: Change priority to Short (0-4 years) and Medium (5-9 years) Note: Move reference to “Construct sports field lighting subject to demand” from Year 3 to Year 8
Recommendation (Page 37): For Prince of Wales Park Implement master plan including two new synthetic hockey fields, upgraded baseball diamonds, new sports pavilions and relocate archery	Note: Include reference under Year 3 to maintaining access to a third baseball diamond.
Recommendation (Page 39): For Mount Helen Tennis Club: “Renew courts with synthetic grass”	Note: Change priority to Short (0-4 years)
Recommendation (Page 39): For CE Brown Public Tennis Courts: “Consider repurposing as public multi-sport courts i.e pickleball, futsal, basketball”	Note: Change priority to Long (10-15 years)
Recommendation (Page 39): For Ballarat Regional Tennis Centre: “Implement regional tennis centre master plan including design for new/redeveloped pavilion to seek external funding opportunities”	Provide new changerooms, canteen, toilets, access at time of regional tennis centre pavilion development. Replace structure at time of renewal. Note: Move design for building improvements to Year 3.
Recommendation (Page 40): Add all bowls clubs and identify those that are public and private clubs in road map	Name: Midlands Golf/Bowls Club (Private) Recommendation: Maintain (Club Responsibility) Name: Victoria Bowling Club (Private) Recommendation: Maintain (Club Responsibility) Name: Webbcona Bowling Club (Private) Recommendation: Maintain (Club Responsibility)

Current Reference or Recommendation	Proposed Change
	<p>Name: Sebastopol Bowling Club (Private)</p> <p>Recommendation: Maintain (Club Responsibility)</p> <p>Note: Ownership of bowls clubs:</p> <p>Ballarat Bowling Club (Council)</p> <p>Ballarat East Bowling Club (DEECA)</p> <p>Ballarat Memorial Sports Bowling Club (Council)</p> <p>Ballarat North Bowling Club (Private)</p> <p>Buninyong Bowling Club (Council)</p> <p>Central Wendouree Bowling Club (Private)</p> <p>City Oval Bowling Club (Council)</p> <p>Invermay Bowling Club (Council)</p> <p>Learmonth Bowling Club (Council)</p> <p>Mt Xavier Golf and Bowls Club (Council)</p>
<p>Recommendation (Page 41): For Ballarat Table Tennis Centre: "Provide new changerooms, canteen, toilets, access at time of regional tennis centre pavilion development. Replace structure at time of renewal"</p>	<p>Provide new changerooms, canteen, toilets, access at time of regional tennis centre pavilion development. Replace structure at time of renewal.</p> <p>Note: Move design for building improvements to Year 3.</p>
<p>Recommendation (Page 41): For Ballarat Badminton Centre: "Replace structure at time of renewal. Renew courts and upgrade lighting"</p>	<p>Replace structure at time of renewal. Renew courts and upgrade lighting.</p> <p>Note: Move design for building improvements to Year 4.</p>
<p>New Recommendation (Page 41): Under "Indoor Sports Centres" add Ballarat Squash and Racquetball Centre</p>	<p>Renewal of kitchen and office space.</p> <p>Note: In year 10 reference "Renew kitchen and office space".</p>
<p>Recommendation (Page 42): For Llanberris Athletics Centre: "Maintain until new regional athletics centre is constructed at Major Sports Precinct. Consider future use once new facility is operational. Refer to Open Space Strategy"</p>	<p>Maintain until new regional athletics centre is constructed at Ballarat Major Events Precinct. Consider future use once new facility is operational. Refer to Open Space Strategy</p>
<p>Recommendation (Page 42): For Lake Wendouree Rowing Course "Upgrade pontoon and partner with boating clubs and progress upgrade works to boating sheds in line with feasibility study and contemporary design standards i.e. disability access and gender neutral toilet / change improvements"</p>	<p>Design Ballarat City Rowing Club and Wendouree Ballarat Rowing Club female friendly change room improvements</p> <p>Construct Ballarat City Rowing Club and Wendouree Ballarat Rowing Club female friendly change room improvements</p>

13. Minor changes to the final plan to provide better clarity, express concepts more clearly, and correct small omissions or specific wording were also completed following the feedback.
14. It is proposed that the Recreation Infrastructure Plan will be formally reviewed every two years to ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline. Individual projects identified within the plan for delivery will be managed via the annual Council budget process.

OFFICER RECOMMENDATION

15. That Council:

15.1 Adopt the Recreation Infrastructure Plan 2024-2039.

ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. Recreation Infrastructure Plan 2024-2039 [8.2.2 - 53 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Recreation Infrastructure Plan 2024-2039 aligns with several key strategic documents:
 - a. Community Vision 2021 - 2031
 - b. Council Plan 2021 – 2025
 - c. Health and Wellbeing Plan 2021 – 2031
 - d. Active Ballarat Strategy
 - e. Active Women and Girls Strategy
 - f. Fair Access Policy
 - g. Community Infrastructure Plan 2022 – 2037
2. It informs and is informed by the Long-Term Financial Plan

COMMUNITY IMPACT

3. The Recreation Infrastructure Plan 2024 – 2039 demonstrates Council's commitment to ensuring the community is informed about key recreation infrastructure projects planned for the next 15 years.
4. The plan demonstrates evidence-based decision making and provides a sustainable approach to developing and maintaining our recreation assets to maintain the social, health, environmental, economic and cultural benefits they provide.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. Environmental sustainability practices will be implemented as part of project delivery of the Recreation Infrastructure Plan 2024-2039 recommendations as required.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. The Recreation Infrastructure Plan 2024-2039 will stimulate further investment in the Ballarat economy through the attraction of funding using evidence-based project proposals based on community needs.
7. The plan will support the prioritised allocation of available capitals funds to projects which have been identified as providing the best community outcomes.

FINANCIAL IMPLICATIONS

8. The Recreation Infrastructure Plan 2024-2039 identifies a range of capital projects to inform Council's Recreation Services Capital Improvement Program over the next 15 years.
9. The Recreation Infrastructure Plan 2024-2039 will provide evidence to inform budget allocation in an effective manner to ensure best value is achieved for the community. Some capital costs will be offset by external funding opportunities through grant applications which will be informed by the plan.

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10. Some projects identified within the plan will require co-funding and investment from other levels of government or require strategic financial considerations of Council at the appropriate times, to deliver the project based on Council's funding capacity.

LEGAL AND RISK CONSIDERATIONS

11. The plan helps mitigate organisational risk as it ensures that decision-making and budget prioritisation is based on strong and documented evidence and is informed by a Council adopted document.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

13. The draft Recreation Infrastructure Plan was placed on public exhibition and community members encouraged to provide feedback. 161 surveys were completed and 11 direct submissions received.
14. The draft Recreation Infrastructure Plan 2024-2039 was developed following consultation with the relevant sporting bodies. State Sporting Associations (SSA), local associations/leagues and clubs were all consulted in the development of the plan.
15. Sports forums were conducted in December 2023 where a briefing on the Recreation Infrastructure Plan 2024-2039 was presented.
16. The SSAs have provided valuable input on the strategic direction for each sport as well as their priorities for the Ballarat region.
17. The local sporting network of associations/leagues and clubs were distributed a survey in May 2024 to provide the opportunity to submit facility provision gaps and venue specific priorities for consideration in developing the plan. A total of 66 survey responses were received and all responses were reviewed and assessed in developed the draft plan.
18. Community consultation will occur throughout the lifecycle of the plan with a review completed every 2 years to ensure the priorities remain relevant.

GENDER EQUALITY ACT 2020

19. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment has been completed.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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CITY OF BALLARAT
**Recreation Infrastructure
Plan 2024-2039**
Summary Report





—

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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1. The Project

The Recreation Infrastructure Plan 2024-2039 provides an overarching recreation infrastructure planning framework for the City of Ballarat (Council).

This Plan will support the long-term financial planning of the Council and be an important advocacy tool in attracting external funding to deliver the necessary recreation infrastructure.

Active open space refers to land set aside for the specific purpose of formal outdoor sports by the community.

The Recreation Infrastructure Plan will provide a road map to **optimising the use** and **increasing the capacity** of existing recreation infrastructure across the City of Ballarat, whilst **planning for new** recreation infrastructure in the new growth areas. The Plan will focus on Active Open Space provision and planning for municipal assets on Council owned and/or managed land.

The Plan's strategic directions and road map aim to deliver on the vision:

Ballarat recreation infrastructure will equitably support everyone in the community to participate in sport and recreation today and into the future.

The 15-year Recreation Infrastructure Plan aligns with the Community Infrastructure Plan 2022-2037. It will define the strategic investment decisions to meet the needs of the growing Ballarat community over the next 15 years by 'investing in the right locations, at the right time, to the right standard' based on a sound evidence base.

The Recreation Infrastructure Plan will:

- Deliver municipal assets to maximise residents' participation in sport and recreation and be part of a physically active and healthy community.
- Develop a well-structured and evidence-based plan that provides fair and equitable access to recreation facilities across all community sections, services sports equitably, and is based on existing and future demands.
- Allow consolidation of the Recreation Services capital program, inform planning and the financial resourcing required to deliver on the priority projects identified.
- Outline the pipeline of recreation capital projects to be delivered to meet our growing community's needs and future demands for the next 15 years.
- Be consistent in approach to the adopted Community Infrastructure Plan.
- Provide facility provision standards relevant to recreation facilities across the city to guide future investment.
- Ensure industry best practice standards and benchmarking are applied to the next 15 years of recreation infrastructure planning.



> Planning Process

The following planning process was undertaken for the project:



This **Summary Report** is supported by a Background Report and Engagement Findings Report.

infrastructure, including Ballarat Sports Events Centre and Mars Stadium.

> Why do we need a Sports Facilities Strategic Plan?

The City of Ballarat has invested significantly in sports and recreation facilities over the past ten years. These upgrades and improvements have focused on delivering good quality and fit-for-purpose sports facilities. This includes making female-friendly and inclusive sporting facilities, increasing the capacity, and improving playing surfaces that have resulted in delivering higher participation outcomes and new major sports

The population growth in the City of Ballarat will drive higher demand and participation in sport and recreation in Ballarat over the next 15 years. The City of Ballarat population of 113,471 (2021) will grow to 142,627 by 2036, and 170,000 by 2041. This demand will place pressure on a current recreation infrastructure network that is reaching capacity.

A roadmap is needed to inform the development of new sport and recreation facilities to meet this future demand, whilst planning for the renewal of existing facilities and addressing critical facility provision gaps to maintain the current social and economic benefits.



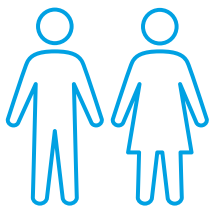
In 2018, Sport Australia partnered with KPMG and La Trobe University to investigate the value of community sport infrastructure to Australia. The study quantified the value of community sport infrastructure across Australia to be at least \$16.2 billion with \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit.

This Recreation Infrastructure Plan 2024-2039 builds upon the previous work and the recently adopted Community Infrastructure Plan 2022-2037 to clearly define the future investment priorities in sports and recreation infrastructure to meet the needs and future demands of the Ballarat community over the next 15 years. Both strategies align and share the same evidence-based decision-making to ensure an equitable and transparent approach is considered.

The Plan’s objectives are aligned with strategic commitments made by the Council in the Community Infrastructure Plan 2022-2037 for Council owned or managed land and assets.

The Recreation Infrastructure Plan clearly defines recreation facility provision standards that will guide the types of facilities and level of investment required across the network of Council sporting and active recreation reserves. These standards will aim to provide equity in facility provision so that all residents can enjoy access to high-quality sport and recreation-based assets.

Key Drivers



Growing population leading to increased participation demand



Current facilities are at capacity and/or not fit for purpose



Increase the overall use and financial viability of facilities, programs and services





2. Strategic Context

There is strategic support for providing recreation infrastructure to increase active living that will help improve community health and wellbeing

Providing a healthy, connected and inclusive community and increasing active living is a strategic objective of the City of Ballarat Council Plan 2021-2025 and Health and Wellbeing Plan 2021-2031.



The City of Ballarat must ensure future planning of recreation infrastructure is adaptable to the changing local environment to ensure it is able to adequately cater for community expectation and provide opportunity for physical activity that enables community to live healthy lifestyles.

Delivering accessible “green spaces” is critical to our health and wellbeing. World Health Organisation (WHO) Global Recommendations on Physical Activity for Health (2010) highlight that physical inactivity is now the fourth leading risk factor for global mortality. This challenge is further evidenced by Sport 2030: Sport Australia (2018) report which incorporates a mission to reduce physical inactivity amongst Australians by 15% by 2030.

The WHO suggests a multifaceted approach to supporting increased physical activity levels and differentiates the targeted duration and intensity of physical activity goals by age, as follows:

- Aged 5 – 17 years - Accumulate at least 60 minutes of moderate to vigorous-intensity physical activity daily.

- Aged 18 – 64 years - At least 150 minutes of moderate-intensity aerobic physical activity throughout the week, or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week, or an equivalent combination of moderate- and vigorous-intensity activity.
- Aged 65+ years - At least 150 minutes of moderate-intensity aerobic physical activity throughout the week, or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week, or an equivalent combination of moderate- and vigorous-intensity activity

Whilst Australia’s Physical Activity and Sedentary Behaviour Guidelines differ slightly from the above goals, the overall objectives remain the same. That is, to increase physical activity levels by Australians across all age cohorts. Recreation infrastructure plays a critical role in achieving this through maximising opportunities for people to be physically active and facilitating a connection to nature. With limited resources available to local governments to support these outcomes, strategies must be realistic and focus on maximising participation and environmental outcomes.

> Local Government must provide equitable access to recreation infrastructure and services

Local Government is legally obliged to provide equitable access to recreation infrastructure under State and Federal Government legislation:

- Charter of Human Rights and Responsibilities Act 2006 (Vic).
- Equal Opportunity Act 2010 (Vic).
- Gender Equality Act 2020 (Vic).
- Sex Discrimination Act 1984 (Commonwealth).

The Fair Access Policy Roadmap has guided the development of the City of Ballarat’s Fair Access Policy. This policy follows the development of the City of Ballarat Active Women and Girls Strategy 2018.

> The Council has delivered significant projects identified in master plans and feasibility studies

City of Ballarat has improved the recreation infrastructure over the last 10 years. This includes upgraded sports fields, courts, lighting and pavilions. The Council has also invested in major sports precincts including Mars Stadium and the Ballarat Sports Events Centre.

A program of reserve master plans has been implemented over the last 10 years that has improved the function, capacity and quality of facilities. Continued investment in the implementation of master plans will ensure contemporary facilities that meet user needs and experiences.

The tables following report on the projects completed by the City of Ballarat between 2010 and 2024.



Table 1: Completed Projects

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Lake Wendouree (LW)	LW Dredging	LW Reinstatement of Rowing Course														
Ballarat Regional Soccer Facility (BRSF)	BRSF Synthetic No.1 BRSF Dog Club Pavilion	BRSF Pavilion Stage 1	BRSF 1st Synthetic Pitch & Street Soccer	BRSF Grandstand BRSF Pavilion Stage 2 BRSF Main Pitch & 2nd Synthetic Pitch												
Buninyong Recreation Park	Buninyong Tennis Centre - Courts	Buninyong Tennis Centre - Pavilion												Buninyong Tennis Centre Courts Resurfacing		
Alfredton Recreation Reserve (ARR)	ARR No.2 Oval	ARR No.2 Pavilion	ARR Netball Courts				ARR No.1 Oval Redevelopment & Lighting	ARR No.2 Oval Shelter				ARR Synthetic Bowls Green ARR Cricket Nets ARR Village Green Oval Upgrade ARR Pump Track ARR Netball Changerooms	ARR Pavilion Extension ARR Electronic Scoreboard	ARR Netball Courts & Lighting (x2) ARR No.1 Oval Resurfacing	ARR 3rd Netball Court	
Prince of Wales Park (POWP)		POWP Car Park POWP Baseball Diamond & Lighting	POWP Hockey Pitch Replacement POWP Ballarat Lawn Tennis				POWP Hockey/Tennis Clubrooms								POWP Hockey Pitch Renewal	
Len T Fraser Reserve		Len T Fraser Skate Park Stage 2														
Ballarat Aquatic and Lifestyle Centre (BALC)				BALC 50m Pool												
Buninyong Bowls Club					Buninyong Bowls Club Rooms											
Russell Square					RS North Drainage & Irrigation	RS Soccer Change Rooms RS Netball Court & Lighting	RS South Oval Lighting					RS Community Pavilion Refurbishment	RS North Oval Lighting Russell Square South Oval & Netball Changerooms	RS Cricket Nets	RS Outdoor Gym Equipment	RS Netball Court Resurfacing
St Georges Reserve					SGR Change Rooms											
Mars Stadium					Mars Stadium Oval & Lighting Mars Stadium Stage 1				Mars Stadium Stage 2	Mars Stadium Oval Resurface				North Ballarat Netball Courts & Lighting (x2)	North Ballarat Netball Changerooms	
CE Brown Reserve					North No.2 Oval & Lighting	CEBR - No.1 Oval Redevelopment & Lighting CEBR Netball Courts & Lighting x2	CEBR Football/Netball Change Rooms			CEBR Cricket Nets				CEBR No.1 Oval Resurfacing		
Midlands Reserve (MR)					MR Splash Park											

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Mt Clear Recreation Reserve (MCRR)					MCCR Netball Court & Lighting		MCCR Change Rooms MCCR No.1 Oval Lighting			MCCR No.1 Oval Works MCCR Pavilion Stage 1 (Downstairs)	MCCR Pavilion Stage 2 (Upstairs)			MCCR Cricket Nets MCCR Electronic Scoreboard	
Sebastopol Splash Park						Sebastopol Splash Park									
Eureka Pool						Eureka Pool Splash Park									
City Oval (CO)							CO Bowls Green		CO Oval Redevelopment & Lighting			CO Netball Court & Lighting			CO Synthetic Bowls Green
Eastern Oval (EO)							EO Netball Court, Cricket Nets (Turf & Synthetic), Bowling Green			EO Lighting Upgrade (500 lux)				EO Netball Court Resurfacing	
Marty Busch Reserve (MBR)							MBR 2nd Netball Court & Lighting	MBR No.1 Oval & Lighting	MBR CFA Training Facility Repairs			MBR BMX Track Lighting MBR No.1 Oval Changerooms Refurbishment MBR Netball Changerooms	MBR BMX Starting Gates		MBR No.2 Oval Redevelopment & Lighting
Black Hill Mountain Bike Park								Black Hill Mountain Bike Tracks							
Buninyong Reserve								Buninyong Oval Drainage & Irrigation							
Western Oval (WO)							WO Drainage & Irrigation WO Netball Court & Lighting	WO Lighting			WO Changerooms				WO Netball Court Resurfacing
Warrenheip Tennis Club									Warrenheip TC Outdoor Courts						
White Flat Reserve (WFR)									WFR Change Rooms Refurbishment WFR Oval Lighting						
Doug Dean Reserve (DDR)									DDR Oval Lighting				DDR Cricket Nets	DDR Outdoor Gym Equipment	
Ballarat Sports and Events Centre (BSEC)									BSEC Stage 1		BSEC Stage 2				
Albert H Graham Reserve										Albert H Graham Reserve - 3x3 Courts					
Victoria Bowls Club										Victoria Bowls Club Surface					
Royal Park (RP)											RP Soccer Pitches & Lighting	RP Changerooms			
MR Power Park (MRPP)											MRPP Playspace			MRPP Skate Park	
Pleasant Street Reserve (PSR)											PSR Oval Lighting	PSR Changerooms		PSR Pitches Redevelopment	
Trekardo Park (TP)											TP Oval Lighting	TP Changerooms Refurbishment			

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Learmonth Bowls Club												Learmonth Bowls Green			
Ballarat Badminton Centre												Badminton Centre Change Rooms Refurbishment	Badminton Centre - Roof Replacement		
Victoria Park (VP)												VP Ovals & Lighting		VP Cricket Nets VP Pavilion	
Ballarat Regional Tennis Centre (BRTC)													BRTC LED Courts Lighting	BRTC Hot Shots Courts	BRTC Clay Courts Resurfacing
Learmonth Recreation Reserve (LRR)													LRR Changerooms Refurbishment	LRR Electronic Scoreboard LRR - Netball Courts & Lighting (x2)	
Wendouree West Recreation Reserve (WWRR)													WWRR Pitches & Lighting Wendouree WWRR Pump Track	WWRR Sports Pavilion Wendouree WWRR Street Soccer Pitch	
Burrumbeet Recreation Reserve														Burrumbeet Cricket Nets Refurbishment	
Llanberris Athletics Track														Llanberris Athletics Track Repairs	
Brown Hill Recreation Reserve (BHRR)															BHRR Splash Park (in progress)
Invermay Recreation Reserve															Invermay Tennis Courts Resurfacing

> A road map for new recreation infrastructure is needed to service the new growth areas of Ballarat

A key aim of the Recreation Infrastructure Plan is to clearly define the facility provision standards that will guide the types of facilities and level of investment required across the network of Council sporting and active recreation reserves. These standards will aim to provide equity in facility provision so that all residents can enjoy access to high-quality sport and recreation-based assets, including new growth areas. The demand modelling will help inform the type of recreation facilities and playing fields needed to meet future demand at both existing recreation reserves and in new growth areas.

The City of Ballarat Growth Area Framework Plan for the western and north-western growth areas together with the Ballarat West PSP and Ballarat North PSP (in development) has identified community infrastructure requirements. The review found:

- It is expected that the growth areas densities will be 15 to 20 dwellings per hectare, Council estimates that the PSPs will accommodate approximately 20,102 to 26,803 dwellings and be home to approximately 54,275 to 72,368 residents in the growth areas.
- There is a projected shortfall in active open space identified as part of the Ballarat West PSP Review process. The overall supply of active open space in the PSP will reduce from 57ha to 32.8ha. It is recommended that Council investigate the feasibility of establishing a 30ha regional active open space reserve within the western or north-western growth areas.

- The assessment indicates a potential combined need of 56ha of unencumbered passive open space. However, there may need to be a trade-off for active open space.
- It is recommended a hierarchy of open spaces in the PSP are identified in line with Ballarat Open Space Strategy.
- It is projected that four Active Open Space reserves within the Ballarat West PSP will be planned for, designed, and delivered within the next 15 years.
- Indicatively, the western growth area should include 52ha of active open space. A regional active open space (30ha) is proposed.
- Indicatively, the north-western growth area should include 29ha of active open space.
- Indicatively, the Ballarat North PSP proposes approximately 20ha of active open space areas. It is anticipated that one Active Open Space reserve within the Ballarat North PSP will be planned for, designed and delivered within the next 15 years.
- Although some indoor recreation needs of the western growth area are likely to be catered for by the proposed 8 court indoor recreation facility earmarked for Community Hub 3 in the Ballarat West PSP, it is recommended that 1 additional indoor recreation centre be established to service both western and north-western growth areas.
- No additional aquatic leisure centre provision is recommended due to reasonable proximity to Ballarat Aquatic and Lifestyle Centre. However, it is recommended Council identify what, if any, facility expansion/ redevelopment needs might be required to cater for future demand generated by growth areas.

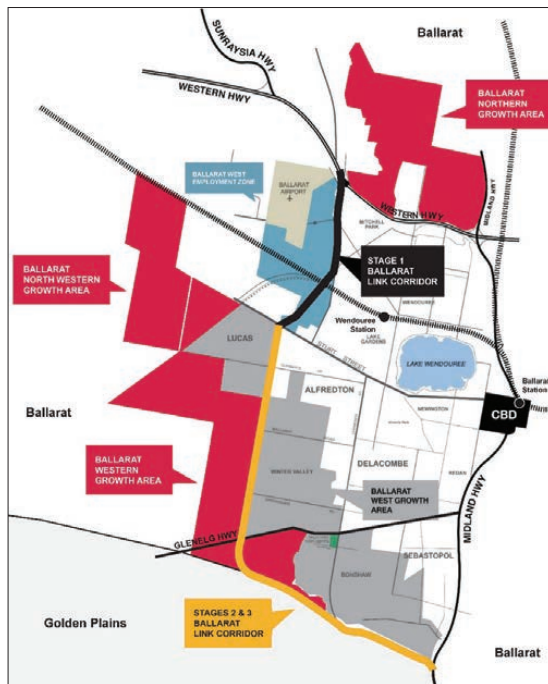


Figure 1: City of Ballarat Growth Areas (Source: City of Ballarat, 2021)

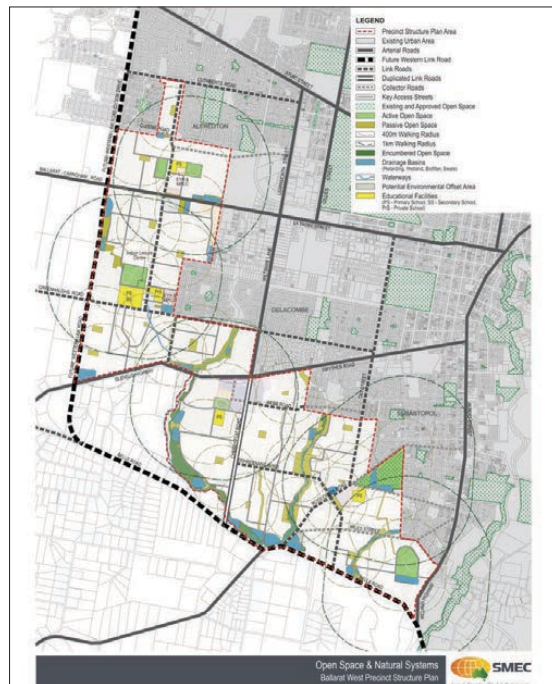


Figure 2: Ballarat West PSP Proposed Active Open Spaces Map (Source: City of Ballarat, 2024)

3. Planning Framework

> Recreation Infrastructure Planning Framework

A planning framework with facility provision standards has been designed that includes a Recreation Infrastructure Network Hierarchy. This hierarchy is applied to current and future recreation facilities. This hierarchy is supported by design standards (**Appendix 1**).

The design standards are scaled for local to district to regional to State/National level participation and competition standards. The preferred facility design guidelines from sports have helped inform the design standards. Contemporary sports facility design standards complement the design standards including design guidelines for making spaces for girls and women, transgender and gender diverse people, and universally accessible places.

The hierarchy and design standards have informed the development of a detailed inventory and growth area provision requirements. The full inventory is provided in the Background Report and includes a detailed description of users, detailed condition assessment outcomes of sports fields, how field capacity levels and asset condition and fit-for-purpose ratings are applied.

Indicative sports facility layouts for local, district and regional sports facilities have been prepared to support the hierarchy and design standards. These layouts will assist with growth area planning.




Recreation Infrastructure Network Hierarchy




International: International facilities are the highest-level facilities, capable of hosting international events and competitions and national competition games. These facilities promote elite sport competitions and games and provides entertainment. Example of this facility is Mars Stadium.


International facilities have very specific requirements which vary depending on the sport they service, the spectator seating and amenity required for the capacity of the venue, including corporate suites to public seating areas. They are venues that include a high level of technology including large electronic scoreboards, lighting and sound systems for entertainment purposes. They are normally provided for by State and Federal Governments, national sporting organisations and professional sporting clubs.



State/National: A facility with the ability to host state/national competitions and events or to serve as a state/national performance training hub for one or more sports codes. They are destinations for sport and recreation and events and deliver social and economic benefits to the wider regional/country region. An example of this type of facility is Ballarat Sports Events Centre.




Regional: A facility with the ability to provide for regional or municipal catchment. They can host regional competitions, serve as a regional high-performance training hub for one or more sports codes or provide community participation opportunities for a high number of people across municipal boundaries. Regional spaces and places are often the primary centre of co-located, multi-sport and active recreation facilities within a regional catchment. Generally, 15ha+ in size or provides a specialist elite sports facility. An example of this facility is Ballarat Regional Soccer Facility and Ballarat Aquatic and Lifestyle Centre.



District: A facility with the ability to provide for organised community sport participation opportunities for a catchment of one to three suburbs. They provide multiple fields and opportunities for a number of teams/competitors/participants within a district to participate. This community facility is 5ha to 15ha in size. An example of this facility is Marty Busch Reserve.

A district **active recreation hub** would have three to five active recreation facilities such as skate park, informal hard court, climbing wall, outdoor gym stations and fitness track.



Local: A facility that provides for organised community sport participation opportunities for a local neighbourhood or community catchment. This community facility is 1ha to 5ha in size and provides for local community or junior-sized sports fields of play. They are overflow venues for various outdoor sports on natural grass fields. An example of this facility is White Flat Reserve Oval.

A local active recreation hub would have up to two active recreation facilities.



4. Supply Analysis

> Ballarat has a good distribution and access to a diverse mix of recreation infrastructure

The City of Ballarat has a diverse network of local, district and regional recreation facilities that are well distributed across the municipality.

These facilities support athlete pathways from grass-root community sport to elite level competition. They are great places to be active and present an opportunity to improve community health and wellbeing whilst also delivering economic/tourism benefits.

There are:

- More than 100 recreation and sporting facilities (stadiums, fields, pitches, greens and courts).
- 59 outdoor sporting grounds.
- 41 competition standard tennis courts.
- There are 14 bowls clubs and 29 lawn bowls greens (private and public clubs)
- 13 indoor netball and basketball courts and an additional 19 outdoor netball courts (plus two additional courts funded and in delivery in Year 1 and 2).

- National/State level sports facilities including Mars Stadium, Ballarat Soccer Stadium, Eastern Oval, Lake Wendouree Rowing Course and Ballarat Sports Events Centre.
- Regional sports facilities including for equestrian, tennis, badminton, table tennis, hockey, baseball, athletics, squash and racquetball.
- One regional indoor aquatic and leisure centre, two splash parks (soon to be three) and three outdoor aquatic facilities. The Brown Hill Outdoor Pool is being replaced by a new splash park.
- BMX track, velodrome, criterium track and mountain bike park destination.
- Skate parks, pump tracks and skateboard facilities.
- Contemporary active recreation hubs across the City of Ballarat have been developed, including MR Power Park, Wendouree West Recreation Reserve, and Mount Pleasant Reserve.
- There are four Golf courses (18 holes, member and public access), one driving range, three minigolf courses and indoor golf simulators.

The map has applied the planning framework across the existing recreation facilities network.

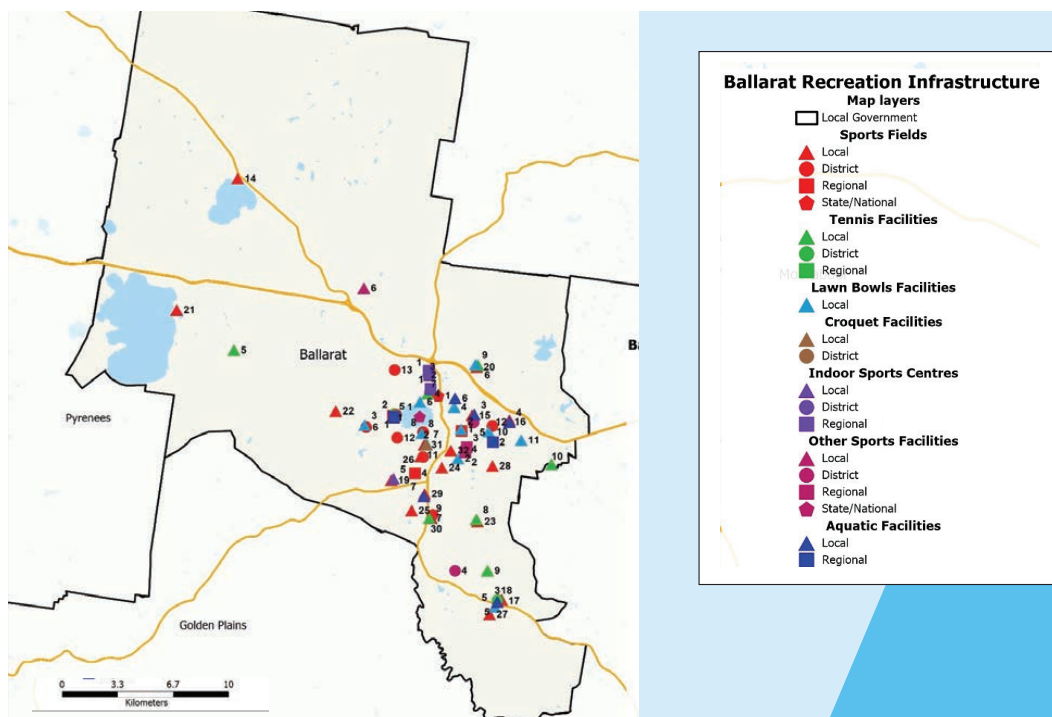


Figure 3: Map of Sports Facilities in Ballarat (Source: Metro Maps, 2023)

The supply analysis shows:

- There is a good distribution of local, district and regional sports facilities across the City of Ballarat. These facilities service the current residential areas and are reaching capacity. This means additional sports facilities will be required to service the new growth areas proposed for Ballarat.
- Each township area has access to a local or district sports facility that supports the local football, netball and cricket clubs. These sports facilities are supported by secondary (overflow) fields that provide for junior and low-level senior teams.
- Soccer competition is primarily serviced by the Ballarat Regional Soccer Facility and complemented by district soccer facilities in Buninyong (south), Wendouree West (north), Trekardo Park/Pleasant Reserve (central), Russell Square (east) and St George's Reserve (south). All these venues have been upgraded and are in good condition.
- Most outdoor sports fields, lighting and pavilions are of high quality, in good condition and fit for purpose. This is due to the City of Ballarat's investment to improve the capacity of fields of play and deliver gender-friendly and universal accessible sports facilities.
- Regional sports facilities for indoor sports (Ballarat Sports Events Centre), AFL (Mars Stadium), soccer (Ballarat Regional Soccer Facility), athletics (Llanberis Athletics Centre), badminton (Ballarat Badminton Centre), table tennis (Ballarat Table Tennis Centre), tennis (Ballarat Regional Tennis Centre), squash (Ballarat Squash & Racquetball Centre), rowing (Lake Wendouree Rowing Course), touch football (Russell Square), equestrian (Victoria Park), hockey (Prince of Wales Park Hockey Centre) and baseball (Prince of Wales Park Baseball Centre) provide for both local domestic competition and also attract regional, State and National events to the City of Ballarat. In most cases, these regional facilities are in good condition and a plan for renewal to maintain the social and economic benefit the deliver the City is required.
- The Ballarat Sports Events Centre primarily services the indoor sports competitions for basketball, netball and volleyball and Ballarat Aquatic and Lifestyle Centre for gymnastics. This facility is supported by Llanberris Netball Centre and Doug Dean Stadium (social basketball and roller sports). The support facilities are in reasonable condition but a plan for renewal is required. There are also private and school based indoor facilities servicing indoor sports including the Minerdome and two private gymnastics clubs and a regional indoor bowls facility (Sebastapol).
- Tennis competition is provided across six venues. The Ballarat Regional Tennis Centre, Warrenheip Tennis Centre, Buninyong Tennis Centre, Buninyong Recreation Reserve Tennis Courts, Ballarat Lawn Tennis Centre and Mt Helen Tennis Courts. These courts are generally in good condition. The other tennis courts operate as public use courts and are in average condition.
- There are 14 bowls clubs and 29 lawn bowling greens in the City of Ballarat provided on Council Land (7), Crown Land (1) and private clubs (6). Eighteen of these greens are grass and eleven are synthetic. Most bowls facilities have

access to two greens with a mix of grass and synthetic greens to facilitate year-round use. There is one indoor bowls facility at Sebastopol Bowls Club (private club).

- There are bike sports facilities that support all cycling disciplines, including BMX, mountain biking, road cycling, track (velodrome), cyclocross and criterium racing.
- Contemporary active recreation hubs across the City of Ballarat have been developed, including MR Power Park, Wendouree West Recreation Reserve, and Mount Pleasant Reserve.
- There are other providers of recreation infrastructure in the City of Ballarat that complement the sports facilities provided on public land. Golf is located on private and crown land. Golf courses offer green fee play as well as member use. Driving ranges and mini golf are also available. The private and public schools, including Federation University, provide indoor and outdoor sports facilities often used for training and school-based competition.

Ballarat recreation infrastructure is maintained to a high standard and are generally well used, but some facilities require renewal or are not fit for purpose and attract low use.

A detailed site assessment shows recreation infrastructure has been developed to address key asset condition and fit for purpose issues, whilst improving the capacity and quality of infrastructure, so it meets the needs of user groups. These improvements have been identified in master plans and asset renewal programs. The Council will continue to invest in the delivery of these master plans and design process. These processes will consider the replacement (not adding to) of ageing assets that have reached the end of life with fit for purpose facilities that meet current standards i.e. old cricket nets will be removed when new cricket nets are constructed.

Funding is proposed for delivering several projects in the short term. These have been identified in year one and two of the Road Map.

The planning framework with design standards will help inform these master plans and the future development of sports facilities.

Recurrent programs of infrastructure improvements and minor capital works will be required to maintain an appropriate level of community sporting facility provision in line with the Planning Framework and are included in the roadmap. Regular monitoring, reviewing and updating the Asset Management Plan and asset renewal programs will ensure an appropriate level of investment is provided to manage asset lifecycle improvements and in return maximise community benefit. These programs include items such as hard courts and surface renewals on a cyclical basis.

5. Demand Analysis

> Population growth is fuelling participation in indoor and outdoor sports.

To gain an insight into the participation levels across sports in the City of Ballarat, a review of the following participation data was undertaken:

- The AusPlay Participation Survey (Australia's largest and most comprehensive participation survey) Victorian participation rates for sports were applied to the 2021, 2026 and 2036 population forecasts.
- The Physical Activity and Sport Insights (PASI) Participation Research 2021 identifies sports in the Central Highlands and Grampians Pyrenees Region with a higher participation rate than PASI Participation Research for Victoria.
- State Sporting Associations were approached to provide registered participation/member data.

Population growth is fuelling participation in organised indoor and outdoor sports in Ballarat. The City of Ballarat population of 113,471 (2021) will grow to 142,627 by 2036 and 170,000 by 2041. Ballarat also has a high proportion (58%) of the community within the most active age groups between 5 and 49 years that is driving participation demand in organised sports. The active age group will grow from 65,809 in 2021 to 80,911 by 2036.

There are an estimated 55,971 participants across 20 major participation sports assessed within the City of Ballarat, which will grow to 70,259 by 2036. An additional 14,288 sport participants are projected in the next 15 years across these sports. If current participation rates are maintained, additional sports facilities will be needed to cater for the projected major sport participation growth. Sports club participants / members can be estimated and are included in the table on the next page, however casual social use of sports facilities cannot be estimated as currently there is no formal reporting mechanism.



Table 2: Participation Projections 2021–2026–2036

Sports	2021 Total Participation – Model Participation Rate	2026 Total Participation – Model Participation Rate	2036 Total Participation – Model Participation Rate
Outdoor Field Sports			
Australian Football	6,091	6,558	7,645
Baseball	325	351	409
Cricket	3,424	3,695	4,301
Football (Soccer)	5,405	5,824	6,786
Golf	4,796	5,208	6,034
Hockey	1,053	1,134	1,322
Touch	1,463	1,580	1,838
Outdoor Sports Courts and Greens			
Netball	4,385	4,729	5,507
Tennis	5,602	6,050	7,038
Bowls	1,106	1,202	1,392
Indoor Sports			
Basketball	6,813	7,330	8,550
Badminton	5,201	5,568	6,517
Table Tennis	2,714	2,890	3,396
Volleyball	753	816	947
Gymnastics	3,323	3,540	4,158
Other Sports			
Equestrian	700	755	879
Rowing	386	418	486
BMX	166	177	208
Cycling	1,632	1,766	2,052
Mountain Biking	631	684	794
Total	55,971	60,277	70,259

* Rugby participation cannot be estimated because there are no Victorian participation rates available. The national participation rate is not representative of the local or Victorian participation rate for adult (15+ years) or child (0 to 14 years). We can however assume the touch football national participation rate is reflective of both touch football and rugby participation.

** Athletics and Swimming cannot be estimated because it doesn't capture social jogging in organised groups i.e. Parkrun or learn to swim classes participation.



State Sporting Association registered participation trends have shown an increase or stable participation level across major participation sports. The registered participation data provided by State Sporting Associations affirm this trend in the City of Ballarat.

The table below summarises the current number of sports clubs and associations and their current use of existing sports facilities and registered participation rates.

Table 3: City of Ballarat Club/Association Profile 2024

Sport	Number of Clubs/Associations	Facilities Used	State Sporting Association Registered Participation in City of Ballarat 2023
Athletics	<ul style="list-style-type: none"> • 1 Associations • 7 Clubs (including 3 which cater for Little Athletics) 	• 3 facilities	• 338 members
Australian Rules Football	<ul style="list-style-type: none"> • 3 Football Associations (inc. Umpires, BFL – seniors’ men and women and juniors’ boys and girls, CHFL) • 17 Football Clubs 	• 17 ovals	<ul style="list-style-type: none"> • Membership Not provided • 47% increase since 2019
Badminton	• 1 Association	• 17 courts	• Membership Not provided
Baseball/Softball	• 2 clubs	• 3 diamonds	• 240 members
Basketball	• 1 Association	• 14 courts	• 4,860 members
Cricket	<ul style="list-style-type: none"> • 2 Cricket Associations (including umpires) • 15 Cricket Clubs 	• 24 ovals	• Estimate of 2013 members
Croquet	<ul style="list-style-type: none"> • 1 Association • 2 Croquet Clubs 	• 6 courts	• 107 members
Cycling	<ul style="list-style-type: none"> • 2 Cycling Clubs • 1 BMX Club • 1 MTB Club 	<ul style="list-style-type: none"> • 1 BMX track • 1 Criterium track • 1 Mountain bike park • 1 velodrome 	• Membership Not provided
Equestrian	<ul style="list-style-type: none"> • 1 Pony Club / Equestrian • 1 Polocrosse Club 	• 2 facilities	• Not provided
Football (Soccer)	<ul style="list-style-type: none"> • 1 Soccer Association • 9 Soccer Clubs 	• 23 pitches	• 2,416 members
Golf	• 4 Golf Clubs	• 4 Member/Public Access Courses	• Membership Not provided
Gymnastics	• 3 Clubs	• 3 facilities	• 1,625 members
Hockey	• 1 Association	• 1 pitch	• 581 members (491 registered players)





Sport	Number of Clubs/Associations	Facilities Used	State Sporting Association Registered Participation in City of Ballarat 2023
Lawn Bowls	<ul style="list-style-type: none"> • 1 Association • 15 Lawn Bowls Clubs 	<ul style="list-style-type: none"> • 13 Council • 17 Private 	<ul style="list-style-type: none"> • Membership Not provided
Netball	<ul style="list-style-type: none"> • 4 Associations (2 indoor and 2 outdoor) • 10 Netball Clubs 	<ul style="list-style-type: none"> • 19 outdoor courts (plus 2 new courts funded and to be delivered in Year 1 and 2) • 12 indoor courts 	<ul style="list-style-type: none"> • 2,455 members
Rowing	<ul style="list-style-type: none"> • 8 Rowing Clubs 	<ul style="list-style-type: none"> • 1 course 	<ul style="list-style-type: none"> • Estimate 1,400 members
Rugby	<ul style="list-style-type: none"> • 1 Rugby union club 	<ul style="list-style-type: none"> • 1 field 	<ul style="list-style-type: none"> • Membership Not provided
Swimming/Water Polo	<ul style="list-style-type: none"> • 5 swimming clubs (including water polo) 	<ul style="list-style-type: none"> • 7 pools 	<ul style="list-style-type: none"> • Membership Not provided
Squash/Racquet Ball	<ul style="list-style-type: none"> • 1 Association 	<ul style="list-style-type: none"> • 11 courts 	<ul style="list-style-type: none"> • Not provided
Touch Football	<ul style="list-style-type: none"> • 1 Touch football association 	<ul style="list-style-type: none"> • 6 fields 	<ul style="list-style-type: none"> • Membership Not provided
Table Tennis	<ul style="list-style-type: none"> • 1 Association 	<ul style="list-style-type: none"> • 27 tables 	<ul style="list-style-type: none"> • 195 members
Target Sports	<ul style="list-style-type: none"> • 4 Clubs 	<ul style="list-style-type: none"> • 4 facilities 	<ul style="list-style-type: none"> • Not provided
Tennis	<ul style="list-style-type: none"> • 3 Associations • 7 Tennis Clubs 	<ul style="list-style-type: none"> • 41 competition courts • 18 community courts 	<ul style="list-style-type: none"> • Membership Not provided • Average of 1,784 visits per venue

The Physical Activity and Sport Insights (PASI) conducted sports participation research in 2021 into the sports participation rates in Central Highlands and Grampians Pyrenees and Victoria wide.

The research found that the City of Ballarat participation rate is higher than the Victorian participation rate for Australian Rules football, basketball, gymnastics, hockey, netball, football (soccer) and swimming; the same for cricket; and lower for sailing and tennis.

> **If there is no change, there will be a shortfall in playing fields to meet 2036 participation demand**

The shortfalls of sport fields facilities will be addressed through the provision of new facilities in the growth area, additional facilities on existing reserves or upgrading existing facilities. Specifically:

- One regional, six district and three local sports facilities in growth areas. These fields and courts are designed to support multi-sport use
- 1 regional multi-sports stadium in growth area
- Consider expansion of Ballarat Sports Events Centre
- Consider increasing the capacity of secondary fields at Victoria Park
- Consider increasing the capacity through oval upgrades and/or adding oval lighting to secondary or overflow reserves/ spaces including at MR Power Park, Lucas Central Park and Invermay Recreation Reserve.
- Maintaining 3 baseball diamonds at Prince of Wales Park
- Providing 3 hockey fields at Prince of Wales Park
- Renewing and consider increasing the capacity of sports fields at Morshead Park
- Consider 1 district sports field and relocation of archery to Ring Road Reserve.

A facility demand model has been developed to inform the current and future field requirements to meet sports participation demand in the short term, medium term and long term.

The Otium Analytics **Demand Analysis Model** determines the estimated participants, required hours of access, number of facilities, playing space and total space for sports. The model considers shared use of facilities. The infographic below shows the key inputs and outputs of the model.

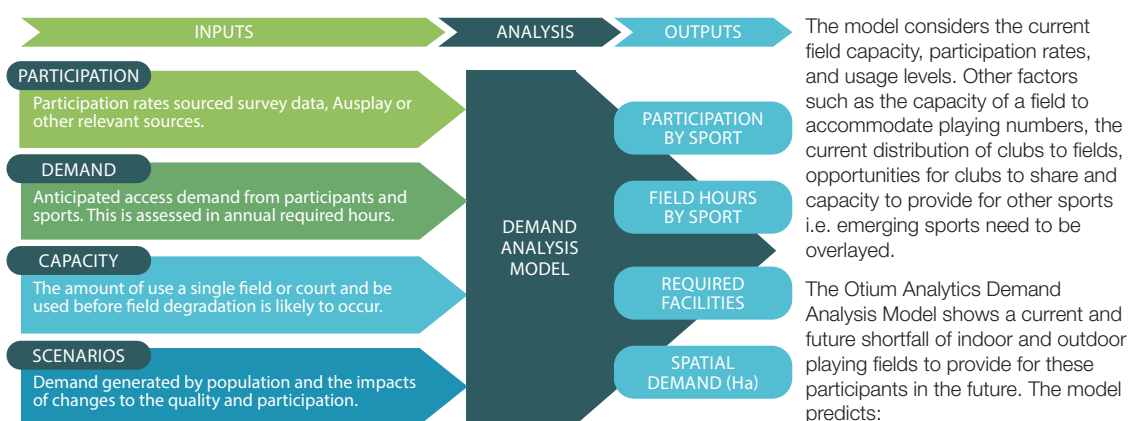


Table 4: Facility Requirements 2022 – 2036

Sport	Current Field Access	Current Surplus / Deficit of Field Access	Future Surplus / Deficit of Field Access
Australian Rules Football	17 fields	-7 fields	-13 fields
Baseball	3 field	+1 field	0 fields
Basketball	14 courts	-6 courts	-12 courts
Bowls	30 greens	+18 greens	+15 greens
Cricket	24 fields	-5 fields	-13 fields
Football-Soccer	23 fields	-13 fields	-23 fields
Hockey	1 field	-1 fields	-2 fields
Netball	21 courts	+2 courts	-1 courts
Tennis	59 courts	+1 court	-14 courts

* The current field capacity does not include school or private facilities, except for basketball that includes the Minerdome indoor courts for basketball.

The number of playing fields required can be reduced by increasing capacity on the existing sports field network by introducing synthetic surfaces, upgrading sports fields of low quality, installing lights on fields and joint use of school fields and courts for training and competition. However, local factors like distribution and accessibility, programming of competitions, capacity for clubs to share, local participation rates of other sports not modelled i.e. emerging sports, need to be taken into account.

The model confirms the requirement of new additional playing fields in the new growth areas of Ballarat. The new growth areas will need to provide for active open spaces that include:

- Multi-sports fields for AFL, cricket, football-soccer, rectangular sports, emerging sports and netball courts.
- A regional indoor recreation facility with indoor courts to support basketball and other indoor sports is required.
- Provide two district tennis facilities and upgrade regional tennis facility.
- The model supports retaining three baseball fields (currently provided at Prince of Wales Park) and an additional two hockey fields proposed in the Ballarat Hockey Feasibility Study.

- Other emerging sports. These sports were not modelled because the participation data is not statistically valid. However, providing multi-sport playing fields and flexible multipurpose facilities means these sports are provided for within the plan to ensure the opportunity for these sports to establish in a sustainable manner that provides facility provision for current and future demand. Future active open spaces should be designed with expansion areas to support additional sports facilities for other sports when demand is realised.

Beyond the demand analysis for major participation sports (above), a detailed analysis of the current inventory, participation and usage levels by all sports, the condition of council recreation assets and stakeholder engagement to understand priorities has informed the recommendations to ensure key facility provision gaps for all sports were identified and addressed through future infrastructure investment. We will consider future development of facilities for all sports every two years when reviewing the strategy and the response to facility provision will consider the current supply and demand and additional information that becomes available.



First Nations


2,160

Aboriginal and Torres Strait Islander
Census population of the City of Ballarat in 2021.
(1,080 were males and 1,080 were females).

Supporting culturally safe sport and active
recreation participation opportunities will
be important to encouraging participation for
Aboriginal and Torres Strait Islander people.

Cultural and Linguistically Diverse


12,868
born overseas

living in the City of Ballarat in 2021.

Providing a diversity in sport and active recreation
participation opportunities will be important to
encouraging cultural and linguistically diverse
people to participation.


LGBTIQ+


10%

Almost 10% of City of Ballarat residents identify
as LGBTIQ+ compared to about 5.7% of Victorians.
This equates to over 10,000 residents.

Supporting initiatives like Pride Cup that breaks
down the barriers to participation by LGBTIQ+
people will encourage greater participation.

Disability


8,380
people

with a need for assistance living in the
City of Ballarat, with the largest age group being
85 and over year olds in 2021.

Providing universal access to sport and active
recreation facilities and supporting adaptive sports
competitions and programs will encourage greater
participation.

> Culturally sensitive participation opportunities will encourage Aboriginal and CALD community

The presence of Aboriginal, Torres Strait Islander, and diverse overseas-born populations in the City of Ballarat highlights the need for an inclusive and culturally sensitive strategy. Tailored programs, cultural competency, and accessibility for all residents, regardless of their cultural background, should be prioritised.

> Affordable participation opportunities are important to encourage healthy and active lifestyles

The low median income and SEIFA Index of Disadvantage for townships like Wendouree (SEIFA 855.9 – 5%), Sebastopol (SEIFA 882.2 – 7%), Ballarat East-Eureka-Warrenheip (SEIFA 948.6 – 19%), Golden Point-Mount Pleasant-Canadian (SEIFA 974.7 – 29%) and Delacombe (SEIFA 979.7 – 31%) emphasise the need for an inclusive and affordable strategy. Prioritising affordability, community outreach, and programs addressing specific challenges disadvantaged populations face is crucial to promote well-being and reduce barriers to participation.

> City of Ballarat is facing a health crisis – We need creative ways to reverse this trend

The high rates of pre-obesity/obesity underline the importance of a strategy focusing on physical and mental well-being. Such a strategy can offer preventive and rehabilitative measures, reduce healthcare costs, and improve overall health.

The impact of COVID-19 pandemic has seen a decline in participation and an impact on social connectedness, physical health and mental wellbeing as residents endured isolation from family, friends and community. Addressing these concerns and exploring ways to encourage a return to participation in sport and active recreation will be important to improving levels of community health and well-being in local communities.

Time constraints, poor health or disability, and cost are identified as common barriers to meeting daily physical activity guidelines. The strategy should address these barriers and provide solutions to make physical activity more accessible.

To address this challenge, we need to adapt and design recreation infrastructure for the City of Ballarat communities in a way that responds to participation trends, leisure patterns and community expectations.

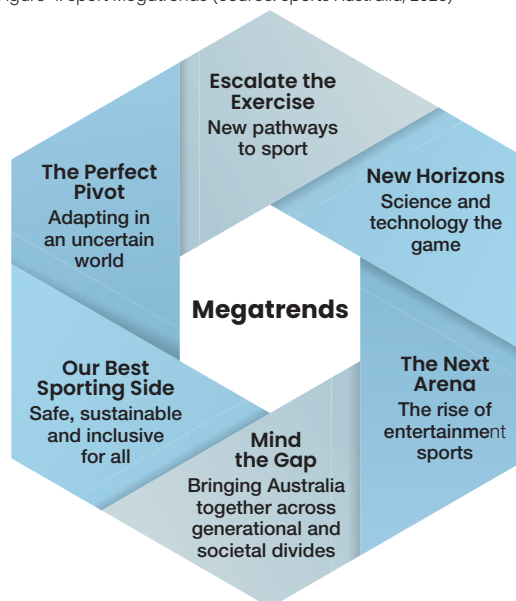
6. Trends Analysis

> Diverse and accessible network of sports facilities are needed to deliver the full range of activities and benefits

The key trends influencing the provision and design of sport and recreation facilities and services are:

- There is a trend for new or improved sport and recreation facilities to be designed as multi-use and multi-functional. This is partly due to sports facility investment being used smarter to avoid putting unnecessary financial pressure on Council by duplicating facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local open spaces and the growing expectations from the community around the quality of their open spaces. The community is increasing their informal active recreation use of sports precincts which is resulting in conflict with formal sport programming and facility capacity issues.
- The large growth in female participation within traditionally male-oriented sports is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.
- Whilst the nature and intensity of participation in sport may change over time, the need for suitable and adaptable spaces to accommodate demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sports precincts needs to be accessible to most of the community in order to maximise use. They should be well connected by active transport links and public transport.
- Over the coming decade, we will see more sporting organisations and products compete for a share of national and global audiences. As a result, both established sporting codes and sports new to these markets will consider how to engage contemporary consumers and adjust their view of spectators to take advantage of the increasingly dynamic and diverse global media landscape.
- Sports, including BMX, skateboarding and sport climbing have become increasingly mainstream and part of the Olympic Games program. These sports may no longer be considered extreme, but the lifestyle elements are especially important to many participants, and the degree of organisation is still developing.

Figure 4: Sport Megatrends (Source: Sports Australia, 2023)



Recent benchmarking of councils shows that they are responding to these changing trends in several ways. Key strategies for consideration are:

- Master planning of sport and recreation facilities and open spaces is becoming increasingly important to ensure well-planned, flexible, multi-use spaces that can adapt to community needs into the future.
- Contemporary planning seeks to create ‘community sport and recreation hubs’ that can meet a broader range of needs and facilitate higher utilisation and viability.
- Awareness of the importance of ‘risk management’ and the need for a ‘whole-of-life’ approach to facility development and asset management.
- A network of sport and recreation precincts that provide a well-designed mix of community, commercial and service facilities for a range of activities.
- Facility designs need to ensure specific needs of key users can be met, including universal design and female-friendly principles.

Peak sporting bodies are using Sport Australia’s megatrends research – The Future of Australian Sport, conducted by CSIRO in 2013 and again in 2022 to design new participation programs to attract a broader audience or improve the

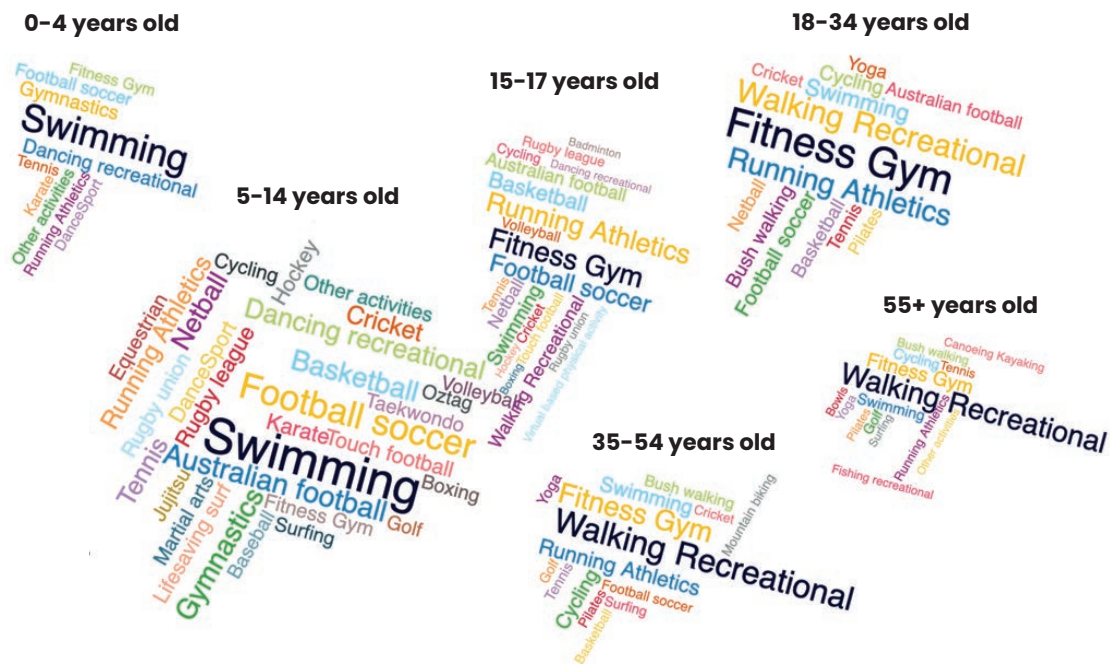
retention rates of players. The 2022 megatrends are patterns of social, economic, or environmental change that will shape the Australian sports sector over the next decade and beyond.



> Recreation facilities in the future will need to respond to emerging sports and new formats

The sporting landscape can rapidly change. The graphic below shows the most recent AusPlay Survey 2021 results for the most popular sport and physical activities across age groups. The graphic shows a wide range of sports and physical activities are now being played, outside traditional

sports. This is particularly the case for adult participation where unstructured sports that can be played at flexible times and support a person’s lifestyle, health and wellbeing are now preferred.



While a high proportion of children are active in organised sport out-of-school hours, as people age the focus of physical activity shifts more and more from organised sport to

recreational non-sport physical activities. This is reflected in the most popular physical activities at each life stage, as show here above.

We have seen traditional sports introduce new formats that are gaining in popularity and growing participation. These new formats of traditional sports have broadened the audience of participants to sports. Examples include:

- New formats that are derivatives of traditional sports. Examples include pickleball and padel are derivatives of tennis now being played in indoor courts and outdoor tennis court venues; footgolf and disc golf are derivatives of golf, football and ultimate frisbee.
- Social fast-paced competition formats that are played on smaller fields take less time to play and are more accessible. Examples include AFL9's, Netball Fast 5, Cricket T20, and Rugby Sevens.

The recent AusPlay Survey 2021 also shows several new emerging sports and trends in Australia. These include:

- Female sports: Women and girls sports have been the fastest growing participation across traditional and emerging sports.
- eSports (Exergaming): eSports or competitive gaming has been gaining popularity not just in Australia but worldwide. There are now several eSports leagues and tournaments.
- Virtual training and racing: Zwift is an example of an online platform that allows cycling to connect their indoor trainers or stationary bikes to a virtual environment through a computer or smart phone. Zwift features include gamification elements, allows for multiplayer and social cycling, and now host racing events and challenges.


- Adventure racing: Trail based events that are hosted in nature and include extreme sports like mountain biking and trail running. These sports are growing in popularity.
- Adaptive and inclusive sports: Adaptive sports for people with disabilities are gaining recognition and support. These sports promote inclusivity and support people with a wide range of abilities. There is a growing number of adaptive sport competitions offered from local community to elite level. These include blind cricket and wheelchair sports for Australian Rules Football, rugby, basketball, golf and tennis.
- Combat sports: Mixed Martial Arts (MMA) is an example of a combat sport in Australia growing participation with more gyms and competitions emerging and greater visibility of the sport through the global popularity of Ultimate Fighting Championships (UFC).
- Climbing and bouldering: Indoor and outdoor climbing and bouldering facilities have become more popular.

The Recreation Infrastructure Plan will include principles and actions that ensures all new and upgraded sport and recreation infrastructure supports inclusion and is multi-use and sustainable.

The following design principles have been developed to help inform the future design of the recreation infrastructure. It will be used to guide the future prioritisation framework.




Accessible and Inclusive
Facilities and spaces will be universally designed and inclusive, fostering participation in physical activity by all our community, across all life stages, genders and cultures.




Diverse and Equitable
Facilities and spaces will offer a diverse mix of facilities, programs and experiences. Council will provide an equitable distribution across the municipality.



Safe and Welcoming
Facilities and spaces and programs are designed to be visible, open and welcoming to the community, creating a safe place for girls and women to participate.



Multi-Use
Facilities and spaces will be multi-use, offering several activities, programs and experiences for users.



Connected
Facilities and spaces connection across our communities and our unique natural environment.



Sustainable
Sport and active recreation facilities will be designed to combat climate change and influence a sustainable and regenerative future, while ensuring that they operate efficiently and are well managed and maintained.



7. Stakeholder Engagement

> State Sporting Associations support demand for additional playing fields

There were nineteen State Sporting Associations that contributed participation data and advice on key issues and demands impacting their sport in the City of Ballarat.

Most State Sporting Associations confirm registered participation has increased from 2018 to 2023 across all age groups and genders. The data shows a particular increase in junior and female teams. There has been an introduction of modified playing formats and competitions to encourage and support more people playing sport.

Current facilities have been upgraded to increase capacity and address fit for purpose issues such as female friendly design and accessibility. These improvements are welcomed by State Sporting Associations. For major participation sports,

including Australian Rules football, basketball, cricket, football (soccer) and hockey, these facilities are nearing capacity.

State Sporting Associations identify a need to plan for additional playing fields to support the proposed growth areas of the City of Ballarat.

> Local Sports Clubs and Associations are satisfied with recreation infrastructure and advocate for additional and improved facilities to meet the growing interest in alternate formats and increase participation

A total of 66 clubs and associations responded to the survey. The full list of clubs and associations that completed the survey is in the following table.

