

OFFICIAL

Council Meeting

Agenda

26 February 2025 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.

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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 26 March 2025.

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

Community satisfaction survey underway

3. The City of Ballarat has begun a 6-week Community Satisfaction Survey to understand how well Council is delivering services to the community. As a result, some residents may receive a telephone call from today until mid-March from an independent market research agency, National Field Services. Similar surveys will be undertaken across all other Victorian councils in the coming months as part of the mandatory Local Government Performance Reporting Framework. The survey ensures the City of Ballarat is measuring and reporting on its performance to promote transparency and accountability, and to help improve service delivery. All responses will be confidential, with overall results published mid-year. The survey will help the City of Ballarat determine how well we are working with and for our community and where we can make some improvements.

2025 Federal election advocacy campaign launched

4. A partnership of Ballarat's leading organisations is calling for major investment in infrastructure that supports growth ahead of the 2025 Federal election. *Ballarat Now and Into the Future - Enabling Growth* is a joint advocacy campaign between nine of Ballarat's key organisations representing the health, education, tourism, commercial, local government and advocacy sectors. It identifies eight priority projects needed to support the future prosperity of Ballarat and Western Victoria and ensure Ballarat is prepared for future growth.
5. The eight projects are:
 - Eastwood Community Hub (now funded)
 - Wendouree Library and Learning Centre

- Ballarat West Growth Area Housing and Growth Enabling Infrastructure
- Duplication of Dyson Drive
- Circular Economy Precinct
- Western Victoria Aviation Precinct Ballarat
- Ballarat Co-Operative Education and Skills City Centre
- Sovereign Hill Master Plan: Gold Vault

Funding secured for new Eastwood Community Hub

6. The City of Ballarat has welcomed the announcement of \$8.53 million in Federal Government funding to help deliver a new community hub at Eastwood in the heart of Ballarat's CBD. The City of Ballarat will contribute \$9.01 million towards the \$17.54 million project, with the balance of funding secured via the Australian Government's Growing Regions Program, a highly competitive funding process. This funding is not dependent on the result of the upcoming Federal election. The redevelopment at Eastwood would see an ageing facility which is not fit for purpose replaced with a new, fully accessible purpose-built community hub capable of offering opportunities for groups seeking an accessible, centrally located and affordable meeting space close to public transport.

Road maintenance blitz

7. In early December, the City of Ballarat launched a \$6.294 million major road maintenance blitz to improve local roads. The 2024-25 program of works is the largest annual investment in Ballarat's road maintenance and will improve the quality, safety and reliability of the municipality's road network. The significant program will span the next five months and will focus on asphalt patching, asphalt resurfacing and bitumen resealing to address issues such as potholes, cracks and road surface deterioration across local roads.
8. Works are now underway with the blitz targeting more than 340,000 square metres of roads. Crews have begun work on key routes such as Dyson Drive in Alfredton, Scott Parade in Ballarat East, Gillies Road in Glendonald, Greenhalghs Road in Bunkers Hill, Blind Creek Road in Cardigan, Buninyong-Mt Mercer Road in Buninyong and Link Road in Wendouree.
9. The road maintenance blitz represents a significant volume of work, however the City of Ballarat will minimise disruption to residents and businesses, where possible. Maintenance crews will ensure roads remain accessible wherever possible while advanced notifications will be provided to directly affected residents, ensuring that they are informed of upcoming works.

Soft plastics pilot program update

10. At its halfway point, more than 5,000 households across Ballarat have opted into a 12-month pilot program allowing them to recycle their 'scrunchable' soft plastics. The City of Ballarat and the Australian Food and Grocery Council launched the 12-month kerbside soft plastics recycling collection pilot program in July last year. Since the launch of the pilot in Victoria, 16,229kg of soft plastics have been diverted from landfill across the state.
11. The soft plastics that residents recycle will be included in a circular solution to turn them back into quality products or packaging, as part of plans to develop a long-term circular system for soft plastic packaging waste. The pilot program has space for

10,000 households. Ballarat households have filled more than half of the allocated spaces in the pilot program. The City of Ballarat encourages as many people as possible to sign up to the pilot program and divert their scrunchable soft plastics from going to landfill. To register for the soft plastics kerbside collection, visit ballarat.vic.gov.au/property/waste/recycling-ballarat or call Customer Service on 5320 5500.

New water safety program

12. The Ballarat Aquatic and Lifestyle Centre (BALC) has introduced a vital initiative to equip children aged six to 14 years with essential survival skills in open water. The new Inland Water Safety Program is designed to increase children's awareness of risks in unpredictable aquatic environments and arm them with skills that may help save their own life or the life of someone else. Different to traditional 'learn to swim' classes, this program focusses on environmental and risk awareness, survival and rescue skills in open water and introduces emergency response through interactive activities. The Inland Water Safety Program ran for three days in January with the first session held at the BALC and the following two days in the open waters of Lake Wendouree, enabling participants to practice their new skills in a real-world setting. It is anticipated that the program will become an annual offering.

Base camp established at Victoria Park

13. In the lead up to Christmas, Victoria Park was again home to approximately 200 fire fighters with a base camp quickly established to address the fire situation in western Victoria. The City of Ballarat assisted Forest Fire Management Victoria and Country Fire Authority to establish the base camp before elevated fire weather on Boxing Day (Thursday). The City of Ballarat's support included access to two ovals, expediting permit processes for marquees, providing waste management services to the site, and communicating with residents around Victoria Park. Ballarat was the ideal location for the base camp to allow resources to be quickly distributed across western Victoria, as previously demonstrated in February and March 2024.

Designs released for new Ballarat Regional Animal Facility

14. The new Ballarat Regional Animal Facility designs have been finalised, showcasing a new state-of-the-art resource that will provide care for thousands of animals across Ballarat and Western Victoria. Architecture Matters, working closely with the City of Ballarat, has developed a facility that allows for integrated outdoor and indoor facilities for the animals, improved infection control and ventilation, enhanced boarding capacity and more.
15. Key features of the designs include:
 - Segregated areas for dogs and cats, with all dog areas having access to outdoor pens and exercise yards.
 - Adoption areas, where people can come in and meet their potential new pet.
 - Dedicated animal kitchen facilities, for staff to prepare the food and enrichment activities for the cats and dogs.
 - Two entrances, to ensure the correct requirements for people attending to adopt or surrender.
 - Dedicated spaces for veterinary rooms, wash areas, a stockyard, meeting rooms and offices.

