

OFFICIAL

Council Meeting

Agenda

27 November 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 December 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. **Initial public consultation now open on *Council Plan 2025-2029***

Every four years, the Ballarat City Council develops a new Council Plan to provide the direction of work for the next Council term. The new plan will become the roadmap for how we are working towards achieving our *Community Vision 2021-2031*. The development of the Council Plan has mandated timeframes for completion. This consultation is one form of feedback that contributes to the Council Plan process and ensures legislative requirements are met. Now that they are sworn-in, the new Council will set about developing the Council Plan as a high priority. The new Council Plan will detail the vision, goals and strategies to guide service delivery, activities and decision making over the next four-year period. Initial public consultation is now open, with community members asked to fill out a brief survey and answer some multiple-choice questions.

Additionally, community members can apply to be part of a community panel to help guide the Council Plan. The community panel will be made up of up to 45 people and is designed to represent a broad cross-section of the Ballarat community. The panel will meet three times in February 2025 and will work with the Council group to help guide the Council Plan in a holistic manner. The 45 people will be compiled from 10,000 randomly selected addresses within the municipality. Residents who are contacted will have the opportunity to fill out an expression of interest document to be considered to join the community panel. A draft version of the *Council Plan 2025-29* is expected to be released for final public review in April 2025, with the final version to be adopted by Council at a later date.

4. **Ballarat Australia Day Community Award nominations now open**

The City of Ballarat is seeking to recognise Ballarat's outstanding achievers by nominating them for a Ballarat Australia Day Community Award. The annual awards have three categories:

- *Ballarat Citizen of the Year*
The Citizen of the Year is someone who has made an outstanding contribution to our community and region. It could be over a lifetime or because of a specific event or need. They could have covered a range of activities and interests including areas such as education, health, fundraising, charitable and voluntary services, business, sport, arts, the environment, or any other area that contributes to the advancement and wellbeing of our community.
- *Ballarat Young Citizen of the Year*
The Young Citizen of the Year is a young emerging leader who is making a real difference in their community. They may be committed to bringing positive change, to bringing political and social change and moving towards becoming a local, state, or national leader of the future. This award supports them on their journey by recognising and rewarding their efforts. The nominated young citizen must be under 25 years of age on 26 January 2025.
- *Community Event of the Year*
The City of Ballarat would like to hear about events over the past year that have contributed to making Ballarat a great place to live. The Community Event of the Year Award is presented to the group or person who has staged the most outstanding community activity, either small or large, between 30 October 2023 and 29 October 2024.

Nominations for the awards closed on Monday 25 November 2024. The awards will be presented at an official presentation on 23 January 2025. The Ballarat Australia Day Community Awards are provided by the National Australia Day Council and are administered by local Councils throughout Australia.

5. **Progressing plans for Wendouree Library and Learning Centre**

A project that will transform Wendouree, provide enormous community benefit, and address social disadvantage has taken a major step forward. The City of Ballarat is progressing with plans to construct the Wendouree Library and Learning Centre at Weeramar Park, at the north-west corner of Gillies and Norman streets. The search is now under way for a Principal Design Consultant for the suburb-shaping facility, with an Expression of Interest (EOI) document now open for submission. Following the initial EOI process, the City of Ballarat will prepare a short list and formally tender for a designer early in 2025.

The City of Ballarat will continue lobbying both the Federal and State governments as part of a three-way partnership to secure funding to help deliver the project, with the hope of construction commencing in 2026. The current Wendouree Library operates out of the Stockland Shopping Centre and is severely constrained by several factors. These include size, lack of possibility for further expansion, lack of open entry into the shopping centre, only one entry/exit and lack of toilet facilities for staff or patrons. The new modern flexible Library and Learning Centre would serve the community for at least the next half century. It would be a vibrant and active place for lifelong learning, community interaction and social connection, as much as a place for reading and quiet contemplation.

The entire 1.25-hectare open space at Weeramar Park is owned by the City of Ballarat, with an upgrade of the park to be aligned with the project. The City of Ballarat will begin the next phase of community engagement early in 2025, enabling the community to further understand and contribute to the vision of the Wendouree Library and Learning Centre.

6. Reconstruction of Finchs Road

The City of Ballarat is reconstructing a section of Finchs Road, between Bells Road and Greenhalghs Road. The major upgrade will improve safety along the 1.46 kilometre section of road at Bunkers Hill. The project received \$1,532,905 in Federal government funding under the Local Roads and Community Infrastructure (LRCI) program. The works include road widening, kerbing, shoulders, sealing and minor drainage works, as well as the installation of guard rail on some sections of the road.

Intermittent road closures will take place along the section of Finchs Road between Wednesday 6 November and Friday 20 December with a full road closure for major excavation works expected to take place from mid-January. The works are expected to be completed by the end of February, weather permitting. The City of Ballarat has notified impacted residents. Traffic management will be in place during the safety improvement works, including reduced speed limits. Access will be available for local residents and school buses.

Future works will also occur at the Greenhalghs Road and Finchs Road intersection following the Federal government's recent announcement of \$2 million of funding from its Black Spot Program. These separate upgrades will see significant safety improvements including the construction of a roundabout. The City of Ballarat installed rumble strips and upgraded signs on the Greenhalghs and Finchs Road intersection as part of an interim safety measure in July 2023.

Events

7. **Ballarat's Christmas transformation** is underway as the city prepares to celebrate the festive season. Sturt Street is coming alive with colour as many of the familiar and favourite decorations return, as well as a new addition that will make for the perfect selfie-worthy photo opportunity. A newly created, nine metre-long and four metre-high Archway of Stars is set to be a major focal point this year, with the dazzling decoration to be installed at the intersection of Doveton and Sturt Street in late November. Other decorations include:

- The giant bauble in Queen Victoria Square, in the centre median of Sturt Street out the front of Town Hall.
- Ballarat's Magical Christmas Emporium, Albert Street (next to Parent Place).
- The Christmas Art Trail, to feature in five locations including the Bridge Mall and Hop Lane.
- Santa's Red Telephone Box in the Ballarat Visitor Information Centre.
- The Christmas Tree in the 300-block of Sturt Street, featuring baubles designed by local artist Kathy Holowko.
- Decorations in the Bridge Mall area.

The Christmas in Ballarat program will come with further entertainment, workshops and community engagement to be delivered throughout December. Christmas in Ballarat also marks the beginning of a busy summer events season in Ballarat, with the New Year's Eve fireworks, Summer Sundays and Australia Day Picnic in the Park all being delivered by the City of Ballarat Events team.

8. The City of Ballarat is helping residents clean up around their house and in their gardens this spring with **Free Green Waste Week and Half Price Mattress Week**. Between Saturday 9 November and Sunday 17 November, residents were able to drop off their domestic green waste free of charge at the transfer station. As part of Half

Price Mattress Week, which runs from Saturday 23 to Saturday 30 November, residents can dispose of an old mattress for just \$16, halved from the normal price of \$32, at the Ballarat Transfer Station.

9. The **Ballarat Seniors Awards** once again shone a light on the volunteers in our community who continue to make an invaluable contribution to the city. The awards are the City of Ballarat's way of acknowledging older residents who give their time and efforts to make Ballarat a better place. The event marked the conclusion of the Ballarat Seniors Festival, which ran throughout October and encouraged older residents to stay curious and connected by exploring new activities, meeting new people, and joining in the festival celebrations.

The 2024 award winners were:

- Senior of the Year Award: Marion Blythman
- Community Service Award: Keith Moore
- Community Teamwork Award: Anglicare Community Breakfast Team
- Equity, Diversity, and Inclusion Award: Maria John
- Healthy and Active Living Award: Jack Yang

OFFICER RECOMMENDATION

10. That Council:

10.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. MUNICIPAL EARLY YEARS PLAN IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Vanessa Vagg – Coordinator Early Years Partnerships

PURPOSE

1. The purpose of this report is:
 - a. To present the year two report for the Municipal Early Years Plan 2022-2026.
 - b. To note key achievements in year two of the Municipal Early Years Plan (MEYP or the Plan) and some key actions in year three.

BACKGROUND

2. The Plan includes 40 actions to be completed across four years, with some actions spanning the full four years, while others will be completed in specific years.
3. Reporting periods for the Plan are aligned with financial years.

KEY MATTERS

4. An updated snapshot of children and families in Ballarat has been provided as an attachment.
5. Notable achievements for the year two reporting period include:
 - a. Goal 1: Valued, Loved and Safe:
 - i. Road safety activities at Wendouree Children's Centre.
 - ii. 252 children/families attended the Maternal and Child Health drop in at Parent Place, an increase of 67 from the previous reporting period.
 - iii. 35 Parent Place outreach sessions available to families.
 - iv. Sorting our waste activity profiled at Begonia Festival, engaging children in learning to sort waste into the right bins.
 - b. Goal 2: Having Material Basics:
 - i. 689 wellbeing referrals made by Maternal and Child Health.
 - ii. Free public Wi-Fi is now available inside Maternal and Child Health locations, community centres, libraries and childcare centres.
 - iii. The City of Ballarat website can be translated into approximately 50 languages, supporting families to access the information they need.
 - iv. Djila-tjarri Community Hub and Kindergarten works are complete and the service is operational.
 - v. Works commenced on the expansion of the Lucas Community Hub kindergarten, with construction due to be completed by the end of 2024.

- c. Goal 3: Being Healthy:
 - i. Installation of the Sensory Friendly Stay and Play Zone at the Victoria Park Inclusive Play Space.
 - ii. Balance play has been held at least once per term at both central and outreach Parent Place locations.
 - iii. Supported playgroups have been available in eight locations per term on average, across the municipality.
 - iv. Parent Place outreach has begun operating two days per week 9:30am-2:30pm to support consistency for families.
 - v. Waste and recycling education drop-in sessions have been conducted at several kindergarten and childcare centres.
- d. Goal 4: Children are Learning:
 - i. Improvements to the facility and accessibility at Mount Clear Kindergarten were completed with funding by State government.
 - ii. Improvements to the facility at Sebastopol South Kindergarten were completed in collaboration with State government.
- e. Goal 5: Children are Participating:
 - i. A draft report on potential models for a Children's Brains Trust was developed in February 2024.
- f. Goal 6: Positive Sense of Culture and Identity:
 - i. A range of Aboriginal and Torres Strait Islander play resources were available for play-based learning at Parent Place for National Reconciliation Week.
 - ii. A culture and identity learning session was held for early years professionals in June 2024, with BADAC, Department of Education Koorie Engagement Support Officers (KESO) and others involved.

Where to from here

6. The MEYP 2023-2024 Implementation Report provides evidence of activity which indicates a productive year overall and significant progress made towards the MEYP goals.
7. In the next year of the plan, officers will focus on year three actions outlined in the MEYP including the actions that span multiple years.
8. Some of the key action items for the third year of the plan are:
 - a. Develop a children and youth page on Council's Website
 - b. Embark on a co-design process to develop our Brains Trust model, for full commencement in 2025.
 - c. Commencement of construction of the new Sebastopol Community Hub and Kindergarten.
 - d. Renewal of kindergarten licence agreements.
 - e. Begin to engage local businesses and the commerce sector in child friendly initiatives.
 - f. Promote and advocate for more STEAM initiatives for children.
 - g. Implement dual language Aboriginal and English signage in City of Ballarat run early years facilities.
9. The Family Youth and Children Services (FY&CS) unit will focus on increasing opportunities for children to participate in engagement and routine consultations

across Council. This work will be led by FY&CS and requires active engagement with all relevant business units.

OFFICER RECOMMENDATION

10. That Council:

10.1 Receive and note the report on the work undertaken in year two to progress the objectives of the City of Ballarat Municipal Early Years Plan 2022-2026.

ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. Municipal Early Years 2024–2026 - SNAPSHOT [8.1.2 - 1 page]
3. Municipal Early Years 2024–2026 - year two report [8.1.3 - 24 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Municipal Early Years Plan (MEYP and also referred to as the Plan) 2022-2026 aligns with the strategic objectives outlined in the Council Plan.
2. The MEYP interlinks with the Health and Wellbeing Plan and other inclusion and infrastructure plans endorsed in 2022.

COMMUNITY IMPACT

3. The Plan includes 40 actions to be completed across four years, some actions span the four years, while others will be completed in specific years. These actions are focused on providing services for the community.
4. An updated snapshot of children and families in Ballarat has been provided as an attachment.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. It is considered that the report does not have any climate emergency and environmental sustainability implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

8. It is considered that the report does not have any legal and risk considerations.

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. Community consultation and engagement has not occurred for this report.

GENDER EQUALITY ACT 2020

11. 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

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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A snapshot of Ballarat

> SNAPSHOT OF CHILDREN AND FAMILIES IN BALLARAT*

> Our Community



18.4%

Population is aged 14 years or younger

(ABS Census 2021)



2501

Additional children in the city by 2029 Aged 0-14

Extra children in 2029 when compared to 2021 (id Forecast 2024)



8413

Households with children aged under 15

Delacombe - Winter Valley fastest growing area (ABS Census 2021)



3040

Single parent households with children aged under 15

Largest numbers - Sebastopol. Greatest proportion in Delacombe (ABS Census 2021)



1.9

Average number of children in Ballarat families

One quarter of households (24.6%) have one or more children aged 14 or less (ABS Census 2021)



1298

Births in 2022

(ABS Births Australia)



8.1%

Babies born with a low birth weight

(Safer Care Victoria 2021)



1.4%

Ballarat women aged under 20 years became mothers

Nearly twice the rate of that across Victoria (0.8%) (AIHW Australia's Mothers and Babies) (CHPCP)



16.9%

Ballarat mothers smoked during pregnancy

Compared with 7.4% Victorian average (AIHW Australia's Mothers and Babies)



High level of infant mortality

Ballarat's infant mortality rate is double the Victorian average

0.45% in Ballarat compared with 0.29% for Victoria (CHPCP)



Higher level of disadvantage

Ballarat has higher levels of disadvantage compared with Victoria as a whole.

Wendouree has the highest degree of disadvantage households (ABS Census 2021)



36%

Ballarat residents arrived in the last five years

This is all residents not only culturally diverse (ABS Census 2021)



12%

People in Ballarat speak a language other than English at home

or did not state what language they speak (ABS Census 2021)



6%

5-14 year olds have a disability requiring assistance with daily living

0-4 year olds 1.6% (ABS Census 2021)



463

Children experienced violence in Ballarat in 2023-24

Family violence rates are 29% higher than the Victorian rate. (Crime Statistic Agency)



199










Children aged 9 years or younger were homeless or at risk of homelessness in 2022-23

One in ten children in Ballarat aged 14 or younger lived in a jobless household. (AIHW. ABS Census 2021)














*Data has been sourced from the Australian Bureau of Statistics Population Census (2021), Central Highlands Primary Care Partnership (CHPCP), Victorian Crime Statistics Agency and Australian Institute of Health and Welfare (AIHW).










MUNICIPAL EARLY YEARS PLAN - YEAR 2 REPORT









Selection of work completed in 2023–2024 under the Municipal Early Years Plan











 GOAL 1: VALUED, LOVED AND SAFE				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
1. Ensure City of Ballarat activity is child friendly and child safe with child friendly initiatives and opportunities.	Develop and implement a Child Friendly assessment framework for City of Ballarat projects and planning in Ballarat	 Not yet commenced Commencement not possible due to staffing capacity. Anticipated to commence in year three 2024-2025.	 Family, Youth and Children’s Services	
	Communications and education about Child Friendly Initiatives distributed internally	 Ongoing	 Family, Youth and Children’s Services	Communications continue to be included in CEO updates, Councillor Updates and other communications.
	Participation in Child Safe Training across the organisation	 Complete for year this reporting period	 People and Culture	68 staff completed LEGAL003C: Child Safe National Standards Awareness in this reporting period. This is a compulsory module for all staff.
2. Develop our neighbourhoods to ensure all children can move safely to play, walk, ride bikes, and commute to school, kindergarten and early learning environments, health settings and recreational activities	Metres of footpath installed and/or upgraded	 Complete for this reporting period	 Infrastructure	3 to 4 km of new footpaths installed every year in existing areas of Ballarat and new footpaths installed on both sides of the street as standard in new development areas.







 Not yet commenced
  Ongoing
  Complete (some complete actions have become business as usual)
  Partially complete



PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
2. Develop our neighbourhoods to ensure all children can move safely to play, walk, ride bikes, and commute to school, kindergarten and early learning environments, health settings and recreational activities	Promotion of road safety/ active lifestyle in City of Ballarat Children’s Services	 Complete for this reporting period	 Family, Youth and Children’s Services	Wendouree Children’s Centre conducted walking and biking excursions with a focus on children learning safe and active movement around their local area. There is also planning for the installation of a bike rack at Wendouree Children’s Centre.
	Active to school initiative is promoted to the community	 Partially complete	 Health and Social Planning	Active 2 School program has been implemented in Newington and Caledonian PS, delivery of Re-cranked in Schools program supported at Caledonian PS, Tag On program supported at Magpie, Delacombe and Newington PS. All routes to school have been mapped and an Active 2 School video on council website.
3. Provide parents and carers with opportunities to strengthen parenting skills, resources and capacity.	Families engaged in supported playgroups.	 Complete for this reporting period	Supported Playgroups	Supported playgroups have had an average of 74 families enrolled per term in an average of 15 weekly playgroups across various locations in the municipality.
	Availability of Maternal Child Health (MCH) first parent group activity	 Complete for this reporting period	 Maternal and Child Health	338.5 hours of First Parent Group delivered by the Universal Maternal and Child Health team in multiple locations for family access.
	Availability of Sleep and Settling Group Activities	 Complete for this reporting period	 Maternal and Child Health	93 hours of Sleep and Settling groups delivered by two Universal MCH nurses. The groups are delivered as baby and toddler programs.
	Parent Place operating weekly in multiple locations.	 Complete for this reporting period	 Parent Place	Parent Place Outreach provided events based outreach sessions in 2023 and early 2024, and beginning April 2024 the Outreach program began offering full day (9:30-2:30) weekly programs at Sebastopol Library and Djila-tjarri Community Hub during school terms. Parent Place outreach has been available a total of 35 times in this reporting period, inclusive of Pop-up Parent Place at the Begonia Festival.
	Parent Place social media reaches the community	 Complete for this reporting period	 Parent Place	Parent Place Facebook has reach was 37,900, and Instagram 74. There were 494 new Facebook followers in this reporting period.








PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>3. Provide parents and carers with opportunities to strengthen parenting skills, resources and capacity.</p>	<p>Parent Place is open 9:30-2:30 Monday to Friday for consistent access to services.</p>	<p> Complete for this reporting period</p>	<p> Parent Place</p>	<p>Parent Place has consistently remained open Monday-Friday 9:30-2:30, with Parent Place outreach adopting these opening hours on Mondays and Tuesdays to increase accessibility and consistency for families.</p>
	<p>Attendance at drop-in services at Parent Place including Maternal Child Health (MCH), sleep and settling and partner services.</p>	<p> Complete for this reporting period</p>	<p> Parent Place  Maternal and Child Health</p>	<p>252 Children/families attended the MCH drop in at Parent Place during reporting period.</p> <p>According to data captured through the Parent Place tracking system:</p> <ul style="list-style-type: none"> • 6 families visited CatholicCare at Parent Place during the drop-in period. • 8 families visited BGCLS at Parent Place during the reporting period. • 3 families visited Berry Street during the reporting period. • 13 families visited Gidget House at Parent Place during the reporting period. • 145 attended Lactation Consultant (by appointment) <p>The above data however captures only the visiting family's 'main reason' for attending Parent Place and there are many more families who will access the drop in service while attending Parent Place for a play, or will access the service by contacting Parent Place via Facebook Messenger or phone call.</p>
	<p>Weekly partner visits at Parent Place including Outreach.</p>	<p> Complete for this reporting period</p>	<p> Parent Place</p>	<p>Parent Place has strong partnerships with CAFS, CatholicCare, Gidget Foundation, Ballarat and Grampians Community Legal Service (BGCLS) and Berry Street.</p> <p>Each of these partner services attend weekly, with all services except BGCLS attending the Sturt Street location weekly, and the legal service attending fortnightly.</p> <p>Each of these services except Gidget Foundation (due to referral only nature of the program) has attended an outreach session at least once in this reporting period.</p>
	<p>Collaboration with antenatal care providers to link vulnerable families earlier</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p>	<p>Antenatal providers are regularly provided with up-to-date information about Council programs. We will continue to strengthen this collaboration. There has been increased collaboration with Grampians Health in this reporting period, and attendance of Grampians Health staff at monthly early years learning sessions.</p>





PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>4. Identify and support children at risk of harm in alignment with the MARAM framework</p>	<p>Number of staff that have undertaken MARAM training</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p> <p> People and Culture</p>	<p>This was largely complete in year 1 with all leaders within prescribed programs undertaking MARAM training. Additional leaders and 2 new staff have also completed the training in this reporting period, and this will continue as part of onboarding processes.</p>
	<p>Family Law services available at Parent Place.</p>	<p> Complete for this reporting period</p>	<p> Parent Place</p>	<p>Family Law advice provided by Ballarat and Grampians Community Legal Service is available fortnightly at Parent Place, and this partnership has allowed for regular referrals between partners and from Parent Place, including when BGCLS are not on site at Parent Place.</p>
<p>5. Ensure children and their families are aware of the work being done to plan and provide for a sustainable and secure future</p>	<p>Communication with children and families about CoB climate change planning and initiatives.</p>	<p> Ongoing</p>	<p> Circular Economy</p> <p> Events</p>	<p>Sorting our waste activity profiled at Begonia Festival from 9 to 11 March 2024 which involved a “be a super sorter” activity for children whereby they were engaged in sorting waste into the right bins.</p>













 GOAL 2: MATERIAL BASICS				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
6. Provide families with access to social and other services they need	Families were referred from Parent Place into support services	 Partially complete	 Parent Place	Families are regularly referred from Parent Place into support services with their consent. This provides highly successful warm referrals to support the transition into services. The team are currently developing a system to track the data for this action.
	Mother/family or child health and wellbeing referrals made by Maternal Child Health	 Complete for year this reporting period	 Maternal and Child Health	MCH effectively and regularly make health and wellbeing referrals, with 689 made in this reporting period.
	Parenting support services available at Parent Place	 Complete for year this reporting period	 Parent Place	Parenting support through Catholic Care and CAFS early help is available weekly for drop ins at Parent Place and via warm referral at other times.
7. Provide families and children with access to the information they need	Review of current information channels and content to increase access for families	 Complete for year this reporting period	 Family, Youth and Children’s Services  Communications and Design	<p>Family, Youth and Children’s Services section of website is regularly updated and refined to ensure currency and accessibility of information. We have been particularly aware of the need to ensure new kindergarten facilities are profiled with enrolment information and key contact points e.g. Djila-tjarriu Kindergarten. There have been 8 website change requests submitted and completed in 2023/24.</p> <p>The Parent Place Facebook page is regularly maintained and reviewed, and information is provided to families via the Parent Place newsletter. The Parent Place newsletter has been delivered monthly and currently has 263 subscribers.</p>











PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>7. Provide families and children with access to the information they need</p>	<p>Delivery of free wi-fi in City of Ballarat run spaces and advocacy for the provision of free wi-fi in public spaces across the municipality</p>	<p> Complete</p>	<p> Information Services</p>	<p>Free public Wi-Fi is available inside Maternal and Child Health locations, Community Centres, Libraries and Childcare centres. Locations include Djila-tjarriu Community Hub, Ballarat Aquatic and Lifestyle Centre, Ballarat Library, Bonshaw Maternal and Child Health, Buninyong Maternal and Child Health, Eureka Centre, Girrabanya Integrated Children’s Centre, Lucas Community Hub, Parent Place, Rowan View Children’s Centre, Sebastopol Library, Wendouree Children’s Centre and Wendouree Library.</p>
	<p>Develop an online family, youth and children directory</p>	<p> Partially complete</p>	<p> Engaged Communities</p>	<p>This action has been incorporated into the delivery of an online Community Directory for the whole community. This project is nearing completion and will provide a comprehensive online community directory that will empower the community to list and manage their organisations. The directory provide a ‘one stop shop’ to find out about early years services, organisations and activities in Ballarat.</p>
	<p>Parent Place outreach available across Ballarat</p>	<p> Complete for year this reporting period</p>	<p> Parent Place</p>	<p>Following a successful pilot program the CoB is now providing a regular weekly Parent Place Outreach service currently in Wendouree, Sebastopol, Alfredton and Delacombe.</p> <p>CoB have provided 35 sessions of Parent Place Outreach in this reporting period, beginning with events-based periods and evolving to now provide full-day (9:30am-2:30pm) sessions twice per week with additional pop-up sessions at other times.</p>




PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>7. Provide families and children with access to the information they need</p>	<p>Initiatives provided to increase access for CALD children and families.</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p>	<p>With the opening of Djila-tjarri Community Hub and kindergarten, a large number of CALD families were identified residing in this growing Alfredton community. To support access for families in this area, in conjunction with Libraries and Learning Services, the Supported Playgroups and Parent Place outreach services have been scheduling regular activities at the hub.</p> <p>Parent Place works alongside Ballarat Regional Multicultural Council (BRMC) to provide information to families about the services at BRMC and City of Ballarat.</p> <p>Parent Place facilitators regularly present at and attend events supporting CALD Families including BRMC Family Violence information session and the Berry Street women's friendship circle.</p> <p>Maternal and Child Health, Supported Playgroups, and early childhood education and care services are able to access the LanguageLoop interpreter services where needed. This is funded by the Victorian Government.</p> <p>Information and welcoming signage at Children's services have been displayed in a variety of languages to support culturally safe places.</p> <p>The City of Ballarat website can be translated into approximately 50 different languages.</p>








PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>8. Ensure City of Ballarat facilities, including open space, are high quality and facilitate best practice service models.</p>	<p>Funds invested in new and improved infrastructure</p>	<p> Ongoing</p>	<p> Properties and Facilities Maintenance</p> <p> Community Infrastructure</p> <p> Family, Youth and Children's Services</p>	<p>Ongoing support through investment in general maintenance of buildings and facilities through a cyclical program of works. Allowing programs to work within a safe environment.</p> <p>Djila-tjarriu Community Hub complete and operational.</p> <p>Lucas Community Hub kindergarten expansion is currently under construction and due to be completed by the end of 2024.</p>
	<p>Review and renew license agreements for City of Ballarat facilities to ensure high quality facilities designed to support the delivery models of best practice.</p>	<p> Partially complete</p>	<p> Properties and Facilities Maintenance</p> <p> Family, Youth and Children's Services</p>	<p>Property & Facilities and FY&CS have commenced a review and renewal of license agreements linked to early years facilities.</p> <p>New license agreements are anticipated to be in place by early 2025.</p>








PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>8. Ensure City of Ballarat facilities, including open space, are high quality and facilitate best practice service models.</p>	<p>Number of infrastructure projects advocated for, supported and provided</p>	<p> Ongoing</p>	<p> Properties and Facilities Maintenance</p> <p> Community Infrastructure</p> <p> Family, Youth and Children's Services</p>	<p>Property & Facilities support through the maintenance of existing infrastructure.</p> <p>Two VSBA Building Blocks capacity building grant applications submitted and received for integrated early years facilities, Sebastopol Community Hub (\$4.5M) and Lucas Community Hub (\$1.5M) extension.</p> <p>Planning grant received, (\$150k) for completion of feasibility study and detailed design planning for Buninyong and Delacombe Community Kindergarten extensions.</p> <p>Feasibility study and concept plan complete for Alfredton Kindergarten.</p> <p>Consultant appointed for Black Hill Kindergarten / Binney Reserve Masterplan</p> <p>Consultant appointed for Bonshaw Early Learning Centre feasibility study</p> <p>Mount Clear Kindergarten accessibility improvements and Sebastopol South Kindergarten facility improvement projects nearing completion.</p> <p>Council Budget has been allocated for landscape and facilities improvements at Wendouree Children's Centre.</p>







 GOAL 3: BEING HEALTHY				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
9. Increase the inclusivity of community and sporting clubs and organisations for children	Inclusive opportunities promoted and clubs and organisations engaged in activities/initiatives that increase inclusivity.	 Not yet commenced Recreation services have not undertaken work in this area in this reporting period.	 Recreation Services	
10. Partner with the community to deliver initiatives in identified areas of need, including physical health and activity, mental health, dentistry	Oral health assessment at Maternal and Child Health Key Age and Stage visits	 Complete for year this reporting period	 Maternal and Child Health	Oral health assessment is completed at all 8-month, 18-month, 2-year-old and 3.5-year-old visits. Dental Health Services Vic provide toothbrushes and toothpaste for both parents and children occasionally, these are given free to families. MCH Nurses refer to both public and private dentists as required.
	New and/or improved play spaces throughout the municipality	 Ongoing	 City Design  Properties and Facilities	Installation of the Sensory Friendly Stay and Play Zone at the Victoria Park Inclusive Play Space. Property & Facilities partner with City Design team to continually identify upgrades and new play spaces. Works have commenced on the new playspace as part of the Bridge Mall redevelopment.
	Services are signed up and milestones achieved within the Healthy Together Achievement Program.	 Ongoing	 Children's Services	The Children's Services team continue to work towards achieving milestones within the Healthy Together Achievement Program, with three services meeting the SunSmart milestone. Four council managed services are signed up and currently progressing through the achievement program milestones.
	Smiles for Miles program is delivered in council managed Children's Services.	 Complete for year this reporting period	 Children's Services	Wendouree Children's Centre, Girrabanya Integrated Children's Centre and Rowan View Children's Centre are all accredited in Smiles for Miles.










PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>10. Partner with the community to deliver initiatives in identified areas of need, including physical health and activity, mental health, dentistry</p>	<p>Targeted health focussed sessions held at Parent Place (including Outreach)</p>	<p> Ongoing</p>	<p> Parent Place</p>	<p>Oral health has been part of the play and learning provocations at Parent Place Smiles4Miles session held at Parent Place 9.08.23 during Dental Health Week.</p> <p>Balance play has been a regular feature in Parent Place programming to support physical health. Balance Play has been held once per term at both Central and Outreach locations.</p>
	<p>Measures taken to review and improve accessibility, cultural safety and inclusivity of Maternal and Child Health Services.</p>	<p> Ongoing</p>	<p> Maternal and Child Health</p>	<p>Improved receipt of birth notice and follow up with clients for ongoing MCH Support. MCH Consult room indigenous naming project in progress, regular liaising with birthing hospitals and BADAC service.</p>
	<p>Community initiatives collaborated on or led by Council</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p>	<p>Community initiatives such as Dental Health week have been promoted throughout Children's programs.</p>
<p>11. Provide opportunities for social connection for families and children, including positive social and peer supports for parents, carers and children</p>	<p>Supported Playgroup sessions provided</p>	<p> Complete for year this reporting period</p>	<p> Supported Playgroups</p>	<p>Supported playgroups are meeting State Government funding Key Performance Indicators. Supported Playgroups are available in 8 locations per term on average, across the municipality.</p>
	<p>Parent Place operating regularly with consistent hours of operation</p>	<p> Complete for year this reporting period</p>	<p> Parent Place</p>	<p>Parent Place in Sturt Street is open Monday-Friday 9:30am-2:30pm. Parent Place outreach operates two days per week 9:30am-2:30pm.</p>












PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>11. Provide opportunities for social connection for families and children, including positive social and peer supports for parents, carers and children</p>	<p>Council events include inclusive children’s activities</p>	<p>✔ Complete for year this reporting period</p>	<p> Arts and Events</p>	<p>Ballarat Begonia Festival curation of festival activities for children and family/children services and facilities.</p> <p>Ballarat Winter Festival ice-rink sessions structured to allow for child friendly skating, and provision of ‘penguins’ to aid skating.</p> <p>White Night Ballarat provided a family friendly winter event with 40 colourful projections, illuminations, interactive works and live music.</p> <p>Eureka Centre presents craft activity sessions every school holidays (4 days, 8 sessions).</p>
	<p>Maternal and Child Health First Parent Group sessions provided</p>	<p>✔ Complete for year this reporting period</p>	<p> Maternal and Child Health</p>	<p>338.5 hours of First Parent Group was delivered by the Universal Maternal and Child Health team in multiple locations for family access.</p>
<p>12. Children and families are engaged in sustainability and care for the environment.</p>	<p>Opportunities for children and families to learn and be involved in the move to the Ballarat circular economy.</p>	<p>✔ Complete for year this reporting period</p>	<p> Circular Economy</p>	<p>This reporting period saw the launch of the Super Sorter Waste Activity Wall at the Buninyong Smart Living Expo and Begonia Festival. This provided an opportunity for children and families to learn about correct recycling.</p> <p>Involvement in the Sustainability Victoria Smart Schools program gave us an opportunity to educate and collaborate with students at St James PS around waste and recycling behaviours and ways to reduce waste and contamination at home.</p> <p>Additional waste and recycling education drop in sessions have been conducted at a number of kindergarten and daycare centres including Greenleaves, Goodstart and Journey Early Learning Centres.</p>










 GOAL 4: CHILDREN ARE LEARNING				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
13. Strengthen supports for children and families through key transitions.	Transition support opportunities are facilitated and promoted.	 Ongoing	 Family, Youth and Children’s Services	<p>Families are supported through Supported Playgroups, Maternal and Child Health and Parent Place to register for and engage in early childhood education including funded kindergarten.</p> <p>Co-Location of Supported Playgroups, Parent Place Outreach and Maternal and Child Health with kindergartens supports transitions and family familiarity with early learning facilities.</p> <p>Children in Council Children’s Services programs are supported annually to transition to school effectively. Wendouree Children’s Centre have developed a transition to school program with close by Our Lady Help of Christians Primary School, with other Children’s Centres developing similar programs.</p>
	Kindergarten registration is discussed at all two-year-old Maternal and Child Health Key Age and Stage visits	 Complete for year this reporting period	 Maternal and Child Health	<p>There is discussion with all families at the two-year-old visit around kindergarten registration and options for different kindergartens in the Ballarat area.</p>
	Kindergarten registration is discussed with all eligible Supported Playgroup families.	 Complete for year this reporting period	 Supported Playgroups	<p>Discussions of kindergarten registrations are a focus of playgroup programming to ensure all families who are eligible understand how and when to register their child for kindergarten.</p>





PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>14. Continue leadership of best practice in the early years sector.</p>	<p>Council Family, Youth and Children’s Services staff attend early years networks.</p>	<p> Ongoing</p>	<p> Family, Youth and Children’s Services</p>	<p>FY&CS staff are actively engaged in a number of networks such as the Department of Education and Training working groups, Reggio Emilia Australia Information Exchange Network, Better Outcomes Network and Municipal Association Victoria networks.</p> <p>Council facilitates the Early Years Partnership network as part of the Best Start program, as well as a network for leaders in the early childhood education sector and a series of networks for early years professionals to learn about services available to families in the local area.</p> <p>CoB co-facilitate monthly learning sessions for professionals working in the early years sector.</p>
	<p>All City of Ballarat early years programs are evidence-based.</p>	<p> Complete for year this reporting period</p>	<p> Family, Youth and Children’s Services</p>	<p>All FY&CS Programs are evidence-based programs.</p>
<p>15. Deliver and fund Maternal and Child Health, early learning and kindergarten and advocate for schools that are accessible, affordable, within local neighbourhoods, and of a consistent standard and quality across the organisation.</p>	<p>Key advocacy and planning work</p>	<p> Ongoing</p>	<p> Family, Youth and Children’s Services</p> <p> Community Infrastructure</p>	<p>The FY&CS and Community Infrastructure teams work together to develop and implement a pipeline of early years works.</p> <p>Notably in this reporting period:</p> <ul style="list-style-type: none"> • Djila-tjarri Community Hub was completed. • Upgrades to the Wendouree Children’s Centre were planned and included in the 24/25 budget. • Improvements to the facility and accessibility at Mount Clear Kindergarten were completed with funding by State government. • Improvements to the facility at Sebastopol South were completed in collaboration with the State Government. • Works commenced on the expansion of the Lucas Community Hub kindergarten.

PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>15. Deliver and fund Maternal and Child Health, early learning and kindergarten and advocate for schools that are accessible, affordable, within local neighbourhoods, and of a consistent standard and quality across the organisation.</p>	<p>Promotion and advocacy of STEAM initiatives for children</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p> <p> Arts and Events</p> <p> Libraries and Lifelong Learning</p>	<p>Children from our Children's Services attended Parwang Lifts the Sky Opera at Civic Hall.</p> <p>Ballarat Libraries provided programs such as Code Club and gardening programs to support STEAM learning.</p>
	<p>Funding is allocated yearly</p>	<p> Ongoing</p>	<p> Family, Youth and Children's Services</p>	<p>FY&CS continue to receive state and federal funding for various programs, and advocate and utilise further funding from Council, State and Federal Government.</p> <p>Additional funding was received to support the Central Kindergarten Registration Scheme to work to engage more services and families in funded kindergarten through Council's scheme.</p>

 GOAL 5: CHILDREN ARE PARTICIPATING				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
16. Ensure facilities, amenities, open spaces and places in the municipality are inclusive and meet the needs of all children and families.	Disability audit	 Complete	 Engaged Communities	Consultants engaged with children with a disability and their families to provide input into the development of the Community Infrastructure Guidelines.
	Disability action plan community consultation	 Ongoing	 Engaged Communities	Community consultation for the next two-year action plan will take place in mid-2024. This is in addition to ongoing engagement through the Disability Advisory Committee and as a result of increasingly accessible engagement more broadly.
	Develop and promote a Children and Youth web page to support active citizenship and engagement in relevant decisions	 Not yet commenced Commencement not possible due to staffing capacity. Anticipated to commence in year three 2024-2025.	 Engaged Communities  Communications and Design  Family, Youth and Children’s Services	

PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>17. Children are consulted on key City of Ballarat decisions and listened to with respect.</p>	<p>Initiatives across Council involved engagement of children under the age of 12 for their feedback and input</p>	<p> Ongoing</p>	<p> City Design</p> <p> Arts and Events</p> <p> Libraries and Lifelong Learning</p>	<p>Feedback received from children informed programming for school holiday programs in Libraries and Lifelong Learning programs. A total number of 37 individual programs were run with feedback sought from participants.</p> <p>Feedback was gathered from children at the first stage of the Open Space Strategy at Parent Place, in Wendouree Children's Centre, in Sebastopol Primary School and in Lucas Primary School.</p> <p>Ballarat Begonia Festival implemented a survey specifically for children. A total of 66 children under the age of 12 completed the survey.</p> <p>Additionally, the Parent Place pop-up at the Begonia Festival surveyed children with approximately 100 children participating.</p>
	<p>Convene a Children's Brains Trust for input into decisions that impact them.</p>	<p> Partially complete</p>	<p> Family, Youth and Children's Services</p> <p> Engaged Communities</p>	<p>Draft report on potential models for Children's Brains Trust was developed in February 2024 to advise options for next steps. A consultant will be engaged mid 2024 to begin the co-design process for the model with a local primary school, with the Brains Trust program anticipated to begin Term 1 2025.</p>
<p>18. All new residents are welcomed into the community.</p>	<p>Sessions held for new residents with younger children.</p>	<p> Partially complete</p>	<p> Family, Youth and Children's Services</p>	<p>New resident sessions have been held at Parent Place. The decision to locate Parent Place Outreach at Djilajjarri Community Hub was influenced by the large number of new residents in the area.</p>
	<p>Sessions for new residents are promoted broadly across multiple platforms.</p>	<p> Partially complete</p>	<p> Family, Youth and Children's Services</p>	<p>The FY&CS team partner regularly with the Ballarat Regional Multicultural Council (BRMC) and promote their sessions through newsletters and social media.</p>

 GOAL 6: POSITIVE SENSE OF CULTURE AND IDENTITY				
PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
19. All children see themselves and their culture celebrated in their community, events, public art, green and open spaces.	Diverse children and families are celebrated via publications, public art or other initiatives.	 Ongoing	 Arts and Events	Photographers are briefed to capture a broad range of demographics including diverse children and families in event photography.
	Recognition events are promoted in early years programs.	 Ongoing	 Family, Youth and Children's Services	Recognition events have been promoted across early years programs. For example, Diwali in our Children's Centres.
20. City of Ballarat identifies further opportunities to integrate the delivery of programs and services with cultural and community partners.	Early years programs are delivered with cultural and community partners.	 Ongoing	 Family, Youth and Children's Services	Supported playgroups and Parent Place have continued to build upon relationships with BADAC and BRMC. BADAC staff have attended Supported Playgroups.
21. Continually reassess and strengthen cultural competence and cultural safety across all areas of City of Ballarat and early years services.	Reconciliation activities undertaken in Parent Place, Supported Playgroups and Children's Services (Reconciliation Week, NAIDOC week, Harmony Day).	 Ongoing	 Family, Youth and Children's Services	Reconciliation activities have been undertaken and promoted across FY&CS programs. For example, a range of Aboriginal and Torres Strait Islander play resources were available for play-based learning at Parent Place for National Reconciliation Week. The meaning of National Reconciliation Week including links to resources was shared in the Best Start and Parent Place newsletters and on the Parent Place Facebook page.

PRIORITY	ACTIONS	RESULTS	TEAM/S INVOLVED	KEY ACHIEVEMENTS
<p>21. Continually reassess and strengthen cultural competence and cultural safety across all areas of City of Ballarat and early years services.</p>	<p>Services have completed a cultural safety audit.</p>	<p> Partially complete</p>	<p> Family, Youth and Children's Services</p>	<p>Children's Services have completed cultural safety audits prior to this reporting year.</p> <p>CoB Children's Centres have been conducting Acknowledgements to country and are currently reviewing these acknowledgements with children and staff.</p>
	<p>Delivery of child and family initiatives in the Reconciliation Action Plan</p>	<p> Partially complete</p>	<p> Family, Youth and Children's Services</p>	<p>Awaiting the next Reconciliation Action Plan, responsibilities from the 2019-2021 Reconciliation Action Plan have continued to be actioned. For example, celebrating and participation in National Reconciliation Week at Parent Place.</p> <p>Best Start Aboriginal and Torres Strait Islander cultural safety working group has met several times with work underway.</p> <p>A culture and identity learning session was held for early years professionals in June 2024, with BADAC, Department of Education Koorie Engagement Support Officers (KESO) and others involved.</p>

MUNICIPAL EARLY YEARS PLAN – YEAR 2 REPORT

CASE STUDIES



Road Safety Week at Wendouree Children's Centre

> GOAL

Valued, loved and safe

> PRIORITY AREA

Develop our neighbourhoods to ensure all children can move safely to play, walk, ride bikes, and commute to school, kindergarten and early learning environments, health settings and recreational activities.

> ACTION

Ensure amenities and services are walkable and accessible

> DETAILS

Children from Wendouree Children's Centre learned all about road safety during Road Safety week. Children from younger age groups had the opportunity to practice their road safety awareness by walking around the block, being supported to safely cross the road and practice 'stop' and 'go'.

Children from the three- and four-year-old rooms had the opportunity to don a helmet and use ride a bike around the neighbourhood.



MUNICIPAL EARLY YEARS PLAN – YEAR 2 REPORT

CASE STUDIES



Collaboration with services

> GOAL

A positive sense of Culture and Identity

> PRIORITY AREA

City of Ballarat identifies further opportunities to integrate the delivery of programs and services with cultural and community partners.

> ACTION

Early years programs are delivered with cultural and community partners.

> DETAILS

An Aboriginal mother and toddler who had been enrolled in our supported playgroups program and attending for 2 terms disclosed that her teenage daughters were struggling significantly since the shock passing of their estranged Father- Mum explained that the teenage daughters has a significant trauma bond with their father for most of their childhood due to family Violence. Due to this fact, mum was unsure how to support the daughters through this stage of their lives and reached out to the facilitator to ask for some advice.

The Week prior to this disclosure, we were lucky enough to have an Aboriginal Community Controlled Health Organisation (ACCHO)

attend this specific playgroup to create a wonderful chance to collaborate our services. Our Aboriginal mum and toddler thoroughly enjoyed our visit from this organisation and had some wonderful discussions within the playgroup setting.

As supported playgroup facilitators, we ensure to offer support via referral pathways for our families seeking services. Our facilitator reached out to mum to check in with how everything was travelling and offered details of organisations that would be able to help with mums concerns for her teenage daughters as well as linking her to the Ballarat and District aboriginal Co-operative that she met at playgroup the week prior, Mum advised by reply text the heart breaking news that one of her daughters had taken their own life within the space of 2 days since disclosure and mum was unsure how to cope, what to do.

Mum advised that she was worried for her other teenage daughter now and how to explain to her toddler. Funeral plans were under way within a week but mum advised that toddlers dad would bring her to playgroup to ensure that there was a sense of normal to the little one's life. This was such a bittersweet moment for the facilitator as she recalls explaining to mum at initial engagement 6 months ago, just how important attending playgroup regularly is for mum and toddler to commence routine and engagement opportunities for all involved.

After discussion and consent from mum, we passed on this devastating news to the BADAC worker that initially made a wonderful connection with this family during our playgroup as we all agreed that this organisation would be able to support this family best with a wraparound service as mum had voiced she needs the toddler to go to care (looking at accessing the BADAC day care centre close by to home) so that mum can commence the journey of healing from this and have time to access services to help support herself as well as her daughters.

MUNICIPAL EARLY YEARS PLAN – YEAR 2 REPORT

CASE STUDIES



Super Sorter Activity

> GOAL

Valued, loved and safe

> PRIORITY AREA

Ensure children and their families are aware of the work being done to plan and provide for a sustainable and secure future.

> ACTION

Communication with children and families about CoB climate change planning and initiatives.

> DETAILS

Visitors to the 2024 Ballarat Begonia Festival were encouraged to be a super sorter and put their waste in the right place.

This saw the implementation of a new interactive game for children to test their super sorting skills and win prizes, learning to be a champion for the environment in a fun way.

More information:
www.ballarat.vic.gov.au/news/be-super-sorter-years-ballarat-begonia-festival



MUNICIPAL EARLY YEARS PLAN – YEAR 2 REPORT

CASE STUDIES



National Reconciliation Week at Parent Place

> **GOAL**

A positive sense of Culture and Identity

> **PRIORITY AREA**

Continually reassess and strengthen cultural competence and cultural safety across all areas of City of Ballarat and early years services.

> **ACTION**

Reconciliation activities undertaken in Parent Place, Supported Playgroups and Children's Services

> **DETAILS**

Parent Place had play-based activities available all week during National Reconciliation Week, recognising it as a time for everyone to learn about our shared history, culture and achievements and how we can contribute to achieving reconciliation in Australia.

Parent Place invited families to pop in to Parent Place to make their reconciliation commitment pledge with their child, and to engage in cultural stories, craft and play.



MUNICIPAL EARLY YEARS PLAN – YEAR 2 REPORT

CASE STUDIES



National Reconciliation Week at Parent Place

> **GOAL**

Being Healthy

> **PRIORITY AREA**

Partner with the community to deliver initiatives in identified areas of need, including physical health and activity, mental health, dentistry

> **ACTION**

Targeted health focussed sessions held at Parent Place (including outreach).

> **DETAILS**

Ballarat Aquatic and Lifestyle Centre held balance play sessions across Parent Place and Parent Place Outreach to support children's physical health.

During one of popular session at the Djila-tjarriu outreach program, an amazing 36 children and adults attended the session.



8.2. DISABILITY ACCESS AND INCLUSION PLAN IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Bernadette Duffy – Community Inclusion Officer
Suzannah Burton – Coordinator Social Inclusion

PURPOSE

1. The purpose of the report is to update Council on the progress made against actions in the second year of the implementation of the Disability Access and Inclusion Plan 2022 – 2026. The report covers implementation between July 2023 and June 2024.

BACKGROUND

2. The Disability Access and Inclusion Plan 2022 – 2026 (DAIP, or the Plan) was endorsed by Council in October 2022. The Plan outlines the vision and priorities for increasing access and inclusion for people with disabilities. This includes advocacy and actions to support people to participate and feel welcome within the City of Ballarat.
3. The Plan was developed in consultation with the Disability Advisory Committee and the local community.
4. The DAIP connects directly to the Council Plan, and the Health and Wellbeing Plan. It is one of eight plans and strategies underpinned by Council's Inclusion Framework.
5. There are 54 actions to be completed over years 1 and 2. Of these, 9 actions were fully completed in year 1, 8 actions were due to commence in year 2, and the remainder have been implemented across both years.
6. This report outlines progress and outcomes achieved from July 2023 – June 2024 (inclusive).

KEY MATTERS

7. Notable achievements across the five priorities are provided below.
8. City of Ballarat thanks the Disability Advisory Committee for their contributions to the outcomes outlined and acknowledges their nomination for a National Disability Award in 2023 for Excellence in Regional and Remote Support.

Leadership

9. The Disability Advisory Committee formally recognised several Council teams for their excellence in access and inclusion regarding the following projects:
 - a. Accessible toilet upgrade near Food is Free
 - b. Assistance Dog Relief Area
 - c. Victoria Park Inclusive Play Space Sensory Friendly Zone
 - d. Ballarat Aquatic and Lifestyle Centre accessibility improvements

10. Access, Equity and Inclusion onboard training was delivered to 58 new Council officers as part of their induction.
11. Information sharing with networks and groups including AQA Ballarat Network, Ballarat Autism Network and regular updates to Central Highlands Regional Advisory Group and the Ballarat Working Together Group.
12. Progress was made towards embedding access and inclusion considerations within internal project management systems including the development and implementation of a new due diligence checklist.

Engagement

13. 7,844 accessibility issues were reported during 2023/24, with City of Ballarat awarded the state and national Customer Service Award in the Snap Send Solve 2023 Solver of the Year Awards.
14. Five Disability Advisory Committee meetings held with nine Council Teams seeking advice regarding programs, strategies, and facilities.
15. Increased engagement of people with disability including a disability inclusion audit by young people with disability to help to inform Council's Inclusive Community Infrastructure Design Guidelines.
16. Children and young people with disability also participated in a new project to review City of Ballarat creative and arts programs.

Information and Communication

17. The User Way accessibility widget on the City of Ballarat website was opened over 10,000 times over the past 12 months, with the most used feature being the large font option followed by smart contrast and dyslexic/legible fonts.
18. A new 'Accessibility' landing page was developed on visitballarat.com.au in collaboration with The Access Agency, which highlights access-friendly cafes, restaurants, hotels and attractions.
19. Inclusive Language and Design Guidelines, and Organisational Languages Services Guidelines have been developed for Council officer use from late 2024.
20. New or reviewed accessible information and communication resources have been produced including:
 - a. Social stories for the Ballarat Begonia Festival (general) and the Parade, the new Sensory Friendly Stay and Play Zone at Victoria Park, and across sites such as the Ballarat Library and the Civic Hall for the new children's and young people's accessibility review project.
 - b. A new Communication Board for the Ballarat Aquatic and Lifestyle Centre (BALC) and continued use of the existing communication boards across 10 settings.
 - c. City of Ballarat's new Community Directory was recently launched.
 - d. The Ballarat Pride website collected and shared information about the accessibility of Pride Month events and venues, noting the intersection between LGBTIQ+ communities and disability.

Employment

21. People and Culture engaged with Axis Employment to support the City of Ballarat to employ a trainee through the Are-Able program.
22. People and Culture will configure the new HR system to collect demographic data to better understand and support staff.
23. The Accessibility for All project action plan was developed in partnership with Women's Health Grampians. The plan identifies numerous actions for increasingly accessible recruitment and onboarding processes.

Community Participation

24. Two important capital projects were completed:
 - a. 'Accessibility, Arts and Assistance Dogs in the Ballarat CBD' Project. This project created a new assistance dog relief area and temporary art installation in Doveton Street South.
 - b. 'Sensory Friendly Stay and Play Zone' at the Victoria Park Inclusive Play Space. The project added another component to the overall Inclusive Playspace with a new sensory play zone that includes connecting paths, shelters, seating, small hills for balance and play, a throne and seating, and a connection to plants and natural elements.
25. In partnership with AusActive and VicHealth, 11 students with intellectual disabilities participated in a 10 week youth exercise program at BALC.
26. Some other key event accessibility provision examples:
 - a. Use of Auslan interpreters (e.g. Art Gallery tours, Parent Place story time, libraries story time), and closed captioning (e.g. Ballarat Begonia Festival main stage)
 - b. Use of portable hearing loop (e.g. International Day of People with Disability (IDPwD) event, World AIDS Day, IDAHOBIT, Framing My Story Exhibition opening event and shared with Women's Health Grampians to improve accessibility at their events)
 - c. Signage improvements (e.g. universal symbols for Begonia Festival and Winter Festival)
 - d. Provision of a quiet/sensory friendly space (e.g. IDPwD event at the Ballarat Town Hall, sensory friendly ice-skating times, quiet times at BALC)

Where to from here:

27. The DAIP 2023-24 Implementation Overview provides evidence of activity which indicates a productive year overall, which builds on the previous year's progress.
28. The next two-year plan (Years 3 and 4) is in the final stages of development. In the interim, actions listed as 'on track for completion' will be finalised and those listed as 'ongoing' will be reviewed for inclusion in the next action plan.

OFFICER RECOMMENDATION

29. That Council:

- 29.1 Receive and note the report on the work undertaken in year two to progress the actions in the City of Ballarat Disability Access and Inclusion Plan 2022-2026.

ATTACHMENTS

1. Governance Review [8.2.1 - 3 pages]
2. Disability Access and Inclusion Plan Outcomes Overview - Year 2 [8.2.2 - 6 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Disability Access and Inclusion Plan (DAIP) 2022 - 2026 was developed in association with the Inclusion Framework and simultaneously with other four-year plans and strategies including the Intercultural Communities Plan, LGBTIQ+ Inclusion Plan and Ageing Well in Ballarat Strategy.
2. Alignment with the Community Vision, Council Plan (specifically Goal 2: A healthy, connected and inclusive community), strategies and policies are explicit throughout the DAIP and it builds upon the work of year one of the Disability Access and Inclusion Plan 2022 - 2026.
3. Other key alignments include:
 - Municipal Health and Wellbeing Plan 2021 – 2031
 - Community Infrastructure Plan 2021 – 2036
 - Municipal Early Years Plan 2022 – 2026
 - Community Engagement Framework
 - Libraries and Learning Strategy 2022 - 2027
 - Gender Equality Action Plan 2021 – 2025
 - Active Ballarat Strategy 2020
 - Ballarat Integrated Transport Action Plan 2020
 - Ballarat Creative City Strategy 2019
 - Ballarat Event Strategy 2018 – 2028
 - Active Women and Girls' Strategy 2018
 - Playspace Planning Framework 2017

COMMUNITY IMPACT

4. Approximately 1 in 6 people in Ballarat have a disability, which equates to approximately 22,000 people. Ballarat has higher rates of chronic health conditions than the state average.
5. Actions that contribute to increased access and inclusion are not only beneficial for people with disability, but also good for everyone. Universal design and inclusive design provide improvements for many people. In addition to supporting people with disability, improvements can support other priority populations, for example parents with prams, older people, people who are injured or ill, children, people with low literacy or where English is an additional language.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. There are no specific climate emergency or environmental sustainability implications identified.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. There are no economic sustainability implications identified.

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FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

9. The Disability Access and Inclusion Plan is a requirement of the *Disability Act 2006*.
10. The implementation of the action plan assists Council to adhere to the following legislation:
 - *Age Discrimination Act 2004*
 - *Disability Discrimination Act 1992*
 - *Disability Act 2006*
 - *Racial Discrimination Act 1975*
 - *Sex Discrimination Act 1984*
 - *Charter of Human Rights and Responsibilities Act 2006*
 - *Equal Opportunity Act 2010*

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

12. The Inclusive Ballarat engagement process took place between early April and early May 2022, with 886 people providing input across a range of different engagement tools.
13. Engagement with City of Ballarat staff and Disability Advisory Committee members was instrumental in developing the two-year action plan.
14. Bi-monthly engagement occurs with the Disability Advisory Committee to review progress with implementation of the two-year action plan.
15. Other community engagement has also occurred across the year to inform individual actions within the Plan, including for projects such as the Assistance Dog Relief Area and the Victoria Park Sensory Friendly Stay and Play Zone within the Inclusive Play Space.

GENDER EQUALITY ACT 2020

16. There are gender equality implications identified for the subject of this report.

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17. The implementation of actions has been underpinned by the recommendations from the Gender Impact Assessment undertaken for the Disability Access and Inclusion Plan including:
 - Applying a gender lens that recognises the importance of safety and barriers to accessibility.
 - Seeking to improve inclusion more broadly.
 - Collaborating with the Inclusive Ballarat Working Group wherever possible.
18. In addition, a Gender Impact Assessment was undertaken for each of the major projects: Sensory Friendly Stay and Play Zone at the Victoria Park Inclusive Play Space, and the Assistance Dog Relief Area.
19. The recommendations from these Gender Impact Assessments have guided the engagement, planning and delivery of these projects.

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)

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Disability Access and Inclusion Plan: Outcomes Overview

Year Two: 2023 - 2024

Priority	Action	Year/s	Responsible teams/ business units	Status	Key Achievements 2023 - 2024	Inclusion Plan Action
Leadership	1. Develop and implement general inclusivity training for new staff as part of the onboarding process	1 + 2	People and Culture	Delivered in full	Access, Equity and Inclusion Huddle Presentation has been embedded in the orientation/ onboarding process. 58 new Council Officers participated between July 2023 and June 2024.	1. Building organisational knowledge and capacity
Leadership	2. Purchase demographic analysis services to better understand the diversity of our community	1 + 2	Health and Social Planning	Delivered in full	In 2023/24 Council engaged ID (Informed Decisions) to display population and demographic information via the COB Website.	1. Building organisational knowledge and capacity
Leadership	3. Develop a Universal Design Policy to inform the inclusive planning and implementation of Council policies, programs, facilities and services	1 + 2	Social Inclusion Development Facilitation	On track for completion	Universal Design Guidelines are being drafted and will be uploaded for staff on the Access, Equity and Inclusion SharePoint Hub by November 2024.	1. Building organisational knowledge and capacity
Leadership	4. Support the development of social enterprises in Ballarat and support their listing in the Social Traders directory	1 + 2	Economic Growth	Ongoing	Stage 1 of the Ballarat Sustainable Social Procurement Project identified gaps and barriers and mapped the capability and capacity of Ballarat’s social benefit suppliers, as well as articulating local social procurement opportunities. It also assessed and supported industry social benefit supplier interactions across several key projects. Stage 2 of the project will take place in 2024/25 and will see the delivery of social procurement workshops to further upskill tenderers, tender writers, and social benefit suppliers, along with use of a pilot social benefit reporting tool.	2. Lead and advocate
Leadership	5. Embed access and inclusion as early as possible in planning and decision-making processes	1 + 2	Social Inclusion EPMO	Ongoing	A Due Diligence Checklist has been created to be used during the initiation of each project/ program in the project management process. Consultant has been engaged to assist with resource development and training to support more equitable project delivery and outcomes. Guidelines have been developed or in progress for the following: Universal Design, Inclusive Language and Design, Inclusive Events and Community Infrastructure. Disability Advisory Committee has hosted 9 Council Teams during meetings, assisting them with advice regarding programs, strategies, masterplans, and services.	1. Building organisational knowledge and capacity
Leadership	6. Create a calendar of inclusion-related days of significance with resources to promote a whole-of-organisation approach to marking the days	1 + 2	Social Inclusion	Delivered in full	Each Advisory Committee, including the Disability Advisory Committee, has endorsed key inclusive days of significance for 2024. The International Day of People with Disability has been included on the shared calendar, with other dates (at the request of the Committee) to be celebrated in partnership with community groups, rather than being Council driven. This includes Disability Pride in July 2024, where Council Officers have supported the Ballarat Working Together Group with a project.	1. Building organisational knowledge and capacity
Leadership	7. Recognise City of Ballarat-led initiatives that have demonstrated excellence in embedding access and inclusion for people with disability	1 + 2	Social Inclusion	Delivered in full	Several City of Ballarat initiatives have been recognised during Year 2: Accessible toilet upgrade near Food is Free, Assistance Dog Relief Area, Victoria Park Inclusive Play Space Sensory Friendly Zone, Ballarat Aquatic and Lifestyle Centre.	2. Lead and advocate
Engagement	8. Develop and implement guidelines to ensure City of Ballarat engagement practices are accessible and inclusive	1 + 2	Social Inclusion Community Development	Ongoing	Engagement guidelines and processes that support the engagement of Advisory Committees have been developed. Collaboration between the Community Engagement and Social Inclusion Teams have strengthened over the past 12 months.	6. Listen to our community

Engagement	9. Conduct a disability inclusion audit from the perspective of children and young people	1 + 2	Engaged Communities Youth Services	Delivered in full	<p>This action was integrated into the engagement process for the Community Infrastructure Design Guidelines. Workshops were held to target and elevate the perspectives of young people with disabilities in late 2023. The engagement included participant led building tours and a facilitator led photograph activity that enabled the participants to respond to a range of community facility designs and features. These findings have been incorporated into the Community Infrastructure Design Guidelines.</p> <p>A further VicHealth project that seeks feedback from children and young people about the accessibility of Council creative and arts programs, is underway.</p>	6. Listen to our community
Engagement	10. Review and then promote Council's complaints process to ensure that it is clear that it can be used for a range of issues including those related to diversity, equity and inclusion	1 + 2	People and Culture Customer Experience Social Inclusion	Delivered in full	<p>Snap Send Solve App has been widely promoted and resourced, with an option for people to report accessibility issues. 7844 accessibility issues were reported during 2023/24. City of Ballarat was awarded the state and national Customer Service Award in the Snap Send Solve 2023 Solver of the Year Awards.</p> <p>City of Ballarat Customer Charter has been developed with clear information about complaints processes and documentation.</p>	6. Listen to our community
Engagement	11. Provide opportunities to increase the capacity of people with disability to advise organisations on matters of diversity, equity, accessibility and inclusion	1 + 2	Social Inclusion Community Development Youth Services	Ongoing	<p>Year 2 opportunities have included the engagement of two new Disability Advisory Committee (DAC) members through an EOI process in December 2023, having four DAC members as representatives for official opening events, involvement in the Accessibility for All Project with Women's Health Grampians, and having eight community members with disability sharing their stories through the Framing My Story Exhibition hosted at the Ballarat Library.</p> <p>Regular opportunities have included monthly updates to the Ballarat Working Together Group regarding engagement opportunities, and bi-monthly Disability Advisory Committee meetings.</p> <p>Pilot for new VicHealth Project will provide at least 10 children and young people with the opportunity to advise Council about the accessibility of Council creative and arts programs, and the facilities they are held in, during July-September 2024.</p> <p>Youth Ambassador program supported 20 volunteers between 12-25, some with disabilities, to effectively and safely advocate on issues impacting local young people, engage in community projects and deliver capacity building initiatives through youth-led impact projects. For example, a community panel event was delivered by young people in partnership with key partners, Council and service providers.</p>	6. Listen to our community
Engagement	12. Explore and implement further opportunities for people with disability to influence decision-making	1 + 2	Engaged Communities	Ongoing	<p>Year 2 engagement opportunities include with local networks and stakeholders, guest speakers seeking advice at Disability Advisory Committee meetings, and co-designed events (International Day of People with Disability - IDPWD event, Framing My Story Exhibition). Some other tailored engagement has included through the Project Control Group for the Sensory Friendly Stay and Play Zone, planning for the assistance dog relief area, involvement in the 'Inclusive Ballarat' artwork design, support for two Dementia Friendly Communities' Forums with people living with dementia and their carers, and Q+A opportunities with local disability networks.</p> <p>Consistent demographic data collection during community engagement has been established to better capture and understand the perspectives and experiences of people with disability.</p>	6. Listen to our community
Information and Communication	13. Develop and implement guidelines to ensure that information provided by the City of Ballarat is inclusive and accessible	1 + 2	Social Inclusion Communications and Design	On track for completion	<p>Inclusive Language and Design Guidelines have been developed and will be rolled out to Council Teams in the coming months. They will be saved onto the intranet so that they are a dynamic, easy to update resource for staff and feature a range of accessibility tools.</p>	4. Provide welcoming and inclusive spaces
Information and Communication	14. Develop a library of images representing our diverse community for use in City of Ballarat publications and communications	1 + 2	Communications and Design Visitor Economy	Ongoing	<p>Diverse representation in photographs being taken and used is actively sought and considered with each project. The development of a library of diverse images is ongoing, with some staff training to support this. The marketing team has made significant changes to recruit diverse talent for destination marketing assets to better reflect the visitor demographic.</p>	4. Provide welcoming and inclusive spaces

Information and Communication	15. Identify and implement accessibility improvements to the City of Ballarat website	1 + 2	Communications and Design Community Development	Ongoing	A Userway widget on the City of Ballarat website continues to provide great benefits for us to provide accessible communication to our community. In the past 12 months, the widget has been opened 10,105 times with the bigger text option being used most at 1,251 times or 13%, followed by Smart Contrast (8%) and Dyslexia/legible fonts (7%). In addition, live translations have been sought by 79 users with 1,955 pages translated with Chinese being the most commonly translated language at 24%.	4. Provide welcoming and inclusive spaces
Information and Communication	16. Provide information relevant to local people with disability on the City of Ballarat website	1 + 2	Social Inclusion	Ongoing	Some changes have been made to the City of Ballarat Accessibility webpage to share relevant information. Further information will be made available soon through the newly developed Community Directory. Further information about venue accessibility is available on the new Ballarat Libraries' website and on a range of event websites. The Ballarat Pride website purposefully collected and shared information about the accessibility of all events and venues for Pride Month. A new 'Accessibility' landing page has been developed on visitballarat.com.au in collaboration with The Access Agency, which highlights to visitors, access-friendly cafes, restaurants, hotels and attractions. Additionally, business and event listings on ballaratintheknow.com.au that have accessibility information provided via their Australian Tourism Database Warehouse (ATDW) listings, are now searchable via filter.	4. Provide welcoming and inclusive spaces
Information and Communication	17. Develop an organisational Language Services Policy	1 + 2	Social Inclusion	Delivered in full	Guidelines have been developed to support the provisioning of language services including for increased accessibility through captioning, Auslan and deaf interpreters. This will be available for use from the second half of 2024.	2. Lead and advocate
Employment	18. Establish baseline data from staff regarding cultural identity, languages spoken, LGBTIQ+ identity, gender, Aboriginal and Torres Strait Islander identity and disability to understand the diversity of the organisation	1 + 2	People and Culture	On track for completion	Stage 1 of the new HRIS system, Pulse will be live in October 2024. The demographic data will include mandatory and optional fields. The demographic data will support the collection of organisational baseline data.	1. Building organisational knowledge and capacity
Employment	19. Seek opportunities to showcase the diversity in City of Ballarat staffing	1 + 2	People and Culture Communications and Design	Ongoing	People and Culture and the Communications Team continue to seek to represent a diversity of staff to features in photo shoots for ourballarat publications, social media stories, news items and careers pages. The "Behind the City of Ballarat video series" has enabled Council to show the diversity of staff backgrounds and experience across the many directorates. Areas featured so far include the Botanical Gardens Curator, Emergency Coordinator, Customer Service Team Leader, Animal Management Coordinator, Childcare Educator and Swimming Instructor.	3. Provide a diverse and inclusive workplace
Employment	20. Review City of Ballarat's human resources and workplace policies to ensure they are inclusive	1 + 2	People and Culture Inclusive Ballarat	Ongoing	The Inclusive Ballarat Working Group provided feedback regarding the draft Code of Conduct in early 2024. Other key policies will be reviewed to ensure they are inclusive, as they are up for review.	3. Provide a diverse and inclusive workplace
Employment	21. Engage with current staff and volunteers to better understand the workplace experiences of people with disability, and provide ongoing feedback opportunities	1 + 2	Social Inclusion	On track for completion	Surveys regarding workplace experiences for people with disability have been drafted for roll out in September 2024.	3. Provide a diverse and inclusive workplace
Employment	22. Review recruitment and onboarding processes for work placement, employment and volunteer roles at the City of Ballarat to identify areas for improvement	1 + 2	People and Culture	In progress	Accessibility for All involvement and action plan items identified for recruitment and onboarding processes including: promoting the available accessibility adjustments to people during the recruitment, interview and onboarding process. Information for newly appointed staff to understand the accessibility adjustments available to support them.	3. Provide a diverse and inclusive workplace
Employment	23. Plan and deliver an accessible holiday program for children at the Art Gallery of Ballarat facilitated by an artist with disability	1 + 2	Social Inclusion Art Gallery	In progress	The first of two Inclusive Ballarat accessible and temporary artwork co-design workshops was facilitated by an artist with disability at the Art Gallery during the September 2023 school holidays to people of mixed ages, including three young people.	5. Provide welcoming and inclusive services and programs

Employment	24. Explore the potential for expanding volunteer and work placement opportunities across the organisation, including for people with disability outside of school or university settings	1 + 2	People and Culture Social Inclusion	In progress	A new volunteer platform has been launched in 2024. This platform has streamlined the volunteer process. Volunteer coordinator will have capacity to explore opportunities to expand volunteer and work placement options.	3. Provide a diverse and inclusive workplace
Employment	25. Identify and promote supported pathways to employment for people with disability at City of Ballarat	1 + 2	People and Culture	Ongoing	Axis Employment have been engaged to support the City of Ballarat to employ a trainee through the Are-Able program. Mysafety work with staff who identify as having a disability alongside their manager to make the required adjustments to their role and work area.	3. Provide a diverse and inclusive workplace
Community Participation	26. Develop and implement guidelines to ensure that City of Ballarat-led events are accessible and inclusive	1 + 2	Social Inclusion Events Team	Delivered in full	Gender impact assessment completed in October 2023. Inclusive Event Guidelines have been drafted and will be piloted during the second half of 2024.	5. Provide welcoming and inclusive services and programs
Community Participation	27. Promote accessibility information for City of Ballarat major events using multiple formats and communication tools	1 + 2	Events Team	Delivered in full	External review conducted in 2023 for several external venues and the ice-rink. This information was updated and added to for all event websites where relevant for 2024 events. Events websites: All branding colours utilised accessible colours as per guidelines. Accessibility pages provided on each website. Begonia Festival: Communication board available at information centre. Social story available for the festival and the parade. Changed toilet signage to utilise universal symbols. Closed captioning provided on Main Stage. Ballarat Heritage Festival: Reduced text headings. Large print format program available online. Ballarat Winter Festival: Updated adult changing facility signage. Continued and promoted sensory sessions for ice-rink. Large print format text only document was available.	2. Lead and advocate
Community Participation	28. Request information about event accessibility on the City of Ballarat event application form	1 + 2	Regulatory Services Events Team	Ongoing	Updates are pending ICT and Pathway updates. Form will be renewed in due course.	2. Lead and advocate
Community Participation	29. Review grant programs for further opportunities to be more inclusive	1 + 2	Community Development Inclusive Ballarat	Delivered in full	No further amendments made due to migration to new grants platform - Good Grants.	5. Provide welcoming and inclusive services and programs
Community Participation	30. Include standards for accessible, inclusive and safe facilities in City of Ballarat's Community Infrastructure Guidelines	1 + 2	Engaged Communities Properties and Facilities	On track for completion	Draft Community Infrastructure Guidelines have been developed for Council Officer use and reference.	4. Provide welcoming and inclusive spaces
Community Participation	31. Incorporate accessibility information within the development of the central booking system for Council room and facility hiring	1 + 2	Engaged Communities	In progress	General accessibility information provided for some regularly hired City of Ballarat venues. Djila-tjarri has a hard copy 'venue hire' brochure which has all accessible information included. The information on the website for this venue will be updated in the coming months. The development of other resources relating accessibility at other venues is in progress. Draft Governance Manual for Community Asset Committees to be reviewed.	4. Provide welcoming and inclusive spaces
Community Participation	32. Review City of Ballarat's Public Toilet Strategy to ensure appropriate provision of accessible facilities (including Changing Places)	1 + 2	Properties and Facilities Social Inclusion Inclusive Ballarat	Delivered in full	Public Toilet Strategy endorsed by Council in November 2023. Changing Places and accessible facilities are included in this strategy. New Changing Places facility at the Ballarat Central Library and the implementation of MLAK keys for the facilities to maximise availability for those requiring it.	4. Provide welcoming and inclusive spaces