Table 5: List of clubs and associations

Clubs and Associations		
Alfredton Baseball Club	Ballarat Royals Baseball Club	Invermay Bowling Club
Ballarat Alexandra Croquet Club	Ballarat Sebastopol Cycling Club	Lake Wendouree Football Netball Club
Ballarat Badminton Association	Ballarat Swimming Club	Learmonth Football Netball Club
Ballarat Basketball	Ballarat Table Tennis Association	Lucas Little Athletics Club
Ballarat Bowling Club	Ballarat Triathlon Club	Midlands Bowls & Golf Club Inc
Ballarat Bulldogs All Abilities Football Netball Club	Ballarat Ultimate Inc	Mount Clear Junior Football Netball Club
Ballarat Cricket Association	Ballarat Walking Football	Mt Helen Tennis Club
Ballarat Show Dog Club	Ballarat Waterpolo Association	Mt Xavier Golf and Bowls Club
Ballarat Football Netball Club	Ballarat Western Croquet Club	Napoleons Sebastopol Cricket Club
Ballarat Football Netball League	Brown Hill Netball Club	North Ballarat Cricket Club
Ballarat Football Umpires Association	Buninyong & District Tennis Association	Prince of Wales parkrun
Ballarat GCO Swimming Club	Buninyong Bowling Club	Redan Football Netball Club
Ballarat Gold Swimming Club	Buninyong Little Athletics	Russell Square Community Sports Centre
Ballarat Greyhound Racing Club	Club Mud	Sebastopol Vikings Soccer Club
Ballarat Harriers Athletic Club	Creswick Imperials Cricket Club	Swordcraft Ballarat
Ballarat Highlands Bowls Region	Dragons Abreast Ballarat	Victoria Bowling Club Inc
Ballarat Lawn Tennis Club	East Point Football Netball Club	Vic Country Futsal - Futsal Ballarat
Ballarat Memorial Sports Bowling Club	Forest Rangers Soccer Club	Volleyball Ballarat
Ballarat Netball Association	Golden Dragons Ballarat Boating Club	Warrenheip Tennis Club
Ballarat Petanque Club	Golden Point Cricket Club	Webbcoona Bowls Club
Ballarat Pony Club	Goldfields and District Lacrosse League	
Ballarat Redan Cricket Club	Greater Western Rebels Victoria	
Ballarat Regional Tennis Centre	Hockey Ballarat	

The following key themes were raised.

High satisfaction with playing areas but concerns with clubroom facilities

- Venues like Buninyong Royal Park, Eastern Oval, C E Brown Reserve, and Northern Oval were rated highly for their well-maintained playing surfaces.
- However, there were reports of dissatisfaction regarding the condition of clubrooms and changing facilities. Specifically concerns about inaccessible changing areas, outdated clubrooms, safety hazards, and failure to meet standard guidelines.

Growing interest in alternate formats that are more flexible and social

- For example, there is growing interest in alternative hockey formats like Indoor Hockey and Hockey 5s.
- Shift towards casual participation, allowing individuals to engage when it suits them rather than committing to regular competition.

Increase in participation across many sports. Additional facilities required to meet future demand

- Volleyball seeks greater access to indoor courts that is challenging with the growth of basketball participation, programming and management control of Ballarat Sports Events Centre. Securing access for volleyball in new indoor sports stadium projects should be considered.
- Increasing membership and participation. However, there was a concern about declining youth participation.
- Examples include Ballarat Hockey Centre experienced growth over six years, except for 2020 and 2021 and Futsal Ballarat saw a 204% increase in registered players since 2019.

- Growth in swimming, basketball, golf and disc golf was observed, attributed to post-COVID enthusiasm and targeted efforts.
- Increasing capacity of existing facilities and providing additional facilities as the community grows is important to facilitate future participation across all sports.

Growing girls and women participation in sport. Providing equitable provision of recreation infrastructure is important

- Most clubs indicated growing participation of girls and women, with some clubs and sports performing better than other, such as netball, parkrun and the pony club. Equitable provision of recreation infrastructure is important to support participation growth.
- Challenges remain in increasing female representation in coaching, officiating, and leadership roles, highlighting ongoing efforts for gender inclusivity in sports.

Maximising existing facilities through changes in operations

- Utilising facilities more effectively and implementing programming changes.
- Expanding sports offerings and maintaining infrastructure.
- Adjusting scheduling and enhancing community engagement efforts.
- A key challenge for clubs and associations is recruiting volunteers and the increasing administrative and governance expectations of peak body.

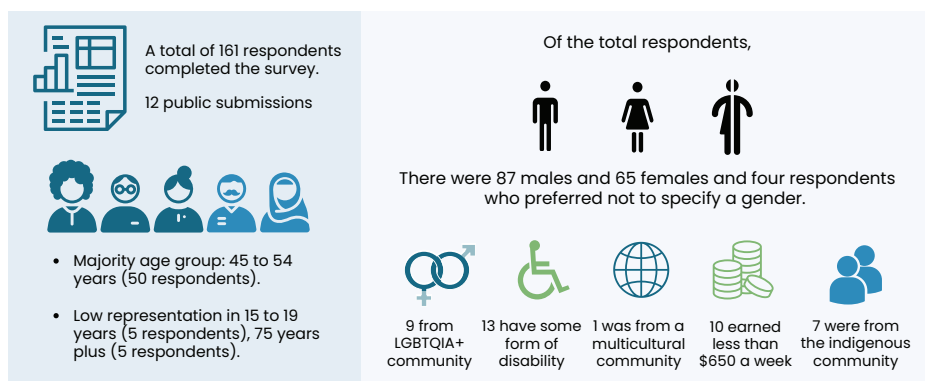
A detailed summary of the consultation findings is available in the Engagement Findings Report.



High community support for Draft Recreation Infrastructure Plan, but some concerns with timing of recommendations

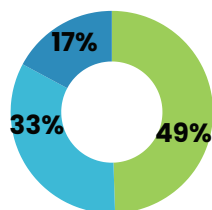
The Draft Recreation Infrastructure Plan was released for a 3.5 week public consultation period between Thursday 27 June 2024 to Sunday 21 July 2024. There were 161 survey responses and 11 public submissions received.

The infographic below shows the response to the community survey.

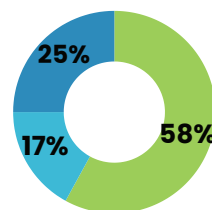


SURVEY RESULTS

Agree Disagree Neutral

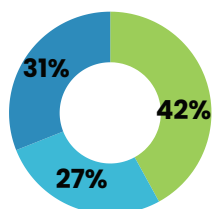


Agreement with Council's Vision for the Recreation Infrastructure Plan

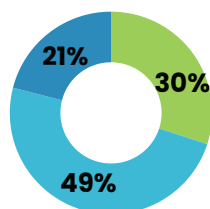


Agreement with the five strategic objectives

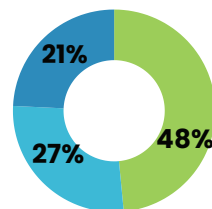
Most respondents who disagreed were concerned about the delivery timeframes but agreed with the recommendations.



Agreement with the proposed Recreation Infrastructure Network Hierarchy



Agreement with the 15-year roadmap



Agreement with the proposed Design Standards

A separate Engagement Findings Report summarises the feedback received and the Council's response to key themes.

Strategic Directions

> Vision

Based on the above key issues and opportunities, the following strategic vision is recommended to guide the Recreation Infrastructure Plan 2024-2039.

>

Vision

Ballarat recreation infrastructure will equitably support everyone in the community to participate in sport and recreation today and into the future.

> Objectives

The following five strategic objectives and approaches inform the roadmap by responding to key issues and opportunities and achieving the vision. They will be applied to the recreation infrastructure network in Ballarat and will guide discussions with project partners.



Planning	Review sports facilities in a well-planned and sustainable way
Infrastructure	Deliver diverse and multi-use sports facilities that respond to community needs
Utilisation	Optimise use and provide equitable access to sports facilities
Partnerships	Work together to plan, invest in and use sports facilities
Advocacy	Advocate for projects that support community sport

Planning – Review sports facilities in a well-planned and sustainable way

Proposed strategic approach:

- Adopt Facility Provision Standards with a hierarchy of recreation infrastructure and design standards and apply these to growth area planning and use them to guide improvements on existing sites.
- Conduct functional and condition asset audits of key asset categories of sports facilities, including lighting and pavilions, and include them in the Asset Management Plan. The audits should include a Gender Impact Assessment as well as review usage and demand, condition, and whether the facility is fit for purpose against contemporary sports facility design standards.
- Continue to deliver a program of master plans for recreation reserves, including proposed active open spaces in new growth areas.
- Develop guidelines for the Council to consider proposals from sports clubs on private land that service community sport. These proposals will be considered in the two-year review process.
- The Council will conduct further research into the potential of covering bowling greens, which will be considered in the two-year review process.

Infrastructure – Deliver diverse and multi-use sports facilities that respond to community needs

Proposed strategic approach:

- Invest in the actions proposed in the Road Map
- Continue to invest in the renewal of recreation facilities.
- Increasing the capacity of recreation infrastructure through reconfiguring/redesigning and upgrading fields of play.
- Introducing synthetic surfaces in strategic locations and identifying locations for all-year-round access for field sports.
- Improve climate resilience in the future development of sports facilities through environmentally sustainable design, including decreasing water and energy consumption and reducing waste.
- Prioritise multi-sport and flexible use of spaces for organised sport and community use where appropriate.

Utilisation – Optimise use and provide equitable access to sports facilities

Proposed strategic approach:

- Redistribute sporting club allocation including increasing shared use of recreation infrastructure in partnership with peak sporting bodies.
- Adopt the Fair Access Policy principles in planning, designing and allocating recreation infrastructure. This should consider a ground rotation policy across all teams to ensure equitable access to the different standards of facilities.
- Expand the conditions for lease, license and hire agreements to capture usage data/intensity of use information for individual fields and courts.

- Review the Council's conditions of use and hire to ensure it supports the ability to introduce new user groups to a sports facility.
- Undertake a strategic approach to help establish long term home venues for identified existing clubs, and new and emerging sports within the sporting reserve network over time

Partnerships – Work together to plan, invest in and use sports facilities

Proposed strategic approach:

- School facilities will only be viewed as support facilities to the provision for City of Ballarat recreation infrastructure, not for primary (competitive) purposes.
- Consult with interest groups including women and girls, transgender and gender diverse people, cultural and linguistically diverse and First Nations people to understand their recreation infrastructure and programming needs.
- Collaborate with State Sporting Associations and local sports clubs and associations to ensure recreation infrastructure is provided to interest groups and that the standard of infrastructure provided is at the appropriate level of competition.
- Collaborate with local sports associations and leagues in the establishment of new clubs and/or strategic re-location of existing clubs, in the planning and development of new active open space reserves in the city's growth areas.
- The Council will work with clubs/associations to managing the displacement of activities where possible during project delivery to ensure operational continuity for sports clubs/associations.

Advocacy – Advocate for projects that support community sport

Proposed strategic approach:

- Advocate for State and National funding towards priority projects.
- Explore private investment into priority projects, where appropriate.

> Road Map

The Recreation Infrastructure Plan provides direction and guidance for priority projects in the pipeline to deliver high-level sporting participation outcomes across the community. The City of Ballarat will now consider funding in Councils Capital Works Program. The Plan is intentional and deliberate and will inform Council's advocacy and advice to other levels of government on priority projects that are eligible under existing funding grants and streams and inclusive of advocacy during election periods.

This is especially important because the Council will need other funding contributions to deliver. The funding strategy requires a partnership approach that includes State and Federal Government funding grants and commitments, National and State Sporting Association funding, developer contributions (particularly important for delivery of recreation infrastructure in proposed growth area active open spaces) and local club contributions. Some projects are expensive and will not and cannot be delivered without government support.

The Road Map identifies an indicative timeframe and priority level for site-specific recommendations (actions) to help inform the Council's long-term financial planning. The prioritisation of improvements responds to whether a project is already funded, the demand assessment, asset condition and whether the facility is fit for purpose. The site-specific recommendations

(actions) are prioritised short-term (0 to 4 years), medium-term (5 to 9 years) or long-term (10 to 15 years). The Road Map identifies project delivery sequencing per Enterprise Project Management Office (EPMO) process through planning (orange), concept development (pink), detailed design development (purple) and construction (jade). This process provides a methodical and planned approach to project delivery.

A quantity surveyor should be engaged to prepare a cost plan as part of the detailed design process to determine project costs. Benchmark cost estimates are provided as a guide only and final design outcomes and timing of delivery will be subject to available funding.

The road map will be reviewed every two years. This review process will consider the outcomes of planning and funding processes and ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline.

The Council will continue to work with sports clubs on the development of proposals that can be considered at this review point. The plan excludes facilities on private land and public land managed by other authorities. The Council will continue to partner with these organisations to investigate community use of these spaces.



Table 6: Road map

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Sports Fields																	
Alfredton Recreation Reserve	Social space extension	Short (0-4 years)	Construct social space expansion	Construct social space expansion													
Binney Reserve	Prepare a master plan (Consider upgrading sports field and basic change rooms to support local sports facility provision)	Short (0-4 years)	Prepare master plan														
Brown Hill Recreation Reserve	Implement master plan including new splash park (project partially funded by State Government election commitment), upgrading sports field and pavilion and new footbridge across creek. Provide a temporary shelter at start and finish line in short term until new footbridge is constructed.	Short (0-4 years) to Medium (5-10 years) to Long (10-15 years)	Construct new splash park and public toilets	Construct temporary shelter at Wallaby Track parkrun assembly area	Design oval upgrade	Construct oval upgrade		Design pavilion upgrade and expansion	Construct pavilion upgrade and expansion	Car parking improvements following sports pavilion extension and demolition of existing band hall and public toilets						Design new footbridge	Construct new footbridge
Burrumbeet Recreation Reserve (Lake Burrumbeet Park)	Social space extension	Short (0-4 years)	Construct modular pavilion														
Buninyong Community Reserve (Buninyong Oval)	New netball courts and cricket nets; Consider expansion of social space and additional change room and new kitchen in long term	Short (0-4 years)	Construct new netball courts with lighting and cricket nets			Concept development for amenities improvement at existing pavilion											
Buninyong Recreation Park	Upgrade BMX track (Funded in Year 1)	Short (0-4 years)	Construct BMX track upgrade														
CE Brown Reserve	Upgrade Tom Goldsworthy Oval (Wendouree No.2) with lighting, and deliver new sports pavilion at Frank Bourke Oval (North No.2 Oval) using State Government Council Support Package funding; Repurpose tennis courts as public multi-sport courts	Short (0-4 years) to Long (10-15 years)	Design Wendouree No.2 Oval Redevelopment & Lighting. Design North No.2 Oval new pavilion.	Construct Wendouree No.2 Oval Redevelopment & Lighting. Construct North No.2 Oval Pavilion.	Construct North No.2 Oval Pavilion.								Confirm future use and design multi-sport courts on current tennis courts site	Construct multi-sport courts on current tennis courts site			
City Oval	Implement master plan; Redevelop change rooms in grandstand; Provide new netball changerooms and umpires changerooms for City Oval; Exploring joint use of Saxon House between BFNL and BFUA	Short (0-4 years) to Medium (5-10 years)	Construct grandstand football change rooms	Construct grandstand football change rooms				Design new netball and umpires change rooms	Construct new netball and umpires change rooms								
Doug Dean Reserve	Implement master plan including new change rooms and minor upgrade sports field	Short (0-4 years)	Construct change rooms refurbishment Design oval redevelopment		Construct upgrade of oval												
Eastern Oval	Review master plan. Consider expanding netball change-rooms and add storage to social space.	Short (0-4 years) Medium (5-9 years)		Construct Eastern Oval Storage Facility	Update master plan			Design netball change rooms	Construct netball change rooms								

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Sports Fields																	
Eureka (Mars) Stadium / Ballarat Major Events Precinct	Implement Ballarat Major Events Precinct Master Plan including additional stadium seating (and change rooms) and new regional athletics centre funded through the State Government Regional Sports Infrastructure Program	Short (0-4 years)	Design grandstand seating including provision of additional changerooms under grandstand structure and regional athletics centre	Construct grandstand seating and regional athletics centre	Construct grandstand seating and regional athletics centre												
Hollio Park	Implement regional tennis centre master plan and upgrade regional badminton centre and regional table tennis centre - Refer to details below	Refer to below															
Invermay Recreation Reserve	Upgrade of sports field including turf wicket. Consider new training lights	Medium (5-9 years)					Design sports field upgrade & Lighting. Consider provision of basic changerooms facilities to support oval use dependent on level of programming and usage	Construct sports field upgrade and lighting subject to demand									
Learmonth Recreation Reserve (Alexander Park)	Upgrade sports field and lighting; and new skate park	Short (0-4 years)	Design sports field and lighting and upgrade	Construct sports field and lighting upgrade	Upgrade skate park												
Lucas Central Park	Upgrade sports field. Install lights and provide basic toilet and storage	Short (0-4 years)		Design oval surface enhancement, lighting and basic toilets and storage provision	Construct oval surface enhancement, consider lighting and basic toilets and storage provision												
Marty Busch Reserve	Implement master plan including new sports fields, court and pavilion upgrades and track improvements. Consider new cycling hub building. Project partly funded by State Government election commitment	Short (0-5 years) and Long (10-15 years)	Design - No.2 Oval Pavilion, Criterium Track & CFA Track Construct - New Cricket Nets, Netball Court Redevelopment and BMX Track Resurfacing	Design - Car Park improvements Construct - No.2 Oval Pavilion	Construct - Criterium Track, CFA Track and Car Parking Improvements							Design cycling hub building	Construct cycling hub building				

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Sports Fields																	
Morshead Park	Implement master plan. Renew stadium field and synthetic fields; provide grandstand cover at Stadium Pitch and shelters at synthetic pitches; consider additional synthetic pitch	Short (0-4 years) to Long (10-15 years)	Planning for synthetic pitch renewals and shelters.	Design stadium grandstand roof	Construct Synthetic Pitch 2 Surface Renewal and shelters	Construct Synthetic Pitch 4 Surface Renewal and shelters	Construct Stadium Pitch Re-Surfacing and grandstand roof						Design new synthetic soccer pitch	Construct new synthetic soccer pitch			
Mount Clear Recreation Reserve	Upgrade drainage and irrigation on second field; Netball court redevelopment and line mark existing tennis courts with netball overlay for secondary overflow court (Funded in Year 1)	Short (0-4 years)	Construct netball court redevelopment and resurfacing of tennis courts for multisport use.	Construct Oval No.2 upgrade													
Mount Pleasant Reserve	Maintain	Ongoing															
MR Power Park	Implement master plan including new change rooms to support sports field and install lighting	Short (0-4 years) to Medium (5-10 years)		Design sports field and lighting and pavilion	Construct sports field	Construct small pavilion				Construct sports field lighting subject to demand							
Pleasant Street Reserve	Undertake business case that considers the need for additional amenities at Pleasant Street Reserve	Long (10-15 years)										Business case on Stage 2 pavilion expansion including assessment of multi-sport use at Pleasant Street Reserve & Trekarde Park					
Prince of Wales Park	Implement master plan including two new synthetic hockey fields, upgraded baseball diamonds, new sports pavilions and relocate archery	Short (0-4 years) to Medium (5-10 years) to Long (10-15 years)	Design of new/ refurbished female friendly change-rooms at existing hockey pitch.	Design second hockey field, lighting and pavilion and design new archery facility (Ring Road Reserve). Construction of new/ refurbished female friendly change-rooms at existing hockey pitch	Construct second hockey field, lighting and stage 1 hockey change rooms Maintain access to a third baseball diamond	Design new baseball diamond and lighting and construct archery facility (Ring Road Reserve)	Construct new baseball diamond and lighting on previous archery range site.	Construct tennis courts LED lighting and synthetic courts renewal			Design third hockey field, lighting and Stage 2 Hockey Pavilion	Construct third hockey field, lighting and Stage 2 Hockey Pavilion	Design new shared baseball pavilion including public toilets provision	Construct new shared baseball pavilion including public toilets provision			

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Sports Fields																	
Royal Park	Deliver Stage 2 Community Building that includes social room for soccer, as part of delivery of Community Infrastructure Plan; upgrades for multisport use	Short (0-5 years)			Facility upgrades for multisport use Design Stage 2 social space – Noting delivery is through Community Infrastructure Plan and social space for sporting clubs is a secondary use	Construct Stage 2 social space – Per note to the left											
Russell Square	Upgrade north sports fields Provide new reserve entry road off Stawell St and related car parking improvements and storage facilities	Short (0-4 years) to Long (10-15 years)	Design sports north field upgrade			Construct sports north field upgrade									Design new entry road, car parking and storage improvements	Construct new entry road, car parking and storage improvements	
Saint George Reserve	Maintain	Ongoing															
Sparrow Ground	Maintain	Ongoing															
Tom Brown Reserve	Implement master plan (part of Marty Busch Reserve Master Plan).	Short (0-4 years)				Construct criterium track											
Trekardo Park	Maintain	Ongoing															
Victoria Park	Upgrade secondary sports fields and install lighting; New dog obedience building (funding available for Year 1 delivery); Provision of public toilets to service disc golf course and south-eastern portion of Vic Park (per Public Toilets Strategy)	Short (0-4 years) to Medium (5-10 years) to Long (10-15 years)	Construct dog obedience building		Feasibility and design of public toilet servicing disc golf course and South-East section of Victoria Park	Construction of public toilet servicing disc golf course and South-East section of Victoria Park				Design Pony clubroom improvements	Construct Pony clubroom improvements				Design secondary sports fields and lighting	Construct secondary sports fields and lighting	
Wendouree West Recreation Reserve	Maintain	Ongoing															
Western Oval	Implement master plan, minor upgrade of sports field and upgrade croquet club toilets; Consider new netball change-rooms at Western Oval in medium term	Short (0-4 years) to Medium (5-10 years)		Construct new shared use toilets to service Croquet and Bridge Club			Design new netball and umpires change rooms	Construct new netball and umpires change rooms		Design sports field upgrade	Construct sports field upgrade						
White Flat Oval	Upgrade drainage and irrigation on sports field	Medium (5-10 years)								Design sports field upgrade	Construct sports field upgrade						

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Tennis Facilities																	
Ballarat Lawn Tennis Courts	Renewal of court lighting to LED and tennis courts surface in line with master plan	Medium (5-9 years)					Design synthetic court renewal and LED lighting upgrade	Construct synthetic court renewal and LED lighting upgrade									
Ballarat Regional Tennis Centre	Provide new changerooms, canteen, toilets, access at time of regional tennis centre pavilion development. Replace structure at time of renewal.	Short (0-4 years) and Long (10-15 years)			Design regional sports pavilion and amenities												Renewal of tennis courts at end of life
Buninyong Tennis Centre	Maintain	Ongoing															
Cardigan Village Park Public Tennis Courts	Maintain and align with 2024 community consultation and upgrade of overall reserve	Ongoing															
CE Brown Public Tennis Courts	Consider repurposing as public multi-sport courts i.e pickleball, futsal, basketball	Long (10-15 years)											Confirm future use and design multi-sport courts on current tennis courts site	Construct multi-sport courts on current tennis courts site			
Invermay Tennis Courts	Maintain	Ongoing															
Marty Busch Reserve Public Tennis Courts	Implement master plan including repurposing as public multi-sport courts, community space and playspace	Long (10-15 years)										Construct multi-sport court					
Mt Blowhard Tennis Courts	Minor surface upgrades	Short (0-4 years)		Minor surface upgrades for community and school use													
Mount Clear Public Tennis Courts	Repurpose as netball courts but retain tennis court line marking for public use	Short (0-4 years)	Court resurfacing with multi-sport line marking														
Mt Helens Tennis Courts	Renew courts with synthetic grass	Short (0-4 years)			Design synthetic court conversion	Construct synthetic courts conversion											
Warrenheip Tennis Courts	Maintain	Ongoing															

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Bowls Facilities																	
Ballarat Bowling Club (Council)	Consider upgrade of social space in line with review of Eastern Oval Master Plan	Medium (5-10 years)							Concept design for social space refurbishment pending recommendations from master plan review	Detailed design social space refurbishment							
Ballarat East Bowling Club (DEECA)	Consider storage and cover for Petanque	Medium (5-10 years)							Develop business case for cover over petanque	Concept Design storage and cover for petanque							
Ballarat Memorial Sports Bowling Club (Council)	Maintain	Ongoing															
Ballarat North Bowling Club (Private)	Maintain (club responsibility)	Ongoing															
Buninyong Bowls Club (Council)	Renew synthetic green (Funded in Year 1)	Short (0-4 years)	Construct synthetic green upgrade														
Central Wendouree Bowling Club (Private)	Maintain (club responsibility)	Ongoing															
City Oval Bowling Club (Council)	Consider refurbishment of bowls social pavilion	Medium (5-10 years)							Concept Design social space refurbishment								
Invermay Bowls Club (Council)	Maintain	Ongoing															
Learmonth Bowls Club (Council)	Consider refurbishment of bowls social pavilion	Medium (5-10 years)					Concept Design social space refurbishment	Detail design Social Space refurbishment									
Midlands Golf/Bowls Club (Private)	Maintain (club responsibility)	Ongoing															
Mt Xavier Golf and Bowls Club (Council)	Continue to work with club, including review of master plan	Short (0-4 years)			Review master plan												
Sebastapol Bowling Club (Private)	Maintain (club responsibility)	Ongoing															
Victoria Bowling Club (Private)	Maintain (club responsibility)	Ongoing															
Webbcona Bowling Club (Private)	Maintain (club responsibility)	Ongoing															

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Croquet Facilities																	
Ballarat Alexandra Croquet Club	Maintain	Ongoing															
Ballarat Western Croquet Club	Maintain	Short (0-4 years)		Construct new shared use toilets to service Croquet and Bridge Club													
Indoor Sports Centres																	
Ballarat Badminton Centre	Replace structure at time of renewal. Renew courts and upgrade lighting	Short (0-4 years) to Medium (5-9 years)				Design resurface of courts and lighting upgrade	Resurface courts and lighting upgrade										
Ballarat Sports Events Centre	Deliver State Government funded Regional Sports Infrastructure Program upgrade works including roof works. Consider expansion opportunity to provide additional 4 indoor courts and 8-12 outdoor court regional netball centre. This expansion will provide for Northern Growth Zone	Short (0-4 years) Long (10-15 years)	Deliver RSIP upgrade works and roof works	Deliver RSIP upgrade works and roof works										Design stadium and outdoor courts expansion	Construct stadium and outdoor courts expansion		
Ballarat Squash and Racquetball Centre	Renewal of kitchen and office space	Long (10-15 years)										Renew kitchen and office space					
Ballarat Table Tennis Centre	Provide new changerooms, canteen, toilets, access at time of regional tennis centre pavilion development. Replace structure at time of renewal.	Short (0-4 years)			Prepare concept design for building improvements linked with Ballarat Regional Tennis Centre (BRTC) design	Detailed design for building improvements											
Doug Dean Stadium	Consider future use of stadium following planned new stadium (8 courts) in Ballarat West PSP.	Medium (5-10 years)							Review future use of stadium								
Llanberris Netball Centre	Consider future use at appropriate time	Long (10-15 years)															Review future use of netball centre

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
Other Sports Facilities																	
Black Hill MTB Track	Provide a visitor node facility that includes changerooms, toilets, wash station, seating and shelter	Short (0-4 years)		Concept design and planning stage for visitor node	Design visitor node	Construct visitor node											
Lake Wendouree Rowing Course	Upgrade pontoon and partner with boating clubs and progress upgrade works to boating sheds in line with feasibility study and contemporary design standards i.e. disability access and gender neutral toilet / change improvements	Short (0-4 years) Medium (5-10 years)		Design starting pontoon upgrade	Construct starting pontoon upgrade			Design Ballarat City Rowing Club and Wendouree Ballarat Rowing Club female friendly change room improvements	Construct Ballarat City Rowing Club and Wendouree Ballarat Rowing Club female friendly change room improvements								
Len T Fraser Reserve	Upgrade and extend regional skate park in line with master plan (Funded in Year 1 and 2)	Short (0-4 years)	Construct skate park upgrade and expansion	Construct skate park upgrade and expansion													
Llanberris Athletics Centre	Maintain until new regional athletics centre is constructed at Ballarat Major Events Precinct. Consider future use once new facility is operational. Refer to Open Space Strategy	Short (0-4 years)		Review future use of athletics centre with pending construction of new regional athletics centre													
Miners Rest Park	Deliver Miners Rest Park from State Government Regional Sports Infrastructure Program funding. Consider BMX and skate park opportunities at new reserve. Consider opportunity for new sports field to support local sports facility provision (low level / junior competition oval for cricket and AFL)	Short (0-5 years)	Design New Reserve including oval, pavilion, hard court, car parking and supporting infrastructure	Construct New Reserve per funding agreement	Construct New Reserve per funding agreement												
Aquatic Facilities																	
Ballarat Aquatic and Lifestyle Centre	Implement Aquatic Facilities Strategy concept plan to provide a larger water play/leisure water/water slide and expansion of gymnastics and health and fitness club	Short (0-4 years) Medium (5-10 years) and Long (10-15 years)	Construct Changing Places and access upgrades	Construct Changing Places and access upgrades			Design water play/leisure water	Construct water play/leisure water	Construct water play/leisure water			Design gymnastics and health and fitness club expansion	Construct gymnastics and health and fitness club expansion	Construct gymnastics and health and fitness club expansion			
Ballarat West	As population continues to grow, consider provision of new splash park as part of active recreation hub to service Ballarat West	Long (10-15 years)													Feasibility Study for Splash Park	Design Splash Park	
Black Hill Outdoor Pool	Consider future improvements of pool as part of Black Hill Reserve Master Plan	Short (0-5 years)	Prepare master plan														
Brown Hill Outdoor Pool	Implement Aquatic Facilities Strategy and Master Plan including replacing pool with a Splash Park (Funded in Year 1)	Short (0-4 years)	Construct splash park														

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+	
Aquatic Facilities																		
Buninyong Outdoor Pool	Implement Aquatic Facilities Strategy including adding water play and renewing plant	Long (10-15 years)											Design water play and plant renewal	Construct water play and plant renewal				
Eureka Aquatic Centre	Implement Aquatic Facilities Strategy concept plan to renew and expand the building as an integrated community hub	Short (0-4 years) Medium (5-9 years)			Design building expansion					Construct building expansion	Construct building expansion							
Midlands Splash Park	Maintain	Ongoing																
Sebastapol Splash Park	Maintain	Ongoing																
Future Sports Facility Proposals																		
Ballarat North PSP	Deliver district sports facility 1 for AFL, cricket and tennis and district sports facility 2 for soccer and cricket or other sport	Long (10-15 years)											Design district sports facility 1	Construct district sports facility 1	Construct district sports facility 1			Design district sports facility 2
Ballarat Western Growth Area	Deliver regional sports facility for AFL, cricket, soccer, tennis and netball; district sports facility 1 for AFL and cricket and district sports facility 2 for AFL and cricket or other sports	Long (10-15 years)												Active Open Space Reserves – Early Planning	Active Open Space Reserves – Early Planning	Active Open Space – Reserves Design	Active Open Space – Reserves Design	
Ballarat West PSP	Deliver Winterfield AOS - regional multisport stadium and oval for basketball, AFL and cricket, MR Power Park AOS - local sports facility 1 for AFL and cricket, Altieri AOS - multisport courts, open space and pavilion, Delacombe TC AOS - local sports facility 3 for soccer and cricket or other sport	Short (0-4 years) to Medium (5-9 years)		Design MR Power Park Sports Field, Lighting and Pavilion	Construct MR Power Park Sports Field and Lighting Design Winterfield AOS	Construct MR Power Park Pavilion Construct Winterfield Ovals, Courts and Lighting Design DTC AOS	Construct Winterfield Pavilion Construct DTC Ovals & Lighting Design Altieri AOS	Construct DTC Pavilion Construct Altieri Pavilion				Design Winterfield Indoor Sports Stadium	Construct Winterfield Indoor Sports Stadium					
North-Western Growth Area	BSEC expansion (4 basketball courts + 8 outdoor netball courts)	Refer to BSEC																
North-Western Growth Area	Deliver district sports facility 1 for AFL, cricket, netball and tennis and district sports facility 2 for cricket and soccer	Long (10-15 years)																Active Open Space Reserves – Early Planning
Ring Road Reserve	Consider upgrade to provide training and low level / junior competition oval for cricket and AFL New archery facility	Short (0-4 years) and Long (10-15 years)		Design new archery facility		Construct new archery facility							Design new sports fields					

Appendix 1: Design Standards

A summary of the design standards is provided in the Table below. The design standards below are supported by each sport's preferred facility design guidelines. The Council has the ability to determine a facility standard that is not necessarily to the specifications of the peak sporting body "guidelines".

In addition, a hierarchy and design standards are provided for active recreation hubs.

> Design Principles

The following design principles have been developed to help inform the future design of sports facilities and active recreation hubs.

- **Accessible and Inclusive:** Sport and active recreation facilities will be universally designed and inclusive, fostering participation in sport and active recreation by all our community, across all life stages, genders and cultures.
- **Diverse and Equitable:** Sport and active recreation facilities will offer diverse mix of facilities, programs and experiences. Council will provide an equitable distribution

of sport and active recreation precincts across the municipality.

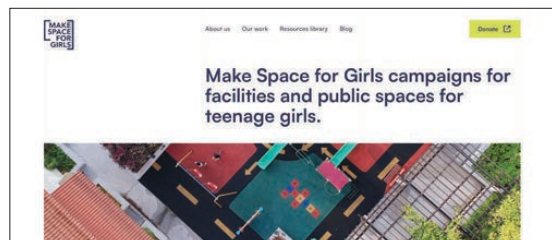
- **Safe and Welcoming:** Sport and active recreation facilities and programs are designed to be visible, open and welcoming to community, creating a safe place for girls and women to participate.
- **Multi-Use:** Sport and active recreation facilities will be multi-use, offering several activities, programs and experiences for users.
- **Connected:** Sport and active recreation facilities connection across our communities and our unique natural environment.
- **Sustainable:** Sport and active recreation facilities will be designed to combat climate change and influence a sustainable and regenerative future, while ensuring that they operate efficiently and are well managed and maintained.

The following reference documents are provided for guiding design principles:

Creating Places for People



Making Places for Girls



Healthy Active by Design



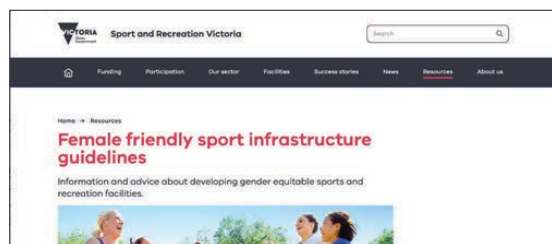
Crime Prevention through Environmental Design



Universal Design Principles



Female Friendly Sports Infrastructure Design Guidelines.



> Design Standards

The sports facilities hierarchy and design standards will guide the delivery of a network of **sports facilities** that is accessible to all people across the City of Ballarat and inform developments within the growth areas of the City of Ballarat.

Outdoor Sports Facilities

Table 7: Outdoor Sports Facilities Hierarchy and Design Standards

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
Local	<ul style="list-style-type: none"> Local sport and recreation competition providing for junior to senior players. Supports one to two sports. 	<ul style="list-style-type: none"> Primary catchment area is a 10-minute driving time and within 800m walking distance. Not to be provided on encumbered land. Generally, provide 1ha - 5ha providing for 2 senior rectangular fields/ 1 oval overlay with basic drainage and irrigation and one multi-sport court May also provide informal social recreation spaces such as kick about space, full-sized hard court for multiple uses, climbing walls, skate park, BMX/pump track. Local sport is centralised to the nearest suburb and not dispersed throughout the areas. Sports fields should, where possible, be located on public transport routes, adjacent to schools and/or serviced by shared trails. 	<ul style="list-style-type: none"> Only basic turf quality, drainage and irrigation, unless otherwise required by shared use. Soil based profile. Lighting to recommended Australian Standards for local training only. Basic amenities approx. 375sqm to 475sqm located in a highly visible and central location with universal design. Player and official change rooms, spectator toilets and storage areas. Site fencing to prohibit illegal vehicle access. Fencing to separate player and spectator areas where required and where it does not limit flexible use of spaces. Seated spectator areas. Car parking. Water taps where potable water services are available. Ancillary space offering pleasant landscape setting, seating and shade.
District	<ul style="list-style-type: none"> Local to regional level sport and recreation competition providing for junior to senior players. Supports multiple sports. 	<ul style="list-style-type: none"> Primary catchment area is a 20-minute driving time and within 1600m walking distance. Not to be provided on encumbered land. Generally, provide 5ha - 15ha providing sufficient land to accommodate a core range of competition sports in one major sports reserve (i.e., minimum two playing fields) in addition to support building/clubroom and car park and ancillary space offering pleasant landscape settings for non-sporting recreation opportunities e.g., perimeter path, seating, play opportunities, etc. Multiple playing fields for the one sports code, in addition to support building. Locate on prominent sites central (where possible) to suburb/township and served by an off-road trail and public transport. Co-locate new sporting facilities with new schools, where possible. May also provide informal social recreation spaces such as kick about space, full-sized hard court for multiple uses, climbing walls, skate park, BMX/pump track. Quantity and design considerations are to be fit for purpose for the desired activity. Two multi-use courts configured for netball. Four to six tennis courts with electronic booking system. Mix of outdoor grass and synthetic bowling greens to support year-round use 	<ul style="list-style-type: none"> Playing fields are preferably at the same level and unfenced for flexibility. Irrigated and drained sports playing fields to ensure quality of turf. Minimal sand based profile. Support facilities determined by code and level of competition played. These may include onsite car park, training lights, shared clubroom, kiosk, toilets, shade, shelter and spectator facilities, seating, signage and rubbish collection system. Lighting to recommended Australian Standards for standard of competition. Generally, amenities will be 500+sqm located in a highly visible and central location that is fit for purpose with universal design. They will offer function rooms, player and official change-rooms, first aid room, spectator toilets, canteen and storage areas. Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition. Larger seated spectator areas potentially covered in some areas. Increased consideration to spectator circulation. Car parking and bike racks. Ancillary space offering pleasant landscape setting, seating and shade, water fountains. Provision of score board, in line with City of Ballarat standards

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
Regional	<ul style="list-style-type: none"> Local to elite (top tier) level sport and recreation competition and events. Provides an athlete development pathway. Hosts local finals. Supports single and multiple sports that attract participants, officials and spectators from across the region. 	<ul style="list-style-type: none"> Primary catchment area is a 30-minute travel time. As per district-level provision together with elite-level sports facility requirements. The codes/range of sports provided should be based on ABS participation data, local participation data, and local demand. At a suitable distance depending on the activity from houses, to limit impact from noise, car parking and lights. Prominent site served by public transport, where possible. Possibly provided in association with an indoor centre. Infrastructure generally provided in part by other stakeholders. Fields to meet requirements of district sport facilities and contain a higher level of fit-for-purpose embellishment. Quantity and standards of netball courts to be determined in collaboration with peak netball body, dependent on the regional event content being considered. A minimum of 8 netball courts for centralised competition venues. Consideration to a show court. Six to 12 tennis courts with electronic booking system. Consideration to a show court. Provision of one indoor bowls green for identified regional bowls facility 	<ul style="list-style-type: none"> Higher quality support facilities, playing surfaces able to be enclosed to take a gate. Irrigated and drained sports playing fields to ensure quality of turf. Moderate sand based profile. May include a synthetic or specialised playing field such as hockey field, athletics track, soccer field, turf wickets, etc. Lighting to competition standard recommended Australian Standards for standard of competition. Generally, amenities provided as per district facilities with consideration to administration space, medical room/s and covered spectator seating. Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition. Sealed car parking and bike racks. Scoreboards. Ancillary space offering pleasant landscape setting, seating and shade, water fountains. Electronic scoreboard, in line with City of Ballarat standards.
State/National	<ul style="list-style-type: none"> Elite level sport and recreation competition and high performance/specialist training and events for sport High-performance centres provide world-leading training and administration facilities to develop, attract and retain the best talent among athletes, coaches and support staff across multiple sports. 	<ul style="list-style-type: none"> Regional Facilities provision that is embellished to support high performance State and national level training programs, competitions and events. 	<ul style="list-style-type: none"> Regional facilities quality and design standard that is embellished with specialised facilities to support high-performance State and National level teams and events. Higher quality playing surfaces. Irrigated and drained sports playing fields to ensure quality of turf. High sand based profile. A high-performance centre includes elite-level training facilities, administration centre and education and training rooms for codes and clubs. Access to high technology and connectivity infrastructure that supports entertainment, athlete learning and analysis. Lighting to TV broadcast level recommended Australian Standards for standard of competition. Generally, amenities provided as per regional facilities with consideration to media facilities (elevated platforms and powered spaces), covered grandstands with spectator circulation and elite training/testing facilities. Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition. Sealed car parking and bike racks. Electronic scoreboard.

Indoor Sports Facilities

Table 8: Indoor Sports Facilities Hierarchy and Design Standards

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
Local	<ul style="list-style-type: none"> Local sport and recreation competition providing for junior to senior players. Supports one to two sports. Year-round use 	<ul style="list-style-type: none"> Services multiple suburbs such as a ward boundary. Approximately 15-minutes drive time. 40,000 – 70,000 catchment population Building footprint 4,000-6,000m² Site area (1ha) 	<ul style="list-style-type: none"> 2 indoor courts No show court Courtside seating only Front of house with reception, foyer, first aid room and 2 change rooms, toilets Kiosk and small lounge Merchandise space Car parking Universal access for all community members with consideration to ramps and/ or chair lifts.
District	<ul style="list-style-type: none"> Local to regional level sport and recreation competition providing for junior to senior players. Supports multiple sports. Year-round use 	<ul style="list-style-type: none"> Services the entire local government area. Approximately 30-minutes drive time 70,000 – 100,000 catchment population Building footprint 8,000-10,000m² Site area 1-2ha 	<ul style="list-style-type: none"> 3-4 indoor courts Show court with 500 seats that supports sports team events Courtside seating Front of house with administration, reception, foyer, first aid room/medical rooms and 2-4 change rooms, toilets Kiosk and small lounge Merchandise space Function room Car parking Universal access for all community members with consideration to ramps and/ or chair lifts. Provided in highly visible locations with good vehicular access. Shaded car parking areas and bus drop-off areas. Connected to public transport. Complements other (community/ private) community services/ programs. Provides room for facility expansion with population growth.

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
<p>Regional</p>	<ul style="list-style-type: none"> Local to elite (top tier) level sport and recreation competition and events. Provides an athlete development pathway. Hosts local finals. Hosts Tier 1 and 2 level events including local and regional sports and community events and expos Year-round use 	<ul style="list-style-type: none"> Services multiple local government areas Approximately one-hour drive time. 100,000 – 150,000 catchment population Building footprint 12,000m2+ Site area 2-3ha Located within the largest population catchment. 	<ul style="list-style-type: none"> 5-8 indoor courts Show court on multipurpose courts with 1000+ seats that can support regional sport and entertainment events Courtside seating Front of house with administration, reception, large foyer, first aid room/ medical rooms and 4+ change rooms, toilets Café, bar and large lounge Merchandise space Function room Car parking Universal access for all community members with consideration to ramps and/ or chair lifts. Provided in highly visible locations with good vehicular access. Shaded car parking areas and bus drop-off areas. Connected to public transport. Complements other (community/ private) community services/ programs. Provides room for facility expansion with population growth. Considers co-location opportunities, especially with aquatic and leisure facility, district and regional outdoor sports precincts. Consider outdoor public access courts (eg 3 x 3 courts at BSEC) associated with indoor stadium
<p>State/National</p>	<ul style="list-style-type: none"> Elite level sport and recreation competition and high performance/specialist training and events for sport High-performance centres provide world-leading training and administration facilities to develop, attract and retain the best talent among athletes, coaches and support staff across multiple sports. Hosts Tier 1, 2 and 3 level events including local and regional sports and community events, expos and concerts for Australian and international artists Year-round use 	<ul style="list-style-type: none"> Services multiple local government areas Approximately one-hour drive time. 100,000 - 150,000 catchment population 12,000-15,000m2+ Site area 3-4ha Located within the largest population catchment. 	<ul style="list-style-type: none"> 8+ indoor courts Separate show court / concert arena with 5000+ seats that can support Tier 1 sport and entertainment events Surrounding courtside seating Front of house with administration, reception, large foyer, first aid room/ medical rooms and 4+ change rooms, toilets Café, bar and large lounge Merchandise space Function room Green room Car parking Universal access for all community members with consideration to ramps and/ or chair lifts. Provided in highly visible locations with good vehicular access. Shaded car parking areas and bus drop-off areas. Connected to public transport. Complements other (community/ private) community services/ programs. Provides room for facility expansion with population growth. Considers co-location opportunities, especially with aquatic and leisure facility, district and regional outdoor sports precincts. Considers commercial co-location opportunities.



Active Recreation Hub Design Standards

The active recreation hierarchy and design standards will guide the delivery of a network of active recreation hubs that is accessible to all people across the City of Ballarat and inform developments within the growth areas of the City of Ballarat.

Delivering active recreation hubs across the City of Ballarat is a shift from providing localised active recreation facilities. This shift is already happening showing recent active recreation hub developments at MR Power Park, Mount Pleasant Reserve and Wendouree West Reserve.

This approach will deliver local and district active recreation hubs comprising multiple active recreation facilities within a place that will encourage people to participate in various active recreation activities and intergenerational play and social engagement.

Outside of the active recreation hubs, the focus will be on providing local opportunities for physical activity such as walking and cycling. This might include the augmentation of popular walking routes with outdoor fitness equipment where appropriate. An example of this is provided at Lake Wendouree.

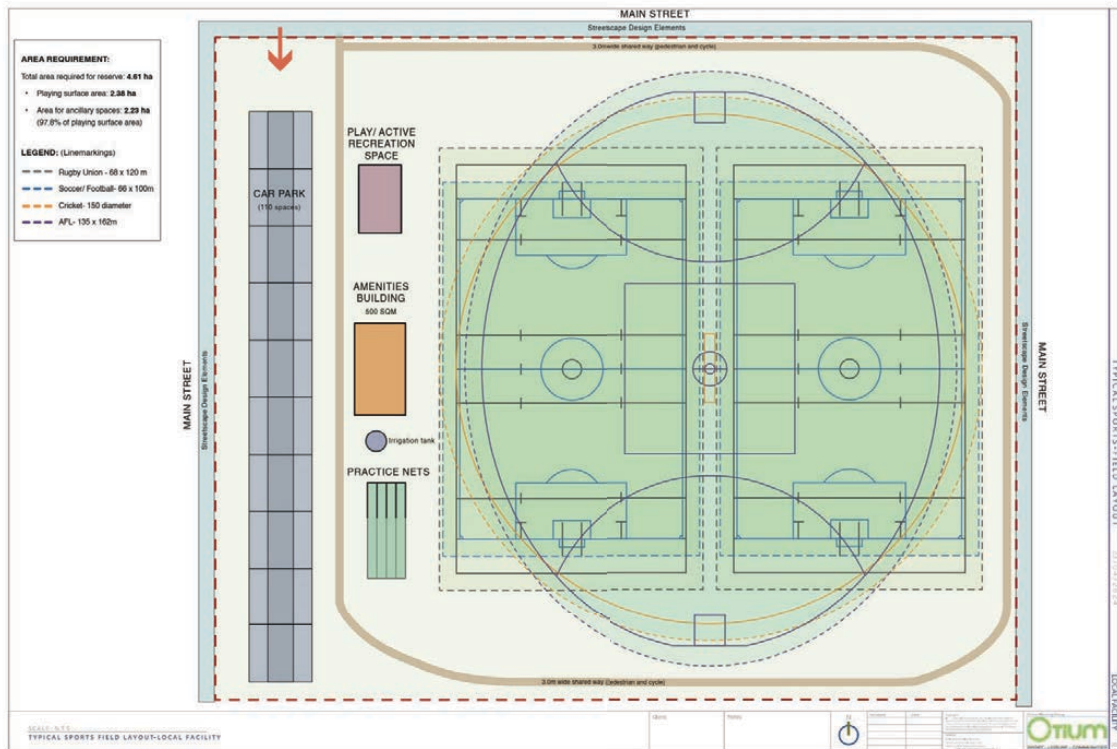
Table 9: Active Recreation Hubs Hierarchy and Design Standards

	District Hub	Local Hub
Catchment / Accessibility	<ul style="list-style-type: none"> • 15-minute travel time • Approx. 5-7km from most residents 	<ul style="list-style-type: none"> • 10-minute travel time • Approx. 3-5km from most residents
Facility Components	<ul style="list-style-type: none"> • Four to five active recreation facility components including a key attractor. 	<ul style="list-style-type: none"> • Two to three active recreation facility components • Or one key attractor (skate park)
Location and Settings	<ul style="list-style-type: none"> • Regional Parks • District Parks 	<ul style="list-style-type: none"> • Local Parks (where space permits) • Sportsgrounds
Provision Considerations	<ul style="list-style-type: none"> • Attracts residents from across the planning catchment. • Scale and level of embellishment to consider population catchment. • Consideration to capacity of existing public open space and supporting infrastructure to support high visitation numbers and longer length of visitation. • Closely aligned to public and active transport links wherever possible. 	<ul style="list-style-type: none"> • Attract residents from multiple suburbs / within and across the planning catchment. • Scale and level of embellishment to consider population catchment. • Connected to local pathway network where possible. • Consider co-location opportunities with play and sport infrastructure to leverage supporting infrastructure such as amenities, lighting and parking. • Closely aligned to public and active transport links wherever possible.
Supporting Infrastructure	<ul style="list-style-type: none"> • Shade and seating • Off-street parking • Drinking station • Toilets • Bike racks • Event support infrastructure 	<ul style="list-style-type: none"> • Shade and seating • Off-street parking • Drinking station • Access to toilets • Bike racks

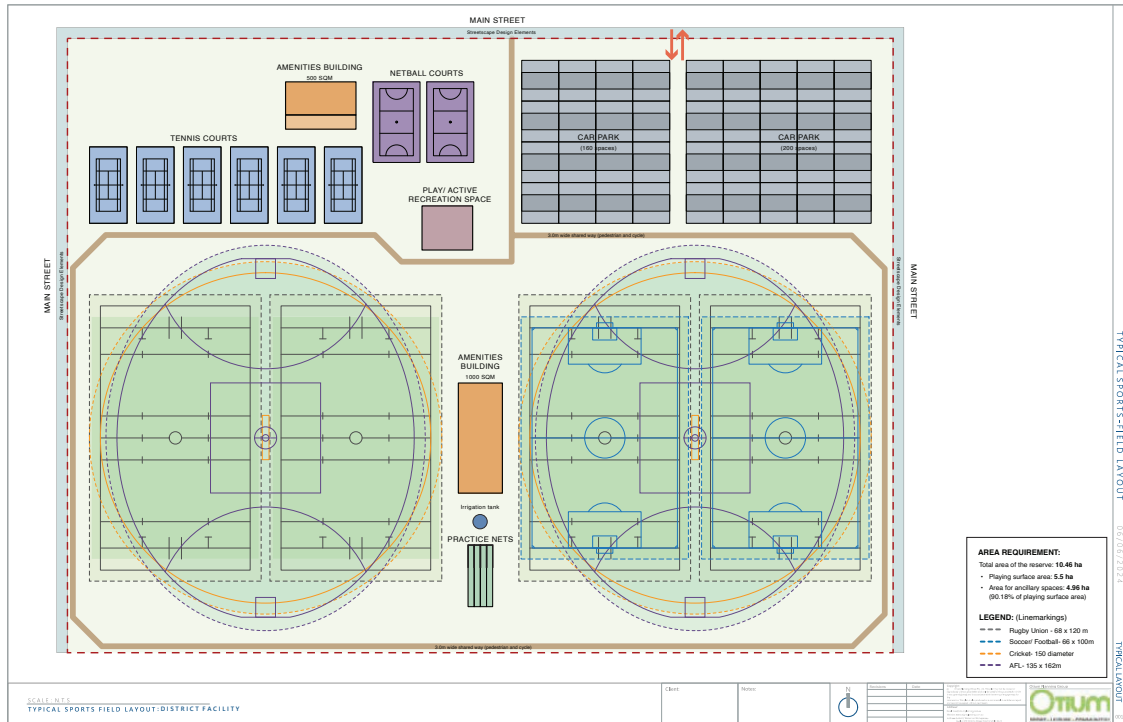
> Typical Sports Facility Layouts

The typical sports facility layouts will help inform provision and design requirements of new growth area active open spaces.

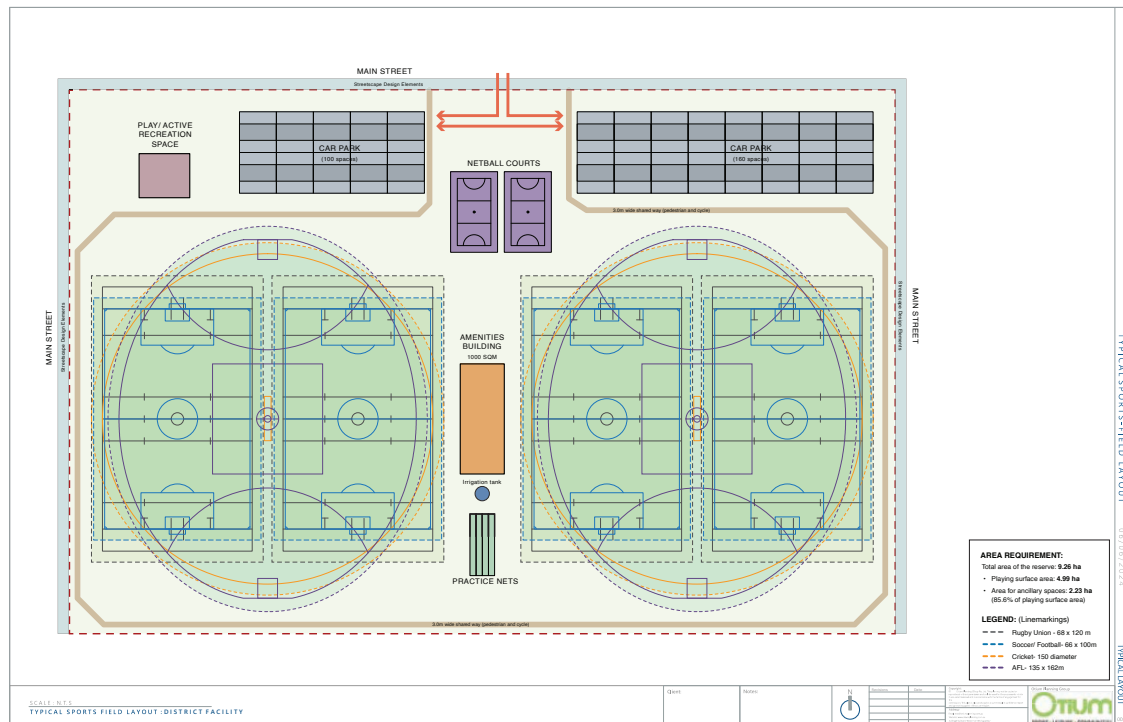
Local Typical Layout



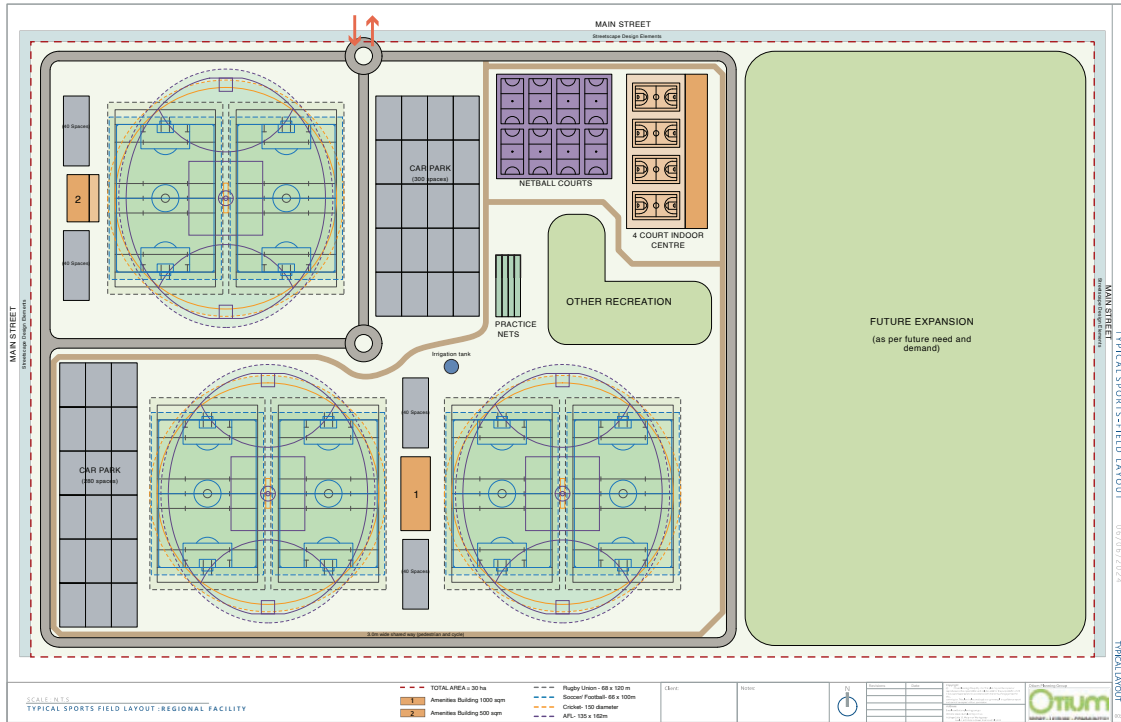
District Typical Layout A



District Typical Layout B



Regional Typical Layout





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8.3. AGEING WELL STRATEGY IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Cathy Bushell – Team Leader–Sector Development, Ageing Well Services

PURPOSE

1. The purpose of this report is to:
 - a. Update Council on progress made against actions in the 2022-2024 Action Plan to guide implementation of the Ageing Well in Ballarat Strategy 2022-2026.
 - b. Seek endorsement of the 2024-2026 Action Plan.

BACKGROUND

2. The Ageing Well in Ballarat Strategy 2022-2026 (the Strategy) was adopted by Council in October 2022. The Strategy lays out the vision and priorities for Ballarat as an age friendly community, where people feel valued, connected, included, and respected, and feel confident to participate fully in life however they choose.
3. The Strategy has been developed with consideration of best practice in Australia and internationally, the evolving Commonwealth government aged care reform agenda, as well as the World Health Organisation's (WHO) focus on creating age friendly communities.
4. It has been developed with a strong focus on our residents and their feedback. It is closely aligned with City of Ballarat's *Health and Wellbeing Plan 2021- 2031, Inclusion Framework 2022-2026*, and reflects City of Ballarat's commitment to a healthy, connected, and inclusive community as articulated in the *Council Plan 2021 – 2025*. It is also closely linked with several other current plans and strategies across the City of Ballarat which share priorities and action areas.
5. The strategy includes eight areas of focus based on the WHO age friendly domains. An additional focus area has been added which is focused on Leadership and Advocacy. Goals and key priority areas have been developed based on the community feedback, needs and aspirations.
6. The Strategy includes an Action Plan which is developed every 2 years. As this is Council's first strategy based around the WHO framework, this approach allows time to review and amend to ensure work remains relevant and can be adapted as needed following a continuous improvement approach.

KEY MATTERS

7. Actions in the first two years of the strategy have been focused on foundational activities to establish a solid base for future work.
8. The 2022-2024 Action Plan includes 63 actions which were to be completed by 30 June 2024, with several ongoing actions for the Strategy's life. Of the 63 actions, 53 are complete (84%), 8 are in progress (13%) and 2 are not yet started (3%).

9. A summary of actions is provided at Attachment 1 and the full implementation report is provided at Attachment 2.
10. Notable achievements include:
 - a. Implemented a new Ageing Well services model from 1 July 2023 which included establishing a new team.
 - b. Introduced a new Community Connector service to help older residents navigate the services and supports they need to age well. This included over 1300 interactions in 2023-24.
 - c. Implemented a new social activities program for residents 55 years and over focused, including a variety of exercise-based activities and social activities with 2725 participants between August 2023 and June 2024.
 - d. Delivered a successful Seniors Festival in October 2023 in partnership with community groups. Over 3400 people attended 37 events across the month. This included the first Get Connected Expo to launch Seniors Festival, which proved very popular.
 - e. Delivered the 2023 Seniors Awards which celebrates the volunteer contribution of older residents in Ballarat. The deserving 2023 award winners captured the attention of local and national media.
 - f. Introduced Ageing Well services monthly news (email and hard copy) to keep residents informed of program and activities.
 - g. Introduced community education program including information sessions and presentations focused on areas of transport, housing, financial wellbeing and navigating aged care services in the community.
 - h. A strong focus on tackling ageism by sharing EveryAGE Counts campaign, partnering to deliver Every Age Matters roadshow in the community and delivering and supporting several intergenerational activities across the year to promote respect and connection across all ages.
11. A draft Action Plan has been developed for the last 2 years of the Strategy to cover the 2024-26 financial years. Many of the actions are ongoing over the life of the Strategy. It includes a small number of actions carried over from the previous period and some new actions areas to build on work undertaken in 2022-2024. It is provided for review and endorsement at Attachment 3.
12. Planning and engagement for the next strategy period will commence in mid-2025, halfway through this Action Plan period.

OFFICER RECOMMENDATION

13. That Council:

13.1 Receive and note the work undertaken from October 2022 – June 2024 to implement the Ageing Well in Ballarat Strategy 2022-2026.

13.2 Endorse Ageing Well in Ballarat Strategy 2024-2026 Action Plan.

ATTACHMENTS

1. Governance Review [**8.3.1** - 3 pages]
2. Att 1 - AWIBS - Summary of achievements 2022-2024 [**8.3.2** - 9 pages]
3. Att 2 - AWIBS - Implementation report 2022-24 [**8.3.3** - 7 pages]
4. Att 3 - AWIBS - Draft ACTION PLAN 2024-26 [**8.3.4** - 18 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Ageing Well in Ballarat strategy is closely aligned with City of Ballarat's Health and Wellbeing Plan 2021- 2031 including shared principles of equity, inclusion, accessibility, participation and collaboration. It reflects the City of Ballarat's commitment to a healthy, connected and inclusive community as articulated in the Council Plan 2021 – 2025.
2. The Ageing Well in Ballarat Strategy 2022-2026 is closely linked to other current and evolving plans and strategies across the City of Ballarat which share priorities and action areas including, but not limited to, the Disability Access and Inclusion Plan, the LGBTIQ+ Inclusion plan, the Intercultural City Plan, the Municipal Early Years Plan, the Youth Strategy, Libraries and Learning Strategy, Community Infrastructure Plan, the Ballarat Integrated Transport Plan and the Housing Strategy.

COMMUNITY IMPACT

3. The Ageing Well in Ballarat Strategy 2022-2026 presents a vision for our future for Ballarat to be an age-friendly community where people feel valued, connected, included, and respected and feel confident to participate fully in life however they choose.
4. While the strategy is focused on residents aged 55 years and over, an age-friendly city or community is health promoting and designed for diversity, inclusion, and cohesion, including across all ages and capacities.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. There are no climate emergency and environmental sustainability implications in regard to this strategy.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. There are no economic sustainability implications in regard to this strategy.

FINANCIAL IMPLICATIONS

7. Delivery of this plan is predominately through approved budgets with a small number of actions that are subject to business cases through internal City of Ballarat processes.