16. The new location of the facility will be Waringa Drive in Mitchell Park and will also include solar panels, water harvesting initiatives, smart lighting and a building management system to assist in reducing ongoing power usage. The \$14.5 million project would not be possible without \$11.5 million of funding from the State Government, with the City of Ballarat contributing a further \$3 million. Tenders recently opened for the construction, following an Expression of Interest phase with works anticipated to commence in 2025.

Ballarat Major Events Precinct locks in head contractor

17. The Ballarat Major Event Precinct reached a key milestone with the awarding of the Head Contractor. The State Government announced that Victorian-based Kane Construction and Nicholson Construction Joint Venture will lead the redevelopment of the Ballarat Major Events Precinct (previously known as the Eureka Sports Precinct). Upgrades to the precinct include 5,000 new permanent seats at Mars Stadium, increasing the seating capacity to 10,000. The new seats also mean more amenities and more food and beverage options so spectators will have an even better experience at the venue.
18. A new athletics track and pavilion will be located on the former Ballarat Showgrounds site, with additional elements such as lighting, landscaping and a storage shed. Accessibility improvements throughout the precinct will ensure anyone with mobility needs can still enjoy the venues. These upgrades will boost local jobs and businesses and attract more visitors to the Ballarat region for years to come. Construction works at Mars Stadium are set to begin in early 2025. The new athletics facility and Mars Stadium upgrade will enhance our capability to attract bigger, more diverse events to Ballarat. This significant investment complements and builds on the existing work already seen at Mars Stadium over many years.

Western Bulldogs partnership extended to 2027

19. The City of Ballarat's partnership with the Western Bulldogs continues to grow stronger after the signing of a three-year partnership extension to continue hosting AFL and AFLW matches in the City. In conjunction with the State Government, the new partnership will see two AFL home and away games and one AFLW match played at Mars Stadium each season until the end of 2027, with potential for further pre-season matches. In 2025, this will see the Bulldogs host Port Adelaide and Adelaide in Ballarat. The agreement will also see the Western Bulldogs continue to deliver a highly valuable range of community-based programs, such as Bulldogs Read, the Youth Leadership program, the Next Generation Academy, and the Sons and Daughters of the West health programs. The City of Ballarat will contribute \$1.425 million in total to the three-year partnership.

Events

20. The **Annual Ballarat Fireworks** display moved to New Year's Eve following a Council resolution in February 2024. The spectacular fifteen-minute fireworks show was seen by up to 30,000 people around the lake. It was wonderful to see so many people enjoy the family friendly spectacle at 9.30pm around Lake Wendouree.
21. Ballarat became the **sporting hub of regional Victoria** in January, hosting a range of events across the City that showcase the City's amazing sporting facilities. A total of six different events drew thousands of visitors to the City, highlighting Ballarat's reputation as a sports event destination. The events held were:
- Cricket Australia Under 16 Women's Cricket Championship, 6-13 January
-

- Bowls Victoria Region Sides Bowls Championships, 10-12 January
- Disc Golf – Golden City Classic, 11 and 12 January
- Australian Underwater Hockey National Championships, 12-19 January
- The Ballarat Regatta, 18 January
- Basketball Australia Under 20 National Championships, 28 January -2 February

22. **Summer Sundays** returned to the Ballarat Botanical Gardens in 2025 with free live music provided on every Sunday afternoon in January. At a new family-friendly time, the concert series was held from 3pm-7pm every Sunday, allowing more people to absorb the festivities. Summer Sundays is the only live music event held in the central area of the Ballarat Botanical Gardens and displays an eclectic array of music from jazz to country, blues to pop, soul to folk, and afrobeat to indie-rock appealing to a diverse audience. This year, the lineup consisted of mostly local artists over the four weeks, highlighting the event's commitment to fostering emerging local talent while delivering on the City of Ballarat's Creative City Strategy. The event has become a staple on the Ballarat events calendar, with thousands of people enjoying the free live music.

COMMUNITY ENGAGEMENT

23. Community engagement is not applicable to this report as it represents a high-level summary of the main activities and issues involving the City of Ballarat.

OFFICER RECOMMENDATION

24. **That Council:**

24.1 **Receive and note the CEO's Operational Report.**

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. KERBSIDE HOUSEHOLD WASTE AND FOOD ORGANICS AND GARDEN ORGANICS (FOGO) SERVICE OPTIONS

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Siobhan Dent – Coordinator Circular Economy

PURPOSE

1. The purpose of this report is to:
 - Provide further information with regard to the frequency of collection of kerbside food organics and garden organics (FOGO) and household waste in response to a resolution made at the 27 November 2024 Council meeting. The resolution stated:

'That Council:

 - 4.1 *Defer change to weekly household waste collection and the introduction of weekly food organics and garden organics (FOGO) collection;*
 - 4.2 *Call for a report to Council that: a) presents alternative options to aforementioned decision on household waste collection frequency; and b) includes the financial implications of each option presented with consideration of options to minimise the costs associated with waste and FOGO disposal to landfills where feasible.'*
 - Seek endorsement of the commencement of fortnightly waste, weekly FOGO from November 2025.

BACKGROUND

2. In accordance with the State Government's *Circular Economy (Waste Reduction and Recycling) Act 2021* (the Circular Economy Act), all local government areas (LGAs) are required to transition to a separate glass service and a separate food organics and garden organics (FOGO) service.
3. As required under the Circular Economy Act, the State Government commenced engagement on the service standards in November 2021. The draft service standards released in June 2024 and the final version is expected to be published in early 2025.
4. The service standards will specify the quality and performance expected of Councils and alpine resorts when providing the new four-stream household waste and recycling service. The draft service standards propose a prioritised FOGO service and a glass collection service be delivered by 1 July 2027.
5. The overarching objective of the State Government legislative changes (and supporting policy and strategy initiatives) is to divert 80% of waste from landfill by 2030.