Community Participation	33. Review accessibility and inclusivity of City of Ballarat facilities, such as the libraries, early years services, Ballarat Aquatic and Lifestyle Centre and the Art Gallery	1 + 2	Social Inclusion Inclusive Ballarat Arts and Events BALC Libraries Art Gallery Early Years	Delivered in full	General: Accessibility advice provided to Art Space, Eureka Centre, Ballarat Aquatic and Lifestyle Centre, Wendouree Library, and Civic Hall. Hearing loop review was conducted across 8 sites. New accessible cable matting used to cover cables on footpaths for Ballarat Winter Festival event in Ballarat CBD. Early Years and Art Gallery: Auslan interpreted story time was delivered at Parent Place and Wendouree Library, and regular Auslan interpreter lead tours were conducted at the Ballarat Art Gallery. Ballarat Libraries: Previous accessibility audit has resulted in improvements during the Ballarat Library redevelopment including elements such as the installation of a Changing Places facility, the arrangement, selection and use of furniture, and the identification of a proposed assistance dog relief area. All abilities access and connection improvements have been made near the Ballarat Library, including across Market St at the Doveton St roundabout, to the venue and with the additional provision of accessible parking and longer parking options. BALC: A gender impact assessment was undertaken exploring the accessibility of the Ballarat Aquatic and Lifestyle Centre and programming. A new high support poolside hoist was installed along with tie down points for assistance dogs. Sensory quiet time has been extended to weekends. In partnership with AusActive and VIC Health, 11 students with intellectual disabilities participated in a 10 week youth exercise program at BALC. A bespoke Communication Board for use by frontline staff was developed to help people with communication challenges express themselves and be active and involved in making choices for the products and services on offer. The boards have attracted a lot of positive comments from patrons. Parks and open space: Increased focus on accessibility for stage 1 of the redevelopment of neighbourhood parks, and for informing the Open Spaces Strategy.	4. Provide welcoming and inclusive spaces
Community Participation	34. Develop resources that promote accessibility features at City of Ballarat facilities such as the Ballarat Aquatic and Lifestyle Centre, libraries, early years services, the Eureka Centre and Her Majesty's Theatre	1 + 2	Social Inclusion Libraries BALC Early Years Arts and Events	Ongoing	Year 2 implementation includes the development of a communication board for the Ballarat Aquatic and Lifestyle Centre and updated communication boards for those developed in 2023. Social Story for the Sensory Friendly Stay and Play Zone developed, and several event specific ones created for the Ballarat Library and the Civic Hall. Table of accessibility information provided for all library venues on the new libraries' website. Civic Hall accessibility audit conducted, and information has been developed for use on the venue website.	4. Provide welcoming and inclusive spaces
Community Participation	35. Seek a suitable location for an assistance dog relief station in the CBD	1	Engaged Communities City Design	Delivered in full	New assistance dog relief area has been completed and was officially opened in January 2024.	4. Provide welcoming and inclusive spaces
Community Participation	36. Construct the Sensory Friendly Zone at the Victoria Park Inclusive Play Space	1 + 2	Major Projects Social Inclusion	Delivered in full	New Sensory Friendly Stay and Play Zone was completed and officially opened in December 2023.	4. Provide welcoming and inclusive spaces
Community Participation	37. Provide input into planned upgrades of public spaces to ensure they are accessible, safe and inclusive	1 + 2	Social Inclusion Inclusive Ballarat City Design	Ongoing	Input over the past 12 months has included: <ul style="list-style-type: none"> • Victoria Park Inclusive Play Space - Sensory Friendly Zone and access • Assistance dog relief area • Sebastopol Community Hub • Eastwood Community Hub • Little Bridge St updates • Changing Places access • Outdoor dining streetscape works • Ballarat Aquatic and Lifestyle Centre accessibility • Rizal Park • Mars Stadium And input to support strategies/ guidelines to embed this: <ul style="list-style-type: none"> • Community Infrastructure Design Guidelines • Open Space Strategy • Footpath Construction Strategy • Biodiversity Strategy • Outdoor Dining Guidelines • Eureka Gardens Conservation Management Plan. 	4. Provide welcoming and inclusive spaces

Community Participation	38. Review accessible parking provision	1 + 2	Social Inclusion Parking Management	Delivered in full	Recommendations shared with the relevant team to provide a baseline and support for future decision making.	2. Lead and advocate
Community Participation	39. Promote the work of the Disability Advisory Committee	1 + 2	Social inclusion	Delivered in full	Official opening for Sensory Friendly Stay and Play Zone, and for Accessibility, Arts and Assistance Dogs in the Ballarat CBD project. Information about the Disability Advisory Committee has been shared during Expression of Interest process for new members, through promotion on the City of Ballarat website, and through presentations. Ouballarat article celebrating the Committee is planned for the 2024 Spring Edition. Disability Advisory Committee nominated for a National Disability Award in 2023 for Excellence in Regional and Remote Support.	2. Lead and advocate
Community Participation	40. Support a public event to celebrate International Day of People with Disability	1 + 2	Social Inclusion	Delivered in full	Co-designed event with the Ballarat Working Together Group for International Day of People with Disability. Held at the Ballarat Town Hall in the Trench Room. The MC and three guest speakers were all people with disability, and an award was presented during the event. Approximately 35 people were in attendance.	7. Connect our community
Community Participation	41. Advocate for local improvements for areas beyond the remit of local government including for more accessible public transport and health services	1 + 2	Advocacy Social Inclusion Inclusive Ballarat	Ongoing	Letter sent to the Minister for Transport advocating for public bus improvements, on behalf of the Disability Advisory Committee. Multiple letters sent by the Mayor to the Minister for Transport, local MP's and Victorian Ministers seeking a review of Ballarat's bus network, including route-specific advocacy i.e. bus connections to FoodBank in BWEZ. In association with Central Highlands Regional (Dis)Ability Advocacy Group, advocated for accessibility improvements at the Ballarat Train Station. Supporting the design process for a more accessible taxi area at Grampians Health near the entrance to the BRICC. Local businesses (n=8) involved in 'Music Down' initiative in September 2023, to encourage the provision of a more sensory friendly environment, that is also more accessible for people who are hard of hearing.	2. Lead and advocate
Community Participation	42. Facilitate partnerships with existing business networks, community organisation networks and service networks to promote accessibility and inclusion	1 + 2	Social Inclusion Libraries	Delivered in full	Partnered with Commerce Ballarat for the Inclusion Award for their 2023 Business Awards. Partnered with Latrobe Community Health Services to help businesses to promote accessibility information for the Ballarat Winter Festival, Ballarat Begonia Festival and Ballarat Heritage Festival. Shared information with networks. Co-designed events with local networks, such as the International Day of People with Disability event planned in partnership with the Ballarat Working Together Group (approximately 35 attendees), Mental Health Month activities with the Ballarat Mental Health Collective including art exhibition (over 80 people exhibited) across all three libraries and a community event at Lake Esmond (800+ attendees). Provided support with a portable hearing loop for three events in November/ December 2023 including for Women's Health Grampians' AGM at Federation University, CoRE Community of Practice event at the Eureka Centre, and the World AIDS Day event at the Ballarat Town Hall. Site visit for Spilt Milk conducted with recommendations provided about potential accessibility improvements.	7. Connect our community
Community Participation	43. Develop a Footpath Strategy to provide guidance on the scope of footpath work required and the prioritisation of works	2	Development Facilitation	On track for completion	Footpath Construction Strategy is being finalised and will go up to Council in the coming months.	1. Building organisational knowledge and capacity
Leadership	44. Demonstrate City of Ballarat's commitment to access and inclusion by publicising a statement of commitment across a range of settings (such as facilities, website, social media)	2	Social Inclusion	On track for completion	A statement of commitment to access and inclusion is currently being developed.	4. Provide welcoming and inclusive spaces
Leadership	45. Develop a model of training that provides both general and specific training as required	2	People and Culture	Delivered in full	Moodle has been implemented as a platform for online training, including for general and specific training. Orientation huddle is delivered to all new staff, introducing Access, Equity and Inclusion. Hidden Disabilities Sunflower Project training module has been sourced and will be rolled out in the coming months. A mandatory module for staff is undertaken regarding Bullying and Harassment. Bi-monthly lunch and learn workshop timetable is in development for 2024/25.	3. Provide a diverse and inclusive workplace

8.3. ANNUAL COMMUNITY ENGAGEMENT REPORT 2023/24

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Nicky Davidge – Coordinator Community Development

PURPOSE

1. The purpose of this report is to present the Annual Community Engagement Report for financial year 2023/24.

BACKGROUND

2. The City of Ballarat undertakes a number of projects every year to improve the way we work, live, travel and play in the city. Council relies on community feedback to ensure the projects reflect the needs of our residents and visitors.
3. Council is committed to continuing to build robust and transparent community engagement throughout all stages of a project's lifecycle.
4. In 2023/2024, City of Ballarat conducted 45 community engagements covering a variety of projects across the municipality.
5. MySay Ballarat continues to be Council's community engagement hub, with most projects using the online process to provide residents and visitors with the opportunity to get involved and have their say on important and relevant issues.

KEY MATTERS

6. In January 2024, City of Ballarat finalised a comprehensive procurement process and secured a new provider for the online community engagement platform that hosts MySay. Because of this, comparison data in some areas of the report is unable to be provided due to the different reporting methods on each platform. However, every effort has been made to provide relevant data across the report.
7. The number of engagements increased in the 2023/2024 period, as well as the representation of engagement projects from across the organisation. In 2023/24, engagement projects were delivered from 20 business areas across the organisation, a rise from 11 the previous year.
8. Transitioning to the new online engagement webpage has made it impossible to directly provide comparative data, however, the below table provides the statistics from both online webpage sites for 2023/24.

	Old provider 1 July 2023 - 11 January 2024	New provider 15 January - 30 June 2024
Number of engagement projects	45 combined across both platforms*	
Visitors to MySay	29,400	26,244
Contributions to project engagements	2,063	2,488

New registrations	1,305
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* Some engagement projects were delivered across both platforms

9. The top 5 most engagements with the most contributions were:
 - Open Spaces Strategy (Visioning) - 960 contributions
 - Footpath Construction Strategy (Visioning) - 772 contributions
 - Our Ballarat Magazine – 709 contributions
 - Making Your Voice Matter – 625 contributions
 - Future Activities and Events on 26 January – 534 contributions

10. The new MySay platform has improved engagement tools and options for formatting information on project pages, which results in more accessible and engaging methods to attract a higher participation rate on engagement projects.

11. There were several offline engagement methods that were used in 2023/24. Some of these include:
 - Conversation kits (Biodiversity Strategy)
 - Youth forum (Biodiversity Strategy)
 - Postcard surveys (Ourballarat Magazine)
 - School visits (Open Spaces Strategy)
 - In person information sessions to community and industry (various)
 - Distribution of paper surveys (Jan 26 Events and Activities)
 - Presenting at community, organisation and stakeholder meetings (various)
 - Presenting to community advisory groups (various)
 - Information booth at festivals (Ballarat Botanic Gardens Masterplan)

12. Capturing offline community engagement data has improved by identifying these challenges early in the engagement planning process and mapping the reporting mechanisms appropriate for the engagement.

13. Each year, the City of Ballarat commissions a Community Satisfaction Survey to ask the opinion of local people about the operations of Council. This includes an assessment of community satisfaction with the consultation and engagement efforts of Council. The Community Satisfaction Survey also compares City of Ballarat to other regional centres and state-wide benchmarks.

14. In 2024, Council scored 48 out of a possible 100 for its performance in consultation and engagement. This was a decrease from 49 in 2023. The downward trend for 2024 remains broadly in line with the declining trend across both Regional Centres and local government in Victoria.

15. The table below shows the community consultation and engagement scores and benchmarking.

Services	Ballarat 2024	Ballarat 2023	Regional Centres 2024	State-wide 2024	Highest Score	Lowest Score
Consultation & Engagement	48	49	49	51	18-34 years	50-64 years

16. The Annual Community Engagement Report 2023/24 provides two highlighted case studies of community engagement projects that not only received a high participation

rate, but also delivered some 'out of the box' engagement methods resulting in great feedback and valuable information to be used in the development of Council strategies.

17. Our Commitment to Continuous Improvement showcases what has been achieved over the past 12-months and initiatives that have either been implemented or will be delivered over in the 2024/25 period. This includes the Making Your Voice Matter campaign, which was undertaken in February and March 2024 and will be conducted annually. This campaign is intended to increase awareness of City of Ballarat's community engagement practices and provide benchmarking data in the community engagement area.

OFFICER RECOMMENDATION

18. That Council:

18.1 Note the Annual Community Engagement Report 2023/24.

ATTACHMENTS

1. Governance Review [8.3.1 - 2 pages]
2. Annual Community Engagement Report 2023/24 [8.3.2 - 17 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the Council's Community Engagement Framework and, in particular, the Community Engagement Policy.

COMMUNITY IMPACT

2. This report provides information to the community about community engagement activities undertaken by the City of Ballarat throughout 2023/24, providing transparency about the number and types of projects, and the number of engaged community members.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. It is considered there are no climate or environmental sustainability implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. It is considered there are no economic sustainability implications.

FINANCIAL IMPLICATIONS

5. It is considered there are no financial implications.

LEGAL AND RISK CONSIDERATIONS

6. This report outlines community engagement undertaken in the 2023/24 year, including engagement required under the *Local Government Act 2020*.

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. None required for the development of this report, however, noting that community consultation and engagement is the subject of the report itself.

GENDER EQUALITY ACT 2020

9. There are no gender equality implications identified for the subject of this report.
10. Gender Impact Assessments have been a focus with engagement projects where required and have formed part of the planning process.

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL



CITY OF BALLARAT
**Annual Community
Engagement Report
2023/24**



—

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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Executive Summary

Welcome to the 2023/24 Annual Community Engagement Report.

The City of Ballarat recognises that engagement leads to well-informed decisions at a strategic and operational level, achieves effective and transparent governance, and is fundamental to inclusive, vibrant and thriving communities.

The planning, facilitation and capturing of community ideas, sentiment and contributions into the Council's

work contributes to understanding the unique needs and perspectives of Ballarat and its residents.

In 2023/24 a total of 45 community engagement campaigns were conducted presenting projects from across the organisation, this was an increase from 28 in the previous financial year. The community engagement projects that were delivered in 2023/24 represented 20 business areas of Council.

**Increase from 28
engagement projects
to 45 during the
2023/24 period**

**Increase from 11 teams
undertaking engagement
to 20 teams in the
2023/24 period**

The City of Ballarat transitioned to a new online community engagement platform for the MySay website. This has presented some challenges in reporting the comparison data captured in this report, however the functionality and versatility of the new system provides opportunities to present a more diverse range of tools for gathering community feedback.

A campaign 'Making Your Voice Matter' was launched post the introduction of the new online community engagement platform and aimed to increase registration of new MySay users, educate the community on how or why Council undertakes engagement in order to improve trust and transparency and to learn more from community in their preferences to engagement. This campaign was well received with just over 2000 visitors to the MySay project page and almost 670 contributions to the engagement. The results of the campaign saw an 8.5 per cent increase in registered MySay participants and provided the City of Ballarat with valuable data on community engagement preferences and barriers to participation. This campaign will be conducted annually to benchmark the City of Ballarat's engagement practices with the community.

Key metrics from the MySay webpage for 2023/24 show membership numbers at 7361 with 1305 of these new during the past 12 months and number of online contributions to engagement projects 6601.

There were a number of community engagement projects in 2023/24 which attracted a large volume of community interest and participation. A number of these projects were in their infancy or were seeking community input on what they want to see or hear from Council, indicating the community are more likely to be involved in the early stages of a project or strategy development when there is greater opportunity for influence and input that they can contribute to.

The top 5 most contributed to engagements were:

- Open Spaces Strategy (Visioning)
960 contributions
- Footpath Construction Strategy (Visioning)
772 contributions
- Our Ballarat Magazine
709 contributions
- Making Your Voice Matter
625 contributions
- Future Activities and Events on 26 January
534 contributions

This report will outline our successes and challenges and highlight the work that the City of Ballarat has undertaken to achieve Council Plan goals.



Introduction

As the 2023/24 period saw a significant increase in the number of engagement initiatives undertaken by the City of Ballarat, there has been a strong focus on improving the internal capabilities and resourcing in order to support this increase.

This has included;

- The migration and implementation of a new MySay platform provider which has provided increased online engagement capabilities
- The establishment of 15 Engagement Champions that sit across Council teams
- Ongoing training opportunities for the broader staff cohort

In 2023/24, the City of Ballarat's Community Engagement Policy continues to be the primary referral and support document for all community engagement projects, underpinned by the principles of the *Local Government Act 2020*.

Commitment to maintain alternative methods of engagement outside of MySay remains strong, with staff members utilising a range of facilitation methods and options such as forums, information sessions, workshops, school visits, yarning circles, attending community group meetings and making staff available at select times for the community to book in person, one on one meetings.

Increasing the number of engagement opportunities is one part of the picture. Ultimately, the community engagement that the Council undertakes aims for the consultations to be meaningful, accessible and impactful on the final outcomes

Engagement Methods

In January 2024 the City of Ballarat made an appointment through competitive tender for a new platform provider for the MySay webpage. The platform continues to remain a key component to our engagement methods not just through the dissemination of online surveys, but as a central site community can access to inform themselves of the number of projects Council is consulting on, and to see the results of those consultation processes.

The new platform has increased the number of engagement tools available and the ability to better format information on project pages. The result provides information that is more accessible, and engagement methods that have more variety, appropriateness and engaging.

- 2022/23 MySay platform utilised 4 unique online engagement tools
- 2023/24 new MySay platform utilised 8 unique online engagement tools

The below table shows the variety of engagement tools used on the new platform and how many contributions were made on each tool.

Online Engagement Tool	Contributions
Form/Survey	5183
Social Map	1012
Quick Poll	107
Visioner	74
Gather	30
Q+A	3
Conversation	1
Forum	1

Although transitioning to the new online engagement webpage has made it unable to provide comparison data, we can provide the following visitor statistics comparison to the MySay page:

	Old Provider 2023/24*	New Provider 2023/24**
Visitors to MySay	29,400	26,244
Contributions to project engagements	2,063	2,488

* The 2023/24 reporting period on the previous webpage provider is from 1 July 2023 to 11 January 2024.

** The 2023/24 reporting period on the current webpage provider is from 15 January 2024 to 30 June 2024.

There were a number of offline engagement methods that were used in 2023/24, some of these include;

- Conversation Kits (Biodiversity Strategy)
- Youth Forum (Biodiversity Strategy)
- Postcard surveys (Ourballarat Magazine)
- School Visits (Open Spaces Strategy)
- In person information sessions to community and industry (various)
- Distribution of paper surveys (Jan 26 Events and Activities)
- Presenting at community, organisation and stakeholder meetings (various)
- Presenting to community advisory groups (various)
- Information booth at festivals (Ballarat Botanic Gardens Masterplan)

Capturing offline community engagement data has improved through identifying these challenges early in the engagement planning process and mapping the reporting mechanisms appropriate for the engagement.

Training, advice and understanding of engagement best practice in 2023/24 has contributed to an increased pool of staff gaining experience to deliver and advocate for meaningful engagement with the community.

This has improved the engagement processes and contributed to the gathering of feedback from the community.

Promoting Community Engagements

Promoting our consultation opportunities remains a collaborative process with the Council Communications team. Engagement plans are developed alongside Communications plans to ensure appropriate key messaging and communication strategies are developed.

“For the 26 January Events and Activities consultation, finding a balance between promoting widely to enable feedback from a broad range of the community and taking a considered approach to ensure community safety and cultural sensitives were factored in throughout the process”.

Consultation opportunities continued to be promoted through traditional outlets such as media releases, newspaper, MySay newsletters, radio and social media. However, in the recent survey that was undertaken Making Your Voice Matter it was suggested that

diversifying the communication strategies to include community newsletters and other community specific targeted channels would be of benefit to reaching new audiences.

The community engagement that was undertaken for the ourballarat magazine also highlighted the community's desire for the magazine to inform them about upcoming engagement opportunities, but also to help close the loop on engagements that have been finalised.

With such a wide readership of the magazine, the ourballarat magazine will be an important key to helping improve the conversation with the community on how their feedback both influences and impacts the decisions that are made within the Council. A regular section has been included in the magazine dedicated to reporting back on engagement results to improve our closing the loop process.

Who did we hear from?

During 2023/24, the City of Ballarat began to regularly track certain demographics from those we were engaging with. While it isn't feasible to capture this data on every engagement, particularly in face-to-face sessions where anonymity or privacy can't necessarily be offered, regular collection of this data through our online engagements has helped to better understand who we are hearing from, and importantly, were there may be gaps identified in certain cohorts.

Recording this data and reviewing it midway during a consultation allows the project officers to have an increased focus in their communication and engagement strategies to seek representative feedback from those underrepresented.

Across a sample size of 2,764 participants in 2023/24 community engagement projects, 53 per cent of participants selected female, 40 per cent selected male, two percent selected both gender diverse and prefer not to say, and one per cent selecting self-identified.

The same sample size showed the highest age ranges of participants were 36–45-year-olds (23 per cent) and 56–65-year-olds (21 per cent), with the least represented age groups being 26–35-year-olds (12 per cent) and 12–25-year-olds (11 per cent).

Demographics data collection will continue into the 2024/25 reporting period to ensure we are reaching a representative of the Ballarat community.



City of Ballarat · Annual Community Engagement Report 2023/24

Community Satisfaction Survey

Each year the City of Ballarat commissions a Community Satisfaction Survey to ask the opinion of local people about the operations of council. This includes the assessment of community satisfaction with the consultation and engagement efforts of council. The Community Satisfaction Survey also makes comparisons with other regional centres and state-wide benchmarks.

The survey is conducted by the Department of Government Services on behalf of participating councils. A minimum of 400 local residents and ratepayers in each municipality over 18 years of age are selected at random.

In 2024, the City of Ballarat scored 48 out of a possible 100 for its performance in consultation and engagement, which was a decrease from 49 in 2023. The downward trend in results for 2024 is broadly in line with the declining trend across both Regional Centres and local government in Victoria.

The table below shows the community consultation and engagement scores and benchmarking.

Services	Ballarat 2024	Ballarat 2023	Regional Centres 2024	State-wide 2024	Highest Score	Lowest Score
Consultation & Engagement	48	49	49	51	18-34 years	50-64 years

Engagement Highlights

In 2023/24 there were a number of projects that attracted a high participation rate from across the Municipality and also presented some unique opportunities for the community to participate in the engagement process.

Highlighted below are two projects that were conducted over multiple phases of engagement and showcased the City of Ballarat’s commitment to ensuring what we heard from the community contributed to the decision-making in the documents.

Case study one – Open Spaces Strategy: Planning for Ballarat’s Green Heart

The City Design team undertook the first stage of community engagement for the Open Spaces Strategy that is being developed to guide the management of parks, reserves and green spaces for the next 10 years.

In December 2023 - January 2024, the team reached out to the community to ask what open space meant to them. The response was overwhelming, with over 900 contributions to the survey, map and ideas board.

There were some very clear directions across all forms of engagement that will be directly included into the Open Spaces Strategy.

The engagement for Open Spaces delivered a diversity in engagement methods and opportunities which improved the accessibility of the engagement to reach new audiences.

The methods included:

- Targeted engagement with children through in person sessions at a local primary school, childcare centre and the City of Ballarat facility Parent Place
- Presentation to Disability Advisory Committee
- Workshops with Wadawurrung Traditional Owners
- Provision of a blurb to of a variety of standing groups, clubs, committees with the request to forward the engagement information to their user groups
- Media opportunity, media release and associated website and radio promotion. Promotional posters in key Ballarat open spaces
- Promotional video, social media campaign and promotion through MySay newsletter
- Interactive survey housed on the City of Ballarat’s MySay online engagement platform
- Interactive mapping tool housed on the City of Ballarat’s MySay engagement platform
- Tool to submit ideas and questions through City of Ballarat’s MySay engagement platform



703
completed
surveys



189
pins on the
interactive map



15
ideas
submitted



3
questions
posed

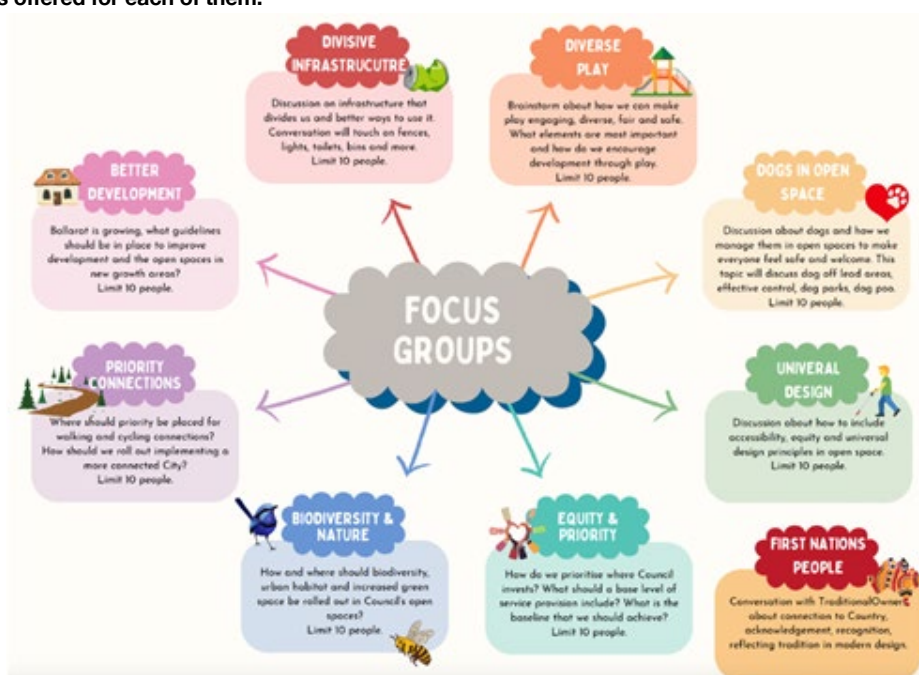


50
participants in
in-person workshops

What's next

The Open Spaces Strategy has recently closed engagement seeking feedback on the draft document. The second phase of engagement focused on taking a deeper dive on the priority themes that were raised throughout the visioning stage with focus group sessions offered for each of them.

Feedback is currently being analysed for consideration and the final draft will be presented to Council early in 2025.



Case Study Two - Biodiversity Strategy: Healing Country Together

The process for developing the Biodiversity Strategy has spanned two years of comprehensive community engagement which began with the Biodiversity Vision and Commitment adopted by Council in 2022.

To engage the community in shaping the Biodiversity Strategy, the Environment Team initiated a broad community engagement process scheduled to run from August 2023 to November 2023.

Prior to gathering input from the broader community, the Environment Team established a productive stakeholder relationship with staff from the Caring for Country team at the Wadawurrung Traditional Owners Corporation.

A key method of engagement involved the creation of a 'Conversation Kit' - a tailored resource designed to support community members in facilitating discussions between friends, family, neighbours, or within

organisations. The kit contains essential information on Ballarat's biodiversity, conversation prompts, and a report template for collecting data to be submitted to council.

The kit was officially launched during a two-hour workshop on 16 September 2024 at the Earth Ed Centre in Mount Clear.



Community participating with the Conversation Kit

Youth Forum

Early in the engagement planning, it was highlighted the importance of capturing young people’s voices in the strategy as they will be the group that will inherit the environment in the future.

To provide meaningful engagement with this group 20 young people were brought together on 21 October

2023 to discuss and identify the priorities for the Biodiversity Strategy. This session was cofacilitated with Kelly Ann Blake from Wadawurrung and Lyndal Mackintosh from MosaicLab. The participants developed six priorities as well as producing a video summarising their values and ideas.



Youth Forum, 2023

Special mentions to Footpath Strategy and OurBallarat Magazine

The City of Ballarat gathered community insights about the use of footpaths in Ballarat to inform its first Footpath Construction Strategy. The engagement generated a lot of interest and feedback with 465 community members submitting a **total of 844 contributions**, many through the interactive Social Map available via MySay.

Similarly, the engagement undertaken for the Ourballarat magazine also received significant interest and was able to leverage the use of the OurBallarat magazine to drive higher engagement. This was done through a reply-paid postcard with a simple survey as well as a link to the MySay page.

The engagement received **699 contributions, 536 using the reply-paid postcard** to respond, highlighting a successful engagement method for consideration on future projects. The engagement also received a high response from the aging well community.



31% / 264
survey contributions



69% / 580
social map contributions

“...the paper-based postcard surveys did a really good job of reaching the older demographics aged 60+. Almost 70 percent of postcard survey respondents were aged 60+. Given the ourballarat magazine is one of the key City of Ballarat channels targeting that demographic, it’s good to see such high levels of engagement from residents aged 60+. The over 60s demographic were also well-represented in the online survey, representing almost 43 percent of respondents.”

Our Commitment to Continuous Improvement

Making Your Voice Matter Campaign

In February 2024 the Engagement team undertook a campaign to provide an opportunity to increase understanding and awareness in the community around Council's engagement processes, increase registered participants to the MySay platform and to better understand any barriers communities may face in engaging with consultations.

The survey received a strong response, with 649 people contributing, 40 per cent of which were first time respondents and increasing our registered participants by 545.

The value of the survey lay in the information it gave us in better understanding people's barriers to participation, and their preferred methods to be engaged with. This survey will provide a good benchmark that will be repeated annually to evaluate both changes in community engagement preferences, and any improvements in trust with Council's consultation processes.

The areas which community told us were the most important to them in engagement were:



Engagement champions

In February 2024 the Engagement team undertook To build capacity and skill across the organisation in staff striving for and advocating for best practice engagement, an Engagement Champions team was established in early 2024.

Fifteen staff across 12 business units were nominated for their experience and their regular involvement in Council's consultations. All participants received a full day of engagement planning and delivery training by an external engagement consultant.

The Engagement Champions participate in monthly community of practice sessions, offering peer support to other members of their team undertaking engagement projects and promoting and advocating on specific engagement campaigns relevant to their business area.

Staff training opportunities

The 2024/25 period will provide a series of monthly training opportunities to staff interested in upskilling in specific areas of engagement. The training will cover topics such as:

- Building a MySay page
- Analysing engagement results
- Engaging with young people
- Managing conflict in engagement

Continuous improvement goals set out in the 2022–23 Annual Engagement report

2022/23 Goal or Action	Status at 30 June 2024
A new 'in-person' community engagement hub space located in the Phoenix service centre	Partially Completed: new graphics have been installed.
A monthly newsletter on project updates and consultation outcomes to be sent out to registered MySay users (currently at 5,547 users).	Complete and ongoing: project update newsletters have been regularly sent out to the now 7250 registered users.
Improved visibility of open community engagement feedback opportunities in the ourBallarat magazine.	Complete and ongoing: There is a dedicated page in the magazine for open and upcoming engagements, as well as a new focus on articles closing the loop on previous engagements.
Greater collaboration with the communications team to improve and create consistent messaging across social media.	Complete and ongoing: Both the Executive Manager and Coordinator of Communications sit on the Engagement Champions team increasing awareness of live engagements, identifying early communications opportunities, and improved collaboration across the teams.
Investigate new online community engagement platforms that will provide a more diverse range of tools and feedback mechanisms to improve user experience.	Complete: A new platform provider was contracted in January 2024 and migration to the new platform complete. The new platform has seen increased engagement on alternative engagement methods outside of the survey option.

City of Ballarat > Annual Community Engagement Report 2023/24



Summary

In 2023/24 there was an increase in community engagement campaigns across all areas of business in the City of Ballarat. For this reason, there was a concentrated effort to focus on providing additional support and training to staff. The formation of the Engagement Champions, delivering engagement debriefs and more comprehensive templates and resources for staff to use in their planning will enable an increase in meaningful and targeted engagement projects to be undertaken.

The year also saw an increased focus on closing the loop with the community, with an emphasis on how community engagement results influenced the

decisions made or the documents developed. This included monthly newsletters sent out to registered MySay users providing project updates and additional space given to closing the loop in the quarterly ourballarat magazine.

Quality and meaningful engagement remains an ongoing topic of concern for community and Council alike. With better evaluation and benchmarking strategies that have been put in place in 2023/24, Council will be able to better track and fulfill our objectives in being able to consistently deliver best practice engagement.

Appendix

Due to the change in the online community engagement platform, the projects are referenced differently to the 2022/23 reporting period. In 2023/24 and beyond, the projects will include the methods of engagement and the number of contributions via the MySay page.

Project Name	Methods of Engagement	Number of contributions (via MySay only)
Biodiversity Strategy	Youth Forum Yarning Circle Internal workshops Industry workshops MySay Page	215
Housing Strategy	Information sessions at Town Hall Presentations to Advisory Committees Presentations to external stakeholders MySay Page	92
Desoza Park Fitness Equipment	On site meetings with community MySay Page	48
Ourballarat Magazine	Postcard Survey inserted to ourballarat Magazine MySay page	546
Heritage Protection for Lintal Grove	MySay Page Mailout to landowners	N/A
Art Gallery Strategy	Internal workshops Interviews with Committee members Information sessions MySay page	118
Glenelg Highway Bikepath Upgrade	Door knocking and mailouts Information Session MySay page	19
2024/25 Budget	One on one consults by appointment MySay page	64
Open Spaces Strategy (Vision)	Workshops with schools Internal interviews Workshops with people with disabilities MySay page Workshop with Traditional Owners	950
Neighbourhood Parks Improvements	On site community engagement sessions	225
Draft Customer Service Charter	Phone survey MySay page	13
Forest Street Bike Path	MySay page	163
Pavement Strategy	MySay page	1154
Resource Recovery and Waste Management	MySay page	83

Project Name	Method of Engagement	Number of contributions (via MySay only)
Airport Masterplan	Community information sessions Industry workshops MySay page	248
Boat Shed Policy	Mailout	N/A
Growth Areas Framework Plan	Community information sessions MySay page	36
BGT Park and Gardens	Community led engagement	N/A
Fair Access Policy	MySay page	59
Community Infrastructure Guidelines	MySay page	46
LT Skate Park	Community co-design workshop	N/A
Little Bridge Street Bus Stop	Themed community drop in sessions MySay page	79
Alfredton Community Centre Naming Proposal	MySay page	8
Botanical Gardens Masterplan	Stall at Begonia Festival	207
Brown Hill Splash Park	Information session with Assesst Committee and community MySay page	60
Industrial Land Strategy	MySay page	21
26 January Engagement	MySay Page	534
Making your Voice Matter	MySay page	625
Yarrowee River Places and Connections		49
Waste Services for Ballarat Business'	MySay page	40
Eureka Gardens	MySay Page	57
Macarthur Street Bike Path	MySay Page	35
Social and Affordable Housing Action Plan	MySay Page	40
Prince of Wales Park Masterplan	Stakeholder engagement MySay page	430
Recreation Infrastructure Plan	Stakeholder engagement MySay page	163
Ballarat West PCP and DCP	MySay page	N/A



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City of Ballarat | PO Box 655, Ballarat, VIC, 3353

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November 2024

8.4. QUARTERLY PERFORMANCE REPORT FOR PERIOD ENDING 30 SEPTEMBER 2024

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

PURPOSE

1. The purpose of this report is to present the quarterly performance report for the quarter ending 30 September 2024.

BACKGROUND

2. Pursuant to section 97 of the *Local Government Act 2020* (the Act), as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.
3. The Quarterly Performance Report provides an update on Council's performance for the 3 months to 30 September 2024. Further detail is provided in the following attached reports:
 - a. Financial Management Report (attachment 2)
 - b. Annual Action Plan 2024/25 - Quarter 1 Progress Report (attachment 3)
 - c. City of Ballarat Council Metrics September 2024 (attachment 4)
4. These reports provide an update on Council's performance in relation to budget and the implementation of the Council Plan 2024/25 actions for the 3 months to 30 September 2024.

KEY MATTERS

5. The Financial Management Report sets out Council's quarterly performance, compared to budget, for the period ending 30 September 2024, including:
 - a. Summary of financial results;
 - b. Financial statements;
 - c. Local spend summary; and
 - d. Investments summary.
6. The Annual Action Plan 2024/25 - Quarter 1 Progress Report provides an update on the progress relating to the implementation of the Council Plan 2024/25 actions.
7. The City of Ballarat Council metrics provide a snapshot of key lead indicators that management utilise to monitor organisational performance. This information is intended to increase the amount of non-financial information being provided to the community regarding Council's performance. The metrics report includes a separate detailed summary of Statutory Planning and Development Engineering statistics.

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

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

Forecast Agreed adjustments to the adopted budget that were endorsed including:

- Council approved carryovers from 2023/24 (\$28.54 million)
- Deferral of capital projects till future years \$32.66 million;
- Unexpended grants and corresponding expenditure from 2023/24 (\$11.24 million);
- Administrative reallocations that net to zero, in accordance with the Budget Management Procedure.

The balance sheet and cash flow have been updated to reflect the actual opening position following 30 June 2024 audit.