LEGAL AND RISK CONSIDERATIONS

8. There are no identified unacceptable risks contained within this strategy currently. Into the future, all risks will be considered before any additional product or activity is either purchased or planned.

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HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

10. The community consultation process for the Ageing Well in Ballarat Strategy started in 2018 with the *Growing Older Well in Ballarat* consultation which included a survey and focus groups with community members and local service providers. Response rates were high and strong themes emerged around what is needed to age well in Ballarat.
11. Further community consultation was undertaken in 2022 to ensure the key themes were still relevant. Specific ageing well questions were included as part of the *Inclusive Ballarat consultation* in April and May 2022. *The Future Direction for our Ageing Community: Community Voice* consultation process was undertaken in June - August 2022 and consistent themes emerged about what the priorities and needs of residents are to live and age well in Ballarat.
12. A project reference group comprising representatives from local community groups and relevant community-based organisations was established to provide advice on key issues and guide the development of the strategy. In addition, a comprehensive internal consultation process with relevant teams in City of Ballarat was also undertaken in April 2022.
13. The draft Ageing Well in Ballarat Strategy 2022-2026 and Action Plan was shared via Council's online engagement platform from 25 August 2022 and 21 September 2022 to gain feedback from the community. This included four face-to-face community drop-in consultation sessions.
14. The draft strategy public exhibition and consultation was promoted through local print media as well as via the City of Ballarat website home page and social media and directly to all Ageing Well in Ballarat project reference group members and key stakeholders referenced in the Strategy and Action Plan with further distribution encouraged.
15. The strategy is purposefully reliant on collaboration with the community, including through the establishment of an Age Friendly Ambassadors program, and we are seeking to engage with key stakeholders from both community and government organisations as well as community groups for successful delivery of the identified actions.

GENDER EQUALITY ACT 2020

16. There are gender equality implications identified for the subject of this report. A gender impact assessment was completed when the Ageing Well in Ballarat Strategy 2022-2026 was developed with consideration of the needs of people of different genders, and with a focus on addressing gender inequality and promoting gender equality where applicable.

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

17. 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 (For Contracts Only)

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Ageing Well in Ballarat Strategy 2022-26



Overview

- The Ageing Well in Ballarat Strategy 2022-2026 was adopted by Council at the October 2022 meeting.
- The Strategy was developed with consideration of best practice in Australia and internationally, the evolving Commonwealth government aged care reform agenda and the World Health Organisation's (WHO) focus on creating age friendly communities.
- It lays out the vision and priorities for Ballarat as an age friendly community where people feel valued, connected, included and respected and feel confident to participate fully in life however they choose.
- It has been developed with a strong focus on our residents and their feedback and is closely aligned with City of Ballarat's *Health and Wellbeing Plan 2021- 2031, Inclusion Framework 2022-2026* and reflects City of Ballarat's commitment to a healthy, connected and inclusive community as articulated in the *Council Plan 2021 - 2025*.
- The strategy includes nine areas of focus based on the 8 WHO age friendly domains and an additional focus on Leadership and Advocacy.
- Goals and key priority areas have been developed based on the community feedback, needs and aspirations.
- Since October 2022, the focus has been on foundational activities to establish a solid base for future work.
- The 2022-2024 Action Plan includes 63 actions to be completed by 30 June 2024, with a number of actions that are ongoing for the life of the Strategy. Of the 63 actions, 53 are complete (84%), 8 are in progress (13%) and 2 are not yet started (3%)
- **Key areas of action have included:**
 - A strong focus on social participation and inclusion to reduce loneliness and social isolation.
 - A greater emphasis on intergenerational connection.
 - Greater collaboration with local organisations to increase social connection opportunities and support across the community.
 - Addressing community need for more reliable information sharing and communication.
 - Strengthening key partnerships in and across the community - so we can work together to ensure Ballarat is age friendly for all.
 - A concerted focus on building respect & sharing the EveryAGE Counts campaign which asks us to help end ageism in Australia.
 - Celebrating our older community members and the diversity within our community.

Summary of Key Achievements 2022-2024



FOCUS AREA 1: Places, Spaces & Buildings

Goal:

Our places, spaces and buildings are safe, inclusive, easy to navigate and encourage regular use by people of all ages and abilities.

Key achievements:

- Regular activation of our Seniors Exercise Park at Mt Pleasant with weekly sessions held with community members.
- Contributed to the development of Guidelines, Strategies & Action Plans and Community Infrastructure planning across Council to ensure the needs of older people are considered and included such as:
 - Community Infrastructure Design Guidelines,
 - Housing Strategy,
 - Social and Affordable Housing Action Plan
 - Public Toilet strategy,
 - Ballarat Biodiversity strategy,
 - Open Space strategy,
 - Footpath Construction Strategy
 - Inclusion Guidelines
 - Inclusive Language and Design Guidelines
 - Upgrades at City Oval,
 - New Eastwood Leisure Centre planning, and
 - Sebastopol Community Hub.

Summary of Key Achievements 2022-2024



FOCUS AREA 2: Transport

Goal:

Our city has accessible, affordable, inclusive and relevant transport options that allow people to participate in community life with ease

Key achievements:

- Partnered with Road Safe Central Highlands to deliver a range of community education sessions including 2 Wiser Driver Courses (4 week course), a Safer Driver education session and a Motorised Mobility Device Information session - 60 enrolments over the 4 courses.
- In partnership with CDC, delivered a BusAble session in Ballarat for older Chinese residents to provide bus travel education and information to those with accessibility barriers to empower personal mobility independence - well attended with 34 attendees and positive feedback.
- Developing a Transport Guide for Older Adults to identify transport options available to community.

FOCUS AREA 3: Housing

Goal:

Our city has appropriate, affordable, inclusive and accessible housing options to meet the needs of residents throughout their lives and enables people to age in place.

Key achievements:

- Input provided into Housing Strategy to ensure the needs of older residents are considered. As a result, Housing Strategy outlines Ballarat's local policy considerations which includes Ageing in Place.
- Data profile of older adults in Ballarat developed for internal use which includes demographic data as well as a section on data on housing and homelessness.
- Establishing relationships with Housing for the Aged Action Group (HAAG) and local relevant service providers (CatholicCare, Wintringham, CAFs and Uniting Ballarat).
- Hosted session at Sebastopol Library in March 2024, to raise awareness of HAAG, their services & support they can provide for older people at risk of homelessness - 2 sessions held with community members & City of Ballarat staff.

Summary of Key Achievements 2022-2024



FOCUS AREA 4: Social Participation

Goal:

Our city has a range of inclusive opportunities to encourage people to stay socially connected and participate in the community as they age.

Key achievements:

- Implemented a new Social Activities program for residents 55 years and over focused on a variety of exercise-based activities and social activities including QiGong, Tai Chi, Pilates, Dance and Seniors Exercise Park activations with 2725 participants between August 2023 and June 2024.
- Expansion of regular program locations to include Mount Pleasant, Ballarat East, Brown Hill, Lucas.
- Community activations via Mini Expos at outlying areas such as Buninyong and Learmonth to allow engagement with new Ageing Well Services.
- Delivered a successful Seniors Festival in October 2022 & 2023, in partnership with community groups. In 2023, over 3400 people attended 37 events across the month - 11 of these delivered by City of Ballarat. This included the inaugural Get Connected Expo to launch Seniors Festival which was attended by over 300 residents.
- Continued strong partnerships with teams across council to deliver a range of other programs focused on older adults:
 - Libraries - growing participation rates at monthly movie program which has expanded its focus in 2023-2024 to ensure greater inclusion by partnering with Red Sunset Group (older Chinese residents) and the Ballarat Indian Association to show in language movies.
 - Ballarat Aquatic & Lifestyle Centre (BALC) - ongoing programs with older adult focus such as Active Ageing Cycle, Active Ageing Gymnastics, Gently Active, Warm Water basics and Warm Water workout. Higher levels of engagement are reported in classes for members aged 65-74 and 75-84 compared with general members.
 - LGBTI Inclusion - Engagement and collaboration for events and activities within 2023 Seniors Festival & Pride Month collaborations.

Summary of Key Achievements 2022-2024



FOCUS AREA 5:

Respect and Social Inclusion

Goal:

Our ageing community feel valued, respected and included and the community benefits from their contribution

Key achievements:

- Delivered the 2022 & 2023 Seniors Awards which celebrates the volunteer contribution of older residents in Ballarat. The deserving award winners captured the attention of local and national media.
- In March 2022, Council passed a resolution to become an organisational member of EveryAGE Counts to stand for a world without ageism where all people of all ages are valued and respected - www.everyagecounts.org.au
- Strong focus on tackling ageism by sharing EveryAGE Counts campaign, annual events held to raise awareness and campaign shared widely within City of Ballarat and in the community, partnering with Ballarat Community Health and Ballarat & Grampians Community Legal Service to deliver Every Age Matters roadshow in the community.
- Delivering and supporting several intergenerational activities across the year to promote respect and connection across all ages including:
 - Annual Tackling ageism writing/creative competition for school age students.
 - Annual Ageism Awareness Day and collaboration with Children's Week activities including Intergenerational Games events, All Ages Storytime and Ageless Playgroup session.
 - Youth program collaborations - Visit with aged care residents on International Day of Happiness and cooking workshops with CWA.
- Strengthening relationships, and partnerships including growing collaborations with community groups to ensure greater inclusion of our older adults & celebrating the diversity in our community in everything we do.

Summary of Key Achievements 2022-2024



FOCUS AREA 6: Civic Participation & Employment

Goal:

Our ageing community are empowered to share their views, are actively engaged in the community through employment, volunteering opportunities, and involvement in community groups and are encouraged to participate in council decision making processes as they choose.

Key achievements:

- Provided advice and support to teams across Council with their community engagement activities to ensure older adults are considered and included.
- Through a Strategic Partnership with the Ballarat East Neighbourhood House (BENH), one-on-one governance support and free training sessions for community groups has been delivered both online and in person, including a program exclusively designed for Senior Citizens Clubs.
- Continuing partnership with Libraries to host programs and activities focused on older adults including:
 - sessions on financial wellbeing for older people, accessing affordable housing and preparing for retirement.
 - strong focus on digital literacies and online safety for older adults via a range of initiatives through the Library Tech Cafe and outreach program delivered in Lucas Hub including Be Connected program & sessions focused on Snap Send and Solve app, My digital library, Understanding Tech Terminology, Fun with robotics and virtual reality.
 - Information literacy sessions focused on how to recognise good information from bad (supporting Media Literacy Week), Scam Watch and reading URLs and a Civic literacy focus with an information session held on demystifying the referendum process.

Summary of Key Achievements 2022-2024



FOCUS AREA 7: Communication and Information

Goal:

Our ageing community can easily access information and advice they need to age well, stay informed and connect with the community

Key achievements:

- New Ageing Well in Ballarat webpage established on Council website including information on program, services and supports.
- Participated in the internal Community Directory reference group for procurement and development of digital platform for community. Community groups/clubs and organisations will be invited to register information on the public Community Directory once established.
- Developed an internal Community Directory comprising of 170 entries (with permissions) for use by Ageing Well Services staff supporting community enquiries.
- Introduced Ageing Well Services monthly news (email and hard copy) to keep residents informed of program, events and Ageing Well initiatives in Ballarat which has grown to 952 subscribers since it was introduced in February 2024 - 81.5% have opted for digital and 18.5% have requested a hard copy edition.
- Introduced community education program including information sessions and presentations focused on areas of transport, housing, financial wellbeing and navigating aged care services in the community.
- Developing a Transport Guide for Older Adults to identify transport options available across Ballarat.

Summary of Key Achievements 2022-2024



FOCUS AREA 8: Community Support & Health Services

Goal:

Ballarat has appropriate community support and health services to assist residents as they need throughout their lives.

Key achievements:

- Worked closely with new Commonwealth Home Support Program (CHSP) funded agencies to transition City of Ballarat clients to new providers by 30 June 2023.
- Introduced a new Community Connector Service to help older residents navigate the services and supports they need to age well. This included over 1300 interactions in 2023-2024 including home visit, phone, email, drop in and outreach support.
- Successfully tendered for continuation of Regional Assessment Service to ensure continuity of service to the Ballarat community, in particular, vulnerable older community members seeking access to My Aged Care services.
- Strong advocacy focus to advocate for the best outcomes for residents during ongoing Commonwealth aged care reforms including:
 - Regional Assessment Service (RAS) and Community Connections staff supporting individuals to connect with supports and services they need, including avenues for specialised advocacy and to complaints processes as needed.
 - Strengthening our collective advocacy focus with Ageing Well Services team members attending regular Commonwealth and State government meetings, Aged Care network meetings, MAV meetings and LGA meetings regionally and state-based to stay up to date with reforms and other areas of interest and to advocate for residents as required.

Summary of Key Achievements 2022-2024



FOCUS AREA 9: Leadership & Advocacy

Goal:

Our council is committed to becoming an age friendly city by leading and advocating for our community to enable positive and healthy ageing for all.

Key achievements:

- A set of Age Friendly Indicators for Ballarat has been developed with assistance from experts in the field and in consultation with older residents in Ballarat and relevant teams across Council.
- Developed a Ballarat LGA Older Adults data profile (55 years and over) to guide evidence-based practice.
- Contributed to the development of strategies, policies, and advocacy across the organisation to ensure the needs of our older population are represented.
- Local Age Friendly Partnership Network established to share current issues, priorities and ideas to foster collaboration. Ageing Well Services team leads the network currently comprising representatives from Hepburn Shire, Moorabool Shire, Golden Plains Shire, Pyrenees Shire, and Macedon Ranges Shire.
- Application seeking membership of the Global Network for Age Friendly Cities and Communities sent to the World Health Organisation in May 2024 for their consideration. This included a signed letter of commitment from Mayor and CEO.

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FOCUS AREA	Priorities	Action	Performance Measure	22/23	23/24	Leading Teams	Key Stakeholders	Status (complete, in progress, not yet started)	Description of work undertaken	
FOCUS AREA 1 Places, Spaces and Buildings	1.1 Plan, design, improve and maintain our spaces, places and buildings to secure universal access for all our residents and celebrate people of all ages and abilities	1.1.1 Develop a range of resources to support age friendly and dementia friendly assessment and approaches in our spaces, places and buildings.	Resources developed	x		Ageing Well	Dementia Australia, Bigger Hearts Dementia Alliance Ballarat, Diversity Access Equity and Inclusion Reference Group, Engaged Communities, City Design, Infrastructure, Operations, Major Projects, Recreation Services, Property & Facilities Management	complete	<ul style="list-style-type: none"> Research undertaken and resources collated to inform the development of resources for internal use. Draft resources developed. This work has informed input into council strategies and action plans including Community Infrastructure Design Guidelines, Housing Strategy, Public Toilet strategy, Biodiversity strategy, Open Space strategy, Footpath strategy, and through participation on Infrastructure project working groups including upgrades at City Oval, new Eastwood Leisure Centre planning, and Sebastopol Community Hub. 	
FOCUS AREA 1 Places, Spaces and Buildings		1.1.2 Contribute to the development of a universal design policy to inform the inclusive implementation of City of Ballarat policies, programs and services and to ensure the needs of our ageing community are represented	Attended working group meetings. Input to policy provided. Needs of the ageing community are visible in the policy		x		Engaged Communities	Diversity Access Equity and Inclusion Reference Group, Ageing Well, City Design, Infrastructure, Operations, Major Projects, Recreation Services, Property and Facilities Management, Family Youth & Children's Services.	in progress	<ul style="list-style-type: none"> Regular attendance at the Inclusive Ballarat Reference Group Meetings. Inclusion Guidelines developed for internal use. Information relating to Universal Design and being Age Friendly including key principles underpinning them, have been included to guide implementation of these guidelines. Other associated inclusion documents, both completed and in development, have been referred to within the Inclusion Guidelines. These include: <ul style="list-style-type: none"> Inclusive Language and Design Guidelines (draft) Inclusive Community Infrastructure Guidelines (completed) Inclusive Engagement Guidelines (in development) Inclusive Events Checklist (piloting) Organisational Language Services Policy (draft) Gender Impact Assessment SharePoint page (ongoing) Inclusive Ballarat SharePoint page (in development)
FOCUS AREA 1 Places, Spaces and Buildings	1.2 Collaborate with our community so that people feel welcome and safe and have equitable access to our city's places, spaces and buildings.	1.2.1 Partner with Engaged Communities and local organisations to host a community forum to explore actual and perceived safety issues experienced by older residents in Ballarat	Forum held	x		Ageing Well, Engaged Communities	Community groups, Victoria Police, Neighbourhood Houses.	not yet started	<ul style="list-style-type: none"> This action was not completed in this reporting period due to changes in staffing and resources. This action will be included in the following AWBS 2024-26 Action Plan as Community Safety and Wellbeing Officer position will be commencing in 2024-25 who will lead this action. 	
FOCUS AREA 1 Places, Spaces and Buildings	1.3 Encourage community connection in our public spaces and provide the opportunity for all people to enjoy.	1.3.1 Promote the use and benefits of the Seniors Exercise Parks across Ballarat including upskilling health professionals to use the equipment with clients	Regular activities held at park Annual training course for health professionals undertaken	x	x	Ageing Well	ENJOY ambassadors, Community members, National Ageing Research Institute (NARI), Health professionals.	complete	<ul style="list-style-type: none"> Weekly sessions at the Seniors Exercise Park at Mt Pleasant Reserve have been held across 2022-24 with on average 8-10 participants (dependent on weather). Information about the Senior Exercise Park has been sent to local aged care organisations, allied health providers, and to community members via council and other local newsletters encouraging use of the Seniors Exercise Park. Since 2023-24, partnering with NARI on ENJOY MAP research project to increase Allied Health referrals to the park via collaboration with local health services. Project is continuing into 2024-2025. 	
FOCUS AREA 1 Places, Spaces and Buildings		1.3.2 Research viability of additional sites for Seniors Exercise Parks to maximise opportunities and ensure equitable access for our ageing community across the whole municipality	Research undertaken		x	x	Ageing Well	Community members.	complete	<ul style="list-style-type: none"> This is an ongoing priority to encourage equitable access across Ballarat where possible. A second Seniors Exercise Park was installed at MR Power Park in Sebastopol in 2022-23. Further work is being undertaken to improve access to this park including accessible paths. Ongoing consideration for future sites includes co-location in community spaces to ensure people can access easily as well as consideration of criteria including access to toilets, water and resting spaces in close proximity.
FOCUS AREA 2 Transport	2.1 Advocate for improved transport services to resident's independence, mobility and access to services, supports and community life.	2.1.1 Contribute to City of Ballarat's advocacy work seeking a review and overhaul of Ballarat's bus network to ensure the views of our ageing community are included.	Input provided. Community feedback shared		x		Ageing Well, Advocacy & Lobbying	City Design Engaged Communities Youth services Community members	complete	<ul style="list-style-type: none"> Worked closely with City of Ballarat's Advocacy team to contribute to wider advocacy campaign. Residents experiences shared with team including via case studies demonstrating barriers faced by older individuals across Ballarat and through direct engagement. Advocacy campaign shared widely including survey to garner wider community feedback. This is an ongoing area of action.
FOCUS AREA 2 Transport		2.1.2 Continue to explore barriers and solutions, to transport for our ageing community and advocate as needed.	Community feedback collected and shared as needed			x	Ageing Well	Community members	complete	<ul style="list-style-type: none"> In addition to previous community engagement to inform AWBS, regular anecdotal feedback is collected through conversations at community events where residents often highlight transport as a barrier. An analysis of local transport options has been undertaken to enhance Ageing Well Services Team understanding of local transport solutions to inform work priorities and local advocacy needs. Working closely with City of Ballarat Principal Transport Planner to ensure needs of older residents are considered in work across Council including through participation in internal working groups as required. Internal advocacy undertaken through contribution to Integrated Transport Planning and Footpath Strategy.
FOCUS AREA 2 Transport	2.2 Encourage and support our ageing community to use a range of transport options	2.2.1 In partnership with community-based organisations, develop &/or promote resources that provide information about the range of transport options in Ballarat ensuring they are accessible and in other languages as needed	Resources developed and promoted		x		Engaged Communities Ballarat Regional Multicultural Council		in progress	<ul style="list-style-type: none"> A comprehensive Local Transport Guide for older adults is being developed to be released in 2024-25. The Guide will available as an online version and in hard copy. It will also be available in a word format so it can be translated using translation applications used by community members as relevant. Consultation with community organisations occurred as part of the development process.
FOCUS AREA 2 Transport		2.2.2 Partner & facilitate community education sessions for residents focused on transport options including topics such as using public transport, safe driver program, mobility scooter safety practice	Education sessions held			x	Ageing Well	Vic Roads Department of Transport (V/line) Community members - ADD neighbourhood houses - already doing some of this	complete	<ul style="list-style-type: none"> In 2023-24, partnered with Road Safe Central Highlands to deliver a range of community education sessions including 2 Wiser Driver Courses (4 week course), 1 x Safer Driver education session and 1 x Motorised Mobility Device Information session, 60 enrolments over the 4 courses. In partnership with CDC, delivered a Busable session in Ballarat for older Chinese residents (34 attendees), to provide bus travel education and information to those with accessibility barriers to empower personal mobility independence.

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FOCUS AREA	Priorities	Action	Performance Measure	22/23	23/24	Leading Teams	Key Stakeholders	Status (complete, in progress, not yet started)	Description of work undertaken
FOCUS AREA 2 Transport	2.3 Encourage opportunities for innovative and cost-effective community and other transport options	2.3.1 Explore the feasibility of a providing a community transport program for our ageing community members who struggle to use public transport for activities of daily living, and/are socially isolated and experiencing loneliness	Feasibility study undertaken		x	Ageing Well	Community members	in progress	<ul style="list-style-type: none"> Preliminary research undertaken including mapping of existing transport services. Community Transport feasibility study RfQ was released in May 2024. No suitable applications received within allocated budget. Next steps currently under consideration. This action will be extended in 2024-2026 Action Plan.
FOCUS AREA 2 Transport	2.4 Continue to address barriers to access that make it harder for people to move around our city including pedestrian, transport, and driver experiences.	2.4.1 Investigate and promote the new Accessible Parking permit options & assist residents to access the information needed to determine eligibility and to apply.	Permit options researched and promoted	x		Ageing Well	Customer Experience Community members, Regulatory services	complete	<ul style="list-style-type: none"> Ageing Well Services & Customer Service team share information with residents around parking options either via CoB website or Smarter Parking hard copy brochure. There are currently 7044 Active Permits in Ballarat currently. Council processes on average 215 Accessible parking permit applications per month and receives on average 1380 phoned based enquiries about parking permits annually.
FOCUS AREA 2 Transport		2.4.2 Continue to explore and address the barriers to access based on community feedback from our ageing community and advocate as needed.	Community feedback shared		x	Ageing Well	Community members	complete	<ul style="list-style-type: none"> Regular anecdotal feedback is collected through conversations at community events where residents often highlight transport as a barrier including areas such as footpaths and parking. Contributed to development of draft footpath strategy to ensure needs of older residents considered, including within community engagement approach and development of prioritisation criteria.
FOCUS AREA 3 Housing	3.1 Advocate for housing diversity to ensure appropriate and affordable housing as older residents' lifestyle and needs change so that residents can age in place, in their home	3.1.1 Explore existing & emerging housing needs of our older residents through further data analysis to increase understanding of community needs	Research undertaken and shared	x	x	Ageing Well Health and Social Planning	Strategic Planning	complete	<ul style="list-style-type: none"> Data profile of Older adults in Ballarat developed for internal use which includes demographic data as well as a section on data on housing and homelessness. Establishing relationship with Housing for the Aged Action Group (HAAG) and local relevant service providers (CatholicCare, Wirringham, CAFs and Uniting). Hosted session at Sebastopol Library in March 2024, to raise awareness of HAAG, their services & support they can provide for older people at risk of homelessness focus - 2 sessions held with community members & CoB staff.
FOCUS AREA 3 Housing		3.1.2 Contribute to the development of the Ballarat Housing Strategy to ensure the needs of our older residents are considered	Input provided	x	x	Ageing Well, Strategic Planning	Development Industry, Affordable housing providers, DELWP, COB Health and Social Planning Community members	complete	<ul style="list-style-type: none"> Input provided into Housing Strategy to ensure the needs of older resident are considered. As a result, Housing Strategy outlines Ballarat's local policy considerations which includes Ageing in Place.
FOCUS AREA 3 Housing		3.1.3 Advocate for inclusion of safe social housing options for older women who are homeless or at risk of homelessness	Research undertaken and shared	x	x	Ageing Well Health and Social Planning	Social & affordable housing providers, DFFH, Housing support & advocacy agencies	complete	<ul style="list-style-type: none"> Internal advocacy undertaken to ensure consideration of needs of older women in Ballarat. Working closely with Engaged Communities - Health and Social Planning team. Specific action included within new Social and Affordable Housing Action Plan focused on this cohort.
FOCUS AREA 3 Housing	3.2 Improve the quality and diversity of affordable housing	3.2.1 Continue to connect with Strategic Planning team to ensure the needs of our older residents are considered as part of this work.	Meeting held with relevant team to discuss linkages	x	x	Ageing Well Strategic Planning	Engaged Communities	complete	<ul style="list-style-type: none"> Regular meetings held with Health and Social Planning team and Strategic Planning team to ensure shared understanding and areas of connection. Input provided into relevant strategies/actions plans including Housing Strategy and draft Social and Affordable Housing Action Plan. Ongoing advocacy around inclusion of older residents in this work.
FOCUS AREA 4 Social Participation	4.1 Provide, promote and support opportunities for people to participate in accessible, inclusive and affordable social, recreation, lifelong learning and cultural pursuits	4.1.1 Partner with Ballarat Libraries to provide programs and resources across libraries focused on promoting social connections and physical and mental wellbeing and promote programs offered by local organisations	Collaborative programs established and delivered. Community programs promoted	x	x	Community Programs Digital Programs Ageing Well	Library Users Ageing Well clients	complete	<ul style="list-style-type: none"> Regular meetings held between Libraries and Ageing Well teams to plan, develop and deliver programs and activities across 2022-24. Program and Activities delivered include Monthly movie program which has expanded its focus in 23-24 to ensure greater inclusion by showing culturally specific films and movies for significant celebrations such as Pride Month (in collaboration with relevant community groups). Participation has increased in 2023-24 by 35%. Other programs and activities delivered include Book Clubs and Book Chats, Writing Workshops, Author Talks, Reading Parties and Wellbeing activities including bonsai, laughing yoga, turning sleep into wellbeing, wellbeing through storytelling and gardening workshops. In 2023-24, Community Connector outreach sessions commenced fortnightly at Wendouree and Sebastopol Libraries. Staff provide tailored information about local social connection opportunities and navigation assistance with aged and community services. Other local programs are promoted through Ageing Well newsletters and through existing networks to community groups and community newsletters.
FOCUS AREA 4 Social Participation		4.1.2 Continue to contribute to and promote codeigned social connections programs through Ballarat Aquatic and Lifestyle Centre (BALC) that support and improve the health and wellbeing of residents	Program of activities delivered and promoted	x	x	Recreation Services	Ageing Well, Community members	complete	<ul style="list-style-type: none"> In 2022-23, social connections programming at BALC was part of the Commonwealth Home Support Program (CHSP). This included twice weekly Water Walkers program and weekly Back on your bike indoor cycling program, Gentle exercise and an Adult gymnastics class. Programs were promoted via quarterly newsletter & the Social Connections email distribution list. In 2023-24, programs continued without CHSP funding. Current programs offered include Active Ageing Cycle, Active Ageing Gymnastics, Gently Active, Warm Water basics and Warm Water workout. BALC also provides Gold Active Ageing 60+ membership to enable access to classes at reduced rates. Program promoted via BALC and Ageing Well Services team newsletters and community connection service as well as through Seniors Festival (Oct) Come and Try sessions. Around 33% of Gold and Aquatic members are 55 years and over. Regular engagement in classes is higher within the 65-74 and 75-84 age groups compared with general members. Attendance at group programs (without membership) is much higher with most popular classes for 55 years and over being Aqua based classes and Older adult specific strength classes.
FOCUS AREA 4 Social Participation		4.1.3 Explore demand for increased social connection for older members of our LGBTIQ+ community, in partnership with community members	Consultation with community undertaken	x		Ageing Well	LGBTIQ+ Advisory Group, Community members	complete	<ul style="list-style-type: none"> Work closely with CoB LGBTIQ+ Inclusion Officer to connect and collaborate wherever possible to encourage consideration & inclusion of older LGBTIQ+ community at other local LGBTIQ+ events. Connections made with existing Rainbow Coffee group coordinators. Regular community connector attendance at Rainbow Coffee group (approx quarterly). Engagement and collaboration for 2023 Seniors Festival Activities - Silver Rainbow movie at Regent Cinema, Lake Walk hosted by Uncoordinated Queers group, Rainbow Coffee session and Ballarat Rainbow & Allies Craft Group. Pride Month collaborations June 2024 - Pride Movie session at Library / Ageing with Pride Q&A - Information and co-design session with community and Tiny Pride June 2024 (Ageing with Pride Q&A) AWS team attended most activities and events to develop relationships and build trust with community members. This allowed for discussion around issues, barriers and opportunities for future social connection opportunities.

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FOCUS AREA 4 Social Participation		4.1.4 Facilitate and support the development of social activities and programs to reduce social isolation & improve physical activity and mental wellbeing using co-design principles which meet the diverse needs of our community, including by working with local organisations to develop and expand their programs.	Program of activities delivered and promoted. Partnerships established. Social activities developed/expanded and promoted	x	x	Ageing Well	Community members (PLUS comm groups/orgs)	complete	<ul style="list-style-type: none"> In 2022-23, social connections programming was funded through the Commonwealth Home Support Program (CHSP). Program included delivery of monthly movie sessions (Regent), André Rieu concert (Regent), weekly Dance activities (Lucas), Bus trips (S) - visits to Melbourne Aquarium, Lady Northcote Recreation Camp, Garden show, ArtVo and High tea. In 2023-24, new Social Activities program introduced from July 2023 including Weekly Tai Chi, Pilates, Seniors Exercise park sessions, Dance classes, QiGong in the community across Brown Hill, Lucas, Alfreton Learmonth and Buninyong. Bi Monthly Mini Expos being held in outer regions (Buninyong, Learmonth etc) which included Come and try sessions, community connector information, socialisation, consultation and feedback re local ongoing programming. Quarterly bus trips reintroduced with trips to Titanic: Artefact Exhibition in Melbourne and Paris: Impression of Life in 1880 in Bendigo. Programs all experiencing growth, up to 300% participation increase from commencement, average 21 people per session. 2725 attendees at Social Connection activities between Aug 2023 - June 2024 Social Activities program promoted through AWS newsletter and Social Connections email distribution list. General program feedback collected via in person, email, phone for all activities and services adjusted as able.
FOCUS AREA 4 Social Participation	4.2 Facilitate City of Ballarat led and community events and activities that are inclusive, accessible and age friendly.	4.2.1 Host a Seniors Celebration Festival to celebrate our ageing community to encourage social and community connection across generations and acknowledge & celebrate the UN's International Day of Older Persons	Event(s) planned, promoted & held	x	x	Ageing Well	Early Years Youth Arts & Events Communications & Design	complete	<ul style="list-style-type: none"> In October 2022 - 28 events were included in the Seniors Festival program (25 hosted by community groups and 3 by CoB AWS team - Country Concert, Intergenerational Games Day, Tackling Ageism Competition Awards & Intergenerational Storytime). In October 2023 - 37 events in program (26 hosted by community groups and 11 hosted by CoB teams due to increased collaboration across council including Get Connected Expo (launch event), Library movies, BALC Come & Try, Seniors Exercise Park session, Silver rainbow LGBTI+ movie screening, Johnny Cash & June Carter tribute concert, Ageless play (Intergenerational playgroup), Tackling Ageism Competition Awards & All Ages Storytime. Approx 3406 attendees across all activities in October.
FOCUS AREA 4 Social Participation		4.2.2 Contribute to the development of guidelines to ensure that City of Ballarat events are age friendly, inclusive and accessible.	Input provided	x		Engaged Communities, Ageing Well	Diversity Access Equity and Inclusion Working Group Art and Events	complete	<ul style="list-style-type: none"> Collaborated with Inclusion team and advice provided regarding more inclusive event delivery Accessibility information included on the websites for key City of Ballarat events Gender Impact Assessment completed by the Events Team Checklist developed and shared with the Events Team for piloting, feedback and then further refinement during 2024-25.
FOCUS AREA 4 Social Participation	4.3 Create, support and promote opportunities that encourage intergenerational connection	4.3.1 Partner with Early Years and Youth teams to investigate additional opportunities to encourage intergenerational connection	Regular meetings held between teams to discuss opportunities, at least one activity a year held	x	x	Ageing Well Early Years Youth	Community members	complete	<p>Regular meetings held. Activities delivered:</p> <ul style="list-style-type: none"> Intergenerational Games day at Soccer Facility (Ageism Awareness day) Intergenerational Story time Ageless Play session at Robert Clark All Ages Storytime Supported Playgroup visit to Steele Houghton Dementia Unit Raised awareness of weekly Grandparents Play group session Youth Ambassadors - International Day of Happiness - Visit with aged care residents Planning undertaken - CWA/Youth program cooking - Scene Masterclass - delivery in July 2024
FOCUS AREA 4 Social Participation	4.4 Encourage our shared community facilities and settings to be inclusive, welcoming and facilitate social connection in the community	4.4.1 Support existing and emerging community groups, including Senior Citizens Clubs, to enable them to provide opportunities for older residents to be engaged in the community	Request for support considered in a timely manner. Support provided as needed	x	x	Ageing Well	Senior Citizens Clubs, Community Groups	complete	<ul style="list-style-type: none"> Quarterly meetings held with representatives from 8 Senior Citizens Clubs to support clubs with information sharing, capacity building. Governance support - Consumer Affairs Workshop held, Governance education program created in partnership with BEMH Connected & Supported other community groups incl CWA, U3A, Probus clubs, Lucas Community Groups, Heartbeat, Parkinsons support groups 2023 Get Connected Expo - 32 Community groups represented to increase awareness and participation rates/volunteers
FOCUS AREA 5 Respect and Social Inclusion	5.1 Celebrate and acknowledge the contribution that our ageing community have made and will continue to do so	5.1.1 Deliver an annual Seniors Awards program	Awards program promoted Event held	x	x	Ageing Well	Communications and Design, Executive Office	complete	<ul style="list-style-type: none"> Senior of the Year Awards program held annually. 2023 program changed from previous years to include greater numbers of supporters attending. Event was very well received by all attendees.
FOCUS AREA 5 Respect and Social Inclusion		5.1.2 Share residents' achievements & contributions through council communications such as newsletters, social media and Council publications	Articles included in Council communications	x	x	Ageing Well	Internal teams with relevant newsletters eg recreation services, Communications and Design	complete	<ul style="list-style-type: none"> Regular stories and contributions shared. Stories included in Council publication 'Our Ballarat' such as focus on Anne Tudor and her dementia advocacy. Senior of the Years awards - print and tv media coverage of winners, social media posts, re winners, Award program and winners included on CoB website. Currently developing video story of 2023 winners to share widely
FOCUS AREA 5 Respect and Social Inclusion		5.2.1 Seek to become an organisational member of the EveryAge Counts coalition and partner with community-based organisations to raise awareness of ageism and the EveryAge Counts campaign across the community	Applied for membership, Campaign promoted	x	x	Ageing Well	Ballarat Community Health Neighbouring LGAs Neighbourhood Houses	complete	<ul style="list-style-type: none"> In March 2022 - Council resolution passed for CoB to become organisation member of EveryAGE Counts coalition. Campaign promoted annually internally with staff in Staff news and on Ageism Awareness Day (AAD) with staff event - encouraging staff to take the EAC pledge. EAC Campaign materials shared annually on AAD - 7 October on CoB social media, including raising awareness with local MPs. Annual community event/activities held on AAD to raise awareness and showcase EveryAGE Counts campaign

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FOCUS AREA 5 Respect and Social Inclusion	5.2 Raise awareness and the community's capacity and responsibility to respond to issues of ageism	5.2.2 Work with Ballarat Libraries to establish a range of intergenerational programs focused on building respect for people as they age, reducing ageism and elder abuse in the community	Collaborative programs established and delivered	x	x	Libraries and Lifelong Learning Ageing Well	Library Users Community members	complete	<ul style="list-style-type: none"> Regular meetings held between Libraries and Ageing Well teams to plan and develop activities across 2022-24. Held ageism awareness workshop and elder abuse awareness sessions with staff. Annual Tackling ageism writing/creative competition (established in 2022-23) aimed at encouraging school age students to write about (or draw/paint) an older person who has had a positive impact on their lives. Competition was shared widely through school networks, and social media. Annual event held in Seniors Festival/Children's Week (October) to present Tackling ageism awards and host intergenerational Storytime and interactive play activity. Book displays in all libraries focused on celebrating older people in pictures and words for both children's and adult books as well as curated book lists developed in Seniors Festival. Hosted information sessions to empower older adults to understand their rights and prepare for the future including financial literacy sessions with Services Australia and Financial Counselling Vic, digital literacy and education including Scan Watch sessions. Collaborating with Youth Team programs to host a range of intergenerational social connection activities in the library including cooking workshops.
		5.2.3 Contribute to the development of an image library which includes positive and age friendly images and encourage the use of these images across City of Ballarat publications, websites and social media	Increase in use of age friendly images used	x	x	Ageing Well	Communications & Design	complete	<ul style="list-style-type: none"> Work closely with colleagues across Council to encourage using age-positive images in all aspects of council communications and design and shared relevant images. Shared with People and Culture, Community Wellbeing teams and Communications and Design teams. Many images used across promotional materials and in published strategies and on website. Establishing library of pictures of local residents within Ageing Well Services team.
FOCUS AREA 5 Respect and Social Inclusion	5.3 Collaborate with government, key partners and the community to influence change and prevent elder abuse	5.3.1 Partner with community-based organisations to implement and promote initiatives focused on awareness, support services and prevention of elder abuse	Partnerships established joint initiatives developed and promoted	x		Ageing Well	Central Highlands Integrated Family Violence Committee, Ballarat Community Health, Senior Rights Victoria, Ballarat & Gramplains Community Legal Service, Neighbourhood houses	complete	<ul style="list-style-type: none"> 2022-23: Joint project between CoB, Central Highlands Elder Abuse Prevention Network, Neighbourhood Houses, BRMC and Senior Rights Victoria to provide Community Leadership training on elder abuse for community groups and individuals to build local capacity in Ballarat - training sessions promoted and held in Nov 2022, resources shared. World Elder Abuse Awareness Day - June 2024 - hosted CHEAPN for Elder Abuse Awareness and Prevention session for staff. Hosting EverAge Matters roadshow in Senior Citizens Clubs and retirement villages in June/July 2024. Partnership between CHEAPN, BCH, Ballarat and Gramplains Community Legal Service & CoB to raise awareness of ageism, signs of elder abuse, where to go for help, protecting your rights.
FOCUS AREA 5 Respect and Social Inclusion		5.3.2 Continue to be an active member of the Central Highlands Elder Abuse Prevention Network	Attend quarterly network meetings Relevant information shared	x	x	Ageing Well	CH Elder Abuse Prevention Network members	complete	<ul style="list-style-type: none"> COB member of network since inception in 2017. Quarterly network meetings - ongoing representation on network, regularly share information and promote campaigns and activities widely with networks and in the community.
FOCUS AREA 5 Respect and Social Inclusion	5.4 Celebrate the diversity in our ageing community and develop partnerships with community groups and organisations to address barriers faced by members of our community.	5.4.1 Increase awareness of the issues older LGBTI community members experience and promote inclusive practice	Partnerships established Community conversations undertaken	x	x	Ageing Well	LGBTIQ+ Advisory Committee, Community members	complete	<ul style="list-style-type: none"> Hosted Vals Ageing and Aged Care training across teams in Council to encourage inclusive practice (May 2024), well attended by staff. Work closely with colleagues to advocate for inclusion of older LGBTI residents including driving collaboration in Seniors festival programming, consideration of needs of older LGBTI, consider images, inclusive events and activities etc. Ageing with Pride Q&A session held in Pride Month (June) to engage with older community members in the cohort Networking with relevant organisations via Gramplains Diversity & Inclusion CoP, Val's CoP and connection with local orgs
FOCUS AREA 5 Respect and Social Inclusion		5.4.2 Support and raise awareness of dementia friendly initiatives in Ballarat, including support for carers.	Partnerships established Community conversations undertaken	x	x	Ageing Well	Bigger Hearts Dementia Alliance, Dementia Australia, Carer Gateway, local service providers	complete	<ul style="list-style-type: none"> Monthly Bigger Hearts Dementia Alliance (BHDA) meetings attended In-kind support for Sebastopol Library meeting room to be used for some meetings during 2023 & for a carers craft group during 2024 BHDA were successful in receiving a City of Ballarat Community Impact grant, where they provided two forums for people living with dementia and their carers to provide information about what a dementia friendly looks and feels like (May 2024)
FOCUS AREA 5 RESPECT AND SOCIAL INCLUSION	5.4 Celebrate the diversity in our ageing community and develop partnerships with community groups and organisations to address barriers faced by members of our community.	5.4.3 Strengthen relationships with organisations and community groups supporting our culturally, linguistically and religiously diverse residents including our Aboriginal and Torres Strait Islander residents.	Partnerships established Community conversations undertaken	x	x	Ageing Well	Local community-based organisations including but not limited to local cultural associations/groups, BRMC, BADAC, Intercultural Advisory Group, Ballarat Interfaith Network	complete	<ul style="list-style-type: none"> Relationships developing with orgs including BADAC, Wadawurrung Corporation. Establishing relationships with Perridak Gallery including planning for NAIDOC activity focused on over 55s - basket weaving workshop (fully booked) Building connections with CALD communities through partnering with BRMC events & activities including Seniors Festival collaborations, welcome morning tea, tai chi, attending Health & wellbeing programs Seniors disco event hosted by FAAB, in language movies held in libraries with older Chinese community group & Indian association, building connections with cultural dance groups. Running culturally specific programs eg BusAble for older Chinese residents (including in language learning materials, presentation and translator).
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT		6.1.1 Support teams across City of Ballarat to plan for and include our ageing community in their community engagement activities.	Input provided	x	x	Ageing Well	Engaged Communities	complete	<ul style="list-style-type: none"> Any community engagement activities are encouraged to check in with the Ageing Well team to ensure the ageing community have an opportunity to have their say Recent key engagements have demonstrated strong civic engagement from the older residents with high representation. For example 355 (69.2%) of responses on the ourBallarat magazine engagement coming from residents 60 years and over and 281 (40%) of responses for the Open Spaces Strategy coming from people aged over 56. A representative from the Ageing Well Services team sits on the Engagement Champions cohort to provide advice and insight into best practices for engaging with the ageing community.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT	6.2 Support, promote and develop opportunities for older people to access meaningful and paid employment	6.1.2 Promote opportunities for training/education sessions focused on leadership and civic participation to empower our residents to participate in civic life	Training promoted	x	x	Ageing Well, Engaged Communities	Neighbourhood houses, BRMC, local training providers, community groups	complete	<ul style="list-style-type: none"> Through a Strategic Partnership with the Ballarat East Neighbourhood House (BENH), one-on-one governance support and free training sessions for community groups has been delivered both online and in person. Sessions were promoted through BENH and the City of Ballarat email list & offered at various venues, days, and times. In the most recent reporting period (1 July 2023 – 31 December 2023) 103 people attended 12 workshops. Information shared on Council's community engagement opportunities with networks and through pop up community engagement sessions at the Libraries. Information sessions held in Libraries in the lead up to the 2023 referendum.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT		6.2.1 Participate in the review of City of Ballarat HR and workplace policies, procedures, and recruitment processes, to be inclusive of older workers	Input provided	x		People and Culture, Ageing Well	Engaged Communities	complete	<ul style="list-style-type: none"> Internal network established. Participated in monthly meetings with People and Culture. Inclusive Ballarat Working Group representatives provided feedback to People and Culture regarding 7 policies and procedures, with topics including Equal Opportunity, Flexible Work, Leave, Sexual Harassment, Grievance and Complaints, Employee Performance and Work Attire. Inclusive Ballarat sub-working group to further explore improved review processes for policies and procedures to streamline future reviews.

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FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT	6.3 Provide, promote and support opportunities for lifelong learning and skill development	6.3.1 Collaborate with Ballarat Libraries to provide lifelong learning programs and resources to improve skills in adult literacies, digital literacies, financial literacies, health literacies and information literacies.	Regular meetings established Programs and resources provided	x	x	Libraries & Lifelong Learning Ageing Well	Community based & adult education providers, community members, library users	complete	<ul style="list-style-type: none"> Regular meetings held between Libraries and Ageing Well teams to plan and deliver activities across 2022-24. Programs and activities included financial literacy sessions held focused on Financial wellbeing for older people, Accessing affordable housing and Preparing for retirement. Jobs Victoria regularly attended libraries to offer employment advice and services. Strong focus on digital literacies and online safety for older adults via a range of initiatives through the Library Tech Cafe and outreach program delivered in Lucas Hub including Be Connected program & sessions focused on Snap Send and Solve app, My digital library, Understanding Tech Terminology, Fun with robotics and virtual reality. Adult literacy programs included Book Clubs, Book chat, and reading challenges. Range of resources available support a wide range of literacy needs including accessible formats such as large print, audio books, ebooks, easy readers for adults of popular authors. Information literacy sessions focused on how to recognise good information from bad (supporting Media Literacy Week), Scam Watch and reading URLs. Civic literacy focus - information session held on demystifying the referendum process.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT		6.3.2 Promote programs offered within the community including at Neighbourhood Houses, USA and other local organisations providing adult education opportunities	Programs promoted	x	x	Libraries & Lifelong Learning Ageing Well Engaged Communities	Neighbourhood Houses, USA, adult education providers	complete	<ul style="list-style-type: none"> Programs regularly shared and promoted in quarterly Keeping in Touch client newsletter in email and hard copy (2022-2023), to clubs and community groups via Community Wellbeing network emails. Community Connectors share with individuals as relevant. Programs promoted via Seniors Festival Program
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT	6.4 Promote the value and lifetime experience of workers and benefits of an intergenerational workforce	6.4.1 Contribute to the development of a mentorship program in City of Ballarat to connect workers across generations to share experiences and learn from each other.	Input provided, mentorship program developed		x	People and Culture,	Ageing Well	complete	<ul style="list-style-type: none"> Cross Council Mentorship program established in 2024
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT	6.5 Support, promote and develop opportunities for people to engage in volunteering that is relevant to their interests and skillset.	6.5.1 Support the review of the City of Ballarat Volunteering Program to ensure the views and preferences of our residents over 55 years are considered.	Input provided	x		People and Culture	Ageing Well	complete	<ul style="list-style-type: none"> Review of volunteering program undertaken in 2022-23. As a result, Volunteer Coordinator role established within People and Culture and community groups via Community Wellbeing network teams.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT		6.5.2 Develop a volunteering program within Ageing Well team relevant to people's interests and skill sets	Program developed		x	Ageing Well	People and Culture	in progress	<ul style="list-style-type: none"> Initial research and opportunities currently being explored to determine community need and reduce duplication. Maintain regular connection with Ballarat Foundation (peak volunteering group in Central Highlands). Attended Ballarat Volunteer Expo to increase awareness of volunteering opportunities in the region. This action will be extended into 2024-2026 action plan.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT	6.6 Provide a range of opportunities to ensure the voice of our ageing community is heard	6.6.1 Establish an Age Friendly Ambassador program to collaborate on age friendly initiatives across Ballarat and to ensure the community views are heard	Program developed	x		Ageing Well	People and Culture, Community members	in progress	<ul style="list-style-type: none"> Due to staffing and other constraints and competing priorities, this action has not been completed. Initial planning has been undertaken. This action will be included in the 2024-26 Action Plan.
FOCUS AREA 6 CIVIC PARTICIPATION & EMPLOYMENT		6.6.2 Support the establishment of a Community Panel and promote and encourage diverse representation on this group including from our ageing community	Input provided, Panel invitation promoted through networks	x		Engaged Communities	Ageing Communities	not yet started	<ul style="list-style-type: none"> The establishment of a Community Panel has been discussed and is still in the pipeline of works, however, with the Local Government elections coming up and the deliberative engagement work around this including a specific Community Panel, the broader project has been put on hold until mid-2025.
FOCUS AREA 7 COMMUNICATION & INFORMATION	7.1 Provide timely, trusted and relevant information that is easy to access and understand and connects residents to what they are looking for.	7.1.1 Provide a central point of relevant information and links to trusted sources of information on City of Ballarat website	Webpage reviewed and updated	x	x	Communications and Design Ageing Well	Community members	Complete	<ul style="list-style-type: none"> New Ageing Well in Ballarat webpage established on Council website. Focus on directing residents to webpage which includes sign up to regular Ageing Well Services news. Webpage updated regularly to include updated program information and schedule of activities.
FOCUS AREA 7 COMMUNICATION & INFORMATION		7.1.2 Promote the City of Ballarat online community directory and encourage community organisations to update their details and review and update	Directory promoted to community groups	x	x	Customer Experience	Engaged Communities Ageing Well	complete	<ul style="list-style-type: none"> Community groups encourage to update details on existing CoE community directory. New community directory project launching in 2024-2025. Ageing well services team represented on project working group to ensure needs to older residents and community groups are considered and included.
FOCUS AREA 7 COMMUNICATION & INFORMATION	7.2 Communicate and provide information on a regular basis and in a range of formats to enable our community to access it as they choose	7.2.1 Work with Communications and Design team to review current communication channels and formats to enable a greater reach into our ageing community including identifying and implementing accessibility improvements to the City of Ballarat website.	Review undertaken. Website reviewed and updated. Accessibility measures in place.	x		Communications and design	Ageing Well Ageing Community members, Engaged Communities, Disability Advisory Committee	complete	<ul style="list-style-type: none"> Recent inclusion of an accessibility widget that provides numerous options for visitors to the City of Ballarat website to display website content according to their accessibility requirements or preferences. Ongoing auditing of website content to improve use of accessible language and documents. Ongoing projects increasing website usability.
FOCUS AREA 7 COMMUNICATION & INFORMATION		7.2.2 Work with Intercultural team to improve access to information for our culturally and linguistically diverse older residents	Regular meetings held to discuss areas for improvement	x	x	Intercultural Services	Communications and Design Ageing Well Engaged Communities	complete	<ul style="list-style-type: none"> Regular discussion with Intercultural services team to collaborate on activities, programs. Share information on Ageing Well Services program to be shared City of Ballarat website has language translation available for 50 languages. Utilised NAATI translation service for program with older Chinese residents in June 2024 based on advice from Intercultural services team.
FOCUS AREA 7 COMMUNICATION & INFORMATION	7.3 Provide, support and promote programs focused on increasing digital literacy and support and facilitate access to technology where needed	7.3.1 Promote programs and resources available at Ballarat Libraries and within the community focused on developing knowledge and skills in digital literacy	Programs and resources promoted	x	x	Ageing Well	Libraries & Lifelong Learning, neighbourhood houses, BRNC, USA and other local organisations, community members	complete	<ul style="list-style-type: none"> Library digital literacy programs and Neighbourhood House programs promoted widely with Keeping in Touch newsletter and throughout networks (2500-3000 residents), hard copy library What's On Program shared throughout Seniors groups. Library team present at Senior Citizens Club Association Meetings about programs. Programs shared on new Ageing Well in Ballarat webpage, and with individuals via staff encouraging connections
FOCUS AREA 7 COMMUNICATION & INFORMATION	7.4 Promote opportunities that support people to remain active in their local community	7.4.1 Establish a network of residents & local community groups (who connect or are focused on with our ageing community) to share information and ideas to remain active and connected	Network established & promoted, 2 network meetings held/year		x	Ageing Well	Community members, Local community groups & clubs	in progress	<ul style="list-style-type: none"> Due to staffing and other constraints and competing priorities, this action has not been completed. Initial planning has been undertaken. This action will be included in the 2024-26 Action Plan.

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FOCUS AREA 7 COMMUNICATION & INFORMATION	7.5 Strengthen organisational understanding of preferred communication channels that keep older people connected, involved informed and engaged.	7.5.1 Explore preferred communication methods with our ageing community to ensure City of Ballarat is inclusive of all residents.	Research undertaken	x	x	Ageing Well	Community members	complete	<ul style="list-style-type: none"> Feedback from residents highlights that both hard copy, online, phone based and face to face communication is needed to ensure it is inclusive of all residents. New Ageing Well monthly news has been introduced which has grown to 952 subscribers since it was introduced in February 2024 Options are provided for Ageing Well Services news and whilst 81.5% have opted for digital, there are still 18.5% that require a hard copy edition. Customer service data (2023) indicates that younger older cohort (55-64) use either phone or digital options to connect with council (46% & 48% respectively), the higher the age group, the greater the reliance on phone based connection with council rather than digital web based services eg 65-74 (36%, 56%), 75-84 (24%, 67%) and 85+ (18%, 71%). Face to face interactions also increase with the age cohorts - 3%, 5%, 5%, 6% Inclusive communication guidelines for CoB developed in 2024.
FOCUS AREA 7 COMMUNICATION & INFORMATION	7.6 Build individual and community capacity to support informed decision making through providing and promoting information and community education in a range of formats, forums and other appropriate channels	7.6.1 Develop and facilitate a schedule/program of community education sessions, in partnership with City of Ballarat teams and community-based organisations, focused on things such as navigating My Aged Care, work life balance, preparing for retirement, life planning etc.,	Schedule of education sessions developed Sessions delivered	x	x	Ageing Well	Community members	complete	<ul style="list-style-type: none"> Partnering with Library team to collaborate where relevant and to reduce duplication. Community education sessions delivered throughout 2022-2024 focused on transport, housing, ageism awareness, elder abuse prevention, navigating my aged care and a focus on age friendly communities. Information sessions about the new CoB Ageing Well Services model held with BRMC Health and Wellbeing group, Probus clubs, U3A, Senior Citizens Clubs and Parkinsons Support group, and Heartbeat group. Sessions also held with local health service providers UFS and Grampians Health. Implementation of the new Ageing Well Services team including the complementary model of programs and activities for residents 55 yrs and over demonstrates the strong commitment to older residents in Ballarat. Ageing Well Services team advocate for individuals connected or wanting to connect with Commonwealth aged care services as needed through either the Regional Assessment Service team or via the new Community Connector Service. Ageing Well Services team members also attend regular Commonwealth and State government meetings, Aged Care network meetings, MAV meetings and LGA meetings to stay up to date with reforms and other areas of interest and to advocate for residents as required.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES	8.1 Advocate for continuous improvement and further development of local service system, to address identified gaps in services and quality so residents have access to local services that enable them to stay active and maintain their independence	8.1.1 Continue to advocate for the best outcomes for residents during the implementation of the new Commonwealth aged care reforms	Advocacy work undertaken	x		Ageing Well	Community members	complete	<ul style="list-style-type: none"> Completed with commitment to new Ageing Well Services model of programs and activities for residents 55 years and over by Council at November 2022 meeting. This was in addition to support and endorsement of the Ageing Well in Ballarat Strategy in October 2022 which complements the new Ageing Well Service model.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES		8.1.2 Determine a future directions model for our ageing community	Decision made and implemented	x		Ageing Well	Community members	complete	<ul style="list-style-type: none"> Worked closely with the new CHSP funded agencies to transition City of Ballarat CHSP clients to new providers by 30 June 2023. Regular transition meetings held with all new providers and the Commonwealth and My Aged Care team to ensure process was as streamlined as possible for clients. New Community Connector staff members (2023-24) were available to support people needing additional support post 30 June 2023 transition date.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES		8.1.3 Work in partnership with aged care reform service providers to ensure seamless approach to funded supports are achieved for individuals.	Partnerships established	x		Ageing Well	Aged Care Reform service providers Community members	complete	<ul style="list-style-type: none"> Regular transition meetings held with all new providers and the Commonwealth and My Aged Care team to ensure process was as streamlined as possible for clients. New Community Connector staff members (2023-24) were available to support people needing additional support post 30 June 2023 transition date.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES	8.2 Provide information on community supports and services available locally	8.2.1 Provide support as needed to residents to understand and navigate the new Commonwealth Support at Home program transition, through dedicated Council Officers	Support provided	x	x	Ageing Well	Community members	complete	<ul style="list-style-type: none"> Community Voice engagement process ran from June to August 2022 which provided education of the Aged Care Reforms. Transition process supported 'Choice and Control' methodology for clients selecting new providers when transitioning. From 1 July 2023, a new Community Connector established to provide information and support to help residents navigate the services and support they need. Community Connector Support officers responded to resident queries and assist with troubleshooting service provision. Vulnerable clients identified and prioritised in initial transition to new service provider. Letters sent to over 2000 previous clients on 2 occasions post transition to advise of navigation support available. Over 1300 interactions completed in 2023-24 including home visit, phone, email, drop in and outreach support.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES		8.2.2 Contribute to the Intercultural Services Directory	Input provided	x	x	Intercultural te	Ageing Well	complete	<ul style="list-style-type: none"> Input provided to Intercultural Services Directory to include references to Commonwealth My Aged Care as well as the new City of Ballarat Ageing Well Service programs and services.
FOCUS AREA 8 COMMUNITY SUPPORT & HEALTH SERVICES	8.3 Actively collaborate at regional, state and national level to address barriers and ensure older people have access to community support and services they need	8.3.1 Work with agencies in Central Highlands region to collectively advocate on behalf of municipal community	Partnerships established	x		Ageing Well	local agencies and service providers, community members	complete	<ul style="list-style-type: none"> Ageing Well Services team members attend regular Commonwealth and State government meetings, Aged Care network meetings, MAV meetings and LGA meetings along with LGA counterparts in Central Highlands region to stay up to date with reforms and other areas of interest and to advocate for residents as required. AWS team established an LGA network in 2023 to connect with neighbouring local government colleagues to share information and collaborate and collectively advocate as needed at network meetings
FOCUS AREA 9 LEADERSHIP & ADVOCACY	9.1 Advocate on behalf of our community to create an age-friendly community to enable positive and healthy ageing for all	9.1.1 Develop age friendly performance measures & undertake baseline assessment to measure progress over time	Measures developed Baseline assessment undertaken	x		Ageing Well	Community members, Council, Engaged Communities	in progress	<ul style="list-style-type: none"> A set of Age Friendly Indicators for Ballarat have been developed with assistance from experts in the field and in consultation with older residents in Ballarat through 3 Focus groups (40 Attendees) as well as relevant City of Ballarat teams (BALC, Events, Cx, Business Improvement). Age friendly conference expression of interest to present on this project later in 2024. Next step is to undertake baseline assessment - an action to be completed in next action plan 2024-2026.
FOCUS AREA 9 LEADERSHIP & ADVOCACY	9.2 Develop and strengthen partnerships and collaboration with other tiers of government, key stakeholders, community-based organisations and facilitate local networks to encourage a collective approach in working towards an age friendly community.	9.2.1 Establish local Age Friendly Partnership Network to enable shared understanding and collaborative effort across agencies in the region	Network established 2 meetings held/year	x	x	Ageing Well	Relevant Community based organisations	complete	<ul style="list-style-type: none"> Ageing Well Services team established & lead a network comprising representatives from Hepburn Shire, Moorabool Shire, Golden Plains Shire, Pyrenees Shire, and Macedon Ranges Shire. Meetings are held quarterly and provide an opportunity to share current issues, priorities, and ideas to foster collaboration. Ageism awareness campaigns shared between Golden Plains Shire and City of Ballarat. Collaboration across October with senior festival events, key contacts and project outcomes shared to enable greater collaboration across LGA borders.
FOCUS AREA 9 LEADERSHIP & ADVOCACY		9.2.2 Apply to become a member of the WHO Global Network for Age Friendly Cities and Communities	Application completed		x	Ageing Well	Community members, Council	complete	<ul style="list-style-type: none"> Application seeking membership of the Global Network for Age Friendly Cities and Communities sent to the World Health Organisation in May 2024 for their consideration. This included signed letter of commitment from Mayor and CEO.
FOCUS AREA 9 LEADERSHIP & ADVOCACY	9.3 Support a whole of organisation approach and apply an age friendly lens over our work to incorporate the needs of our ageing community	9.3.1 Establish internal working group to oversee organisations age friendly approach through the life of the strategy	Working Group established 2 meetings held/year	x	x	Ageing Well	Relevant teams across City of Ballarat	Complete	<ul style="list-style-type: none"> AWS member of Inclusive Ballarat Reference Group - internal working group.











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FOCUS AREA	Priorities	Action	Performance Measure	22/23	23/24	Leading Teams	Key Stakeholders	Status (complete, in progress, not yet started)	Description of work undertaken
FOCUS AREA 9 LEADERSHIP & ADVOCACY	Into everything that it does to ensure an integrated approach.	9.3.2 Embed age friendly approaches across the organisation from the earliest possible stage of planning for engagement, projects and programs including via internal advocacy.	Resources developed &/or shared via EPMD process Advice provided as needed	x	x	Ageing Well	Engaged Communities Enterprise Project Management Office (EPMD)	in progress	• Internal advocacy through input to strategies, action plans and community engagement activities.











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City of Ballarat – Ageing Well in Ballarat Strategy ACTION PLAN 2024–2026







 FOCUS AREA 1: PLACES, SPACES AND BUILDINGS GOAL: OUR PLACES, SPACES AND BUILDINGS ARE SAFE, INCLUSIVE, EASY TO NAVIGATE AND ENCOURAGE REGULAR USE BY PEOPLE OF ALL AGES AND ABILITIES							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
1.1 Plan, design, improve and maintain our spaces, places and buildings to secure universal access for all our residents and celebrate people of all ages and abilities	1.1.1 Finalise resources for internal use and share across the organisation & use these resources to contribute to community infrastructure planning, to encourage age friendly approaches.	<ul style="list-style-type: none"> Resources shared with relevant teams across the organisation. PWG meetings attended, as relevant. Input provided. 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Inclusive Ballarat Reference Group, Engaged Communities, Recreation Services, City Design, Infrastructure, Operations, Major Projects, Property & Facilities
	1.1.2 Promote awareness of age and dementia friendly resources and checklist with community-based organisations.	<ul style="list-style-type: none"> Resources promoted. 	 Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community organisations Bigger Hearts Dementia Alliance Ballarat, Dementia Australia.
1.2 Collaborate with our community so that people feel welcome and safe and have equitable access to our city's places, spaces and buildings	1.2.1 Partner with Engaged Communities and local organisations to host a community forum to explore actual and perceived safety issues experienced by older residents in Ballarat.	<ul style="list-style-type: none"> Forum held 	 Partner  Deliver	2024-2026	Within already approved budget allocation	 Ageing Well  Engaged Communities	Community groups, Victoria Police, Neighbourhood Houses.










PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
1.3 Encourage community connection in our public spaces and provide the opportunity for all people to enjoy	1.3.1 Increase activation and promotion of the Seniors Exercise Parks across Ballarat including through ENJOY ambassadors and upskilling health professionals to use the equipment with community members and clients.	<ul style="list-style-type: none"> Regular activities held at park(s) & promoted. ENJOY ambassadors contribute to activation. Annual training course for health professionals undertaken. 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	ENJOY ambassadors, National Ageing Research Institute (NARI), Health professionals Community Members
	1.3.2 Advocate for additional sites for Seniors Exercise Parks to ensure equitable access for our ageing community across the whole municipality.	<ul style="list-style-type: none"> Research undertaken & sites recommended. 	 Advocate	2024-2026 (ongoing)	Business case to be developed or grant funding sourced.	 Ageing Well	Recreation Services, City Design, Infrastructure, Operations, Major Projects, & Property & Facilities
	1.3.3 Contribute to the update of the Mobility Map for Ballarat and promote useful resources that support people to access public spaces including the National Public Toilet Map.	<ul style="list-style-type: none"> Resources updated and promoted. 	 Partner  Deliver	2024-2026	Within already approved budget allocation	 Ageing Well	Engaged Communities, Property & Facilities Community members












 FOCUS AREA 2: TRANSPORT GOAL: OUR CITY HAS ACCESSIBLE, AFFORDABLE, INCLUSIVE AND RELEVANT TRANSPORT OPTIONS THAT ALLOW PEOPLE TO PARTICIPATE IN COMMUNITY LIFE WITH EASE.							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
2.1 Advocate for improved transport services to resident's independence, mobility and access to services, supports and community life	2.1.1 Contribute to City of Ballarat's advocacy work seeking a review of Ballarat's bus network to ensure the views of our ageing community are included.	<ul style="list-style-type: none"> Input provided. Community feedback shared. 	 Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Advocacy and Lobbying	City Design Engaged Communities Youth services Community members
	2.1.2 Continue to explore barriers to transport services for our ageing community and advocate for transport solutions, as needed.	<ul style="list-style-type: none"> Community feedback collected and shared as needed. 	 Partner  Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community members
2.2 Encourage and support our ageing community to use a range of transport options	2.2.1 Develop a transport information guide for older adults in Ballarat and promote other relevant transport resources as needed.	<ul style="list-style-type: none"> Resources developed and promoted. 	 Partner  Deliver	2024-2025	Within already approved budget allocation	 Ageing Well	Local transport providers, Vic Roads, Department of Transport, Community members
	2.2.2 Partner & facilitate community education sessions for residents focused on transport options including topics such as using public transport, safe driver program, mobility scooter safety practice, safer cycling, and safer pedestrians.	<ul style="list-style-type: none"> Education sessions held 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Road Safe Central Highlands, Vic Roads, Department of Transport Community members














PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
2.3 Encourage opportunities for innovative and cost-effective community and other transport options	2.3.1 Continue to explore the feasibility of an appropriate community transport program for our ageing community members who experience transport disadvantage for activities of daily living, and/or are socially isolated.	<ul style="list-style-type: none"> Feasibility study undertaken 	 Deliver	2023-2024	Business case to be developed	 Ageing Well	Community members.
	2.3.2 Investigate models of innovative, sustainable and cost-effective community and other transport options.	<ul style="list-style-type: none"> Research undertaken. Regular meetings held. 	 Partner	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  City Design	Local transport providers, Community members
2.4 Continue to address barriers to access that make it harder for people to move around our city including pedestrian, transport, and driver experiences.	2.4.1 Contribute to the development of the Integrated Transport and Land Use Strategy to ensure the needs of our older residents are considered and included.	<ul style="list-style-type: none"> Input provided. 	 Partner	2024-2026	Within already approved budget allocation	 Ageing Well  City Design	Local transport providers, Community members
	2.4.2 Continue to explore barriers for older residents and advocate for improved accessibility to support pedestrian movement, cycling and driver experiences.	<ul style="list-style-type: none"> Community feedback collected and shared as needed. 	 Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community members








 FOCUS AREA 3: HOUSING GOAL: OUR CITY HAS APPROPRIATE, AFFORDABLE, INCLUSIVE AND ACCESSIBLE HOUSING OPTIONS TO MEET THE NEEDS OF RESIDENTS THROUGHOUT THEIR LIVES AND ENABLES PEOPLE TO AGE IN PLACE							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
3.1 Advocate for housing diversity to ensure appropriate and affordable housing as older residents' lifestyle and needs change so that residents can age in place, in their home	3.1.1 Explore existing & emerging housing needs of our older residents through further data analysis to increase understanding of community needs and share data, as appropriate.	<ul style="list-style-type: none"> Research undertaken and shared. 	 Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Engaged Communities	Development and Facilitation
	3.1.2 Engage with internal Council business units, community organisations and peak bodies to support housing initiatives and supports relevant to the needs of people over 55 years old.	<ul style="list-style-type: none"> Partnerships developed. Information shared as appropriate 	 Deliver	2024-2026	Within already approved budget allocation	 Ageing Well  Engaged Communities	Development Facilitation, Housing for the Aged Action Group (HAAG), Local service providers specialising in housing, relevant community groups, Community members
	3.1.3 Contribute to 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.	<ul style="list-style-type: none"> Research undertaken and shared 	 Advocate  Partner	2024-2026	Within already approved budget allocation	 Ageing Well  Engaged Communities	Social & affordable housing providers, DFFH, Housing support & advocacy agencies













PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
3.2 Improve the quality and diversity of affordable housing	3.2.1 Support the implementation of relevant actions within the Social and Affordable Housing Action Plan to ensure the needs of our older residents are considered as part of this work.	<ul style="list-style-type: none"> Meeting held with relevant teams to discuss linkages. 	 Advocate	2024-2026	Within already approved budget allocation	 Engaged Communities  Ageing Well	Development Facilitation, Local service providers specialising in housing.
3.3 Support residents to remain independent as they age in pace through encouraging appropriate housing design, sustainable living and access to services and supports.	3.3.1 Facilitate community information sessions for residents and/or share information about housing topics like advocacy, supports, retirement living options, considerations when downsizing, appropriate housing design and sustainable living.	<ul style="list-style-type: none"> Information sourced and shared. 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Engaged Communities, Housing for the Aged Action Group,













 FOCUS AREA 4: SOCIAL PARTICIPATION GOAL: OUR CITY HAS A RANGE OF INCLUSIVE OPPORTUNITIES TO ENCOURAGE PEOPLE TO STAY SOCIALLY CONNECTED AND PARTICIPATE IN THE COMMUNITY AS THEY AGE							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
4.1 Provide, promote and support opportunities for people to participate in accessible, inclusive and affordable social, recreation, lifelong learning and cultural pursuits	4.1.1 Develop, deliver, partner, and promote opportunities for free and/or low-cost social activities and programs across the community that encourage social connection and promote health and wellbeing.	<ul style="list-style-type: none"> • Program of activities delivered and promoted. • Partnerships established. • Social activities developed/ expanded and promoted. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well  Libraries and Lifelong Learning  Recreation Services ART GALLERY OF BALLARAT EUREKA CENTRE BALLARAT	Community members, Neighbourhood Houses, BRMC, U3A and other local organisations
	4.1.2 Continue to explore demand & options for increased social connection for older members of LGBTIQ+ community, in partnership with community members.	<ul style="list-style-type: none"> • Consultation with community undertaken. • Opportunities 	 Deliver	2024-2026	Within already approved budget allocation	 Ageing Well  Engaged Communities	Community members






PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
4.2 Facilitate City of Ballarat led and community events and activities that are inclusive, accessible and age friendly	4.2.1 Celebrate annual Seniors Festival by delivering and supporting a series of community events that encourage social and community connection across generations and recognises the UN's International Day of Older Persons and statewide festival.	<ul style="list-style-type: none"> Event(s) planned, promoted & held 	 Deliver	2024-2026 (Ongoing)	Annual Grant funding from DFFH, Plus, funding within already approved budget allocation	 Ageing Well	Family, Youth & Children's Services, Engaged Communities, Recreation Services, Libraries and Lifelong Learning, Art Gallery, Communications & Design
	4.2.2 Contribute to the ongoing development of resources focused on ensuring that City of Ballarat events are age friendly, inclusive, and accessible.	<ul style="list-style-type: none"> Input provided 	 Deliver	2024-2025	Within already approved budget allocation	 Ageing Well  Engaged Communities	Inclusive Ballarat Art and Events
4.3 Create, support and promote opportunities that encourage intergenerational connection	4.3.1 Partner with Family, Youth and Children's Services and other community-based groups and agencies to promote and deliver activities and/or events that encourage intergenerational connection within our community.	<ul style="list-style-type: none"> Regular meetings held to discuss opportunities. At least one activity/event held each year. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well  Family, Youth and Children's Services	Community groups and organisations, Community members
4.4 Encourage our shared community facilities and settings to be inclusive, welcoming and facilitate social connection in the community	4.4.1 Support existing and emerging community groups, including Senior Citizens Clubs, to enable them to provide opportunities for older residents to be engaged in the community.	<ul style="list-style-type: none"> Requests for support considered in a timely manner. Support provided as needed. 	 Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Senior Citizens Clubs, Community groups.















 FOCUS AREA 5: RESPECT AND SOCIAL INCLUSION GOAL: OUR AGEING COMMUNITY FEEL VALUED, RESPECTED AND INCLUDED AND THE COMMUNITY BENEFITS FROM THEIR CONTRIBUTION							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
5.1 Celebrate and acknowledge the contribution that our ageing community have made and will continue to do so	5.1.1 Deliver an annual Seniors Awards program celebrating and recognising the valuable contributions from our older community members.	<ul style="list-style-type: none"> Awards program promoted. Event held 	 Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Communications and Design, Executive & Civic Services
	5.1.2 Share residents' achievements & contributions through council communications such as newsletters, social media, and publications.	<ul style="list-style-type: none"> Articles included in Council communications. 	 Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	City of Ballarat teams who deliver newsletters to community including Recreation Services Communications & Design
5.2 Raise awareness and the community's capacity and responsibility to respond to issues of ageism	5.2.1 Through partnerships, information and events raise awareness of ageism and the EveryAGE Counts campaign across the community.	<ul style="list-style-type: none"> Awareness raising activities/ events held. Campaign(s) promoted 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Community members Ballarat Community Health Neighbouring LGAs Neighbourhood Houses
	5.2.2 Partner with community-based organisations to deliver activities and programs focused on raising awareness of ageism and building capacity of people to respond.	<ul style="list-style-type: none"> Collaborative activities/ programs established and delivered. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Community based organisations, Community members
	5.2.3 Continue to develop an image library which includes positive and age friendly images and encourage the use of these images across City of Ballarat publications, websites, and social media.	<ul style="list-style-type: none"> Increase in use of age friendly images used. 	 Partner	2024-2026 (Ongoing)	Within already approved budget allocation	 Communications and Design	Ageing Well













PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
5.3 Collaborate with government, key partners and the community to influence change and prevent elder abuse	5.3.1 Partner with community-based organisations to implement and promote initiatives focused on awareness, support services and prevention of elder abuse.	<ul style="list-style-type: none"> Joint initiatives developed and promoted 	 Partner	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Central Highlands Integrated Family Violence Committee, Ballarat Community Health, Senior Rights Victoria, Ballarat & Grampians Community Legal Service, Neighbourhood houses,
	5.3.2 Continue to be an active member of the Central Highlands Elder Abuse Prevention Network	<ul style="list-style-type: none"> Quarterly network meetings attended. Information shared. 	 Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	CH Elder Abuse Prevention Network members
5.4 Celebrate the diversity in our ageing community and develop partnerships with community groups and organisations to address barriers faced by members of our community	5.4.1 Partner with relevant community groups to celebrate the diversity in our ageing community and promote initiatives and inclusive community activities, programs, and events, including for: <ul style="list-style-type: none"> First Nations people Culturally linguistically and religiously diverse older residents LGBTI older residents Dementia friendly initiatives Support for carers 	<ul style="list-style-type: none"> Partnerships established. Initiatives/ program promoted. Community conversations undertaken. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Community members, Local community-based organisations including but not limited to local cultural associations/groups, BRMC, BADAC, Wadawurrung Traditional Owners Aboriginal Corporation, Bigger Hearts Dementia Alliance Ballarat, Dementia Australia, Carers organisations, Ballarat Interfaith Network, Intercultural Advisory Group, Koorie Engagement Action Group, LGBTIQ+ Advisory Committee















 FOCUS AREA 6: CIVIC PARTICIPATION AND EMPLOYMENT GOAL: OUR AGEING COMMUNITY ARE EMPOWERED TO SHARE THEIR VIEWS, ARE ACTIVELY ENGAGED IN THE COMMUNITY THROUGH EMPLOYMENT, VOLUNTEERING OPPORTUNITIES, AND INVOLVEMENT IN COMMUNITY GROUPS AND ARE ENCOURAGED TO PARTICIPATE IN COUNCIL DECISION MAKING PROCESSES AS THEY CHOOSE							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
6.1 Promote the rights and abilities of our ageing community to participate in civic life and support them to do so	6.1.1 Support teams across City of Ballarat to plan for and include our ageing community members in their community engagement activities.	<ul style="list-style-type: none"> Input provided 	 Advocate	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well  Engaged Communities	Relevant teams across City of Ballarat
	6.1.2 Promote opportunities and empower our older residents to participate in civic life.	<ul style="list-style-type: none"> Opportunities promoted. Support provided as needed. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well  Engaged Communities	Neighbourhood houses, BRMC, local training providers, community groups
6.2 Support, promote and develop opportunities for older people to access meaningful and paid employment	6.2.1 Develop partnerships with key stakeholders in Ballarat to promote the value of older workers.	<ul style="list-style-type: none"> Research undertaken. Partnerships explored. 	 Partner  Deliver	2025-2026	Within already approved budget allocation	 Ageing Well  People and Culture	Economic Growth, Commerce Ballarat, local business networks












PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
6.3 Provide, promote and support opportunities for lifelong learning and skill development	6.3.1 Partner, facilitate and promote the availability of community lifelong learning opportunities for older community members to improve skills and knowledge in areas such as transport, navigating services, personal safety, e-safety, digital literacy, housing, health and wellbeing, financial literacy, and civic participation.	<ul style="list-style-type: none"> Programs promoted and delivered. Resources shared. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well  Libraries and Lifelong Learning  Engaged Communities	Community based organisations, community members, Neighbourhood Houses, U3A, adult education providers
6.4 Promote the value and lifetime experience of workers and benefits of an intergenerational workforce	6.4.1 Develop a campaign to profile skills and experience of older people working, volunteering, and participating in the community within the City of Ballarat.	<ul style="list-style-type: none"> Campaign established and promoted within the organisation. 	 Partner  Deliver	2025-2026	Within already approved budget allocation	 Ageing Well  People and Culture	City of Ballarat staff
6.5 Support, promote and develop opportunities for people to engage in volunteering that is relevant to their interests and skillset	6.5.1 Promote volunteering opportunities available within City of Ballarat and the community and encourage and support older residents to volunteer.	<ul style="list-style-type: none"> Volunteering opportunities promoted. Support provided to residents (55+) as needed. 	 Partner  Deliver	2024-2026 (Ongoing)	Within already approved budget allocation	 Ageing Well	Community members









PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
6.6 Provide a range of opportunities to ensure the voice of our ageing community is heard	6.6.1 Establish Ageing Well Ambassador Program to collaborate on age friendly initiatives across Ballarat and to provide a community voice for older community members	<ul style="list-style-type: none"> Program developed 	 Deliver	2025-2026	Within already approved budget allocation	 Ageing Well	Community members, Engaged Communities, relevant teams across City of Ballarat
	6.6.2 Support the establishment of a Community Panel and promote and encourage diverse representation on this group including from our ageing community.	<ul style="list-style-type: none"> Input provided. Panel invitation promoted through networks. 	 Deliver	2025-2026	Within already approved budget allocation	 Ageing Well  Engaged Communities	Community members

 FOCUS AREA 7: COMMUNICATION AND INFORMATION GOAL: OUR AGEING COMMUNITY CAN EASILY ACCESS INFORMATION AND ADVICE THEY NEED TO AGE WELL, STAY INFORMED AND CONNECT WITH THE COMMUNITY.							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
7.1 Provide timely, trusted and relevant information that is easy to access and understand and connects residents to what they are looking for	7.1.1 Continue to provide a central point of relevant information and links to trusted sources of information for residents 55 years and over.	<ul style="list-style-type: none"> Webpage reviewed and updated 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Communications and Design	Community members.
	7.1.2 Promote the City of Ballarat online community directory, encourage community organisations to update their details and review and update.	<ul style="list-style-type: none"> Directory promoted to community groups 	 Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Engaged Communities	Customer Experience, Family, Youth and Children's Services, Recreation Services, Community groups
7.2 Communicate and provide information on a regular basis and in a range of formats to enable our community to access it as they choose	7.2.1 Develop and maintain relevant and reliable information, marketing and promotion platforms that connect, involve, and inform older community members.	<ul style="list-style-type: none"> Communication platforms developed and maintained 	 Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Communications and Design
7.3 Provide, support and promote programs focused on increasing digital literacy and support and facilitate access to technology where needed	7.3.1 Promote programs and resources available at Ballarat Libraries & community-based programs and activities focused on developing knowledge and skills in digital literacy.	<ul style="list-style-type: none"> Programs and resources promoted 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Libraries and Lifelong Learning	Community members Neighbourhood Houses, BRMC, U3A and other local organisations

PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
7.4 Promote opportunities that support people to remain active in their local community	7.4.1 Establish a network of older residents & local community groups focused on our ageing community to share information and ideas to remain active and connected.	<ul style="list-style-type: none"> Network established & promoted. 2 x Network meetings held/ year 	 Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Local community groups & clubs, Community members
	7.4.2 Promote local community groups and deliver an annual event/activity focused on sharing opportunities that encourage social connection and empower older residents to stay active.	<ul style="list-style-type: none"> Programs and resources promoted. Annual event/ activity held 	 Partner  Deliver	2024-2026	Within already approved budget allocation	 Ageing Well	Local community groups & clubs, Community members
7.5 Strengthen organisational understanding of preferred communication channels that keep older people connected, involved informed and engaged	7.5.1 Develop a comprehensive communications plan to engage & communicate with older residents in a range of formats to enable our community to access it as they choose.	<ul style="list-style-type: none"> Research undertaken. Communication plan developed and implemented 	 Deliver	2024-2025	Within already approved budget allocation	 Ageing Well	Communications and Design, Engaged Communities
7.6 Build individual and community capacity to support informed decision making through providing and promoting information and community education in a range of formats, forums and other appropriate channels	7.6.1 Partner & facilitate community education sessions for older community members focused on lifelong learning areas of transport, navigating services, safety, digital technology, housing, health and wellbeing, life transitions, financial literacy, and civic participation.	<ul style="list-style-type: none"> Schedule of education sessions developed. Sessions delivered 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community based & adult education providers, relevant program facilitators community members.
	7.6.2 Develop and promote an Older Adults Guide to Ballarat to build knowledge of local community and social services and supports to help residents make informed decisions to live and age well.	<ul style="list-style-type: none"> Guide developed and promoted 	 Deliver	2024-2025	Within already approved budget allocation	 Ageing Well	Community members

 FOCUS AREA 8: COMMUNITY SUPPORT AND HEALTH SERVICES GOAL: BALLARAT HAS APPROPRIATE COMMUNITY SUPPORT AND HEALTH SERVICES TO ASSIST RESIDENTS AS THEY NEED THROUGHOUT THEIR LIVES.							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
8.1 Advocate for continuous improvement and further development of local service system, to address identified gaps in services and quality so residents have access to local services that enable them to stay active and maintain their independence	8.1.1 Continue to advocate for the best outcomes for residents during the implementation of the new Commonwealth aged care reforms.	<ul style="list-style-type: none"> Advocacy work undertaken 	 Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Commonwealth & State Government, Community members
	8.1.2 Undertake mapping of local health, community aged care and social service providers to increase local knowledge and determine gaps in service delivery.	<ul style="list-style-type: none"> Mapping undertaken 	 Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community members
	8.1.3 Transition the Regional Assessment Services to the ongoing assessment organisation/s as part of Commonwealth aged care reforms.	<ul style="list-style-type: none"> Transition completed. 	 Partner  Deliver	2024-2025	Within already approved budget allocation	 Ageing Well	Aged Care Reform service providers, Community members
8.2 Provide information on community supports and services available locally	8.2.1 Continue providing the Community Connector program that provides support and assistance to community members to navigate My Aged Care, funded programs and community supports.	<ul style="list-style-type: none"> Community Connector program delivered. Individual Support provided as needed. 	 Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community members.
	8.2.2 Plan and deliver an Ageing Well Service Provider Expo Event that engages service providers from the aged care sector and community members to increase knowledge and promote understanding of services and supports available.	<ul style="list-style-type: none"> Expo planned and delivered 	 Deliver	2024-2026	Within already approved budget allocation & ongoing Expos subject to ongoing budget approvals.	 Ageing Well	Local agencies and service providers, Community members
8.3 Actively collaborate at regional, state and national level to address barriers and ensure older people have access to community support and services they need	8.3.1 Build partnerships and relationships across community services sector and work with relevant agencies in Central Highlands region to collectively advocate on behalf of municipal community, as needed.	<ul style="list-style-type: none"> Partnerships established 	 Partner	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Local agencies and service providers, Community members

 FOCUS AREA 9: LEADERSHIP & ADVOCACY GOAL: OUR COUNCIL IS COMMITTED TO BECOMING AN AGE FRIENDLY CITY BY LEADING AND ADVOCATING FOR OUR COMMUNITY TO ENABLE POSITIVE AND HEALTHY AGEING FOR ALL.							
PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
9.1 Advocate on behalf of our community to create an age-friendly community to enable positive and healthy ageing for all	9.1.1 Undertake baseline assessment using City of Ballarat Age Friendly Indicators to measure Ballarat's age friendliness over time, and to inform future strategies.	<ul style="list-style-type: none"> Baseline assessment undertaken 	 Deliver  Advocate	2025-2026	Within already approved budget allocation	 Ageing Well	City of Ballarat, Engaged Communities, Community members
	9.2 Develop and strengthen partnerships and collaboration with other tiers of government, key stakeholders, community-based organisations and facilitate local networks to encourage a collective approach in working towards an age friendly community	9.2.1 Continue to develop the local Age Friendly Partnership Network to enable shared understanding and collaborative effort across agencies in the region.	<ul style="list-style-type: none"> Network established. At least 2 meetings held/year. 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well
9.2.2 Demonstrate commitment & raise awareness of the WHO Age Friendly Cities and Communities framework and initiatives.		<ul style="list-style-type: none"> Raise awareness of the network & the principles of age friendly communities. Share age friendly practices and initiatives. 	 Partner  Deliver  Advocate	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well	Community members, Council, WHO

PRIORITY	ACTIONS	PERFORMANCE MEASURE	COUNCIL'S ROLE	TIMEFRAME	BUDGET	LEADING TEAMS	KEY STAKEHOLDERS
9.3 Support a whole of organisation approach and apply an age friendly lens over our work to incorporate the needs of our ageing community into everything that it does to ensure an integrated approach	9.3.1 Promote the benefits of being an age friendly and dementia friendly business/ organisation and promote resources to support this practice.	<ul style="list-style-type: none"> Resources shared & promoted. Develop local campaign. 	 Partner  Deliver	2025-2026	Within already approved budget allocation	 Ageing Well	Economic Growth, local businesses/ organisations, Commerce Ballarat, local business networks
	9.4.1 Encourage age friendly approaches across the organisation from the earliest possible stage of planning for engagement, projects, programs, and strategies including via internal advocacy.	<ul style="list-style-type: none"> Resources developed &/or shared. Input and/or advice provided as needed 	 Partner  Deliver	2024-2026 (ongoing)	Within already approved budget allocation	 Ageing Well  Engaged Communities  Inclusive Ballarat Reference Group	Relevant teams across City of Ballarat

8.4. LIBRARIES & LEARNING STRATEGY IMPLEMENTATION REPORT

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

PURPOSE

1. The purpose of this report is to provide a second year update on the progress made against actions in the City of Ballarat Libraries and Learning Strategy 2022-2027.

BACKGROUND

2. The strategy was endorsed by Council on 23 February 2022 (R17/22). It was developed in consultation with the community and provides a vision for our libraries considering future growth in Ballarat.
3. The strategy outlines 6 strategic priorities for Ballarat’s public library services, which fall into three categories:
 - a. Reach out:
 - Engage with the Ballarat community to increase library use and service impact.
 - Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion, and wellbeing.
 - b. Branch out:
 - Increase the size, quality, and accessibility of the branch library network.
 - Explore use of alternative models that increase community access to library services.
 - c. Stand out:
 - Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.
 - Demonstrate regional and industry leadership in the provision of community focused public library services.
4. The strategy interlinks with the Council Plan, Health and Wellbeing Plan and other plans and strategies in the Community Wellbeing directorate including the Inclusion Framework and associated plans.
5. The strategy includes 26 actions to be completed across five years. Some actions span the five-year period and others will not be completed until later years.

KEY MATTERS

6. Progress has been detailed in the Library Strategy Second Year Review 2024.

7. Notable achievements in the 23/24 year include:

- 4,915 new members. 2,000 of these joined from March to June of 2024, a direct response to the Ballarat library re-opening.
- The completion of the Ballarat Library refurbishment. The Ballarat library building was completed and handed over to Council in late February and work to reestablish the collection, furniture and services commenced. The library opened in March and was officially opened in May 2024. The public response to the new library has been overwhelmingly positive with approximately 500 people visiting every day of the seven days per week that the library is open.
- The creation of a new Ballarat Libraries website. This site provides online content for library users to access digital collections, online resources, program and general library information. The new website URL is <https://libraries.ballarat.vic.gov.au/>
- Gardening and cooking programs at the Sebastopol community garden in the courtyard of Sebastopol Library. This garden was made possible through State Government 'Jump Start' funding.
- Digitisation and exhibition of the Ballarat Libraries' rare collection of Goldfields era Theatre Royal playbills.
- Hosting and exhibition of 'The Taken' stolen generations exhibition at the Ballarat Library during Reconciliation Week.
- Completion of the libraries' Marketing and Promotions guidelines. These guidelines use a variety of media and communications channels to increase awareness and understanding of the library service. Better marketing and promotions are already bringing impressive results, with our membership increasing by 2,194, from 24,288 (June 2023) to 26,482 (May 2024).
- Increasing digital and online literacy skills featured in many programs offered by the library service including:
 - i. Weekly digital forms and services sessions helping people to access government e-services.
 - ii. Monthly Tech Café introducing participants to a wide range of technologies and run in partnership with NBN Co, Services Australia and other providers.
 - iii. Try One Thing, a hands-on program introducing people to creative technology run in partnership with the Brainerly, Ballarat Hackers Space and others.
 - iv. Multiple Tech Q&A sessions providing one on one digital literacy sessions to help build capacity using handheld devices, computers and using the internet.
- The introduction of LinkedIn Learning – an online platform enabling library users to access thousands of online, self-paced courses in a wide range of digital technologies and skills.

- Collaborative programs and activities involved:
 - i. Author talks in partnership with Ballarat Mechanics Institute and the Wheeler Centre including internationally acclaimed author Dervla McTiernan.
 - ii. Working with the Youth team to host a range of intergenerational social connection activities.
 - iii. Addressing ageism awareness through workshops and writing/creative competitions in conjunction with the Ageing Well team.
 - iv. Working with the Y Ballarat to deliver school holiday programs in libraries.
 - v. Several programs connected with the Sebastopol Library small spaces garden project and Food is Free.
 - vi. Collaboration with Family and Children's services on several programs including a community needs survey which help to establish inclusive storytimes that have been rolled out in all libraries from March 2024.

- 8. 19 of the 26 of actions have been completed this year. The remaining 7 actions are in progress and will be completed within the next year.

OFFICER RECOMMENDATION

9. That Council:

- 9.1 **Receive and note the report on the work undertaken in year two to progress the actions of the City of Ballarat Libraries and Learning Strategy 2022-2027.**

ATTACHMENTS

1. Governance Review [8.4.1 - 2 pages]
2. Attachment A Library Strategy Second Year Review 2024 [8.4.2 - 4 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The City of Ballarat Libraries and Learning Strategy 2022-2027 aligns with the Council Vision, Council Plan. Specifically Goal 2: A healthy, connected, and inclusive community and strategic objective 2.3: Support and improve community learning, health, and wellbeing.
2. The Strategy also interlinks with other plans and strategies in the City of Ballarat strategic framework including:
 - a. 2030 Health and Wellbeing Plan 2021-2031
 - b. Community Infrastructure Plan 2022-2037
 - c. Inclusion Framework 2022-2026
 - d. 10 Year Financial Plan 2021-2031
 - e. Asset Plan 2022-2032
 - f. Municipal Early Years Plan 2022-2026
 - g. Youth Strategy 2022-2026
 - h. Ageing Well Strategy 2022-2026
 - i. Community Engagement Framework
 - j. Intercultural Plan 2022-2026
 - k. Reconciliation Action Plan 2022-2024
 - l. Gender Equality Action Plan 2021-2025
 - m. Disability Access and Inclusion Plan 2022-2026
 - n. Ballarat Creative City Strategy 2019
 - o. Ballarat Heritage Plan 2017-30
 - p. Ballarat West Precinct Structure Plan
 - q. Carbon Neutrality and 100% Renewables Action Plan 2019-2025
 - r. LGBTIQ+ Inclusion Plan 2022-2026

COMMUNITY IMPACT

3. Membership to Ballarat Libraries increased by 4,915 in the past year. 2,000 of these memberships were in the past 3 months and directly related to the opening of the Ballarat library.
4. 779 programs were delivered over the past year attended by 17,865 participants.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. Where possible, the library service provides resources, programs and activities that have minimal environmental impact on materials and energy used.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. There are no known implications identified.

FINANCIAL IMPLICATIONS

7. Any projects or programs identified from the action plan that fall outside the recurrent budget are submitted through the annual budget business case approval process.

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LEGAL AND RISK CONSIDERATIONS

8. No legal and risk considerations have been identified.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

10. The strategy was developed in consultation with the community and provides a vision for a library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services. Ballarat Libraries aim to reduce any barriers to engagement for our entire community and promote equity of access to information, activities, and resources.
11. During the consultation process used for developing the strategy, the City of Ballarat Libraries:
 - a. Conducted an online survey of library users, with more than 500 responses.
 - b. Hosted multiple open community consultation sessions in all three library branches.
 - c. Interviewed current and potential library partners among community, education, human services, and cultural organisations.
 - d. Spoke with Councillors and with library partners within Council business units.
 - e. Workshopped improvement opportunities with library managers and staff
 - f. Connected with other libraries in the Central Highlands Library Network.

GENDER EQUALITY ACT 2020

12. There are gender equality implications identified for this report, and a gender impact assessment was completed for the strategy.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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City of Ballarat Libraries and Learning Strategy 2022-2027					
Action and Implementation Plan Year 2 2023/2024					
Reach Out					
Priority	Action	Year/s	Responsible Team	Status	Key Achievements 2023/2024
Engage with the Ballarat community to increase library use and service impact.	Develop and implement a marketing and promotions strategy which uses a variety of media and communication channels to increase awareness and understanding of available library services.	1 + 2	Library Marketing Library Leadership Media and Communications	Delivered in full	The Marketing and Promotions Guidelines have been completed. The objectives of these guidelines are to: <ul style="list-style-type: none"> • Increase e-news subscribers. • Promote popup library events. • Increase library membership. • Record feedback reported from library users. Additionally, the guidelines will be used to assist with: <ul style="list-style-type: none"> • Engaging non-user groups with library services and programs. • Raising awareness of services and programs among existing library users.
	Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services.	1 + 2	Library Leadership Library Marketing Media and Communications Information Service	Delivered in full	The new Ballarat Libraries website provides online content for library users to access digital collections, online resources, programs and library information. The website URL is https://libraries.ballarat.vic.gov.au/
	Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs.	1 - 5	City of Ballarat Libraries Intercultural Services Youth Services	Delivered in full	Key achievements: <ul style="list-style-type: none"> • Supported BRMC Youth/Homework Club running at Sebastopol Library from Term 4 2023 through 2024. • Worked with Aging Well to deliver a series of CALD movies in a range of languages with English subtitle at Sebastopol Library. • Provided support and facilitators towards Council's combined Aboriginal and Torres Strait Islander Children's Day celebration at the Robert Clark Centre, in collaboration with BADAC (Ballarat and District Aboriginal Cooperative), Parent Place and Supported Playgroups. • We hosted the second year of the Ballarat Regional Multicultural Council's 'New Resident Bus Tour' program at Ballarat Library at Town Hall and also Sebastopol Library. • We worked in collaboration with Ballarat Regional Multicultural Council to present collaborative events for Refugee Week, and to support the multicultural playgroup program. • Little Languages program is now presented at the Djila-tjarri Community Hub weekly. • Meetings were held with BRMC managers to further our collaborative programming and learning opportunities. • Wadawurrung education sessions are held in each school holiday program. • We hosted 'The Taken' photographic exhibition at Ballarat Library during Reconciliation Week to promote understanding and awareness of Stolen Generations experiences. Ballarat library hosted a community event for Sorry Day.
	Conduct two-yearly community surveys and feedback processes to inform, shape and improve the range and quality of the City of Ballarat Libraries' collections, programs, services, and spaces.	3 + 5	Library Leadership City of Ballarat Libraries	In Progress	A survey related to library collections is planned for March 25, further consultation around a future Wendouree library will also occur in 2025.

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<p>Promote Learning for Life through the delivery of programs, print and digital collections and activities that focus on literacy, lifelong learning, digital inclusions and wellbeing</p>	<p>Develop and deliver, in collaboration with aligned community partners, lifelong learning programs and resources to build capacity in adult literacies, digital literacies, financial literacies, health literacies, information literacies and civic literacies.</p>	1 - 5	<p>Community Programs Team Library Leadership Digital Programs Team Ageing Well</p>	<p>Delivered in full for year 2</p>	<p>A wide range of digital literacy programs have been offered over the course of the year at the three library branches as well as outreach locations around the community.</p> <p>These programs include:</p> <ul style="list-style-type: none"> • Tech Q&A sessions multiple times per week - 1 on 1 digital literacy sessions designed to build capacity in the use of handheld devices, computers, apps and the internet. • Digital Forms and Services sessions weekly - 1 on 1 sessions designed to build capacity in accessing and interacting with online government services. • Tech Cafe (monthly) - small group digital literacy programs that introduce participants to a wide range of technologies, apps and digital services (in partnership with nbn co, Services Australia and other providers). • Try One Thing - a hands-on program to introduce participants to creative technology (in partnership with the Brainery, Ballarat Hackers Space and others). • iClub - a monthly social gathering of Apple users that facilitates shared learning and capacity building. • LinkedIn Learning - an online platform enabling library users to access thousands of online, self-paced courses in a wide range of digital technologies and skills. In person introductory sessions also conducted monthly. • Maker Space inductions and drop-in hours - introducing members to the range of creative technology the library has for the public to use. • Photo digitisation programs (run as part of Get Online Week). • The library partnered with Aging Well to provide Tech Q&As, Tech Cafe, and Robotics for senior's sessions at Lucas Community Hub. • Nature Journaling (Health Literacy). • Family history research sessions. • A winter warmers programs on topics such as bonsai, sleep and self care (Health Literacy). • Retirement Planning and the aged pension information sessions (Financial Literacy). • Aged care/home care and carer's payment information sessions (Financial and Health literacy). • The 2023 Referendum information sessions (civic literacy). • Gardening and cooking programs at the courtyard garden in Sebastopol Library (Jump Start grant) (Health Literacy). • Understanding dis/misinformation and online scams (with RMIT FactCheck Lab) (Media/information Literacy).
	<p>Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.</p>	1 - 5	<p>Reader Development Team</p>	<p>Delivered in full for year 2</p>	<ul style="list-style-type: none"> • The First Friday Book Club running monthly at Sebastopol Library with a strong and enthusiastic attendance. • Author talks from Darry Fraser and Fiona Lowe. • We continued to deliver and provide resource support to 126 Central Highlands Libraries Book Clubs. • We also collaborated with Ballarat Mechanics Institute and the Wheeler Centre to provide an author talk from internationally acclaimed author Dervla McTiernan with 220 people in attendance.
	<p>Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing.</p>	1 - 5	<p>Community Programs Team Digital Programs Team Ageing Well</p>	<p>Delivered in full for year 2</p>	<p>Program and Activities delivered in collaboration with Ageing Well Services include the monthly movie program which has expanded its focus in 23-24 to ensure greater inclusion by showing culturally specific films and movies for significant celebrations such as Pride Month (in collaboration with relevant community groups).</p> <p>Other programs and activities delivered include:</p> <ul style="list-style-type: none"> • Book Clubs and Book Chats. • Writing Workshops. • Author Talks. • Reading Parties. • Wellbeing activities including bonsai, laughing yoga, turning sleep into wellbeing, wellbeing through storytelling and gardening workshops. • In 2023-24, Community Connector outreach sessions were provided fortnightly at Wendouree and Sebastopol Libraries. Community Connector staff promote and provide tailored information about local social connection opportunities and navigation assistance with aged and community services. <p>Programs are promoted through Ageing Well newsletters and through existing networks to community groups and community newsletters.</p>
	<p>Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community</p>	1 - 5	<p>Community Programs Team Digital Programs Team Ageing Well</p>	<p>Delivered in full for year 2</p>	<p>Regular meetings were held between Libraries and Ageing Well teams to plan and develop activities across 2023-24.</p> <p>Activities included:</p> <ul style="list-style-type: none"> • An ageism awareness workshop and elder abuse awareness sessions with staff. • An annual Tackling ageism writing/creative competition (established in 2022-23) aimed at encouraging school age students to write about (or draw/paint) an older person who has had a positive impact on their lives. • Participated in the Seniors Festival/Childrens Week (October 23) to present Tackling ageism awards and host Intergenerational Storytime and interactive play activities. • Book displays in all libraries focused on celebrating older people in pictures and words for both children's and adult books as well as curated book lists developed in Seniors festival. • Hosting information sessions to empower older adults to understand their rights and prepare for the future including financial literacy sessions with Services Australia and Financial Counselling Vic, digital literacy and education including Scam Watch sessions. <p>Collaborating with Youth Team programs to host a range of intergenerational social connection activities in the library including cooking workshops.</p>
	<p>Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.</p>	1 - 5	<p>Community Programs Team Digital Programs Team Youth Services</p>	<p>Delivered in full for year 2</p>	<ul style="list-style-type: none"> • We worked with The Y Ballarat to deliver school holiday programs in libraries. • All deliverables were completed under the Jumpstart! grant for the Sebastopol Library small spaces garden project, which had a key focus on providing young people and children with opportunities to build skills in healthy lifestyles. • We worked with Food is Free youth mentors on this project. • We also provided dedicated programming initiatives for young people in the libraries (Dungeons and Dragons, for example). • Meetings have been held with Headspace, regarding collaborative opportunities with their Youth Employment Program.

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	Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	1 - 5	Early Years Team Community Programs Team Digital Programs Team Ageing Well Family and Children's Services Engaged Communities	Delivered in full for year 2	<ul style="list-style-type: none"> We collaborated with the Early Years Community Capacity Building team at NDIS on a community needs survey to inform inclusive storytimes. Inclusive Storytime will be rolled out at Branches by end of May 2024.
	Work in partnership with Family and Children's services to ensure that all early year's literacy programs are evidence based in all libraries	1 - 5	Early Years Team Community Programs Team Digital Programs Team Family and Children's Services	Delivered in full for year 2	<ul style="list-style-type: none"> The community programs team regularly attend Municipal Early Years Partnership meetings to inform library practice.
	Investigate the City of Ballarat becoming a UNESCO Learning City.	2 + 3	Reader Development Team Community Programs Team Library Leadership Team	In Progress	<p>The investigation has been completed to consider Ballarat becoming a UNESCO Learning City. The next steps in this process will be to:</p> <ul style="list-style-type: none"> Carry out a consultation needs analysis of community learning needs. Develop a learning framework using the results and feedback from the consultation. Continue to work with the internal and external stakeholders that make up the Community Learning Network.
Branch Out					
Priority	Action	Year/s	Responsible Team	Status	Key Achievements
Increase the size, quality and accessibility of the branch library network	Commission concept design work for a future Delacombe Town Centre Library and Community Hub.	1 + 2	City of Ballarat Libraries Engaged Communities Family and Children's Services Major Projects Parent Place	In Progress	<ul style="list-style-type: none"> Concept work has been delayed slightly on this project until a preferred site for the future library has been identified and secured.
	Commission concept design work for a future Wendouree Library and Community Hub.	1 + 2	City of Ballarat Libraries Engaged Communities Family and Children's Services Wendouree Library Major Projects Parent Place	Delivered in full	<ul style="list-style-type: none"> Concept work on two possible sites has been completed and presented to Councillors at a Council briefing, the detailed design phase of this project will proceed in the 24/25 financial year once a decision on the preferred site has been reached.
	Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	1 + 2	City of Ballarat Libraries Family and Children's Services Major Projects Ballarat library Youth Services Intercultural Services Parent Place	Delivered in full	<ul style="list-style-type: none"> The Ballarat Library refurbishment is fully complete with the library reopening to the public in March 2024. The library reopening has been welcomed by the community and in the past 3 months library memberships have risen by approximately 2,000.
	Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community	1 + 2	City of Ballarat Libraries Eureka Centre	Delivered in full	<ul style="list-style-type: none"> The Ballarat Research Hub at Eureka (BRHAE) is now a pickup point for library reservations for both research hub users and the local community. We have established children's programs on a weekly basis. Staff training has been completed to ensure service continuity while BRHAE are on leave. We have developed Collection guidelines to align with ATSLIRN (Aboriginal and Torres Strait Islander Information and Resource Network) protocols.
	Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.	2	City of Ballarat Libraries Library Outreach team	Delivered in full	<ul style="list-style-type: none"> Library outreach programs have been expanded to Djila-tjarriu community hub. Programs continue to be delivered at Lucas Community hub, Buninyong and the Eureka Centre
	Investigate the use of express library models that provide local access to the latest and popular collections and reserved collection items through library kiosks, click and collect and library collection lockers.	2 - 5	City of Ballarat Libraries	Delivered in full	<ul style="list-style-type: none"> The Library kiosk for Lucas Community Hub is expected to arrive in September 2024. Further kiosks have been planned for Djila tjarriu hub in Alfredton in the 2025/26 financial year.

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Explore use of alternative models that increase community access to library services.	Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model.	2 - 3	Library Leadership Team Ballarat Library Team Sebastopol Library Team	In Progress	• Initial research underway to gather data about opening libraries for expanded hours . A recommendations report will be completed in the 2024/2025 financial year.
	Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services.	1 + 2	Library Leadership Team Ballarat Library Team Council Customer Service Visitor Information Team	In Progress	• Initial investigation is underway to introduce elements of both the Visitor Information service and Council Customer service through self serve kiosks. These services would be available for the public 7 days a week (Ballarat library) and 6 days (Wendouree and Sebastopol libraries)
Stand Out					
Priority	Action	Year/s	Responsible Team	status	Key Achievements
Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.	Work closely with the Community Wellbeing Directorate and associated community organisations to support Ballarat City Council's strategic objectives in relation to Community Engagement, Family and Children Services, Youth Services, Ageing Well and Intercultural Services.	1 - 5	City of Ballarat Libraries	Delivered in full	Ballarat libraries work closely with internal units of Council and many external organisations. Many of our actions support the actions of other council plans including: <ul style="list-style-type: none"> • The intercultural Plan 2022-2026 • LGBTIQ+ Inclusion Plan 2022-2026 • Reconciliation Action Plan 2022-2024 • Disability Access and Inclusion Plan 2022-2026 • Youth Strategy 2022-2026 • Ageing Well Strategy 2022-2026 • Gender Equality Action Plan 2021-2025 • Municipal Early Years Plan 2022-2026 • Inclusion framework 2022-2026 Activities supporting these plans and strategies include: <ul style="list-style-type: none"> • Hosting Parent Place Outreach (using grant funded program through VicHealth) at Library Outreach locations • Culturally based activities at Harmony Fest with the Intercultural Services Team • Collaborating with Ageing Well in the inaugural Ageism Awareness Short Story Competition We have provided staff resources to the following: <ul style="list-style-type: none"> • Social Inclusion team for AFLW Pride Round activities • Begonia Festival activities • Biggest Playgroup activities at Art Gallery Ballarat • Intergenerational Play Day at Regional Soccer Facility
	Ensure universal access through program design	2 + 3	City of Ballarat Libraries	Delivered in full	Universal inclusive storytime sessions were rolled out at all library locations from May 2024. To assist in the design and implementation of these storytimes we collaborated with the Early Years Community Capacity Building team at NDIS on a community needs survey to inform inclusive storytimes.
	Work in partnership with other heritage and cultural organisations to preserve the City of Ballarat's historical collections and stories and increase the accessibility of these collections.	1 - 5	City of Ballarat Libraries Eureka Centre	Ongoing	We were successful in the 2024 Local History Grant Program funded through Public Record Office Victoria, for conservation of key items in the rare book collection. Heritage Festival contribution through digitisation to TROVE of the Theatre Royal playbills, and inaugural display at Ballarat Library.
	Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	1 + 2	City of Ballarat Libraries	In progress	We hosted The Taken, stolen generations exhibition at Ballarat Library during Reconciliation Week, which involved consultation with BADAC to begin deeper collaboration on representation in the collection.
Demonstrate regional and industry leadership in provision of community-focused public library services.	Grow and develop the knowledge, skills, and capabilities of library staff so they are familiar with, and demonstrate best contemporary practice, in provision of public library services.	1 - 5	Library Leadership Team	Delivered in full for year 2	There have been multiple professional development opportunities provided to Library staff including OHS, Risk, Storytelling, Presentations, Children's and Youth Services, Technology, Networking. There have also been multiple higher duties and secondment opportunities undertaken by library staff.
	Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services	1 - 5	Library Leadership Team Technical services team	Delivered in full for year 2	We continue to support the wider Central Highlands Libraries network through procurement and collection services, managing the network website and movement of library materials and resources throughout Victoria.

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8.5. FOOD SYSTEMS CONSENSUS STATEMENT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Pete Appleton – Executive Manager Engaged Communities

PURPOSE

1. The purpose of this report is for Council to consider becoming a signatory to the Victorian Food Systems Consensus Statement.

BACKGROUND

2. The Victorian Food Systems and Food Security Working Group was established in April 2020 under the auspices of the Victorian Health Promotion Foundation (VicHealth) to help coordinate the food relief response to the COVID-19 pandemic. The Working Group membership was drawn from across the food system and included farmers, food relief organisations, social enterprises, academia, peak nutrition organisations and statutory bodies.
3. After initially developing a plan to safeguard acute food security, the Working Group shifted its attention to prioritising action towards ensuring long-term food security. The Victorian Food Systems Consensus Statement is the outcome of that work.
4. The Consensus Statement articulates a shared vision to guide the necessary transition of Victoria's food system. In line with evidence and global best practice, the Consensus Statement adopts a rights-based food systems approach to ensure that the path of transition is fair and inclusive and that decision making processes are underpinned by human rights principles.
5. The Statement includes 10 leverage points where the working group proposes state and local governments can create change and improvements to the food system, including food security, community wellbeing, and environmental health. The 10 leverage points are:
 - Right to food law
 - Food systems governance
 - Food systems monitoring
 - Agroecological food production
 - Local food infrastructure
 - Public sector food procurement and retail
 - School food systems
 - Community food systems strategies
 - Community food systems planning
 - New food relief models
6. The full Statement has been included as an attachment to this report.
7. Since its inception in 2022, three local governments have become signatories to the Statement including Bendigo, Cardinia and Merri-bek, along with a range of other community organisations, which are listed at <https://vicfoodsystem.org.au>

KEY MATTERS

8. The Statement has alignment with endorsed Council strategies and plans including:
 - Health and Wellbeing Plan 2021-2031
 - City of Ballarat Food Strategy 2019-2022
 - Biodiversity Strategy: Healing Country Together
 - Biodiversity Vision and Commitment.
9. There will be no impact on Council unless State Government decides to implement the recommendations in the Statement. If the State Government decided to implement the recommendations they would apply not only to the City of Ballarat, but more broadly across the State.
10. The possible impacts for Council if the State Government make changes to the suggested areas of policy and legislation could include:
 - Requiring councils to lead the participatory development of community food strategies
 - Supporting local farmers to transition to regenerative farming practices – through support of farmers markets, promotion of sustainably produced food and infrastructure for collection of food and garden organics
 - Preferencing healthy and sustainably produced food in Council retail outlets and through food procurement
 - Council able to prioritise and promote healthy community food systems within the planning scheme.
11. The other recommendations in the Statement suggest changes to be made at State Government level which may then impact local government, but would have a large positive influence on community resilience and long-term food security:
 - Right to food law – legislate the right to food in Victoria and embed it into all relevant State and local government policies, budgeting processes and activities.
 - Food systems governance – establish a whole-of-government Food Systems Committee to develop and implement a Victorian Food System Strategy and Investment Plan.
 - Food systems monitoring – establish a comprehensive performance measurement and monitoring framework in Victoria's State of the Environment Report.
 - Local food infrastructure – create a Local Food Investment Fund to grow capacity improve coordination and drive efficiencies in local food infrastructure.
 - School food systems – work with our educational community and allocate appropriate resourcing and investment to improve food literacy and school food systems.
 - Food relief models – improve dignified access to fresh and healthy food by developing a coordinated and collaborative approach with the food relief sector.
12. Given the alignment with existing Council policy and strategy, it is recommended that Council become a signatory to the Victorian Food Systems Consensus Statement.

OFFICER RECOMMENDATION

13. That Council:

13.1 Becomes a signatory to the Victorian Food Systems Consensus Statement.

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]
2. Food Systems Consensus Statement [8.5.2 - 52 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Victorian Food Systems Consensus Statement (the Statement) aligns with strategies and intent within the Health and Wellbeing Plan 2021-2031, City of Ballarat Food Strategy 2019-2022 and the Biodiversity Vision and Commitment.

COMMUNITY IMPACT

2. The Statement includes recommendations which, if implemented, would have extensive positive impacts upon community wellbeing through greater access to a healthy, resilient, and sustainable food system.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. The Statement includes recommendations which, if implemented, would support regenerative farming methods and a focus on more sustainable food systems.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The Statement includes recommendations which in the long term may improve the economic resilience of community members in relation to improved food security.

FINANCIAL IMPLICATIONS

5. There are no immediate financial implications arising from this report. The recommendations would have to be adopted at State Government level before impacting council. The actions which would impact Council are already being undertaken within current operating budgets.

LEGAL AND RISK CONSIDERATIONS

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

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 was no community consultation or engagement for this report, however the themes closely align with the strategic plans mentioned above which have all been prepared with extensive community consultation.

GENDER EQUALITY ACT 2020

9. 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

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

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Towards a Healthy, Regenerative and Equitable Food System in Victoria

A Consensus Statement



Acknowledgments

This Consensus Statement was prepared and approved by VicHealth and the Food Systems and Food Security Working Group in December 2021.

Editing was led by Vanessa A. Clarkson (independent consultant) with financial support provided by VicHealth. The Working Group would like to thank the many individuals and organisations that provided insights and materials to support the development of the Consensus Statement. The views expressed in this Consensus Statement do not reflect an official policy position of VicHealth or the Government of Victoria.

Acknowledgement of Country

The Working Group acknowledges the Traditional Custodians throughout Victoria, their enduring connections to land, sea, sky and community and pays its respects to Elders past and present. In the spirit of reconciliation, the Working Group affirms that the Traditional Custodians never ceded these lands, and severe and enduring harm has ensued. The Working Group recognises the food sovereignty of Victoria's First Nations peoples and their rights to self-determine their food systems and extends that recognition to all Aboriginal and Torres Strait Islander peoples today.

Citation: *Victorian Food Security and Food Systems Working Group, 2022. Towards a Healthy, Regenerative, and Equitable Food System in Victoria: A Consensus Statement.*

Design by Andrei Sarusi / Bangarang Creative

Supporters of the Consensus Statement



Foreword by Prof. Mark Lawrence

A healthy, regenerative and equitable food system is a fundamental prerequisite for personal, population and planetary health and well-being. For millennia First Nations peoples thrived as they enjoyed such a food system(s) in the land we now know as Victoria. A little over 200 years after colonisation, that food system has transitioned to one that is unhealthy, ecologically disruptive, and inequitable. Although it is unrealistic to transition 'back' to Victoria's pre-colonisation food system, transitioning towards a future food system that reinstates health, environmental and social qualities into its structure and operation is vital for the population's survival.

Towards a Healthy, Regenerative, and Equitable Food System in Victoria: A Consensus Statement is a timely and powerful call to action for the State and Local Governments and others to bring about the urgently needed transition to the Victorian food system. The Consensus Statement continues Victoria's global leadership in tackling food system challenges. In 1987 the state government launched a comprehensive Food and nutrition policy – the first of its type anywhere in the world. However, the Consensus Statement is more than just another food policy document. It provides a critical analysis of the Victorian food system's underlying social, political and ecological determinants. It articulates a shared vision of what a healthy, regenerative and equitable food system in Victoria would look like. And crucially, it outlines actions to challenge the current determinants and achieve the shared vision.

Recognition of the need to transition food systems now dominates the thinking behind activities ranging from global food systems summits to local food production, processing, distribution and retail innovations. What this transition might look like is contested. Some stakeholders believe the solution to a broken food system involves a 'productionist' agenda characterised by increasing investment in technological innovations to create larger food production yields and more efficient food processing. Such developments can make an important contribution, though of themselves will not be sufficient to bring about the necessary transition to avert current threats of wide-scale ecological breakdown and endemic food insecurity. Increasingly, practitioners and researchers are identifying that the scale of the transition needs to extend beyond simple adjustments and nudges to different components of the food system. Instead, a fundamental transformation of the whole food system is required.

The Victorian Food Systems and Food Security Working Group, established under the auspices of VicHealth, is to be congratulated for producing this Consensus Statement and incorporating guidance on how a food system transformation can be accomplished. Grounded in a rights-based approach, the Working Group has proposed ten 'leverage points' which collectively will create the conditions necessary to drive a transition towards a healthy, regenerative and equitable food system. Each of these leverage points is underpinned by research and so informed by supporting evidence. The leverage points' description is also accompanied by insightful case studies to illustrate global best practices and demonstrate that transitions are already underway. Helping translate the Consensus Statement's valuable recommendations into urgent and meaningful activities now requires all of us to support its call on State and Local Governments and others to act.

Mark Lawrence
Professor of Public Health Nutrition

Institute for Physical Activity and Nutrition
Deakin University

Executive Summary

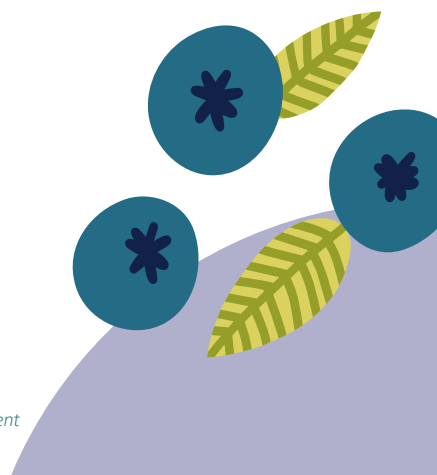
Life on Earth is imminently facing its biggest ever threats with multiple converging crises, including rapid global warming and abrupt climate change, the degradation of our planetary life-support systems and growing public health disparities. Our food system – the way we feed ourselves – is a major engine powering these crises.

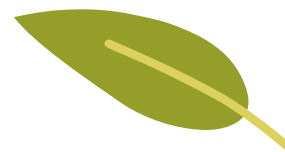
Yet, while we have known of these crises for decades, the events of the past two years, including bushfire devastation, unprecedented floods and COVID-19, have shone a bright light on the extreme shortcomings of our food system. Not least, the extensive disruption and economic impact of COVID-19, including multiple lockdowns, business closures and cutbacks of social welfare (after JobSeeker supplements ended) has meant that food insecurity is a more prevalent and growing issue – with almost 1 in 4 Victorians (23%) reportedly relying on a restricted range of low-cost unhealthy foods due to running out of money.¹

Though more apparent, food insecurity is not a new phenomenon in Victoria nor is it an inevitable outcome of crisis, COVID-19 or otherwise. Rather, food insecurity is the consequence of our systems, which in turn are shaped by political choices, failing to ensure that people live in circumstances in which they can provide adequate food for themselves.^{1,2} We can and must do better to create the right conditions for a prosperous society and a healthy and sustainable food future for all.

In the context of rising food insecurity, the Victorian Food Systems and Food Security Working Group was established in April 2020 under the auspices of the Victorian Health Promotion Foundation (VicHealth) to help coordinate the food relief response to the COVID-19 pandemic. The Working Group membership was drawn from across the food system and included farmers, food relief organisations, social enterprises, academia, peak nutrition organisations and statutory bodies. After initially developing a plan to safeguard acute food security, the Working Group shifted attention to prioritising action towards ensuring long-term food security. This Consensus Statement is the outcome of that work.

Towards a Healthy, Regenerative, and Equitable Food System in Victoria articulates a shared vision to guide the necessary transition of Victoria's food system. In line with evidence and global best practice, the Consensus Statement adopts a rights-based food systems approach to ensure that the path of transition is fair and inclusive and that decision making processes are underpinned by the human rights principles of Participation, Accountability, Non-discrimination, Transparency, Human Dignity, Empowerment and Rule of Law following the PANTHER framework.³ The Consensus Statement proposes ten mutually reinforcing policy priorities, which call for action on key leverage points that, if implemented, would have the best chance of transition towards the healthy, regenerative and equitable food system needed.



**Leverage Point 1: Right to Food Law**

Create an enabling policy environment to transform Victoria's food system by legislating the right to food in Victoria and embedding it into all relevant State and Local Government policies, budgeting processes and activities.

Leverage Point 2: Food Systems Governance

Strengthen food systems governance capacity by establishing a whole-of-government Food Systems Committee to oversee the participatory development and implementation of a Victorian Food System Strategy and Investment Plan.

Leverage Point 3: Food Systems Monitoring

Advance better food systems strategy and policy design by establishing a comprehensive performance measurement and monitoring framework in Victoria's State of the Environment Report.

Leverage Point 4: Agroecological Food Production

Support the transition to regenerative farming practices to enhance ecological function and build resilience by proactively supporting and resourcing agroecological solutions.

Leverage Point 5: Local Food Infrastructure

Strengthen local and regional food systems by creating a Local Food Investment Fund to grow capacity, improve coordination and drive efficiencies in local food infrastructure.

Leverage Point 6: Public Sector Food Procurement and Retail

Transition all public sector food procurement and retail to preference healthy and sustainably produced food sourced locally or regionally by developing compulsory social and ethical food procurement and retail standards and implementation assistance.

Leverage Point 7: School Food Systems

Transform Victorian school food systems and enhance food systems literacy by working with our educational community and allocating appropriate resourcing and investment.

Leverage Point 8: Community Food Systems Strategies

Require, empower and resource local councils to lead the participatory development of community food system strategies by amending the Public Health and Well-being Act 2008.

Leverage Point 9: Community Food Systems Planning

Prioritise and promote healthy community food systems by reforming Victorian Planning Provisions legislation to explicitly state the promotion of health, alongside economic, environmental and social well-being considerations.

Leverage Point 10: Food Relief Models

Improve dignified access to fresh and healthy food by developing a new, coordinated and collaborative approach with the food relief sector.



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Our Food System at a Crossroads

Life on Earth is imminently facing its biggest ever threats with multiple converging crises, including rapid global warming and abrupt climate change, the degradation of our planetary life-support systems and growing public health disparities. Our food system – the way we feed ourselves – is a major engine powering these crises.

Food and fibre production in Victoria use over half of the state's landmass, and the agricultural sector contributes 14% of the state's net greenhouse gas emissions (GHGs) – the fourth largest share of total emissions behind electricity generation, transport and direct combustion.^{4,5} While we have known of these crises for decades, the events of the past two years, including bushfire devastation, unprecedented floods and COVID-19, have shone a bright light on the extreme shortcomings of our food system. Not least, the extensive disruption and economic impact of COVID-19, including multiple lockdowns, business closures and cutbacks of social welfare (after JobSeeker supplements ended) has meant that food insecurity is a more prevalent and growing issue – almost 1 in 4 Victorians (23%) reportedly relying on a restricted range of low-cost unhealthy foods due to running out of money.¹

The cost of food insecurity is substantial now, and it will burden generations well into the future.^{6,7} Yet while more apparent, food insecurity is not a new phenomenon in Victoria nor is it an inevitable outcome of crisis, COVID-19 or otherwise. Rather, food insecurity is the consequence of our systems, which in turn are shaped by political choices, failing to ensure that people live in circumstances in which they can provide adequate food for themselves.^{1,2}

Despite these challenges, it is in the midst of crises and uncertainty that communities and organisations have come together and found creative ways of adapting to their emerging circumstances. All around us, we can see new possibilities for (re)organising ourselves around food and perhaps like never before, we have an opportunity to be open-minded to where these possibilities may lead.⁸

In recognition that we stand at a pivotal crossroads, this Consensus Statement results from people coming together and asking the questions that may lead to new possibilities for our food system – to reshape our food system and build a healthy and food-secure future for everyone, everywhere, at all times – a food system to nourish all.

What is wrong with business as usual?

While there are many different ways of configuring our food system, today, the dominant model organises around an unsustainable growth imperative; the need to produce the highest output at the lowest cost and generate as much profit as possible in the shortest amount of time. This fundamental (yet often hidden) rule is what drives and shapes the industrial food system – it is its organizing principle and logic and how we measure its contribution to society in our accounting systems. Like the rules of a game, it is this output and profit maximisation orientation that structures the food system's behaviour in ways that form the particular patterns of production and consumption which are everywhere we look, including industrial farming, extensive processing to create ultra-processed foods, concentrated, retail-led systems, diets laden with the outputs of these profitable (for some) endeavours and atrocious volumes of packaging and food waste. These patterns are interconnected, predictable and doggedly persist despite perpetuating substantial social, health and environmental burdens.

In terms of environmental health, each connection in the food system requires varying amounts of energy (from renewable and non-renewable sources) and generates or stores warming GHGs. Australia's food system is organised in a way that makes it energy and emissions-intensive – amounting to 30-40% of Australia's total GHGs and accounting for the most food-related emissions per capita globally, and not by a small margin.⁹ A large proportion of emissions comes from industrial agriculture, which is heavily dependent on synthetic fertilizers and other fossil fuel derived agrochemicals.