6. Updated waste audit data for City of Ballarat's kerbside services indicates that 62% of materials by volume (61% by weight) could be diverted from landfill. This includes, by weight, FOGO at 45%.
 7. In order to deliver on obligations outlined in the Circular Economy Act, on 25 October 2023, Council endorsed the below changes to kerbside collection services (R158/23):
 - Introduction of a weekly food organics and garden organics (FOGO) collection.
 - Household waste collection frequency changed from weekly to fortnightly.
 - Introduction of a monthly residential kerbside glass bin collection.
 - Comingled recycling collection unchanged (remain at fortnightly frequency).
 8. The following implementation approach was also endorsed:
 - Assess the impact of the Container Deposit Scheme (CDS) before implementing the recommended kerbside glass collection service model.
 - Implement the FOGO and household waste service changes at a date to be determined, subject to being able to engage a suitable FOGO processor in the region.
 - Undertake a comprehensive community engagement and education campaign to inform the community of the adopted changes to kerbside waste and recycling services.
 9. Prior to the 2023 Council decision the following activities were undertaken:
 - Extensive community consultation in November 2022 and March 2023. Through the two rounds of engagement, nearly 8,000 responses were received.
 - A qualified consultant was engaged to research and review data from other Councils, as well as the community consultation results, to develop a range of options for household waste and recycling collections for consideration.
 10. Results from the Kerbside Transition Plan community survey showed:
 - 95% of respondents were passionate or supportive of recycling and the environment.
 - 84% of respondents stated they would prefer a kerbside bin collection for glass.
 - Respondents were asked to identify what they considered the top priority for Council to consider when designing the new kerbside services:
 - i) 60.9% of respondents identified '*Maximise recycling and environmental benefits*'.
 - ii) 18.8% of respondents identified '*Most cost-effective option*'.
 - iii) 17.9% of respondents identified '*Most convenient option*'.
 - iv) 2.4% of respondents identified "*Other*"
-

Further analysis of the engagement activities and responses is provided in the Community Engagement section of this report.

11. Results from both rounds of community consultation, evidence from other Victorian Councils, and information about the incoming State Government service standard were used by officers to form recommendations about future FOGO, household waste, and glass collections for residential properties serviced by the City of Ballarat.

KEY MATTERS

FOGO and household waste collection frequency options

12. Results from the Kerbside Transition consultation undertaken in November 2022 indicated that 60.9% of respondents wanted Council to prioritise maximising recycling and environmental benefits when making changes to kerbside services.
13. In the community consultation undertaken in March 2023 (Sorting Our Waste survey), three service options were presented for FOGO and household waste collections. The following results show a clear preference by respondents for two of the three options:
 - Option 1 – Fortnightly FOGO, weekly household waste (45%)
 - Option 2 – Weekly FOGO, fortnightly household waste (40%)
 - Option 3 – Weekly FOGO, weekly household waste (15%). This option was the least preferred by respondents and is the most expensive to implement and operate.
14. Evidence from other Victorian councils that have implemented a FOGO service shows that the frequency of household waste collections influences how households sort and dispose of their waste and therefore the volume of FOGO that is diverted from landfill.
15. Data provided by the State Government in December 2024 indicates that in 2022/23, 48 Victorian LGAs had implemented the following kerbside FOGO service models:
 - Weekly FOGO, fortnightly waste – 16 LGAs.
 - Fortnightly FOGO, weekly waste – 25 LGAs.
 - Weekly FOGO, weekly waste – 5 LGAs.
 - Fortnightly FOGO, fortnightly waste – 2 LGAs.
16. Victorian LGAs that implemented weekly FOGO and fortnightly household waste collections achieved a higher percentage of waste diversion from landfill (33% in the first year after FOGO service commencement), than LGAs that retained a weekly household waste collection and introduced a fortnightly FOGO collection (2% in the first year after FOGO service commencement).
17. Evidence from other Victorian LGAs with FOGO collections suggests that the combination of a weekly household waste collection and fortnightly FOGO collection (Option 1) is not likely to achieve a great level of behaviour change, and therefore will not significantly improve waste diversion from landfill and achieve associated

environmental benefits, which was identified as the top priority for respondents in the consultation undertaken in November 2022.

18. Expected lower levels of landfill diversion under Option 1 and the relatively higher costs of landfill disposal compared to FOGO processing means that this option is likely to be more expensive for ratepayers compared to weekly FOGO collection and fortnightly household waste collection (Option 2).
19. Prioritising the most cost-effective option received the second highest level of support from respondents (18.8%) in the first round of consultation (November 2022). Further analysis of the financial implications of the service options is provided below.
20. The weekly FOGO collection and fortnightly waste service model (Option 2) also provides an additional 100L of bin capacity each fortnight to households. This is outlined in Table 1.

Table 1. Collection variation for each service option

Item	Weekly waste Fortnightly FOGO (Option 1)	Fortnightly waste Weekly FOGO (Option 2)	Weekly waste Weekly FOGO (Option 3)
Available household bin capacity (every four weeks)			
Household waste (140L bin size)	560L	280L	560L
FOGO (240L bin size)	480L	960L	960L
Total	1,040L	1,240L	1,520L
Number of bins collected across the municipality (every four weeks)			
Household waste	196,000	98,000	196,000
FOGO	98,000	196,000	196,000
Total	294,000	294,000	392,000

Financial implications – collection and disposal costs

21. As shown below in Table 2, the estimated additional annual cost per household for each service option is:

- Weekly waste, fortnightly FOGO - \$48
- Fortnightly waste, weekly FOGO - \$36
- Weekly waste, weekly FOGO - \$64

The service model that delivers the required FOGO service to households for the lowest additional cost is Option 2, fortnightly waste and weekly FOGO.

Note that all service model costs have been updated from the cost estimates that were calculated in 2023 to reflect increases to the EPA Waste Levy and current market prices for FOGO processing.

Table 2. Financial impact for each service option (municipality-wide)

	Weekly waste, Fortnightly FOGO (Option 1)	Fortnightly Waste, Weekly FOGO (Option 2)	Weekly Waste, Weekly FOGO (Option 3)
Total service cost across all households (\$ million) annual	\$11.0m	\$10.4m	\$11.8m
Difference from lowest cost option - Option 2 (\$ million)	\$0.6m	\$0	\$1.4m
Estimated Additional Cost per household (\$)	\$48	\$36	\$64

22. The financial costs of providing each service option is determined by the number of bins collected and the expected volume of household waste sent to landfill, and FOGO materials processed.
23. Under all service models, it is expected that:
- Lower landfill volumes, due to the introduction of a FOGO service, will lead to a decrease in total household waste disposal costs (as compared to current waste disposal costs).
 - FOGO processing costs will increase due to larger volumes of organics collected and higher FOGO processing costs compared to green waste processing.