YTD Budget Year to date adopted budget to 30 September 2024.

YTD Actual Year to date Results to 30 September 2024.

Year to Date results – Three months to 30 September 2024

Income Statement

9. The Income Statement provides a summary of the total income and total expenditure relating to Council's annual operations. The net result (or bottom line) of the income statement is prepared on an accrual basis and includes non-cash items such as depreciation and contributed assets, hence does not reflect Council's cash position.
10. The Income Statement shows a surplus of \$148.1 million for the 3 months to 30 September 2024, \$25.2 million favourable to the YTD adopted budget.
11. This positive YTD variance is primarily due to the timing of grant income:
- a. \$16.1 million of 2024/25 Federal Financial Assistance Grants was received in full in July, rather than quarterly.
 - b. Unearned income relating to 2023/24 grants and monetary contributions totalling \$11.2 million have been recognised this quarter, with the associated carryover expenditure added to the annual forecast position.
12. The annual net surplus forecast has increased from \$59.1 million to \$68.4 million, primarily due to the \$11.2 million of grant income that was unearned in 2023/24 and unexpended at 30 June 2024.
13. The favourable variance in materials and services to 30 September is considered a timing issue relating to the timing of invoicing and delivery.
14. The unfavourable YTD variance in employee costs to 30 September is also a timing issue relating to the processing of backpay following Fair Work's approval of the Enterprise Agreement. All employee costs to 30 September have been accrued for and this is expected to be aligned to the budget at the mid-year budget review.

Statement of Capital Works

15. The Statement of Capital Works is Council's approved capital works program by the required asset categories.
16. As at 30 September 2024, Council had spent \$13.2 million. This actual spend to date represents 10.2% of the current annual forecast of \$129.7 million.

Balance Sheet

17. The Balance Sheet summarises the value of assets (which Councils owns) and our liabilities (what Council owes) and the difference between assets and liabilities (net assets or equity) reflects Council's net worth.
18. Council's net worth as at 30 September 2024 is \$2.5 billion, which predominately consists of property, infrastructure, plant and equipment (\$2.3 billion).

Cash Flow Statement

19. The Cashflow Statement reflects actual results as at 30 September 2024. Council's cash and cash equivalents were \$121.7 million, \$57.4 million favourable to the YTD budget. This variance is primarily due to:
 - a. A higher opening cash balance at 1 July than budgeted (\$21.8 million).
 - b. Cash outflows from investing activities (capital works) less than YTD by \$11.6 million.
 - c. Cash outflows from operations less than YTD by \$24.1 million, driven by the inflow of \$16.1m in Federal Financial Assistance Grants.
20. The cash balance includes cash to run Council's operations, reserves of approximately \$35 million (including developer contributions), and funds to deliver capital projects, including those carried over from 2023/24.

Investments

21. As at 30 September 2024, \$69 million (of the \$121.7 million) was invested in short to medium term investments varying in interest rates from 4.77% to 5.05%. These funds were invested in accordance with Council's Investment Procedure.
22. \$30 million of the investments were invested with fossil fuel free institutions at comparable interest rates. This represented 43.5% of the investment portfolio.
23. As investments mature officers will continue to assess rates of those institutions that do not support investment in fossil fuels. Council's investment portfolio balance must also consider a requirement that at least 50% be invested in A1+ institutions, which fossil fuel free institutions are often not.

Local Spend

24. For the 3 months to 30 September 2024, 41% of Council's total expenditure with suppliers has been classified as local, compared to the corresponding period in the 2023/24 financial year at 55%.
25. This result has been impacted by some large payments to administrative bodies and contractors based in Melbourne or other office locations outside the Ballarat local government area. These include \$5.6 million relating to insurances, Work Cover,

software licensing, and Fire Service Levy remittance, \$4.3 million for Bridge Mall Redevelopment, \$2.8 million for Glenelg Highway intersection contribution, \$2 million for Transfer Station works.

26. The top 10 local suppliers have delivered over \$9.5 million back into the local economy.

Table 1

	Paid Amount
\$	2,029,106.74
\$	1,489,380.20
\$	1,036,153.62
\$	1,015,160.46
\$	885,175.95
\$	735,603.51
\$	657,136.36
\$	648,239.53
\$	482,425.63
\$	476,887.52
\$	9,455,269.52

2024/25 Forecast (Quarter One Review – Q1)

Income Statement

27. The final 2024/25 net result is forecast to be \$68.4 million, an increase of \$9.3 million from the adopted budget. This increase primarily relates to the recognition of unearned grants from 2023/24 (\$11.2 million) and assumes all 2024/25 grant obligations are fulfilled by 30 June 2025.
28. Table 2 provides a reconciliation of the 2024/25 adopted budget to the current forecast.

Table 2

	\$'000
Adopted budget 2024/25	59,130
Unearned grant income from 2023/24*	11,238
Materials and services required to fulfil performance obligations of unearned operating grant income*	(3,632)
Carryover (Net)*	746
Correction to carryover expense (employee costs for the Safe Haven program were already budgeted for)	917
Adjustments relating to 30 June 24 results	30
Annual forecast 2024/25	68,429

*refer to Council agenda item 8.5.2 – 11 September 2024

Statement of Capital Works

29. The 2024/25 Capital Works program is forecast to be \$129.7 million, an increase of \$6.8 million from the adopted budget. Table 3 provides a reconciliation of the 2024/25 adopted budget to the current forecast.

Table 3

	\$'000
Adopted budget 2024/25	122,847
Carryover*	31,889
Unearned grant*	7,606
Items deferred to 2025/26*	(32,657)
Annual Forecast 2024/25	129,685

*refer to Council agenda item 8.5.2 - 11 September 2024

30. In addition, the following adjustments that net to zero have been made within the capital works program.
- a. \$0.650 million was reallocated from the Macarthur St-Havelock St renewal project to the Caffrey St and Cornish St project in Buninyong.
 - b. \$0.270 million was reallocated from the Finches Rd, Bells to Greenhalgh Rd project to Rubicon St Talbot Roundabout (\$100k), Recreation Rd (\$50k), Hillview Rd (\$25k), Dana St and Raglan St intersection (\$80k) and Edwards St / Kelvin Ave, Sebastopol intersection upgrade (\$15k)

Annual Action Plan 2024-2025 Quarter 1 update (attachment 3)

31. The first quarterly update of Annual Action Plan actions has been completed. Per the attached report:
32. At the end of Q1 2024/25, the following has been achieved:
- a. 64 actions in a state of 'Monitor' – Less than 25% completion of action
 - b. 107 actions in a state of 'On Schedule' – Between 25%-70% of action completed
 - c. 20 actions in a state of 'Completed/Nearing Completion' – Over 70% of action completed
 - d. 51 actions in a state of 'Ongoing' – Planned to continue beyond current year

City of Ballarat Metrics Update (attachment 4)

33. This report also includes metrics from across the organisation including:
- a. Media enquiries
 - b. Waste tonnes
 - c. Operations jobs
 - d. Building and facilities jobs
 - e. Planning application timeframes
 - f. VicSmart application timeframes
 - g. Attendance numbers at Parent Place, libraries, Art Gallery and Ballarat Aquatic and Lifestyle Centre
 - h. Snap Send Solve and customer phone call volumes to the Customer Experience team
 - i. Animal shelter impounds, reclaims, rehomes, and transfers.
 - j. Planning permit activity data reporting (PPARS)
 - k. Development Engineering plan checking services.

OFFICER RECOMMENDATION

34. That Council:

- 34.1 Receive the Quarterly Financial Management Report – Period Ending 30 September 2024 and note the financial matters contained within the report.
- 34.2 Endorse the 2024/25 Quarter 1 Budget Review adjustments, including the reallocation of funds from Macarthur Street and Finches Road projects.
- 34.3 Receive the Council Plan 2021-2025 – Annual Action Plan 2024/25 Quarter 1 Progress Report.
- 34.4 Receive the City of Ballarat Metrics – September 2024 report.

ATTACHMENTS

- 1. Governance Review [8.4.1 - 2 pages]
- 2. Financial Management Report for period ending 30 September 2024 [8.4.2 - 8 pages]
- 3. Final Q1 Annual Action Plan progress report 2024-25 [8.4.3 - 71 pages]
- 4. Final Combined Metrics September 2024 [8.4.4 - 10 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Quarterly Performance Report is a statutory report as per section 97 of the *Local Government Act 2020*.
2. The Council Plan report provides the community with an update on how Council is progressing with the implementation of the adopted Council Plan.
3. The Ballarat City Council Metrics provides a snapshot of key lead indicators that management utilise to monitor organisational performance. This report is intended to increase the amount of non-financial information being provided to the community regarding Councils performance.

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

7. The Quarterly Finance Report reports on Council's ongoing financial viability as at the date of the report 30 September 2024, and its performance against the Council budget for 2024/25.

LEGAL AND RISK CONSIDERATIONS

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

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

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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**Quarterly Financial Management Report
Period Ending 30 September 2024**

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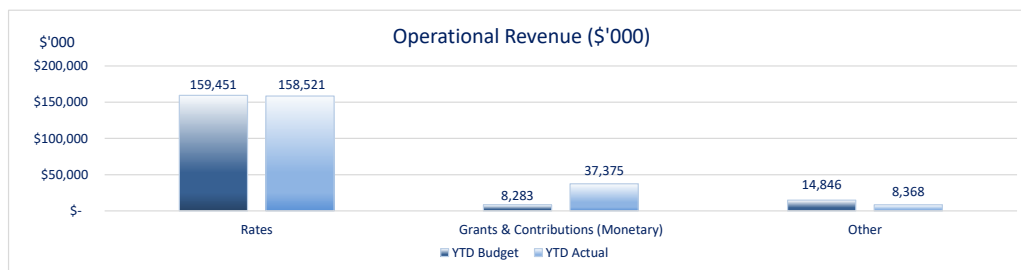
Summary of Financial Results - City of Ballarat Period Ending 30 September 2024

The Income Statement shows a surplus of \$148.1m for the 3 months to 30 September 2024, \$25.2m favourable to the year to date (YTD) adopted budget.

Total Income is the driver of this variance and this is primarily due to \$16.1m received for the Federal Financial Assistance Grant in full in July, for the 24/25 year. This was assumed to be paid quarterly. In addition unearned income relating to Grants and Monetary Contributions totalling \$11.2m have been recognised in this financial year. The associated budget carryovers have been added to the 24/25 forecast figures after Council approval in September.

Capital expenditure for the 3 months to 30 September 2024 totals \$13.2m, this represents 10.7% of the adopted capital works budget of \$122.8m which is currently forecast slightly higher due to carryovers at \$129.7m.

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

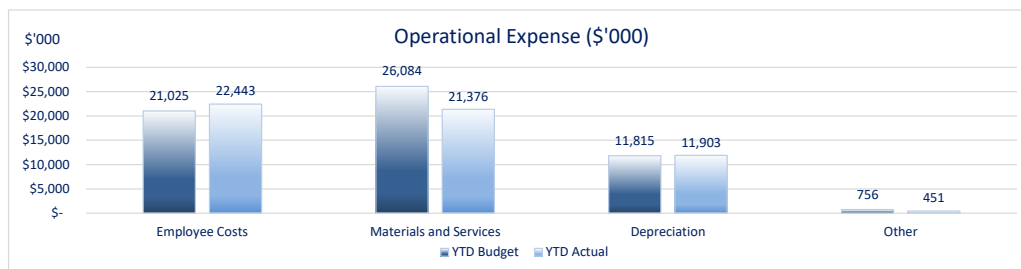


Key Budget Variances:

Rates - Rates and Charges raised to date are largely in line with budget.

Grants and Contributions - The increase in grants and contributions is primarily due to the timing of Federal Financial Assistance Grants funding received of \$16.1m and the unearned income carryover of \$11.2m from the 2023/24 financial year.

Other - Driven by a \$5.8m variance in non monetary contributions and a timing variance in User Fees relating to invoices for Landfill and Transfer Station operations.

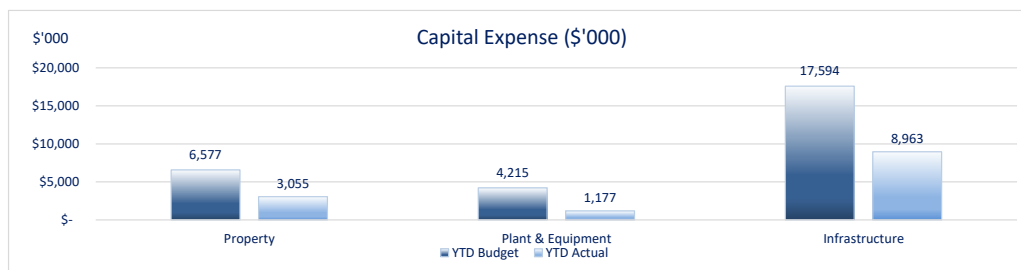


Key Budget Variances:

Employee Costs – The EBA backpay for twelve months was accrued into September and paid in early October, the accrual also included the standard pay run that would have usually have been posted into October. The end result is that three pays will impact September instead of October.

Materials and Services – Favourable to budget due to the timing of service delivery, refer to further commentary on the Income Statement.

Depreciation – Consistent with the current budget assumptions.



Key Budget Variances:

With many of the larger capital project budgets profiled on a quarterly basis the YTD Budget has spiked against Actual spend. The Capital Works statement is showing total spend to 30 September of \$13.2m against a budget of \$28.4m, this is 10.7% of the annual budgeted capital works program. Current variances are due to the timing of the Capital Works program delivery, however it is anticipated that a forecast reduction will be required at the Mid-Year Budget Review.

Please refer to Capital Project Report for more detailed information.

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Income Statement - City of Ballarat

Period Ending 30 September 2024

	Year to Date (YTD)				25.0% YTD Act. v Annual Forecast (B/F) %	Annual			Notes
	(A)	(B)	(C)	(E)		(F)	Variance v Forecast (F-E)		
	Adopted Budget \$'000	Actual \$'000	Variance (B-A) \$'000	Adopted Budget \$'000		Forecast \$'000	\$'000		
Income									
Rates and charges	159,451	158,521	(930)	98%	161,517	161,517	0		
Statutory fees and fines	1,638	1,474	(164)	19%	7,737	7,737	0		
User Fees	4,928	3,740	(1,188)	19%	20,174	20,174	0	1	
Grants Capital	2,797	13,994	11,197	51%	16,043	27,445	11,402	2	
Grants Operating	3,233	22,767	19,534	69%	29,543	33,100	3,557	3	
Contributions Monetary	2,253	614	(1,639)	7%	8,502	8,557	55	4	
Contributions Non Monetary	5,757	0	(5,757)	0%	48,028	48,028	0		
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	150	662	512	29%	2,300	2,273	(27)		
Other Income	2,373	2,492	119	28%	9,033	9,033	0	5	
Total Income	182,580	204,264	21,684	64%	302,877	317,864	14,987		
Expenses									
Employee Costs	21,025	22,443	(1,418)	24%	93,288	93,490	(202)	6	
Materials and services	26,084	21,376	4,708	20%	99,773	105,316	(5,543)	7	
Depreciation and amortisation	11,815	11,903	(88)	25%	47,259	47,259	0		
Amortisation - Intangible Assets	30	0	30	0%	119	150	(31)		
Amortisation - Right of Use	66	0	66	0%	263	179	84		
Bad and doubtful debts	137	109	28	20%	558	558	0		
Borrowing Costs	284	282	2	25%	1,137	1,137	0		
Finance Costs	3	0	3	0%	14	10	4		
Other expenses	236	60	176	4%	1,336	1,336	0		
Total Expenses	59,680	56,173	3,507	23%	243,747	249,435	(5,688)		
Net Surplus	122,900	148,091	25,191	216%	59,130	68,429	9,299		

Notes:

- User Fees** - Unfavourable YTD variance to budget primarily due to timing of raising invoices for the Landfill and Transfer Station operating service fees being a month in arrears resulting in a \$960k variance. As noted last financial year a large customer is no longer utilising this service, given the budget was set before this change a forecast change is likely required in this area, however this should be largely offset by lower EPA fees recorded in materials and services. There is also a timing variance for the Libraries Management invoice budget at \$279k in the first quarter, while Parking Meter fees are currently tracking \$146k above YTD budget levels.
- Capital Grants** - Favourable variance to budget largely due to unearned income carryover of \$7.6m from 2023/24 financial year plus \$3.8m of carryover grant income budgeted in 23/24 but receipt delayed until 24/25, these amounts have been added to the annual forecast figures. There have also been some grants received this year not included in the adopted budget relating to the Regional Sports Infrastructure Program totalling \$1.3m and Learmonth Street funding \$1.5m, these will be updated via the forecast process.
- Operating Grants** - Favourable variance to budget largely due to \$16.1m in 24/25 Federal Financial Assistance Grants funding income, a timing variance budgeted for in 2023/24. Unearned income carryovers of \$3.6m from 2023/24 financial year have been added to the annual forecast figures.
- Contributions Monetary** - Unfavourable variance to adopted budget due to assumed receipt of various developer contribution levies.
- Other Income** - Ahead of YTD budget driven by Commercial Property Rental income which is of a timing nature.
- Employee Costs** - \$1.4m unfavourable YTD due to the backpay processed after the Enterprise Agreement was endorsed by Fair Work recently. The backpay accrual also included the standard pay run that would have usually have been posted into October. The end result is that three pays will impact September instead of October. A detailed assessment of employee costs will be undertaken at the Mid-Year Budget Review. The annual forecast increase relates to adjustments relating to unexpended grant income from 2023/24.
- Materials and Services** - Favourable YTD variances are considered timing for works delivery, which primarily sit in the Operations and Waste & Environment work areas however there are also contractor underspends to date in Facilities, Development Facilitation, and Economic Growth. For the Waste area YTD timing variances currently total \$2.2m over various expense lines. Street Lighting is also significantly under budget with a large project to deliver new LED lighting totalling \$2.9m profiled on a quarterly basis which is yet to start. Annual forecast has increased by \$5.5 million primarily due to the timing of projects relating to 2023/24 (carryovers).

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Balance Sheet - City of Ballarat

As at 30 September 2024

	(A) Year to Date Actual \$'000	(B) Adopted Budget \$'000	(C) Annual Forecast \$'000	(D) Variance v Forecast (C-B) \$'000	Notes
Assets					
Current Assets					
Cash and cash equivalents	121,745	51,925	73,444	21,519	1
Trade and other receivables	2,615	10,022	13,871	3,849	
Rates Receivables	140,926	10,000	10,000	0	2
Fire Services Levy	13,854	2,000	2,000	0	
Other Financial Assets	2	0	0	0	
Inventories	797	435	705	270	
Non-Current Assets Classified as Held for Sale	0	0	0	0	
Other assets	538	1,742	2	(1,740)	
Total Current Assets	280,477	76,124	100,022	23,898	
Non-Current Assets					
Property, infrastructure, plant and equipment	2,258,006	2,389,058	2,397,045	7,987	
Investment properties	16,150	15,610	16,150	540	
Right of Use Asset	299	175	120	(55)	
Intangible Assets	2,717	2,268	2,857	589	
Works in Progress Expense - Current Year	13,195	0	0	0	
Total Non-Current Assets	2,290,367	2,407,111	2,416,172	9,061	
Total Assets	2,570,844	2,483,235	2,516,194	32,959	
Liabilities					
Current Liabilities					
Trade and other payables	11,588	16,809	17,402	593	
Fire Services Levy	19,931	0	0	0	
Trust funds and deposits	7,022	14,138	14,267	129	
Unearned Income	0	0	11,237	11,237	3
Provisions	15,981	22,691	23,386	695	
Interest-bearing loans and borrowings	847	24,978	24,978	0	
Lease Liabilities	305	192	135	(57)	
Total Current Liabilities	55,674	78,808	91,406	12,598	
Non-Current Liabilities					
Provisions	18,993	20,015	11,539	(8,476)	
Interest-bearing loans and borrowings	26,834	22,653	22,653	0	
Lease Liabilities	27	0	0	0	
Total Non-Current Liabilities	45,854	42,668	34,192	(8,476)	
Total Liabilities	101,528	121,476	125,598	4,122	
Net Assets	2,469,316	2,361,759	2,390,596	28,837	
Equity					
Accumulated surplus	1,466,875	1,498,160	1,471,268	(26,892)	
Reserves	854,352	804,469	850,899	46,430	3
YTD Surplus/(Deficit)	148,089	59,130	68,429	9,299	
Total Equity	2,469,316	2,361,759	2,390,596	28,837	

Notes:

- Cash balance remains high due to the large capital works program to be delivered including works carried over from 2023/24, this will diminish as the program is delivered. Cash and Cash Equivalents are considered fully restricted due to existing commitments and reserves.
- Rates Receivable and Fire Service Levy balances are high at 30 September due to rates being raised in full in July.
- It is expected that Council will have some unearned income at year end. Hence, it is forecast to be at the same level as 2023/24.

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Cash Flow Statement - City Of Ballarat Period Ending 30 September 2024

	Year to Date (YTD)			Annual			Notes
	(A)	(B)	(C)	(E)	(F)	Variance v Forecast (F-E)	
	Budget \$'000	Actual \$'000	Variance (B-A) \$'000	Adopted Budget \$'000	Forecast \$'000	\$'000	
Cash flows from operating activities							
Rates and charges	26,698	30,297	3,599	161,182	166,565	5,383	1
Statutory fees and fines	2,123	1,402	(721)	8,493	8,777	284	
User Fees	9,536	9,355	(181)	22,145	22,885	740	
Grants Operating	7,371	28,684	21,314	29,482	34,134	4,652	2
Grants Capital	4,003	6,388	2,386	16,010	28,303	12,293	
Contributions Monetary	2,126	560	(1,566)	8,502	8,557	55	3
Interest received	1,200	1,135	(65)	0	0	0	
Net GST Payment/Refund	0	(534)	(534)	15,944	16,858	914	
Other receipts	1,487	1,357	(130)	10,746	11,397	651	
Trust funds	(2,575)	(3,163)	(588)	0	0	0	
Fire Services Levy	1,826	1,996	170	0	0	0	
Employee Costs	(20,855)	(22,312)	(1,457)	(90,370)	(97,042)	(6,672)	
Materials and Services	(30,580)	(29,022)	1,558	(106,319)	(120,206)	(13,887)	
Other payments	(356)	(60)	296	(1,424)	(1,525)	(101)	
Net cash provided by (used in) operating activities	2,003	26,083	24,080	74,391	78,702	4,311	
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	(28,386)	(17,407)	10,979	(134,943)	(142,491)	(7,548)	4
Proceeds from sale of property, infrastructure, plant and equipment	0	662	662	2,970	5,830	2,860	
Net cash provided by (used in) investing activities	(28,386)	(16,745)	11,641	(131,973)	(136,661)	(4,688)	
Cash flows from financing activities							
Finance costs	(284)	(390)	(106)	(1,137)	(1,137)	0	
Proceeds from interest bearing loans and borrowings	0	0	0	20,160	20,160	0	
Repayment of interest bearing loans and borrowings	(313)	(313)	0	(522)	(522)	(0)	
Interest paid - lease liability	0	0	0	(14)	(10)	4	
Repayment of lease liabilities	0	0	0	(278)	(197)	81	
Net cash provided by (used in) financing activities	(597)	(703)	(106)	18,209	18,295	86	
Net increase/(decrease) in cash and cash equivalents	(26,980)	8,635	35,615	(39,373)	(39,664)	(291)	
Cash and cash equivalents at the beginning of the period	91,298	113,110	21,812	91,298	113,108	21,810	
Cash and cash equivalents at the end of the period	64,318	121,745	57,427	51,925	73,444	21,519	5

Notes:

- YTD Cash flow from Rates and Charges is favourable by \$3.6m, this is considered to be a timing variance based on budgeted assumptions on the timing of rate payment receipts.
- Grants Operating are favourable due to \$16.1m of Federal Financial Assistance Grants being paid up front in July and not quarterly as anticipated.
- Contributions Monetary primarily relates to timing of the receipt of various developer contribution levies.
- Cash flows from investing activities are tracking well below budget due to the level of capital works that have been delivered YTD.
- Cash and Cash Equivalents are considered fully restricted due to existing commitments and reserves.

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Statement of Capital Works - City of Ballarat

Period Ending 30 September 2024

	Year to Date (YTD)				Annual		
	(A)	(B)	(C)	(D)	(E)	(F)	Variance
	Adopted	Actual	Variance	YTD Act. v Forecast (B/F) %	Adopted	Forecast	v Forecast (F-E) \$'000
	Budget \$'000	\$'000	\$'000		Budget \$'000	\$'000	\$'000
Property							
Land	469	3	466	0%	1,784	1,626	(158)
Land improvements	38	167	(129)	111%	150	150	0
Total land	507	170	337	10%	1,934	1,776	(158)
Buildings							
Buildings	4,145	1,476	2,669	11%	16,497	13,496	(3,001)
Heritage buildings	0	1,178	(1,178)	59%	0	2,008	2,008
Building improvements	1,925	231	1,694	3%	5,390	8,639	3,249
Total buildings	6,070	2,885	3,185	12%	21,887	24,143	2,256
Total property	6,577	3,055	3,522	12%	23,821	25,919	2,098
Plant and equipment							
Artworks	13	16	(3)	32%	50	50	0
Plant, machinery and equipment	3,663	674	2,989	7%	14,997	10,112	(4,885)
Fixtures, fittings and furniture	65	130	(65)	35%	296	368	72
Computers and telecommunications	439	288	151	13%	1,703	2,259	556
Library books	35	69	(34)	18%	443	390	(53)
Total plant and equipment	4,215	1,177	3,038	9%	17,489	13,179	(4,310)
Infrastructure							
Roads	5,622	5,465	157	13%	29,241	43,093	13,851
Bridges	75	2	73	0%	485	753	268
Footpaths and cycleways	961	359	602	12%	4,085	2,886	(1,199)
Drainage	2,842	559	2,283	5%	17,291	12,179	(5,112)
Recreational, leisure and community facilities	4,834	1,478	3,356	10%	14,532	15,535	1,003
Waste management	2,138	192	1,946	2%	10,870	9,431	(1,439)
Parks, open space and streetscapes	772	905	(133)	15%	3,632	6,040	2,408
Aerodromes	350	3	347	0%	1,400	670	(730)
Total infrastructure	17,594	8,963	8,631	10%	81,536	90,587	9,050
Total capital works expenditure	28,386	13,195	15,191	10%	122,846	129,685	6,838
Represented by:							
New asset expenditure	13,849	7,554	6,295	13%	62,501	60,415	(2,086)
Asset renewal expenditure	9,131	2,916	6,215	7%	41,262	44,829	3,567
Asset expansion expenditure	364	53	311	4%	1,658	1,459	(199)
Asset upgrade expenditure	5,042	2,672	2,370	12%	17,425	22,982	5,556
Total capital works expenditure	28,386	13,195	15,191	10%	122,846	129,685	6,838

Key Budget Variances:

YTD actual spend is \$15.19m under the YTD Budget at 30 September. Current variances are due to the timing of the Capital Works program delivery.

The Capital Works statement is showing total spend to 30 September of \$13.2m, this is 10.2% of the annual forecast capital works budget which includes budget carryover from 2023/24.

Works currently ahead of budget are related to projects from last financial year with budgets carried over added into the annual Forecast amount. These include the Bridge Mall Redevelopment, Her Majesty's Theatre, Lucas Child Centre, and Spotlight on Sebastopol.

Significant project underspends compared to YTD budget include;

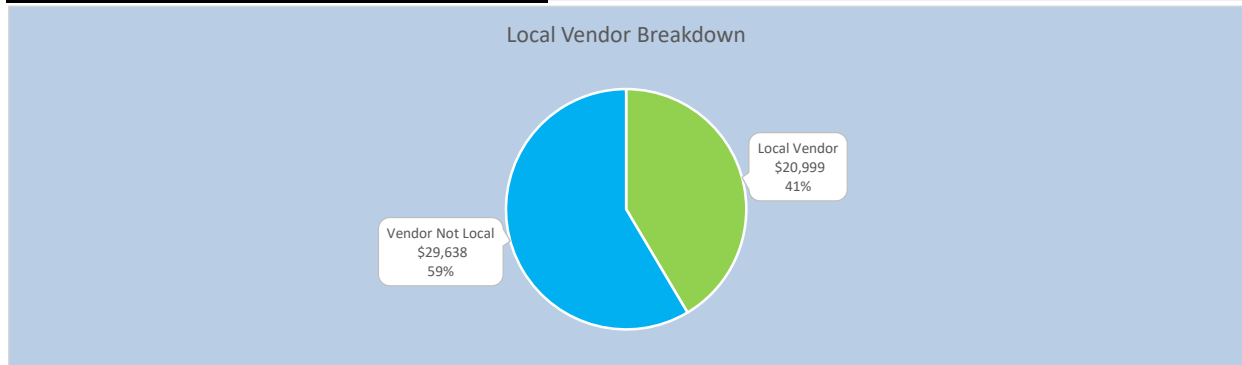
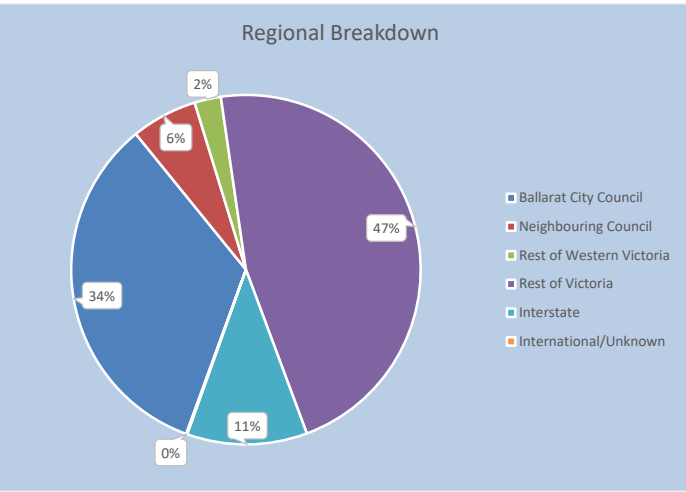
- Various Developer Contribution projects \$6.6m
- Major Infrastructure Renewal projects \$1.8m
- Plant/Fleet Replacement Program \$1.4m
- Facilities Upgrades \$1.1m
- Art Gallery Humidifiers \$945k
- Landfill capital \$918k
- Sebastopol Community Hub \$893k
- Eastwood Leisure Complex \$874k
- Animal Shelter \$844k

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Local Spend Summary - City Of Ballarat
 Period Ending 30 September 2024

Local Vendor Breakdown	Regional Breakdown	Paid Amount \$'000
Local Vendor	Ballarat City Council	17,013
Local Vendor	Neighbouring Council	1,068
Local Vendor	Rest of Western Victoria	463
Local Vendor	Rest of Victoria	774
Local Vendor	NSW	918
Local Vendor	SA	-
Local Vendor	QLD	736
Local Vendor	ACT	-
Local Vendor	TAS	25
Local Vendor	NT	-
Local Vendor	WA	2
Local Vendor	International/Unknown	1
Vendor Not Local	Ballarat City Council	-
Vendor Not Local	Neighbouring Council	2,023
Vendor Not Local	Rest of Western Victoria	775
Vendor Not Local	Rest of Victoria	22,839
Vendor Not Local	NSW	2,367
Vendor Not Local	SA	219
Vendor Not Local	QLD	995
Vendor Not Local	ACT	152
Vendor Not Local	TAS	30
Vendor Not Local	NT	-
Vendor Not Local	WA	192
Vendor Not Local	International/Unknown	46



Notes:

- Interstate vendors that have been classified as local, relate to local branches or businesses that have a head office interstate. i.e. it is considered that these businesses employ local people and contribute to the local economy.

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Investments Summary - City Of Ballarat Period Ending 30 September 2024

Institution	Fossil Fuel Investment	Percentage of Total investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
Suncorp	No	8.70%	Term Deposit	\$ 6,000,000.00	5.05%	10/07/2024	2/10/2024
Judo Bank - Laminar Capital	No	8.70%	Term Deposit	\$ 6,000,000.00	5.05%	17/07/2024	9/10/2024
National Australia Bank	Yes	8.70%	Term Deposit	\$ 6,000,000.00	4.83%	31/07/2024	16/10/2024
National Australia Bank	Yes	4.35%	Term Deposit	\$ 3,000,000.00	4.93%	31/07/2024	23/10/2024
Judo Bank - Laminar Capital	No	4.35%	Term Deposit	\$ 3,000,000.00	5.00%	7/08/2024	23/10/2024
National Australia Bank	Yes	4.35%	Term Deposit	\$ 3,000,000.00	4.90%	7/08/2024	30/10/2024
National Australia Bank	Yes	4.35%	Term Deposit	\$ 3,000,000.00	4.77%	14/08/2024	30/10/2024
National Australia Bank	Yes	7.25%	Term Deposit	\$ 5,000,000.00	4.77%	21/08/2024	6/11/2024
National Australia Bank	Yes	7.25%	Term Deposit	\$ 5,000,000.00	4.77%	28/08/2024	13/11/2024
ANZ Bank	Yes	5.80%	Term Deposit	\$ 4,000,000.00	4.87%	4/09/2024	20/11/2024
Suncorp	No	7.25%	Term Deposit	\$ 5,000,000.00	4.90%	4/09/2024	27/11/2024
ANZ Bank	Yes	7.25%	Term Deposit	\$ 5,000,000.00	4.92%	11/09/2024	4/12/2024
ANZ Bank	Yes	7.25%	Term Deposit	\$ 5,000,000.00	4.91%	18/09/2024	11/12/2024
Bendigo & Adelaide Bank	No	14.49%	Term Deposit	\$ 10,000,000.00	4.89%	25/09/2024	18/12/2024

Total Investments

\$ 69,000,000.00

Total % of Non Fossil Fuel Lending Institutions

43.5%**Notes:**

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

In implementing Council's resolution to divest from institutions supporting fossil fuel investment, a number of investment have been made with Bank Vic, Suncorp and IMB. These investments represent 43.5% of total funds invested at 30 September 2024 and have been invested at rates that are considered comparable to other institutions.

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**Annual Action
Plan 2024–2025**
Quarter 1 Progress Report



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



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



ACTION SUMMARY BY PERFORMANCE

64

MONITOR*

107

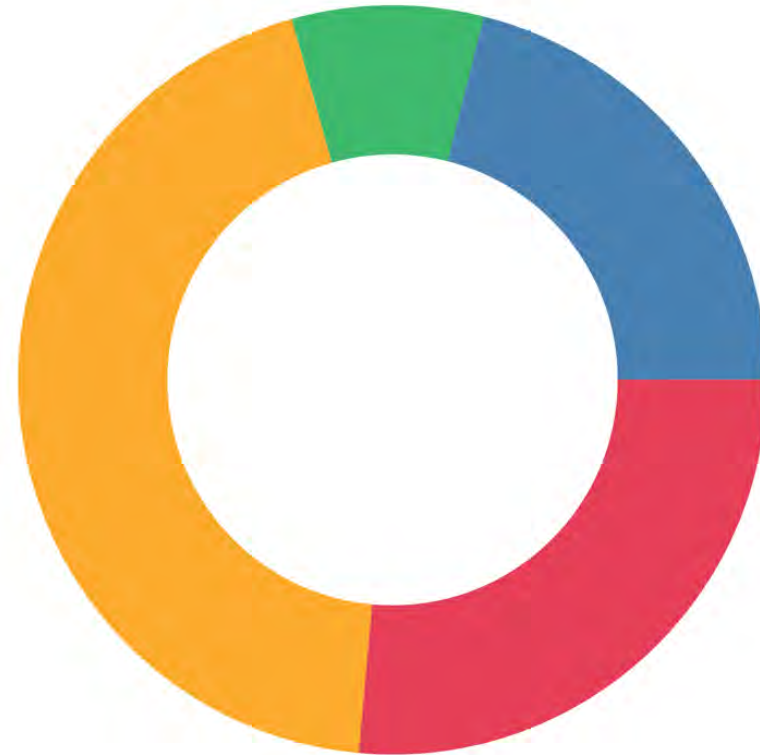
ON SCHEDULE

20

COMPLETED/NEARING COMPLETED

51

ONGOING



* Includes actions not yet scheduled to commence.

ACTION PERFORMANCE AND TIMEFRAME

Timeline Legend: ■ Nearing Completion ■ On Schedule ■ Monitor ■ Complete ■ Ongoing

Reading this report

This report provides an update on key Council Plan actions as at the end of Q1 2024/25. The "traffic lights" reporting method overlooks the complexities of individual projects and their nuanced implementation timelines. As some initiatives begin later than others, certain actions may not appear as "On Schedule" as they are actually scheduled to commence or progress at a later time in the year. It is anticipated that they will catch up during future quarters.