The reliance on fertilizers to maintain or improve soil fertility is costly for farmers and disrupts the functioning of soils ecosystems. Our soil is a non-renewable resource, judged by the average human lifespan. On average, it takes about a thousand years to form 10 cm of soil, but current rates of soil loss at 1 cm a year is vastly outpacing the Earth's regenerative capacity.¹⁰ Given average topsoil depths around much of Australia's arable landscapes are around 20 cm, the loss of 1 cm of soil a year is a critical issue that threatens food security in the short term. Soil degradation has also been exacerbated by the widespread removal of deep-rooted native vegetation and replacement with (non-native) annual crops and perennial pastures, which in turn has promulgated habitat destruction, biodiversity loss and water scarcity.¹¹⁻¹³

There are further significant challenges to the resilience of our food system. While we produce significantly more food than we can eat and export almost two-thirds by volume, we remain vulnerable to shortfalls in the domestic supply of fruit and vegetables – the very foundation of nutritious diets. Modelling suggests that even at current levels of vegetable consumption, which are far below recommendations for good health, Australia's vegetable production will only meet 62% of domestic demand in 2050.^{14,15} The significant concentration of power in the food system also compromises its resilience. Concentration is especially notable at the retail stage, where two companies dominate the market. This imbalance of bargaining power can lead to unfair trading practices, which disadvantages producers, particularly small and medium-size, and generate financial stress among farmers.^{16,17}

In terms of people's health, the food system also generates crises at every point. According to numerous leading health organisations, the health impacts of pesticides and the hormone-disrupting chemicals that leach from food packaging into our bodies pose a serious and urgent threat to public health.¹⁸ Much of the food we now eat has changed beyond recognition from what our species evolved to thrive on over 200,000 years and our ancient ancestors before then. A large part of these changes is due to ultra-processing, which may include adding fats, sugar and salt, which our bodies are ill-equipped to deal with. Australians are the sixth-highest purchaser of ultra-processed foods globally, and these supply around a third of energy intakes.^{19,20} As our bodies deal with the strain of improper nourishment, nutritionally poor dietary patterns lead to long-term ill-health, including cardiovascular disease, some cancers and type 2 diabetes. In 2018, dietary risks contributed to 50% of coronary heart disease and 26% of stroke burden, 26% of bowel cancer burden and 26% of type 2 diabetes burden.²¹⁻²³

Laid bare, these stark figures are a sobering assessment of just some of the myriad true costs of our food system. Costs that are often not only invisible and consequently overlooked but are not included in the price we pay at the till and so give an illusion that food is cheap. But cheap food is a fallacy.²⁴ In reality, it is clear that the actual costs of our food system are borne beyond the supermarket receipt or share price – usually in our communities through compromised health and well-being and in our natural systems, which are depleted and degraded, even though we ultimately depend on them for survival.

It is a remarkable feat that our food system comes at such a high cost for us all, without even fulfilling the goal of nourishing our communities. Yet, there is enormous potential to derive collective benefits by dispensing these costs. But what is holding us back?

What keeps our current food system in place?

Socio-ecological systems like food systems, do not materialise in a vacuum - their structures, processes and properties are shaped by the cumulation of political choices (or political inertia) over time about how society should be organised and what should be prioritised. Moreover, despite mounting evidence of the spiralling costs, perverse incentives throughout our current food system and between the food system and other systems now lock us into this particular way of meeting our needs (Figure 1). Some examples of lock-ins include sunk costs (e.g., public and private investment in knowledge-based and material assets), jobs and earnings, interdependent food industry networks, economies of scale, the corporate concentration of power, population lifestyles (e.g., increasing reliance on ultra-processed foods), globalisation (in that it can constrain the efficacy of national, state and local policies), short-termism and linear or compartmentalised thinking.^{25,26}

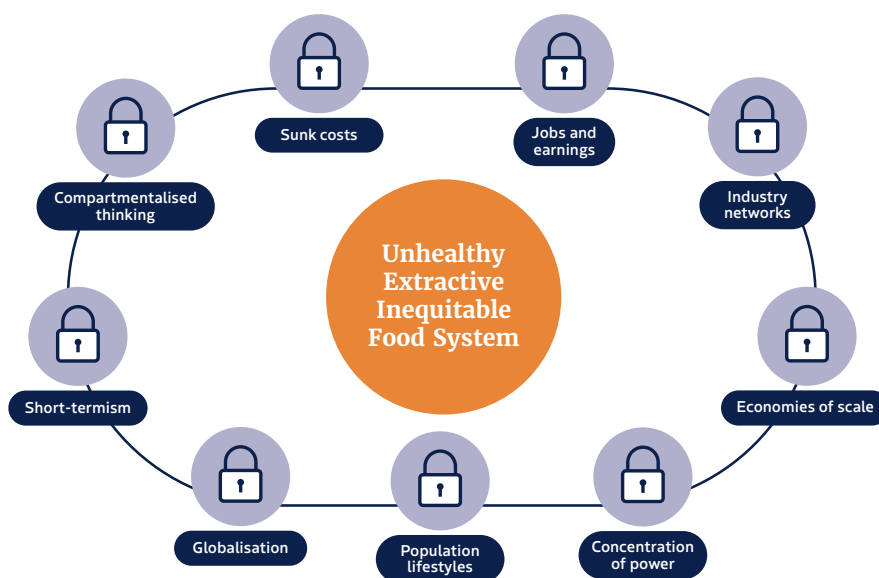


Figure 1. Food System Lock-ins

Adapted from Geels, F., et al., *Sustainability Transitions: Policy and Practice*. 2019 and *iPES-Food, From Uniformity to Diversity: A Paradigm Shift From Industrial Agriculture to Diversified Agroecological Systems*. 2016, International Panel of Experts on Sustainable Food Systems.

Failure to appreciate the political context of systems and the existence of lock-ins and identify and address them using a systems approach leads to prosaic and reactive policies directed at 'solving' problems as they emerge. Though sometimes unavoidable, this approach will not transform the system structures and processes (i.e., root causes) that generate the issues in the first place. Instead, by focusing all attention on optimising our current system, we will remain locked onto the same path but dealing with a new set of problems - inequalities will not be resolved; rather, they will become even more entrenched and pronounced.

As a pertinent example, the current approach to addressing the problem of food insecurity centres on expanding the capacity of food relief programs that provide food to people in times of need. Food relief is undoubtedly invaluable for recipients; however, in a country that meets 89% of its food needs domestically as Australia does, food insecurity is not caused by a lack of food. Food insecurity is the outcome of our systems failing to ensure that people live in circumstances in which they can provide adequate food for themselves.² Examples of system failures include precarious livelihoods - stagnant and low wages, unemployment and under-employment, inadequate social security payments and support, insecure/unaffordable housing, unequal distribution of productive resources including land, cost of living pressures including increasing prices of healthy foods, particularly vegetables and fruit, and conversely, the proliferation of low-cost, ultra-processed unhealthy foods.

Addressing food insecurity is not, therefore, achieved by providing food for free or more cheaply, but by reorganising our systems, to enable for instance, increased incomes (including within the food system itself) so that everyone can purchase food at its real cost - rather than cheapening food to the detriment of human health and social and environmental systems. This is why the High-Level Panel of Experts on Food Security and other independent bodies concerned with the sustainability of our food system are calling for a *radical transformation* of our food system by boldly reshaping the *underlying principles* that organise it from production to consumption.²⁷

Where to from here?

To transform our food system so that, as a matter of course, it generates healthy, regenerative and equitable patterns of production and provision will entail reorientating it around different principles that prioritise life - human and ecological health (as indivisible) - rather than short-term profits. If this seems like a lofty goal, that's because it is. Metaphorically speaking, we are tasking ourselves with redesigning the plane we are in mid-flight.²⁸ But the scale of change involved in reaching this goal does not make it unachievable. It just means that firstly, it is more important than ever that we work together towards it, especially by elevating the voices of people that are most disadvantaged by current arrangements, including those that speak for nature. And secondly, that we are open to the idea that the way we feed ourselves can be otherwise - that the undesirable properties of our food system are not accidental or inevitable but are a consequence of the decisions we take about how to organise society. Re-design is not only necessary; it is possible and well within reach.

Systems are reshaped by acting on leverage points - the places where relatively small changes can permeate outwards to produce significant changes in the system at large.²⁹ Leverage points hold the possibility of unlocking path-breaking models of production and provisioning. In our food system, leverage points include laws and governance models, how we choose to judge its performance, redirecting public spending on food, empowering communities to strengthen their local food systems together with their local councils and make use of strengthened planning laws that support the changes they would like to see. For food producers, it is about creating an enabling space for them to explore, with each other, practices that work with the environment (as opposed to doing less damage to it) - using the health of ecological systems as a basis for design. For our schoolchildren, it is about cultivating ecologically-orientated mindsets to enrich the worldview of the next generation of farmers, food producers and food citizens.³⁰

Working with leverage points calls for a seismic shift in mindsets from dealing with problems to cultivating 'whole-systems thinking' and creating the conditions in which alternative ways of organising our food system can arise and find a foothold. As we have seen with the response to COVID-19, individuals and communities are naturally creative - they will self-organise and experiment when they have the space and capacity to do so - this is human nature. People want to build a bright future for all. Indeed, many have already started (or never really stopped), and we have much to learn from their endeavours.

Transforming the way we feed ourselves in Victoria will be essential to meet global commitments in the Sustainable Development Goals (SDGs) and our climate pledges to reach net-zero emissions by 2050 and interim reduction targets before then. Fortunately, the Victorian Government is well-positioned to show leadership for food systems transformation. Its commitment to bushfire recovery, climate change, circular economy and rebuilding a fair and robust economy (post-COVID-19) provides a solid policy platform for developing an integrated and well-resourced pathway forwards.

The Victorian Food Systems and Food Security Working Group

The Victorian Food Systems and Food Security Working Group (the Working Group) was established in April 2020 under the auspices of the Victorian Health Promotion Foundation (VicHealth) to help coordinate the food relief response to the COVID-19 pandemic. The Working Group membership was drawn from across the food system and included farmers, food relief organisations, social enterprises, academia, peak nutrition organisations, and statutory bodies. After initially developing a plan to safeguard acute food security, the Working Group shifted attention to prioritising action towards ensuring long-term food security. This Consensus Statement is the outcome of that work.

Towards a Healthy, Regenerative, and Equitable Food System in Victoria: A Consensus Statement articulates a collective reimagining of our food system in Victoria. The Consensus Statement is grounded in evidence, global best practice and adopts a rights-based food systems approach. It proposes ten mutually reinforcing policy priorities, which call for action on key leverage points that the Victorian State and Local Government(s) and others should implement to catalyse the transition towards the healthy, regenerative and equitable food system needed. The breadth of cross-sector support for this Consensus Statement recognises the importance of this work.

The approach taken to develop the Consensus Statement is in [Appendix 1](#).



Towards a Healthy, Regenerative and Equitable Food System in Victoria

A Consensus Statement by cross-sector organisations to catalyse a transition towards a healthy, regenerative and equitable food system in Victoria by activating key leverage points for change and calling on State and Local Governments and others to act.

This Consensus Statement articulates a shared vision, guiding principles and actions that governments, communities and individuals should take to mobilise a transition towards a healthy, regenerative and equitable food future for all Victorians. Implicit in the Consensus Statement's recommendations is a recognition that this transition, though critical, is not inevitable. Multiple factors keep us locked onto a path that is unhealthy, extractive and inequitable.

Unlocking path-breaking models of production and provisioning is contingent on cultivating the enabling conditions for different, values-based food system practices and arrangements to emerge from our farmers, food producers and communities, and for these to scale out and prevail (Figure 2).³¹ In turn, enabling conditions hinge upon ensuring that the transition process is participatory and inclusive – that who gets to move us forwards and who decides how we will get there – is grounded in a rights-based food systems approach.



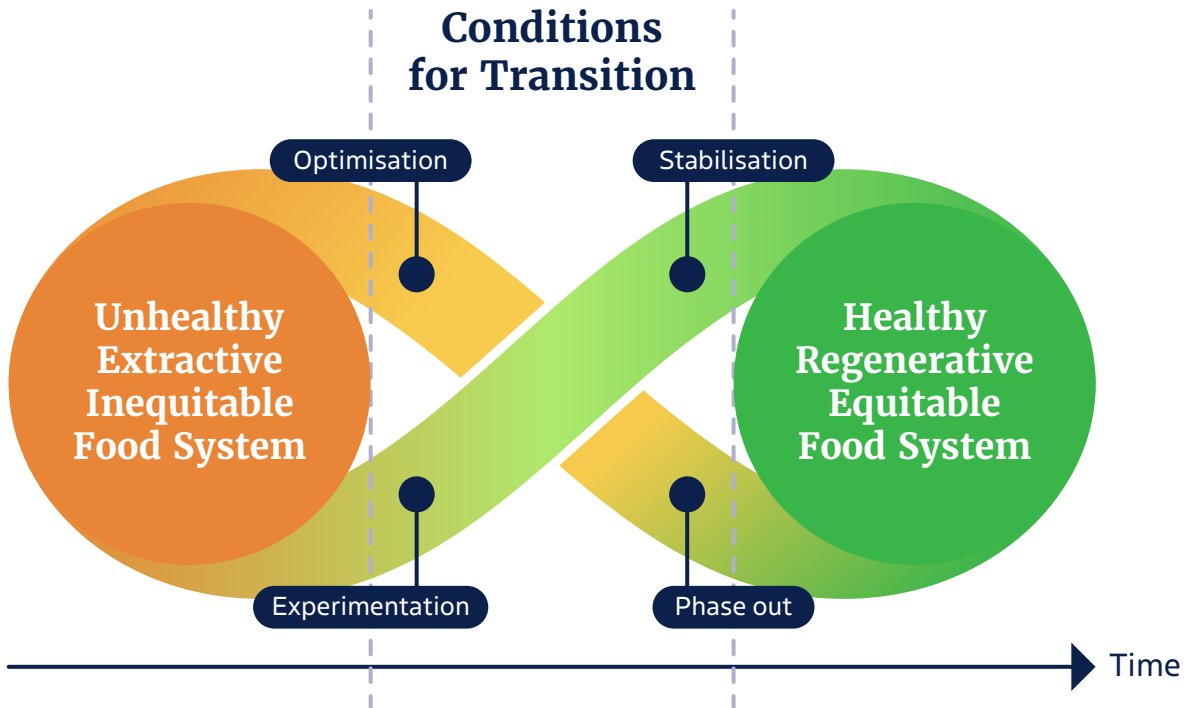
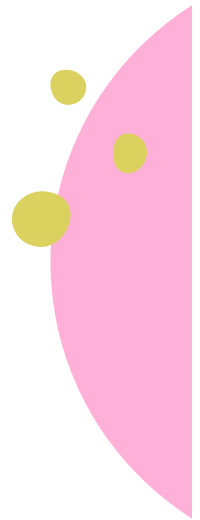


Figure 2. Food System Transition
 Adapted from: Loorbach, D., Frantzeskaki, N. and Avelino, F. Sustainability Transitions Research: Transforming Science and Practice for Societal Change. *Annual Review of Environment and Resources*, 2017. 42(1): p. 599-626.

**Food System
Vision**

An equitable, regenerative, prosperous and resilient food system that ensures access to healthy and culturally appropriate food for all Victorians; a system that values nourishment, fairness, dignity, democracy, participation, inclusivity and stewardship of the natural environment.



Guiding Principles

Upholds

the right to food unconditionally - meaning that all Victorians, at all times, enjoy dignified access to healthy and culturally appropriate food that is produced and exchanged fairly, in ways that regenerate agroecosystems.

Values

inclusion, self-determination and adopts a rights-based approach so that people, especially historically disadvantaged groups, participate in the decisions and activities to (re) shape the food system.

Provides

healthy foods within planetary boundaries – diverse, nutritious, minimally processed foods that are produced and exchanged through agroecological and circular economy principles – conserving water, regenerating soil and promoting biodiversity while cutting greenhouse gas emissions, food and packaging waste and pollution.

Strengthens

local and regional food economies - fostering social connection, diversification and resilience, and creating rewarding job opportunities.

Cultivates

food literacy in the broader context of ecoliteracy - the vital knowledge and skills to sustainably grow, prepare and enjoy healthy food.

Promotes

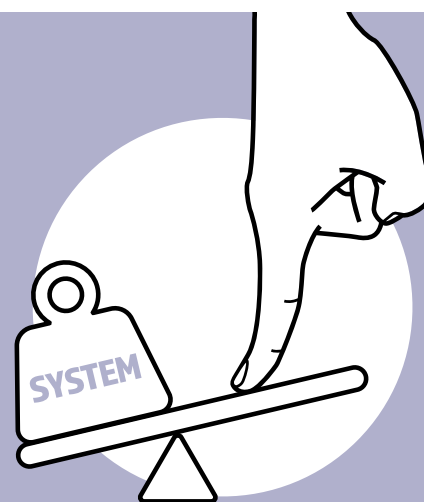
fair incomes and working practices for farmers and food workers and ensures animals equal regard and compassion.

Celebrates

the traditional food practices of Victoria's multiple ethnicities and diverse communities.

Leverage Points

The Working Group has identified the following leverage points as crucial opportunities to promote the necessary conditions for a fair transition to a healthy, regenerative and equitable food system:



Leverage Point 1: Right to Food Law

Create an enabling policy environment to transform Victoria's food system by legislating the right to food in Victoria and embedding it into all relevant State and Local Government policies, budgeting processes and activities.

Leverage Point 2: Food Systems Governance

Strengthen food systems governance capacity by establishing a whole-of-government Food Systems Committee to oversee the participatory development and implementation of a Victorian Food System Strategy and Investment Plan.

Leverage Point 3: Food Systems Monitoring

Advance better food systems strategy and policy design by establishing a comprehensive performance measurement and monitoring framework in Victoria's State of the Environment Report.

Leverage Point 4: Agroecological Food Production

Support the transition to regenerative farming practices to enhance ecological function and build resilience by proactively supporting and resourcing agroecological solutions.

Leverage Point 5: Local Food Infrastructure

Strengthen local and regional food systems by creating a Local Food Investment Fund to grow capacity, improve coordination and drive efficiencies in local food infrastructure.

Leverage Point 6: Public Sector Food Procurement and Retail

Transition all public sector food procurement and retail to preference healthy and sustainably produced food sourced locally or regionally by developing compulsory social and ethical food procurement and retail standards and implementation assistance.

Leverage Point 7: School Food Systems

Transform Victorian school food systems and enhance food systems literacy by working with our educational community and allocating appropriate resourcing and investment.

Leverage Point 8: Community Food Systems Strategies

Require, empower and resource local councils to lead the participatory development of community food system strategies by amending the Public Health and Well-being Act 2008.

Leverage Point 9: Community Food Systems Planning

Prioritise and promote healthy community food systems by reforming Victorian Planning Provisions legislation to explicitly state the promotion of health, alongside economic, environmental and social well-being considerations.

Leverage Point 10: Food Relief Models

Improve dignified access to fresh and healthy food by developing a new, coordinated and collaborative approach with the food relief sector.

Supporting Evidence



Leverage Point 1: Right to Food Law

Create an enabling policy environment to transform Victoria's food system by legislating the right to food in Victoria and embedding it into all relevant State and Local Government policies, budgeting processes and activities.

The core purpose of our food system should be to ensure that all Victorians, at all times, enjoy the right to dignified access to healthy and culturally appropriate food that is produced and exchanged fairly in ways that regenerate agroecosystems. However, rising food insecurity, diet-related disease, environmental degradation and social inequalities show that our current food system is not pursuing this life-giving function and is failing our communities, especially our most vulnerable. While Australia is a signatory to international human rights laws that formally recognise the right to food, we need to incorporate provisions into Victorian legislation to allocate responsibility and establish the food systems governance mechanisms, policies, investment, monitoring and enforcement to uphold these rights.

The right to food has been internationally recognised as a human right since its inclusion in the Universal Declaration of Human Rights in 1948. The right to food is "*realized when every man, woman and child, alone or in community with others, has physical and economic access at all times to adequate food or means for its procurement*".³² The right to food is the legal concept and, as with all human rights, entails three forms of obligations for the government to 1. *Respect* the right to food – to not interfere with a person's ability to access food, 2. *Protect* the right to food – to ensure that others do not interfere with a person's ability to access food and 3. *Fulfil* the right to food – to pro-actively engage in activities intended to strengthen people's access to and utilization of resources and means to ensure their livelihood, including food security, and provide food to people in an emergency or in circumstances where self-provisioning is beyond their control.³³ In other words, upholding the right to food means a government is duty-bound to undertake the necessary steps to ensure that people live in circumstances in which they can provide for themselves and their families and achieve food security (Box 1) with freedom and dignity.

To date, at least 45 countries have taken the step of institutionalising human rights obligations in their legal protections, including through constitutional recognition or in legislative frameworks. While most examples are at a national constitutional level, precedent for sub-national level adoption also exists, including the US state of Maine, which recently updated its constitution (see case study). The Australian Human Rights Commission states that "*to ensure that the human rights standards contained in international treaties are observed and enforceable within Australia, the government must introduce them into domestic law*".³⁴ So, while Australia is a signatory to international human rights laws that recognise and agree to the fundamental right to food *in principle*, this right is not recognised in domestic law, including the Victorian Charter of Human Rights and Responsibilities (Box 2) and relevant government policy frameworks, meaning it cannot be legally enforced *in practice*.

One of the most powerful leverage points for change in a system is its purpose because it is this that shapes a system’s structure and processes and lies at the heart of all of its behaviour.²⁹ As it stands, the purpose of our food system is not written into our laws which means that the State Government lacks the legal power to invoke the transformational changes needed to our food system, and Victorians cannot hold the government accountable to meet their obligations in this regard. To strengthen food systems governance capacity and address the systemic causes of food insecurity, the Victorian Government should introduce a Right to Food Act to amend the Victorian Charter of Human Rights and Responsibilities Act 2006 and provide the formal mechanism to uphold these rights. Implementation of the Right to Food law, and in particular, where local governments and communities have responsibility, must have adequate financing and resourcing (see also [Leverage Point 2: Food Systems Governance](#), [Leverage Point 5: Local Food Infrastructure](#) and [Leverage Point 8: Community Food System Strategies](#)).



Box 1: Food Security

Food security is not simply a situation where people are free of hunger. If this were so, the response to food insecurity would be to ensure people don’t go to bed hungry at night, and policies would be geared around producing more food as cheaply as possible to achieve this outcome. But these actions would only address the immediate ‘problem’ of hunger. They would not manage the systems that manifest hunger in the first place (including food systems), nor would they recognise that freedom from hunger is not the end goal for a thriving and prosperous society.

The concept of food security extends beyond freedom from hunger to incorporate six interconnected dimensions:

1. Agency – people individually or collectively can decide what foods they produce and eat, how to produce and distribute that food and participate in processes that shape food systems.
2. Stability – people have adequate access to food at all times, including not risk losing access to food due to sudden shocks.
3. Sustainability – food systems provide food security and nutrition in a way that does not compromise the economic, social and environmental bases that generate food security and nutrition for future generations.
4. Access – people can access adequate resources, including suitable legal, political, economic and social arrangements for acquiring appropriate foods for a nutritious diet.
5. Availability – food systems provide sufficient quantities of food of appropriate quality.
6. Utilization – people can utilize food through adequate diet, clean water, sanitation and health care to reach a state of nutrition well-being and satisfy all physiological needs.²⁷



**Box 2: Victorian Charter of Human Rights and Responsibilities' 20 Rights**

1. Right to recognition and equality before the law (section 8)
2. Right to life (section 9)
3. Right to protection from torture and cruel, inhuman or degrading treatment (section 10)
4. Right to freedom from forced work (section 11)
5. Right to freedom of movement (section 12)
6. Right to privacy and reputation (section 13)
7. Right to freedom of thought, conscience, religion and belief (section 14)
8. Right to freedom of expression (section 15)
9. Right to peaceful assembly and freedom of association (section 16)
10. Right to protection of families and children (section 17)
11. Right to take part in public life (section 18)
12. Cultural rights (section 19)
13. Property rights (section 20)
14. Right to liberty and security of person (section 21)
15. Right to humane treatment when deprived of liberty (section 22)
16. Rights of children in the criminal process (section 23)
17. Right to a fair hearing (section 24)
18. Rights in criminal proceedings (section 25)
19. Right not to be tried or punished more than once (section 26)
20. Retrospective criminal laws (section 27)





Case Study: Right to Food Law in Maine

Incorporating Right to Food into a State-level Constitution

In November 2021, 60% of voters in the US state of Maine approved an amendment to the state's constitution to add a right to food clause into Maine's declaration of Rights, stating:

Right to food: All individuals have a natural, inherent and unalienable right to food, including the right to save and exchange seeds and the right to grow, raise, harvest, produce and consume the food of their own choosing for their own nourishment, sustenance, bodily health and well-being, as long as an individual does not commit trespassing, theft, poaching or other abuses of private property rights, public lands or natural resources in the harvesting, production or acquisition of food.

Maine Constitution, Article 1, §25



The right to food amendment, the first of its kind in the US, had already been cleared by the state legislature earlier in the year (it passed by 73% House and 70% Senate), which then sent it to voters following the state's rules for amending the constitution. Reports suggest similar provisions are being considered in other US states.³⁵

This constitutional update follows a long history in developing progressive food laws, which gives residents more control over how their food is grown, distributed and sold. In 2007, Maine became the first US state to introduce an explicit food sovereignty law – An Act to Recognise Local Control Regarding Food Systems - which permits municipalities to regulate their local food systems.

To date, the food sovereignty law has prompted nearly 100 Maine cities and towns (of 500) to pass local ordinances (formerly titled Local Food and Community Self-Governance Ordinance). A key driver for the food sovereignty law has been the protection and promotion of small-scale farmers who were previously subject to exorbitant regulatory compliance costs to adhere to regulations designed for larger operators.³⁶ The diffusion of these local ordinances has spurred interest from small growers and producers, as the law allows them to sell directly to customers on-site.³⁷

Other states, including Montana, Wyoming, Colorado and North Dakota, have introduced similar legislation.



Leverage Point 2: Food Systems Governance

Strengthen food systems governance capacity by establishing a whole-of-government Food Systems Committee to oversee the participatory development and implementation of a Victorian Food System Strategy and Investment Plan.

Realizing the right to food is not solely a means of addressing food insecurity but is a distinct objective in itself – guiding an approach to food systems governance that is founded on the principles of dignity and accountability and that seeks to address the underlying structures and processes that give rise to the problem of food insecurity in the first place. Despite extensive knowledge of the issues associated with our current food system, the pace of transition to a healthy, regenerative and equitable food system is slow - held up in part by a compartmentalized and short-term approach to policy development. However, siloed policymaking is ineffective in responding to entrenched, cross-cutting systemic challenges. We need an integrated and rights-based governance model that reaches across political boundaries, transcends electoral cycles and meets the needs of Victorians where they are.

The events of the past two years, including bushfire devastation, unprecedented floods and COVID-19, have shone a bright light on the extreme shortcomings of our food system. Not least, the extensive disruption and economic impact of COVID-19, including multiple lockdowns, business closures and cutbacks of social welfare (after JobSeeker supplements ended) has meant that food insecurity is a more prevalent and growing issue - estimated to affect almost 1 in 4 Victorians.¹ These multiple converging crises and other contextual pressures, including (but not limited to) population growth, urbanization, climate change and the rapid degradation of nature, warrant a new integrated, long-term approach to food governance based on systems thinking. The Victorian Government is well-positioned to show leadership across the whole food system and has a proven track record of working effectively towards a common agenda across portfolios. Recent examples of the [Regional Jobs and Infrastructure Fund](#), [Recycling Victoria: A New Economy](#), childhood obesity prevention, [Health and Human Services Climate Change Adaptation Action Plan](#), [Planning for Melbourne's Green Wedge](#), and [Agricultural Land](#) and [Agriculture Workforce Plan](#), are cases in point.

A food systems governance model which integrates considerations across the totality of the food system must also facilitate and ensure participation by Victorians - especially by elevating the voices of people that are most disadvantaged and impacted by current arrangements, including those that speak for nature. Adopting a rights-based approach to food systems transformation is critical for ensuring a fair and inclusive transition because it means that decision making processes for food systems governance are underpinned by the human rights principles of Participation, Accountability, Non-discrimination, Transparency, Human Dignity, Empowerment and Rule of Law following the PANTHER framework.³ A recent systematic review concluded that rights-based approaches, including the right to food and food sovereignty, have demonstrated potential to strengthen efforts to improve food security across a wide range of contexts.³⁸

A suitable mechanism to implement a rights-based systems approach to food governance would be in the form of a whole-of-government Food Systems Committee housed within the Department of Premier and Cabinet.^{25,39} The Committee would require ministerial and departmental membership spanning the Health, Environment, Agriculture, Regional Development, Planning and Education portfolios, and it would need to build multi-stakeholder partnerships and networks that support participation and representation, including the voices of historically disadvantaged, marginalized and vulnerable groups.



The Committee would be responsible for:

- Planning and overseeing a state-level food system strategy and investment plan,
- Monitoring and measuring the performance of the Victorian food system (see also [Leverage Point 3: Food Systems Monitoring](#))
- Advising and making recommendations to the government on food policy issues,
- Fostering better communication among all food system actors,
- Assisting Victorians in understanding the food system and encouraging their involvement in food policy setting, particularly at a local level,
- Educating committee members about each other's roles and perspectives,
- Facilitating research on food systems.⁴⁰



Case Study: The Massachusetts Food Policy Council

Instituting a Whole-of-government Food Systems Governance Model

Established in 2010 through state legislation, the Massachusetts Food Policy Council (the Council) “works to increase farming and sales of Massachusetts grown foods and support programs to bring healthy foods to everyone in the state”.⁴¹ Council membership includes senior officials drawn from departments in state government, including the Agricultural Resources, Housing and Economic Development, Public Health, Environmental Protection, Education, and Transitional Assistance. In addition, there are legislative members (two senators and two representatives) and an array of food system representatives (e.g., farmer, food processor, academia) appointed by the Governor. Council meetings are open to the public.

The remit of the Council includes:

- Increasing production, sale and consumption of Massachusetts-grown foods,
- Developing and promoting programs that bring healthy Massachusetts-grown foods to Massachusetts residents through various programs such as:
 - Targeted state subsidies,
 - Increased state purchasing of local food for school and summer meals and other child and adult care programs,
 - Direct market subsidies to vulnerable groups,
- Increasing institutional purchases of Massachusetts-grown foods and other programs to make access to healthy Massachusetts products affordable,
- Increasing access to healthy Massachusetts-grown foods in communities with disproportionate burdens of obesity and chronic diseases,
- Protecting the land and water resources needed for sustainable local food production,
- Training, retaining and recruiting farmers to ensure the continued economic viability of local food production, processing and distribution.

In 2013, the Council began creating a plan for the state's food system and launched the Massachusetts Local Food Action Plan two years later. The Massachusetts Food System Collaborative (the Collaborative) was later established to promote, monitor, and facilitate the Plan's implementation.

Membership of the Collaborative includes broad participation of food system stakeholders from across the state. The Collaborative auspices various projects, including convening a network of more than 20 local food policy groups spread throughout the state to strengthen connections, share best practices, and provide education, such as conducting a community food system assessment. Other projects include advocacy for adequate funding of the state's Healthy Incentives Program, food waste reduction, various working groups, and toolkit development. An amalgamation of philanthropic organisations financially supports the Collaborative.



Leverage Point 3: Food Systems Monitoring

Advance better food systems strategy and policy design by establishing a comprehensive performance measurement and monitoring framework in Victoria's State of the Environment Report.

There is currently little integrated monitoring or reporting of food system impacts beyond productivity measures, limiting policymakers' ability to consider what trade-offs are being made and identify and prioritise actions to drive food system transformation for a prosperous future. We need to evaluate our food system's performance in terms of its capacity to affirm the right to food for all Victorians, including its broader environmental, social and health impacts, and formalise regular, comprehensive food systems performance monitoring to facilitate coherent policy responses.

For a long time, the performance of our food system has been measured on a yield per hectare productivity metric, aligned with the idea that its purpose is to supply enough food to stave off hunger and meet human energy needs. However, this simplistic measure fails to 'measure what matters' – whether our food system fulfils its actual purpose, which means doing so equitably, in a way that promotes health and without compromising the ability of future generations to meet their own needs when their time comes.⁴²

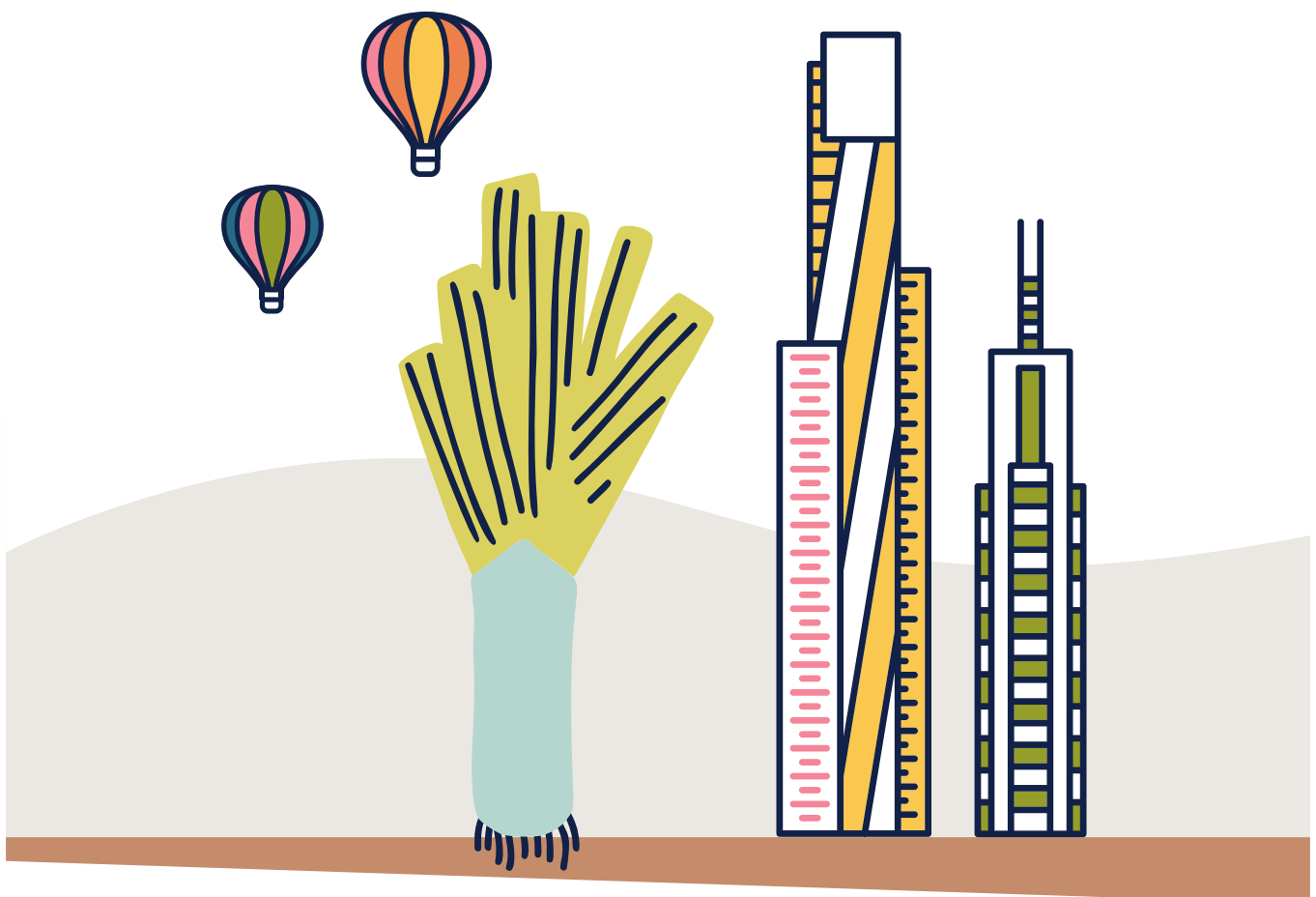
The external effects (externalities) of our food system on the environment and our communities are, for all intents, invisible, not accounted for (internalised) in the price paid and current assessments of performance. Looking at the environment as an example, our food system is the single most significant driver of habitat destruction, biodiversity loss, and catastrophic disruption to carbon, water, and nitrogen cycles. Yet while these externalities remain hidden, this continued 'invisibility of nature' drives a vicious cycle without a proportionate systemic response to counteract it.⁴³

If we do not measure the actual impacts of the food system, in broader terms than productivity, then 'what matters' will continue to go unaccounted for in policy decisions that shape our food system and our future. True cost accounting is an economic assessment model that looks beyond the visible financial gains to the 'hidden costs' of food systems and brings them into focus so we can properly account for them. The concept is akin to a 'food systems balance sheet', which integrates and openly manages the trade-offs on the pathway to food systems transformation.⁴⁴

Globally, many examples of food system balance sheets have been developed to shed light on the complex dynamics of food systems.⁴⁵ The Economics of Ecosystems and Biodiversity AgriFood Evaluation Framework is one example and included as a case study. These sustainability frameworks can inform the development of a holistic food systems performance monitoring program, which the government could build into existing data collection and reporting mechanisms.

The Commissioner for Environmental Sustainability Act 2003 includes a statutory requirement for the Commissioner to “prepare and submit to the Minister a periodical Report on the State of the Environment of Victoria prepared at intervals not exceeding 5 years”.⁴⁶ While the Victoria’s State of Environment (SoE) report includes a broad set of 170 indicators, many of which relate to food systems, the reporting is currently not organised in such a way to draw out the interconnectedness between our food system, our natural environment and our communities. For example, the framework for the 2018 SoE report includes chapters on the state of our natural systems, including air, water, land, biodiversity, and the impacts of climate change. It also has chapters with assessments on two critical social-environmental systems – transport and energy. However, a ‘report card’ of our other primary social-environmental system – food, is notably absent.⁴⁷

The SoE report has begun transitioning to a new framework that enables progress reporting against the SDGs (the first state government to do so).⁴⁷ In recognising that transforming food systems is integral to achieving the SDGs, the SoE report provides an avenue to address this shortfall in food systems performance monitoring. Moreover, the statutory obligations of the SoE report give a direct mechanism for ministerial influence and open a pivotal window of opportunity to identify and drive priority actions to transform our food system and generate improved social, environmental, health and economic outcomes.





Case Study: The Economics of Ecosystems and Biodiversity Framework for AgriFood

Adopting a Systems Approach to Measuring and Monitoring Food System Performance

The Economics of Ecosystems and Biodiversity (TEEB) is an initiative hosted by the United Nations Environment Programme.⁴⁸ Inspired by the Stern Review on the Economics of Climate Change, which revealed the economic inconsistency of inaction with regard to climate change, Environment Ministers from the governments of the G8+5 countries agreed to address the economic invisibility of nature.⁴⁹ TEEB emerged from this decision.

The 'TEEBAgriFood Evaluation Framework' (the Framework) supports a holistic assessment of food system performance by incorporating its most significant externalities across environmental, economic, health, and social dimensions. The Framework contrasts to the conventional, compartmentalized approach to evaluating isolated aspects of the food system, for instance, considering only the retail sector or economic metrics. Instead, it draws attention to how the food system elements interact to form (and reproduce through ongoing feedback loops) the system as a whole and the outcomes it generates.

The Framework (Figure 3) includes four elements – stocks, flows, outcomes, and impacts. Stocks comprise the four capitals (natural, produced, human, and social) that form the basis of the food system – the essential 'wealth' or goods drawn upon to produce and circulate food to people. The stocks underpin a variety of flows, which can be materials or information. Income, value added to the economy and food outputs are the most apparent material drivers/flows of the food system. However, there are also 'intermediate' goods like purchased agricultural inputs (labour, water, energy, agrochemicals etc.), and ecosystem services (pollination, nutrient cycling etc.). Residual material flows, including pollution (GHGs, fertilizer run-off, food loss and waste, etc.), are drivers of some of the most severe outcomes incompatible with our food system's sustainability, and these must be measured.⁵⁰ The patterns and dynamics of the stocks and flows produce outcomes and impacts that regenerate or degenerate the stocks and produce positive or negative externalities. Of crucial importance is that outcomes and impacts are not end states but parts of continuous processes that loop back into the system as feedback.

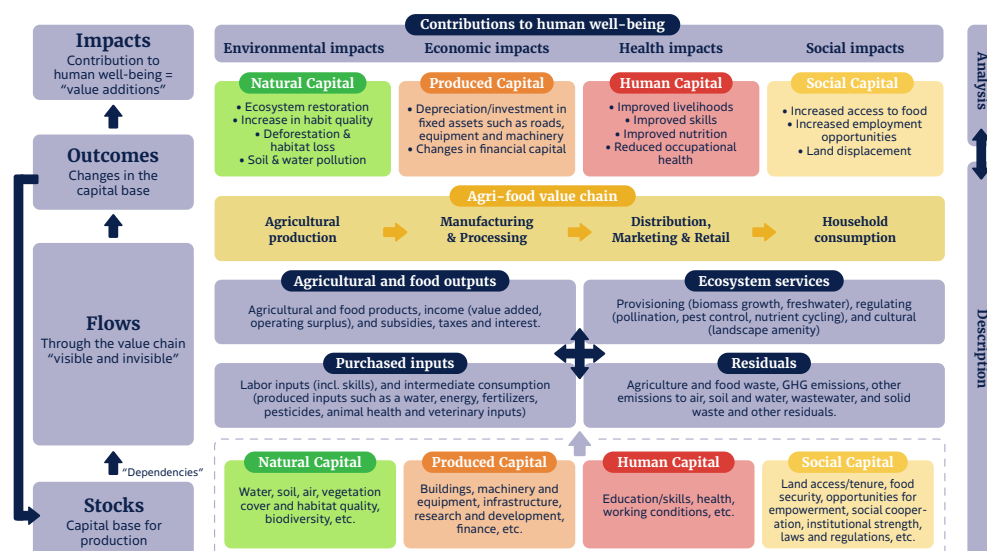


Figure 3. TEEB AgriFood Evaluation Framework⁵⁰

The Framework aims to understand the extent of the food system's externalities and promote a decision-making environment where the beneficial outcomes and impacts flourish, and the adverse outcomes and impacts diminish.



Leverage Point 4: Agroecological Food Production

Support the transition to regenerative farming practices to enhance ecological function and build resilience by proactively supporting and resourcing agroecological solutions.

Over many years, driven by the need to achieve economies of scale (i.e., “get big or get out”), there has been an ongoing restructuring of our farming landscapes towards increasing consolidation, concentration and specialisation. These tendencies have come at the expense of many adverse environmental, social and health outcomes, including (but are not limited to) water scarcity, soil erosion and degradation, habitat destruction and biodiversity loss and the homogenisation of diets. We need to support the growing number of Victorian farmers willing to transition to agroecological practices through proactive investment and capacity building.

While the intensive production methods of industrial agriculture are widely acknowledged as being unsustainable, the approach taken to date to deal with these problems has centred on developing technologies to make industrial agriculture ‘work better’ and enable its continued expansion. However, through a systems lens, it is clear this response does not address the underlying structural arrangements and processes that give rise to these problems in the first place. Instead, we need to move beyond iterative tweaking of the industrial model and confront systemic issues with a truly integrated response.

An agroecological model offers a genuine alternative that orientates around producing diverse, nutritious foods, regenerating ecosystem processes (rather than running them down) and enhancing farmer livelihoods. A growing international community, including the Food and Agriculture Organisation and the International Panel of Experts on Sustainable Food Systems, recognise the transformative role of agroecology^{W.51-55}.

Agroecological practices are attuned to local contexts and draw heavily on local and Indigenous knowledge and insights from ecological science. In other words, there is no definitive list of ‘things to do’. However, in general, agroecological practices promote biodiversity and renew soil fertility through intercropping, crop rotation, mixed crop and livestock systems, and composting, and by stimulating interactions between different plants, insects, and birds to manage pests. Working sensitively to the unique, local ecosystems (agroecosystems) minimizes or avoids reliance on costly, scarce or damaging inputs such as pesticides and fertilizers. As a result of a systems approach, multiple benefits are simultaneously realised. These include more diverse and resilient agroecosystems that conserve water, build soil health, restore habitats, promote biodiversity and reinvigorate food economies across rural, peri-urban, and urban communities through job creation.

^W We recognise that agroecology is framed in different ways and there are iterations that extend beyond farming practices to agroecology as an alternative paradigm for food systems in a fuller sense. While it is used here in a discussion of production systems, the principles of an agroecological shift in food and farming, including community-led efforts to re-localise decision-making, are tacit in many of the other leverage points included in this Consensus Statement.

It is essential to recognise that agroecological practices are not a new model of agriculture. Agroecology is as old as agriculture itself – rooted in the traditional, place-based knowledge systems and cultures of Indigenous peoples.⁵⁶ Before colonisation, Aboriginal peoples were farming agroecologically across Australia, perhaps for millennia.^{57,58} Acknowledging the past, ongoing and future contributions that Indigenous lifeways should make to transitioning to a regenerative food system is an integral part of our collective journey of reconciliation.

Victoria is fortunate to be home to some fledgling efforts to diffuse agroecological production systems. For example, a draft agroecology strategy is currently in development by the Mornington Peninsula Shire Council.⁵⁹ In addition, many farmers across the state and Australia more broadly are already experimenting with alternative agroecological methods; however, they are not yet strongly connected to the food system at multiple scales.⁵⁷

Much more needs to be done by the State Government to support these incumbent farmers and new entrants who aspire to farm agroecologically but are hindered for various systemic reasons. Opportunities for the Victorian Government to play an enabling role in scaling agroecology include (but are not limited to):

- Rebuilding a robust social welfare base for farmers that will maintain their livelihoods while transitioning to agroecological practices (e.g., transition loans or grants),
- Ensuring secure, long-term, affordable and equitable access to land and infrastructure for agroecological communities of practice, including safeguarding public land for growing (see also [Leverage Point 9: Community Food Systems Planning](#)),
- Making agroecology central to research, education and extension, including building capacity via investment in learning platforms and knowledge co-creation and exchange (especially horizontally between farmers (e.g., mentorship), and between farmers and their communities,
- Supporting the emergence and growth of networks that strengthen agroecological communities of practice,
- Providing access to local and regional markets (see also [Leverage Point 5: Local Food Infrastructure](#) and [Leverage Point 6: Public Sector Food Procurement and Retail](#)).
- Improving the collection and recovery of food and garden organics for reprocessing into composts and organic fertilisers for farms and investing in infrastructure for farmers to produce their own organic fertilisers or soil conditioners by recycling nutrients on farms.^{57,60-62}





Case Study: RegenWA (Regenerative Agriculture in Western Australia) *Supporting the Emergence and Growth of Agroecological Communities of Practice*

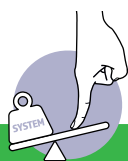
Established in 2018, [RegenWA](#) is the leading network of more than 1,200 West Australian farmers and industry stakeholders who are identifying, implementing and sharing sustainable land management practices. RegenWA emerged from recognising the need to support and encourage farmers who are willing and interested in breaking away from conventional farming and trialling regenerative farming practices that may prove to be more sustainable (financially, socially and environmentally).

RegenWA's main objectives are to:

1. Facilitate a peer-to-peer support and learning network between farmers who are willing to investigate, share and demonstrate leading sustainability practices,
2. Support collaborative and independent research to evaluate the applicability of these leading production systems, practices and technologies,
3. Identify mechanisms that enable farmers to demonstrate their sustainability credentials to consumers who want to make more informed purchasing decisions.

RegenWA is supported by funding from the Western Australian Government's state natural resource management (NRM) program and managed by Perth NRM. It is guided by a steering committee of 11 members who bring a wide range of skills in farming, land management, business and marketing and health education.





Leverage Point 5: Local Food Infrastructure



Strengthen local and regional food systems by creating a Local Food Investment Fund to grow capacity, improve coordination and drive efficiencies in local food infrastructure.

The same logic of economies of scale that generate trends of concentration and consolidation in food production are echoed in the large-scale collection, processing and distribution infrastructure that moves food from producers to communities. To support the transition to agroecological farming practices will necessitate the development of local and regional food networks that move the food from these relatively smaller operations into our communities. We need to enhance local and regional food systems by investing in this critical infrastructure.

The changes in farming practices mentioned earlier (see also [Leverage Point 4: Agroecological Food Production](#)) are contingent on shortening the distance between growers and eaters by developing local and regional food systems. Re-localisation provides markets for farmers in transition and means that a more significant proportion of revenues are retained (particularly by the farmer) to circulate in the local economy and deliver greater prosperity for communities. For example, a UK study compared the multiplier effects of shopping for fresh produce in a supermarket and from a local organic box scheme, finding that every £10 spent with the box scheme resulted in total spending of £25 in the local area, compared with just £14 when the same amount was spent at the supermarket.⁶³

Beyond economic development, stimulating local food systems can deliver multiple environmental benefits beyond the farm gate, including cutting carbon footprint through lower production and transport-related GHGs and producing less waste. Local food systems also reconnect communities with eating seasonal, diverse diets and shift agency to communities, especially and importantly, to vulnerable and marginalised groups, including women, Aboriginal and Torres Strait Islander peoples, migrant workers and those on low incomes. This creates opportunities for communities to participate to a greater degree in decisions about what foods to grow and eat, how to do so, how they are processed and distributed – all foundational ideas embedded in a rights-based approach.⁶⁴

There are many different ways of organising local and regional food systems. Food hubs are one example that seeks to directly connect small and medium-size producers with individuals and businesses in their local communities, which they would have difficulty accessing due to their relatively small production scale (Figure 4). Food hubs are a common model used worldwide but are only beginning to gain traction in Australia. Victoria, for example, is already home to several food hubs, including Baw Baw, CERES and Melbourne.

The nature of food hubs can vary in that they can operate on different scales and fulfil various functions. For instance, regional food hubs increase market access for local and regional producers by offering a combination of production, distribution and marketing services that allow producers to gain entry into new and additional markets that would be difficult or impossible to access independently.⁶⁵ Regional food hubs can complement and add considerable value to existing food distribution arrangements. For example, providing a single point of purchase for consistent and reliable supplies of source-identified products can make it easier for small and medium-size farms to serve public sector procurement contracts (see also [Leverage Point 6: Public Sector Food Procurement and Retail](#)).⁶⁵ As most food hubs are firmly rooted in their community, they also often carry out several additional services, including improving access to healthy food by establishing delivery mechanisms to underserved areas, building food literacy by providing nutrition and cooking education, and increasing the awareness of the benefits of buying local food.⁶⁵



Figure 4. Food Hub

For food hubs or other enterprises that aggregate and distribute local food, limited funds can be a barrier to entry, growth beyond the start-up phase and long-term sustainability. To realise the many benefits of local food systems and build long-term, generalised resilience into a secure and nourishing food supply will require investment.⁶⁶ The Victorian Government should play a crucial role here by investing in essential local food infrastructure for markets, storage, processing and other necessary food system components (e.g., cooperative small scale mobile abattoirs) to support the decentralisation of production and distribution networks.





Case Study: The US Food Hub Experience

Supporting the Pollination of Food Hubs in the US through Increased Government Recognition of their Value and Sustained Investment in their Infrastructure

In 2009, the United States Department of Agriculture (USDA), under the Obama administration, established the “Know Your Farmer, Know Your Food” Initiative to strengthen connections between farmers and communities by developing local and regional food systems.⁶⁷ The project task force identified early on that small and medium-size producers lacked critical infrastructures, such as warehousing and vehicles, and services, that if made available, would allow them to take advantage of the growing demand for local and regional food in larger volume markets, such as public sector procurers including schools and hospitals.⁶⁷

The USDA partnered with the Wallace Center (a non-profit organisation working to transform the food system) to create the National Food Hub Collaboration, which brought together practitioners and researchers to pilot, test and share successful models of values-based food systems. Although the project did not have a budget, the Collaboration highlighted existing, sometimes overlooked, funding available to build local and regional food systems.

Later on, the 2014 Farm Bill introduced specific funding for the Local Food Promotion Program – a \$150 million^x investment over five years allocated for farmers markets and projects that develop, coordinate and expand local and regional food enterprises like food hubs. Grants are available for planning stages (\$5,000 to \$25,000), such as conducting feasibility studies, market research, accessing training or technical assistance, or expanding infrastructure (\$25,000 to \$100,000).⁶⁸⁻⁷⁰

As a result of the increased recognition of the value (social, economic, and environmental) of local and regional food systems and investment in them, the food hub model has expanded rapidly in the US. According to the USDA Food Hub Directory, there are over 200 food hubs across the US, compared with fewer than 50 in 2000.⁷¹ The National Food Hub Survey in 2019 also demonstrates how food hubs have become a critical connecting point to enhance the flow of locally produced healthy food (particularly fresh produce, eggs, meat, and poultry) into the communities they serve, including vulnerable groups.⁷² Notable features of the US food hub landscape include:

- Food hubs connect from three to 190 producers per hub, with an average of 48 producers,
- 39% of hubs have a primarily wholesale business model; 32% have a hybrid model of both wholesale and direct to consumer, and 22% are primarily direct to consumer,
- 56 food hubs spent more than \$31.8 million on purchases from small and medium-sized farms,
- 74 food hubs reported more than \$174 million in combined revenue from product sales, with an average revenue of \$2.4 million per hub,
- More than half of food hubs are located in low income, low access communities – emphasising their role in supporting food security in vulnerable groups,
- Over half of food hub management positions are held by women, and 14% by people of colour,
- The proportion of food hubs over five years old has increased since 2013, and established hubs employ more people – demonstrating the maturity of the sector,
- 44% of food hubs received federal government funding and 22% state government funding.

^x All dollar amounts in this case study are USD.



Leverage Point 6: Public Sector Food Procurement and Retail

Transition all public sector food procurement and retail to preference healthy and sustainably produced food sourced locally or regionally by developing compulsory social and ethical food procurement and retail standards and implementation assistance.

Every day vast quantities of foods and beverages are served and sold in public settings across Victoria, from schools, tertiary institutions and healthcare services to food relief and emergencies, representing an extensive population reach, including vulnerable groups. While the Victorian Government has taken some steps to prioritise fresh, healthy and locally sourced food in some settings, there remains significant scope to enhance this work by mandating, monitoring and enforcing more integrated standards, which include sourcing from Victorian farmers using or transitioning to agroecological practices via local and regional food networks.

The Victorian Government's [Healthy Choices framework](#) aims to increase the procurement and provision of healthy foods and drinks in public facilities, including public hospitals and health services, sport and recreation centres, workplaces and parks, tertiary institutions and emergency food relief (the latter is under development - see also [Leverage Point 10: Food Relief Models](#)). There is also the voluntary School Canteens and other Food Services Policy introduced in 2006, which applies in school settings (see also [Leverage Point 7: School Food Systems](#)). While Healthy Choices has supported many improvements and exemplary practices in public sector food procurement and provision, these standards are only (recently) mandatory for hospitals and health services.⁷³ Beyond these settings, Healthy Choices is incentivised but not mandated or monitored.

Victoria is uniquely placed in providing government funding for the Healthy Eating Advisory Service, which offers free technical assistance and a range of tools, resources and training opportunities to support settings to supply and promote healthy foods and drinks (through retail, vending and catering). However, given the scale and complexity of the public sector, transformative change is slow, and evaluations to date have shown low compliance with the Healthy Choices framework in some settings.⁷⁴ Moreover, while the primary focus is on improving nutrition, Healthy Choices does not currently include local, regional or agroecological sourcing parameters. For farmers to take on the challenge of diversifying their production and transitioning to agroecological practices and for local food economies (including social enterprises) to grow and strengthen, they need markets - one of which should be the public sector. To cultivate enabling conditions for this to happen will require building the capacity of local and regional food networks (see also [Leverage Point 4: Agroecological Food Production](#) and [Leverage Point 5: Local Food Infrastructure](#)) and working with procurement managers across the public service to map current arrangements and identify opportunities to progressively target procurement from proximate sources.

We need a healthy, regenerative and equitable food procurement and retail policy directive, which prioritises producers using or transitioning to agroecological practices through local and regional food networks and provides a clear signal to the market that the Victorian Government will lead by example and spend taxpayer dollars in a way that provides values for money as well as value for money - by setting the standards, monitoring and enforcement mechanisms and implementation assistance for the purchase, subsidy, provision, distribution, preparation, service and sale of food. In so doing, public sector food procurement and retail represents a significant lever to catalyse the transformation of the food system at large.



Case Study: The Good Food Purchasing Program

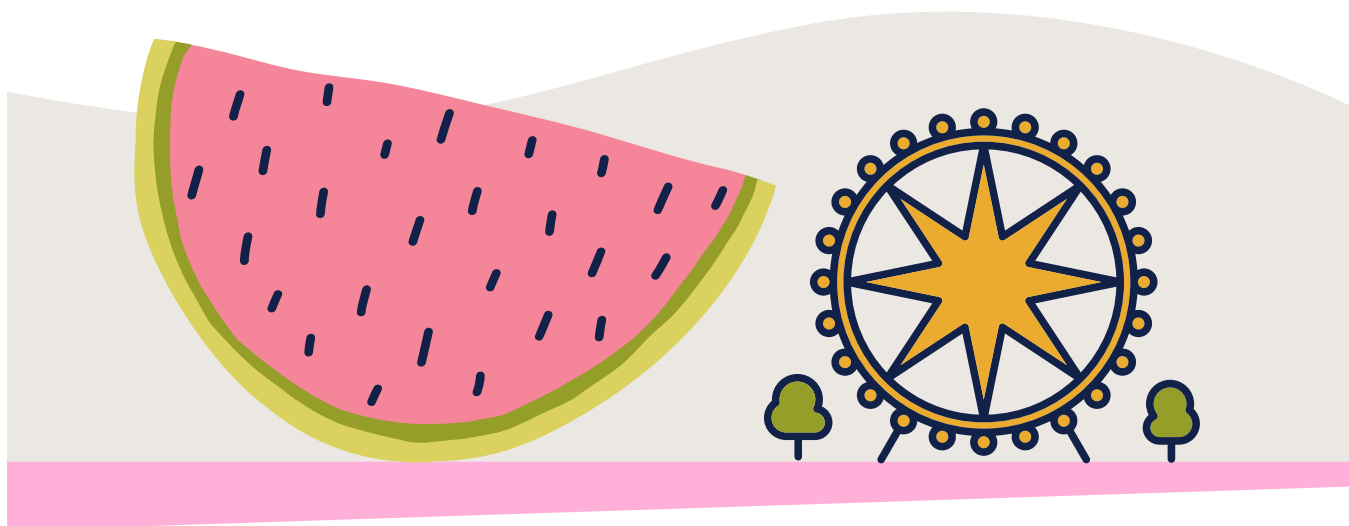
Institutionalising Healthy and Sustainable Public Food Procurement Standards

Established in 2012, the Good Food Purchasing Program (the Program) works to transform the procurement policies of public institutions across America by redirecting their buying power towards five core values - local economies, nutrition, a valued workforce, environmental sustainability and animal welfare.

The Program provides a metric based, flexible framework to guide holistic action, alongside a comprehensive suite of tools, technical support and a rigorous certification system. To date, 12 cities have enrolled in the Program, collectively redirecting billions of taxpayer dollars and transforming local food systems in the process. Example impacts of the inaugural Program in the Los Angeles Unified School District include:

- Redirecting \$17 million^Y to purchase from local growers and manufacturers,
- Creating 220 new, well-paid local food system jobs,
- Shifting the purchase of wheat for approximately 50 million annual servings of bread in-state, with no price change,
- Saving an estimated 19.6 million gallons of water weekly.

The Program is a project of Community Partners – a non-profit organisation that receives financial backing from city governments that adopt the Good Food Standards.



^Y All dollar amounts in this case study are USD.



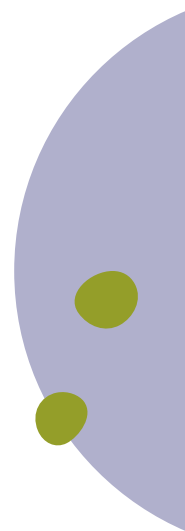
Leverage Point 7: School Food Systems

Transform Victorian school food systems and enhance food systems literacy by working with our educational community and allocating appropriate resourcing and investment.

The food systems approach underpinning this Consensus Statement is grounded in an appreciation that the behaviour of systems (made visible through particular patterns of food production and provisioning) emerges from the nature of connections within and around those systems. This profoundly holistic, multi-dimensional view is nurtured when we foster ecoliteracy – a sensibility for the interconnectedness of all life. Ecoliteracy is multidisciplinary, and therefore it makes sense that sustainability enriches our children’s core education as a cross-curriculum priority within the Australian Curriculum. In the context of this ecological learning, food is the rarest of tools that can connect children to themselves, each other and the Earth. Consequently, school food systems are a unique leverage point to catalyse a reorganisation of food systems at large, both by shaping the world view, systems sensibility and food practices of future generations and by changing the food made available in schools. We need to work with our educational community to understand how to best stimulate action to transform school food systems and resource and invest accordingly.

Schools are a unique connecting point in communities - where families live, work, and play together and where, as they learn and grow, children form lasting connections with the world around them. Food is the essence of so many of these connections, from sharing meals and conversation in the company of friends at recess, to learning how food grows in relation to natural cycles and where the food we eat comes from. Intentional or not, these connections are teachable moments woven throughout school life, offering unrivalled opportunities to engage the next generation with food in positive ways in their minds, bodies and hearts. There are also the connections made when changing the food bought and brought into schools, including 1. What food is purchased (such as local, diverse, healthy and culturally appropriate), 2. From whom (for example, small-scale family farms and other disadvantaged producers), and 3. From what type of production systems (for instance, those that lean more towards industrial practices versus agroecological) which can lead to ripple effects beyond the school itself into homes, communities and the broader food economy (see also [Leverage Point 6: Public Sector Food Procurement and Retail](#)).⁷⁵

There is considerable scope to strengthen school food systems in Victoria and expand the integration of food into school life as a way to understand and read the world, and in so doing, build an appreciation for the importance of food in personal, community and ecological health.⁷⁶ The Victorian Curriculum Foundation through to Year 10 pares back food literacy, relegating it to a brief and disjointed appearance in only two of eight learning areas (Health and Physical Education and Design and Technologies).⁷⁷ The lack of value placed on food literacy as a core dimension of learning means that while children may have reasonable food and nutrition knowledge levels, they lack the practical skills, understanding and deeper connections (i.e., food systems literacy) that is only fostered through direct participation in food practices such as growing, cooking and composting.



Furthermore, all Australian states and territories have voluntary school food nutrition policies; however, adherence is variable and often poor, and monitoring and enforcement mechanisms are lacking. In Victoria, the State Government first introduced voluntary school food guidelines in 2006, with the School Canteens and other Food Services Policy.⁷⁸ Since the Policy's inception, research over the past 15 years has consistently shown poor adherence, and the latest survey in 2019 of 60 randomly selected primary schools showed none were compliant with the Policy.⁷⁸⁻⁸¹

In recognition of the value in adopting a systems approach to transforming food in schools, the Food and Agriculture Organisation recently published the School Food and Nutrition Framework (Figure 5).⁸² The Framework expands beyond what is generally regarded as a whole-school approach to school food – the curriculum and food environment – to broaden and include linkages across four synergistic areas of 1. Food environment, 2. Food education, 3. Food procurement and 4. An enabling institutional and policy context. While this Framework is relatively new, the approach it advocates underpins many existing transformational school food programs worldwide.



Figure 5. FAO School Food and Nutrition Framework⁸²

Somewhat aligned with this systems approach to school food, some schools in Victoria already invest in developing and maintaining bespoke food literacy resources and voluntary programs (e.g., school kitchen gardens) or access and adapt shelf-ready learning materials for their classrooms and enforce a school food policy. However, though program evaluations show positive outcomes for improving food literacy, this approach can be burdensome to teachers by significantly impinging on their time and capacity.⁸³ It is also piecemeal, relying heavily on teachers' engagement with food literacy and likely further amplifies inequalities among schools and student health and learning outcomes. There is a significant gap and opportunity for the State Government to work with our educational community to strengthen school food systems in Victoria, including remaking connections to the local and regional food economies and nurturing the next generation of ecologically-minded farmers, food producers and food citizens.