The impacts of each service model on the amount of waste and FOGO collected across the municipality is outlined in Table 3.

Table 3. Estimated tonnes collected per household every four weeks (municipality-wide)

	Weekly waste, Fortnightly FOGO (Option 1)	Fortnightly Waste, Weekly FOGO (Option 2)	Weekly Waste, Weekly FOGO (Option 3)
Household waste sent to landfill (tonnes)	750	612	681
FOGO (tonnes)	674	812	743
Total	1,424	1,424	1,424

24. The cost of disposing of household waste at the Ballarat Regional Landfill (BRL) in 2025/26 is expected to be at least \$100 per tonne more expensive than the processing costs for FOGO materials. The exact cost difference between household waste disposal and FOGO processing costs will be confirmed after the current Kerbside Organics Processing tender is considered by Council at the March 2025 meeting.
25. Higher disposal costs for a tonne of waste sent to landfill compared to FOGO processing costs per tonne, means that the option that diverts the largest volume of FOGO from landfill will be the least expensive.
26. The fortnightly FOGO, weekly household waste (Option 1) and weekly FOGO, fortnightly household waste (Option 2) service models involve the same number of bin collections. The cost difference between the two service models is caused by differences in the volume of household waste and FOGO collected and related disposal and processing costs. The fortnightly FOGO, weekly household waste service model is

expected to lead to less organic material being moved from the household waste bin to the FOGO bin leading to higher disposal and processing costs (\$0.6m more per year than weekly FOGO, fortnightly waste).

27. The weekly waste, weekly FOGO service model (Option 3) involves 33% more bin collections than the other two service models, making this option the most expensive to operate.
28. The costs of disposing waste in landfill has increased significantly in recent years and is expected to continue to rise.
29. The EPA Waste Levy accounts for 46% of City of Ballarat's disposal costs for household waste.
30. In 2025/26 the Environment Protection Authority (EPA) Victoria Waste (Landfill) Levy will be \$169.79 per tonne, increasing by \$103.89 per tonne since 2019/20. The State Government has advised that the EPA Waste Levy will continue to increase by CPI each year after 2025/26.
31. Based on current kerbside household waste volumes, the levy increase will equate to the City of Ballarat paying an additional \$815,000 to the State Government in 2025/26 in the EPA Waste (Landfill) Levy.
32. Implementation of a FOGO kerbside service provides an opportunity to reduce the volume of household waste sent to landfill and limit the financial impact of the EPA Waste Levy increase.

Financial implications – capital costs

33. Diverting waste from landfill will increase the active lifespan of each cell at the BRL and therefore delay capital expenditure required for cell construction and capping.
 34. It is estimated that:
 - Retaining a weekly household waste collection service and introducing a fortnightly FOGO service is expected to reduce household waste volumes by 2,500 tonnes per year. This is equivalent to approximately \$75,000 of delayed capital costs due to preserving airspace.
 - A weekly FOGO and fortnightly household waste collection service model is expected to reduce household waste volumes by 6,100 tonnes per year. This is equivalent to approximately \$185,000 of delayed capital costs due to preserving airspace.
 - A weekly FOGO and weekly household waste service model is expected to reduce household waste volumes by 4,300 tonnes per year. This is equivalent to approximately \$130,000 of delayed capital costs due to preserving airspace.
 35. Adding up these delayed capital costs (with adjustments for CPI and population growth) over ten years is initially estimated to lead to a cumulative delayed capital spend at BRL of:
 - \$0.9 million under fortnightly FOGO and weekly waste (compared to no service change)
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- \$2.2 million under weekly FOGO and fortnightly waste (compared to no service change)
 - \$1.6 million under weekly FOGO and weekly waste (compared to no service change)
36. The implementation of the weekly FOGO, weekly waste service option (Option 3) would involve the purchase of five additional waste compactors in the first year of operation, for a cost estimate of \$2.75million. An additional compactor would be required in the second year of operation for an estimated \$550,000.

Potential additional initiatives to support the community through the implementation of a weekly FOGO, fortnightly waste service

37. Feedback received from residents indicates that some larger households, particularly families with children in nappies and people with medical conditions that generate large amounts of waste, are concerned that a fortnightly household waste service (with a 140L bin) would not meet their waste volume needs.
38. The following measures are currently being investigated to help residents adjust to fortnightly household waste collection.
- Ability for households to upsize their household waste bin from 140L to 240L for an additional annual fee.
 - Residents with medical conditions that generate large amounts of waste will be able to upsize their household waste bin to 240L for no additional cost. To access this Special Assistance Service, eligible households will be required to provide evidence (such as medical documentation) to support their request.
 - Provide a weekly pick-up service for missed bins, for a designated period after the switch to fortnightly household waste collection. This will ensure that bins are not left on the street uncollected while residents adjust to the change.
 - Provide households with the option to upsize their recycling bin to 360L, to limit recyclables being sent to landfill once a household's recycling bin is full.
39. Additional recycling and waste initiatives to help residents adjust to fortnightly household waste collections are as follows:
- Ballarat Soft Plastics Collection Pilot – currently underway with more than 5,400 households registered to participate.
 - Ballarat Waste App – launched in late August 2024 with 3,109 installations at December 31, 2024.
 - Reusable nappy, period and sanitary products rebate – since its commencement in 2022, there have been 1,157 approved applications to the program.
 - Textile recycling collection at the Transfer Station – currently under investigation with the intention to commence in 2025 after the transition to the new operator has occurred.
 - Hard Waste review - underway with the report findings and recommendations expected to be presented to Council in March/April 2025.
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40. Residents have provided feedback that they are concerned about odour and hygiene issues caused by rotting food if a weekly waste, fortnightly FOGO (Option 1) service model is adopted. This issue would affect all serviced households.