Definitions Quarter One




MONITOR	Less than 25% completion of action
ON SCHEDULE	Between 25%-70% of action completed
COMPLETED/NEARING COMPLETION	Over 70% of action completed
ONGOING	Planned to continue beyond current year

Annual Action Plan 2024-2025

OUR GOALS - 1 An Environmentally Sustainable Future




STRATEGIC OBJECTIVE - 1.1.1 Transition Towards Zero Emissions

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.1.1 Rollout of solar and battery installation for council buildings	01-07-2024	30-06-2025	15	 RED	█	█										
<p>Progress Comments: Design for 196kW rooftop solar at Ballarat Aquatic and Lifestyle Centre in progress, to be finalised in October 2024 and followed by a tender process.</p> <p>Investigation for solar and neighbourhood battery at the Ballarat Badminton Stadium was completed in September 2024. The business case will be used for a grant application by the State Government’s 100 Neighbourhood Batteries Program.</p>																
1.1.1.2 Engage with key stakeholders and community to help deliver the Net Zero community emissions target	01-07-2024	30-06-2025	10	 RED	█	█										
<p>Progress Comments: Working with community group Breaze through their Community Partnership Grant to deliver on energy efficiency and electrification for households.</p>																
1.1.1.3 Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency	01-07-2024	30-06-2025	15	 RED	█	█										
<p>Progress Comments: The Public Electric Vehicle Charging Framework and Implementation Study, led by Central Victorian Greenhouse Alliance, is ongoing. As at the end of Q1, the study has assessed the existing chargers and potential future sites for EV charging in Ballarat. The study is expected to be completed by November 2024.</p>																

STRATEGIC OBJECTIVE - 1.1.2 Transition Towards Zero Waste

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.2.2 Continue to work with the Victorian Government to progress a circular economy precinct of regional significance	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Request for proposals have been received and evaluated for the processing of regional materials (residual waste, recyclables and organics). This is focused on attracting materials processing capacity to the region and within a circular economy precinct. Request for tenders are currently being developed, targeting release in late 2024.																
1.1.2.3 Continue with projects that support development of the circular economy	01-07-2024	30-06-2025	25	 AMBER												
Progress Comments: The Ballarat Soft Plastics Collection Pilot was launched on 17 July 2024. This pilot program provides residents with the opportunity to recycle their soft plastics in the kerbside recycling bin. As at 30 September 2024, 4,603 households had registered to participate in the pilot program.																
1.1.2.5 Explore opportunities to retain the value of waste materials locally	01-07-2024	30-06-2025	25	 AMBER												
Progress Comments: Working with six neighbouring councils and Central Highlands Water to seek industry proposals that will improve the management of organics, recycling and residual waste material streams in our region. These industry proposals have been evaluated and council is now preparing tender processes, targeting release in late 2024.																
1.1.2.7 Update the Resource Recovery and Waste Management Strategy	01-07-2024	30-06-2025	100	COMPLETE												
Progress Comments: Waste as a Resource: Our Circular Economy Strategy 2024-2028 was adopted by Council on 11 September 2024.																

City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.2.8 Delivery of a Waste App	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The Ballarat Waste App was launched on 28 August 2024. This free App allows residents to access information about their waste and recycling services. During the caretaker period, promotion of the App was paused and has since recommenced. As at 30 September 2024, the Ballarat Waste App had been downloaded 1908 times.</p>																

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

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.3.2 Undertake annual tree planting as per the Urban Forest Plan to meet 40 per cent tree canopy cover	01-07-2024	30-06-2025	50	AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The 2024/25 annual tree planting program is 50% complete. Remaining trees are scheduled to be planted in April, May and June 2025.</p>																
1.1.3.5 Support residents to transition away from gas via the Electric Homes Program	01-07-2024	30-06-2025	15	RED	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Planning for the Electric Homes Program set for launch in March 2025 is underway. Project partners have been established including Ballarat Renewable Energy and Zero Emissions (Breaze), Geelong Sustainability, SEC Victoria and Meiklejohn Consulting.</p>																




STRATEGIC OBJECTIVE - 1.1.4 Provide Lower Carbon Transport Options

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.4.1 Deliver annual capital projects that expand the City's footpath and bicycle path networks	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: Major capital projects for this year include new off-road trail links between Victoria Park towards Doug Dean Reserve (Sutton Street Trails and Connections) and partnership projects with Regional Roads Victoria including new crossings at Humffray Street North, Doveton Street North and Market Street. Construction now underway for Sutton Street Trails and Connections, with other projects to commence tender early 2025.</p>																
1.1.4.2 Develop an Integrated Transport Plan which will identify future capital works that help to deliver lower carbon transport options across the City	01-07-2024	30-06-2025	23	 RED	█	█	█									
<p>Progress Comments: Strategic Transport Planning Framework drafted and progressing alongside the Regional Transport Strategy. Aligning with other strategic projects (housing strategy, growth areas framework plan, infrastructure, accessibility, inclusion, health and wellbeing plans).</p> <p>Significant collaboration with Department of Transport and Planning ongoing across 2024/25 to ensure alignment with State strategies and infrastructure projects.</p>																
1.1.4.4 Investigate feasibility for an E-bike Library program across Ballarat	01-07-2024	30-06-2025	14	 RED	█	█										
<p>Progress Comments: Investigation of examples in place at other councils is being undertaken including those in Canberra. Investigations include costs, governance, cost/benefit and risk.</p>																




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

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.5.1 Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Involvement with community groups to support and encourage the ongoing management of natural resources across our open space assets.																
1.1.5.3 Delivery on Year 1 actions of the Biodiversity Strategy	01-07-2024	30-06-2025	10	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Recruitment for a Biodiversity Program Officer is currently being finalised. Nature Stewards Spring community education program is currently underway. Partnering with Wadawurrung Traditional Owners Aboriginal Corporation's Gobata Dja Natural Resource Management Team at the Ballarat Regional Landfill. Naturestrip Guidelines are currently in development and the guidelines for volunteering on Council Land is also in development.																
1.1.5.4 Continue to investigate and implement opportunities for new alternative water systems in Ballarat (e.g. recycled water and/or harvested stormwater)	01-07-2024	30-06-2025	1	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Investigation has commenced for on-site water recycling opportunities at Ballarat Aquatic & Lifestyle Centre (BALC). Construction of recycled water supply to Wendouree West Recreation Reserve is imminent. Design of Victoria Park recycled water connection to Ovals 4 and 5 is near complete and approvals processes have commenced. Review of water balance model for Lake Wendouree has commenced. Concept design for recycled water to Pleasant St Reserve has also been completed.																


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

City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.6.3 Deliver sustainable heating, cooling and insulation solutions in community facilities throughout buildings via our asset renewal program	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Works ongoing, with current focus on removing outdated refrigerant types.																
1.1.6.4 Continue to progress the work towards a new Ballarat Animal Shelter that is aimed towards sustainable building outcomes	01-07-2024	30-06-2025	5	 RED												
Progress Comments: The project is progressing with the expression of interest for construction now complete. The full designs are nearing completion and ready for tender.																
1.1.6.6 Install digital monitoring and control systems so that the uses of alternative water can be better managed	01-07-2024	30-06-2025	5	 RED												
Progress Comments: Detailed inventory and condition assessments of existing recycled water assets has been completed. Concept plan for digital hardware and software is currently being developed, as well as a staging plan for control systems roll-out.																

OUR GOALS - 2 A Healthy, Connected and Inclusive Community




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

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.1.1 Contribute to the development and implementation of a Diverse and Affordable Housing Action Plan	01-07-2024	30-06-2025	25	 AMBER												



City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Social and Affordable Housing Action Plan was endorsed by Council in July 2024. Delivery of immediate actions within the plan have commenced including audit of Council, State and community-owned land.</p>																
1.2.1.2 Implement the Community Infrastructure Plan (2022-2037).	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Tender for construction of Sebastopol Community Hub has been awarded. Construction of the extension of Lucas Community Hub is progressing ahead of schedule and within budget. Detailed designs for Eastwood Leisure Complex redevelopment are progressing. Feasibility report and concept plans to inform decision making for Buninyong Kindergarten and Delacombe Community Kindergarten are complete.</p>																
1.2.1.6 Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: This project has now entered into the detailed design phase which will occur over two financial years. The first working group meeting is scheduled for October 2024.</p>																
1.2.1.8 Implement the Active Women and Girls Action Plan	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Various actions relating to improving the opportunities for women and girls to participate in sport were implemented as part of the Recreation Services work plan. Many of these are associated with the significant capital works and infrastructure program. The recently adopted Recreation Infrastructure Plan also includes capital works and guides important delivery standards that will ensure improved opportunities for women and girls to participate in sport. A review and refresh of the Active Women and Girls Strategy will commence once the new Council has been elected and a process can be established to undertake this review.</p>																

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

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.2.1 Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory	01-07-2024	30-06-2025	100	 COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: An Online Community Directory has been established and data migration is complete. The new system launched on Friday 13 September 2024.</p> <p>Ongoing maintenance of the Directory through an internal Community of Practice has commenced.</p>																
1.2.2.2 Participate in the Ballarat Community Safety Partnership	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Continued administration support provided to the Partnership in addition to participation in the quarterly meeting in August which focused on women's safety in public places. Presentations were delivered by Women's Health Grampians on the CoRE Alliance and experiences of safety for women with disabilities in Ballarat, Free from Violence project overview by City of Ballarat, and a presentation on the Ballarat Community Saturation Model by Respect Victoria.</p>																
1.2.2.3 Implement and embed Multi-Agency Risk Assessment and Management (MARAM) framework and Child Safe Standards across all in scope City of Ballarat services, policies and frameworks	01-07-2024	30-06-2025	40	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Embedding of MARAM framework will continue across the Family, Youth and Children's Services portfolio. Team members are participating in training and Community of Practice sessions. All Children's Services team members have attended child safe and family violence training. The team are also implementing new documentation and record keeping protocols to support MARAM alignment and Child Information Sharing/Family Violence Information Sharing requirements. The City of Ballarat is represented on the Central Highlands Integrated Family Violence Committee (CHIFVC).</p>																
1.2.2.4 Partner with industry, government and across the City of Ballarat to address the systemic and local factors that contribute to the vulnerability of children and families, such as through partnerships with family violence and health promotion organisations	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: We continue to work with family violence organisations, health services and family support services to embed primary prevention practices in our programs and support connection to specialist services when required. We continue to offer family violence support at Parent Place where staff regularly undertake training. Parent Place in partnership with Berry Street attended the AFL at Mars Stadium in August 2024 to provide a safe and welcoming place for children to play. With the increased rates of family violence during football finals, the team partnered with Berry Street to promote family violence support services.</p>																
1.2.2.11 Investigate the City of Ballarat becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City	01-07-2024	30-06-2025	25	 AMBER												

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
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Progress Comments: Initial investigation has been carried out for this project. The recommendation from the internal report written is to complete a community consultation process which would involve a community learning needs analysis and include key stakeholders such as formal and informal learning providers and key City of Ballarat teams. The consultation/learning needs analysis is being carried out in this financial year. It is then proposed to use the findings of the community consultation and community learning needs analysis to develop a targeted Learning Strategy or Learning Framework.

1.2.2.12 Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program	01-07-2024	30-06-2025	25	 AMBER													
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Progress Comments: Ballarat Aquatic and Lifestyle Centre (BALC) Indigenous Artwork expression of interest drafted in preparation for presentation to KEAG Project Working Group. NAIDOC week celebrated at BALC with centre-wide information, First Nations music during classes and 2 weeks free membership (29 registered for membership).

LGBTIQA+ discussions to host summer outdoor pool event as well as creating a rainbow swim club. Changing Places Project funding bid was successful.

Memorandum of understanding with CAFS to enable BALC access for families suffering financial stress was renewed.




BALC also supported Seniors Month with free 2 week memberships and presence at the Seniors Expo.





City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.2.26 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	01-07-2024	30-06-2025	15	 RED												
Progress Comments: Project planning has commenced to progress this initiative.																
1.2.2.27 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)	01-07-2024	30-06-2025	25	 AMBER												
Progress Comments: Multiple weekly low cost programs in place across Ballarat region including Dance, Tai Chi and seated exercise class. Geographical reach extended by facilitating bi-monthly mini expo in outter regions quarterly bus trip (Warrenheip in July, Ascot in September), monthly movies and regular workshop and internal collaborations (Weaving workshop in July) Approximately 1600 participations over the quarter across all social connections activities.																
1.2.2.28 Deliver the Free from Violence Project	01-07-2024	30-06-2025	7	 RED												
Progress Comments: Health check to determine current status of City of Ballarat as an organisation has been completed. Year 1 project plan, monitoring and evaluation plan and project budget has been submitted to funding body. Actions including staff capacity building training, communications plan, leadership forum planning, gender inclusive clubs video development and 16 Days of Activism event planning have commenced.																




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

City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.3.1 Implement and report on Council's Municipal Public Health and Wellbeing Plan (2021-2031)	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Recruitment and development of project plan for delivery of Central Highlands Vaping Prevention project. Prepared submission for Parliamentary Inquiry into Food Security in Victoria. Preparing third year review, update and evaluation of the Health and Wellbeing Plan.																
1.2.3.6 Construction of a new Splash Park at Brown Hill Reserve	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Construction tender has been awarded with works under way on site.																
1.2.3.7 Implement Active Ballarat Action Plan	01-07-2024	30-06-2025		 ONGOING	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: The Active Ballarat Action Plan continues to guide the business-as-usual work being undertaken to provide appropriate recreation and sporting opportunities for the Ballarat community. A review and refresh of the Active Ballarat Action Plan will commence once the new Council has been elected and a process can be established to undertake this review.																

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.3.8 Implement Stage 2 of the Marty Busch Master Plan	01-07-2024	30-06-2025	52	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: The funding agreement has been signed by all parties. Request for Quote for Oval #2 pavilion will be finalised, RFQ for design and construct for scoreboard has completed with works to commence shortly, and a request for tender for the construction of a new netball court and cricket nets was advertised in October 2024.</p>																
1.2.3.12 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	01-07-2024	30-06-2025	20	 RED	█	█	█									
<p>Progress Comments: Planning has commenced for community engagement to take place in April 2025.</p>																
1.2.3.13 Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model	01-07-2024	30-06-2025	15	 RED	█	█	█									
<p>Progress Comments: Initial research stage has commenced with information gathered from a range of other public libraries who are using this model.</p>																
1.2.3.14 Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services	01-07-2024	30-06-2025	0	 RED												
<p>Progress Comments: This project is in progress with more investigation to be undertaken in the first 6 months of 2025.</p>																


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.3.15 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	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Transport education program BusAble delivered to older Chinese/Australian community, road safety awareness program 'Walk with Care' delivered in partnership with Road Safety Central Highlands.</p> <p>Dementia awareness and Memory Matters sessions and discussions held with Ballarat Libraries as part of Dementia Action Week. Community education and information sessions around breaking the stigma and discomfort related to conversations of death and final arrangements as part of 'Dying to Know Day'.</p> <p>Community connector and My Aged Care navigation presentations to U3A, Heartbeat Ballarat, LGBTIQ+ groups. Community Hub sessions on retirement planning, aged pension, payment information for disability, carers, and financial literacy.</p>																
1.2.3.16 Wendouree Library and Learning Centre detailed design	01-07-2024	30-06-2025	10	 RED	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Project is underway with Request for Quote process for detailed design to be advertised in November 2024 and a principal design consultant expected to be appointed in early 2025.</p>																
1.2.3.17 Len T Fraser Regional Skate Park Upgrade	01-07-2024	30-06-2025	30	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■




City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: The design of the Len T Fraser upgrades have progressed to 3D concepts based off the first community consultation, these concepts will be presented at a second community consultation after Council caretaker period. Detailed design can begin once the community has had sufficient time to provide feedback. Construction is aimed to begin in the first half of 2025.</p>																
1.2.3.18 Buninyong Netball Courts and Cricket Nets Upgrade	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Design for both projects is now complete, with the cricket nets due to go to tender in late 2024 and construction to begin in early 2025. The netball courts construction has been pushed back until the completion of the netball season which is September 2025 at the request of the netball club.</p>																
1.2.3.19 Mt Clear Netball Courts Upgrade	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Request for tender for construction is out to market, with the project due to begin late 2024 or early 2025.</p>																
1.2.3.20 City Oval Change Rooms Upgrade	01-07-2024	30-06-2025	49	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Detailed design is nearing completion. The project will need to go through a planning permit process before going out for construction tender in early 2025.</p>																


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.3.21 Undertake audience research for Art Gallery of Ballarat	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█								
Progress Comments: Business consulting firm, Morris Hargreaves Macintyre, were commissioned to commence the project and audience research commenced in September 2024.																


STRATEGIC OBJECTIVE - 1.2.4 Enhance a sense of pride and belonging for all residents

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.4.1 Deliver an annual Seniors Awards program celebrating and recognising the valuable contributions from our older community members	01-07-2024	30-06-2025	70	 AMBER	█	█	█	█	█	█	█	█	█	█		
Progress Comments: Seniors Awards nominations were advertised across August and September 2024. Nominations closed on 16 September 2024. An independent selection panel is scheduled to meet on 10 October 2024. Winners will be announced at Seniors Awards reception on Friday 1 November 2024.																
1.2.4.2 Undertake a feasibility study to identify and appropriately brand City of Ballarat owned facilities acknowledging the provision of facilities to the community	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█								
Progress Comments: Engaging an external consultant to undertake the Branding Feasibility Study.																
1.2.4.3 Deliver the enhanced graffiti response program throughout the community	01-07-2024	30-06-2025	33	 AMBER	█	█	█	█								


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: The enhanced graffiti response is progressing based on three key pillars - increasing capacity to respond, graffiti prevention and extending graffiti removal into the private sphere. As such, we are improving the capacity of the team with re-purposed vehicles and trailers and allocation of labour resources. Working with other teams in Council on graffiti prevention measures and agreements with third party asset owners on consent to remove graffiti as part of the enhanced graffiti response.</p>																
1.2.4.4 Facilitate and support community activation of the new Intercultural Garden space	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Intercultural Garden launched on Monday 9 September 2024.</p> <p>Community groups including the local Irish and Indian Associations have sought to hold events within the Intercultural Garden space.</p> <p>Officers will monitor the aspects of the garden as it activates to ensure it is working as designed.</p>																



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

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.5.1 Commence implementation of a new Reconciliation Action Plan (2024-2026)	01-07-2024	30-06-2025	1	 RED												


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Draft Innovate Reconciliation Action Plan (RAP) 2024-2026 is in progress. Process of review with internal stakeholders and Key First Nations Stakeholders has taken place.</p> <p>2024 Reconciliation Australia RAP Annual Impact Survey has been completed. City of Ballarat officers participated in Reconciliation Australia's biannual National Workplace Reconciliation Action Plan Barometer.</p> <p>Traditional Owners (Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Class Aboriginal Corporation) confirmed representation on the RAP Working Group. Both Traditional Owner groups committed to ongoing collaboration for the success of the City of Ballarat Innovate RAP.</p> <p>Reconciliation Victoria promoted City of Ballarat as a recipient of the 2024 Reconciliation Maggolee Award Winners for codesign project with Wadawurrung Traditional Owners Aboriginal Corporation.</p> <p>Wide engagement across the Council's divisions is underway to ensure up to date information and actions are reflected in the Draft Innovate RAP to be presented to Council and Reconciliation Australia.</p> <p>Draft provided to Reconciliation Australia(RA) and returned with edits. Edits being integrated for return to them after Caretaker Period has concluded. RA approved inclusion of Victorian Aboriginal and Local Government Strategy pillars to the RA RAP framework.</p>																
1.2.5.2 Delivery of child, youth and family initiatives in the Reconciliation Action Plan (RAP)	01-07-2024	30-06-2025	30	 AMBER												

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: In partnership with local Wadawurrung Traditional Owners, City of Ballarat recognised Aboriginal and Torres Strait Islander Children's Day through activities and celebration at Ballarat Central Library on 2 August 2024.</p> <p>The Children's Services programs coordinated children's excursions for NAIDOC and Reconciliation Week including attendance at the Ballarat & District Aboriginal Cooperative community day, inviting local Elders into children's centres, with support from First Nations people programs have revised Acknowledgements of Country, and improving first impressions to centres through use of language, staff uniforms and displays.</p>																
1.2.5.3 Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the Aboriginal and Torres Strait Islander Library Information and Resource Network (ATSILIRN) Protocols for Libraries, Archives, and Information Services	01-07-2024	30-06-2025	15	 RED												
<p>Progress Comments: Preliminary assessment was undertaken on key elements of the Heritage collection regarding decolonisation. Key stakeholders in the sector will be consulted as part of the community engagement undertaken for the Collection Development Guidelines.</p>																
1.2.5.10 Establishment of a Cultural Heritage Awareness and Education Program - Year One trial Black Hill Mountain Bike Club	01-07-2024	30-06-2025	15	 RED												
<p>Progress Comments: Initial meeting being held with Wadawurrung Traditional Owners Aboriginal Corporation and community stakeholder groups (Club MUD) to discuss track re-alignment on 18 October 2024.</p>																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.5.11 Deliver the Bunjil Program to schools in Ballarat	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■

Progress Comments: The Bunjil Program was delivered through term three with 802 participants engaging in Dr Gilson's program. A high volume of bookings have also been taken for term four.


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

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.6.1 Deliver VicHealth Creating environments and opportunities for healthy tweens in Ballarat Program	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■

Progress Comments: Met with stakeholders regarding Active Travel in Wendouree West project to discuss a range of traffic calming, parking and walking track options to support students of Yuille Park Community College and local residents to safely access Wendouree West Recreation Reserve.

Surveyed Ballarat Aquatic and Lifestyle Centre (BALC) patrons to determine their preferences for food and drinks on offer at the on-site cafe. Over 700 survey responses will support the decisions for any changes to promotions and products.

The pilot phase for the My Accessibility Review project is now completed which has informed the production of a suite of resources including social stories and videos which support children and young people to participate. Feedback from pilot phase was highly informative for Council facilities to improve access to creative programs for children of all abilities.

1.2.6.3 Continue implementation of Municipal Early Years Plan	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
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City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
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Progress Comments: Work continues on actions that span multiple years of the plan and we are now working on some of the main actions of the third year of the plan and currently undertaking a co-design and a pilot project to develop a Children's Advisory Group.

1.2.6.4 Implement the Youth Strategy	01-07-2024	30-06-2025	75		█	█	█	█	█	█	█	█	█	█	█	█
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Progress Comments: During this quarter, The Youth Services team have delivered two major events identified in the Youth Strategy including the Youth Awards and PopCon. The Youth Awards received 105 nominations across 10 categories and was a good showcase of the contribution that young people are making across the municipality.

PopCon was held on 15 September 2024 at Barkly Square and had over 2000 visitors to the event which included market stalls, cosplay competitions, dance competitions, food trucks and sword fighting demonstrations.




Term three saw the continuation of the roll out of the Live4Life program in several schools completing this year's delivery of teen Mental Health First Aid to Year 8 and Year 10 students.

There has been some progress towards the establishment of the Youth Hub with further consultation taking place with youth reference groups during July, August and September.

Several discussions have been held with traineeship providers about increasing the traineeship offering within the City of Ballarat over the life of the Youth Strategy. Youth Services continues to deliver programs and services to young people in a range of formats and locations meeting the indicators listed in the Youth Strategy making solid progress towards the objectives outlined. The weekly volunteer programs have seen strong attendance along with increased attendance at Wendouree Youth Space with a focus on food preparation. Recreation programs included Ice-skating and Friction bouldering with good attendance.




Partnerships and collaborations have extended the engagement opportunities with young people and the broader community. City of Ballarat Youth Services have partnered with organisations to ensure a positive impact for Ballarat Young People such as Police Citizens Youth Club, Country Women's Association and the L2P Learner Driver Program. Youth Services are tracking well towards the key indicators of the Youth Strategy 2022 - 2026.

City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.6.8 Continue the delivery of the PlaySpace Strategy	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Public engagement commenced in relation to the Cardigan Village Reserve playspace and landscape project. A MySay page opened on 22 July 2024, the community day was held on the 10 August 2024 and consultation closed on 19 August 2024. The next working group meeting is in October 2024.</p> <p>Quotes sought for the replacement of the accessible carousel at Victoria Park Inclusive Playspace.</p>																
1.2.6.9 Delivery of the Skate and Active Recreation Program	01-07-2024	30-06-2025	60	 AMBER												
<p>Progress Comments: The design of the Len T Fraser upgrades have progressed to 3D concepts based off the first community consultation, these concepts will presented at a second community consultation after Council caretaker period. Detailed design can begin once the community has had sufficient time to provide feedback. Construction is aimed to begin in the first half of 2025.</p> <p>The Buninyong pump track is now in detailed design phase following a successful community consultation. Construction is aimed for late 2024 pending planning permit approval.</p> <p>Learmonth and Miners Rest projects are looking to be delivered in 2025/26.</p>																
1.2.6.11 Deliver Art Gallery of Ballarat outreach and education programs	01-07-2024	30-06-2025	25	 AMBER												
<p>Progress Comments: In this quarter the Gallery welcomed more that 2,518 participants in 59 groups through the education program.</p>																




STRATEGIC OBJECTIVE - 1.2.7 Support our ageing community

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.7.1 Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The membership application to join the Global Network of Age Friendly Cities and Communities was accepted by the World Health Organisation and formal notification was received on 6 August 2024.																
1.2.7.5 Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Libraries delivered Home Library Service, film screenings, reading related programs and family history workshops, in collaboration with the Ageing Well department in this quarter. Libraries also partnered with Ageing Well on the annual Tackling Ageism awareness campaign. Library representatives attended the Ageing Well expo to promote library programs and resources that promote social connections and wellbeing.																
1.2.7.6 Continue delivery of facility maintenance and renewal programs such as public toilets, painting, playground, open space and street furniture	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Multiple works underway within the program, on track for 2024/25.																
1.2.7.7 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	01-07-2024	30-06-2025	15	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Project planning has commenced to progress this action.																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.7.8 Transition the Regional Assessment Services to the ongoing assessment organisation/s as part of Commonwealth aged care reforms	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: City of Ballarat was awarded the Commonwealth contract as Regional Assessment organisation from 1 July 2024 to 31 December 2024. Awaiting outcome of further Commonwealth tender process for ongoing assessment agency for the Ballarat area. Monthly meetings are occurring with Commonwealth Department of Health and Aged Care regarding contract management and anticipated to move to transition processes from November 2024.</p>																
1.2.7.9 Continue providing the Community Connector program that provides support and assistance to community members to navigate MyAged Care, funded programs and community supports	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: 404 Community connector client interactions occurred across the quarter, including 42 home visits and bi-monthly outreach at library and activity sites. The program continues to support residents over 55 years with navigating support and funded services, as well as linking with social and wellbeing opportunities.</p> <p>The program development for monthly ageing with pride social group was completed. Partnership with the Ballarat Community Health Centre in presenting the Every Age Matters Roadshow across community organisations and retirement villages to highlight ageism, elder abuse, and share information around independent decision making and succession planning.</p> <p>Ageing Well Services and My Aged Care community education sessions presented at University of the Third Age and support groups to improve resident understanding of funding and supports available for over 55's.</p>																

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.7.10 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	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Planning and implementation completed for the 2024 Seniors Festival and Get Connected Expo, inclusive of community engagement, stallholder and event expression of interest process, program development, communication strategy and engagement with statewide festival planning. Second Department Families, Fairness and Housing (DFFH) grant (\$10,000) obtained to support participation of vulnerable cohorts in festival events.																
1.2.7.11 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	01-07-2024	30-06-2025	20	 RED	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Project planning has commenced and venue has been booked for 26 March 2025.																
1.2.7.12 Raise awareness of ageism (and the EveryAGE Counts campaign) across the community	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
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
Progress Comments: Partnered with Ballarat Community Health and Ballarat & Grampians Community Legal Service to host Every Age Matters workshops with Senior Citizens Clubs to raise awareness of ageism and elder abuse prevention by understanding rights and planning for older age. Three workshops held between this quarter with groups in Buninyong, Ballarat South and Sebastopol. Planning for awareness campaign completed. Social media campaign to be shared in October through Council Facebook page and the new Ageing Well Ballarat Facebook page to celebrate UN International Day of Older Persons and to raise awareness of ageism including sharing of EveryAGE Counts campaign. On Ageism Awareness Day, 9 October 2024, an internal event will be held to focus on addressing ageism in the workplace.

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


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
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1.2.8.1 Implement and report on Council's Disability Access and Inclusion Plan (2022-2026)	01-07-2024	30-06-2025		 ONGOING												
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Progress Comments: In Quarter 1, Council led the curation of "Framing My Story- Celebrating who I am" disability pride exhibition which was held with a formal opening at the Ballarat Library. A report of the first two years of the Disability Access and Inclusion Plan has been provided to the Disability Advisory Committee. Council has also recently become a member of the Hidden Disabilities Sunflower initiative. An annual Disability Access and Inclusion Plan report is scheduled to be provided to Council in November.




1.2.8.2 Implement and report on Council's Inclusion Framework	01-07-2024	30-06-2025		 ONGOING												
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City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Monthly Inclusive Ballarat Reference Group Meetings have been reestablished with meetings taking place on 24 July, 28 August and 25 September 2024. Representatives from each area captured within the Inclusion Framework are represented at the meeting. Guest speakers for meetings have included Council's place naming officer and Council's community safety and wellbeing officer. Reference group members are aligning work to common areas for action and identifying areas for collaboration.</p> <p>Collaboration has seen multiple grant applications submitted and several community events which have taken a whole of Council approach including Aboriginal Children's Day. An evaluation will begin in October 2024 with a report to Council anticipated between December 2024 and February 2025.</p>																
1.2.8.3 Implement and report on Council's Intercultural Strategic Plan (2022-2026)	01-07-2024	30-06-2025		 ONGOING												

City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Planning for year 3 and 4 of Council’s Intercultural Strategic Plan is underway. We have achieved many of our actions in the first two years of the Strategic Plan.</p> <p>Cultural Inclusion and Allyship Training was delivered to City of Ballarat staff on July and August 2024.</p> <p>Ballarat Regional Multicultural Council monthly meetings have taken place which includes many community groups and cultural associations.</p> <p>Intercultural Ambassadors attend and participate in bi-monthly Citizenship Ceremonies and monthly Ballarat Refugee and Asylum Seeker Support Network (BRASSN) meetings, Flag Raising Events, Indian Independence Day and a range of other Community Events.</p>																
1.2.8.4 Implement and report on Council’s LGBTIQ+ Inclusion Plan (2022-2026)	01-07-2024	30-06-2025		 ONGOING												

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Ballarat Pride webpage successfully used to promote Pride month events. The recent Pride Month saw 50 events take place with over 25,000 participants. Of note there were two exhibitions at the Art Gallery of Ballarat totalling 18,845 visitors. There were also 5,154 people watch the Pride Month LaNCE TV special and 650 people at the Pride Month Market.</p>																
1.2.8.5 Embed universal design in all project planning and delivery	01-07-2024	30-06-2025	25	 AMBER												
<p>Progress Comments: Actions are ongoing across the project portfolio.</p>																
1.2.8.6 Deliver a Gender Equality, Diversity and Inclusion Awareness Program	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Annual events to raise awareness and promote the Program, include 16 Days of Activism, International Day of Person's with a Disability and Trans Day of Visibility. Planning underway for a CoRE member alliance event hosted by Women's Health Grampians and the City of Ballarat. This event will coincide with the end of the 16 Days of Activism Campaign.</p>																
1.2.8.23 Deliver and report on Ainaro Community Development Action Plan 2024-2029	01-07-2024	30-06-2025		 ONGOING												



City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Following on from Council adopting the Ainaro Community Development Action Plan at their 26 June meeting. The translated summary of Ainaro Community Development Action Plan (ACDAP) was provided for discussion with the Ainaro Municipality (equivalent of the City of Ballarat) during a visit in September 2024.</p> <p>We started work on a Memorandum of Understanding (MOU) that can be presented to Ainaro Municipality at a visit in December 2024. Working on actions outlined in the first year of ACDAP including how we can pay for projects and mapping of skills shortages.</p> <p>A children's playground opened in Ainaro, Timor-Leste in September 2024. This project has been funded by Ballarat Friends of Ainaro Community Committee (BFACC) and the City of Ballarat. Completion of this project was one of the first Actions of the ACDAP. Health products were delivered as part of the "Day for Girls" program.</p>																

STRATEGIC OBJECTIVE - 1.2.9 Prepare proactively for emergencies and natural disasters

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.9.1 Develop flood modelling to progress with new flood overlays	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: Flood modeling nearing completion. Preparation underway for community consultation post-caretaker period before development of a planning scheme amendment to incorporate statutory flood provisions in the planning scheme with intention to safeguard future developments against flood risk.</p>																
1.2.9.2 Facilitate Ballarat's Municipal Emergency Management Planning Committee	01-07-2024	30-06-2025	25	 AMBER	█	█	█									
<p>Progress Comments: First quarter Municipal Emergency Management Planning Committee meeting held in August 2024. Meeting hosted by Victoria State Emergency Services (SES), providing the opportunity to showcase the agency. Municipal Emergency Management Planning Committee agreement to form a Municipal Emergency Management Training and Exercise Committee to focus on capacity development.</p>																




City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.9.3 Lead Council’s Planning, Preparedness, Response and Recovery via the Ballarat Emergency Management Plan (2022-2025)	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Farm Safety workshop held at Ascot Hall in September 2024. This initiative was developed to enhance community capacity and strengthen community connection. Key partners, Victoria State Emergency Services, VicPol, Fire Rescue Victoria, Country Fire Authority and Farmers Federation provided information and presentations followed by a robust Q & A. The workshop focus was:</p> <ul style="list-style-type: none"> · Permit to burn · Seasonal outlook · Firearm safety · Farm theft · Haystack fire · Flood and Storm preparedness 																
1.2.9.4 Undertake fire hazard inspections and other duties as required under the Country Fire Authority and Fire Rescue Victoria Act	01-07-2024	30-06-2025	15	 RED	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Planning and pre-season preparedness actions are underway. Development of community messaging and advertising submitted in preparedness for the upcoming Fire Danger Period. Pre-season preparedness planning and staff attendance to Commonwealth, State and local readiness forums.</p> <p>Completion and approval of allocated Neighbourhood Safer Places audit requirements. Advertising pre-season preparedness designed and scheduled.</p>																

OUR GOALS - 3 A City that Fosters Sustainable Growth





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

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.1.1 Progress of Housing Strategy and Housing Needs Analysis	01-07-2024	30-06-2025	65	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Housing Strategy and Neighbourhood Character Study adopted by Council in August 2024. Implementation underway through submission of a planning scheme amendment to the Minister. Next steps include review of zones and controls in the Ballarat Planning Scheme and further community engagement and consideration by Councillors.																
1.3.1.7 Completion of a Western Growth Area Framework Plan which identifies the future rollout and sequencing of greenfields growth	01-07-2024	30-06-2025	80	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The Western Growth Area Framework Plan has been adopted by Council and is progressing to the Planning Scheme Amendment process.																
1.3.1.8 Continue to assist the Victorian Planning Authority in developing the Northern Growth Area Precinct Structure Plan and to advocate for local outcomes	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The Victorian Planning Authority have prepared a draft Future Urban Structure Plan which is currently being reviewed by officers.																

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




City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.2.2 Develop an Employment Lands Strategy	01-07-2024	30-06-2025	30	 AMBER	█	█	█	█								
Progress Comments: Draft Industrial Lands Strategy (ILS) prepared by officers and placed on community consultation in mid 2024. Community submissions received and are currently being reviewed by officers prior to changes being made to the draft ILS and consideration by Councillors and further community consultation in 2024/25 after caretaker period.																
1.3.2.3 Commence work on a Residential Zones Review which will provide greater opportunities for greater densities of infill development	01-07-2024	30-06-2025	23	 RED	█	█	█	█								
Progress Comments: Review of the Ballarat Planning Scheme is underway, scoping of changes to the scheme is being prepared before community consultation in late 2024 or early 2025.																
1.3.2.4 Provide opportunities for development of residential and mixed-use development at the former Haymes Paint site in Scott Parade	01-07-2024	30-06-2025	10	 RED	█	█	█	█								
Progress Comments: The Haymes Paint site is one of the urban renewal areas identified within the Ballarat Housing Strategy as a desired development site. The Housing Strategy was recently endorsed by Council and work on the urban renewal site can now commence.																
1.3.2.5 Update and implement the Wendouree Station Masterplan which will enhance opportunity for residential and mixed-use development around the Wendouree Station	01-07-2024	30-06-2025	13	 RED	█	█	█	█								
Progress Comments: Resources and budget secured. Scoping and project planning progressing including detailing of technical report requirements.																