Case Study: California Food for California Kids

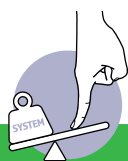
Transitioning School Food Systems and Building Food Literacy

Established in 2010, the [California Food for California Kids](#) Initiative (the Initiative) from the Center for Ecoliteracy builds the capacity and commitment of public school districts to transition to school food systems that provide all students with fresh, locally-grown food and food literacy education to build ecological understanding. The Initiative offers various programs, resources and inspiration for school food service professionals, educators and school communities. It operates at multiple levels of scale, including a statewide network, regional clusters of school districts and partner organisations, and school district-level programs.²

An example school program is California Thursdays, where districts serve fresh, local ingredients one day a week and gradually transition their food service from that baseline. The success of this program has inspired other US states to launch similar programs, including Minnesota, Nebraska and New York.⁸⁴

The Center for Ecoliteracy supports the Initiative's statewide network of 89 school districts across 33 counties (over 2 million students) with guiding strategies, coordinated activities, data collection and reporting and communications. Galvanised by the work of the Center for Ecoliteracy on school food systems, in June 2021, California became the first state in the US to permanently adopt free school meals for all kindergarten to grade 12 students to help address child food insecurity, eliminate stigma and support academic attainment.⁸⁵

² School food systems look different in Australia to many other upper-income countries. Elsewhere and including in California, public schools often have catering services that routinely provide cooked meals to students in a semi-formal seated cafeteria arrangement. The Australian approach is more pared back. Children eat food in their classrooms or, weather permitting, outside, and the food provided by schools mainly acts as an adjunct to lunchbox food that children bring from home. If provided, school food is usually in the form of an onsite 'tuckshop' canteen or an offsite food delivery service. Indeed, many schools may not even have a food service. Despite these differences in operating models, there are still learnings that can be taken from the approaches taken by California Food for California Kids and other transformational school food models worldwide to apply to the Victorian context.



Leverage Point 8: Community Food System Strategies

Require, empower and resource local councils to lead the participatory development of community food system strategies by amending the Public Health and Well-being Act 2008.

Community food systems are well-recognised as a powerful tool to address multiple aspects of social well-being, including improving diets, promoting environmental stewardship and contributing to local economic development.⁸⁶ Local councils are well-placed to play a central role in invigorating local food systems, particularly by facilitating and ensuring participation by community members. However, holistic food system planning processes and joined-up food policies are not currently within their remit. We need to empower our local councils to work with their communities to determine what steps they can take to improve their food systems at a local level.

Increasing healthy eating is one of the four focus areas in [Victoria's Public Health and Well-being Plan 2019-2023](#), which local councils must regard when preparing their Municipal Public Health and Well-being Plans (Municipal Plans). Noting that personal factors such as food literacy, taste preferences and momentary hunger do not solely determine people's choices around what to eat - the context in which choices are made profoundly shapes behaviour. The food system context includes the physical, economic, political, social and cultural arrangements in which foods are made available. This context can vary, for instance, in terms of the kinds of food available, their cost and distribution including, the number, type, location and accessibility (including operating hours and location) of food vendors (which may also be producers), as well as advertising (see also [Leverage Point 9: Community Food Systems Planning](#)).⁸⁷ Local actions to improve dietary patterns can be hampered unless these systemic influences are considered and addressed.

We already have a sense of what can be achieved when local councils are empowered and resourced to develop place-based food system strategies that meet the particular needs of their communities.⁸⁸ From 2005-10, VicHealth's Food for All initiative catalysed a range of strategic food systems programs across selected Victorian councils. Various initiatives flowed from this work, including the flagship Healthy Together Victoria from 2010-16 and the Department of Health and Human Services' [Healthy Food Connect model](#). Funding for these initiatives has since ended; however, several councils have recognised the benefits of an integrated and localised food system approach and continued without financial or resource assistance from the state government or statutory agencies. Eleven Victorian councils currently have food system strategies, and examples of this exemplary work in Greater Bendigo and the North East are included as case studies.⁸⁸

Developing community food systems strategies with residents in a participatory manner will ensure that actions proposed to promote healthy eating in municipal plans align with the current evidence base of a systems approach to promoting health. Furthermore, there is a precedent for amending the Public Health and Well-being Act, suggesting this would be a suitable mechanism to create the right conditions for local-level efforts to transform community food systems. In 2008, following Recommendation 94 of the Royal Commission in Preventing Family Violence, an amendment was made to require councils in their Municipal Plans to specify measures to prevent family violence and to respond to the needs of victims of family violence.





Case Study: City of Greater Bendigo Food System Strategy 2020–2030

Developing a Place-based Food Systems Strategy: City of Greater Bendigo

The [Greater Bendigo Food System Strategy 2020-2030](#) (the Bendigo Strategy) provides strategic direction to guide the City of Greater Bendigo, partner organisations and groups to strengthen and support Greater Bendigo’s regional food system over ten years (Figure 6).⁸⁹ The Bendigo Strategy’s vision is that “Greater Bendigo’s food system is healthy, equitable and sustainable and supports the local economy, culture, and health and well-being of our communities” and underpinned by the following objectives:

1. Enable communities to access safe, affordable, nutritious and culturally appropriate foods and drinks
2. Strengthen and support a sustainable local food economy that enables the growth, production and sale of healthy food locally
3. Support local food growing and producing, sourcing, cooking and sharing knowledge, skills and culture
4. Reduce and divert food waste from landfill

The Bendigo Strategy’s Action Plan identifies a raft of initiatives that work towards the four strategic objectives and commits to annual reporting to monitor progress against pre-agreed success measures. Work in the Strategy’s first year included fundraising towards a new community food hub, establishing the Bendigo Food Pantry with an online ordering system, mapping water fountains in the region to promote public awareness and launching the YouFoods project with Bendigo Foodshare to tackle youth food insecurity.

The Bendigo Strategy was developed using a participatory approach with input from an external expert advisory group and engagement with more than 1,000 community members. The Strategy utilises a Collective Impact framework, which recognises that multiple entities working collaboratively towards a shared vision maximises efforts.

Figure 6. ►
City of Greater Bendigo Food System Strategy⁸⁹





Case Study: North East Local Food Strategy 2018–2022

Developing a Translocal Food Systems Strategy for Multiple Local Government Areas

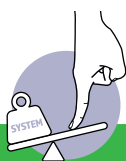
Before 2018, much work was being done across the North East Victoria region to address food system issues at the level of local councils. However, it was becoming clear to agencies working in the region that many local food system issues crossed local government area boundaries and required a regional approach. In response to this identified need, the North East Local Food Strategy (the North East Strategy) was developed by health, local government, agriculture, tourism and community partners through a collaborative, cross-sector approach.⁹⁰

The North East Strategy “aims to contribute towards a strong, sustainable and equitable food system in North East Victoria” by driving action to achieve each of the five Aspirational Goals:

1. North East Victoria has a coordinated approach and collective voice that drives a strong local food system,
2. North East Victoria has a thriving, diverse and resilient agricultural sector, where sustainable land management practices ensure natural resources are protected and enhanced,
3. North East Victoria has strong short food supply chains where producers have access to logistics appropriate to their scale of operation at all stages of the supply chain,
4. All community members have access to fresh local produce, understand the benefits of a strong local food system and make informed and healthy choices,
5. Waste is minimised through closed-loop food redistribution systems and initiatives that reduce the use of single-use packaging and support recycling.

While the lack of designated funding and COVID-19 have hampered the delivery of the North East Strategy, the following impacts have nevertheless been achieved:

- Formation of a multi-agency, cross-sector North East Local Food Strategy Action Group to progress the strategy,
- Development and adoption of a new local food policy developed by Indigo Shire Council, and incorporation of food into other local council strategies and planning,
- Delivery of capacity building events to increase skills in sustainable agricultural methods,
- Provision of support to community and school initiatives that enhance food literacy, for example, providing spaces to grow food and home wicking beds, organizing food swaps, and supporting community or school gardens,
- Securement of funds to:
 - Gather community input into two projects - Short Food Supply Chains: Opportunities and Challenges for Farmers in North East Victoria and The Open Road Project,
 - Update the [Mountain to Murray Local Produce Guide](#) and fresh food access guides for Indigo and Alpine Shires,
 - Establish the Acres and Acres Co-operative.



Leverage Point 9: Community Food Systems Planning

Prioritise and promote healthy community food systems by reforming Victorian Planning Provisions legislation to explicitly state the promotion of health, alongside economic, environmental and social well-being considerations.

Our neighbourhoods play a significant role in ensuring our health and well-being in many ways, including shaping the relative exposure to healthy and unhealthy foods. Under current Victorian planning legislation, the population health impacts of planning applications are not sufficiently considered when authorities weigh up policy objectives and priorities. This means that planning decisions can run counter to what would be in the best interest of public health with harmful consequences. We need an integrated approach to planning that recognises the importance of community health and the transformative potential of local food systems.

Affirming the right to food is directly related to planning for food production and provisioning. Land use planning (including zoning bylaws) determine the permitted and preferred use of available land within a jurisdiction and, in so doing, can promote healthier community food systems. For example, planning provisions can protect land from urban sprawl and promote its use for localised food production (urban and peri-urban agriculture), improve access and proximity to sources of healthy and fresh food (grown and sold) so that it is more convenient, and they can limit the density and location of fast-food outlets and drive-throughs. Differential rates could also, for example, be used to preference sustainable farming practices. Integrated approaches that encourage healthy foods and discourage unhealthy foods in communities are essential to shaping health-promoting food systems where people live, learn, work and play.

Unfortunately, community health is neither a policy nor objective under current Victorian planning laws. It is no surprise then that research shows that in population growth areas in Victoria, unhealthy food outlets (including fast-food outlets, takeaways and convenience stores) have increased and rapidly outpaced the expansion of healthy food outlets to reach a ratio as high as 9:1. This ratio has nearly doubled from 2008-2016.⁹¹

Continuing with fast-food outlets as an example, in 2013, the Yarra Ranges Council refused planning permission for a new McDonald's outlet in Tecoma.⁹² The council's decision was consistent with community sentiment, having received 1,300 objections from residents on the grounds that included health implications. However, the Victorian Civil and Administrative Tribunal (VCAT) overturned the local council's decision, resulting in a prolonged and disruptive community activism campaign at the site. Despite the apparent public dissatisfaction with this outcome, similar planning decisions have been made around Victoria.⁹²

There has long been a broad consensus that significant reforms are needed to align planning policy with public health goals. In 2012, the Inquiry into Environmental Design and Public Health in Victoria received several submissions for the State Planning Policy Framework to comprehensively address health and well-being. A recommendation made by the Inquiry was that *"the Victorian Government amends the State Planning Policy Framework within the Victoria Planning Provisions to include a policy on planning for health and well-being"*.⁹³ However, almost a decade has passed, and this amendment is yet to be made.

We urgently need to update the objectives of planning law to promote community food systems that support people to lead active lifestyles and enjoy healthy diets. Actions to improve community food systems through planning may involve:

1. Shaping physical access - in terms of the presence, location and nature of food sources within a community - how easily all residents, including low-income and other vulnerable groups, can reach sources of sufficient, healthy, affordable, safe and culturally appropriate food.⁹⁴ Examples include enabling food production by providing equitable access to and land for urban agriculture; encouraging healthy/discouraging unhealthy food retail through zoning, permits and licenses, fiscal measures, business advice and training; facilitating mobility/public transportation.
2. Shaping desirability - this concerns the messaging (advertising, marketing, labelling) around food and the presentation (visibility and attractiveness) of food. An example would be restricting unhealthy food advertising in neighbourhoods.

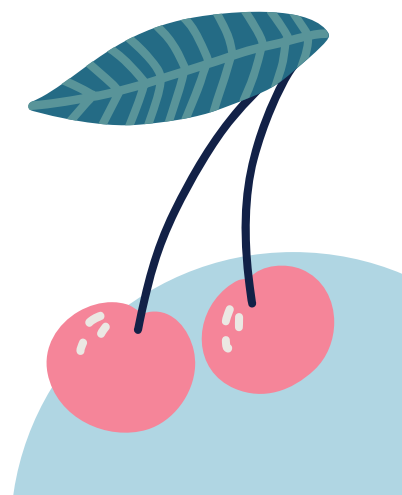
There is a growing international precedent for planning approaches that take these measures to improve community food systems. Closer to home, planning laws have also been used to reduce exposure to unhealthy food through introducing progressive restrictions on outdoor food advertising (e.g., bus shelters) in Mandurah in Western Australia - showing that progress is possible.⁹⁵

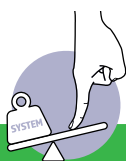


Case Study: National Planning Policy Framework (England) *Integrating Healthy Community Food Systems as a Core Element of Planning Policy*

In England, the [National Planning Policy Framework](#) (the Framework) states: *“Planning policies and decisions should aim to achieve healthy, inclusive and safe places which: enable and support healthy lifestyles, especially where this would address identified local health and well-being needs – for example, through the provision of ... access to healthier food”*.⁹⁶ (p.27) The Framework empowers local government areas (LGAs) to impose controls on the spread of unhealthy food outlets on health grounds.

A recent census found that over a third of LGAs have a policy with health-focused planning criteria.⁹⁷ The most common approach is introducing exclusion zoning (distance and walking time) around places where children and families gather, like schools, parks and leisure facilities, including sports centres and youth clubs.⁹⁷ The second most common approach is through caps that limit the density of takeaway food outlets in retail areas. Research with local government planning and health professionals shows that they feel these policies can effectively regulate fast-food outlets to improve health.⁹⁸





Leverage Point 10: Food Relief Models

Improve dignified access to fresh and healthy food relief by developing a new, coordinated and collaborative approach with the food relief sector.

The reality that thousands of Victorians do not have the means to enjoy a healthy diet or cannot even afford enough food to satisfy hunger demonstrates a systemic failure to uphold the right to adequate food. However, addressing the root causes of this deeply entrenched, wholly unacceptable problem so that handouts become a thing of the past will take time and concerted action (as outlined in leverage points 1 – 9). Right now, the prominence of ultra-processed unhealthy food in the food relief sector has significant health implications for recipients and compounds their risk of long-term health issues, in addition to mental ill-health due to stigma and shame. We need a new, coordinated and collaborative approach to food relief that involves people with lived experiences of food insecurity and provides dignified access to healthy food.

Food insecurity was evident in Victoria before COVID-19 but has become more pronounced through the cascading effects of the pandemic. During the initial COVID-19 restrictions from May to June 2020, the proportion of Victorians reportedly running out of food and unable to buy more increased from 4% to 7%.⁹⁹ In addition, 23% of Victorians reported relying on a restricted range of low-cost unhealthy foods due to running out of money.¹ A follow-up survey in September 2020 found no significant difference in the number of Victorian adults reportedly experiencing food insecurity, highlighting that food insecurity is an entrenched and ongoing issue for substantial numbers of Victorians.¹⁰⁰ Recent cross-sectional research also shows how the COVID-19 pandemic has exacerbated existing vulnerabilities. The risk of experiencing food insecurity has significantly increased among those with a disability, those living in rural areas, those with dependents and Aboriginal and Torres Strait Islander Peoples.¹⁰¹ Food insecurity may contribute to poor physical, social and psychological health outcomes among children and adults who experience it, including irreversible adverse effects on cognitive development and growth in young people.^{102,103}

As a direct consequence of rising food insecurity, many Victorians access food relief to meet their basic food needs; however, these models of food provision rely heavily on donated surplus food from the industrial food system. As a result, non-perishable, ultra-processed unhealthy foods are abundant, and there is a distinct shortage of healthy foods such as fresh vegetables and fruits, which exacerbates health issues in vulnerable groups.¹⁰⁴ At least in the relatively short term, before food relief is phased out, there is an opportunity to review models of food relief and reflect on how they can make a positive and valuable contribution to a fair transition towards the food future envisioned.

The food relief sector could become a leverage point for system change if the standards and model to which it operates (the quality and sourcing of the food that is provided) are adjusted, as far as is practicable, in line with the guiding principles for systems change (see [Guiding Principles](#)).¹⁰⁵ This means preferencing fresh and healthy minimally processed and sustainably grown food that is sourced locally or regionally where possible (contract grown under subsidy or charitably funded, if needed and appropriate)—a shift which tax incentives could bolster.¹⁰⁶ There are also opportunities for the food relief sector to do more to support recipients navigating permanent pathways out of food insecurity, which may also contribute to food systems change (e.g., see Community Food Centres Canada case study). Ensuring that Federal and State funding for food relief flows equitably beyond metropolitan to regional and rural food relief agencies should support work on this leverage point.

The Working Group would like to recognise the ongoing work of the Victorian [Food Relief Taskforce](#) that has emerged in parallel to the development of this Consensus Statement. The Food Relief Taskforce provides a crucial mechanism for achieving the approach to food relief advocated for in this leverage point.



Case Study: Nutrition Guidelines for the Food Relief Sector (South Australia)

Maximising the Availability of Healthy Foods to Recipients of Food Relief

Developed in 2019 to support the South Australian Food Relief Charter, the Nutrition Guidelines for Food Relief (Nutrition Guidelines) aim to increase the provision and proportion of healthy foods in the emergency food relief sector. Despite their name, the Nutrition Guidelines are food-based but also go beyond food standards to provide advice on creating a health-promoting food environment, such as using prominent placement, competitive pricing, and increased promotion of 'green' and 'amber' classified foods.

The Nutrition Guidelines also integrate sustainability principles; for instance, they advocate supporting local growers and producers to reduce handling and transport costs and related GHGs and accepting produce with slight physical imperfections to minimize wastage of food that is otherwise safe to eat.

The Nutrition Guidelines are an outcome of the Food Security Project - a joint initiative of the Department for Healthy and Well-being and the Department of Human Services.



Case Study: Community Food Centres Canada

Creating Community Food Centres as Spaces to Advance Community Food Security

Community Food Centres Canada was founded in 2012 to develop and expand the Community Food Centre model across Canada, based on the Stop Community Food Centre (Stop) in Toronto. Stop is located in one of Ontario's lowest-income, most diverse communities and was initially established as a food bank in the mid-1970s.¹⁰⁷ While Stop maintains its emergency food efforts, it now complements this work with a range of capacity- and skills-building programs, including community kitchens and gardens.

Stop's mission is *"to increase access to healthy food in a manner that maintains dignity, builds health and community, and challenges inequality"*. To achieve this mission, Stop adopts an integrated approach whereby it provides a place for community members to come together to grow, cook, and eat food and pursue food systems change to strengthen community food security.

Food anchors the work of Stop, but this means more than 'just' the direct provision of food or experiences to build food literacy. Stop also provides an opportunity for people to connect with social services and entitlements or to others in the community. In this way, food is viewed not only as an end in itself but a means to achieve a broader goal of more empowered, healthier people and communities.

The Stop's strategic objectives are:

- Increase low-income community members' access to healthy food,
- Increase knowledge and skills around healthy food,
- Increase participants' connection to the community by linking them to Stop's programs, mutual support networks, and other community supports,
- Increase community members' knowledge and ability to advocate on food policy and income security,
- Increase the Stop's leadership on food issues and awareness of community food centre model,
- Create an environment at Stop that respects individual dignity and cultural diversity,
- Strengthen Stop's financial and organizational capacity to serve the community.

Following its pioneering work, Stop became recognised as a national leader and after further pilots in other locations, and there are now 13 more Community Food Centres across Canada.

Shifting Approaches to Unlock Transitions



With policymaking processes, it is common practice to start where we are now – to look at the problems that are imminently facing us and find ways to optimise the systems we have to solve them. However, without adjusting the underlying organising principles, gradual changes to established systems will not address the root causes of the multiple converging crises we face. Indeed, what if the way we ordinarily respond to these problems is *part of* these crises?

What could happen then, if instead of jumping into ‘solution mode’, we ask questions around what sort of food future do we want and how would we be in that ‘not yet’ world? From this response emerges all kinds of ideas of how food systems could be otherwise – many of which stem from an awareness of those who already experience that reality. Questions like how do we pollinate an economy grounded in currencies of solidarity, circularity and well-being and ensure that public monies are redirected in line with these principles for vitality and sustainability? How can our communities have more say about and involvement with the food systems where they live and spend their time? And how can we seed this ecological worldview in future generations using food as our tool?

This approach is entirely different to policymaking processes that attempt to lay a step-by-step pathway to a new food future – as if the steppingstones are all available at our fingertips and there is a clear and final destination to navigate to with surety. Rather than engineering fixes, this way of contemplating the ‘not yet’ holds the possibility for a different path of inquiry – a collaborative policymaking approach where we question how to leverage the *enabling conditions* that would unlock a transition towards that healthy, regenerative and equitable future.

In these times of uncertainty, *Towards a Healthy, Regenerative and Equitable Food System in Victoria* is a compass to guide collective action and investment so that the will and creativity of our farmers, food producers and communities can flourish, together.



Glossary

Agroecology	The application of ecological concepts and principles to the design and management of sustainable agroecosystems, and more broadly, the ecology of food systems. In discussions of farming practices, it is used here interchangeably with the notion of regenerative farming.
Healthy Foods	Healthy foods are unprocessed or minimally processed foods from the five food groups in the Australian Dietary Guidelines.
Food Literacy	The ability of an individual to understand food to develop a positive relationship with it and make decisions and enact food practices (e.g., growing, cooking, composting) that support the attainment of personal and environmental health.
Food Security	A situation that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.
Food Sovereignty	The rights of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods and their right to define their own food and agriculture systems.
Leverage Point	Places within a system where a small shift will produce large changes across the whole system.
Lock-in	A key mechanism (a self-reinforcing process) that holds a system in a 'dynamically stable' state.
Food System	The entire range of actors and their interconnected practices and processes involved in the production, aggregation, processing, distribution, eating and disposal of food.
Right to Food	A legal concept which is realized when every man, woman and child, alone or in community with others, has physical and economic access at all times to adequate food or means for its procurement.
Ultra-processed Foods	Formulations of ingredients, mostly of exclusive industrial use, typically created by a series of industrial techniques and processes, in accordance with the NOVA system. Some common ultra-processed foods are carbonated soft drinks; sweet, fatty or salty packaged snacks; confectionery; mass-produced packaged bread and buns, biscuits, pastries, cakes and cake mixes; margarine and other spreads; sweetened breakfast cereals and fruit yoghurt and energy drinks; pre-prepared meat, cheese, pasta and pizza dishes; poultry and fish 'nuggets' and 'sticks'; sausages, burgers, hot dogs and other reconstituted meat products; powdered and packaged instant soups, noodles and desserts; infant formula.
Transition	The long-term process of change from one 'dynamically stable' system to another. Transitions involve complex, co-evolutionary reconfigurations of technology, policy, infrastructure, knowledge and socio-cultural practices.

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Appendix 1: Approach to the Development of the Consensus Statement

1. **Agree on a clear purpose and course of action**

Recognising the need to prioritise action towards long-term food security and food equity, the Working Group agreed to develop the Consensus Statement; a vision to strengthen and improve Victoria's food system and priority areas of action to inform Victorian State and Local government policy.

2. **Generate a draft vision, guiding principles and priority areas for policy and action**

All members of the Working Group put forward their vision for our food system and brainstormed ideas for policy options. These were collated and condensed to generate a draft overarching vision, guiding principles and priority areas for policy and action.

3. **Achieve consensus**

The draft of the overarching vision, guiding principles and priority areas for policy and action was shared within the Working Group for discussion and feedback. Voting against the list of options determined priorities with consideration to the:

- Importance, potential impact, and cost-effectiveness;
- Potential for implementation to occur within a reasonable time period (2 to 5 years); and
- Relevant jurisdictional context and links to existing policy opportunities.

4. **Refine content and wording**

The content and wording of each priority area were refined, with expertise sought from outside the Working Group when appropriate.

5. **Endorse consensus statement**

Members sought endorsement from their respective organisations on the final version of the Consensus Statement.

6. **Invite broader support**

The Consensus Statement was circulated to stakeholders for further endorsement.

Victorian Food Systems and Food Security Working Group Membership

Amber Bastian, Institute for Physical Activity and Nutrition (IPAN), Deakin University
 Holly Beswick, VicHealth (April 2020 to June 2021)
 Tracy Bialek, OzHarvest
 Lisa Brassington, Cardinia Shire Council
 Amy Brown, City of Greater Bendigo
 Rachel Carey, University of Melbourne
 Simone Carson, SecondBite
 Melanie Chisholm, VicHealth (April 2020 to January 2021)
 Kristine Cooney, VicHealth (September 2021 to present)
 Kirsten Corben, VicHealth (April 2020 to May 2021)
 Christine Couzens MP
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 Tess Gardiner, The Community Grocer (November 2021 to present)
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8.6. PROCUREMENT POLICY REVIEW

Division: Corporate Services
Director: John Hausler
Author/Position: Michael Riseley – Executive Manager Business Services

PURPOSE

1. The purpose of this report is to:
 - a. Provide Council with a summary of the Procurement Policy review.
 - b. Seek adoption of the new Procurement Policy.

BACKGROUND

2. To comply with Section 108 of the *Local Government Act 2020*, a Council's Procurement Policy (the Policy) must include the following requirements. Each of these legislative requirements have been addressed under the specified sections of the Policy.

Procurement Policy Legislative Requirement	Section of the Procurement Policy
(a) the contract value above which the Council must invite a tender or seek an expression of interest;	(Section 3.8)
(b) a description of the criteria to be used by the Council to evaluate whether a proposed contract provides value for money;	(Section 3.8)
(c) a description of how the Council will seek collaboration with other Councils and public bodies in the procurement of goods or services;	(Section 3.9)
(d) the conditions under which the Council may purchase goods or services without inviting a public tender or expression of interest;	(Section 3.8)
(e) a description of the process to be undertaken in inviting a public tender or expression of interest;	(Section 3.12)

3. Council adopted its current Procurement Policy on 26 April 2023 (R52/23). City of Ballarat officers have since undertaken a review of its Procurement Policy. The review has considered the following:
 - a. Best practice policies developed by other Councils as advised by the Local Government Inspectorate.
 - b. Benchmarking and comparison with 15 other Councils' Procurement Policies.
 - c. Recently updated 2024 Victorian Local Government Best Practice Procurement Guidelines.
 - d. External review undertaken by a legal firm.
 - e. Feedback obtained from internal and external stakeholders over the last period.
4. The current Procurement Policy is very detailed in comparison to best practice Procurement Policies published by the Local Government Inspectorate. The level of

detail is due to the current Policy including prescriptive instructions as would be expected of a procedure. It is not well suited to all procurement activities undertaken by City of Ballarat.

5. The City of Ballarat is seeking to implement a Procurement Policy that aligns to the needs of Council and follows sound, best practice principles, while reducing the overall length and complexity of the Policy. This will be achieved by moving information that is procedural in nature to a newly developed Procurement Procedure.
6. Officers undertook benchmarking against over 15 other Council Procurement Policies and recommend that the current level of support of Sustainable Procurement is in line with the Local Government Industry. Sustainable Procurement includes support of Local Business, Social Benefit, Environmental Sustainability and Aboriginal and Torres Strait Islander Procurement.

KEY MATTERS

7. Improvements have been proposed within the draft Procurement Policy, including the following:
 - a. Improved guidance for officers in relation to utilisation of approved panel suppliers, enabling teams to combine projects into larger packages of works.
 - b. Improved guidance for staff in relation to suitable shortlisting processes when evaluating tenders.
 - c. Improved guidance for staff when requesting procurement exemptions.
 - d. Broadening the scope of the policy while streamlining the content so that it is aligned at a high level with the various type of procurements undertaken by the City of Ballarat.
 - e. Update of cumulative spend guidance to aggregate spend, in line with 2024 Best Practice guidelines.
 - f. Occupational health and safety updates.
8. Officers will develop and provide training to support staff to implement the new Policy.
9. Following 18 months of operation of the adopted recommendations, officers will complete a review to consider the effectiveness of the changes.
10. Where procurement activity is currently underway and has been released to the market, the Procurement Policy which was in force at the time of the release to market will continue to apply to that procurement activity.

OFFICER RECOMMENDATION

11. That Council:

11.1 Adopt the reviewed Procurement Policy at Attachment 2.

11.2 Rescind the Procurement Policy, which was adopted by Council on 26 April 2023 (R52/23).

ATTACHMENTS

1. Governance Review [**8.6.1** - 2 pages]
2. Draft Procurement Policy v13.0 [**8.6.2** - 16 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. An improved Procurement Policy supports the delivery of all Council Plan actions, Strategies and Policies, by setting clear and concise principles for staff when sourcing all goods and services.

COMMUNITY IMPACT

2. An improved Procurement Policy supports greater community impact by setting clear and concise principles for staff when sourcing all goods and services.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. The Procurement Policy supports Council's commitments to climate emergency and environmental sustainability through mandatory evaluation criteria relating to environmental sustainability.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The Procurement Policy provides mandatory criteria for the assessment of all procurements of goods or services, that ensure local economic benefit is considered.

FINANCIAL IMPLICATIONS

5. Per the *Local Government Act 2020*, the Procurement Policy seeks to ensure value for money is achieved when sourcing any goods or services.

LEGAL AND RISK CONSIDERATIONS

6. A legal review of the Procurement Policy has been undertaken.

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 were identified.

GENDER EQUALITY ACT 2020

9. 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

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

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PROCUREMENT POLICY

1.0 Purpose

In accordance with section 108 of the *Local Government Act 2020* (the 'Act'), this Procurement Policy (the 'Policy') sets out the key principles and processes which City of Ballarat will apply to the purchase of goods, services and the carrying out of works and includes:

- The contract value above which City of Ballarat must invite a tender or expression of interest (EOI).
- The criteria used to evaluate whether a contract provides Value For Money.
- How the City of Ballarat will seek to collaborate with other councils and public bodies in the Procurement of goods, services and the carrying out of works
- Conditions under which the City of Ballarat may purchase goods, services and the carrying out of works without a public tender or EOI.
- The process to be undertaken in inviting a public tender or EOI.

2.0 Scope

This policy applies to Councillors, City of Ballarat workers and all persons undertaking procurement on the City of Ballarat's behalf. The individual undertaking procurement on behalf of the City of Ballarat is accountable for complying with all relevant procurement legislative and policy requirements. The policy covers all procurement activities which is the process of acquisition of goods, services and works. It also includes the organisational and governance frameworks that underpin the procurement function.

3.0 Policy Statement

3.1 Conduct of Councillors and Workers

Councillors and City of Ballarat workers must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny. In accordance with sections 126-131 of the Act, Councillors and City of Ballarat workers have a responsibility to act transparently and with integrity, declaring and managing conflicts of interest.

Councillors and City of Ballarat workers must treat potential and existing suppliers with equity and fairness through open and transparent processes. Impartiality is to be maintained throughout the Procurement process in an effort to eliminate the prospect of any bias in decisions and ensure they can withstand public scrutiny.

Councillors cannot participate in any aspect of the procurement process unless acting in the capacity of Council/Committee at a formally constituted Council or Contracts Approval Delegated Committee meeting to consider the awarding of a contract.

3.2 Influencing the Tender Process

Any attempts by bidders to influence the tender process in any way, such as any direct or indirect approach by bidders themselves or through other parties on their behalf, to persons other than those nominated in relevant tender documents will cause those bidders to be excluded from that tender process.

Bidders must declare any actual or potential conflict of interest at the time and in the manner required by the relevant tender documents.

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Bidders must not participate in collusive tendering practices or any other anti-competitive practices with any other tenderer.

Any bidder that engages in conduct prohibited under this clause 3.2 will be deemed invalid and will be rejected without further consideration.

Whether a bidder has genuinely attempted to influence a tender process will be determined at the sole discretion of City of Ballarat.

3.3 Accountability and Transparency

The City of Ballarat may appoint an external Probity Advisor where the evaluation panel, under guidance of the Strategic Procurement Unit, considers a proposed procurement to be particularly complex and of high risk.

3.4 Disclosure of Information

In accordance with the Act, Private Commercial Information will be considered 'commercial in confidence' City of Ballarat workers, Councillors, and members of Delegated Committees must not intentionally or recklessly disclose information that the person knows or should reasonably know is confidential information, other than in accordance with section 125 of the Act.

3.5 Risk Management

The principles of risk management are to be appropriately applied at all stages of procurement activities. These principles are applied to protect and enhance the City of Ballarat's capability to prevent, withstand and recover from personal injury, property damage, reputational loss, financial exposure and interruption to the supply of goods, services and works.

3.6 Occupational Health and Safety

The City of Ballarat is committed to protecting the health and safety of City of Ballarat workers, Councillors, suppliers, and the community.

The City of Ballarat undertakes due diligence activities on all prospective suppliers to ensure compliance with legislative and business requirements, including the adoption and implementation of proper systems to maintain and monitor acceptable standards of occupational health and safety. All persons working with the City of Ballarat under a contract, agreement or other documented work arrangement, must comply with obligations under the *Occupational Health and Safety Act 2004* and associated Regulations, Codes of Practice, Safety Standards and other contract specific requirements.

3.7 Child Safety

City of Ballarat is committed to promoting child safety and ensuring compliance with the Victorian Child Safe Standards. Reviews will be undertaken of all suppliers who undertake work on behalf of the City of Ballarat, who will or may have direct or incidental contact with children in the delivery of the relevant goods, services or works.

3.8 Procurement Method

Value For Money

Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors, including:

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- Contribution to the advancement of The City of Ballarat's priorities, including support of local businesses;
- Performance against factors such as fit for purpose, quality, service and support, social benefit (including support of Aboriginal and Torres Strait Islander people) and environmentally sustainable business practices;
- Price.

Value for Money will not necessarily equate to the lowest price. The City of Ballarat considers the total cost of ownership over the procurement's life consistent with acceptable quality, reliability, delivery, social, and environmental considerations.

In some instances, the City of Ballarat will procure goods, services and works with low value but on a regular or recurring basis. These arrangements can lead to the City of Ballarat incurring expenditure which, on an aggregate basis, approach or exceed applicable procurement thresholds. In those instances, to achieve Value for Money and maintain the highest standards of integrity and transparency, the City of Ballarat will consider whether a panel arrangement should be used.

Market Engagement Methods

The City of Ballarat will invite bids from the market for goods, services, and the carrying out of works in accordance with the thresholds and methodology listed below:

Procurement Threshold (excl. GST)	Procurement Methodology
<\$5,000	<ul style="list-style-type: none"> • One verbal quotation, with notation made as to the date, supplier, contact name and scope including a minimum of one quote from a local supplier/provider where possible. • This applies to purchases which are one off. If repeated purchases are likely, workers must consider whether the aggregate spend is likely to exceed this threshold and apply the relevant higher threshold. • Purchase order or purchase card to financial delegation.
\$5,000 - \$30,000	<ul style="list-style-type: none"> • Obtain at least one written quotation including a minimum of one quote from a local supplier/provider where possible. • This applies to purchases which are one off. If repeated purchases are likely, workers must consider whether the aggregate spend is likely to exceed this threshold and apply the relevant higher threshold. • Purchase order or purchase card to financial delegation.
>\$30,000 - \$100,000	<ul style="list-style-type: none"> • At least two written quotations are to be invited from suppliers considered by the responsible worker to meet the requirements, with at least one quote from a local supplier/provider where possible. • Purchase order to financial delegation.
>\$100,000 - \$300,000	<ul style="list-style-type: none"> • At least three written quotations are to be invited from suppliers considered by the responsible worker to meet the requirements, with at least one quote from a local supplier/provider where possible. • Purchase order to financial delegation
>\$300,000	<ul style="list-style-type: none"> • A formal Request for Tender process or EOI must be undertaken by the City of Ballarat's Strategic Procurement Unit using The City of Ballarat's Tender portal. • In line with City of Ballarat's financial delegations

Procurement transactions will not be split to circumvent the above thresholds.

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Exemptions from Market Engagement Methods

An exemption to the market engagement methods and procedures may be requested for the following procurements:

- Software licence and related maintenance renewals at the end of the contract or licence term where the ongoing use of the software is required to support the organisation;
- Government or legislative mandated use of a supplier;
- Subscriptions where there is a sole provider;
- Situations where there is an emergency or impact on safety, the procurement methodology does not apply and a direct approach without quotation can be undertaken to quickly address the situation.
- Where it is able to be evidenced that obtaining a sufficient number of quotations is difficult, e.g. there are few suppliers for the goods, services or building and construction works being sought, or where the work is highly specialised.
- Performers/Events
- Other circumstances when authorised by the CEO or Director of Corporate Services

The following authority must be used for exemptions requests:

- Director Corporate Services or CEO exemption is to be sought from requesting quotations.
- CEO exemption is to be sought from tenders up to delegated authority.
- Contracts Approval Delegated Committee exemption is to be sought from tenders up to delegated authority.
- Council exemption is to be sought from tenders above Contracts Approvals Delegated Committee delegated authority.

The following procurements are exempt from the requirements of Market Engagement Methods:

- Sole Supplier (Core Service) - The City of Ballarat deals with several core service sole suppliers where there is no market to test and obtain multiple quotations. Examples of core service sole suppliers are:
 - (a) Professional membership payments and subscriptions (must relate to position held at the City of Ballarat);
 - (b) Advertising (newspapers, magazines, TV, radio and Social Media e.g. Facebook and similar);
- Where City of Ballarat has an existing supplier that is a monopoly or has sole ownership or rights over a service, assets or goods and its use.
- Performers/Events up to \$50,000 – Where Performers and ticketed events are sourced for resale and these performances/events will return an income to the City of Ballarat.
- Utilities that are mandated to work on their own assets.
- Maintenance that is propriety to an asset and can only be performed by a sole supplier.
- Supplies for shops operated by the City of Ballarat
- Plant and equipment servicing and spare parts with certified supplier to maintain a warranty.
- Exhibitions, Artworks and transportation of artworks
- Emergency situations determined by the CEO or delegated emergency management workers

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- Procurements up to \$100,000 from:
 - (a) Registered Aboriginal and/or Torres Strait Islander businesses; and
 - (b) Certified Social Benefit suppliers
- Legal services
- Insurance
- Borrowings
- Payroll expenses - superannuation and PAYG
- Goods and Services Tax payable
- Postage
- VicRoads vehicle registrations
- Councillor expenses - allowances and reimbursements
- Levies e.g. EPA Victoria Levy, Fire Services Property Levy
- Acquisition of land and buildings
- Medical expenses
- Venue hire
- External audit fees – Victorian Auditor General's Office
- Professional workshop and conference registration fees and associated costs

Nothing in this clause 3.8 applies in respect of a contract if:

- The contract becomes novated; and
- The original contract was entered into following the processes applicable to a contract of that type and size under the procurement requirements of the day (whether under clause 3.8 or otherwise); and
- The City of Ballarat has undertaken a due diligence process in respect of the new party.

3.9 Collaborative procurement

In accordance with section 108(3)(c) of the Act, the City of Ballarat will give consideration to collaboration with other Councils and public bodies, or utilise collaborative procurement arrangements (including third-party agents), when procuring goods, services, the carrying out of works to take advantage of economies of scale.

Third-party agents, such as MAV Procurement or Procurement Australia, may be approached to undertake a tender process on behalf of the City of Ballarat where it can be shown that value for money would be achieved. The City of Ballarat may at any time opt into any contracts offered by Third Party Agents providing collaborative arrangements similar to those referenced above.

Market Engagement Methods consistent with clause 3.8 apply. In cases where three quotations are required, and less than three providers exist on a third-party panel in question, quotations should be sought from all providers.

3.10 Panel of Providers Arrangements

A panel provider is a contractor/company that has been appointed following a tender process and will be contracted for the period as outlined in the procurement documentation.

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Unless specified during a tender process no minimum quantity of sales or turnover is guaranteed to a panel provider.

Market Engagement Methods consistent with clause 3.8 apply except where Council has nominated a different threshold as part of the award of the panel of providers.

Where appropriate, the formation of a panel of providers will be used as a method to manage aggregated spend.

The City of Ballarat may in its absolute discretion periodically review any panel of providers, and may, at any time during the contract term (and as often as it considers necessary) refresh the panel of providers including adding or removing panel providers via any means it thinks fit, including via a public tender process.

3.11 Procurement and Contract Management System

The City of Ballarat has an online Procurement and Contract Management System (PCMS) which prescribes the processes and procedures for all stages of the end-to-end Procurement lifecycle. It is a requirement that all Procurement activities above \$5,000.00 (ex GST) are to be undertaken in the PCMS.

3.12 Evaluation

An EOI is a precursor to a tender. A contract cannot be awarded after an EOI without an invited tender process. An EOI is used to select the best bidders to participate in the resulting tender process. The EOI only focuses on non-price criteria such as the quality, qualifications and expertise of bidders and any shortlist of bidders must be approved by the CEO.

An EOI may be used in circumstances where:

- There is likely to be many tenderers, tendering will be costly, or the procurement is complex.
- There is uncertainty as to the interest of suppliers or vendors to offer the potential products or services or to undertake the proposed work.

Workers must ensure that:

- EOI and Tenders are advertised publicly for at least 15 business days, allowing consideration for public holidays within the advertising period.
- EOI and Tenders received after the advertised closing date and time may not be accepted.
- EOI, Tender and three quote evaluations are conducted according to the methodology in the PCMS.
- EOI Tenders and three quote submissions will be evaluated against the selection criteria and the evaluation plan within the PCMS.
- Evaluation panel composition for EOI and tenders are determined by the respective City of Ballarat Director and the Executive Manager in whose area the contract will operate. Three quote evaluation panel members are determined by the worker responsible for the procurement. Evaluation panels can include external personnel; however, the number of external panel representatives must not exceed the number of City of Ballarat workers.
- All evaluation panel members involved in the evaluation process, including advisors and approvers, must complete conflict of interest declarations and deeds of confidentiality.
- Evaluation criteria for EOIs and tenders are clearly stated in the request documentation and discussed with evaluation panel members prior to tender release.

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All Tenders and Quotations will be reviewed to determine whether they satisfy the conformance and mandatory requirements as follows:

- Submissions are complete and all required information has been included (this also applies to EOI).
- Specifications have been fully addressed.
- Contract departures are acceptable.
- Tendered price is within 30% of the allocated budget.

Submissions that do not meet these requirements may at the absolute discretion of the City of Ballarat evaluation panel be deemed non-compliant and may be excluded without further consideration.

All tenders will be evaluated by an evaluation panel, in a two staged process as follows:

- Stage one – Qualitative assessment of a weighted score totalling 100%
- Stage two – Quantitative assessment which includes the evaluation of price against weighted score calculated as $TES = \text{Tendered Price} \div \text{Total Weighted Score}$.

City of Ballarat may conduct a shortlisting process during EOI, tender and quotation processes. Shortlisting can be based on any criterion or criteria but only in pursuit of the most advantageous outcome for the City of Ballarat. Shortlisted bidders may be invited to submit a best and final offer in relation to all or certain aspects of their respective tenders. Once a preferred bidder/s is/are selected, negotiations can be conducted in order to obtaining the optimal solution and commercial arrangements, within the original scope and intent of the tender. Probity requirements apply to all negotiations.

The following should be considered for all tenders:

- Whether a probity advisor should be appointed to any tender evaluation panel.
- Whether a probity auditor should be appointed to audit the completed evaluation process and prior to award of the contract or acceptance of the selected offer.

3.13 Delegations

Delegations define the limitations within which workers are permitted to work. Delegation of financial authority allows specified workers to approve certain purchases, quotation, tender and contractual processes without prior referral to Council. This enables the City of Ballarat to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Financial delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level. As such, the City of Ballarat has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for contract management activities.

Delegations reserved for workers

The City of Ballarat maintains a documented record of Financial Delegations, identifying the workers authorised to incur expenditure on behalf of City of Ballarat. This extends to those workers making such procurement commitments in respect of goods, services and works on behalf of The City of Ballarat that are within their Financial Delegations. Workers can procure goods and services up to their Financial Delegation for the following:

- Acceptance of tenders (CEO only);
- Acceptance of quotes; and
- Corporate Purchasing Card

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Delegations Reserved for the Contracts Approval Delegated Committee / Council

Commitments and processes which exceed the CEO's Financial Delegation which must be approved by either:

- The Contracts Approval Delegated Committee (where it is within its Financial Delegation); or Council

The CEO will then be responsible for giving effect to the decisions of Contracts Approval Delegated Committee and Council by executing all necessary documents and taking such other action as might be required to award and commence the delivery of goods, services or works under the relevant contract.

3.14 Internal Controls

The City of Ballarat maintains a framework of internal controls over Procurement processes that will ensure:

- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations for each activity are obtained and documented;
- Systems are in place for appropriate monitoring and performance measurement;
- All persons engaged in procurement processes must diligently apply all internal controls.

3.15 Variance to Contract Spend

On occasions there may be valid reason(s) when a tendered contract needs to be varied. This variance normally comes with a cost and increases contract spend.

In instances where variance(s) to a contract that individually or together result in an aggregate variance to spend greater than twenty percent (20%) of the original contract sum, the worker must provide written advice¹ of the variance(s) to at least one of the following, according to who provided the initial approval:

- Director
- CEO
- Contracts Approval Delegated Committee
- Council

Variances to project budget should be managed in accordance with internal budget management controls and procedures.

Notes: 1. This advice is for information purposes only. Works do not need to be put on hold.

3.16 Sustainable Procurement Considerations

Sustainable Procurement looks beyond the up-front cost to the City of Ballarat to make purchasing decisions based on the entire life cycle of the goods and services, taking into account:

- Associated costs
- Environmental and social risks and benefits
- Broader social and environmental implications
- Protecting the ability of future generations to meet their needs
- Creating resilient and prosperous communities.

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The mandatory selection criteria for Sustainable Procurement will be:

- Local Presence at 3%
- Economic Benefit at 7%
- Social Benefit at minimum 5%
- Aboriginal and Torres Strait Islander Procurement at minimum 5%, and
- Environmental Sustainability at minimum 5%

Any proposed amendments to the above mandatory evaluation criteria must be documented within the procurement plan.

See Appendix 1 for further information.

4.0 Supporting documents and references

4.1 Legislation

- Child Wellbeing and Safety Act 2005
- Gender Equality Act 2020
- Local Government Act 2020
- Modern Slavery Act 2018
- Privacy and Data Protection Act 2014
- Charter of Human Rights and Responsibilities Act 2006 (Vic)

4.2 Associated Documents

- Child Safe Policy
- Councillor Code of Conduct
- Employee Code of Conduct
- Fraud and Corruption Policy
- Health and Safety Policy
- MAV Best Practice Procurement Guidelines for Victorian Local Government 2024
- Privacy Policy
- Procurement Guidelines
- Procurement procedures
- Risk Management Policy
- Victorian Local Government Guide to Social Procurement (localgovernment.vic.gov.au)

The City of Ballarat's Strategic Procurement Unit will from time to time prepare procedures and guidelines designed to assist workers in their compliance with this Policy, including in their application of the exemptions.

Workers must familiarise themselves with all such procedures and guidelines and apply them to any procurement activities being undertaken.

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4.3 Definitions

Term	Definition
Anti-Competitive Practices	Any practice that reduces the degree of competition in a market.
Collusive Tendering Practices	A situation in which companies share information illegally among themselves when offering the supply of goods, services or the carrying out of works in order to control the price:
Market Engagement Methods	A competitive process that tests the market for the supply of goods, services or the carrying out of works which includes calling for expression of interest, tenders or seeking quotations.
Private Commercial Information	Being information provided by a business, commercial or financial undertaking that relates to trade secrets or if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.
Probity	Undertaking Procurement in a way that ensures: <ul style="list-style-type: none"> a) compliance with legal obligations; b) fairness, impartiality and accountability; c) appropriate management of any conflicts of interest; d) transparency, subject to any confidentiality obligations, and e) ability to withstand internal and external scrutiny.
Probity Adviser	A Probity Adviser independent advice and guidance on probity issues throughout a Procurement activity and may also assist in anticipating issues, proactively managing problems and advising on potential courses of action.
Probity Auditor	A Probity Auditor provides independent scrutiny of a Procurement process and expresses an objective opinion as to whether the Procurement Policy, procedures and Procurement plan have been adhered to.
Procurement	The whole process of acquiring the supply of goods, services or the carrying out of works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Sustainable Procurement	A strategic approach to Procurement that generates positive social, environmental, and economic outcomes in the supply of goods, services and the carrying out of works.
Third Party Agents	An external agent such as Procurement Australia, Municipal Association of Victoria (MAV) that has been established for the benefit of numerous states, federal and/or local government entities that achieves best value by leveraging combined economies of scale
Worker	Any employee of City of Ballarat, whether permanent, temporary, full-time, part-time or casual, and any volunteer, student, contractor, consultant or anyone who works in any other capacity for City of Ballarat.

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5.0 Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this Policy. Where an update does not materially alter this Policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of The City of Ballarat departments or positions, changes to names of Federal or State Government departments and minor amendments to legislation that do not have material impact on the application and operation of this Policy. Where any change or update may materially change the application and operation of this Policy, it must be considered by Council.

6.0 Policy Owner

The owner of this Policy is the Chief Executive Officer.

Enquiries regarding this policy should be directed to the City of Ballarat's Strategic Procurement Unit.

7.0 Authorisation

Adopted by Ballarat City Council on [insert Date]

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Appendix 1 - Sustainable Procurement Considerations

Support of Local Business

Wherever practicable, the City of Ballarat will fully examine the benefits available through purchasing goods, services or works from suppliers/contractors within the Ballarat region defined as being within the boundaries of the following municipalities:

- Ararat Rural City Council
- Ballarat City Council
- Golden Plains Shire Council
- Hepburn Shire Council
- Moorabool Shire Council
- Pyrenees Shire Council

Where applicable, the City of Ballarat will seek information from prospective suppliers/contractors in relation to the economic contribution they will make to the Ballarat region if awarded the relevant contract.

Social Benefit (including Aboriginal and/or Torres Strait Islander Procurement and Employment)

Social benefit Procurement involves using Procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.

The City of Ballarat supports the social benefit of Procurement when engaging local suppliers, contractors and/or service providers. The City of Ballarat will seek to engage with any of the groups below when it is advantageous to a specific Procurement, is within threshold requirements as outlined in clause 3.8 of the policy, and the required works or services provide Value For Money:

- Employment of groups with entrenched disadvantage;
- Use of Aboriginal and Torres Strait Islander owned and operated companies;
- Social enterprises;
- Disability enterprises;
- Employment of apprentices;
- Employment of recognised youth traineeships;
- Employment of youth labour; and
- Benefits to local community.

Promoting equality through Procurement can improve competition, best value, the quality of public services, satisfaction among users and community relations. It should be a consideration in every Procurement activity and reflect corporate commitment to diversity and equal opportunities wherever possible.

The City of Ballarat recognises the importance of having a diverse supplier base that reflects the breadth of our clients and the Victorian community.

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**Environmentally Sustainable Business practices**

The City of Ballarat aims to purchase environmentally preferred products. Assessment will ensure real and long-term Value for Money from Procurement decisions including consideration of the total cost to society, the environment, and our economy over the entire life cycle of a purchased product or service.

The City of Ballarat considers the following environmental sustainability criteria when making purchases and specifying tender evaluation criteria:

Reduce, reuse, recycle and renew

- Avoid unnecessary purchase of goods, services or works through identifying ways to carry out a function or task without using materials that generate waste.
- Select products that reduce the amount of materials required such as packaging and consumables.
- Seek to buy recycled/part-recycled products that optimise consumption and stimulate demand for recycled products, promoting the collection and reprocessing of waste and working towards zero discharge to landfill.
- Minimise energy consumption and greenhouse gas emissions.

Minimise habitat destruction

- Purchase paper and wood products obtained from recycled, plantation, salvaged or renewable sources.

Minimise toxicity

- Purchase materials and products that minimise or eliminate use or release of toxic substances that can affect human health and pollute water, land or air at any stage of their life cycle.

Minimise use of potable water

- Select products that conserve water or use water in an efficient way.

Green the supply chain

- Where practical develop tender, quotation and contract specifications that encourage suppliers to adopt good environmental and management practices that also respect the rights of all employees and the local community.

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Appendix 2 – Occupational Health and Safety Considerations

Insurance and High Risk Licences

		YES	NO
1.1	Does your organisation have >\$20 Million Public Liability Insurance ? If Yes, a copy of Certificate of Currency MUST be provided	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Where applicable to the works or services being provided does your organisation have Product Liability Insurance ? If Yes, a copy of Certificate of Currency MUST be provided	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Where applicable to the services being provided, does your company have Professional Indemnity Insurance ? If Yes, a copy of Certificate of Currency MUST be provided	<input type="checkbox"/>	<input type="checkbox"/>
1.4	Is your organisation WorkCover Certified ? If Yes, a copy of Certificate of Currency MUST be provided	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Does the works being bid for require High Risk Licences? If Yes, a copy of Certificate of Currency MUST be provided	<input type="checkbox"/>	<input type="checkbox"/>

OHS Systems

		YES	NO
2.1	Do you currently have an accredited OH&S System to ISO 45001:2018 ? If Yes, a copy of your certification and evidence of most recent audit MUST be provided	<input type="checkbox"/> 15 Points	<input type="checkbox"/> 0 Points

IF YES FOR SECTION 2, MOVE TO SECTION 4. IF NO COMPLETE SECTION 3

		YES	NO
3.1	MANDATORY - Do you have an Occupational Health & Safety (OH&S) Policy? If Yes, provide a copy of the policy	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.2	MANDATORY – Do you have (an) Officer/s responsible (under OH&S laws) for the proper and effective management of OH&S in the organisation? If Yes, provide the name/s of the Officer/s, and/or a copy of the organisational management structure.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.3	Do you have and use an OH&S Manual or Work Plan? If Yes, provide a copy of the front page and contents page	<input type="checkbox"/> 2.0 Points	<input type="checkbox"/> 0 Points
3.4	Do you use a SWMS (Safe Work Method Statement), JSA (Job Safety Analysis) or SOP (Safe Operating Procedure) for the proposed works? If Yes, provide a copy.	<input type="checkbox"/> 1.5 Points	<input type="checkbox"/> 0 Points
3.5	Are records kept of operator training, inductions and competencies, such as licences and qualifications? If Yes, provide a register of relevant qualifications and Licenses	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points

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3.6	Do you have and use procedures for identifying, assessing and controlling manual handling risks? If Yes, provide a copy of procedure.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.7	Do you have and use procedures for storing and handling hazardous substances? This also includes office-based substances. If Yes, provide a copy of hazardous substance register.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.8	Is there a formal mechanism for OH&S consultation in your Organisation? If Yes, provide a copy of recent OH&S minutes or toolbox meeting.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.9	Do you have and use procedures by which employees can report hazards? If Yes, provide details below and a recent example.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.10	When a hazard is identified, do you conduct a risk assessment of that hazard? If Yes, provide a copy of your Risk Assessment form.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.11	Do you have an Incident Investigation Procedure and Incident Reporting form? If Yes, provide a copy of each.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.12	Do you use Equipment inspection checklists? If Yes, provide a copy of inspection checklist.	<input type="checkbox"/> 1.5 Points	<input type="checkbox"/> 0 Points
3.13	Do you use workplace inspection checklists? If Yes, provide a copy of inspection checklist.	<input type="checkbox"/> 1.0 Point	<input type="checkbox"/> 0 Points
3.14	Does your business have and use any permit to work systems? For example, hot works, electrical isolation and working at heights etc. If Yes, provide an example of a recent permit.	<input type="checkbox"/> 1.0 Point	<input type="checkbox"/> 0 Points
3.15	Do you have elected Health & Safety Representatives (HSR)? If so, provide names(s) and details of initial training and any refresher training.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
Note: Maximum points available for non-accredited system is 12 points with 7.5 points required to achieve a PASS rating for OHS Systems.			Total =

OHS Performance

		Number	Points
4.1	Has the business or its directors (including in their capacity as an officer for the tendering entity or any other business) been the subject of prosecutions for breaches of the OH&S Act 2004 in the last 5 years? Provide details:	0 1 2+	3 1 0
4.2	Have you had any enforceable undertakings in the last 5 years? Provide details:	0 1 2+	3 1 0

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4.3	How many improvement notices or prohibition notices have you had in the last 5 years? Number:	0-9	3
		10-19	1
		20+	0
4.4	*Have all matters subject of prosecutions, enforceable undertakings, improvement or prohibition notices, stop work orders been addressed with appropriate controls? *Evidence may be requested to demonstrate action taken to achieve full scoring.	Yes	6
		Partial	1-5
		No	0
		Total =	

*Assessment of OH&S performance should consider specifically whether or not the conduct highlighted in the adverse ruling, finding or enforceable undertaking was:

- isolated or systemic in nature;
- disclosed during tender or contract period;
- whether steps have been taken by supplier/business to rectify the conduct; and
- whether steps have been taken to prevent reoccurrence: changing systems, staff training, change in business models / approach to enhance compliance.

All OH&S submissions may be subject to review by the Safety unit.

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8.7. ADOPTION OF 2024/25 ANNUAL PLAN ACTIONS

Division: Corporate Services
Director: John Hausler
Author/Position: Michael Riseley – Executive Manager Business Services

PURPOSE

1. The purpose of this report is to present Council with the proposed 2024/25 Council Plan Action Plan that will progress delivery of the City of Ballarat Council Plan 2021-2025.

BACKGROUND

2. The City of Ballarat Council Plan 2021-2025, adopted at the 25 August 2021 Council meeting, outlines the City of Ballarat's strategic direction, objectives, and strategies for achieving the objectives and strategic indicators as per section 90 of the *Local Government Act 2020*. It included the 2021/22 annual action plan to achieve the strategic objectives.
3. The 2024/25 Council Plan Action Plan reflects the actions that will be completed by the City of Ballarat in 2024/25 to achieve the strategic objectives. The 2024/25 Action Plan outlines the Council's initiatives and priorities for services, infrastructure, and amenity that were approved within the 2024/25 Annual Budget and will progress delivery of the Council Plan 2021-2025.

KEY MATTERS

4. The 2024/25 Council Plan Action Plan initiative descriptions have been gathered in consultation with business unit managers.
5. The 2024/25 Council Plan Action Plan initiatives align with the six goals and the 41 strategic objectives of the Council Plan 2021-2025.
6. The 2024/25 Council Plan Action Plan aligns with the 2024/25 Annual Budget adopted on 22 May 2024.
7. Updates will be provided on the progress of delivery of the 2024/25 actions on a quarterly basis.

OFFICER RECOMMENDATION

8. **That Council:**
 - 8.1 **Endorse the 2024/25 Council Plan Action Plan.**
 - 8.2 **Note that updates on the progress of delivery of the 2024-2025 Action Plan will be provided on a quarterly basis.**

ATTACHMENTS

1. Governance Review [**8.7.1** - 2 pages]
2. City of Ballarat Annual Plan 2024/25 [**8.7.2** - 8 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The 2024/25 Council Plan Action Plan outlines the initiatives and priorities that will progress delivery of the Council Plan 2021-2025.

COMMUNITY IMPACT

2. This annual Action Plan describes what will be delivered to the community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Investment in climate and sustainability initiatives are a focus of this current Council.
4. Individual initiatives will manage environmental considerations as appropriate.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. Individual initiatives will manage economic stability as appropriate.

FINANCIAL IMPLICATIONS

6. The initiatives that require funding have been included within the approved 2024/25 Annual Budget.

LEGAL AND RISK CONSIDERATIONS

7. Individual initiatives will manage any legal and risk considerations as appropriate.

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*.
9. Individual initiatives will consider Human Rights as appropriate.

COMMUNITY CONSULTATION AND ENGAGEMENT

10. Initiatives align with the Council Plan 2021-2025 which was supported by community consultation.
11. Individual initiatives will include community consultation as appropriate.

GENDER EQUALITY ACT 2020

12. Individual initiatives will undertake a Gender Impact Assessment as appropriate.

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

13. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.
14. Individual initiatives will manage any conflict of interest as appropriate.