COMMUNITY ENGAGEMENT

41. The recommended changes to kerbside household waste and FOGO services were developed using the survey results from two rounds of extensive community consultation conducted in November 2022 and March 2023.
42. The first consultation was conducted from November 9, 2021 to December 18, 2022 receiving a total of 2,176 responses. The six-week consultation included in person attendance at the Ballarat Show, Bridge Mall Farmers Market, Lucas 10-year anniversary market, International Day of People with a Disability morning tea and a morning and afternoon tea with the Active Aging community. Digital advertising was also used on City of Ballarat's social media platforms, in the Saturday edition of The Courier and The Ballarat Times.
43. The second consultation was conducted from March 8 to April 6, 2023, receiving a total of 5,744 responses. The four-week consultation included a mailout to all residents, online MySay survey and hard copy surveys available from City of Ballarat libraries and customer service.
44. Stalls were also held at Begonia Festival, Bridge Mall and Lake Wendouree farmers markets, as well as social media, newspaper and radio advertising.

Kerbside collection changes communication campaign

45. Comprehensive community engagement and education will be crucial for optimising the performance and outcomes from the recommended kerbside service changes.
46. Since Council endorsement of the recommended changes to kerbside collection services in October 2023, community engagement activities have focused on encouraging correct use of current kerbside waste and recycling services.
47. Community engagement activities undertaken in 2024 include:
- Super Sorter Waste Wall activity at the Buninyong Smart Living Expo and the Begonia Festival.
 - Month long 'Small Acts Big Impact' community education campaign to reduce contamination in the mixed recycling bin.
 - Presentation on FOGO service implementation to Probus Group.
 - Super Sorter Waste Wall activity at Wendouree Primary School Science Fair
 - FOGO service implementation consultation at Disability Advisory Committee meeting.
 - Launch of the Ballarat Soft Plastics Collection Pilot and attendance at Lake Wendouree and Bridge Mall Farmers Markets to promote the pilot.

- Six-week staffing of the Ballarat Soft Plastics Collection Desk in Customer Service.
 - Launch and promotion of the Ballarat Waste App.
 - Attendance at Springfest 2024 and Bridge Mall Christmas Farmers Market to promote the Ballarat Soft Plastics Collection Pilot and the Ballarat Waste App.
48. From March 2025, it is planned that the focus of the community engagement will shift to promote that FOGO is coming, which will involve:
- Attendance at the Begonia Festival and the Buninyong Smart Living Expo in 2025.
 - School Super Sorter Competition.
 - A letter and handout mailed to all residents outlining how kerbside services will change.
 - Various media releases counting down to the commencement of the FOGO service.
 - Delivery of kitchen caddies and information kits to households from one month prior to the commencement of the FOGO service.
 - Regular digital advertising, newspaper advertisements, radio and TV advertisements.

OFFICER RECOMMENDATION

49. That Council:

49.1 Note that this report presents alternative options on household waste frequency in response to the Notice of Motion made at the 27 November 2024 Council meeting.

49.2 Endorses the commencement of fortnightly waste, weekly Food Organic, Garden Organic (FOGO) services from November 2025.

ATTACHMENTS

1. Governance Review [8.1.1 - 3 pages]
2. Infographic for Kerbside Transition Plan Survey Results A4 v3 Final [8.1.2 - 4 pages]
3. Sorting Our Waste Survey Results Briefing [8.1.3 - 8 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The recommended changes to kerbside household waste and FOGO services aligns with the following:
 - City of Ballarat Council Plan 2021-2025
 - Goal 1: An environmentally sustainable future
 - City of Ballarat Budget 2024-2025

COMMUNITY IMPACT

2. The changes to kerbside household waste and FOGO services are being implemented to meet the State Government's Circular Economy (Waste Reduction and Recycling) Act 2021 requirement that all councils implement a four-stream household collection system.
3. The effect this change may have on different parts of the community include:
 - Reducing the frequency of residual waste collection from weekly to fortnightly will impact households that produce high volumes of waste e.g., larger families or multigenerational homes
 - Reducing the frequency of residual waste collection from weekly to fortnightly will impact households with small children who produce large amounts of waste which produce odours, including nappies.
 - Older people, people with disability or others who use continence aids or menstruating people who use sanitary items would also be affected by a change to fortnightly residual waste collection
 - Homes or units that have limited storage space for an additional bin
 - For older people or people with disability that have trouble moving bins, a FOGO bin could become quite heavy and difficult to maneuver
 - Some men or women may have trouble moving the larger bins, due to their size, strength, or ability
 - The difference in bin colour can be hard to determine to those who are blind, have low vision or are colour blind.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. The implementation of the changes to kerbside household waste and FOGO services is an important step in reducing greenhouse gas emissions by sending less waste to landfill and contributing to the global task of addressing the current climate emergency.
5. The recommended service combination of weekly FOGO and fortnightly household waste collection is expected to have the biggest environmental benefits.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. The changes to kerbside household waste and FOGO services are expected to offer not only environmental benefits but significant economic benefit by recovering organic materials from landfill for processing and reuse.

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FINANCIAL IMPLICATIONS

7. The expected costs below are indicative and representative of current market rates and current information about State Government levies. The final service costs will depend on the market rates and State Government levies at the time the services are implemented.
8. Costs to rate payers:
 - Waste, Recycling and FOGO additional \$36 per year

LEGAL AND RISK CONSIDERATIONS

9. The kerbside FOGO service is being implemented to meet the requirements of the State Government's Circular Economy (Waste Reduction and Recycling) Act 2021, which requires all Local Government Areas are required to transition to a separate food organics and garden organics (FOGO) kerbside service.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

10. The recommended changes to kerbside household waste and FOGO services were developed using the survey results from two rounds of extensive community consultation conducted in November 2022 and March 2023.
11. The first consultation was conducted from 9th November 2021 to 18th December 2022 receiving a total of 2,176 responses. The 6-week consultation included in person attendance at the Ballarat Show, Bridge Mall Farmers Market, Lucas 10-year anniversary market, International Day of People with a Disability morning tea and a morning and afternoon tea with the Active Aging community. Digital advertising was also used on City of Ballarat's social media platforms, in the Saturday edition of The Courier and The Ballarat Times.
12. The second consultation was conducted from 8 March to 6 April receiving a total of 5,744 responses. The four-week consultation included a mailout to all residents, online MySay survey and hard copy surveys available from City of Ballarat libraries and customer service.
13. Stalls were also held at Begonia Festival, Bridge Mall and Lake Wendouree farmers markets, as well as social media, newspaper and radio advertising.
14. Since Council's endorsement of the recommended changes to kerbside collection services in October 2023, community engagement activities have focused on encouraging correct use of current kerbside waste and recycling services.
15. Community engagement activities undertaken in 2024 include:
16. Super Sorter Waste Wall activity at the Buninyong Smart Living Expo and the Begonia Festival.