STRATEGIC OBJECTIVE - 1.3.3 Ensure urban growth planning delivers high quality communities



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.3.1 Finalisation of the Growth Areas Framework Plan	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The Growth Areas Framework Plan has been completed and adopted by Council. Implementation of the Framework Plan has commenced through a Planning Scheme Amendment process.																
1.3.3.2 Implementing the Ballarat West Precinct Structure Plan (BWSP) and Review of the BWSP	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The review of the Ballarat West Precinct Structure Plan has been completed and adopted by Council. Implementation of the Framework Plan has commenced through a Planning Scheme Amendment process.																
1.3.3.3 Delivering community and civil infrastructure across Ballarat West	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Delivery of community and civil infrastructure across Ballarat West is ongoing through implementation of the Ballarat West DCP.																
1.3.3.4 Implementing the Sustainable Subdivisions Guidelines	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Sustainable Subdivisions guidelines have been completed and are being implemented through all new subdivisions which include a road.																

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


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.4.1 Include Environmental Sustainable Design principles in precinct structure plans	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: The Environmental Sustainable Design principles are continuing to be developed for the Northern Growth Area. The City of Ballarat has been successful in participating in the Victorian Planning Authority's Innovation Pathway.</p>																
1.3.4.2 Prepare an Environmental Sustainable Design planning policy and work towards incorporating into the planning scheme	01-07-2024	30-06-2025	15	 RED	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: City of Ballarat adopted the new Environmental Sustainability Development (ESD) policy which responds to provisions of Clause 15.01-2S (Building Design) of the Ballarat Planning Scheme.</p> <p>City of Ballarat continues to be a member of the Council Alliance for a Sustainable Built Environment and, in partnership between 24 councils across Victoria, have submitted a Planning Scheme Amendment to the State Government that has been with the Minister for Planning for consideration since early 2023. Awaiting communication from the Minister for Planning.</p>																
1.3.4.3 Consider Environmental Sustainable Design (ESD) initiatives in all planning and delivery of projects	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Ongoing across the project portfolio.</p>																

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





City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.5.1 Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Progressing a range of projects across the municipality, with a particular focus on the Yarrowee River, Bridge Mall and Ballarat East.																
1.3.5.2 Prepare a Central Business District (CBD) and Bridge Mall Built Form Guidelines to encourage development and enhance built form outcomes within the Ballarat CBD	01-07-2024	30-06-2025	65	 AMBER												
Progress Comments: Planning Scheme Amendment for DDO1 (Bridge Mall) endorsed for authorisation by Minister and Public Exhibition completed. Submissions received and Planning Panel occurring in October 2024.																

STRATEGIC OBJECTIVE - 1.3.6 Unlock potential in major brownfield redevelopment sites

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.6.1 Progress Structure Plan for the La Trobe Street Saleyards precinct	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: This project needs to progress through the Structure Planning process for the saleyards site and the wider precinct. This project can now continue to progress following the Victorian Government's recent lifting of the Queens Caveat from the site. Lifting of the Queens Caveat from the site is a significant milestone as it enables future potential transition of the site and broader precinct towards more sensitive land uses.																




STRATEGIC OBJECTIVE - 1.3.7 Create great precincts and places for people

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.3.7.1 Commission concept design work for a future Delacombe Town Centre Library and Community Hub	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: This project is now waiting on land acquisition. Once a site has been secured concept plans will be developed.																
1.3.7.3 Plan and implement updates to the Ballarat Botanical Gardens Master Plan	01-07-2024	30-06-2025	60	 AMBER												
Progress Comments: The Master Plan for the Ballarat Botanical Gardens is currently at the draft concept and high-level policies stage. Following the recent presentation to the Project Working Group, it is now moving into the Draft Master Plan stage.																
1.3.7.7 MR Power Park Masterplan Implementation	01-07-2024	30-06-2025	25	 AMBER												
Progress Comments: Upgrades to the reserve, including new carpark, tree planting and path networks expected to commence construction in 2025. Tender ready plans currently under preparation.																
1.3.7.8 Grenville Street North Streetscape Upgrade	01-07-2024	30-06-2025	50	 AMBER												
Progress Comments: Tender ready plans being finalised. Construction expected to commence 2025.																


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




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

City of Ballarat





Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.1.1 Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans	01-07-2024	30-06-2025	90	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: A professional services consultancy has been appointed and is underway with the Councils Asset Plans, Asset Strategy and update of the Asset Management Policy.</p> <p>Asset Management Policy, Strategy and Asset Plans (Buildings, Transport, Drainage and Open Space) have been drafted and are now under review by Council staff.</p>																
1.4.1.2 Commence the delivery of the internal painting program for community halls	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Buninyong Hall Court/Historical Society community room internal painting has been completed. Program is ongoing.</p>																
1.4.1.3 Commence the undertaking of building and services condition audits as per internally undertaken gap analysis	01-07-2024	30-06-2025	45	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Officers are preparing tender documents to progress this action.</p>																

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


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.2.1 Continue to progress with Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form controls can better balance heritage and urban change	01-07-2024	30-06-2025	35	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Officers continue to develop heritage precincts priorities and have commenced a pilot program to establish best practice heritage practices to inform future heritage precinct assessments. Updates continue to be provided to the Heritage Advisory Committee. Commenced beyond the precincts heritage study, completed thematic history and standard methodology.</p>																
1.4.2.2 Continue to progress World Heritage listing for the Victorian Goldfields	01-07-2024	30-06-2025	20	 RED												
<p>Progress Comments: The World Heritage Tentative List application is on track for a February 2025 deadline. The World Heritage community roadshow continues with a series of events being held across the region and regular monthly news updates. The Victorian Goldfields World Heritage Master Plan is now complete and available on the goldfieldsworldheritage.com.au website.</p>																
1.4.2.4 Continue to maintain our natural and built assets in accordance with associated master plans, conservations plans and heritage requirements	01-07-2024	30-06-2025	25	 AMBER												
<p>Progress Comments: All operational and project related works across the open space areas are being undertaken in accordance with the relevant strategic documents. This is inclusive of seeking all internal and external approvals as a part of the process.</p>																
1.4.2.5 200 Victoria Street Heritage Interpretation Project - fabrication and installation of the Elm Reserve/ Toddler Park and Magnolia Reserve heritage interpretation	01-07-2024	30-06-2025	30	 AMBER												
<p>Progress Comments: Workshops on the design options were held with the project working group. Detailed designs currently being refined, with tender for works to commence in 2025.</p>																


City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.2.6 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	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: The Eureka Stockade Gardens Conservation Master Plan (CMP) was completed on in September 2024 as per grant requirements. This CMP outlines opportunities and challenges as well as aspirations for the place, policies for the conservation of heritage values, and an implementation plan. Online engagement on the project is currently on pause due to caretaker period and will recommence late October 2024.</p>																
1.4.2.7 Establish a Public Art Collection Conservation Management Program	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Public Art Conservation Management program is being implemented in accordance with requirements.</p>																
1.4.2.8 Deliver capital works program at the Art Gallery of Ballarat including HVAC renewal, wall linings and skylights renewal	01-07-2024	30-06-2025	15	 RED	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: This period saw the commencement of the capital works program at the Gallery and architects have been appointed. Work is underway to assess the timing of all capital projects to ensure they are delivered efficiently.</p>																
1.4.2.9 Continue to digitise Art Gallery of Ballarat collection	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■

City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: The digitisation of the collection continues. Additional collection officers were appointment during the last period to support the delivery of the project.</p>																
1.4.2.10 Develop a Master Plan for the Art Gallery of Ballarat	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The First phase of the Gallery Masterplan project has consisted of commissioning the project manager and architects to lead consultations with staff, the Board and key Council staff. Feedback has been collated and integrated into the project moving forward.</p> <p>Additional site investigation projects were also commissioned including conservation management, feature survey, services engineering, structural engineering, and food & beverage.</p>																

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





Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.3.4 Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards	01-07-2024	30-06-2025	65	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: The next stage of the Miners Rest flood mitigation plan is underway and includes concept design development and cost estimates for the identified flood mitigation options. Feature survey and geotechnical investigations are underway as part of this stage. Collaboration with Glenelg Hopkins Catchment Management Authority, and Wadawurrung Traditional Owners Aboriginal Corporation are underway. Initial Flora and Fauna conservation study has been completed. The next stage for this project will be the development of a funding model. Work continues to progress projects relating to Charlesworth Street and Gong dam walls.</p>																
1.4.3.5 Deliver the Operations capital program	01-07-2024	30-06-2025	29	 AMBER												
<p>Progress Comments: Works to progress sealing of unsealed Intersection issued to contractor, likely to commence early October 2024. Programs for reseals, major patching, asphaltting, gravel road renewal, rural road drainage and Bicycle path re-sheeting and drainage are being progressed.</p>																
1.4.3.6 Deliver the Property and Facilities Capital Works Program	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Multiple works underway within the program, on track for FY24/25.</p>																




City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.3.7 Deliver the 2024/2025 Recreation Capital Works Program	01-07-2024	30-06-2025	85	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Several capital projects are currently being delivered or have been completed. These projects include Mt Clear Recreation Reserve Cricket Nets (completed), Prince of Wales Park (POWP) hockey pitch resurfacing (construction underway), Marty Busch Reserve master plan implementation (stage one almost complete), Brown Hill Recreation Reserve master plan implementation (stage one underway), Ballarat Regional Tennis Centre (BRTC) clay courts resurfacing (completed), City Oval bowls synthetic green and the Alfredton Recreation Reserve third netball court at the Alfredton Primary School (close to completion).</p> <p>Planning and design for proposed projects in 2024/25 period is also underway including Wendouree Oval No.2 resurfacing and lighting, North Ballarat Oval No.2 changerooms and pavilion, Learmonth Oval Design (awarded), POWP hockey changerooms design (awarded).</p>																
1.4.3.8 Macarthur Street Streetscape Upgrade	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Consultation now completed. Tender ready design plans have been refined following community feedback and are being finalised ready for construction in 2025.</p>																
1.4.3.9 Complete Bridge Mall Redevelopment	01-07-2024	30-06-2025	80	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Construction of Bridge Mall redevelopment is well progressed. Most works within Bridge Mall itself now completed and open for public use. Construction of Grenville Street upgrades now completed south of Sturt Street, and under full construction for north of Sturt Street. All mall works (excluding the bridge replacement) expected to be completed over the coming months. Bridge replacement is a challenging element, with very difficult design considerations for a new bridge in this location. Construction of the new bridge expected to commence late 2025.</p>																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.3.10 Upgrade to Little Bridge Street Bus Interchange	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
Progress Comments: Consultation now completed on the design and tender ready plans being finalised. Expect to go to tender late 2024, with construction to commence on some early works including CCTV in late 2024 and the remainder of civil works to commence early 2025.																
1.4.3.11 Commence the implementation of strategic actions within the Public Toilet Strategy	01-07-2024	30-06-2025	31	 AMBER	█	█	█	█								
Progress Comments: Rolling out trial sites for soap, seat and coat hooks. Community notice to follow caretaker period.																
1.4.3.12 Deliver the new footpath renewal program	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The following footpath projects have been completed or are under construction for this quarter: Humffray Street, Ballarat East- Haines Street to Stawell Street Clarke Street, Miners Rest Haines Street, Ballarat East Raglan Street, Miners Rest Smythes Road																
1.4.3.13 Construct new concrete and asphalt footpaths	01-07-2024	30-06-2025	0	 RED	█	█	█	█	█	█	█	█	█	█	█	█




City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Progress Comments: The asphalt footpath program will commence early 2025.																
1.4.3.14 Deliver drainage projects	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Reactive drainage capital projects underway including works at Barkly/Fisken Street in Buninyong, Morgan St, Sebastopol, Flockhart St, Mount Pleasant and Lightfoot Avenue, Mount Pleasant.																
1.4.3.15 Implement Year One of the Recreation Services Infrastructure Plan	01-07-2024	30-06-2025	31	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Year one of the Recreation Services Infrastructure Plan has 31 projects listed for delivery in either construction, design or planning phases; these projects are underway.																
1.4.3.16 Deliver major road renewal projects	01-07-2024	30-06-2025		 ONGOING	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Under the Major Road Renewal Projects program this quarter there is currently one project under construction, two projects tendered and awarded to begin construction on the coming quarter and one further project about to be tendered.																


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.3.17 Deliver major new road projects (unsealed to sealed)	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Under the Major New Road Projects program, three projects are in the process of having tender documents prepared for advertisement.																
1.4.3.18 Deliver the bridge rehabilitation program	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: One bridge renewal is in progress this quarter with a further bridge renewal being identified and documentation prepared to begin the design phase.																
1.4.3.19 Deliver the kerb and channel program	01-07-2024	30-06-2025	0	 RED												
Progress Comments: The Kerb and channel program will commence early 2025.																

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




City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.4.4.1 Develop an Open Space Strategy which provides better guidance for the future provision of open space	01-07-2024	30-06-2025	50	 AMBER												
Progress Comments: Officers amending draft Open Space Strategy in response to the first round of community consultation. Second round of the community consultation to occur once the draft Open Space Strategy is completed.																
1.4.4.3 Manage trees in accordance with the Tree Management Plan and continue to build our database of tree assets capturing condition	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Continue to maintain trees in accordance with the Tree Management Plan.																
1.4.4.4 Undertake vegetation clearance around electric lines as per the Electric Line Clearance Regulations	01-07-2024	30-06-2025	11	 RED												
Progress Comments: Contractor appointed and program to commence late October/early November.																


OUR GOALS - 5 A Strong and Innovative Economy and City
STRATEGIC OBJECTIVE - 1.5.2 Support local businesses to explore, innovate and adapt to emerging economic opportunities

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.2.1 Deliver initiatives to support local business to harness opportunities	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Continued support to the business community through the Business Concierge service. Partnership on initiatives such as the Runway Ballarat Incubator program to support new business idea generation. Provided funding for the Commerce Ballarat Business Support program.																

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




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.3.2 Provide an ongoing investment facilitation service to encourage opportunities for investment, job creation and inward skills migration to Ballarat	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: Ongoing interactions with local businesses to assist with their ambition to grow, as well as facilitating investment from businesses looking to expand or relocate to Ballarat. Continued relationship and advocacy work with State Government agencies. Various discussions undertaken with organisations within Ballarat and beyond to understand skills needs and workforce shortages and how to attract people to fill those gaps.																
1.5.3.4 Undertake Airport Community Facilities Airport Feasibility Study	01-07-2024	30-06-2025	90	 GREEN												
Progress Comments: Finalising the review of the Airport Community Facilities Airport Feasibility Study.																
1.5.3.5 Commence delivery of actions arising from the Ballarat Airport Strategic and Master Plan	01-07-2024	30-06-2025	25	 AMBER												
Progress Comments: A Commonwealth government grant application is being prepared to assist funding of the first two development projects identified in the Ballarat Airport Strategy and Master Plan 2024. Lodgement of the grant application is planned for February 2025.																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.3.6 Support Business Events development to drive events to the region	01-07-2024	30-06-2025	25	 AMBER	■	■	■									
Progress Comments: Business events officer in place and work in progress.																




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

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.4.1 Implement priorities of the Ballarat Events Strategy 2018 - 2028	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Social Crew approved for City Partnership to deliver creative event for 2025 and 2026.</p> <p>Multi-year event plans are underway with Ballarat Heritage Festival having completed stakeholder consultation and Ballarat Winter Festival appointing a consultant to undertake review.</p> <p>Tourism Mid-West Victoria event calendar continues to be populated regularly to provide an opportunity to promote visitation and extended stay.</p> <p>Additional resources have been appointed to support business event attraction.</p>																
1.5.4.2 Deliver exhibitions and public programs	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: In Q1 2024/25 the Gallery opened 5 exhibitions and delivered 37 public programs. The exhibitions welcomed 32,177 visitors in this period and 1,124 visitors took part in public programs.</p>																
1.5.4.3 Develop Major Drawcard exhibition program	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: In Q1 2024/25 the Gallery commenced working with Art Exhibitions Australia to begin looking at exhibition opportunities, and a meeting was held with the exhibitions team at Le Centre national des arts plastiques (Cnap) to discuss opportunities with the French Ministry of Culture's collections. The Gallery team also commissioned Arndt Art Agency to identify additional opportunities with international exhibition partners.</p>																

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

City of Ballarat




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.5.1 Deliver priorities from 2030: A vision for the Eureka Centre	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Eureka Centre continues to implement the ongoing strategic recommendations from the 2030: A vision for the Eureka Centre.</p> <p>Visitor attendance in Q1 2024/25 was 13,702 – comparable but slightly higher than 2023/24’s 13,447 for the same period. The Centre continues to build on the highest ever annual attendance of over 56,356 in 2023/24 – a 21% increase on 2022/23 attendances. Contributing to visitation is the education program which continues to be a quality drawcard attracting 1166 students in Q1.</p> <p>In addition, staff delivered four lectures, five workshops and opened a new exhibition and a new historical book display. Significant efforts is now being directed to the promotion and delivery of an extensive program of public events to celebrate the 170 anniversary of the Eureka Stockade in December 2024.</p>																
1.5.5.5 Launch a new brand identity, campaign and supporting assets to bolster demand driving activity	01-07-2024	30-06-2025	90	 GREEN												
<p>Progress Comments: Progressing to a 7 November 2024 launch with asset development well underway.</p>																
1.5.5.6 Execute a strategic mix of marketing channels year-round to reposition Ballarat as a destination of choice among key audience segments	01-07-2024	30-06-2025	25	 AMBER												
<p>Progress Comments: Campaign work in progress.</p>																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.5.7 Promote Ballarat In The Know among residents to leverage the city’s visiting friends and visiting relatives market	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Campaign in progress.																




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

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.6.1 Implement actions from, and continue seeking funding for, Creative City Masterplan	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Under the application of the Community Infrastructure plan agreed in 2023, there are now moves to commence an Arts and Culture Infrastructure plan which mirrors the Sport and Rec Infrastructure Plan. To be reviewed as part of an overhaul of the Creative City Strategy into 2030.</p> <p>The Bridge Mall redevelopment has included activities from the Creative City Masterplan.</p> <p>The Lydiard Street project is progressing which delivers against the requirements of the Masterplan. Submission for temporary activations have been made.</p>																
1.5.6.2 Continue to deliver the Bakery Hill Urban Renewal Plan, while assisting traders to take advantage of new opportunities	01-07-2024	30-06-2025		 ONGOING	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Continuing to work with the Bridge Mall Business Association during the construction works to redevelop the mall. Partnership works include support with marketing, events planning, wayfinding and business attraction.</p>																
1.5.6.3 Support the delivery of the Outdoor Street Furniture Program	01-07-2024	30-06-2025		 ONGOING	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Procurement process in progress for Victoria Park Inclusive Playspace Picnic BBQ area. Quote received for the provision of a 240 volt power supply to Victoria Park BBQ area. Picnic settings ordered for Victoria Park and Nerrina.</p>																





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

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.7.1 Implement priorities from the Creative City Strategy	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Implementation of Creative City Strategy priorities is underway.																
1.5.7.2 Continue collaboration with universities including Australian Research Council grant projects, PhD Scholarships and teaching visits	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: The community consultation for the Australian National University's Difficult Objects program commenced. Australian Catholic University appointed a new PhD candidate, who has commenced.																
1.5.7.3 Continue Artist in Residence program	01-07-2024	30-06-2025	0	 RED	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Due to operational constraints anticipated through gallery space closures for construction of the HVAC system, the Artist in Residence program has been deferred.																

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


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.8.1 Continue to support the Ballarat Social Procurement Project, to support local organisations to participate in government project delivery	01-07-2024	30-06-2025	25	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Request for quote process in progress for stage 2 of the project.																

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.5.8.2 Deliver a 2024/2025 Visitor economy industry engagement plan for Tourism Midwest Victoria	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Sector round tables completed. All tasks on track.																
1.5.8.3 Deliver the 2024/2025 Visitor Economy industry development program	01-07-2024	30-06-2025	10	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Industry sessions were held in July and August 2024 with the remainder on track for delivery from November.																
1.5.8.4 Continue to advance business cases from the Ballarat Visitor Arrival Master Plan priority projects ready for investment	01-07-2024	30-06-2025	15	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Additional business cases have been prepared. Goldfields Gateways project is commencing Lydiard Street Activation work. All other cases are awaiting funding opportunities.																
1.5.8.5 Deliver the Goldfields Gateways project to provide enhanced visitor wayfinding experiences along Lydiard Street and set a guide for ongoing wayfinding	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█





City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Progress Comments: Consultant has been appointed and is working well with first concepts shared with the Project Control Group.																
1.5.8.6 Implement initial actions of the Tourism Midwest Victoria Sustainable Destination Management Plan and Ballarat Local Area Action Plan	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Agreed actions in the 2024/25 year plan have been commenced.																




OUR GOALS - 6 A Council that provides Leadership and Advocates for its Community
STRATEGIC OBJECTIVE - 1.6.1 Ensure the effectiveness and efficiency of City of Ballarat services

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.1.3 Ballarat Website Review – enhance, consolidate and rationalise existing websites	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: A new approach has been established to clarify responsibilities in website management, with selected partners providing dedicated services for this project and the ongoing operations of our key website portfolio.																


City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.1.4 Modernise Technology Infrastructure – Networks, switches, access points and firewalls	01-07-2024	30-06-2025	85	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Firewalls and wireless access points have been upgraded. Switch deployment is progressing.																
1.6.1.8 Deliver the Human Resources Information System Transformation Project	01-07-2024	30-06-2025	62	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Implementation has commenced with the following modules which will go live in March 2025: - HR Core - Recruitment - Onboarding																
1.6.1.9 Complete masterplan for the Ballarat Regional Landfill	01-07-2024	30-06-2025	10	 RED	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: A financial study is underway assessing options for the Ballarat Regional Landfill. This analysis will aid informed decision-making and planning, contributing to the development of a comprehensive site master plan for future operations.																
1.6.1.10 Implement "in-truck" reporting and data management system	01-07-2024	30-06-2025	1	 RED	█	█	█	█	█	█	█	█	█	█	█	█

City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: One demonstration has been presented to key stakeholders by a vendor. Further research of vendors and possible solutions is underway.</p>																
1.6.1.11 Modernise and future proof environmental data systems to report against service delivery key performance indicators	01-07-2024	30-06-2025	5	 RED												
<p>Progress Comments: Scoping discussion has commenced. E.g. using technology to automate data collection from waste and environment related services. Weigh bridge installation, Number plate recognition etc.</p>																
1.6.1.12 Upgrade of Audio Video technology for the Trench Room, Committee Rooms 1 & 2 and CEO Boardroom	01-07-2024	30-06-2025	30	 AMBER												
<p>Progress Comments: Tender has been finalised and a preferred vendor is now in place with all contracts signed. Installation kick-off meetings have begun with works to begin in early October. Completion scheduled by late December.</p>																
1.6.1.13 Develop Technology Standards for upgrade of Audio Video technology for Council Meeting Rooms	01-07-2024	30-06-2025	30	 AMBER												
<p>Progress Comments: Clarification of the meeting rooms types have been identified and requirements established. Work has begun with vendors that offer the types of technologies required in accordance with the Procurement Policy.</p>																

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.1.14 Select a new Enterprise Geospatial solution (GIS) and begin implementation	01-07-2024	30-06-2025	90	 GREEN												
Progress Comments: GIS procurement in final stages. Implementation to commence once procurement has been finalised.																

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



City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.2.1 Development of Employee Value Proposition campaign with P&C and Develop a "Celebrating Success" internal communications strategy and Develop and implement social media "Humans behind the service" campaign	01-07-2024	30-06-2025	24	 RED												
<p>Progress Comments: The new values, launched in April 2024, are being integrated through staff "shout outs" and the quarterly Living the Values Awards which was launched in July 2024, and received 40 nominations.</p> <p>Additionally, "Behind the City of Ballarat" videos are ongoing, showcasing employee stories, highlight the value of working for the City and are included in the induction and recruitment process.</p>																
1.6.2.2 Complete an Employee Value Proposition & Employee Benefits Review	01-07-2024	30-06-2025	71	 AMBER												
<p>Progress Comments: The new Reward & Recognition program was launched in July 2024. The rewards are focused on behaviors displaying the Organisational Values.</p>																

STRATEGIC OBJECTIVE - 1.6.3 Advocate on behalf of our community




Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.3.1 Develop and implement strong and targeted advocacy campaigns for upcoming elections and for state and federal budgets	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Strong focus this quarter on advocacy relating to the financial sustainability of local government with submissions to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport Inquiry into the Financial Sustainability of Local Government (federal) and to the Legislative Council Economy and Infrastructure Committee Inquiry into Local Government funding and services (State).</p> <p>Advocacy also continued in relation to the Ballarat Art Gallery, Continuous Voices Memorial, Ballarat Airport Stage 2 and the Regional Materials Recovery Facility.</p> <p>Work has begun on Ballarat. Now and Into the Future - Enabling Growth (BNIF-EG), a City of Ballarat led advocacy initiative that brings together nine of the City's key stakeholders for a shared advocacy campaign ahead of the forthcoming Federal election. These stakeholders have been invited to submit projects for inclusion in BNIF-EG. BNIF-EG materials are widely shared with all sides of politics and with candidates and extensively promoted via a launch, media and social channels and online. BNIF-EG represents a united advocacy voice representing Ballarat's major institutions on behalf of residents.</p> <p>This quarter saw a comprehensive update of the Advocacy Priority Projects Pipeline (APPP) document and web presence on City of Ballarat website. The updated APPP has been shared with key stakeholders across the government and political sectors. This is a core advocacy document in the lead up to the Federal election due before May 2025.</p>																

City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.3.2 Develop and regularly update an advocacy pipeline of City of Ballarat projects guided by Council-adopted master plans, strategies and frameworks	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Work to update and enhance the online version of the Advocacy Priority Projects Pipeline (APPP) has been completed making it more accessible, user-friendly and informative. The new on line page improves the readability of information about our Tier 1 and 2 projects. A new interactive map allows readers to locate our advocacy priority projects within the municipality more quickly and easily. This feature will be particularly useful in supporting our advocacy efforts with government officials who may not be familiar with Ballarat.</p> <p>The APPP features 47 infrastructure projects, ranging from transformational projects of regional significance to local projects which will enhance the everyday lives of residents. This is a core advocacy document in the lead up to the Federal election due before May 2025.</p>																
1.6.3.3 Actively seek external funding through grant opportunities	01-07-2024	30-06-2025	25	 AMBER												
<p>Progress Comments: 11 grant applications have been submitted to various State and Federal Government programs in the last 3 months, seeking a total of \$11,609,199.</p>																

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

City of Ballarat



Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.4.4 Trial new ways of "closing the loop" on Customer Requests	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Developments in City of Ballarat's core Customer Request Management System continues to enable automated email notification to customers once the status of their request changes. Work is underway to develop email templates before commencement of a trial using the new feature as a method to close the loop with customers. Work is also underway to ensure compliance with Privacy Legislation.</p>																
1.6.4.5 Create considered, authentic and accessible communications for our community	01-07-2024	30-06-2025	26	 AMBER												
<p>Progress Comments: Officers have communicated key achievements and developments across the City of Ballarat including announcing the annual community satisfaction survey results, announcing details of the 2024-25 Black Spot program, preparing for Food Organics and Garden Organics (FOGO) kerbside collection in 2025 by putting out a tender for the supply of caddies and caddy liners, promoting the Soft Plastic Trial program, and detailing our approach to managing flood risk in Ballarat. In this quarter, officers also sought community feedback on the Draft Waste as a Resource Strategy and provided updates to the community on key capital projects like the Bridge Mall and Her Majesty's Theatre by hosting media opportunities. Promotion of the new Waste App, Ballarat Best Pies competition with Tourism Midwest Victoria and clear communication of the government election process also took place this quarter.</p>																
1.6.4.7 Support, monitor and report on Council's community engagement practice	01-07-2024	30-06-2025	25	 AMBER												

City of Ballarat


Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Ongoing management and support of the organisations engagement processes. Development of the 'Engagement Champions' meeting regularly to increase engagement process knowledge across the organisation. Community Engagement Annual Report scheduled to be presented to Council in November.</p>																
1.6.4.8 Continue to communicate information on the delivery of Major Projects through a range of different channels	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Ongoing across the project portfolio. Examples: Project governance, regular project meetings and reporting.</p>																
1.6.4.13 Facilitate the deliberative engagement process for the 25/29 Council Plan and associated thematic documents	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Regular working group meetings held to progress this action. Internal engagement underway with survey and one workshop complete. Broader engagement program is in planning. The background and information documents commenced development for the Community Panel sessions.</p>																

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





City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.5.2 Review and develop the City of Ballarat website to meet the needs of our community	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: As of September 2024, the website has 44,800 users, with 58.8% accessing it via mobile. To enhance accessibility, the home page banner effectively raises awareness for key events. A review of the search function aims to optimise customer experience by prioritising new content and improving "no results found" responses.</p>																
1.6.5.3 Deliver a Talent Management Framework and Talent Pools	01-07-2024	30-06-2025	46	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: This project will form part of the implementation of the new HRIS. Talent management and succession planning is a key element of the new HRIS.</p>																


STRATEGIC OBJECTIVE - 1.6.6 Ensure accountability with public resources

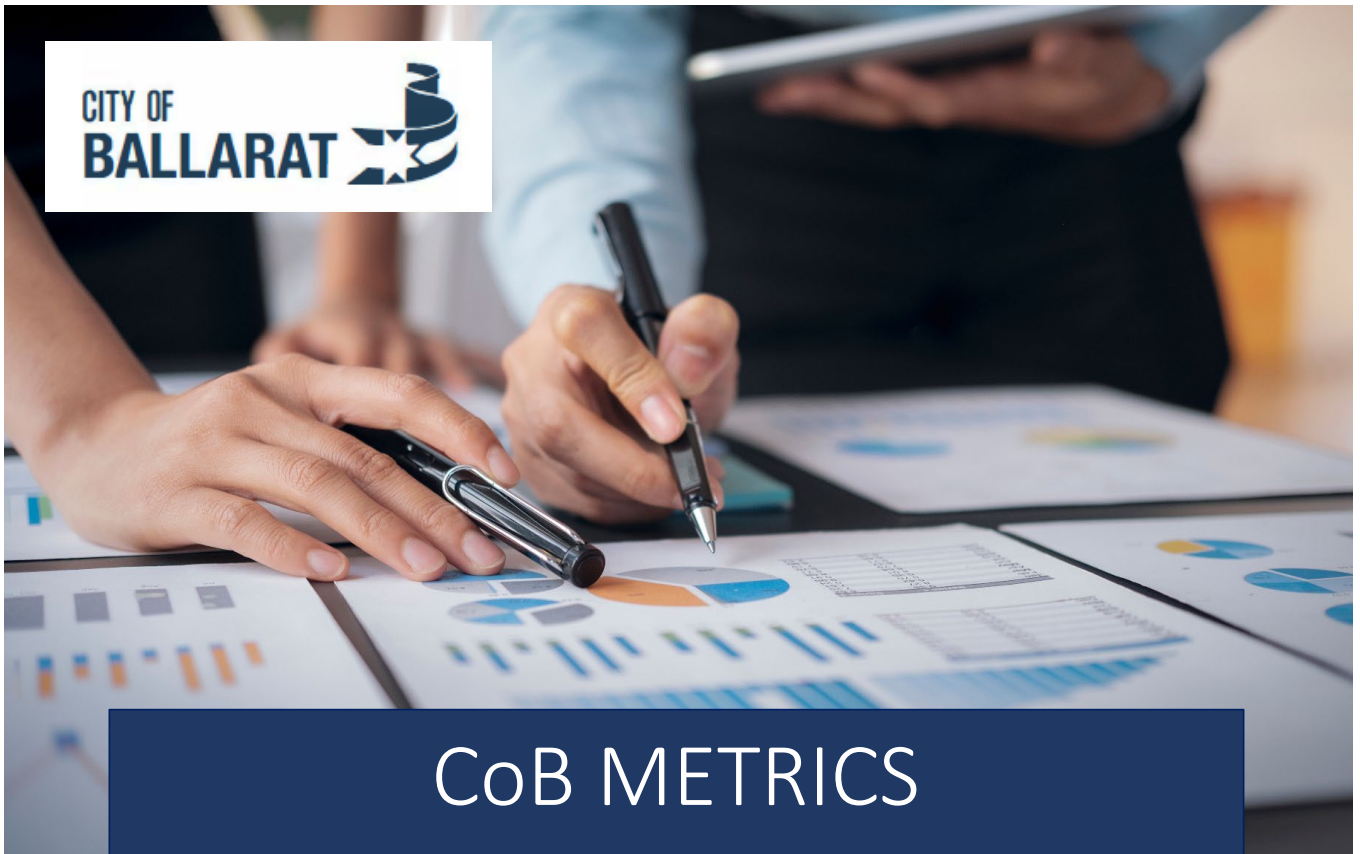
Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.6.1 Implement Council's Partnerships and Grants Policy and programs	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: Annual Partnerships and Grants Report 2023/24 was endorsed by Councillors at the September 2024 Council Meeting. Most partnership agreements completed for 2024/25.</p>																
1.6.6.2 Regularly monitor and report on financial performance compared to budget	01-07-2024	30-06-2025	25	 AMBER	█	█	█	█								
<p>Progress Comments: The audit of the 2023/24 results against the budget will be included in the Annual Report, scheduled for adoption in October 2024. A Quarterly Budget Report for September 30, 2024, is scheduled to be presented to Council in November 2024.</p>																
1.6.6.3 Review Council's Lease and License Policy to guide future use of Council buildings	01-07-2024	30-06-2025	30	 AMBER	█	█	█	█								
<p>Progress Comments: Community consultation has been finalised and submissions are being reviewed.</p>																
1.6.6.4 Development of Council Land Acquisition Policy	01-07-2024	30-06-2025	10	 RED	█	█	█	█								
<p>Progress Comments: Policy currently being drafted and reviewed.</p>																
1.6.6.5 Implement Council's Lake Wendouree Boat Shed Policy guiding community and private use	01-07-2024	30-06-2025	20	 RED	█	█	█	█								
<p>Progress Comments: New licences are currently being presented to boatshed stakeholders.</p>																
<p>STRATEGIC OBJECTIVE - 1.6.7 Ensure good governance and leadership</p>																

City of Ballarat

Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.7.1 Continue to deliver civil operational services in accordance with governance and risk policies	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: The organisation continues to deliver operational services in accordance with our governance and risk policies.</p>																



CoB METRICS

September 2024

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

Metrics relate to:

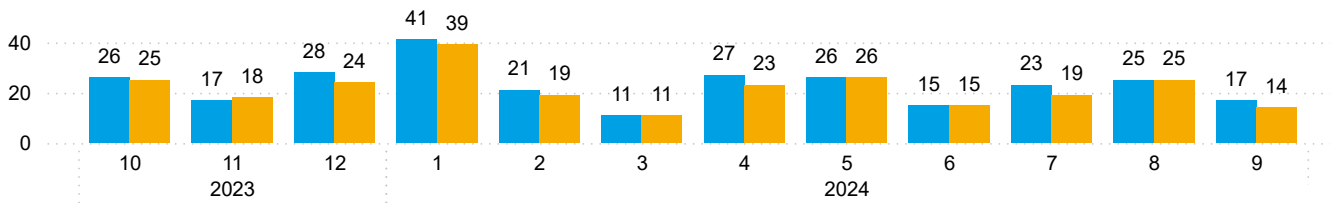
- Media Enquiries
- Waste Tonnes
- Operations Jobs
- Building and Facilities Jobs
- Planning Application Timeframes
- VicSmart Application Timeframes
- Attendance numbers at Parent Place, Libraries, Art Gallery and Ballarat Aquatic & Lifestyle Centre
- Snap Send Solve and Customer Phone Call Volumes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