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City of Ballarat – Annual Action Plan 2024–2025

Goal 1: An environmentally sustainable future

1.1 Transition towards zero emissions
Rollout of solar and battery installation for council buildings
Engage with key stakeholders and community to help deliver the Net Zero community emissions target
Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency
1.2 Transition towards zero waste
Continue to work with the Victorian Government to progress a circular economy precinct of regional significance
Continue with projects that support development of the circular economy
Explore opportunities to retain the value of waste materials locally
Update the Resource Recovery and Waste Management Strategy
Delivery of a Waste App
1.3 Support communities to be adaptive and resilient to a changing climate
Undertake annual tree planting as per the Urban Forest Plan to meet 40 per cent tree canopy cover
Continue partnership with Central Highlands Water to implement improved access to recycled and storm water for sports grounds
Support residents to transition away from gas via the Electric Homes Program
1.4 Provide lower carbon transport options
Develop an Integrated Transport Plan which will identify future capital works that help to deliver lower carbon transport options across the city
Deliver annual capital projects that expand the City's footpath and bicycle path networks
Investigate feasibility for an E-bike Library program across Ballarat
1.5 Improved stewardship of our natural resources and protection and enhancement of our biodiversity
Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat
Delivery on Year 1 actions of the Biodiversity Strategy
Continue to investigate and implement opportunities for new alternative water systems in Ballarat (e.g. recycled water and/or harvested stormwater)
1.6 Adopt more sustainable practices in our core business and operations
Deliver sustainable heating, cooling and insulation solutions in community facilities throughout buildings via our asset renewal program
Continue to progress the work towards a new Ballarat Animal Shelter that is aimed towards sustainable building outcomes
Install digital monitoring and control systems so that the uses of alternative water can be better managed



Goal 2: A healthy, connected and inclusive community

2.1 Provide a socially equitable response to municipal growth and change
Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub
Contribute to the development and implementation of a Diverse and Affordable Housing Action Plan
Implement the Community Infrastructure Plan (2022-2037)
Implement the Active Women and Girls Action Plan
2.2 Enhance social cohesion, address social isolation and loneliness, and support our vulnerable communities
Implement and embed Multi-Agency Risk Assessment and Management (MARAM) framework and Child Safe Standards across all in scope City of Ballarat services, policies and frameworks
Partner with industry, government and across the City of Ballarat to address the systemic and local factors that contribute to the vulnerability of children and families, such as through partnerships with family violence and health promotion organisations
Continue delivery of the Ageing Well Social Connections program
Investigate the City of Ballarat becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City
Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory
Participate in the Ballarat Community Safety Partnership
Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program
Explore the feasibility of a community transport program for our ageing community members who experience transport disadvantage for activities of daily living, and/are socially isolated and experiencing loneliness
Deliver free and low-cost initiatives through Ageing Well Social Connections program that encourage and promote participation in social connection, and health and wellbeing activities (extend geographical locations)
Deliver the Free from Violence Project
2.3 Support and improve community learning, health and wellbeing
Implement and report on Council's Municipal Public Health and Wellbeing Plan (2021-2031)
Implement the Active Ballarat Action Plan
Construction of a new Splash Park at Brown Hill Reserve
Implement Stage 2 of the Marty Busch Master Plan
Conduct two-yearly community surveys and feedback processes to inform, shape and improve the range and quality of the City of Ballarat Libraries' collections, programs, services, and spaces
Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model
Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services
Partner and facilitate community education sessions for older community members focused on lifelong learning areas of transport, navigating services, safety, digital technology, housing, health and wellbeing, financial literacy and civic participation
Wendouree Library and Learning Centre detailed design
Len T Fraser Regional Skate Park Upgrade
Buninyong Netball Courts and Cricket Nets Upgrade
Mt Clear Netball Courts Upgrade
City Oval Change Rooms Upgrade
Undertake audience research for Art Gallery of Ballarat



2.4 Enhance a sense of pride and belonging for all residents

Deliver an annual Seniors Awards program celebrating and recognising the valuable contributions from our older community members

Undertake a feasibility study to identify and appropriately brand City of Ballarat owned facilities acknowledging the provision of facilities to the community

Deliver the enhanced graffiti response program throughout the community

Facilitate and support community activation of the new Intercultural Garden space

2.5 Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples

Delivery of child, youth and family initiatives in the Reconciliation Action Plan (RAP)

Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the Aboriginal and Torres Strait Islander Library Information and Resource Network (ATSILIRN) Protocols for Libraries, Archives, and Information Services

Commence implementation of a new Reconciliation Action Plan (2024-2026)

Establishment of a Cultural Heritage Awareness and Education Program - Year One trial Black Hill Mountain Bike Club

Deliver the Bunjil Program to schools in Ballarat

2.6 Provide opportunities for children, young people and families

Continue implementation of the Municipal Early Years Plan

Implement the Youth Strategy

Deliver VicHealth Creating environments and opportunities for healthy tweens in Ballarat Program

Continue the delivery of the PlaySpace Strategy

Delivery of the Skate and Active Recreation Program

Deliver Art Gallery of Ballarat outreach and education programs

2.7 Support our ageing community

Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities

Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing

Continue delivery of facility maintenance and renewal programs such as public toilets, painting, playground, open space and street furniture

Establish Ageing Well Ambassador Program to collaborate on age friendly initiatives across Ballarat and provide community voice for older community members to programs and initiatives

Transition the Regional Assessment Services to the ongoing assessment organisation/s as part of Commonwealth aged care reforms

Continue providing the Community Connector program that provides support and assistance to community members to navigate MyAged Care, funded programs and community supports

Celebrate annual Seniors Festival by delivering and supporting a series of community events that encourage social and community connection across generations and recognises the UN's International Day of Older Persons and statewide festival

Plan and deliver an Ageing Well Service Provider Expo Event that engages service providers from the aged care sector and community members to increase knowledge and promote understanding of services and supports available

Raise awareness of ageism (and the EveryAGE Counts campaign) across the community

2.8 Enhance Ballarat as a diverse, inclusive and compassionate community

Implement and report on Council's Disability Access and Inclusion Plan (2022-2026)

Implement and report on Council's Inclusion Framework

Implement and report on Council's Intercultural Strategic Plan (2022-2026)

Implement and report on Council's LGBTIQ+ Inclusion Plan (2022-2024)



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



Embed universal design in all project planning and delivery
Deliver a Gender Equality, Diversity and Inclusion Awareness Program
Deliver and report on Ainaro Community Development Action Plan 2024-2029
2.9 Prepare proactively for emergencies and natural disasters
Facilitate Ballarat's Municipal Emergency Management Planning Committee
Lead Council's Planning, Preparedness, Response and Recovery via the Ballarat Emergency Management Plan (2022-2025)
Undertake fire hazard inspections and other duties as required under the <i>Country Fire Authority and Fire Rescue Victoria Acts</i>
Develop flood modelling to progress with new flood overlays



Goal 3: A city that fosters sustainable growth

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

Progress of Housing Strategy and Housing Needs Analysis

Completion of a Western Growth Area Framework Plan which identifies the future rollout and sequencing of greenfields growth

Continue to assist the Victorian Planning Authority in developing the Northern Growth Area Precinct Structure Plan and to advocate for local outcomes

3.2 Facilitate opportunities for appropriate infill residential development within the CBD

Develop an Employment Lands Strategy

Commence work on a Residential Zones Review which will provide greater opportunities for greater densities of infill development

Provide opportunities for development of residential and mixed-use development at the former Haymes Paint site in Scott Parade

Update and implement the Wendouree Station Masterplan which will enhance opportunity for residential and mixed-use development around the Wendouree Station

3.3 Ensure urban growth planning delivers high quality communities

Finalisation of the Growth Areas Framework Plan

Implementing the Ballarat West Precinct Structure Plan (BWSP) and Review of the BWSP

Delivering community and civil infrastructure across Ballarat West

Implementing the Sustainable Subdivisions Guidelines

3.4 Ensure environmental sustainability outcomes are embedded in new developments

Include Environmental Sustainable Design principles in precinct structure plans

Prepare an Environmental Sustainable Design planning policy and work towards incorporating into the planning scheme

Consider Environmental Sustainable Design (ESD) initiatives in all planning and delivery of projects

3.5 Achieve better quality sustainable design outcomes in both City of Ballarat and private developments

Prepare a Central Business District (CBD) and Bridge Mall Built Form Guidelines to encourage development and enhance built form outcomes within the Ballarat CBD

Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community

3.6 Unlock potential in major brownfield redevelopment sites

Progress Structure Plan for the La Trobe Street Saleyards precinct

3.7 Create great precincts and places for people

Commission concept design work for a future Delacombe Town Centre Library and Community Hub

Plan and implement updates to the Ballarat Botanical Gardens Master Plan

MR Power Park Masterplan Implementation

Grenville Street North Streetscape Upgrade



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

4.1 Reduce the renewal gap of our existing assets

Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans

Commence the delivery of the internal painting program for community halls

Commence the undertaking of building and services condition audits as per internally undertaken gap analysis

4.2 Respect, conserve and celebrate our rich heritage

Continue to progress with Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form controls can better balance heritage and urban change

Continue to progress World Heritage listing for the Victorian Goldfields

Continue to maintain our natural and built assets in accordance with associated master plans, conservations plans and heritage requirements

200 Victoria Street Heritage Interpretation Project - fabrication and installation of the Elm Reserve/Toddler Park and Magnolia Reserve heritage interpretation

Undertake consultation on a revised Conservation Management Plan for the Eureka Stockade Gardens for guidance on how to best manage its heritage values and to provide direction for future use

Establish a Public Art Collection Conservation Management Program

Deliver capital works program at the Art Gallery of Ballarat including HVAC renewal, wall linings and skylights renewal

Continue to digitise Art Gallery of Ballarat collection

Develop a Master Plan for the Art Gallery of Ballarat

4.3 Deliver quality and targeted capital works projects

Deliver the Property and Facilities Capital Works Program

Deliver the Operations capital program

Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards

Deliver the 2024/2025 Recreation Capital Works Program

Macarthur Street Streetscape Upgrade

Complete Bridge Mall Redevelopment

Upgrade to Little Bridge Street Bus Interchange

Commence the implementation of strategic actions within the Public Toilet Strategy

Deliver the new footpath renewal program

Construct new concrete and asphalt footpaths

Deliver drainage projects

Deliver major road renewal projects

Deliver major new road projects (unsealed to sealed)

Deliver the bridge rehabilitation program

Deliver the kerb and channel program

Implement Year One of the Recreation Services Infrastructure Plan

4.4 Improve, maintain and conserve our open space and natural assets

Develop an Open Space Strategy which provides better guidance for the future provision of open space

Manage trees in accordance with the Tree Management Plan and continue to build our database of tree assets capturing condition

Undertake vegetation clearance around electric lines as per the Electric Line Clearance Regulations



Goal 5: A strong and innovative economy and city

5.1 Deliver ongoing COVID-19 recovery response across the business and the community
All actions relating to ongoing COVID-19 recovery response across the business and the community have been completed
5.2 Support local businesses to explore, innovate and adapt to emerging economic opportunities
Deliver initiatives to support local business to harness opportunities
5.3 Actively attract and facilitate new business development and public and private investment to Ballarat
Provide an ongoing investment facilitation service to encourage opportunities for investment, job creation and inward skills migration to Ballarat
Commence delivery of the Airport Community Facilities Airport Feasibility Study
Commence delivery of actions arising from the Ballarat Airport Strategic and Master Plan
Support Business Events development to drive events to the region
5.4 Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice
Implement priorities of the Ballarat Events Strategy 2018 - 2028
Deliver exhibitions and public programs
Develop Major Drawcard exhibition program
5.5 Actively promote Ballarat as a year-round destination of choice
Deliver priorities from 2030: A vision for the Eureka Centre
Launch a new brand identity, campaign and supporting assets to bolster demand driving activity
Execute a strategic mix of marketing channels year-round to reposition Ballarat as a destination of choice among key audience segments
Promote Ballarat In The Know among residents to leverage the city's visiting friends and visiting relatives market
5.6 Facilitate increased vibrancy in the CBD and other key business precincts
Support the delivery of the Outdoor Street Furniture Program
Implement actions from, and continue seeking funding for, Creative City Masterplan
Continue to deliver the Bakery Hill Urban Renewal Plan, while assisting traders to take advantage of new opportunities
5.7 Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City
Implement priorities from the Creative City Strategy
Continue collaboration with universities including Australian Research Council grant projects, PhD Scholarships and teaching visits
Continue Artist in Residence program
5.8 Support social and economic inclusion to build the wealth throughout our Community
Continue to support the Ballarat Social Procurement Project, to support local organisations to participate in government project delivery
Deliver a 2024/2025 Visitor economy industry engagement plan for Tourism Midwest Victoria
Deliver the 2024/2025 Visitor Economy industry development program
Continue to advance business cases from the Ballarat Visitor Arrival Master Plan priority projects ready for investment
Deliver the Goldfields Gateways project to provide enhanced visitor wayfinding experiences along Lydiard Street and set a guide for ongoing wayfinding
Implement initial actions of the Tourism Midwest Victoria Sustainable Destination Management Plan and Ballarat



Local Area Action Plan

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

6.1 Ensure the effectiveness and efficiency of City of Ballarat services
Ballarat Website Review – enhance, consolidate, and rationalise existing websites
Modernise Technology Infrastructure – Networks, switches, access points and firewalls
Complete Masterplan for the Ballarat Regional Landfill
Implement "in-truck" reporting and data management system
Modernise and future proof environmental data systems to report against service delivery key performance indicators
Deliver the Human Resources Information System Transformation Project
Upgrade of Audio Video technology for the Trench Room, Committee Rooms 1 & 2 and CEO Boardroom
Develop Technology Standards for upgrade of Audio Video technology for Council Meeting Rooms
Select a new Enterprise Geospatial solution (GIS) and begin implementation
6.2 Progress the City of Ballarat as a workplace of choice
Development of Employee Value Proposition campaign with P&C and Develop a "Celebrating Success" internal communications strategy and develop and implement social media "Humans behind the service" campaign
Complete an Employee Value Proposition & Employee Benefits Review
6.3 Advocate on behalf of our Community
Develop and implement strong and targeted advocacy campaigns for upcoming elections and for state and federal budgets
Develop and regularly update an advocacy pipeline of City of Ballarat projects guided by Council-adopted master plans, strategies, and frameworks
Actively seek external funding through grant opportunities
6.4 Ensure transparency and engage clearly with our community
Support, monitor and report on Council's community engagement practice
Trial new ways of "closing the loop" on Customer Requests
Create considered, authentic and accessible communications for our community
Continue to communicate information on the delivery of Major Projects through a range of different channels
Facilitate the deliberative engagement process for the 25/29 Council Plan and associated thematic documents
6.5 Ensure an innovative and forward-thinking approach to our work
Review and develop the City of Ballarat website to meet the needs of our community
Deliver a Talent Management Framework and Talent Pools
6.6 Ensure accountability with public resources
Implement Council's Partnerships and Grants Policy and programs
Regularly monitor and report on financial performance compared to budget
Review Council's Lease and License Policy to guide future use of Council buildings
Development of Council Land Acquisition Policy
Implement Council's Lake Wendouree Boat Shed Policy guiding community and private use
6.7 Ensure good governance and leadership
Continue to deliver civil operational services in accordance with governance and risk policies

8.8. POST INTERNATIONAL TRAVEL UCCN CREATIVE CITIES CONFERENCE

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

PURPOSE

1. This report is an overview of the travel to Braga, Portugal by Council officer Tara Poole, Coordinator Creative City, and Cr Des Hudson, Mayor of City of Ballarat. Tara Poole and the Mayor travelled to Braga at the invitation of the UNESCO Creative Cities network, Paris, to attend and present at the XVI UNESCO Creative Cities Annual Meeting alongside 350 other member cities and delegates. A total of 850+ delegates attended the meeting, which included representatives from UNESCO, the World Bank and others.

BACKGROUND

2. Established in 2004, the UNESCO Creative Cities Network brings together 350 cities in more than 100 countries to place cultural assets and creative potential at the heart of local development plans, as well as actively cooperate at the international level across seven creative fields (Crafts and Folk Art, Design, Film, Gastronomy, Literature, Media Arts, and Music) through innovative urban policies and initiatives to attain economic, social and environmental impacts. The City of Ballarat is a designated Creative City of Crafts and Folk Art, having achieved the designation in 2019.
3. Attendance at the UNESCO Creative Cities Annual Meeting is a requirement of maintenance of the UNESCO Creative Cities designation. Reporting is carried out on four-year terms, documenting the impact of support by local governments on creative industries and the result delivered against the UNESCO Sustainable Development Goals.
4. Separate functions at the XVI UNESCO Annual Meeting were set aside for Mayors around the world to directly connect, working to underline the importance of strengthening international cooperation at the local level, promoting culture and creativity as strategic factors for sustainable urban development and leverage of a city's cultural assets to contribute towards the achievement of the United Nations 2030 Agenda for Sustainable Development.
5. Ballarat was represented at the Annual Meeting, as were the Victorian cities of Bendigo (Cr Andrea Medcalf, Mayor of the City of Greater Bendigo as well as that City's Gastronomy Project Officer), Geelong (represented by Cr Trent Sullivan, Mayor of the City of Greater Geelong and that City's Executive Director Placemaking) and the City of Melbourne (Director of the Office of the City of Literature). No other Australian cities attended.

KEY MATTERS

6. Representatives from each creative city worldwide are expected to attend and participate by:
 - a. Reporting on actions under the UNESCO Creative City action plans.

- b. Agreeing to a shared vision and objectives which were outlined as the Braga Manifesto. This was a statement which declared the Creative City Network support of the integration of culture as a stand-alone goal in the post 2030 UNESCO international development agenda.
 - c. Agreeing to prioritise the role of local government in promoting inclusive culture and arts education, strengthening the skills and capacities of local communities.
 - d. Liaising with network colleagues to establish international opportunities for local artisans, makers, artists and creative industries.
7. Ballarat's involvement at the XVI UNESCO Creative City Annual Meeting included:
- a. Attending the Craft and Folk Art subnetwork cluster meetings and presenting on the outcomes of the Subnetwork Meeting held in Ballarat in May 2024.
 - b. Circulating materials which introduced Ballarat makers, artisans, creative industries, and others to representatives from international markets.
 - c. Confirming viable residency and skill exchange opportunities for Ballarat creatives with other cities including Carrera, Italy; Caldas da Rainha, Portugal; Jinju, South Korea; Paducah, USA.
 - d. Participation in the reporting frameworks and structures.
8. Outcomes for Ballarat from the XVI UNESCO Creative City Annual Meeting included:
- a. Face-to-face meetings between the four Victorian Creative Cities with Denise Bax, Secretary UNESCO Creative Cities Network, and Ernesto Ottone Ramirez, Assistant Director-General for Culture, UNESCO.
 - b. Stronger commitments and ties between the four Victorian Creative Cities including continuing to test the robustness of the concept of applying to host a future UNESCO Creative Cities Annual Meeting.
 - c. Meetings with Jean Manes, the United States delegate to UNESCO Paris to review the economic reporting implemented in Ballarat, and the application of the same reporting methods in Creative Cities in the US.
 - d. A Mayoral Dinner hosted by the Mayor of the City of Jinju, South Korea where mutual projects were discussed including the potential of seeking grant funding to continue creative joint initiatives.
 - e. Circulation of three residency opportunities for the local Ballarat creative industry and maker community (Carrera, Italy; Caldas de Rainha, Portugal; Jinju, South Korea), and examination of a fourth residency in Paducah, Kentucky, Texas, USA for April 2025.
 - f. Agreement between Ballarat, Perth and Dundee, Scotland, to recreate Ballarat's Craft Lab and Great Takeaway initiative with support from Ballarat makers. This will include Ballarat creatives and makers product being shipped internationally.
 - g. Circulation of Intro magazine, a publication linking Ballarat makers, creative and industry to potential purchasers, to the wider Craft and Folk Art Network.
9. Costs of attendance at the UNESCO Creative Cities Annual Meeting was \$16,793 and within the Creative Cities allocated budget.

OFFICER RECOMMENDATION

10. That Council:

10.1 Receive and note the report.

ATTACHMENTS

1. Governance Review [**8.8.1** - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This program of work addresses Goal 5: A strong and innovative economy and city, of the City of Ballarat Council Plan 2021-2025
2. This program of work delivers the actions of the Creative City Strategy (2019-2030)
3. This program of work delivers against the City of Ballarat's requirements under the UNESCO Creative City designation obligations (2019).

COMMUNITY IMPACT

4. Creative sector, micro-enterprise, sole traders directly benefit from the outcomes of this program of work.
5. Culture and city liveability are positively enhanced by this program of work.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. The program of work is governed by the UNESCO Sustainable Development Goals, seeking to enshrine culture and creativity into the economic, social, and environmental development policies of local government.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. This program of work supports the City of Ballarat's Creative City objectives to support the economic viability of the creative and cultural sector.

FINANCIAL IMPLICATIONS

8. The financial implications of this program of work are budgeted within the Creative City activity plans.

LEGAL AND RISK CONSIDERATIONS

9. There are no legal and risk considerations with this program of work.

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. There are no community consultation and engagement requirements of this program of work.

OFFICIAL

OFFICIAL

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.9. ART GALLERY OF BALLARAT DRAWCARD EXHIBITION INTERNATIONAL TRAVEL

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Louise Tegart – Director Art Gallery of Ballarat

PURPOSE

1. To seek approval for the Art Gallery of Ballarat Director and Assistant Director-Engagement to travel overseas to secure drawcard exhibitions.

BACKGROUND

2. In November 2023, Council adopted the Art Gallery of Ballarat Strategic Plan 2023-28 (R180/23) which identifies drawcard exhibitions as a priority action. Council supported this project with funding allocated in the 2024/2025 budget. The aim of the project is to facilitate programming of drawcard exhibitions, including international exhibitions to drive visitation to Ballarat.
3. Gallery staff have been liaising with Art Exhibitions Australia (AEA), the premier touring agency in the country, to establish connections with galleries overseas.
4. AEA have invited Gallery Director Louise Tegart and Assistant Director – Engagement Humphrey Clegg to France in early November to meet with key gallery personnel to establish relationships for future collaborations on exhibitions.
5. It is suggested that Louise Tegart and Humphrey Clegg travel to meet with AEA in France, and Louise then travels on to Rotterdam, London and Hong Kong to view new open collection storage venues, The Depot, The Victoria and Albert Museum and M+, to conduct research for future Gallery collection storage requirements. Louise Tegart will also meet with colleagues there to discuss exhibition opportunities.
6. In person meetings are the best way to establish ongoing relationships with overseas galleries. Regional Galleries Bendigo and Gold Coast (HOTA) both send their Gallery Director overseas several times per year to source international exhibitions and meet with colleagues. The National Gallery of Victoria Director travels overseas at least 10 times per annum.

KEY MATTERS

7. Funding for the proposed travel will be sought from the Art Gallery of Ballarat Foundation. As such, there will be no cost to Council. The draft budget is estimated at \$32,000. The purpose of the AGB Foundation is to support key initiatives of the Gallery through the management of a capital endowment and an annual distribution of funds. The Foundation has previously supported travel for staff for exhibition purposes and it is within their remit.
8. This request is made in accordance with the Travel and Related Expenses Procedure.
9. A Travel Report will be provided following international travel.

OFFICER RECOMMENDATION

10. That Council:

10.1 Approve overseas travel by Louise Tegart, Director Art Gallery of Ballarat for 14 days to Paris, Rotterdam, London and Hong Kong in November and

10.2 Approve overseas travel by Humphrey Clegg, Assistant Director – Engagement, Art Gallery of Ballarat, for 7 days to Paris in November.

10.3 Note that a Council report will be provided following the international travel.

ATTACHMENTS

1. Governance Review [8.9.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan
2. Community Vision 2031
3. Ballarat Prosperity Framework
4. Art Gallery of Ballarat Strategic Plan 2023-2028
5. Creative City Strategy
6. Creative Precinct Masterplan
7. Events Strategy
8. Traveller Experience Plan
9. Visitor Economy Strategy
10. Financial Plan

COMMUNITY IMPACT

11. 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

12. Overseas travel has carbon emission implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

13. Significant economic impact for the City of Ballarat estimated at \$12 million, whilst facilitating 59 local jobs in the first year. It is anticipated that the economic impact to the city will increase annually over the course of the ten-year period to close to \$20 million.
14. The City of Ballarat will also benefit from increased brand awareness as a destination for arts and culture, supporting the city's liveability and Ballarat Place Brand Strategy. Every major drawcard exhibition would be accompanied by a full program of events, including evening opportunities to drive the night-time economy and stimulate overnight stays across the city.

FINANCIAL IMPLICATIONS

15. Art Gallery of Ballarat Foundation to cover all costs of trip.

LEGAL AND RISK CONSIDERATIONS

16. Risk of not meeting community expectation or visitor targets if exhibitions are not secured.

OFFICIAL

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HUMAN RIGHTS CONSIDERATIONS

17. 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

18. Drawcard exhibitions highlighted as a key desire of the community in the community consultation process for the Art Gallery of Ballarat 2023-2028 Strategic Plan.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

20. 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

8.10. COMMUNITY ASSET COMMITTEE MEMBERSHIP

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

PURPOSE

1. This report seeks Council support to ratify the revised membership of the Cardigan Village Community Asset Committee and the Invermay Recreation Reserve Community Asset Committee, noting that the membership has changed since it was last endorsed. This report also acknowledges the recent resignations of committee members of the relevant Committees.

BACKGROUND

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

KEY MATTERS

4. The membership of the Cardigan Village Community Asset Committee has changed with the resignation of Blake Curran and Bev Penberthy and the election of Heather Wood.

5. The revised membership of this committee is now as follows:
 - Francis Litwin
 - Mary Tipping
 - Heather Wood

6. The City of Ballarat Community Development team will support the committee in the recruitment of additional members of the Cardigan Village Community Asset Committee

7. The membership of the Invermay Recreation Reserve Community Asset Committee has changed with the resignation of Ian Daniel and the election of Andrew Le Marshall.

8. The revised membership of this committee is now as follows:
 - Geoffrey Fraser
 - Ruth Nunn
 - Ian Martin
 - Peter Nunn
 - Lachlan Pryor
 - Jabez Armstrong
 - Rod McDonald
 - Andrew Le Marshall

OFFICER RECOMMENDATION**9. That Council:**

9.1 Acknowledge the outgoing Committee members Blake Curran, Bev Penberthy and Ian Daniel and thank them for their contribution to their relevant Community.

9.2 Endorse the revised membership of the Cardigan Village Community Asset Committee with the addition of Heather Wood:

- Francis Litwin
- Mary Tipping
- Heather Wood

9.3 Endorse the revised membership of the Invermay Recreation Reserve Community Asset Committee with the addition of Andrew Le Marshall.

- Geoffrey Fraser
- Ruth Nunn
- Ian Martin
- Peter Nunn
- Lachlan Pryor
- Jabez Armstrong
- Rod McDonald
- Andrew Le Marshall

ATTACHMENTS

1. Governance Review [8.10.1 - 1 page]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.11. REVIEW OF CIVIC AND COUNCILLOR POLICIES

Division: Executive Office
Director: Evan King, Chief Executive Officer
Author: Vivienne Murphy – Head of Executive and Civic Services

PURPOSE

1. The purpose of the report is for Council to consider adopting the following policies and procedures:
 - Councillor Expenses and Support Policy;
 - Councillor Information and Communication Policy;
 - Councillor ICT Acceptable Use Procedure;
 - Councillor Gift Policy;
 - Civic Recognition and Civic Events Policy;
 - Flag Flying Policy.

BACKGROUND

2. This policy review has been undertaken with recognition to the strategic objectives in the City of Ballarat Council Plan, with a primary focus towards goal six (A council that provides leadership and advocates for its community) and Council's commitment to ensure the effectiveness and efficiency of City of Ballarat services, ensure accountability with public resources and to ensure good governance and leadership.

KEY MATTERS

Councillor Expenses and Support Policy

3. Section 41 of the *Local Government Act 2020* (the Act) stipulates that Council must adopt and maintain an expenses policy in relation to the reimbursement of the out-of-pocket expenses for Councillors and members of delegated committees. The current Council Expenses policy has been reviewed extensively and aims to better describe, in a transparent manner, the current supports and amenity available to Councillors and Delegated Committee Members (where applicable) in performing their roles and outlines the process for payment or reimbursement if appropriate. It has also been reviewed with consideration of the updated regulations and terminology provided by the *Local Government Amendment (Governance and Integrity) Act 2024* (the Amendment Act) including provisions for Councillor professional development.
4. The Council Expenses Policy (R206/20) and Professional Development Policy (R84-17) previously adopted by Council must be rescinded if the amended Councillor Expenses and Support Policy is approved, as these provisions have been incorporated into the reviewed policy.

Councillor Acceptable ICT Use Procedure

5. The purpose of this procedure is to provide Councillors with clear guidance on the appropriate, safe way in which they can make use of Information and Communication Technology (ICT) equipment and information at the City of Ballarat. The draft Councillor Expenses and Support Policy provides general guidance of the type and

availability of equipment provided to Councillors, which will be subject to this procedure.

6. The Councillor Communications Equipment Policy (R136/14) previously adopted by Council must be rescinded if the amended Councillor Expenses and Support Policy and ICT Councillor ICT Acceptable Use Procedure are approved, as these provisions have been incorporated into the reviewed procedure.

Councillor Information and Communication Policy

7. The previous Councillor and Staff Interaction Policy was rescinded by Council on 30 October 2019 (R287/19) as it was considered an amalgam of the Councillor Code of Conduct and the Staff Code of Conduct duplicating policy and was not required.
8. In January 2023, the Local Government Inspectorate (LGI) conducted a review into Council policies titled *Checking Compliance: a review into council policies*. LGI published recommendations following the review, including that Councils are strongly encouraged to develop a policy to guide the relationships and interactions between Councillors and council staff.
9. This draft policy has been prepared following benchmarking of a range of comparable policies held by other LGAs within Victoria. It has been drafted in line with City of Ballarat specific operations to broadly provide guidance and ensure that Councillors have access to advice, information and documentation to help them to fulfil their role in an effective manner, while incorporating good governance principles to information-sharing, particularly with interactions between City of Ballarat staff and Councillors.

Councillor Gift Policy

10. Section 138 of the Act requires that Council adopt a Councillor Gift Policy, which provides procedures for the maintenance of a gift register. The previous Councillor Gift Policy was adopted by Council on 24 February 2021, with a scheduled review date of 24 February 2024.
11. The Councillor Gift Policy has been reviewed and minor edits have been made to improve readability and clarity, including additional rows added to the table at section 3.4, to provide clarity as to the gift declaration process for different values of gift. The document has also been reviewed to ensure alignment with the existing City of Ballarat policy template.
12. If adopted, this reviewed policy would supersede the existing Councillor Gift Policy.

Civic Recognition and Civic Events Policy

13. The previous Civic Recognition policy was rescinded by Council on 30 October 2019 R287/19.
14. The primary purpose of the proposed policy is to increase transparency and formalise processes for civic recognition within the municipality. This draft policy aims to incorporate the current Keys to the City and Freedom of Entry Policy into an updated format.
15. The draft policy is linked to criteria and processes outlined within the draft Flag Flying Policy and supports actions outlined within various City of Ballarat guiding documents,

including the Intercultural Plan 2022-2026, LGBTIQA+ Inclusion Plan 2022-2026, and Reconciliation Action Plan 2019-2021.

16. The Keys to the City and Freedom of Entry Policy (R065/09) previously adopted by Council must be rescinded if the proposed Civic Recognition and Events Policy is approved, as these provisions have been incorporated into the reviewed policy.

Flag Flying Policy

17. This draft policy has been developed to:
- a. Formalise the official civic flagpole sites at which the City of Ballarat complies with State and Federal Government flag protocols.
 - b. Formalise days of significance.
 - c. Provide for City of Ballarat flag ceremonies and displays.
 - d. Provide for community led flag ceremonies by application to be held at various locations, primarily the soon to be established Intercultural Gardens.
18. The draft policy is linked to criteria and processes outlined within the draft Civic Recognition and Civic Events Policy and supports actions outlined within various City of Ballarat guiding documents, including the Intercultural Plan 2022-2026, LGBTIQA+ Inclusion Plan 2022-2026, and Reconciliation Action Plan 2019-2021.
19. The Community Flag Policy (R42/18) previously adopted by Council must be rescinded if the proposed Draft Flag Flying Policy is approved, as these provisions have been incorporated into the reviewed policy.

OFFICER RECOMMENDATION

20. That Council:

20.1 Adopt the following attached policies:

- **Councillor Expenses and Support Policy**
- **Councillor Acceptable ICT Use Procedure**
- **Councillor Information and Communication Policy**
- **Councillor Gift Policy**
- **Civic Recognition and Civic Events Policy**
- **Flag Flying Policy**

20.2 Rescind the following policies:

- **Council Expenses Policy, adopted by Council on 12 August 2020 (R206/20)**
- **Professional Development Policy, adopted by Council on 8 March 2017 (R84/17)**
- **Keys to the City and Freedom of Entry Policy, adopted by Council on 11 March 2009 (R065/09).**
- **Councillor Communications Equipment Policy, adopted by Council on 14 May 2024 (R136/14).**
- **Councillor Gift Policy, adopted by Council on 24 February 2021 (R31/21).**
- **Community Flag Policy, adopted by Council on 21 February 2018 (R42/18).**

ATTACHMENTS

1. Governance Review [**8.11.1** - 2 pages]
2. Civic Recognition and Civic Events Policy [**8.11.2** - 7 pages]
3. Flag Flying Policy [**8.11.3** - 6 pages]
4. Councillor ICT Acceptable Use Procedure [**8.11.4** - 4 pages]
5. Councillor Communication and Information Policy [**8.11.5** - 6 pages]
6. Council Expenses and Support Policy [**8.11.6** - 9 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This policy review has been undertaken with recognition to the strategic objectives contained in the Council Plan, with a primary focus towards goal six and Council's commitment to ensure the effectiveness and efficiency of City of Ballarat services, ensure accountability with public resources and to ensure good governance and leadership.
2. The reviewed civic policies align to adopted commitments to inclusion and interculturalism as outlined within various adopted plans of Council such as the Intercultural Plan 2022-2026, LGBTIQ+ Inclusion Plan 2022-2026, Reconciliation Action Plan 2019-2021.

COMMUNITY IMPACT

3. Providing accurate, clear and accountable policies enables Council to ensure good governance and leadership to the community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no sustainability considerations associated with this review of policies.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no economic sustainability considerations with this review of policies.

FINANCIAL IMPLICATIONS

6. There are no budget implications associated with the review of policies, outside of normal operating expenditure.

LEGAL AND RISK CONSIDERATIONS

7. Regularly reviewing and ensuring accurate and up to date policy mitigates risk, assists Council to meet statutory obligations, and ensures a best practice approach in operational delivery.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. No community consultation and engagement implications were identified.

OFFICIAL

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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.

OFFICIAL



CIVIC RECOGNITION AND CIVIC EVENTS POLICY

1.0 Purpose

The purpose of this policy is to:

- set clear guidelines for civic recognition of members of the community and/or community organisations;
- outline the categories of civic events facilitated by the City of Ballarat; and
- provide a framework and application guidelines for applications.

2.0 Scope

This policy applies to all Councillors, City of Ballarat staff and community members/organisations seeking civic recognition or a civic event.

3.0 Policy Statement

3.1 Civic Recognition

The City of Ballarat is committed to celebrating and promoting civic pride within the municipal community. The City of Ballarat or the community may at times request to recognise persons and/or organisations.

Civic recognition may take the form of:

- Recognition letters/certificates of appreciation
- Civic events
- Lighting requests
- Keys to the City and Freedom of Entry
- Plaques and memorials (under the Plaques and Memorials Policy)
- Recognition of Ballarat's Olympians (under the Recognition of Ballarat's Olympians Policy)
- Recognition of Ballarat's Paralympians (under the Recognition of Ballarat's Paralympians Policy)

3.2 Civic events

A civic event is a high calibre event of significance to the City of Ballarat that the Mayor hosts. These events are planned, implemented and delivered by the Executive and Civic Services team.

Civic events are divided into several categories. Each of these categories are outlined below.

3.3 Category of civic events

3.3.1 Civic reception

A civic reception is the highest level of function, which involves the guest(s) of honour and invited guests approved by the Mayor. These are formal occasions with official proceedings. These events are determined by the Chief Executive Officer, in consultation with the Mayor.

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The following dignitaries are within this category:

- The King or his Heirs as the Sovereign of Australia
- Governor-General
- Governor of Victoria
- Prime Minister
- Premier of Victoria
- Ambassadors
- Consuls and Consul-Generals
- International Dignitaries including Heads of State
- Mayoral Election
- Official Delegates from Sister Cities
- Defence Units or Personnel
- Recipients of Keys to the City and Freedom of Entry (refer to 3.5)
- Special dignitaries, as determined by the Chief Executive Officer

3.3.2 Recognition reception

A recognition reception includes the following:

- Australian Honours recipients/other official ceremonial events with a City of Ballarat connection. Approved by the Chief Executive Officer, in consultation with the Mayor.
- Australia Day Community Awards, including the categories of Citizen of the Year, Young Citizen of the Year and Community Event of the Year. Nominations for these awards are open for submission each year to recognise the outstanding achievements of community members who have gone above and beyond to improve the lives of everyone in the Ballarat community. Nominations are assessed and determined by resolution of Council.
- Key leaders and officials of significant state and national events being held in Ballarat. Approved by the Chief Executive Officer, in consultation with the Mayor.
- Acknowledgement of an outstanding and extraordinary contribution by or to the local Ballarat community (e.g. sporting, arts, culture, business, welfare, religious) of a person or group. Approved by the Chief Executive Officer, in consultation with the Mayor.

Guidelines for Recognition Receptions

- Community members and groups may request a recognition reception be held.
- Applications must be made in writing on the nominated application form.
- The application form, along with all requirements and guidelines for an application, are provided in Appendix 1.
- Applications must be submitted a minimum of eight (8) weeks prior to the requested date.
- Applications are assessed by the Executive and Civic Services team and approved by the Chief Executive Officer, in consultation with the Mayor, with the exception of the Australia Day Community Awards which are assessed and determined by resolution of Council.
- Completion of an application does not guarantee approval of the event.
- All applications will be reviewed against City of Ballarat guidelines, protocol and risk assessment prior to a final decision being made.
- A recognition reception application may be declined if the event does not reflect the City of Ballarat vision or goals, is deemed unsuitable, does not comply with policy guidelines, or provides insufficient planning time.

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- During the application process, the proposed event date may be re-negotiated if the proposed date conflicts with other events or capacity in the corporate events calendar.
- The list of invitees to all functions is approved by the Chief Executive Officer, in consultation with the Mayor.

3.3.3 Community celebration

A community celebration includes the following:

- Community group milestone event;
- Flag raising ceremony; or
- Anniversaries of significant City of Ballarat owned and operated facilities, assets or gardens.

Guidelines for Community Celebrations

- Community members and groups may request for a Community Celebration to be held.
- Applications must be made in writing on the nominated application form.
- The application form along with all requirements and guidelines for an application are provided in Appendix 1.
- Applications must be submitted a minimum of six (6) weeks prior to requested date.
- Applications are assessed by the Executive and Civic Services team and approved by the Chief Executive Officer, in consultation with the Mayor.
- Completion of an application does not guarantee approval of the event.
- All applications will be reviewed against City of Ballarat guidelines, protocol and risk assessment prior to a final decision being made.
- A Community Celebration application may be declined if the event does not reflect the City of Ballarat vision or goals, is deemed unsuitable, does not comply with policy guidelines or provides insufficient planning time.
- During the application process, the proposed event date may be re-negotiated if the proposed date conflicts with other events or capacity in the corporate events calendar.
- The list of invitees to all functions is approved by the Chief Executive Officer, in consultation with the Mayor.
- Guidelines and criteria for Flag Raising Ceremony applications are as outlined in the Flag Flying policy.

3.3.4 Project milestone events

Project milestone events for federal or state funded projects are organised in accordance with the relevant agreement or guidelines. These are privately facilitated events and can include sod turns, photo opportunities and media events, ribbon cuttings and official facility or infrastructure openings.

3.3.5 Citizenship Ceremonies

The City of Ballarat hosts Australian Citizenship Ceremonies on behalf of the Department of Home Affairs, in accordance with the Australian Citizenship Ceremonies Code. These are privately conducted events for conferees and their invited guests to celebrate becoming an Australian Citizen.

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3.4 Lighting

City of Ballarat has designated locations for lighting requests, which can be requested by the community upon application.

The locations that lighting requests are available for are as follows:

- Ballarat Town Hall Clock, 225 Sturt St, Ballarat Central
- Eureka Centre Fountain, 102 Stawell St Sth, Eureka
- Lake Wendouree Fountain, Wendouree Parade, Lake Wendouree

Guidelines for Lighting

- Lighting requests will be assessed against the criteria by the Executive and Civic Services team.
- The application form along with all requirements and guidelines for an application to be made are provided in Appendix 2.
- Only applications in writing from locally based community groups or members for events or nationally recognised days and activities will be eligible to be considered.
- The City of Ballarat will not light up in colours representing former regimes or countries that are not recognised by the Australian Government.
- Guidance for designated days of national significance as set out in the Department of Home Affairs yearly calendar of Cultural and Religious dates, the World Health Organisations calendar of World Global Health days and Diversity Australia's calendar of Diversity and Inclusions days will be taken into account when reviewing an application.
- Permission may be granted for a minimum of one (1) day to a maximum of seven (7) days.

Criteria

The following criteria will be considered when a lighting request is received by the City of Ballarat. The light up request:

- promotes respect for all;
- is part of an event, a nationally recognised day of significance, a world global health day or a diversity and inclusion day;
- is consistent with Council's vision, goals and policies;
- embraces a sense of belonging and enhanced community life; and
- is not connected to individual advancement, political or cultural sensitivities nor exposure to adverse criticism of Council or the community as a whole.

The City of Ballarat will not approve requests from community groups or members who:

- do not share Council's views on embracing diversity and multiculturalism and promoting a safe and peaceful community;
- are representative of a political party.

Event Priority

On days where specific community days or events are not being recognised, the City of Ballarat will light up at its discretion. The City of Ballarat will also take priority for light ups in promotion of City of Ballarat led events, which recognise a city-wide response or initiative, recognise commercial partnership events at its discretion, or as outlined within the listed significant dates.

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Significant Dates

Monday to Sunday of the week which includes 21 March	Harmony Week (incorporating UN International Day for the Elimination of Racial Discrimination on 21 March)
31 March	Trans Day of Visibility
17 May	IDAHOBIT Day
26 May	National Sorry Day
27 May – 3 June	Reconciliation Week (incorporating Mabo Day on 3 June)
Sunday to Saturday of the week which includes 20 June	Refugee Week (incorporating World Refugee Day on 20 June)
first Sunday to second Sunday in July	NAIDOC Week
28 November	Timor-Leste Proclamation Day of Independence (in partnership with Friends of Ainaro)

City of Ballarat reserves the right to decline all applications proposed to occur on public holidays unless they are part of a City of Ballarat led event on such dates.

3.5 Keys to the City and Freedom of Entry

Keys to the City

The granting of the Keys to the City is a symbolic presentation, which represent the highest honour that a city can confer on an individual or organisation. The tradition of using a key, date back to medieval times, when many cities were enclosed within walled fortifications. The key symbolised the relationship between a city and the king or ruler of the land on which the city was located.

It will be awarded to an individual or organisation in furthering the ideals of the City of Ballarat or to recognise outstanding achievement in public life, sport, community or humanitarian work at a national or international level.

The Key to the City of Ballarat is presented by the Mayor at a civic reception.

Criteria that will be considered for all applications:

- The nominee has signed support of two independent sources.
- In the case of individuals, signed support will not be accepted from family members or relatives.
- In the case of groups or organisations being nominated, signed support will not be accepted from employees or providers of other paid, contractual services to the group or organisation. If an organisation or group, then the nominee needs to be a bona fide reputable registered entity.
- Where an achievement or a contribution is being acknowledged this is independently verifiable, is of a high level and over and above what might ordinarily be expected of a person/group.
- There is a close association between the achievement being recognised (or the person/group being acknowledged) and Council's strategic priorities.
- Keys to the City will not be made in recognition of length of service, but for depth of impact and enduring value to communities of interest.

OFFICIAL



Freedom of Entry

The right of Freedom of Entry is a significant honour, demonstrating trust, loyalty and a sense of community between a city and a military unit. It is conferred in recognition of their achievement while on active service or overseas duty or as a mark of respect and gratitude for their efforts in the defence of Australia.

This award is restricted to Australian military and civilian units that have, through their command, a significant attachment to the City of Ballarat.

It is celebrated with a parade of the unit through the city streets to the Town Hall and the presentation of a gift from the City of Ballarat. Additionally, a Civic Reception may be held in conjunction with the parade.

Guidelines for Keys to the City and Freedom of Entry

- Individuals or organisations may apply to receive or nominate to be granted Keys to the City.
- Australian military and civilian units may apply or nominate to be granted Freedom of Entry.
- Council may, at its own discretion, determine to award the Keys to the City or Freedom of Entry to any eligible person or organisation.
- Granting of Keys to the City or Freedom of Entry to the City applications will be determined through resolution of Council.
- The application form along with all requirements and guidelines for an application to be made in writing are provided in Appendix 3.
- Applications must be submitted a minimum of twelve (12) weeks prior to requested date.
- Once received this will be reviewed by the Executive and Civic Services team and a report to Council will be written for consideration.
- Presentation of a document conferring the Keys to the City or Freedom of Entry to the City will be prepared and Council's Common Seal affixed.

3.6 Minimum notice periods

Applications must comply with the minimum notice periods outlined below:

Civic Event Category	Notice Period
Recognition Reception	Minimum eight (8) weeks
Community Celebrations	Minimum six (6) weeks
Light Up Requests	Minimum six (6) weeks
Keys to the City/Freedom of Entry	Minimum twelve (12) weeks

4.0 Supporting documents and references

4.1 Legislation

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- *Charter of Human Rights and Responsibilities Act 2006 (Victoria)*

4.2 Associated Documents

- Flag Flying Policy
- Plaques and Memorials Policy
- Recognition of Ballarat's Olympians Policy
- Recognition of Ballarat's Paralympians Policy

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- Australian Citizenship Ceremonies Code
- Calendar of Cultural and Religious Dates, Dept of Home Affairs
- WHO Global Health Days and Campaigns
- D&I Days & Dates - Diversity Council Australia
- Intercultural Plan 2022-2026
- LGBTIQ+ Inclusion Plan 2022-2026
- Reconciliation Action Plan 2019-2021

4.3 Definitions

City of Ballarat	Means the body corporate constituted in accordance with the LGA 2020.
Community	A person or organisation who are based within the municipality of the City of Ballarat.
Council	Council consists of the Councillors who are democratically elected to represent the Ballarat municipality in accordance with the LGA 2020.

5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

The owner of this policy is the Chief Executive Officer. Enquiries regarding this policy should be referred to the Head of Executive and Civic Services.

7.0 Authorisation

Adopted by City of Ballarat Council on XX.

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FLAG FLYING POLICY

1.0 Purpose

The purpose of this policy is to:

- provide consistent guidelines for the flying of flags at City of Ballarat civic and community flagpole sites throughout the municipality;
- identify flagpole locations and the flags flown at each site; and
- to provide a framework for considering requests to fly flags at community flag poles outside Council's schedule of significant dates.

2.0 Scope

This policy applies to City of Ballarat's:

- **Civic** flagpole sites; and
- **Community** flagpole sites.

This policy does not apply to the City of Ballarat's promotional flagpoles located in gateways and major precincts across the municipality, or to the use of images of flags in communications or promotional flag placements and uses.

This policy does not restrict any community group from flying community flags at their own private community events for the duration of that event.

3.0 Policy Statement

Australian national flags are flown by the City of Ballarat at various civic locations across the municipality, in accordance with Australian flag protocols.

City of Ballarat has designated community flagpoles, in addition to the civic flagpoles, which can be used by the community upon application. In recognising the diversity of communities within the municipality, this allows for communities to express and symbolise identity, pride and belonging which is celebrated at different and significant cultural and/or community days and events.

The City of Ballarat will not:

- fly flags at, or maintain, a flagpole site outside its five civic and community flagpole sites unless otherwise specified in this policy;
- remove flags from its existing civic flagpole sites for any commercial or decorative reasons; or
- fly or display flags of former regimes or countries that are not recognised by the Australian Government at any of the civic or community flagpole sites.

3.1 Flying of flags at civic flagpoles

The City of Ballarat will, within its resourcing capabilities, comply with flag protocols issued by both the Department of Prime Minister and Cabinet and the Department of Premier and Cabinet and provide for specific arrangements for flying flags at half-mast on days of significance or in remembrance of persons or events.

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City of Ballarat will only display and fly official flags of recognised states at the City of Ballarat's civic flagpole sites.

The flags that are to be flown at permanent external civic flagpole sites are as follows:

- Australian National Flag
- Aboriginal Flag
- Torres Strait Islander Flag or Eureka Flag

The locations of the five (5) civic flagpole sites and the flags flown is as follows:

- Ballarat Botanical Gardens, Gillies Street North, Lake Wendouree (three flagpoles)
 - Australian National Flag, Aboriginal Flag, Eureka Flag
- Ballarat Town Hall, 225 Sturt St, Ballarat Central (three flagpoles)
 - Australian National Flag, Aboriginal Flag, Eureka Flag
- Eureka Centre, 102 Stawell St Sth, Eureka (six flagpoles)
 - Australian National Flag, Victorian Flag, Aboriginal Flag, Torres Strait Islander Flag, Eureka Flag x 2
- Operations and Environment Depot, Ring Road, Wendouree (three flagpoles)
 - Australian National Flag, Aboriginal Flag, Eureka Flag
- View Point, Wendouree Parade, Lake Wendouree (three flagpoles)
 - Australian National Flag, Aboriginal Flag, Torres Strait Islander Flag

The Torres Strait Islander flag or Eureka flag may be substituted temporarily with other flags to commemorate or celebrate visiting dignitaries or when declared by the Federal or State Government a special flag or flags may be flown.

The Australian National Flag, Aboriginal Flag, Torres Strait Islander Flag and Victorian State Flag will be displayed in the Council Chamber.

3.2 Flying of flags at Community flagpoles

Community flagpoles are for use by the community and specific criteria applies for application requests from the community so that community flags can be flown at these sites.

The City of Ballarat may receive requests for flags to be flown at its designated community flagpole sites. This provides the opportunity for different communities within the City of Ballarat to express and symbolise identity, pride and belonging which are celebrated at different and significant cultural and/or community days and events.

3.3 Guidelines for consideration of applications

- Applications must be made in writing on the nominated application form.
- The application form along with all requirements and guidelines for an application to be made in writing are provided in Appendix 1.
- Applications must be submitted a minimum of six (6) weeks prior to requested date/s.
- Only applications in writing from locally based communities for events or nationally recognised days and activities will be eligible to be considered.

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- Community flag flying applications will be evaluated by the Executive and Civic Services team and considered on a case-by-case basis that may require input from other relevant departments prior to a decision to approve or deny request.
- Completion of an application does not guarantee approval of the request.
- Guidance for designated days of national significance as set out in the Department of Home Affairs yearly calendar of Cultural and Religious dates will be taken into account when reviewing an application.
- Applications are required to address if a formal flag raising ceremony is proposed within their application or if the request is to display the flag only for a period of time as set out within the guidelines.
- All applications will be reviewed against City of Ballarat guidelines, protocol and risk assessment prior to a final decision being made.
- Permission granted to fly a community flag will be for a minimum of one (1) day up to a maximum of seven (7) days.
- Where an application is approved, the applicant will be required to provide the flag that is to be flown.

3.4 Criteria

The following criteria will be considered when a request to fly a flag at the community flagpole is received by the City of Ballarat.

The flying of the community flag:

- promotes respect for all;
- is part of an event or ceremony or a nationally recognised day of significance;
- is consistent with Council's vision, goals and policies;
- embraces a sense of belonging and enhanced community life; and
- is not connected to individual advancement, political or cultural sensitivities nor exposure to adverse criticism of Council or the community as a whole.

The City of Ballarat will not approve requests from community groups or members who:

- do not share Council's views on embracing diversity and multiculturalism and promoting a safe and peaceful community;
- are representative of a political party;
- undertake an activity for commercial gain; or
- offer programs generally or within the proposed application that may present a hazard to the community.

3.5 Event Priority

On days where specific community flags are not flown, the City of Ballarat will fly other flags at its discretion. The City of Ballarat will also take priority if it is holding a community event or as outlined within its considered significant dates.

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3.6 Significant Dates

Requests that fall on the following dates will not be approved as City of Ballarat takes priority to fly the Aboriginal Flag on these dates. National Sorry Day (26 May), during National Reconciliation Week (27 May – 3 June) or during NAIDOC week (first Sunday – second Sunday in July).

Monday to Sunday of the week which includes 21 March	Harmony Week (incorporating UN International Day for the Elimination of Racial Discrimination on 21 March)
31 March	Trans Day of Visibility
17 May	IDAHOBIT Day
26 May	National Sorry Day
27 May – 3 June	Reconciliation Week (incorporating Mabo Day on 3 June)
Sunday to Saturday of the week which includes 20 June	Refugee Week (incorporating World Refugee Day on 20 June)
First Sunday to second Sunday in July	NAIDOC Week
28 November	Timor-Leste Proclamation Day of Independence (in partnership with Friends of Ainaro)

City of Ballarat reserves the right to decline all applications proposed to occur on public holidays unless they are part of a City of Ballarat led event on such dates.

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4.0 Supporting documents and references

4.1 Legislation

- *Local Government Act 2020*
- *Charter of Human Rights and Responsibilities Act 2006 (Victoria)*
- *Flags Act 1953 (Commonwealth)*
- *Gender Equality Act 2020*

4.2 Associated Documents

- Flag notifications and protocol, vic.gov.au
- Australian National Flag protocols, PM&C
- Calendar of Cultural and Religious Dates, Dept of Home Affairs
- Intercultural Plan 2022-2026
- LGBTIQA+ Inclusion Plan 2022-2026
- Reconciliation Action Plan 2019-2021

4.3 Definitions

Aboriginal Flag	As determined in the Australian Flags protocol booklet by the Department of Prime Minister and Cabinet.
Australian National Flag	As determined in the Australian Flags protocol booklet by the Department of Prime Minister and Cabinet.
Civic Flagpoles	The external flagpoles erected at City of Ballarat civic sites for displaying the Australian Flag as set out in the Australian National Flags protocol and the <i>Flags Act 1953</i> as well as the floor-mounted portable flagpoles used for Council Meetings and civic events.
Community	A person or organisation who are based within the municipality of the City of Ballarat.
Community Flagpoles	The flagpoles erected for the purpose of displaying the flags set out in the Community Flag Schedule.
Council	Council consists of the Councillors who are democratically elected to represent the Ballarat municipality in accordance with the LGA 2020.
City of Ballarat	Means the body corporate constituted in accordance with the LGA 2020.
Eureka Flag	As determined in the Australian Flags protocol booklet by the Department of Prime Minister and Cabinet.
Half Mast	The flying of the flag a third of the distance down from the top of the flagpole to indicate mourning.
Torres Strait Islander Flag	As determined in the Australian Flags protocol booklet by the Department of Prime Minister and Cabinet.

5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made

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administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

The owner of this policy is the Chief Executive Officer. Enquiries regarding this policy should be referred to the Head of Executive and Civic Services.

7.0 Authorisation

Adopted by the City of Ballarat Council on XX.

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COUNCILLOR ICT ACCEPTABLE USE PROCEDURE

1.0 Purpose

The purpose of this procedure is to provide Councillors with clear guidance on the appropriate, safe, and legal way in which they can make use of information and Information and Communication Technology (ICT) equipment at City of Ballarat.

This procedure sets out the responsibilities and required behaviour of users of City of Ballarat's ICT services. It is essential for Councillors to understand how to use ICT services effectively and in line with print and editorial guidelines.

Councillors need to be aware of and comply with this procedure. This procedure will ensure use of computer and telecommunication equipment:

- Does not compromise the status, security or reliability of the Council computer network in any way
- Is provided within a secure environment
- Can be supported by City of Ballarat's Civic Support and ICT business units

Inappropriate use exposes City of Ballarat to risks including cyber-attacks, compromise of City of Ballarat's enterprise systems, and potential disruption to services.

2.0 Scope

This Councillor ICT Acceptable Use Procedure applies to the use of all City of Ballarat managed ICT equipment and software managed by City of Ballarat as well as by Councillors.

3.0 Procedure Statement

- 3.1. City of Ballarat's ICT systems and equipment must not be used for the creation, transmission, or deliberate reception of any images, data, or other material that is designed or likely to cause offence or distress, or is abusive, sexist, racist, defamatory, obscene, or indecent. When communicating electronically, Councillors are expected to conduct themselves in an honest, courteous, and professional manner, and in line with the standards outlined in the City of Ballarat's Councillor Code of Conduct.
- 3.2. It is the responsibility of all Councillors to ensure that electronic devices, facilities, and the data which is accessed through them, are safe and secure. Electronic devices should be placed in an area where they are not likely to be damaged.
- 3.3. Deliberate activities with any of the following consequences (or potential consequences) are prohibited:
 - Corrupting or destroying corporate data.
 - Using systems in an unreasonable way that impacts service to others.
 - Gaining access to systems that are unauthorised to use.
- 3.4. Councillors should treat unsolicited emails and the attachments and links contained within them with extreme caution, especially if the sender is unknown. Viruses and phishing attempts are often sent this way. If Councillors are not sure what an attachment or link is for,



or why someone has sent it to them, they should not open it and seek advice from the Civic Support team.

- 3.5. Councillors must not set up auto-forward rules to external addresses.
- 3.6. Any electronic device owned or provided by City of Ballarat is subject to the same conditions of use whether used at home or on Council property.
 - Councillors should take all reasonable care and precautions to ensure safe transport and storage when moving equipment between home or other remote locations, keeping the ICT equipment locked and out of sight.
- 3.7. The ICT department will endeavour to provide all systems with secure access facilities.
 - Where passwords or pin codes are used, Councillors will be able to set and change their own password or pin code whilst meeting the minimum complexity requirements.
 - Councillors should not leave any electronic device unattended without either logging out or activating a password-protected lock screen.
 - Attempting to remove or bypass any security access on any City of Ballarat electronic device is strictly forbidden.
 - Passwords and PIN codes are issued for individual use only. They should not be shared or disclosed to anyone else (other than upon ceasing to hold office as per point 3.9). Councillors are required to protect their passwords and PIN codes against theft and possible misuse by others.
 - Any Councillor who suspects or is made aware of a security breach must immediately alert both the Civic Support team and the ICT Service Desk, who will initiate investigation procedures in line with City of Ballarat's Security Incident Management Procedure. Depending on the breach scenario, investigations may be carried out jointly with City of Ballarat's Governance and Risk department. If warranted, the findings will be subsequently reported to City of Ballarat's Audit and Risk Committee and to any relevant Security Incident Reporting Scheme.
- 3.8. Access to read document archives will only be granted to City of Ballarat staff responsible for investigating system failure, system misuse, or as required or authorised by law, and information will only be accessed as necessary to repair or protect the systems or to investigate use that may be in contravention of this procedure.
 - Document files, web browsing logs, email or voicemail messages may have to be accessed or disclosed as required or authorised by law, or during internal investigations if relevant to the issues being investigated.
- 3.9. When informed by the Chief Executive Officer that a Councillor has ceased to hold the office of a Councillor, the ICT department will deactivate the relevant account.
 - Councillors who have ceased to hold the office of a Councillor must take responsibility to hand over all Council related information, either by forwarding them to Civic Support, or by copying them to a shared location.
 - Councillors should ensure that any personal information stored in their OneDrive or elsewhere is deleted.
 - All City of Ballarat devices need to be logged out of all personal accounts and mobile phones and iPads need to be restored back to factory settings. In the case where this isn't



done, exiting Councillors must provide Civic Support with their PIN codes and passwords so ICT can do this on their behalf.

- 3.10. Remote control software is used by authorised System Administrators from the ICT department to connect and take control of a computer remotely for ICT Service Desk support. ICT staff will not use this to connect to a computer without attempting to contact the user of the machine first.
- Remote access will not be used for other purposes.
 - Councillors should not attempt to use any remote-control software, nor allow external users or support staff to use it without the express permission of the ICT department.
- 3.11. Access to the internet is primarily provided to enable Councillors to effectively perform their role. Reasonable personal use (excluding private work) is permitted, provided this does not interfere with the performance of duties or adversely affect system performance. City of Ballarat has discretion to determine what constitutes excessive use.
- The ICT department has the right to block inappropriate website access and globally ban access to any site as appropriate, without warning.
 - City of Ballarat will not accept liability for personal legal action (e.g. libel) resulting from Councillor misuse of the internet.
 - Access to file downloads will be restricted as necessary by the ICT department to ensure system security.
 - City of Ballarat reserves the right, consistent with legislation, to monitor all internet access on any City of Ballarat device, including but not limited to email and web access. No Councillor should consider information sent/received through the internet as their private information.
 - No Councillor may access, display, or download from internet sites that hold offensive material.
 - Personal/staff identifiable data must not be published in any way on the internet without the express consent of each and every individual concerned.
- 3.12. All software for laptops must be purchased, installed, and configured by the ICT department. This includes all software packages, software upgrades, and add-ons, however minor. It also includes subscription services (free or otherwise), and any items downloaded from the internet. Under no circumstances should any software be purchased or installed without the explicit approval of the ICT department. The Civic Support team can arrange for the above approvals.
- Councillors must not violate license agreements by making illegal copies of City of Ballarat software. Doing so may be in breach of the law.
 - Software not licensed to City of Ballarat must not be loaded onto City of Ballarat laptops. Software licensing will be arranged and recorded by the ICT department as part of the procurement and/or installation process.
 - Councillors are not permitted to download software from the internet or install from a removable device to a laptop without authorisation from the ICT department. Any unlicensed software found on a City of Ballarat electronic device may be automatically deleted or disabled.



4.0 Supporting documents and references

4.1 Legislation

- *Privacy and Data Protection Act 2014*
- *Local Government Act 2020*
- *Gender Equality Act 2020*
- *Surveillance Devices Act 1999*

4.2 Definitions

Document archives Document archives is the storage of documents in a secure, long-term repository. This repository can be either physical or digital, and it is designed to protect the official documents from damage or destruction.

Electronic devices Electronic devices include laptops, mobiles, tablets and any other smart devices.

5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this procedure. Where an update does not materially alter this procedure, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this procedure, it must be considered by Council.

6.0 Procedure owner

Executive Manager Information Communication and Technology.

7.0 Authorisation

Adopted by Ballarat City Council on XX.



COUNCILLOR COMMUNICATION AND INFORMATION POLICY

1.0 Purpose

The purpose of this policy is to support the maintenance of high standards of good governance and transparency by providing a framework for:

- Identify the scope of access Councillors have to information held by the Council and the process to be followed to access that information; and
- Provide a framework for, and manage, appropriate interactions between Councillors and City of Ballarat staff.

This policy sets out the principles and framework which guide these arrangements.

2.0 Scope

This policy applies to the Council, Councillors, and City of Ballarat staff.

3.0 Policy Statement

The role of every Councillor is to represent the best interests of the community when Council makes decisions or establishes strategic direction.

The Chief Executive Officer (CEO) is responsible for the operations of the Council and the management of City of Ballarat staff. This includes providing relevant and factual information and advice to Councillors to support decisions and strategic direction, and then implementing the decisions in an effective and timely manner.

In accordance with section 46(3)(c) of the *Local Government Act 2020* (the Act), the CEO's responsibilities include but are not limited to:

- Managing interactions between members of City of Ballarat Staff and Councillors; and
- Ensuring that policies, practices and protocols that support arrangements for interaction between members of City of Ballarat Staff and Councillors are developed and implemented.

In accordance with Part 6 of the Act, Councillors must preserve the integrity of Council and must not:

- Misuse their position to gain or attempt to gain an advantage for themselves or any other person; or
- Direct, or seek to direct, a member of City of Ballarat Staff.

3.1 Interactions and information flows

Interactions and information flows from City of Ballarat staff to Councillors must:

- Support Councillors to be transparent and mutually respectful; and
 - Build confidence and trust in Council leadership, decision making and service provision.
- Interactions and information flows between Councillors and City of Ballarat staff must also respect each other's distinct roles and responsibilities under the Act, acknowledging that the

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Chief Executive Officer is responsible for the operations of the Council and the management of City of Ballarat staff.

Interactions and information flows from Councillors to City of Ballarat staff must not:

- Seek preferential treatment and/or bias; or
- Seek to direct or influence City of Ballarat staff.

Interactions and information flows from Councillors to the media should promote the work of Council by providing accurate, relevant and timely information on issues of interest to the community.

3.2 Councillor access to information

Provision of information to the Council:

- The City of Ballarat will provide to Council information relevant to matters on which Council is required to make a decision.
- The City of Ballarat will provide to Council information related to Council operations or ward issues that the community would reasonably expect the Council to know as the strategic decision maker.

Requests for information by Councillors:

- A Councillor may request information to assist them to fulfil their role as a Councillor.
- Requests for information must be made via the Councillor Information Request and will be processed by the Civic Support team.

If available and if provided, the information will be circulated to Councillors. If relevant information is not available, but could be obtained, reasonable efforts will be made to obtain the information unless any of the grounds on which access may be denied (below) apply.

Councillors should consider the impacts of the Councillor request for information on the City of Ballarat resources required to action the request.

Grounds for refusal to provide access to information include:

- The information is irrelevant to a matter before the Council;
- The information is personal information within the meaning of the *Privacy and Data Protection Act 2014* or the *Health Records Act 2001*;
- The information is confidential in accordance with the *Local Government Act 2020*;
- The request would unreasonably divert or extend City of Ballarat resources;
- The information is not required for the performance of a Council function;
- The information is irrelevant to a matter where the Council is acting as the responsible planning authority in accordance with its obligations under section 12 of the *Planning and Environment Act 1987*;
- The Councillor has declared a conflict of interest;
- The request is for information in relation to a matter on which advice has already been provided by the relevant statutory authority; or
- Access is prohibited by the *Public Interest Disclosures Act 2012*.

If access to information or documents to a Councillor is refused, the Councillor must be advised of the reason for the refusal. A Councillor who has been refused access to information may refer the request to the CEO for review and final determination as to whether access will be provided.

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If there is any doubt about whether the information can be provided, the relevant director will determine whether to provide the requested information.

3.3 Interactions between Councillors and staff

In performing the role of a Councillor, Councillors must:

- Maintain a professional relationship with City of Ballarat staff, always acting with respect and integrity;
- Not direct, or seek to direct, a member of City of Ballarat Staff;
- Respect the professional opinion, skill and expertise of City of Ballarat staff;
- Refrain from publicly criticising or vilifying City of Ballarat staff in a way that casts aspersions on their professional competence or credibility;
- Refrain from using their position to improperly influence members of City of Ballarat staff in their duties or functions, or to gain an advantage for themselves or others; and
- Use the Councillor Information Request process for all requests where it is appropriate to do so, including for:
 - ICT assistance
 - Meeting requests
 - Works requests
 - Planning and enforcement matters
 - Requests for information
 - Routine media and communications issues

Alternative processes apply in the following circumstances:

- Time sensitive and/or contentious media and communications issues – directly contact the CEO.
- Administration of committees – directly contact the relevant committee contact officer.
- Administrative support – contact the Civic Support team, including for:
 - Diary management for Council meeting and briefings
 - Diary management of Councillor invites and engagement activities
 - Speaking engagements
 - Administration of activities as outlined within the Councillor Expenses and Support Policy.