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17. Month long 'Small Acts Big Impact' community education campaign to reduce contamination in the mixed recycling bin.
18. Presentation on FOGO service implementation to Probus Group.
19. Super Sorter Waste Wall activity at Wendouree Primary School Science Fair
20. FOGO service implementation consultation at Disability Advisory Committee meeting.
21. Launch of the Ballarat Soft Plastics Collection Pilot and attendance at Lake Wendouree and Bridge Mall Farmers Markets to promote the pilot.
22. Six-week staffing of the Ballarat Soft Plastics Collection Desk in Customer Service.
23. Launch and promotion of the Ballarat Waste App.
24. Attendance at Springfest 2024 and Bridge Mall Christmas Farmers Market to promote the Ballarat Soft Plastics Collection Pilot and the Ballarat Waste App.

GENDER EQUALITY ACT 2020

25. There are potential gender equality implications identified for the subject of this report, and a Gender Impact Assessment has been undertaken.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

27. (For Contracts Only)

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Kerbside Transition Plan Survey Results

As part of the State Government's *Recycling Victoria 2020* policy, council is required to develop a kerbside waste and recycling transition plan, for the implementation of a four-stream household collection.

City of Ballarat asked our community to help us shape the future of our kerbside waste and recycling collections by completing a survey.

This document provides an overview of the responses we received.

What's next?

The draft kerbside transition plan is being created and will present several scenarios, providing details about service frequency, costs, landfill diversion and avoided greenhouse gas emissions.

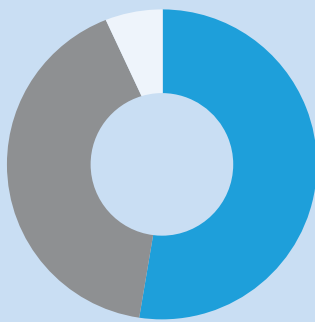
The draft plan will be presented to Council seeking endorsement for public exhibition in early 2023. If endorsed, the draft plan will then go out for additional community consultation before the final Kerbside Transition Plan is presented to Council.



Kerbside Transition Plan | Survey Results

2176 Ballarat residents shared their thoughts on waste collection

95% OF RESPONDENTS ARE PASSIONATE OR SUPPORTIVE OF RECYCLING AND THE ENVIRONMENT



55.5% SUPPORTIVE
39.5% PASSIONATE
5.0% OTHER

AGE GROUPS

12-17	0.2%
18-24	6.4%
25-34	26.2%
35-49	29.4%
50-59	13.8%
60-69	14.0%
70-84	9.5%
85+	0.5%

GENDER



FEMALE
67.6%



MALE
28.1%



NON-BINARY
1.2%



SELF DESCRIBED
0.3%

HOUSEHOLD TYPES



COUPLE WITH CHILDREN
36.5%

COUPLE WITH NO CHILDREN
32.2%

SINGLE PERSON
15.0%

OTHER
6.0%

SINGLE PARENT
5.9%

GROUP
4.4%

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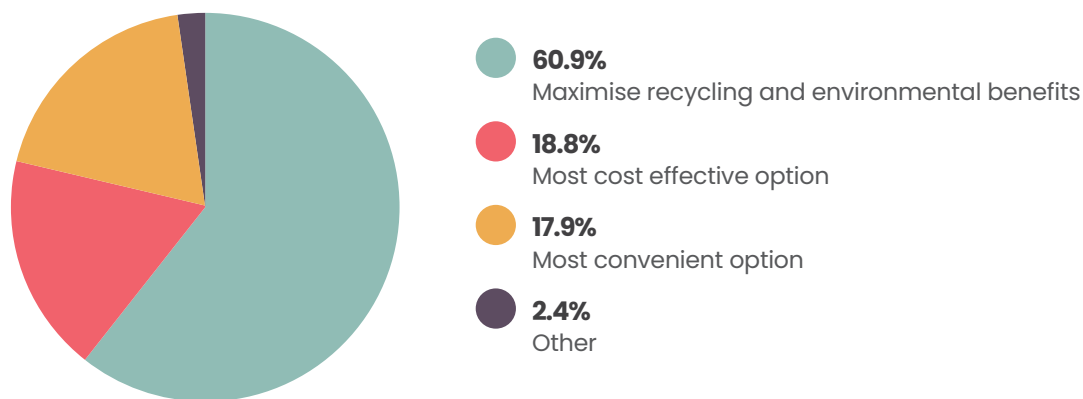
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Kerbside Transition Plan | Survey Results

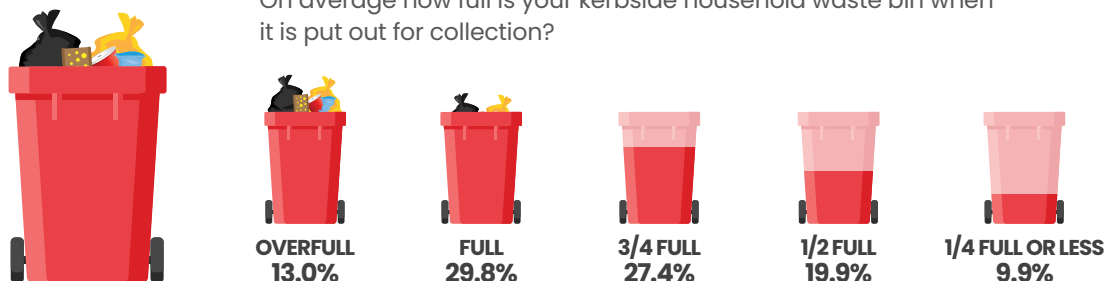
Priorities for Council to consider



What did we learn?

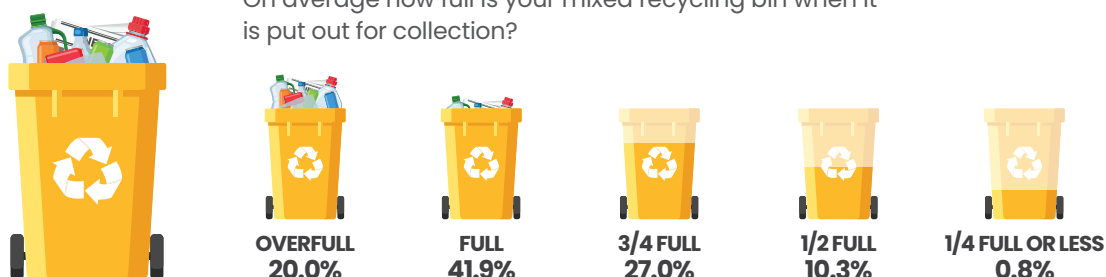
HOUSEHOLD WASTE

On average how full is your kerbside household waste bin when it is put out for collection?