Ballarat City Council Metrics - September 2024



Media Enquiries

● Received ● Complete

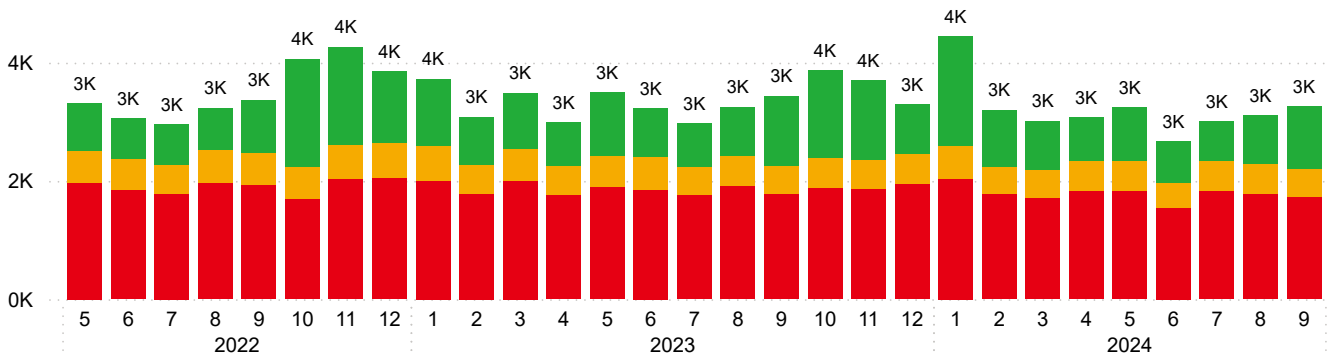


*enquiries raised at the end of a month may be addressed at the start of the following month



Waste Tonnes

● Landfill ● Recycling ● Green

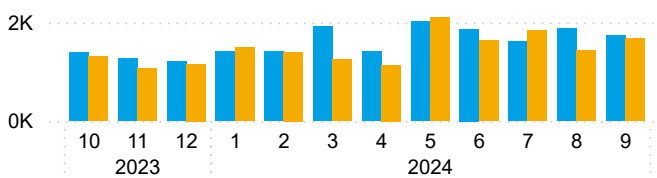


*green waste as per pick up weight



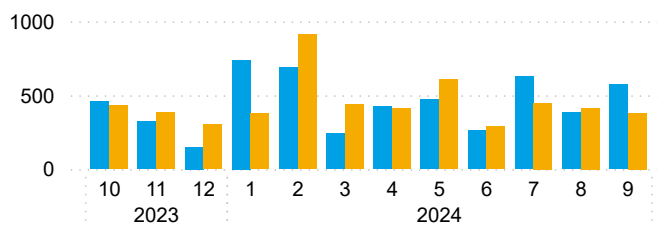
Operations Jobs

● Raised ● Closed



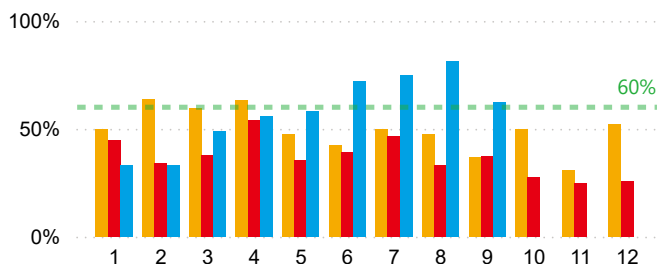
Building & Facilities Jobs

● Raised ● Closed



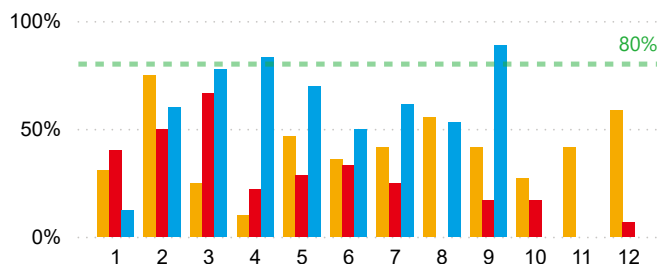
Planning Applications Within Timeframe

● 2022 ● 2023 ● 2024



VicSmart Applications Within Timeframe

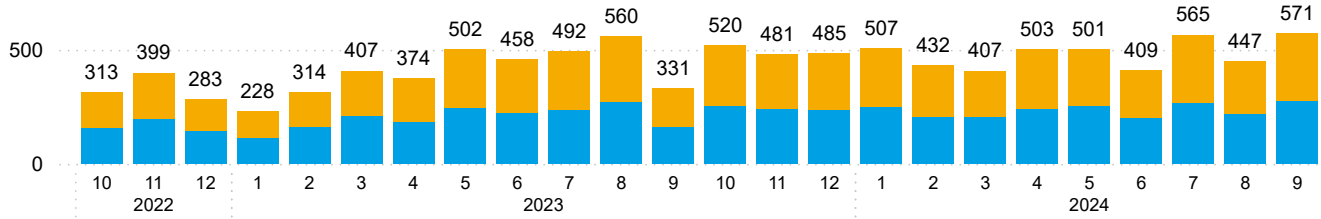
● 2022 ● 2023 ● 2024





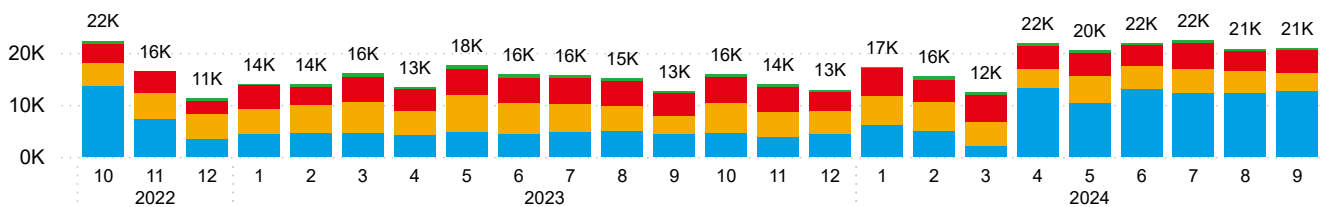
Parent Place Attendance

● Adults ● Children



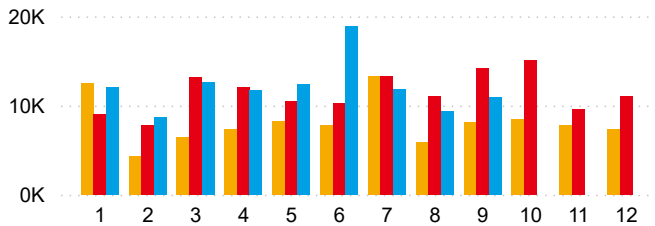
Library Attendance

● Central ● Sebastopol ● Wendouree ● Outreach



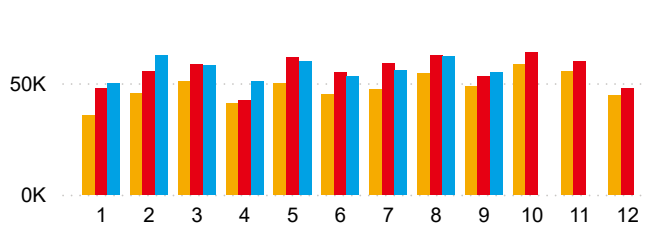
Art Gallery Attendance

● 2022 ● 2023 ● 2024



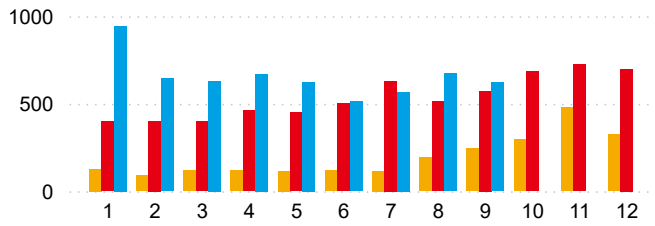
BALC Attendance

● 2022 ● 2023 ● 2024



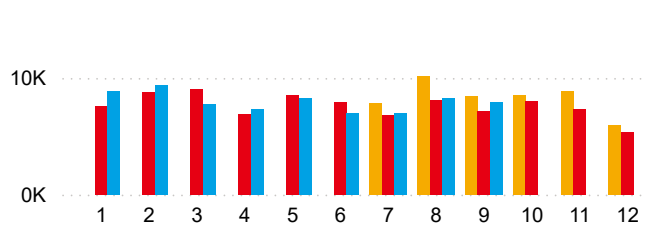
Snap Send Solve Volume

● 2022 ● 2023 ● 2024



CX Phone Call Volume

● 2022 ● 2023 ● 2024

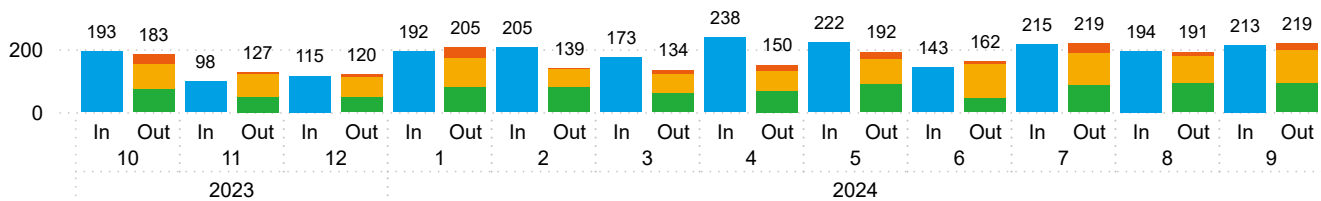


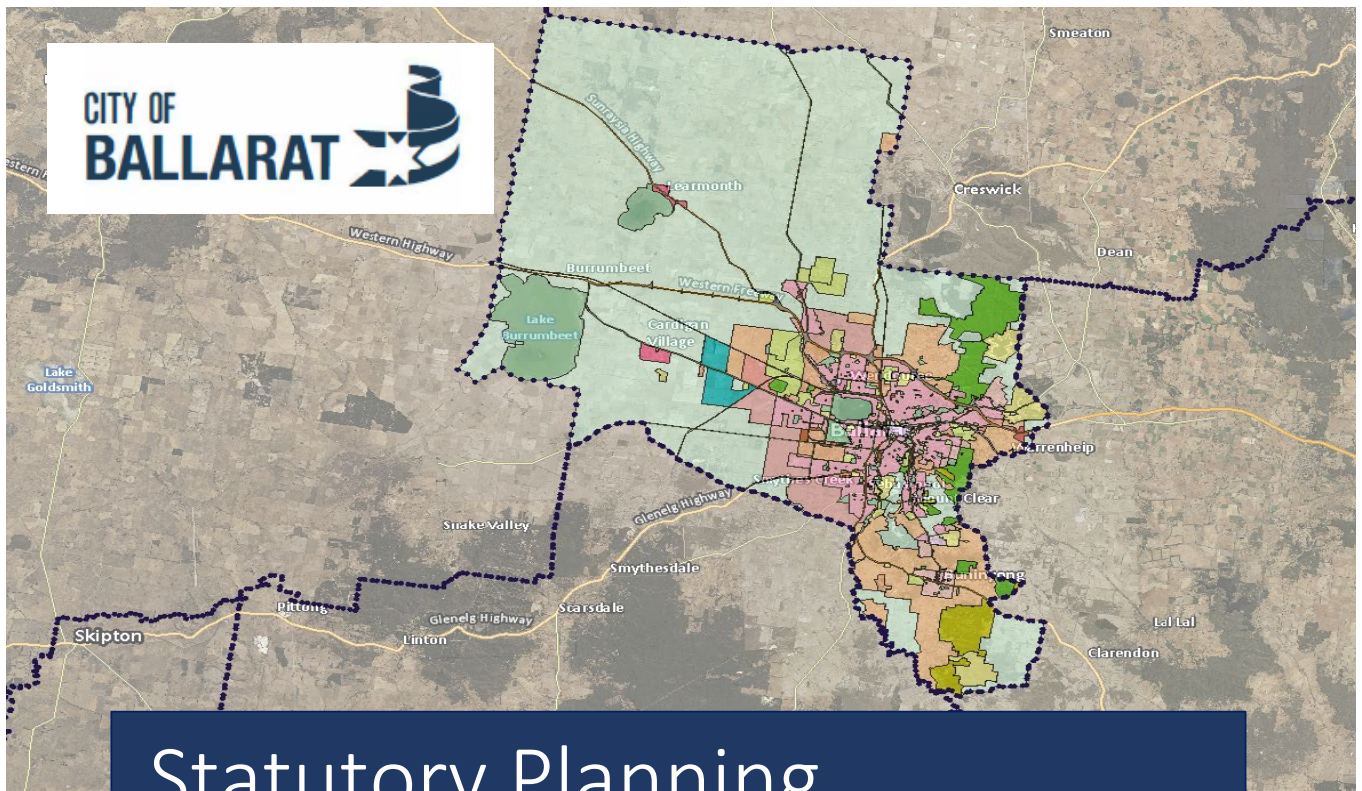
*Family Children Services calls included from September 2024



Shelter

● Incoming ● Reclaimed ● Rehomed ● Transfer





Statutory Planning

Planning Permit Activity Data Reporting (PPARS)

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

Our services relate to:

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

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Monthly Report

September 2024

Applications Received and Determined

In September, the following applications were received and determined:

129 Total Applications Received for the month

56 Planning Applications (including VicSmart) – reported in PPARS

25 Endorsed plans files created for assessment. – EP not reported to PPARS

14 Applications for Amendment by Secondary Consent – SC not reported to PPARS

18 Certification Subdivision Applications – PSD not reported to PPARS

15 Application for Extension of time to Planning Permit – Not reported to PPARS

59 Planning Permit Decisions for the month

31 Permits Issued

1 Notice of Decision to grant a permit

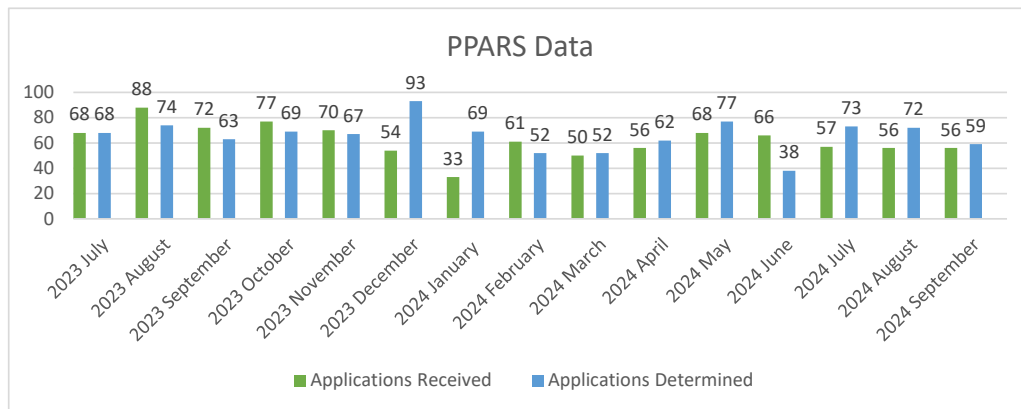
5 Amended Permits

11 VicSmart Issued

3 Refusals

8 Lapsed / Withdrawn / No permit required

0 Notice of Decision converted to permit



62.50% ↓ 81.25%
of Standard applications decided within statutory timeframe

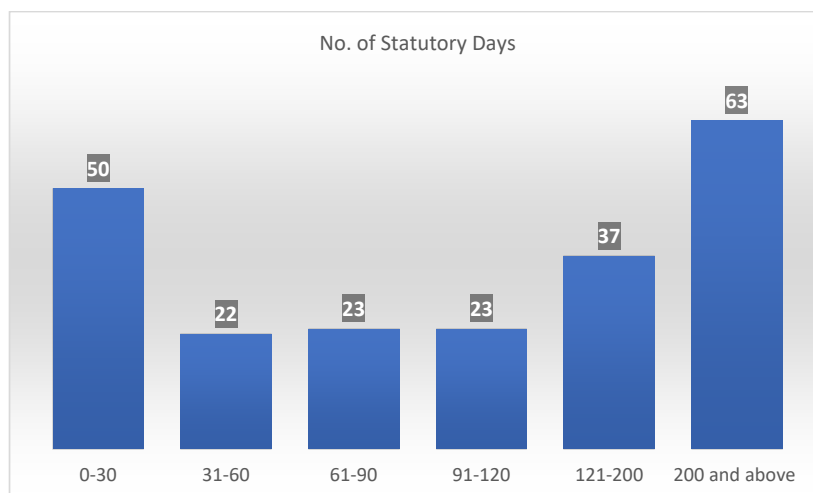
88.89% ↑ 53.33%
VicSmart applications decided within statutory timeframe

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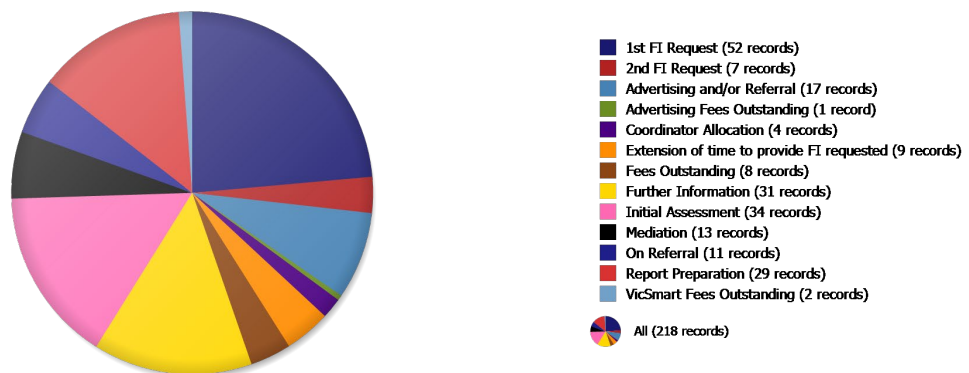
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Status of Undecided Applications

- There are currently 218 planning permit applications with Statutory Planning. Of the 218:
 - **146** of these applications are over 60 statutory days; and
 - 72 under 60 days
 - Of the **146** applications over 60 statutory days 105 of these applications cannot be progressed as they are with the applicant for additional information such as CHMP's, amended application plans and other relevant documentation etc.
 - To provide context if we were to remove the 105 "Further Information" applications our data would read as follows:
 - **Active applications: 113**
 - **Under 60 days: 72 applications**
 - **Over 60 days: 41 applications**
- Of the 113 active applications, there are **29 applications with final reports in progress.**

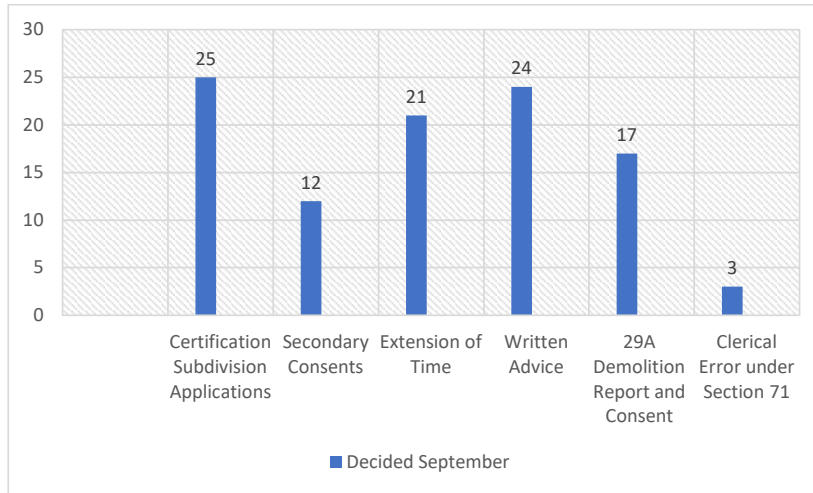


Other Statutory Planning Tasks Determined



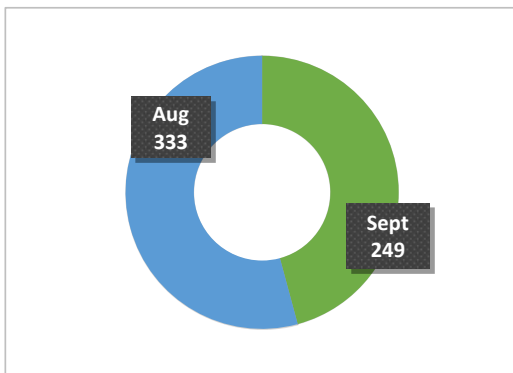
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Duty Planner Enquiries

Snap Shot



- Statutory Planning services completed this month:
- 56 PLANNING PERMIT APPLICATIONS RECEIVED
 - 59 PLANNING PERMIT APPLICATION DECIDED
 - 1 NOTICE OF DECISION TO GRANT A PERMIT
 - 3 REFUSAL TO GRANT A PERMIT
 - 8 LAPSED/WITHDRAWN APPLICATIONS
 - 21 EXTENSIONS OF TIME
 - 12 SECONDARY CONSENTS
 - 24 WRITTEN ADVICE
 - 25 CERTIFICATES OF COMPLIANCE
 - 17 FORM 29A REPORT AND CONSENT

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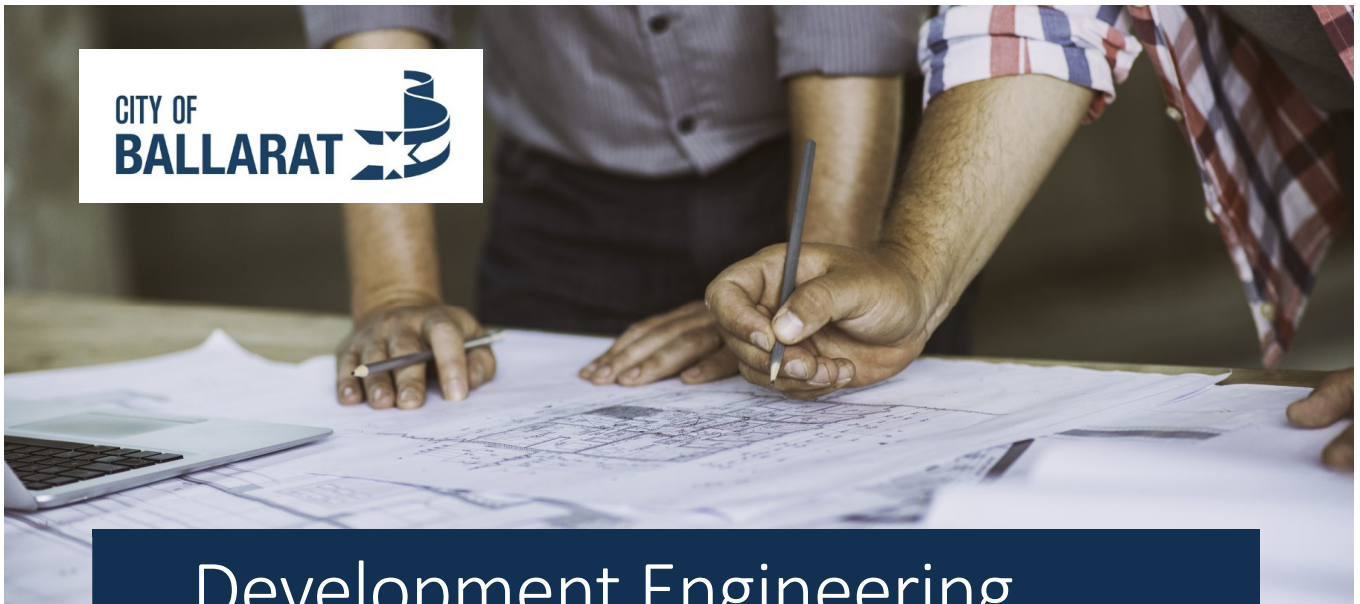
Current VCAT Matters

Number	Description	Location	Hearing	Status
PLP/2022/424	Use and development of land for group accommodation	CA 2 Yendon No 2 Road BUNINYONG	Hearing Ad- journed to 16,17,18 and 19/09/2024	Pending
PLP/2023/11	Development of a telecommu- nications facility	89C Cuthberts Road, ALFREDTON	Conference 24/05/2024 Hearing 16/07/2024	Decision to grant a permit upheld
PLP/2022/943	Development of a commercial building, demolition of existing car park and associated struc- tures and reduction in car park- ing requirements	222 Mair Street, BALLARAT CENTRAL	Practice Day 16/02/2024 Conference 20/05/2024 Hearing 06/06/2024	VCAT upheld decision to grant a planning permit
PLP/2023/500	Externally Paint a Building	101-105 Lydiard Street North BALLARAT CEN- TRAL	Conference 31/05/2024 Hearing 02/08/2024	Decision to grant a permit upheld with no variation as sought by the applicant
PLP/2023/312	Use and development of land for a dwelling and construction of associated septic tank sys- tem	Lot 2 Nolans Road SCOTCHMANS LEAD	Practice Day 3/5/2024 Conference 4/9/2024 Hearing 11 and 12/11/2024	Objector appeal NOD Pending

Current Call Up Matters

Number	Description	Location	Councillor	Status
PLP/1999/340/A	Extension to an existing Boarding Kennel and in- crease of number of ani- mals (80 dogs to 160 dogs and 70 cats to remain un- changed	1079 Eureka Street, Warren- heip	Ben Taylor Des Hudson	Pending officer report

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Development Engineering Plan Checking Services

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

Our plan checking services relate to:

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

It is estimated the Development Engineering Team spend around 150 hours per week providing plan checking services that include the review, assessment, liaison, approval, and response to plans submitted typically from developers, consultants, and contractors. This accounts approximately 44% of the team's core functions, partly funded from plan checking engineering fees provisioned under the *Subdivision Act 1989*.

Quarterly Report

30th September 2024

Plan checking service this quarter.

- 36 NEW PLANS RECEIVED
- 38 FURTHER INFORMATION RECEIVED
- 21 PLAN APPROVALS COMPLETED
- 45 PLAN REVISION REQUESTS SENT

62 ↔ from 61

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

37 ↑ from 32

Plan submissions on hold with **further information requested** (60%).

16 ↔ from 17

Plan assessments outstanding, 64% were lodged **over 90-days** ago.

9 ↓ from 12

Plan assessments outstanding, 36% were lodged **within 90-days**.

Lodged vs. Completed

Of the 339 plan submissions lodged in the Pathway system since February 2022, 277 (82%) have been completed and 62 (18%) are active. Plan submissions still active have reduced from 109 in April 2023 (43% reduction). Note: Active submissions may have multiple requests for further information, revisions, and assessments before being completed.

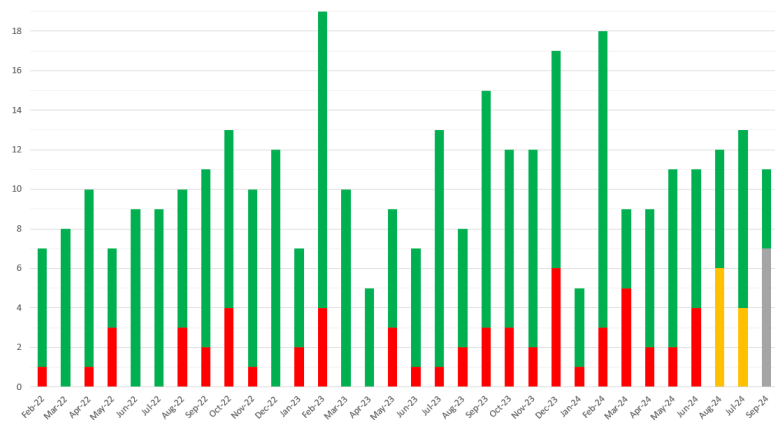


Figure 1 - Green = Completed; Red = >90-days; Orange = <90-days; Grey = <30-days

Outstanding Assessments

Of the 25 plan assessments outstanding, 16 (64%) are >90-days, 5 (20%) are between 30 to 90 days, and 4 (16%) <30-days. Outstanding plan assessments have reduced from 95 in April 2023 (74% reduction).

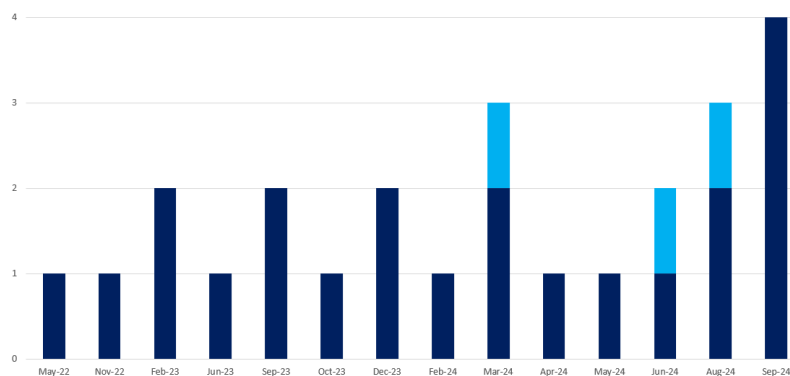


Figure 2 - Light Blue = Functional Design; Dark Blue = Detailed Design; Grey = Street Lighting

8.5. 2025 COUNCIL MEETING SCHEDULE

Division: Corporate Services
Director: John Hausler
Author/Position: Cameron Montgomery – Executive Manager Governance and Risk

PURPOSE

1. This report recommends a schedule of Council meeting dates be adopted for the 2025 calendar year.

BACKGROUND

2. In accordance with section 3.3.1 of Council's Governance Rules, Council must fix the date, time and place of all Council meetings for the following calendar year by at least the last Council meeting of the calendar year. The schedule will then be available on Council's website.
3. In accordance with section 3.3.2 of Council's Governance Rules, Council may call an Unscheduled Meeting of the Council as required.
4. Council by resolution, may change the date, time or place of, or cancel, any Council meeting which has been fixed, or schedule an additional Unscheduled meeting and must provide notice of the change to the public.
5. Meetings are generally held on a Wednesday evening in the Council Chambers at the Town Hall. Council meetings will continue to be accessible via Council's live broadcasting on Council's website.

KEY MATTERS

6. The proposed Council meeting schedule for the 2025 calendar year has been prepared to enable Council to effectively carry out its decision-making functions for the year. The schedule includes the times and dates for Council meetings and meetings of the Planning Delegated Committee.
7. The proposed dates are based on Council meetings being held once a month on the fourth Wednesday of each month and Planning Delegated Committee meetings being held once a month on the second Wednesday of the month.
8. It is recommended that no meetings be held in the month of January 2025 as the due dates for Council reports would fall during the Christmas shutdown period.
9. The draft dates allow for twelve Council meetings and eleven Planning Delegated Committee meetings for the 2025 calendar year.

OFFICER RECOMMENDATION

10. That Council:

10.1 Hold meetings of Council in the Council Chambers, Ballarat Town Hall on the following dates in 2025:

Date	Time	Meeting Type
12 February 2025	6:30pm	Planning Delegated Committee
26 February 2025	6:30pm	Council Meeting
12 March 2025	6:30pm	Planning Delegated Committee
26 March 2025	6:30pm	Council Meeting
9 April 2025	6:30pm	Planning Delegated Committee
30 April 2025	6:30pm	Council Meeting
14 May 2025	6:30pm	Planning Delegated Committee
28 May 2025	6:30pm	Council Meeting
11 June 2025	6:30pm	Planning Delegated Committee
25 June 2025	6:30pm	Council Meeting
9 July 2025	6:30pm	Planning Delegated Committee
23 July 2025	6:30pm	Council Meeting
13 August 2025	6:30pm	Planning Delegated Committee
27 August 2025	6:30pm	Council Meeting
10 September 2025	6:30pm	Planning Delegated Committee
24 September 2025	6:30pm	Council Meeting
8 October 2025	6:30pm	Planning Delegated Committee
22 October 2025	6:30pm	Council Meeting
10 November 2025	6:30pm	Unscheduled Council Meeting (Mayoral Election)
12 November 2025	6:30pm	Planning Delegated Committee
26 November 2025	6:30pm	Council Meeting
3 December 2025	6:30pm	Planning Delegated Committee
10 December 2025	6:30pm	Council Meeting

10.2 Make public the schedule of Council meetings on the City of Ballarat website.

ATTACHMENTS

- Governance Review [8.5.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council meetings provide the forum for elected Councillors to determine matters relevant to Council's Vision, Plan, strategies, and policies.

COMMUNITY IMPACT

2. The advertising of meeting dates encourages attendance at meetings, public participate in the democratic process and involvement in the administration of Council activities.
3. Council meetings are broadcasted on Council's website to increase transparency and will be uploaded onto the website following the Council meeting.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

7. Council's Governance Rules provide that Council must fix the date, time and place of all Council meetings and any Delegated Committee meetings for the following calendar year.

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. Council will provide the public with balanced and objective information to assist in understanding the problem, alternatives, opportunities and/or solutions via the Council agenda, advertisements and on the City of Ballarat website

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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8.6. 2025 COUNCILLOR REPRESENTATION FOR COMMITTEES AND EXTERNAL BODIES

Division: Corporate Services
Director: John Hausler
Author/Position: Sophie Brown – Governance Project Officer

PURPOSE

1. The purpose of this report is for Council to appoint Councillor representatives to committees and external bodies for 2024-2025.

BACKGROUND

2. The report provides an extensive list of delegated committees, advisory committees, stakeholder reference groups, internal working groups, non-advisory committees, boards and organisations with the proposed Councillor representatives for 2025. Appointments will be effective from 28 November 2024.

KEY MATTERS

3. In accordance with section 8.1.2 of the City of Ballarat Governance Rules, Council must resolve to allocate Councillors to advisory committees, delegated committees and board positions by at least the last Council meeting of the calendar year.
4. At least two Councillors must be appointed to each delegated committee in accordance with section 63(1)(a) of the *Local Government Act 2020* (the Act).

OFFICER RECOMMENDATION

5. **That Council:**
 - 5.1 **Endorse the 2024-2025 appointments of Councillor representation on committees, boards, organisations and groups as detailed in Attachment 2, and these appointments be effective as of 28 November 2024.**
 - 5.2 **Ensure that all the committees, boards, organisations and groups are notified of Council's revised representatives.**

ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]
2. Boards and Committees 2024/25 [8.6.2 - 6 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Appointing Councillors to delegated committees is a statutory requirement of Council under section 63 of the *Local Government Act 2020* (the Act).
2. In line with Chapter 4 of City of Ballarat's Governance Rules, Council has established delegated committees as part of its governance framework.

COMMUNITY IMPACT

3. A committee is likely to have greater influence on Council if a Councillor is an active observer of its business and if the Councillor appointed has an interest in influencing understandings of the committee's strategic intentions with other Councillors.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no climate emergency and environmental sustainability implications identified in this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no economic sustainability implications identified in this report.

FINANCIAL IMPLICATIONS

6. There are financial implications of servicing committees. These costs have been incorporated into business plans and the Council budget.

LEGAL AND RISK CONSIDERATIONS

7. Section 63(1)(a) of the Act stipulates that a delegated committee must have at least two Councillors appointed.
8. There is no requirement to have Councillors appointed to Council's advisory committees.

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. There has been no requirement for community consultation and engagement for this report.