A Councillor must raise with the CEO any concerns that a staff member has:

- Acted in a manner contrary to a formal Council policy or decision;
- Provided inappropriate advice; or
- Acted contrary to the Employee Code of Conduct.

These concerns must be raised by the Councillor privately, objectively, constructively and in a timely way.

In performing their role as a member of City of Ballarat staff, officers must:

- Maintain a professional relationship with Councillors, always acting with respect and integrity;
- Provide Councillor requests to the Civic Support team to log in the Councillor Request system;

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- Not accept instruction or direction from Councillors in relation to their professional duties and refer perceived instruction or direction to their supervisor or the CEO;
- Respect the leadership role of Councillors;
- Refrain from publicly criticising Councillors;
- Refrain from lobbying Councillors or using personal influence to gain an advantage for themselves or others; and
- Report any concerns relating to Councillor misconduct to the Councillor Conduct Officer or CEO.

3.4 Councillor media interactions and support

In performing the role of a Councillor, Councillors must:

- not speak on behalf of the City of Ballarat in the traditional media or using social media unless authorised to do so by the Mayor;
- when making public statements or commenting on social media, through official or private channels, recognise the key role they play, individually and collectively, in maintaining a positive public image and in preserving public confidence in the Council;
- not make any public statements that contain remarks of a defamatory, personal, derogatory, insulting or offensive nature directed at current or former Councillors, City of Ballarat staff or members of the public;
- preserve public confidence, respect the decision-making process and refrain from using traditional media and/or social media to publicly criticise recommendations that are before Council or have been decided upon by Council;
- when making personal comments on matters clearly communicate that they are not speaking on behalf of Council and comply with the Councillors' Code of Conduct and other relevant policies and legislation;
- when issuing a personal statement, opinion piece and/or media release, include a statement that clearly communicates that the views being expressed are not those of Council;
- protect the reputation of Council whenever using social media profiles that identify the account holder as being a Councillor by including the following disclaimer: Any views expressed here are my own and are not those of Council;
- comply with the 'terms of use' of any social media page being used;
- give notice of no less than 24 hours to the Mayor prior to release of any personal media statements or social media comments that relate to Council matters;
- not breach any confidentiality protocols or understandings when speaking to the media, issuing media statements or using social media; and
- not attribute any views or positions to other Councillors without their express consent.

Not identifying as a Councillor does not excuse the account holder from having to comply with all relevant policies. The effectiveness of a disclaimer will depend on the context in which it is used, the subject matter, the relationship to Council activities and other factors. The use of it does not excuse the Councillor from compliance with the Code of Conduct and Council Policies. A disclaimer does not expunge from the mind of the reader or listener the fact that the author is a Councillor with responsibilities to the Council and fellow Councillors.

In assisting and supporting Councillors to perform the role of a Councillor, the Communications Team will draft and issue all media statements and media releases relating

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to policy matters, the strategic direction of Council, advocacy, project announcements and launches, and Council support for community initiatives on behalf of the Mayor, or when delegated by the Mayor, to another Councillor.

All statements about operational matters will be made by the CEO (or their delegate).

4.0 Supporting documents and references

Legislation

- *Local Government Act 2020*
- *Gender Equality Act 2020*

Associated Documents

- Councillor Code of Conduct
- Employee Code of Conduct

Definitions

City of Ballarat	Means the body corporate constituted in accordance with the LGA 2020.
Council	Council consists of the Councillors who are democratically elected to represent the Ballarat municipality in accordance with the LGA 2020.
Councillor	Means a Councillor of the Council.
Mayor	The Mayor of Council and any person appointed by Council to be acting as Mayor.
Traditional media	Traditional media includes non-digital advertising and marketing methods such as: <ul style="list-style-type: none"> • radio; • broadcast television; or • print media.
Social media	Social media includes digital content created by using publishing technologies.

5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

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6.0 Policy owner

The owner of this policy is the Chief Executive Officer. Enquiries regarding this policy should be referred to the Head of Executive and Civic Services or Head of Communications and Design.

7.0 Authorisation

Adopted by Ballarat City Council on XXXX.



COUNCIL EXPENSES AND SUPPORT POLICY

1.0 Purpose

This policy provides for the reimbursement of reasonable out of pocket expenses for Councillors and members of Delegated Committees as required under section 41 of the Local Government Act 2020 (the Act).

This policy provides guidance on:

- Entitlements for Councillors.
- Processes for reimbursement.
- Reporting requirements.

This policy is intended to ensure that Councillors and members of Delegated Committees are supported to perform their duties without disadvantage.

2.0 Scope

This policy applies to:

- Councillors of the Council
- Members of Delegated Committees of the City of Ballarat where specified

3.0 Policy Statement

3.0 Council Expenses

In accordance with section 40 of the Act, Councillors and members of Delegated Committees are entitled to reimbursement of expenses reasonably incurred in the performance of their duties.

This policy ensures that the reimbursement of these expenses is in accordance with the Act and meets the Act's principles of:

- Public transparency;
- Achieving the best outcomes for the municipal community; and
- Ensuring the ongoing financial viability of the Council.

Councillors and members of Delegated Committees will be reimbursed for out-of-pocket expenses that:

- Are genuine expenses;
- Have been reasonably incurred in the performance of the role of Councillor or member of a Delegated Committee; and
- Are reasonably necessary for the Councillor or member of a Delegated Committee to perform that role.



3.1 Travel and Related Expenses

Councillors may complete a request for reimbursement of travel and related expenses, incurred in the following circumstances:

- To attend Council and Delegated Council meetings and meetings of Committees of Council.
- To attend formal briefing sessions and civic or ceremonial functions convened by the City of Ballarat or the Mayor.
- To attend meetings scheduled by Council.
- To attend meetings necessary for the Councillor or member of a Delegated Committee to exercise a delegation given by Council.
- To attend a meeting, function or undertake other official duties as a representative of Council or the Mayor.
- To attend meetings of community groups, organisations, and statutory authorities to which the Councillor or member of a Delegated Committee has been appointed Council's delegate or is authorised by Council to attend, but the reimbursement by Council is to be diminished by the amount of travelling expenses or allowance paid by the external party directly.
- To attend an inspection of a street, property or area or to discuss with any person any matter related to Council business, and/or to carry out activities in the capacity of a Councillor or member of a Delegated Committee.
- To attend discussions with City of Ballarat officers on any matters relating to the municipal area.
- To attend meetings or to participate in delegations or deputations to which the Councillor or member of a Delegated Committee has been appointed as a representative of Council or the Mayor.
- To attend conferences or functions, and expenses for accommodation and other related expenses.

3.2 Private Use Vehicle

Reimbursement of motor vehicle expenses will be paid based on the rate set out by the Australian Tax Office (ATO) for vehicles used for business purposes. In the case where Council business is carried out before or after travelling to the Councillor's normal place of business, the normal kilometres travelled to and from the normal place of work will be excluded from the number of kilometres able to be requested for reimbursement. The minimum details required for a request for reimbursement of travelling expenses are:

- Date
- Time
- Starting Point
- Destination
- Purpose of business
- Starting kilometres
- Ending kilometres
- Total Kilometres travelled.

3.3 Mayoral Vehicle

A vehicle and fuel card will be offered by the City of Ballarat to the Mayor for the duration of their Mayoral term. The vehicle will be provided in accordance with internal fleet processes and procedures to the extent possible. Should the Mayor access this during their term, fuel and on cost services for their travel will be included within the Mayor's reportable Councillor expenses.

Should the Mayor access this arrangement, requests for kilometre reimbursement will not be accepted

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during the time that this remains the nominated vehicle for business unless travelling interstate or overseas where use of the mayoral vehicle is not applicable.

3.4 Car Parking

Car parking will be made available for Councillors to park when attending the Ballarat Town Hall on Council business.

Councillors will be requested to register their vehicle at the commencement of their term and will be provided a parking pass for this location. Councillors must advise of any change in vehicle used for parking at this location throughout their term.

3.5 Interstate and International Traveling Expenses

As part of their duties, the Mayor and Councillors may be required to undertake interstate and international travel on behalf of Council.

The following will apply in relation to interstate and international travel:

- The mode of transport is to be determined on the advice of the Chief Executive Officer based on the most cost and time effective form of transport.
 - Where interstate travel is by flight, the standard form of travel will be economy class.
 - Where international travel is by flight, the standard form of travel will be premium economy class.
- Travelling expenses associated with airfares, accommodation and taxi fares may be requested under this policy.
- All international travel proposed to be undertaken by a Councillor during their duties requires prior approval through a Council resolution. The proposed travel must be within budget and directly related to the Council Plan objectives.
- A post travel report to Council is required for all approved international travel undertaken.
- Others accompanying Councillors (such as spouses, children, partners) to conferences or other events, travel and attend at their own expense, unless otherwise specified as per section 3.10.
- Travel must be undertaken in the most cost-effective manner and all travel plans must consider appropriate occupational health and safety.
- Any expenses incurred during non-authorised Council business while travelling will not be reimbursed.
- Requests for reimbursement will only be paid based on the actual form of transport used and the necessary out of pocket expenses incurred.
- City of Ballarat maintains travel insurance and Council's Governance and Risk team will assist with any claims.

3.6 Professional Development and Memberships

In accordance with section 32 of the Act, all Councillors must complete the mandatory induction program provided by the organisation upon the commencement of their term.

On the coming into force of section 27A of the Act, Mayoral training must be completed annually. On the coming into force of section 33A of the Act, Councillors must complete annual professional development training to ensure they understand their role and responsibilities. This training is required in addition to any professional development Councillors may choose to complete.

Professional development provision incorporated into this policy is to be considered ongoing on an as

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needs basis throughout the duration of the Council term.

Councillor professional development is necessary to develop and maintain Councillor competence and is consistent with the achievement of Council Plan goals.

Many specific professional development opportunities cannot be identified in advance and different Councillors will have different needs. Funding is provided as part of the annual Councillor expense budget allocation and requests will be managed by the Chief Executive Officer in accordance with the allocation determined within the annual budget.

Councillors will be reimbursed for attendance at courses and conferences, associated fees and materials, and memberships.

Councillor professional development should be relevant to the individual Councillor and their duties and be of demonstrable benefit to the enhancement and development of the Councillor's skills and abilities with regard to effective community representation.

Councillors may access programs and initiatives either collectively or individually. They are encouraged to identify development needs and can discuss with the CEO. Programs which may be relevant for Councillor development include:

- Meeting procedures
- Chairing of meetings
- Media training
- Financial training
- Team building and interpersonal skills
- Councillor and Board Development and Governance Programs.

All requests for professional development and memberships require approval prior to payment/reimbursement. Payment of these expenses require the Chief Executive Officer's authorisation in consultation with the Mayor supplied on the nominated application form prior to attendance and payment by Civic Support staff or through the processing of a reimbursement request.

3.7 Representing Council at Functions, Events or Meetings

From time to time, Councillors may be invited to attend community functions and events. It is usual for the Mayor to represent the Council at these functions and any payment required to attend the function is paid by the City of Ballarat. If another Councillor attends the function, either representing the Mayor or in an official capacity as Council representative to that particular group, any attendance charge will be paid or reimbursed by the City of Ballarat and recorded as a Councillor expense.

The cost of Council representatives attending civic functions and events hosted by other Councils or hosted by bodies to which the City of Ballarat holds a corporate membership, will be covered under this provision.

A Councillor attending an event, function or meeting as an official representative of Council is entitled to have all reasonable expenses for travelling/transport, accommodation, registration fees or tickets, meals, and other necessary associated out of pocket expenses reimbursed or paid on their behalf.

Where a table at an event is available to the City of Ballarat, a Councillor may be permitted to bring



another person as their guest.

3.8 Attendance by a Spouse or Partner at Events

Where a Councillor is attending a conference City of Ballarat will only fund the Councillor.

Where a Councillor's spouse/partner is offered an invitation to attend an event with the Councillor, the spouse/partner will be funded under this policy. This requires the Chief Executive Officer's authorisation prior to payment or reimbursement.

The spouse/partner of any Councillor may be invited to any functions hosted by the Mayor and/or Chief Executive Officer at the expense of the City of Ballarat.

3.9 Carer and Dependent-related Expenses

City of Ballarat will provide reimbursement of costs where the provision of childcare is reasonably required for a Councillor or member of a Delegated Committee to perform their role in accordance with the Act.

This applies to the care of a dependent, while the Councillor or Delegated Committee member is undertaking their official duties and may include expenses such as hourly fees and booking fees, if applicable.

Payments for carers and childcare services will not be made to a person who:

- Resides with the Councillor or Delegated committee member;
- Has any financial or pecuniary interest with the Councillor or Delegated Committee member; or
- Has a personal relationship with the Councillor, Delegated Committee member or their partner.

These costs must be necessarily incurred under the following circumstances:

- To attend Council and Delegated Council meetings and meetings of Committees of Council.
- To attend formal briefing sessions and civic or ceremonial functions convened by Council or the Mayor.
- To attend meetings scheduled by Council.
- To attend meetings necessary for the Councillor to exercise a delegation given by Council.
- To attend a meeting, function or undertake other official duties as a representative of Council or the Mayor.
- To attend meetings of community groups, organisations and statutory authorities of which the Councillor has been appointed Council's delegate or is authorised by Council to attend, but the reimbursement by Council is to be diminished by the amount of expenses or allowance paid to the Councillor by the group, organisation or authority directly.
- To attend an inspection of a street, property or area or to discuss with any person any matter related to Council business, and/or to carry out activities in the capacity of a Councillor.
- To attend discussions with Council officers on any matters relating to the city.
- To attend meetings or to participate in delegations or deputations to which the Councillor has been appointed as a representative of Council or the Mayor.

Reimbursement is subject to the following conditions:

- The hourly rate a Councillor or member of a Delegated Committee will be reimbursed for informal childcare expense is \$20.00 per hour.
- In the case of care provided through an approved program by a registered provider, the amount on the official tax invoice will be paid by Council.

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3.10 Communication Expenses

Councillors will be provided with communication equipment which may include:

- Mobile phone including data service
- Laptop computer including data service
- iPad including data service
- Printer

This equipment will have internet connection to ensure that Councillors can adequately and efficiently perform their duties as a Councillor. This is outlined in the Councillor ICT Acceptable Use Procedure. City of Ballarat will be responsible for the cost of purchase, initial installation, maintenance, connection fees and all Council business call charges. All accounts for equipment will be in the name of City of Ballarat.

All equipment and services provided by City of Ballarat is provided for Council business. Reasonable personal use (excluding private work) is permitted provided this does not interfere with the performance of duties or adversely affect system performance. The City of Ballarat has the discretion to determine what constitutes excessive use. Councillors will be provided with an appropriate data plan. Where usage is over this limit, an invoice will be sent to the Councillor who will be required to reimburse the City of Ballarat for these expenses.

Fees for monthly service charges of applicable devices will be included in the reportable Councillor expense summaries.

3.11 Meeting Rooms and the Councillors' Office

A designated office will be provided to the Mayor for the duration of their term.

Councillors will have access to a shared office space and meeting room for the purpose of Council business.

The Mayor and Councillors may hold meetings in other Civic meeting spaces within the Ballarat Town Hall. Should Councillors require access to a meeting space, they must seek to book a space through the Civic Support Team. Standard hiring fees and conditions will apply if the facility is required for private use.

3.12 Administrative Support

Reasonable administrative support will be made available to the Mayor and Councillors by the Civic Support team primarily in the form of assistance with diary management, responding to correspondence, enquiries and Councillor requests for service as part of their official duties as a Councillor.

3.13 Stationery

City of Ballarat will, upon request, provide Councillors with standard stationery. The stationery may include, but not necessarily be limited to, paper, business cards, writing implements, writing pads, and envelopes. Requests for stationery should be made to the Civic Support team. The costs will be incurred as a reportable Councillor expense.

3.14 Protective Clothing

The City of Ballarat will, upon request, provide for Councillors items of protective clothing required to assist in carrying out the duties of the Councillor upon the commencement of their Council term.

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City of Ballarat will provide Councillors with City of Ballarat branded apparel, including but not limited to t-shirts, jackets or hats.

3.15 Councillors' Welfare

All Councillors will be entitled to counselling on a confidential basis through the City of Ballarat's approved Employee Assistance Program.

3.16 Submitting a request for reimbursement

- Requests for reimbursement by Councillors must be completed on the nominated form and submitted to Civic Support for processing.
- Requests for reimbursement by members of Delegated Committees must be completed on the nominated form and submitted to the City of Ballarat administrative officer responsible for relevant Delegated Committee.
- The reimbursement requires the Chief Executive Officer's approval prior to payment.
- The key consideration in determining whether or not an expense is properly incurred is whether the expenditure is necessary and reasonable to complete duties as a Councillor or member of a Delegated Committee. This determination will be made by the Chief Executive Officer.
- When requesting reimbursement of out-of-pocket expenses, original receipts or supporting documentation must be provided to support the request. If a receipt cannot be provided, a statutory declaration is required to be submitted.
- Any costs incurred by a Councillor or member of a Delegated Committee which are not deemed necessary for the purpose of Council business will not be reimbursed by the City of Ballarat.
- As part of Council's commitment to open and transparent governance, and to meet the requirements of the Act and *Local Government (Planning and Reporting) Regulations 2020*, a summary of expenses incurred by Councillors are made public on an annual basis. The regulations outline the Councillor expense categories which form the basis of the reporting. All registers related to travel and expenses that relate to this policy will be kept and made available as required.
- Councillors will be provided with reports on Councillor expenses at least 14 days prior to publication to review and seek clarification where required.
- All requests for reimbursement must be lodged within three (3) months of expenses being incurred. At the end of the financial year, all reimbursement requests must be received no later than one month after the financial year.
- A record of processed reimbursements are recorded in a register providing sufficient detail of the nature of the expense incurred.
- Once approved, reimbursements will be made via direct debit to nominated bank account within 30 days.
- City of Ballarat must provide details of all reimbursements under this policy to the Audit and Risk Committee.

3.17 Exclusions to Expenses

The following out-of-pocket expenses are the responsibility of Councillors or members of Delegated Committees and cannot be the subject of a request for funding or reimbursement:

- The cost of any road, traffic, parking, or public transport infringements or penalties incurred by Councillors or members of Delegated Committees, whether or not in the course of performing their role.
- Any private travel, regardless of whether it is conjoined with approved interstate or overseas travel

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- in the course of performing their role.
- If Councillors choose to purchase the equivalent of any resources or facilities made available to them as outlined above, they will not be entitled to request reimbursement for their own purchase of those same resources and facilities.
 - Any private-use costs associated with use of ICT equipment that are deemed unreasonable.
 - Any intentional, wilful, or negligent damage to ICT equipment.
 - Other general expenses including but not limited to:
 - Alcohol
 - Passport application expenses
 - Mini bar purchases
 - Toiletries
 - Briefcases
 - Magazine purchases
 - Personal travel insurance
 - Any in-room entertainment, including movie hire
 - Kennel fees or animal expenses
 - Hairdressing, barber and beautician services
 - Loss of property (claims for loss of property may be available under the City of Ballarat's corporate travel insurance).
 - Expenses or other support for attendance at political party led events.

3.18 Roles and Responsibilities

Party/parties	Roles and responsibilities
Councillors	Comply with the requirements of this policy.
Delegated Committee Member	Comply with the requirements of this policy.
Chief Executive Officer	Monitor implementation of this policy and conduct periodic reviews to drive continuous improvement.
Civic Support Staff	Manage areas of responsibility to ensure requests for reimbursements and payment of expenses are completed in accordance with this policy.

4.0 Supporting documents and references

4.1 Legislation

- *Carers Recognition Act 2012*
- *Equal Opportunity Act 2010*
- *Gender Equality Act 2020*
- *Local Government Act 2020*
- *Occupational Health and Safety Act 2004 (Vic)*
- *Local Government (Planning and Reporting) Regulations 2020*

4.2 Associated Documents

- Councillor ICT Acceptable Use Procedure

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4.3 Definitions

Carer	A carer is defined under section 4 of the Carers Recognition Act 2012
City of Ballarat Council	Means the body corporate constituted in accordance with the LGA 2020. Council consists of the Councillors who are democratically elected to represent the Ballarat municipality in accordance with the LGA 2020.
Councillor	Means a Councillor of the Council. Where specified within this policy the reference to Councillor applies to Councillors while performing duties as a necessary part of their role, in achieving the objectives of Council. These duties may include (but are not limited to): <ul style="list-style-type: none"> • attendance at meetings of Council and its Committees; • attendance at briefing sessions, workshops, civic events or functions convened by Council; • attendance at conferences, workshops and training programs related to the role of Councillor, Mayor or Deputy Mayor; • attendance at meetings, events or functions representing Council; or • duties in relation to constituents concerning Council business.
Delegated Committee	Delegated Committees are defined under section 63 of the Act. Members of Delegated Committees exercise powers of Councillors, under delegation. This policy applies to those members where specified in the course of undertaking their role as Delegated Committee members.
Mayor	Means the Mayor of Council and any person appointed by Council to be acting as Mayor.

5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

The owner of this policy is the Chief Executive Officer. Enquiries regarding this policy should be referred to the Head of Executive and Civic Services.

7.0 Authorisation

Adopted by the City of Ballarat Council on XX.

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8.12. S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

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

PURPOSE

1. The purpose of this report is to provide the 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:
 - Legislative updates to the *Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024*, *Food Act 1984*, *Planning and Environment Act 1987* and the *Road Management Act 2004*.

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 to 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 [**8.12.1** - 2 pages]
2. New and Changed Provisions [**8.12.2** - 10 pages]
3. Deleted provisions [**8.12.3** - 10 pages]
4. S6 Instrument of Delegation - Members of Staff [**8.12.4** - 148 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.

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NEW Provisions

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 7	Power to enter into a written agreement with a caravan park owner	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 10	Function of receiving application for registration	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 11	Function of receiving application for renewal of registration	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEH, EMRS, TLEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 12(4) & (5)	Duty to issue certificate of registration	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 14(1)	Power to determine where notice of transfer is displayed	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings	r 14(3)	Power to determine where notice of transfer is displayed	CEH, EMRS, TLEH, EHO	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Registration and Standards) Regulations 2024				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 15(1)	Duty to transfer registration to new caravan park owner	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 15(2)	Duty to issue a certificate of transfer of registration	CEH, EMRS, TLEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 15(3)	Power to determine where certificate of transfer of registration is displayed	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	CEH, EMRS, TLEH, EHO, HSO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 17	Duty to keep register of caravan parks	CEH, EMRS	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 21(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	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 21(2)	Duty to consult with relevant emergency services agencies	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	CEH, EMRS, TLEH, EHO	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 24(2)	Power to consult with relevant floodplain management authority	CEH, EMRS, TLEH, EHO, TOEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	CEH, EMRS, TLEH, EHO, TOEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	CEH, EMRS, TLEH, EHO, TOEH, BCO, BS, CBS, MBS, TOBS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	CEH, EMRS, TLEH, EHO, TOEH, BCO, BS, CBS, MBS, TOBS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 39(3)	Function of receiving installation certificate	CEH, EMRS, TLEH, EHO, TOEH, BCO, BS, CBS, MBS, TOBS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	CEH, EMRS, TLEH, EHO, TOEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024	r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	CEH, EMRS, TLEH, EHO, TOEH	
Food Act 1984	s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	CEH, EMRS, TLEH, EHO	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises Subject to s 19FA(2), which requires a time limit for compliance to be specified
Food Act 1984	s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEH, EMRS, TLEH, DDG	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises Refusal to grant or renew the registration of a food

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				premises must be ratified by Council or the CEO (see s 58A(2))
Food Act 1984	s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEH, EMRS, TLEH, DDG	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises
Food Act 1984	s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEH, EMRS, TLEH, DDG	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises

CHANGED Provisions

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Food Act 1984	s-19 19(4)(a)	power Power to direct that an order made under sections 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	DDG	If sections 19(1) applies
Food Act 1984	s-19AA 19AA(4)(c)	power Power to direct, in an order made under s-19AA, 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises -	TLEH, EHO, CEH	Note: the power to direct the matters under s-19AA 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution <u>Only in relation to temporary food premises or mobile food premises</u>
Food Act 1984	s-43F 43F(7)	power 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	TLEH, EHO,	where Where council Council is the registration authority

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
		requirements -	CEH, DDG	Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
Planning and Environment Act 1987	s.46AAA 46AAA	duty <u>Duty</u> 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 <u>Where</u> council <u>Council</u> is a responsible public entity and is a planning authority note <u>Note</u> : 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 effect <u>affect</u> a limited number of Councils <u>councils</u>
Planning and	s 148B <u>149B</u>	Power to apply to the Tribunal for a declaration.	CCPSC, MSTP, DDG,	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Environment Act 1987			EMDF, EMRS	

DELETED Provisions

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Road Management Act 2004	s 12(2)	Power to discontinue road or part of a road	EMO, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
Road Management Act 2004	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
Road Management Act 2004	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

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Road Management Act 2004	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
Road Management Act 2004	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
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 7	Function of entering into a written agreement with a caravan park owner	TLEH, TOEH, EHO, CEH, EMPF	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 10	Function of receiving application for registration	TLEH, TOEH, EHO, A OBS, AOEH, AOLLT, TOBS, CEH, TLR SATS, EMRS, HSO, AORS	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 11	Function of receiving application for renewal of registration	EMPF, DIE	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	TLEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	TLEH, TOEH, EHO, CEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	EMPF, DIE	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	EMPF, DIE	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(4) & (5)	Duty to issue certificate of registration	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 14(1)	Function of receiving notice of transfer of ownership	TLEH, TOEH, EHO, AOB, AOE, AOL, TOB, CEH, TLR, EMRS, HSO, AORS	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 14(3)	Power to determine where notice of transfer is displayed	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 15(1)	Duty to transfer registration to new caravan park owner	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 15(2)	Duty to issue a certificate of transfer of registration	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 15(3)	Power to determine where certificate of transfer of registration is displayed	EMPF, DIE	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	TLEH, EHO, CEH, EMPF	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 17	Duty to keep register of caravan parks	TLEH, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 18(4)	Power to determine where the emergency contact person's details are displayed	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 18(6)	Power to determine where certain information is displayed	TLEH, TOEH, EHO, CEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	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	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 22(2)	Duty to consult with relevant emergency services agencies	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	TLEH, TOEH, EHO, CEH	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 25(3)	Duty to consult with relevant floodplain management authority	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 26	Duty to have regard to any report of the relevant fire authority	TLEH, TOEH, EHO, CEH	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	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	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	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,	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020			EMPF, CBS, TLRATS, EMRS, HSO, AORS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MBS, EMPF, DDG, DIE, CBS, EMRS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 41(4)	Function of receiving installation certificate	MBS, EMPF, DDG, DIE, CBS, EMRS	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	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	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DDG, DIE, EMRS	

Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
Standards) Regulations 2020				

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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
BCO	Building Compliance Officer
BS	Building Surveyor
CO	Compliance Officer
CAM	Coordinator Asset Management
CBS	Coordinator Building Services
CCO	Coordinator Civil Operations
CCPSC	Coordinator Compliance Parking and School Crossings
CEG	Coordinator Economic Growth
CEH	Coordinator Environmental Health

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Abbreviation	Position
CGNR	Coordinator Gardens and Natural Resources
CID	Coordinator Infrastructure Delivery
CRGC	Coordinator Risk, Governance and Compliance
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
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

3. declares that:

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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 when the common seal of Council is affixed to this Instrument of Delegation or where the Chief Executive Officer of Council is authorised under resolution, the Chief Executive Officer executes the 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:

)

)

.....
Witness

Date:

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Delegation Sources

- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024
- 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
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

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S6 Instrument of Delegation - Members of Staff

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 7	Power to enter into a written agreement with a caravan park owner	TLEH, EHO, CEH, EMRS	
r 10	Function of receiving application for registration	TLEH, EHO, CEH, EMRS	
r 11	Function of receiving application for renewal of registration	TLEH, EHO, CEH, EMRS	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	TLEH, CEH, EMRS	
r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	TLEH, CEH, EMRS	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	TLEH, CEH, EMRS	

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Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	TLEH, CEH, EMRS	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	TLEH, EHO, CEH, EMRS	
r 12(4) & (5)	Duty to issue certificate of registration	TLEH, CEH, EMRS	
r 14(1)	Power to determine where notice of transfer is displayed	TLEH, EHO, CEH, EMRS	
r 14(3)	Power to determine where notice of transfer is displayed	TLEH, EHO, CEH, EMRS	
r 15(1)	Duty to transfer registration to new caravan park owner	TLEH, CEH, EMRS	
r 15(2)	Duty to issue a certificate of transfer of registration	TLEH, CEH, EMRS	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	TLEH, EHO, CEH, EMRS	

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Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	TLEH, EHO, CEH, EMRS, HSO	
r 17	Duty to keep register of caravan parks	CEH, EMRS	
r 21(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, EHO, CEH, EMRS	
r 21(2)	Duty to consult with relevant emergency services agencies	TLEH, EHO, CEH, EMRS	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	TLEH, EHO, CEH, EMRS	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	TLEH, EHO, CEH, EMRS	
r 24(2)	Power to consult with relevant floodplain management authority	TLEH, TOEH, EHO, CEH, EMRS	

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Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	TLEH, TOEH, EHO, CEH, EMRS	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	TLEH, TOEH, EHO, BS, BCO, TOBS, MBS, CEH, CBS, EMRS	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	TLEH, TOEH, EHO, BS, BCO, TOBS, MBS, CEH, CBS, EMRS	
r 39(3)	Function of receiving installation certificate	TLEH, TOEH, EHO, BS, BCO, TOBS, MBS, CEH, CBS, EMRS	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	TLEH, TOEH, EHO, CEH, EMRS	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	TLEH, TOEH, EHO, CEH, EMRS	

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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	CGNR, 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	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 14	Power to manage multiple public cemeteries as if they are one cemetery.	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 15(4)	Duty to keep records of delegations	DCS, EMGR, SCO, AOSC, CRGC	
s 17(1)	Power to employ any persons necessary	EMPF, DIE	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 19	Power to carry out or permit the carrying out of works	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 20(1)	Duty to set aside areas for the interment of human remains	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	CGNR, 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(3)	Power to set aside areas for those things in paragraphs (a) - (e)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	CGNR, 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

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	EMPF, DIE	
s 60(2)	Power to charge fees for providing information	DCS	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 64B(d)	Power to permit interments at a reopened cemetery	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	The application must include the requirements listed in s 66(2)(a)-(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	EMPF, DIE	
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 70(2)	Duty to make plans of existing place of interment available to the public	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 71(2)	Power to dispose of any memorial or other structure removed	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 72(2)	Duty to comply with request received under s 72	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 73(1)	Power to grant a right of interment	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 73(2)	Power to impose conditions on the right of interment	CGNR, 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)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	CGNR, 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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 80(1)	Function of receiving notification and payment of transfer of right of interment	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 80(2)	Function of recording transfer of right of interment	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	CGNR, 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 internment	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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	Does not apply where right of internment 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	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	EMPF, DIE	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	CGNR, EMO, EMPF, DCS, DIE, CUFOS, CGNR	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 100(1)	Power to require a person to remove memorials or places of interment	EMPF, DIE	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	EMPF, DIE	
s 100(3)	Power to recover costs of taking action under s 100(2)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	CGNR, 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)	CGNR, 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)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 103(1)	Power to require a person to remove a building for ceremonies	CGNR, 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)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 103(3)	Power to recover costs of taking action under s 103(2)	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 109(1)(a)	Power to open, examine and repair a place of interment	EMPF, DIE	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	EMPF, DIE	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	DCS	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 112	Power to sell and supply memorials	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	CGNR, 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	CGNR, 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	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	EMPF, DIE	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	EMPF, DIE	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	EMPF, DIE	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	EMPF, DIE	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 151	Function of receiving applications to inter or cremate body parts	EMPF, DIE	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
sch 1 cl 8(8)	Power to regulate own proceedings	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	Subject to cl 8

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

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

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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19CB(4)(b)	Power to request copy of records	TLEH, EHO, CEH, DDG	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	TLEH, EHO, CEH, DDG	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	TLEH, EHO, CEH, EMRS	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises Subject to s 19FA(2), which requires a time limit for compliance to be specified

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	TLEH, CEH, DDG, EMRS	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	TLEH, CEH, DDG, EMRS	Where Council is the registration authority Only in relation to temporary food premises or mobile food premises
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	TLEH, CEH, DDG, EMRS	Where Council is the registration authority

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

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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	TLEH, CEH	Where Council is the registration authority
	Power to register or renew the registration of a food premises	TLEH, EHO, CEH, DDG	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	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 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRATS, HSO, AORS	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	EHO, CEH	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRATS, HSO, AORS	Where Council is the registration authority
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	TLEH, EHO, CEH, DDG	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	TLEH, EHO, CEH, DDG	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRsATS, 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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	TLEH, EHO, CEH, DDG	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	TLEH, EHO, CEH, EMRS	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	TLEH, EHO, CEH, DDG	
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	

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 40F	Power to cancel registration of food premises	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 43	Duty to maintain records of registration	TLEH, EHO, CEH, EMRS	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	TLEH, EHO, CEH	Where Council is the registration authority
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 Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 45AC	Power to bring proceedings	TLEH, EHO, CEH, EMRS	

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	TLEH, EHO, CEH, DDG	Where Council is the registration authority

Heritage Act 2017			
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

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

Planning and Environment Act 1987			
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	
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	

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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, 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, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
s 28(1)	Duty to notify the Minister if abandoning an amendment	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	Note: the power to make a decision to abandon an

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, SSTP, SGP, SPLEO, PTP, PSP	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, SSTP, SGP, SPLEO, PTP, PSP	
s 30(4)(a)	Duty to say if amendment has lapsed	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 30(4)(b)	Duty to provide information in writing upon request	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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, 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46AW	Function of being consulted by the Minister	DDG, EMDF	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	DDG, EMDF	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	MSG, SGPO, DCA, DDG, EMDF, SGTSO	
s 46GR(2)	Power to consider a late submission 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 authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	MSG, SGPO, DCA, DDG, EMDF, SGTSO	

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

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

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

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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	MSG, SGPO, DCA, DDG, EMDF, SGTSO	<p>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)</p> <p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the development agency</p>
s 46GZ(9)	Function of receiving the fee simple in the land	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	Where Council is the development agency under an approved infrastructure contributions plan

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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	Where Council is the collecting agency under an approved infrastructure contributions plan

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	STP, MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGTSO, SGP, SPLEO, PPO, PTP, PSP	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, 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(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46Q(1)	Duty to keep proper accounts of levies paid	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46QC	Power to recover any amount of levy payable under Part 3B	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
s 46QD	Duty to prepare report and give a report to the Minister	MSG, DCA, DDG, EMDF	Where Council is a collecting agency or development agency
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 54(1B)	Duty to specify the lapse date for an application	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, 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	
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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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(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, 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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 60	Duty to consider certain matters	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 60(1A)	Duty to consider certain matters	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 62(1)	Duty to include certain conditions in deciding to grant a permit	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
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	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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, 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,	If the recommending referral authority objected to the grant of the permit or the

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
s 73	Power to decide to grant amendment subject to conditions	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 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	
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,	If the recommending referral authority objected to the amendment of the permit or the responsible authority

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 91(2)	Duty to comply with the directions of VCAT	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, 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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 97C	Power to request Minister to decide the application	DDG, EMDF	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PP, SGP, SPLEO, PPO, PTP, PSP	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 101	Function of receiving claim for expenses in conjunction with claim	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 103	Power to reject a claim for compensation in certain circumstances	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s.107(1)	Function of receiving claim for compensation	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 107(3)	Power to agree to extend time for making claim	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	SSO, STP, MSG, MSTP, PSPUD, EMDF, PTP, PSP	
s 114(1)	Power to apply to the VCAT for an enforcement order	MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, 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 117(1)(a)	Function of making a submission to the VCAT where objections are received	MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP	
s 123(1)	Power to carry out work required by enforcement order and recover costs	MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	MSG, MSTP, DCS, CSTP, DDG, PSPUD, 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.

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 129	Function of recovering penalties	MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 130(5)	Power to allow person served with an infringement notice further time	MSG, CCPSC, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP	
s 149A(1)	Power to refer a matter to the VCAT for determination	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, 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 149B	Power to apply to the Tribunal for a declaration.	CCPSC, MSTP, DDG, EMDF, EMRS	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	DCS, DDG, EMDF	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	DCS, DDG, EMDF	Where Council is the development agency specified in an approved infrastructure contributions plan
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, CEG	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, 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, SSSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 178A(5)	Power to propose to amend or end an agreement	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
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	
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,	If no objections are made under s 178D

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	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, SPLEO, PPO, CSP, PTP, PSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	After considering objections, submissions and matters in s 178B

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 178(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	SP, STP, MSG, MSTP, EMPF, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 181	Duty to apply to the Registrar of Titles to record the agreement	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 182	Power to enforce an agreement	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	DDG, EMDF, MSP, CSP	
s 198(1)	Function to receive application for planning certificate	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 199(1)	Duty to give planning certificate to applicant	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
s 201(1)	Function of receiving application for declaration of underlying zoning	STP, MSG, MSTP, CSTP, DDG, PSPUD, 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(3)	Duty to make declaration	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
	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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDG, MSP, CSP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDG, MSP, CSP	

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(10)	Duty to notify of decision made	EMO, DDG, DIE, EMDF, EMI	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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	
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
s 19(4)	Duty to specify details of discontinuance in public roads register	DDG, DIE, CAM, EMDF, EMI	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
s 40(1)	Duty to inspect, maintain and repair a public road.	SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CCO	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, CCO	
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, CCO	
s 42(1)	Power to declare a public road as a controlled access road	DDG, DIE, CAM, EMDF, EMI	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	DDG, DIE, CAM, EMDF, EMI	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	EMO, DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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	
s 49	Power to develop and publish a road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 51	Power to determine standards by incorporating the standards in a road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
s 54(2)	Duty to give notice of proposal to make a road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
s 54(6)	Power to amend road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
s 54(7)	Duty to incorporate the amendments into the road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 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, CCO	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	SPD, SRS, RMS, CEH, CAM, RMCS, SUR, SUSR, EMI, SASU, CCO	Where Council is the infrastructure manager
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
s 67(3)	Power to request information	DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
s 68(2)	Power to request information	DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, TLCP, EMDF, EMI, SASU, CID, CCO, 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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 86	Duty to keep register re s 85 matters	DDG, DIE, EMDF, EMI	
s 87(1)	Function of receiving complaints	SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CCO	
s 87(2)	Duty to investigate complaint and provide report	SPD, SRS, RMS, EMO, DCS, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CCO	
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, CCO	

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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, CCO	
s 121(1)	Power to enter into an agreement in respect of works	EMO, DDG, DIE, CAM, EMDF, EMI	
s 122(1)	Power to charge and recover fees	EMO, DDG, DIE, CAM, EMDF, EMI	
s 123(1)	Power to charge for any service	SPD, SRS, RMS, EMO, DCS, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CCO	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	DDG, DIE, CAM, EMDF, EMI	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Not Delegated	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Not Delegated	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	DDG, DIE, CAM, EMDF, EMI	
sch 2 cl 5	Duty to publish notice of declaration	DDG, DIE, CAM, EMDF, EMI	
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DDG, DIE, CAM, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, EMDF, EMI, CCO	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 records, appear to be in an unsafe condition or appear to need maintenance	DDG, DIE, CAM, EMDF, EMI	Where Council is the infrastructure manager or works manager
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, CCO	Where Council is the coordinating road authority
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DDG, DIE, CAM, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DDG, DIE, CAM, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DDG, DIE, EMDF, EMI	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DDG, DIE, EMDF, EMI	Where Council is the responsible road authority

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	DDG, DIE, EMDF, EMI	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	DDG, DIE, EMDF, EMI	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 24	Duty to ensure that cemetery complies with depth of burial requirements	EMPF, DIE	
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	EMPF, DIE	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	EMPF, DIE	
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	EMPF, DIE	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	EMPF, DIE	
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	EMPF, DIE	
r 30(2)	Power to release cremated human remains to certain persons	EMPF, DIE	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	EMPF, DIE	
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	
r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	EMPF, DIE	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	CGNR, EMPF, DIE, CUFOS, CGNR	
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	
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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	CGNR, 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	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	See note above regarding model rules
sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	See note above regarding model rules
sch 2 cl 8	Power to approve certain mementos on a memorial	CGNR, 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 11(1)	Power to remove objects from a memorial or place of interment	CGNR, 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	CGNR, 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	CGNR, EMO, EMPF, DIE, CUFOS, CGNR	See note above regarding model rules
sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	CGNR, 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	CGNR, 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	CGNR, 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	CGNR, 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	

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	

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Road Management (General) Regulations 2016			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
r 13(1)	Duty to publish notice of amendments to road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
r 16(3)	Power to issue permit	EMO, DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	EMO, DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	EMO, DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority

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Road Management (General) Regulations 2016			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	

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

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Road Management (Works and Infrastructure) Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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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8.13. 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 19 June 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 19 June 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
2023/24-340	Ballarat Isuzu	\$553,204.00 (excluding GST)	Supply of one Weed Compactor Truck with Superior Pak Compactor	Yes
2022/23-764	Penske Commercial Vehicles Pty Ltd	\$509,447.00 (excluding GST)	Supply and delivery of one Dennis Eagle Truck fitted with Superior Pak Compaction Body	No
2023/24-409	Grace Records Management (Australia) Pty Ltd	\$525,632.85 (excluding GST)	Records Storage and Imaging Services (over five years)	Yes
2023/24-567	Haskell Architects Pty Ltd	\$498,010.23 (excluding GST)	Black Hill Kindergarten – Head Consultant design services	No

2023/24-257	Enoch Civil Pty Ltd	\$838,144.55 (excluding GST)	Construction of Victoria and Albert Street Streetscaping Renewal Works	Yes
2023/24-448	Fulton Hogan Industries Pty Ltd	\$1,276,123.54 (excluding GST)	Road Widening and associated works Learmonth Street (Cuthberts Road – Sturt Street)	Yes
Update 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 19 June 2024.

ATTACHMENTS

1. Confirmed Contracts - Minutes of meeting held Wednesday 19 June 2024.docx [8.13.1 - 10 pages]

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***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

19 June 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 19 JUNE 2024 AT 1:32PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Peter Eddy

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Michael Riseley (Executive Manager Business Services)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Mark Harris

RESOLUTION:

That the apology from Cr Mark Harris be received.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

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 22 May 2024 as circulated, be confirmed.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

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Contracts Special Committee Minutes

19 June, 2024

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6.1 TENDER 2023/24-340 LAKE WEED COMPACTOR
(RO – John Hausler / Michael Riseley / Michael Mawdsley)

SUMMARY

1. This report, recommends that Council award a contract for the supply and delivery of one Weed Compactor Truck with Superior Pak Compactor.

BACKGROUND

2. This compaction truck will be included in the Trails and Waterways plant and equipment resource pool and is essential to help control weed product at Lake Wendouree.
3. This compactor has additional customised requirements compared to standard waste compactor units to allow it to function in partnership with weed harvesters.

KEY MATTERS

4. The Municipal Association of Victoria procurement tender portal was utilized for this procurement, leveraging the combined buying power of Councils to achieve best value for the City of Ballarat.
5. The evaluation panel assessed the submissions according to the contract information. The operators considered all variations offered and took into account Council's current and past experience with the product. The panel reviewed dealer location, warranty and back up support.

RESOLUTION

6. That the Contracts Approval Delegated Committee:

6.1 Resolve to enter into Contract Number 2023/24-340 for the supply of one (1) Weed Compactor Truck with Superior Pak Compactor with Ballarat Isuzu for the total tendered price of \$553,204.00 (excluding GST)

6.2 Authorise the Chief Executive Officer to:

- a. finalise the contract terms of Contract Number 2023/24-340 with Ballarat Isuzu provided that those contract terms are consistent with this Resolution; and
- b. Execute Contract Number 2023/24-340 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.2 CONTRACT 2022/23-764 - STREET CLEANING COMPACTOR
(RO – John Hausler / Michael Riseley / Michael Mawdsley)

SUMMARY

1. This report recommends that Council award a contract for the supply and delivery of one (1) low entry side loading compactor for the Street Cleaning department.

BACKGROUND

2. The function of this truck is to service street litter bins, ovals and caravan parks.

KEY MATTERS

3. To ensure best value to Council, officers utilized the Municipal Association of Victoria (MAV) Panel Contracts Trucks NPN04.13. This is a form of collaborative procurement and aligns with Clause 3.4.5 of Council's Procurement Policy - Engagement of Agents.
4. The tender evaluation panel sought specific requirements in relation to this tender including 'Low Entry Cabin' and 'Dual Control' options. These options enhance the occupational health and safety outcomes in relation to the vehicles, allowing the operator to easily step in and out of the cabin, reducing the risk of personal injury.
5. The panel noted the low number of tenderers, likely due to the above specific requirements.
6. Tender responses were also limited due to at least one supplier continuing to experience supply issues, resulting in their inability to supply until the 2026/27 financial year.

RESOLUTION

7. **That the Contracts Approval Delegated Committee:**
 - 7.1 **Resolve to enter into Contract Number 2022/23-764 for the supply and delivery of one (1) Dennis Eagle truck fitted with Superior Pak Compaction Body with Penske Commercial Vehicles Pty Ltd for the total tendered price of \$509,447.00 (ex GST).**
 - 7.2 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of Contract Number 2022/23-764 with Penske Commercial Vehicles Pty Ltd provided that those contract terms are consistent with this Resolution; and**
 - b. **execute Contract Number 2022/23-764 on behalf of Council.**

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

6.3 TENDER 2023/24-409 – RECORDS STORAGE AND IMAGING SERVICES
(RO – John Hausler / Sonny Shah)**SUMMARY**

1. This report recommends that Council award a Contract for the provision of records storage and imaging services.

BACKGROUND

2. The Municipal Association of Victoria's Record Storage and Imaging Services panel of approved suppliers expired on 31 December 2023 with the MAV undertaking a new tender process for the service to establish a new panel of suppliers for Council's to engage.
3. This request for tender was released via MAV's Record Storage and Imaging Services panel to attract submissions by suitably certified information management and records storage providers who could deliver:
 - a. Records storage;
 - b. Delivery services – collection and delivery of records;
 - c. Imaging services;
 - d. Destruction services.
4. Appropriate management of Council records is a requirement under the *Public Records Act 1973* and must meet compliance with the Public Record Officer of Victoria (PROV) standards.

KEY MATTERS

5. The evaluation panel noted that of the five (5) tender responses received and all were evaluated in full.
6. The evaluation panel noted that the successful bidder was the only bidder that has a local depot, maintaining significant efficiencies, as it allows the Information Management Team to deal with them onsite without significant time and cost implications.

RESOLUTION

7. **That the Contracts Approval Delegated Committee:**
 - 7.1 **Resolves to enter into Contract Number 2023/24-409 for the provision of Records Storage and Imaging Services with Grace Records Management (Australia) Pty Ltd for the schedule of rates as tendered in the submission. The contract term is three (3) years with the provision of two (2) x one (1) year extension options.**
 - 7.2 **Note that the expected total spend over the five (5) years of the contract is \$525,632.85 (excluding GST), including annual indexation.**
 - 7.3 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of Contract Number 2023/24-409 with Grace Records Management (Australia) Pty Ltd provided that those contract terms are consistent with this Resolution; and**
 - b. **execute Contract Number 2023/24-409 on behalf of Council.**

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.4 TENDER 2023/24-567 – BLACK HILL KINDERGARTEN HEAD CONSULTANT
(RO – Matthew Wilson / Adrien Rousset)**SUMMARY**

1. This report recommends that Council award a Contract for the provision of Head Consultant Services for the Black Hill Kindergarten project.

BACKGROUND

2. The invitation sought consultants with sub-consultancy teams to collaborate with the City of Ballarat to prepare a master plan for the current and future stages of the Black Hill precinct development. Whilst the primary focus of the project is to relocate the Black Hill Early Learning Centre, it also considers the holistic design of Binney reserve with the development of a robust masterplan.

KEY MATTERS

3. The tender was advertised in the Ballarat Times News Group, City of Ballarat's Website and eProcure from 14 March 2024 till 10 April 2024 with eight (8) submissions received. All were conforming and all eight were evaluated in full.

RESOLUTION**4. That the Contracts Approval Delegated Committee:**

4.1 Resolve to enter into Contract Number 2023/24-567 for Black Hill Kindergarten - Head Consultant design services with Haskell Architects Pty Ltd for the total tendered price of \$498,010.23 (ex GST).

4.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-567 with Haskell Architects Pty Ltd, provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-567 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

**6.5 TENDER 2023/24-257
– VICTORIA AND ALBERT STREET STREETScape CONSTRUCTION
(RO – Bridget Wetherall / Matt Briody)**

SUMMARY

1. This report recommends that Council award a Contract for the construction of Victoria and Albert Streetscaping renewal works.

BACKGROUND

2. The scope of this project involves the construction of streetscape renewal works including (but not limited to):
 - Demolition and salvage;
 - Earthworks and excavation;
 - Drainage, concrete kerb and edges;
 - Pavement subbase formation and construction;
 - Furniture;
 - Garden bed cultivation, topsoiling and pre planting preparation;
 - Supply and planting of trees, shrubs and groundcovers; and
 - Soft landscape maintenance.
3. This project forms part of the Spotlight on Sebastopol project, a \$5.3 million project funded by Regional Development Victoria.
4. Detailed design for this project has been completed with the assistance of Regional Roads Victoria.
5. The project aims to improve the amenity of the streetscaping on Albert Street, Sebastopol near Victoria Street. The improvements are focussed on the street outside the Sebastopol Library and intersection of Birdwood Avenue and Albert Street, opposite.

KEY MATTERS

6. One tender submission was received and evaluated in full.

RESOLUTION

7. That the Contracts Approval Delegated Committee:

7.1 Resolve to enter into Contract Number 2023/24-257 for the construction of Victoria Street and Albert Street Streetscaping with Enoch Civil Pty Ltd for the total tendered price of \$838,144.55 (ex GST).

7.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-257 with Enoch Civil Pty Ltd, provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-257 on behalf of Council.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

**6.6 TENDER 2023/24-448 – LEARMONTH STREET
(CUTHBERTS ROAD – STURT STREET)
– ROAD WIDENING AND ASSOCIATED WORKS
(RO – Bridget Wetherall / Lance Clohesy)**

SUMMARY

1. This report recommends that Council award a Contract for the provision of Learmonth Street (Cuthberts Road to Sturt Street) Road Widening and associated works.

BACKGROUND

2. This project will see the widening of Learmonth Street, between Sturt Street and Cuthberts Road to add extra turning lanes and pedestrian operated signals.
3. Under Council's road hierarchy, Learmonth Street is a link road (the highest category managed by Council and the highest category under arterial).
4. The project involves several components of work which were identified during the design stage including the following:
 - Earthworks;
 - Drainage and kerb and channel;
 - Road pavement construction and asphalt surfacing;
 - Concrete footpath;
 - Pedestrian foot bridge;
 - Raised safety platform;
 - Line marking and signage;
 - Lawn naturestrip reinstatement;
 - Traffic light installation;
 - Associated works.

KEY MATTERS

5. Three (3) tender responses were received and all were evaluated in full.
6. This project is being funded by the Department of Transport and Planning with a budget from the Regional and Metropolitan Upgrades program.

RESOLUTION

7. That the Contracts Approval Delegated Committee:

7.1 Resolve to enter into Contract Number 2023/24-448 for the provision of Learmonth Street (Cuthberts Road - Sturt Street) Road Widening and associated works with Fulton Hogan Industries Pty Ltd for the total tendered price of \$1,276,123.54 (ex GST).

7.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-448 with Fulton Hogan Industries Pty Ltd, provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-448 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.7 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 Ben Taylor
Seconded Cr Peter Eddy

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1.36pm

Confirmed this 17th day of July, 2024

Cr Ben Taylor
Cr Ben Taylor
Chairperson

8.14. OUTSTANDING QUESTION TIME ITEMS

Division: Corporate Services
Director: John Hausler
Author/Position: Stephen Wright – Administration Assistant Compliance

PURPOSE

1. This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from public question time.

BACKGROUND

2. The City of Ballarat Governance Rules, section 3.7.1 calls for a standard agenda item at each Council Meeting that reflects unanswered questions from question time.

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Endorse the Outstanding Question Time report.**

ATTACHMENTS

1. Outstanding Question Time Items [8.14.1 - 1 page]
2. QT45/24 Bruce Crawford [8.14.2 - 1 page]
3. QT46/24 Haifeng Ni [8.14.3 - 2 pages]
4. QT47/24 Jennifer Johnson [8.14.4 - 2 pages]
5. QT48/24 John Maquire [8.14.5 - 1 page]
6. QT49/24 Laurie Prosser [8.14.6 - 2 pages]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
24/7/2024 QT45/24	Completed	Bruce Crawford	<p>Question 1: I recently received a printed waste collection calendar from Ballarat Council in the post. When the transfer station vouchers are cut out and used the calendar is no longer useful. How much do these calendars cost the ratepayers to print and distribute?</p> <p>Question 2: Why aren't these vouchers available in a digital format?</p>	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer, provided a written response
24/7/2024 QT46/24	Completed	Haifeng Ni	<p>Question 1 For Prince of Wales Park Master Plan (POWP), due to the short distance of the two new hockey fields to St Chester Ave residence. Please provide noise and lights assessment impact report in this plan.</p> <p>Question 2 Any reason why don't place the two new hockey fields far away from resident houses and place them on the other side of Prince of Wales park?</p>	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response
24/7/2024 QT47/24	Completed	Jennifer Johnson	<p>Question 1 Re: Prince of Wales Park Master Plan - The residents of Lake Gardens were not consulted about having two Hockey pitches located so close to housing (less than 30 metres away) - Is the council not aware of the fact that the Hockey users of the park are the most loudest of all user groups (with horns, screaming and night lighting), and by having two new additional fields, as well as club rooms, will dramatically increase the level of noise and light pollution, which will have a detrimental impact on Lake Gardens Residents easily for at least 50 - 100m into the residential area?</p> <p>Question 2 Re: Prince of Wales Park Master Plan - The carpark located outside the Aquatic centre has become a problematic area for hoon drivers and antisocial behaviour (which has been reported to the police on numerous occasions) - so why is there no mention of any additional security measures in the Master Plan in relation to expanding the carpark, which is likely to increase the amount of hoon behaviour?</p>	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response
24/7/2024 QT48/24	Completed	John Maguire	<p>Question Given the Councillors' opening declaration in Council Meetings to carry out their duties in the "best interests of the community", how could they justify the decision to NEGATIVELY impact the amenity of residents of St Chester Ave, Lake Gardens by proposing to locate 2 new hockey fields IMMEDIATELY ADJACENT to many residents' homes, especially when there are alternative, less impactful locations available?</p>	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response
24/7/2024 QT49/24	Completed	Laurie Prosser	<p>Question 1 Prince of Wales Park is a green park used currently for both passive and active recreation. Why urbanize the park, destroy its character, with hockey infrastructure that greatly impacts local residents?</p> <p>Question 2 Why was Victoria Park (131 hectares) not chosen for the future growth of regional hockey in Ballarat compared with social, environmental, aesthetic and space limitations in Prince of Wales Park (19.7 hectares)? This current draft clearly lacks vision for the future.</p>	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response

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Telephone: 03 5320 5500
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Mr Bruce Crawford
Email: [REDACTED]

Date: 26 July 2024

Our Ref: QT45/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Dear Mr Crawford

**PUBLIC QUESTION TIME – QT45/24
COUNCIL MEETING 24 JULY 2024**

Thank you for your public questions at the Council Meeting held Wednesday 24 July 2024. Please find below the responses to your questions.

Question 1

I recently received a printed waste collection calendar from Ballarat Council in the post. When the transfer station vouchers are cut out and used the calendar is no longer useful. How much do these calendars cost the ratepayers to print and distribute?

Response

The waste and recycling collection calendar is printed and distributed on an annual basis at a cost of approximately \$60,000. Any resident who would like another copy of the calendar can obtain them from our customer service centre or request another copy to be mailed to them.

Question 2

Why aren't these vouchers available in a digital format?

Response

We are currently developing a waste app that will provide digital options for the calendar and vouchers which will be more cost effective and environmentally sustainable. We are looking forward to launching this app later this year. We will of course provide a small number of printed versions for people that prefer hard copies.

Yours sincerely

Evan King
Chief Executive Officer

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PO Box 655
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Telephone: 03 5320 5500
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Date: 26 JULY 2024

Our Ref: QT46/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: infor@ballarat.vic.gov.au

Haifeng Ni
[REDACTED]

Dear Haifeng

RE: OUTSTANDING QUESTION TIME ITEM – QT46/24

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 24 July 2024, in relation to the Prince of Wales Park Master Plan (POWP).

I can confirm my response, which I provided on the night, as follows:

Question 1:

For Prince of Wales Park Master Plan (POWP), due to the short distance of the two new hockey fields to St Chester Ave residence. Please provide noise and lights assessment impact report in this plan.

Response to Question 1:

Regarding concerns about noise, the proposed location of the new hockey fields includes a landscape buffer of 30m plus planting to mitigate noise impacts. The EPA Regulations 2021 and Ballarat Planning Scheme has been considered in the design of the master plan and the locating of the proposed new fields. The same relates to concerns about the field lighting and potential for light spill. Lit fields across multiple reserves in the City are 30m or closer to residential property boundaries. The proposed location of the new hockey field being a minimum of 30m from property boundaries has been intentionally considered to ensure that light spill will not impact on adjoining properties. The lighting system will comply with the Australian Standards for Sports Lighting (AS 2560.1:2018 and AS 2560.2:2021), which include guidelines for controlling the obtrusive effects of outdoor lighting.

Question 2:

Any reason why don't place the two new hockey fields far away from resident houses and place them on the other side of Prince of Wales park?

Response to Question 2:

The master plan considered a range of options. The southern boundary of Prince of Wales Park (POWP) was not considered a viable option. Options consider a range of factors including:

- The functional relationships for sports by co-locating sports fields near each other;
- Community use i.e. access to aquatic facility and perimeter trail for health and fitness;

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- Other reserve requirements i.e. the wetlands in the South-West corner for water retention purposes, ensuring the trails link to residential areas and other surrounding open space areas including the botanical gardens and Lake Wendouree,
- Existing infrastructure including the main baseball diamond and car parking on the southern portion of the site.

It is assessed that there were no feasible options along the Sothern boundary of POWP for locate two full sized hockey pitches in the long term.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

Matthew Wilson
Director Community Wellbeing

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PO Box 655
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Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 26 JULY 2024

Our Ref: QT47/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: infor@ballarat.vic.gov.au

Jennifer Johnson
[REDACTED]

Dear Jennifer

RE: OUTSTANDING QUESTION TIME ITEM – QT47/24

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 24 July 2024, in relation to the Prince of Wales Park Master Plan (POWP).

I can confirm my response, which I provided on the night, as follows:

Question 1:

Re: Prince of Wales Park Master Plan - The residents of Lake Gardens were not consulted about having two Hockey pitches located so close to housing (less than 30 metres away) - Is the council not aware of the fact that the Hockey users of the park are the most loudest of all user groups (with horns, screaming and night lighting), and by having two new additional fields, as well as club rooms, will dramatically increase the level of noise and light pollution, which will have a detrimental impact on Lake Gardens Residents easily for at least 50 - 100m into the residential area?

Response to Question 1:

Detailed consultation to develop the draft master plan occurred with existing user groups, sports clubs, and the aquatic centre. Further consultation with surrounding residents commenced through placing the draft master plan on public exhibition, which is the phase that we are currently in. All feedback will be assessed and considered. Furthermore, a meeting scheduled for 5.30pm on Tuesday next week will provide the opportunity for residents to meet with officers directly and go through relevant concerns and be provided with information about how these are mitigated.

Question 2:

Re: Prince of Wales Park Master Plan - The carpark located outside the Aquatic centre has become a problematic area for hoon drivers and antisocial behaviour (which has been reported to the police on numerous occasions) - so why is there no mention of any additional security measures in the Master Plan in relation to expanding the carpark, which is likely to increase the amount of hoon behaviour?

Response to Question 2:

The matter of hoons in the car park would be a matter for Victoria Police to address.

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If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

Matthew Wilson
Director Community Wellbeing

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PO Box 655
Ballarat Vic 3353
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Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 26 JULY 2024

Our Ref: QT48/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: infor@ballarat.vic.gov.au

John Maguire



Dear John

RE: OUTSTANDING QUESTION TIME ITEM – QT48/24

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 24 July 2024, in relation to the Prince of Wales Park Master Plan (POWP).

I can confirm my response, which I provided on the night, as follows:

Question 1:

Given the Councillors' opening declaration in Council Meetings to carry out their duties in the "best interests of the community", how could they justify the decision to NEGATIVELY impact the amenity of residents of St Chester Ave, Lake Gardens by proposing to locate 2 new hockey fields IMMEDIATELY ADJACENT to many residents' homes, especially when there are alternative, less impactful locations available?

Response to Question 1:

Alternate sites were examined, but the best operating model for both hockey and baseball is to keep the respective playing fields in the reserve. Additionally, the relocation of Archery to a purpose-built archery range is the right way to support this sport. The master plan includes what is assessed as the best short, medium and long term outcomes for the sports in the reserve.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

Matthew Wilson
Director Community Wellbeing

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AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 26 JULY 2024

Our Ref: QT49/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: infor@ballarat.vic.gov.au

Laurie Prosser
[REDACTED]

Dear Laurie

RE: OUTSTANDING QUESTION TIME ITEM – QT49/24

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 24 July 2024, in relation to the Prince of Wales Park Master Plan (POWP).

I can confirm my response, which I provided on the night, as follows:

Question 1:

Prince of Wales Park is a green park used currently for both passive and active recreation. Why urbanize the park, destroy its character, with hockey infrastructure that greatly impacts local residents?

Response to Question 1:

Concerns raised about green space in the reserve being reduced are addressed by the improvement made to the area currently utilised by Archery through the delivery of a new irrigated grassed baseball diamond. Assessment of access to local and nearby green spaces shows significant provision, especially being close to Lake Wendouree, South Gardens and the Ballarat Botanical Gardens, and the Master Plan retains the pathways linking residential areas to these green open spaces. Additional tree planting is proposed as part of the master plan.

Question 2:

Why was Victoria Park (131 hectares) not chosen for the future growth of regional hockey in Ballarat compared with social, environmental, aesthetic and space limitations in Prince of Wales Park (19.7 hectares)? This current draft clearly lacks vision for the future.

Response to Question 2:

The Council adopted Victoria Park Master Plan 2015 doesn't make provision for consideration of a hockey facility in the park.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

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Yours sincerely

Matthew Wilson
Director Community Wellbeing

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9. NOTICE OF MOTION

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.13 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
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

12.1 CONTRACT REVIEW

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

(Confidential Report)

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:

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

12.2 TENDER 2023/24-355 - BALLARAT TRANSFER STATION OPERATIONS AND MANAGEMENT

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Vaughn Notting – Executive Manager Infrastructure

(Confidential Report)

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.

13. CLOSE