MIXED RECYCLING

On average how full is your mixed recycling bin when it is put out for collection?



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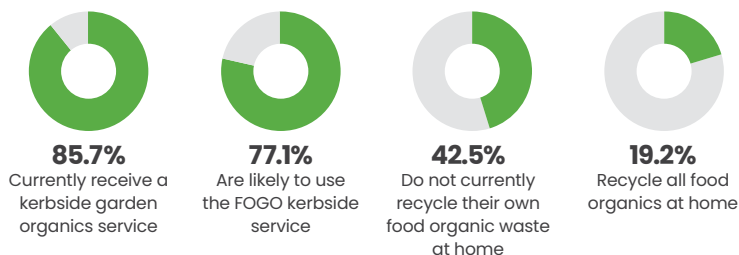


Kerbside Transition Plan | Survey Results

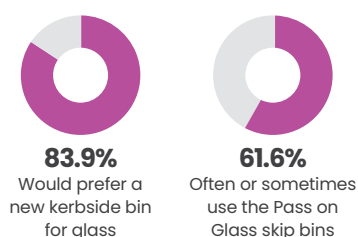
What did we learn?



FOGO (FOOD ORGANICS/GARDEN ORGANICS)



GLASS



How did we reach the community?



MEDIA

3 x Radio Interviews (3BA and Voice FM)
Media alerts through Saturday Courier and Ballarat Times



DIGITAL

Social Media advertising
City of Ballarat website



EVENTS

Ballarat Show 12-13 Nov
Bridge Mall Farmers Markets 26 Nov & 3 Dec
Lucas 10 Year Anniversary Market 3 Dec
International day of people with a disability morning tea
Morning and Afternoon tea with Aging Well Community

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Sorting our waste.

SURVEY RESULTS



From 8 March to 6 April 2023, we asked our community to have their say on a number of waste service options being considered by the City of Ballarat that meet the needs of the community while balancing the costs and benefits.

In line with State Government changes, Victorians will soon be sorting their household waste and recycling into four streams. All local government areas, including the City of Ballarat, will transition to a new glass service and a new food organics and garden organics (FOGO) service.

Based on community feedback received in the first round of consultation in late 2022, we released a range of service options for the future of our municipality's waste and glass collections through the Kerbside Transition Options Paper.

The four-week consultation included a mailout to all residents, online MySay survey and hard copy surveys available from City of Ballarat libraries and customer service. Stalls were also held at Begonia Festival, Bridge Mall & Lake Wendouree Farmers Markets and the Buninyong Village Market, as well as social media, newspaper and radio advertising. The options for FOGO, household waste and glass collection services were outlined based on their environmental benefits, cost effectiveness and convenience for households.

A summary of the options considered is provided below.

Food organics* and garden organics (FOGO) and household waste options

Based on community feedback from the first survey, the three options for collection of the FOGO (light green lid) bin and household waste (red lid or dark green lid) bin were:



Option 1 - Fortnightly FOGO, weekly household waste OR

Option 2 - Weekly FOGO, fortnightly household waste OR

Option 3 - Weekly FOGO, weekly household waste

* Food organics consists of any food waste material generated from meal preparation and plate scrapings inc. fruit, vegetables, meat, bones, fish and eggshells.

Glass recycling options

Based on community feedback from the first survey, the two options for collection of glass recycling using a purple lid bin were:



Option 1 - Monthly glass collection

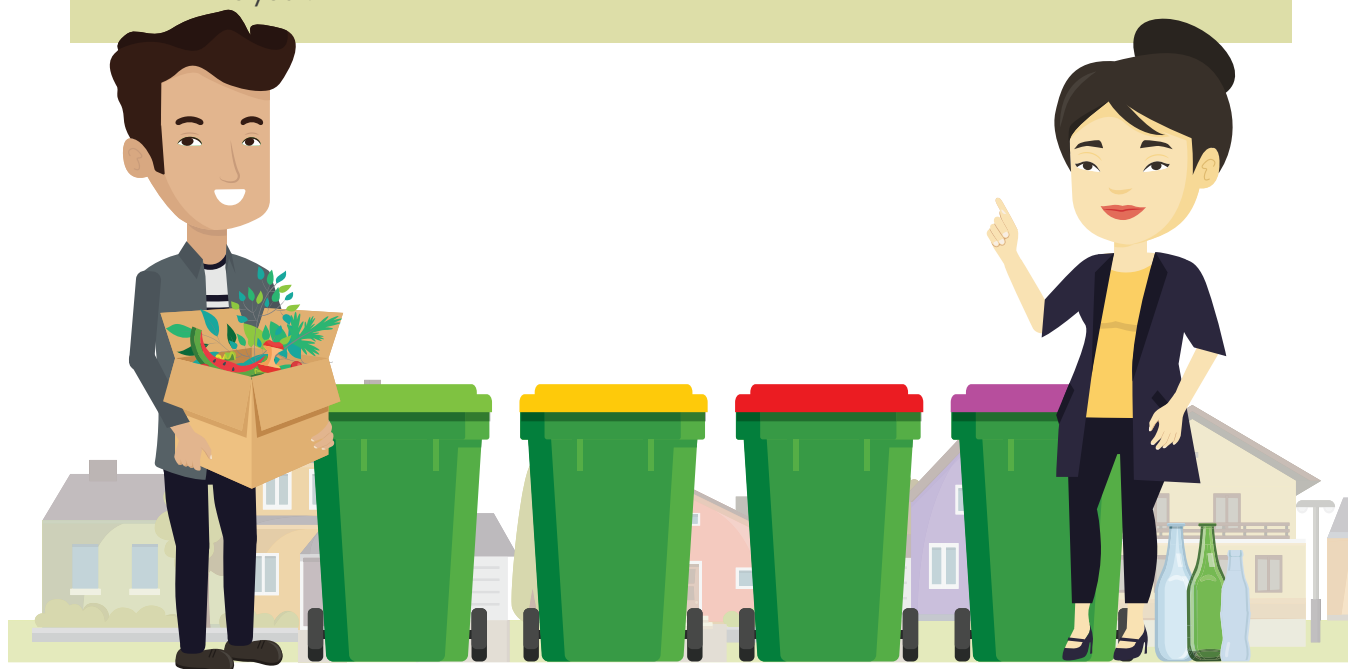
Option 2 - Fortnightly glass collection

This document provides an overview of the community feedback we received in response to the Kerbside Transition Options paper.