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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City of Ballarat – Councillor Representatives

Committees and Boards 2024 to 2025

No	Title	Description	<ul style="list-style-type: none"> Indicative date and time meeting held, based on 2024 	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
1.0	Community Impact Grant Allocations Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> 6 monthly Tuesday 4:30pm-6:30pm 	Total 10 3 Councillors 3 External 4 Council Officers (non-voting)	Des Hudson Tracey Hargreaves Ted Lapkin	Councillor appointed by Council	Des Hudson	
1.1	Tourism Events Grant Allocations Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> Monthly 4th Thursday 4:00pm-4:30pm 	Total 7 3 Councillors 4 Council Officers (non-voting)	Samantha McIntosh Jay Morrison Ben Taylor	Councillor appointed by Council	Jay Morrison	Tracey Hargreaves
1.2	Contracts Approval Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> Fortnightly Wednesday 1:00pm-2:00pm 	Total 3 3 Councillors	Tess Morgan Ben Taylor Jim Rinaldi	Councillor appointed by Council	Ben Taylor	Ted Lapkin
1.3	Her Majesty's Theatre Board Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> February, April, June, August, October, December 1st Tuesday 5:30pm-7:30pm 	Total 12 3 Councillors (only 1 voting) 9 External	Samantha McIntosh Jay Morrison Tracey Hargreaves	Councillor appointed by Council	Samantha McIntosh	
1.4	Planning Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> Monthly 2nd Wednesday 6:30pm 	All 9 Councillors		Councillor appointed by Council	Mayor	

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City of Ballarat – Councillor Representatives

Committees and Boards 2024 to 2025

No	Title	Description	<ul style="list-style-type: none"> Indicative date and time meeting held, based on 2024 	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
1.5	City Partnerships Delegated Committee	Delegated Committee in accordance with s63 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> Annually in April/May Usually, a Wednesday before a briefing leading to Council report cycle for inclusion in the budget 	All 9 Councillors		Councillor appointed by Council	Mayor	
2.0	Audit and Risk Committee	Audit and Risk Committee in accordance with section 53 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> March, June, September, December 1st Wednesday 8:30am-11:00am October for financials 	Total 7 3 Councillors 4 External	Tess Morgan Ted Lapkin Damon Saunders	Chairperson is appointed from the external members of the Committee	Independent	Tracey Hargreaves
3.0	Sebastopol RSL Hall Community Asset Committee	Community Asset Delegated Committee in accordance with s65 <i>Local Government Act 2020</i>	<ul style="list-style-type: none"> February, May, August, November 1st Monday 7:00pm-7:30pm 	Total 5 members 1 Councillor 4 External	Des Hudson	Chairperson is appointed from the members of the Committee		
4.0	Coghill's Creek / Glendaruel Cemetery	Other Committees Established Under Acts	<ul style="list-style-type: none"> Annually August On a Wednesday before Council meeting (30 minutes) 	All 9 Councillors	All 9 Councillors	Mayor		All 9 Councillors (as Trustees)
4.1	Learmonth Cemetery	Other Committees Established Under Acts	<ul style="list-style-type: none"> Annually August On a Wednesday before Council meeting (30 minutes) 	All 9 Councillors	All 9 Councillors	Mayor		All 9 Councillors (as Trustees)

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City of Ballarat – Councillor Representatives

Committees and Boards 2024 to 2025

No	Title	Description	<ul style="list-style-type: none"> Indicative date and time meeting held, based on 2024 	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
5.0	Ballarat Airport/ Aerodrome Stakeholder Reference Group	Stakeholder Reference Group	<ul style="list-style-type: none"> March, June, September, December 1st Thursday 8:00am-9:00am 	Total 10 Up to 3 Councillors 7 External	Samantha McIntosh Jim Rinaldi Tracey Hargreaves	Councillor appointed by Council	Samantha McIntosh	
5.1	Lake Learmonth Stakeholder Reference Group	Stakeholder Reference Group	<ul style="list-style-type: none"> February, May, August, November 2nd Tuesday 7:00pm-8:00pm 	Minimum 10 1 Councillor	Jim Rinaldi	Council to appoint or Committee to appoint if Council fails to do so	Jim Rinaldi	
5.2	Lake Wendouree and Gardens Stakeholder Reference Group	Stakeholder Reference Group	<ul style="list-style-type: none"> February, May, August, November 2nd Tuesday 2:30pm-3:30pm 	Total b/w 8 & 14 Up to 3 Councillors	Tracey Hargreaves Samantha McIntosh Damon Saunders	Council to appoint or Committee to appoint if Council fails to do so	Damon Saunders	
5.4	Ballarat Major Events Precinct Stakeholder Reference Group	Stakeholder Reference Group	<ul style="list-style-type: none"> March, October 3rd Monday 5:30pm-6:30pm 	Total 12 2 Councillors 10 External	Des Hudson Jay Morrison	Chairperson elected by the Committee		
5.5	Arch of Victory / Avenue of Honour Stakeholder Reference Group	Stakeholder Reference Group	<ul style="list-style-type: none"> April, June, September, December 4th Tuesday 10:00am 	Total 16 Mayor ex officio Up to 2 Councillors	Tracey Hargreaves Damon Saunders	Chairperson elected by the Committee		
6.0	Ballarat Friends of Ainaro Community Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> Monthly 3rd Monday 2:00pm-3:30pm 	Total 4 1 Councillor 3 External	Des Hudson	Chairperson elected by the Committee		

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City of Ballarat – Councillor Representatives

Committees and Boards 2024 to 2025

No	Title	Description	<ul style="list-style-type: none"> Indicative date and time meeting held, based on 2024 	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
6.1	Ballarat Heritage Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> February, April, June, August, October, December 2nd Tuesday of month 12:30pm-2:30pm 	Total 18 2 Councillors 16 External	Samantha McIntosh Ted Lapkin	Council to appoint or Committee to appoint if Council fails to do so	Ted Lapkin	Damon Saunders
6.2	Ballarat Regional Soccer Facility Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> March, April, June, August Usually Monday 5:00pm-5:30pm 	Total 8 2 Councillors 6 External	Des Hudson Damon Saunders	Council to appoint or Committee to appoint if Council fails to do so	Des Hudson	
6.3	Disability Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> February, April, June, August, October, December 2nd Friday 12:30pm-2:00pm 	Total 13 1 Councillor 12 External	Tess Morgan	Council to appoint or Committee to appoint if Council fails to do so	Tess Morgan	Tracey Hargreaves
6.4	Intercultural Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> February, April, June, August, October, December 2nd Tuesday 3:00pm-4:30pm 	Total 13 At least 1 Councillor	Samantha McIntosh Tess Morgan	Council to select chairperson from Councillors	Samantha McIntosh	
6.5	Koorie Engagement Action Group Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> Monthly 2nd Friday 9:00am-11:00am 	Total 10 1 Councillor 9 External	Tess Morgan	Councillor is co-chair of Committee	Tess Morgan	Tracey Hargreaves
6.6	LGBTIQA+ Advisory Committee	Advisory Committee	<ul style="list-style-type: none"> February, April, June, August, October, December 2nd Tuesday 5:30pm-7:00pm 	Total between 10 and 12 Up to 3 Councillors	Tess Morgan Tracey Hargreaves	Councillor appointed by Council	Tess Morgan	

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City of Ballarat – Councillor Representatives

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Committees and Boards 2024 to 2025

No	Title	Description	<ul style="list-style-type: none"> Indicative date and time meeting held, based on 2024 	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
7.0	Art Gallery of Ballarat Board	Groups and Organisations	<ul style="list-style-type: none"> Bi-monthly Jan, Mar, May, Jul, Sep, Nov Last Tuesday of the month 5:00pm-7:00pm 	1 Councillor 9 External	Des Hudson	Chairperson appointed by Council		
7.1	Australian Local Government Women's Association (ALGWA)	Groups and Organisations	<ul style="list-style-type: none"> Bi-monthly Last Tuesday of the month 5:00pm-7:00pm 	Membership organisation	Samantha McIntosh Tracey Hargreaves Tess Morgan			
7.2	Greater Ballarat Alliance of Councils (GBAC)	Groups and Organisations	<ul style="list-style-type: none"> Quarterly – February, May, August, November 	Total 16 Mayors and CEOs of the 8 members Councils	Tracey Hargreaves	GBAC to appoint Chair from Mayors of the 8 member Councils		
7.3	Central Victorian Greenhouse Alliance	Groups and Organisations	<ul style="list-style-type: none"> Annual conference – August each year 		Ben Taylor			
7.5	Municipal Association of Victoria (MAV)	Groups and Organisations	<ul style="list-style-type: none"> State Council twice yearly in May and September Annual conference - September Board advisory committee meetings held quarterly – February, May, August, November 		Jay Morrison			Samantha McIntosh

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City of Ballarat – Councillor Representatives

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Committees and Boards 2024 to 2025

No	Title	Description	• Indicative date and time meeting held, based on 2024	Membership	2025 Councillor Representative/s EOI	Details relating to Chairperson	2025 Councillor Representative Chairperson	Alternate Councillor Representative
7.6	MAV Rural South-Central Region Group	Groups and Organisations			Jay Morrison			Samantha McIntosh
7.7	Regional Cities Victoria	Groups and Organisations		Total 20 Mayors and CEOs of the 10 member Councils	Tracey Hargreaves	Chair elected from the Mayors of the 10 member Councils		
7.8	Regional Sustainability Alliance	Groups and Organisations		1 Councillor	Ben Taylor			

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8.7. AUDIT AND RISK COMMITTEE BIENNIAL REPORT

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Senior Governance Officer

PURPOSE

1. The purpose of this report is to present Council with the Audit and Risk Committee's Biannual report for the period 1 January 2024 to 30 June 2024.

BACKGROUND

2. The Biannual Audit and Risk report provides the details of activities and progress of the Audit and Risk Committee against the endorsed workplan for the period 1 January 2024 to 30 June 2024.

KEY MATTERS

3. In accordance with section 54(5) of the *Local Government Act 2020*, the Audit and Risk Committee is required to:
 - a. Prepare a Biannual Audit and Risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
 - b. Provide a copy of the Biannual Audit and Risk Report to the Chief Executive Officer for tabling at the next Council meeting.

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Receive and note the Audit and Risk Committee Biannual report for the period 1 January 2024 - 30 June 2024.**

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. Biannual report to Council January - June 2024 [8.7.2 - 7 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. In accordance with section 54(5) of the Act, the Audit and Risk Committee is required to prepare a Biannual Audit and Risk Committee Report.
7. The report complies with the Act.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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Audit and Risk Committee Biannual Report January – June 2024

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In accordance with section 54(5) of the *Local Government Act 2020*, the Audit and Risk Committee presents its biannual audit and risk report that describes the activities of the Audit and Risk Committee (Committee). This report is for the period January 2024 – June 2024.

The Committee's activities for the reporting period are summarised below.

Area of Focus	Outcome
Compliance and Legislative Requirements	
Consideration of the impact on Council of the outcomes of integrity body reports	Regular updates provided to the Committee on the self-assessment and learnings from findings of integrity body reports.
Policy and Procedure List	An update on the review and status of Council policies and procedures was presented to the 6 March 2024 Committee meeting. The Committee received and noted the report.
Councillor Expenses	The Committee received the Councillor expenses for 1 July 2023 – 31 December 2023 at the 6 March 2024 Committee meeting with the categories of expenses being: <ul style="list-style-type: none"> • Travel expenses • Car mileage • Childcare • Information and communication • Conference and training The Committee received and noted the report.
Instrument of Delegations	An update on the status of Council's Instruments of Delegation was provided to the Committee on 6 March 2024. The report detailed the delegations' names, the delegating entity (Council or CEO) and the date of approval. The Committee received and noted the report.
Gifts Register	The Committee received a report on 5 June 2024 which outlined the gifts received between 1 October 2023 – 31 March 2024. The report detailed the following information: <ul style="list-style-type: none"> • Date received • Title of gift • Recipient name • Recipient department • Gift status • Gift type • Gift value • Gift accepted or declined The Committee received and noted the report.

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Audit and Risk Committee Biannual Report January – June 2024

Disaster Recovery Testing and Implementation	<p>The Disaster Recovery Plan report was presented to the 5 June 2024 meeting and the report outlined the planned exercise undertaken in November 2023.</p> <p>The Committee received and noted the report</p>																																		
ICT Strategy	<p>The ICT Strategy Progress report was presented to the 5 June 2024 meeting.</p> <p>The Committee received and noted the report.</p>																																		
Cyber Security Strategy	<p>The final ICT Cyber Security Strategy 2024 – 2026 was presented to the Committee. The strategy detailed current maturity, strategic initiatives and action plans aligned with the National Institute of Standards and Technology Cyber Security Framework.</p> <p>The Committee received and noted the report.</p>																																		
HR Metrics	<p>The HR Metrics report was presented to the 5 June 2024 meeting. The report provided an update which included the below analytical data:</p> <ul style="list-style-type: none"> • Excessive leave • Absenteeism • New Hires • Turnover • Secondments • MySuccess Reviews Completed • Employee Learning and Development <p>The Committee received and noted the report.</p>																																		
Audit Recommendation Status Register	<p>The Audit Recommendation Status Register is a standing agenda item for every meeting. The report details the audit recommendations to be implemented and allows the Committee to monitor progress and oversight.</p> <table border="1" data-bbox="507 1279 1353 1843"> <thead> <tr> <th data-bbox="507 1279 632 1386">Audit Type</th> <th data-bbox="632 1279 916 1386">Audit Title</th> <th data-bbox="916 1279 1102 1386">Open at 1 March 2024</th> <th data-bbox="1102 1279 1198 1386">New</th> <th data-bbox="1198 1279 1353 1386">Open at 30 June 2024</th> </tr> </thead> <tbody> <tr> <td data-bbox="507 1386 632 1843" rowspan="8">Internal Audit</td> <td data-bbox="632 1386 916 1435">Asset Management</td> <td data-bbox="916 1386 1102 1435">5</td> <td data-bbox="1102 1386 1198 1435"></td> <td data-bbox="1198 1386 1353 1435">4</td> </tr> <tr> <td data-bbox="632 1435 916 1491">Asset Management – Buildings</td> <td data-bbox="916 1435 1102 1491">4</td> <td data-bbox="1102 1435 1198 1491"></td> <td data-bbox="1198 1435 1353 1491">2</td> </tr> <tr> <td data-bbox="632 1491 916 1585">Business Continuity and IT Disaster Recovery Planning</td> <td data-bbox="916 1491 1102 1585">1</td> <td data-bbox="1102 1491 1198 1585"></td> <td data-bbox="1198 1491 1353 1585">0</td> </tr> <tr> <td data-bbox="632 1585 916 1630">Child Safe Standards</td> <td data-bbox="916 1585 1102 1630">2</td> <td data-bbox="1102 1585 1198 1630"></td> <td data-bbox="1198 1585 1353 1630">1</td> </tr> <tr> <td data-bbox="632 1630 916 1715">Contract Management (Procurement Contracts)</td> <td data-bbox="916 1630 1102 1715">9</td> <td data-bbox="1102 1630 1198 1715"></td> <td data-bbox="1198 1630 1353 1715">8</td> </tr> <tr> <td data-bbox="632 1715 916 1760">Cyber Security</td> <td data-bbox="916 1715 1102 1760">3</td> <td data-bbox="1102 1715 1198 1760"></td> <td data-bbox="1198 1715 1353 1760">0</td> </tr> <tr> <td data-bbox="632 1760 916 1843">Developer Contributions (Finance and Assets)</td> <td data-bbox="916 1760 1102 1843">8</td> <td data-bbox="1102 1760 1198 1843"></td> <td data-bbox="1198 1760 1353 1843">6</td> </tr> </tbody> </table>	Audit Type	Audit Title	Open at 1 March 2024	New	Open at 30 June 2024	Internal Audit	Asset Management	5		4	Asset Management – Buildings	4		2	Business Continuity and IT Disaster Recovery Planning	1		0	Child Safe Standards	2		1	Contract Management (Procurement Contracts)	9		8	Cyber Security	3		0	Developer Contributions (Finance and Assets)	8		6
Audit Type	Audit Title	Open at 1 March 2024	New	Open at 30 June 2024																															
Internal Audit	Asset Management	5		4																															
	Asset Management – Buildings	4		2																															
	Business Continuity and IT Disaster Recovery Planning	1		0																															
	Child Safe Standards	2		1																															
	Contract Management (Procurement Contracts)	9		8																															
	Cyber Security	3		0																															
	Developer Contributions (Finance and Assets)	8		6																															

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Audit and Risk Committee Biannual Report January – June 2024

	Emergency Management	6		6	
	Follow-up: Asset Management (Roads)	1		1	
	Follow-up: Tendering and Contract Management	4		4	
	Human Resources Management Part A	3		3	
	Human Resources Management Part B	3		2	
	Management of Contaminated Land	14		14	
	Occupational Health and Safety – Staff	2		0	
	Procurement	5		4	
	Property Portfolio Management – Leases and Licences	10		7	
	Immunisation Management	0	7	2	
	Tendering	0	8	8	
	Total (Internal Audit)	80	15	72	
	Other	IBAC report	1		1
		VAGO Management Letter	13		12
	Total (Other)	14		13	
	Total Number	94		85	
Oversight of the monitoring activity of high-risk areas by Council	The Governance and Risk report was presented at the 6 March 2024 and 5 June 2024 Meeting. The reports included: <ul style="list-style-type: none"> OHS performance data - incident reports, compensation claims, WorkSafe interactions, health and safety training conducted; Data relating to insurance, fleet, public liability and property claims; Compliance with the Road Management Plan, Tree Management Plan and Play Space Management Plan; Data on Freedom of Information requests, privacy breaches and regulatory body complaints; Fraud and corruption control; Enterprise risk management update; 2024 Local Government election update. 				
	The Audit and Risk Committee received and noted the reports.				
Chief Executive Officer Report	A report is provided by the Chief Executive Officer each meeting which provides an update on key items in the organisation.				

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Audit and Risk Committee Biannual Report January – June 2024

	<p><u>6 March 2024 Meeting</u></p> <ul style="list-style-type: none"> • Good practice guidelines for service rates and charges • Procurement Policy <p><u>5 June 2024 Meeting</u></p> <ul style="list-style-type: none"> • EBA update • IBAC survey issued to public sectors <p>The Committee received and noted the reports.</p>
Council Financial and Performance Reporting	
Council Plan	<p>The Council Plan quarterly report was presented to the 6 March 2024 and 5 June 2024 meetings.</p> <p>The Committee received and noted the reports.</p>
Quarterly Financial Report	<p>The Financial Report Summary was presented to the 6 March 2024 and 5 June 2024 meetings.</p> <p>The Committee received and noted the reports.</p>
Risk Management and Fraud Prevention	
Risk Update	<p>The Enterprise Risk Action Plan (ERAP) was presented to the Committee on 6 March 2024 and 5 June 2024.</p> <p>At the 6 March 2024 meeting, it was noted that 8 actions were completed and at the 5 June 2024 meeting, 11 actions were completed.</p> <p>The Committee received and noted the reports.</p>
Business Continuity Plan	<p>The Business Continuity Plan report was presented to the 6 March 2024 Audit and Risk Committee Meeting. The report provided an update on a scenario test that occurred on 14 February 2024.</p> <p>The Committee received and noted the report.</p>
Fraud Plan	<p>The 2024 Fraud Framework and Annual Fraud Plan was presented to the 6 March 2024 Audit and Risk Committee Meeting. The Fraud Plan provided an outline of the activities Council aims to complete over the 2024 period for prevention and detection of potential fraud and corruption.</p> <p>The Committee received and noted the report.</p>
Annual Risk Report	<p>The Annual Risk report was presented to the 6 March 2024 Audit and Risk Committee Meeting. The report included the risk profile, risk management framework and identification of key impacts of 2023 and key focus areas for 2024.</p> <p>The Committee received and noted the report.</p>
Asset Management Update	<p>The Asset Management Update report was provided to the 6 March 2024 and 5 June 2024 meetings.</p> <p>The reports provided progress updates made towards enhancing asset maturity within the organisation.</p> <p>The Committee received and noted the reports.</p>

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Audit and Risk Committee Biannual Report January – June 2024

Procurement Integrity	<p>The Procurement Integrity report was presented to the 5 June 2024 Audit and Risk Committee and detailed items relating to exemptions to the Procurement Policy, contract variances and breaches.</p> <p>The Committee received and noted the report.</p>
Procurement Policy Review	<p>The report was presented to the 5 June 2024 Audit and Risk Committee and sought feedback from the Committee.</p> <p>The Committee received and noted the report.</p>
Internal Audit	
Internal Audit Scopes	<p>Project Management The internal audit scope was presented to the 5 June 2024 Audit and Risk Committee meeting. The internal audit will commence the week of 8 July 2024, and the objective is to review the adequacy of the project management framework.</p> <p>Capital Works (Including management of incoming grants) The internal audit scope was presented to the 5 June 2024 Audit and Risk Committee meeting. The internal audit will commence the week of 23 September 2024, and the objective is to review the adequacy of controls and processes associated with the management of the capital works program.</p> <p>Statutory Planning The Internal audit scope was presented to the 5 June 2024 Audit and Risk Committee meeting. The internal audit will commence the week of 28 October 2024, and the objectives are to:</p> <ul style="list-style-type: none"> • Review the management of planning application processes; • Management of conflict of interest; • Record keeping; • Compliance and privacy obligations; • Management of delegations; and • Reporting practices. <p>Payroll (Including Data Analytics) The internal audit scope was presented to the 5 June 2024 Audit and Risk Committee meeting. The internal audit will commence the week of 18 November 2024, and the objectives are to:</p> <ul style="list-style-type: none"> • Review internal controls to prevent fraud and corruption; • Review process for recording and paying autopay; • Payroll and ICT system controls; • The process for the transfer of payroll information between payroll system and general ledger; • The process for authorisation of payroll reports; • Calculation and paying termination payments; • The control of PAYG and superannuation payments; and • The process for recording and paying employees leave. <p>The Committee received and endorsed the scopes.</p>

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Audit and Risk Committee Biannual Report January – June 2024

Internal Audit Reports	<p>Immunisation Management</p> <p>The internal audit report was presented to the 6 March 2024 Audit and Risk Committee meeting. The internal audit commenced in the week of 16 October 2023, and the objective was to review the adequacy of policies, procedures and internal controls that have been established and are operating, regarding the functioning of the service.</p> <p>The final report provided findings and associated risk ratings and causes, with internal auditor recommended actions and management comments.</p> <p>There were 7 internal audit actions identified relating to:</p> <ul style="list-style-type: none"> • Policy and Procedures • Privacy • Vaccine refrigerator security • Reporting <p>The Committee endorsed the internal audit report.</p> <p>Tendering – Procurement</p> <p>The internal audit report was presented to the 5 June 2024 Audit and Risk Committee meeting. The internal audit commenced in the week of 12 February 2024, and the objective was to review the adequacy of:</p> <ul style="list-style-type: none"> • Internal controls designed to prevent fraud and corruption, including management of conflict of interest; • Tendering policies and procedures; • The requirements and process for the preparation of tender documents; • The processes for tender advertising, submission and receipting and securing; • The process of tender evaluation and reporting; • The information management system used to manage tender process, including management of information security. <p>The final report provided findings and associated risk ratings and causes, with internal auditor recommended actions and management comments.</p> <p>There were 6 internal audit actions identified relating to:</p> <ul style="list-style-type: none"> • Governance Framework • IT System • Oversight Controls • Tender Mandatory Criteria – OHS • Tender Evaluation Consensus • Conflict of Interest <p>The Committee endorsed the internal audit report.</p>
	Internal Audit Status Report

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Audit and Risk Committee Biannual Report January – June 2024

Sector Issues Brief	Internal Audit (Crowe) Issues Brief was presented to the 6 March 2024 and 5 June 2024 Audit and Risk Committee Meetings. The report contained a summary of recent reports and publications by government agencies and other sources that may impact public sector agencies and local government.	
	The reports were received and noted by the Committee.	
External Audit		
2023/2024 Audit Strategy	The VAGO Audit Strategy for the financial year ending 30 June 2024 was presented to the 6 March 2024 Audit and Risk Committee Meeting.	
	The Committee received and noted the report.	
VAGO Interim Management Letter	The Interim Management Letter was presented to the 5 June 2024 Audit and Risk Committee Meeting.	
	The Committee received and noted the report.	
Audit and Risk Committee		
Work Plan 2024	The 2024 Work Plan was presented to the 6 March 2024 Audit and Risk Committee meeting.	
	The Committee received and noted the reports.	
Biannual Report July – December 2023	The Audit and Risk Committee Biannual report was presented to the 6 March 2024 meeting.	
	The Committee received and noted the report.	
Committee Attendance		
Committee Member	6 March 2024	5 June 2024
John Watson (Chair)	✓	✓
Tara Heard	✓	✓
Jason Hargreaves	✓	✓
Jeff Rigby	✓	✓
Cr Mark Harris	✓	✓
Cr Amy Johnson	✓	apology
Cr Des Hudson	✓	✓
Committee Member Terms		
Committee Member	Appointment / Extension	Term end
John Watson (Chair)	30 September 2022	31 December 2025
Tara Heard	26 October 2023	25 October 2026
Jason Hargreaves	1 January 2023	31 December 2025
Jeff Rigby	1 December 2023	31 December 2026
Cr Mark Harris	13 December 2023	26 October 2024
Cr Amy Johnson	13 December 2023	26 October 2024
Cr Des Hudson	13 December 2023	26 October 2024

8.8. S11A AND S11B INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Senior Governance Officer

PURPOSE

1. The purpose of this report is to request that Council:
 - a. Endorse the S11A Instruments of Appointment and Authorisation for:
 - i. Kate MacDougall;
 - ii. Dylan Holmes; and
 - iii. Mairin Briody.
 - b. Endorse the S11A and S11B Instrument of Appointment and Authorisation Kenneth Enright; and
 - c. Revoke the S11B Instrument of Appointment and Authorisation for Stacy Mah.

BACKGROUND

2. The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, under Council's delegation to the Chief Executive Officer.
3. The appointment of authorised officers under the *Planning and Environment Act 1987* cannot be delegated to the Chief Executive Officer and must be made by a resolution of Council.
4. The appointment of authorised officers under the *Environment Protection Act 2017* cannot be delegated to the Chief Executive Officer until such a time that the instrument of delegation to the Chief Executive Officer is remade by Council resolution. In the interim, the appointment of authorised officers under the *Environment Protection Act 2017* must be made by resolution of Council.

KEY MATTERS

5. Kate MacDougall holds the position of Principal Strategic Planner and requires authorisation under the *Planning and Environment Act 1987* to fulfil that role.
6. Dylan Holmes holds the position of Senior Planning Officer and requires authorisation under the *Planning and Environment Act 1987* to fulfil that role.
7. Mairin Briody holds the position of Project Officer Strategic Planning and requires authorisation under the *Planning and Environment Act 1987* to fulfil that role.
8. Kenneth Enright holds the position of Compliance Officer and requires authorisation under the *Planning and Environment Act 1987* and the *Environment Protection Act 2017* to fulfil that role.
9. Stacy Mah is no longer with City of Ballarat and her authorisation can now be revoked.

OFFICER RECOMMENDATION

10.1 In the exercise of the powers conferred by section 147(4) of the *Planning and Environment Act 1987*, Ballarat City Council (Council) resolves that:

- a. The members of Council staff referred to in the instruments titled S11A attached be appointed and authorised as set out in the instruments.
- b. The instruments come into force immediately upon being signed by Council's Chief Executive Officer and remain in force until Council determines to vary or revoke them.

10.2 In the exercise of the powers conferred by s242(2) of the *Environment Protection Act 2017* and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, Council resolves that:

- a. The member of Council staff referred to in the instrument titled S11B attached be appointed and authorised as set out in the instrument.
- b. The instrument comes into force immediately upon being signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.

10.3 That Council revoke the S11B Instrument of Appointment and Authorisation (*Environment Protection Act 2017*) for Stacy Mah effective 27 November 2024.

ATTACHMENTS

1. Governance Review [8.8.1 - 2 pages]
2. S11A - Kate MacDougall [8.8.2 - 2 pages]
3. S11A - Kenneth Enright [8.8.3 - 2 pages]
4. S11B - Kenneth Enright [8.8.4 - 2 pages]
5. S11A - Dylan Holmes [8.8.5 - 2 pages]
6. S 11 A - Mairin Briody [8.8.6 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. It is essential that City of Ballarat's authorisations are constantly maintained and periodically reviewed so that appropriate officers have the power to carry out their duties lawfully. Legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987*.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

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

Kate MacDougall

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on (Date).

Signed by the Chief Executive Officer of Council

Date:

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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

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

Kenneth Enright

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

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

Signed by the Chief Executive Officer of Council

Date:

OFFICIAL

OFFICIAL



*S11B Instrument of Appointment and Authorisation
(Environment Protection Act 2017)*

Ballarat City Council

**Instrument of Appointment and Authorisation
(*Environment Protection Act 2017* only)**

OFFICIAL



**Instrument of Appointment and Authorisation
(*Environment Protection Act 2017*)**

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

Kenneth Enright

By this instrument of appointment and authorisation, Ballarat City Council -

under s 242(2) of the *Environment Protection Act 2017* ('**Act**') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021 - appoints the officer to be **an** authorised officer for the purposes of exercising the powers and functions set out in the Instrument of Direction of the Environment Protection Authority under the Act dated 4 June 2021.

It is declared that this instrument -

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

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

OFFICIAL



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

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

Dylan Holmes

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

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

Signed by the Chief Executive Officer of Council

Date:

OFFICIAL

OFFICIAL



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

Ballarat City Council

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

OFFICIAL

OFFICIAL



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

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

Mairin Briody

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

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

Signed by the Chief Executive Officer of Council

Date:

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8.9. OUTSTANDING QUESTION TIME ITEMS

Division: Corporate Services
Director: John Hausler
Author/Position: Stephen Wright – Governance Support Officer

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 **Note the Outstanding Question Time report.**

ATTACHMENTS

1. Outstanding Question Time Items [8.9.1 - 1 page]
2. Michael Knowles - Outstanding Question Time - Q T 64-24 Redacted [8.9.2 - 1 page]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
11/9/2024 QT64/24	Completed	Michael Knowles	<p>Question 1: Reference; BGM Permit Conditions for TSF4, Appendices A (Figure 5) and F - please provide details of the proposed traffic management arrangements in order to facilitate the efficient flow of heavy traffic between the proposed TFS4 construction site and Whitehorse Road; where Whitehorse Road is a major link between Mount Clear and Sebastopol and has high traffic volumes during much of the day including school times, business hours, lunch time and evenings.</p> <p>Question2: With regard to the likely increase in heavy traffic flows on Whitehorse Road during construction of the Ballarat Gold Mines new tailings dam, will school crossing wardens assigned to those crossings on Main Road and nearby Albert Street be informed and receive appropriate traffic management training in order to avoid delays?</p>	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 13 September 2024

Our Ref: NR:kr

Your Ref: QT64/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Michael Knowles

Email: [REDACTED]

Dear Michael,

RE: OUTSTANDING QUESTION TIME ITEM – QT64/24

I refer to your questions asked at the 11 September 2024 Council Meeting.

Question 1

Reference; BGM Permit Conditions for TSF4, Appendices A (Figure 5) and F - please provide details of the proposed traffic management arrangements in order to facilitate the efficient flow of heavy traffic between the proposed TFS4 construction site and Whitehorse Road; where Whitehorse Road is a major link between Mount Clear and Sebastopol and has high traffic volumes during much of the day including school times, business hours, lunch time and evenings.

Answer

Condition 9 of the permit requires the submission of a Construction Management Plan (CMP) addressing, amongst other matters, the management of heavy vehicles to/from the site during the construction phase. The CMP is due prior to the commencement of the approved development. The City of Ballarat is not aware of the intended start date of construction works. This is a question best asked of Ballarat Gold Mine (BGM). Again, prior to the commencement of construction a number of documents are required, including a CMP addressing traffic management issues.

Question 2

With regard to the likely increase in heavy traffic flows on Whitehorse Road during construction of the Ballarat Gold Mines new tailings dam, will school crossing wardens assigned to those crossings on Main Road and nearby Albert Street be informed and receive appropriate traffic management training in order to avoid delays?

Answer

If upon receipt of the CMP setting out how heavy construction vehicles will be managed to/from the site, it is deemed certain measures are required to mitigate road safety issues, updates to the CMP will be required accordingly. This might include consultation with relevant road users, including school crossing supervisors as relevant.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

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9. NOTICE OF MOTION

9.1. NOTICE OF MOTION

PURPOSE

1. A Notice of Motion was lodged by Cr Ted Lapkin on 20 November 2024.
2. In accordance with rule 3.8.2 of the Governance Rules, the Notice of Motion was received and assessed by the Chief Executive Officer, then approved to proceed to the 27 November 2024 Council Meeting Agenda.
3. Formal notice was provided to Councillors on 21 November 2024 which was then recorded in the Notice of Motion Register by the Governance team.
4. **That Council:**
 - 4.1 **Defer change to weekly household waste collection and the introduction of weekly food organics and garden organics (FOGO) collection; and**
 - 4.2 **Call for a report to Council that will present alternative options to aforementioned decision on household waste collection frequency.**

ATTACHMENTS

1. Notice of Motion - Cr Lapkin [9.1.1 - 3 pages]



COUNCILLORS NOTICE OF MOTION FORM

(In accordance with Chapter 3, Rules 3.8.1 and 3.8.2)

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Lapkin

DATE: 20 November 2024

I hereby give notice that at the Ordinary Meeting of Council on 27 November 2024 I will propose the following motion:

Preamble:

- 1. Reflecting the widespread dissatisfaction among Ballarat residents over Council’s decision to reduce the frequency of household waste collection from weekly to fortnightly;

That Council:

- 2. **Defer change to weekly household waste collection and the introduction of weekly food organics and garden organics (FOGO) collection; and**
- 3. **Call for a report to Council that will present alternative options to aforementioned decision on household waste collection frequency.**

Signed Ted Lapkin.....
(Signature of Councillor)

Dated: 20 November 2024

Extracts from Governance Rules

3.8.1 Councillors may propose Notices of Motion

Councillors may propose an issue to be listed on the agenda by lodging a Notice of Motion in accordance with the rules outlined in this Chapter.

3.8.2 Notices of Motion

- a) Prior to a Council meeting, Councillors wanting to include a matter on the agenda, must complete a notice of motion form.
- b) A notice of motion form must be signed by the Councillor; and be lodged with the Chief Executive Officer (whether personally, email or otherwise) by 4pm the Thursday before the Council meeting agenda is due to be published. So as to allow sufficient time for him or her to give each other Councillor notice of such notice of motion; and to allow sufficient time for the notice of motion to be put in the agenda for the next Council meeting. If a notice of motion form is received after that time, it must, unless withdrawn, be included in the agenda for the following Council meeting
- c) The Chief Executive Officer must reject any notice of motion which:
 - i) is too vague;
 - ii) is identical or substantially similar to a notice of motion or a rescission motion that has been considered by the Council and lost in the preceding six (6) months;
 - iii) is defamatory;
 - iv) may be prejudicial to any person or Council;
 - v) is objectionable in language or nature;
 - vi) is outside the powers of Council;
 - vii) is a notice of motion submitted during the Caretaker Period; or
 - viii) is a matter subject to a Council decision making process which has commenced but is not yet complete.
- d) If the Chief Executive Officer rejects a notice of motion under sub-rule 3.8.2 c), he or she will inform the Councillor who lodged the notice of motion of that rejection and the reasons for it. The Councillor will be provided with 24 hours to lodge a revised notice of motion provided that the meeting at which the notice of motion is to be considered is more than 24 hours from the time of rejection.
- e) The Chief Executive Officer may reject and refer any notice of motion to the Council's operational service request process if it relates to a matter that he or she determines is more appropriately addressed that way.
- f) Subject to sub- rules 3.8.2 g) and h) a notice of motion must call for a Council report if the notice of motion:
 - i) substantially affects the level of Council services;
 - ii) commits the Council to expenditure in excess of \$20,000 and that has not been included in the adopted budget;
 - iii) establishes or amends a Council policy; or
 - iv) commits the Council to any contractual arrangement, as determined by the Chief Executive Officer.
- g) Where a notice of motion is likely to commit Council to significant expenditure not included in the adopted budget then the notice of motion must call for a report for Council's consideration and public submission process if applicable.

Docusign Envelope ID: 16177C83-1FE6-4F7F-BA53-62BC4DC55F9D

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- h) The Chief Executive Officer may direct a notice of motion to be confidential in accordance with Section 66(2)(a) of the Act, in which case the notice of motion will be confidential unless the Council resolves otherwise.
- i) The full text of any notice of motion accepted by the Chief Executive Officer must be included in the material accompanying the agenda.
- j) The Chief Executive Officer must arrange for a formal report to be prepared and presented to the Council for the purposes of sub-rule f). Where practicable the report should be presented to the next Council meeting.
- k) The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- l) Except by leave of Council, each notice of motion must be considered in the order in which they were received by the Chief Executive Officer.
- m) If a Councillor who has given a notice of motion is absent from the Council meeting or fails to move the motion when called upon by the Chairperson, any other Councillor may move the motion.
- n) If a Councillor proposing the motion wishes to amend the notice of motion, he or she may do so by seeking leave of the Council to amend the notice of motion prior to it being seconded.
- o) The Chairperson, having lodged a notice of motion in accordance with this sub-rule, must vacate the Chair of the Council meeting to move the notice of motion; and the Deputy Mayor or, in the absence of the Deputy Mayor, temporary Chairperson appointed by the Council, will take the Chair for the duration of consideration of the item.
- p) If a notice of motion is not moved at the Council Meeting at which it is listed, it lapses.

Office Use Only

Notice Received	Date: 20 November 2024
Notice <u>accepted</u> / rejected by CEO (please circle)	Date: 21 November 2024 Signature: <i>Evan King</i>
Notice given to Councillors	Date: 21 November 2024 Signature: <i>Evan King</i>
Date of Meeting	Date: 27 November 2024
Notice Number	2024/3

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10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

Nil

13. CLOSE