What's next

Community feedback about the Kerbside Transition Options Paper will be collated along with the experiences and waste diversion statistics from other Victorian councils' and the State Government's Service Standards.

This information will be used to develop the Kerbside Transition Plan. The Plan and a proposed timeline for implementation will be presented to Council later this year.



Survey Results

Please note that questions do not have the same number of total responses as recipients did not answer every question.

5,744 Ballarat residents provided a response to the Sorting Our Waste survey. We heard from a wide variety of households all with varying needs and opinions.

Age groups

	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+	Total
Responses	5	13	130	814	1,569	993	1,128	910	72	5,634
% proportion	0%	0%	2%	14%	28%	18%	20%	16%	1%	100%

Gender

	Man	Woman	Non-binary	Prefer not to say	Self described	Total
Responses	1,975	3,382	26	222	23	5,628
% proportion	35%	60%	0%	4%	0	100%

Household Types

	Lone person	Couple (no children)	Couple (with children)	One parent family	Other type of family	Group household	Total
Responses	1,037	1,899	1,887	292	309	186	5,610
% proportion	18%	34%	34%	5%	6%	3%	100%

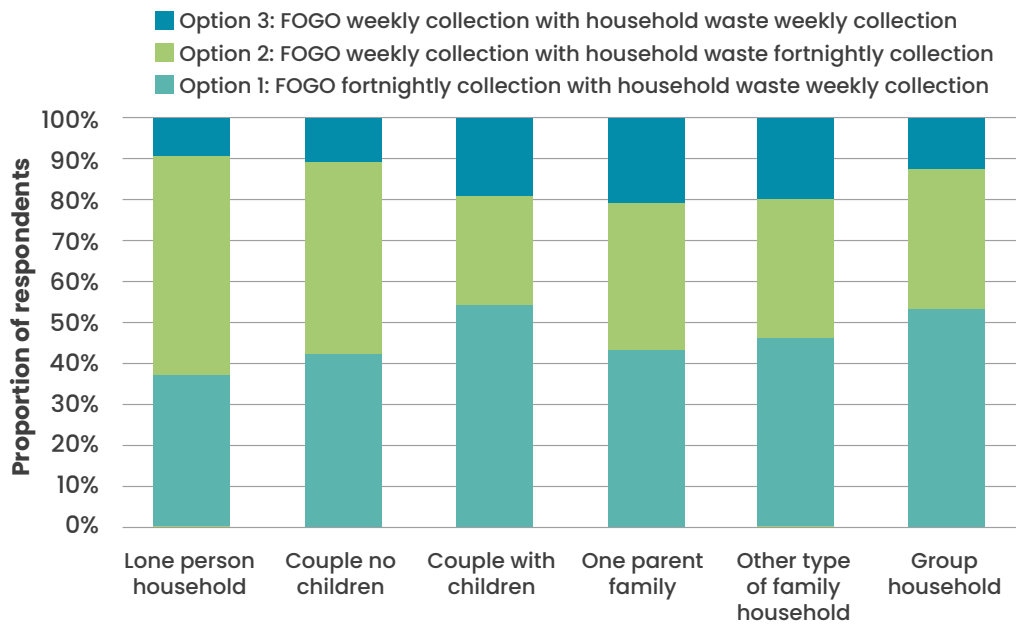


Q1. Considering the pros and cons of the options (including costs, diverting waste from landfill and avoided carbon emissions), how often do you think household waste and FOGO bins should be collected?

- Option 1: FOGO Fortnightly Collection with Household Waste Weekly collection - 45%
- Option 2: FOGO Weekly Collection with Household Waste Fortnightly collection - 40%
- Option 3: FOGO Weekly Collection with Household Waste Weekly collection - 14%

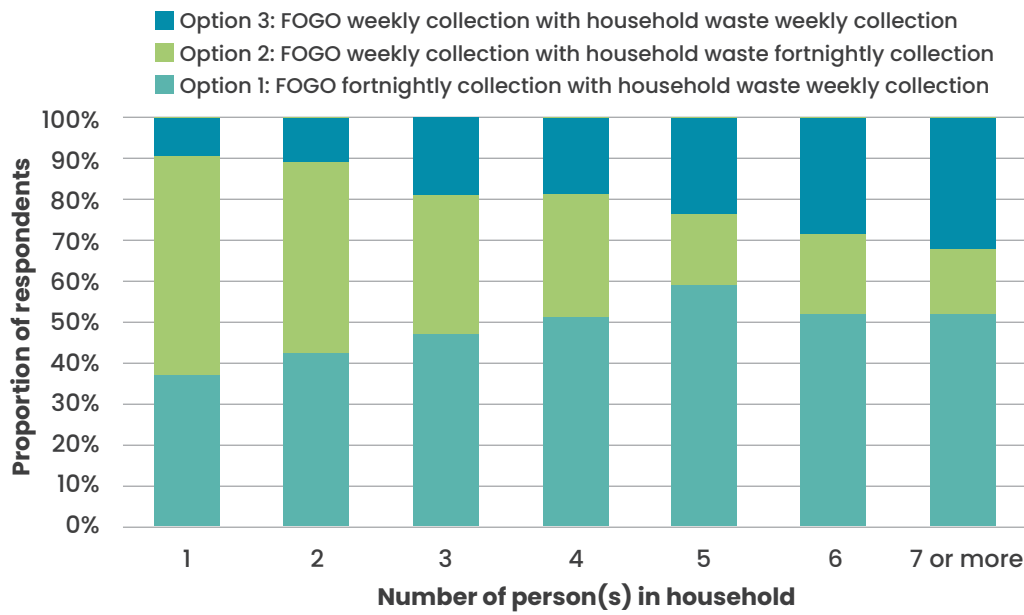


Which option best describes your household?



It was noted that couples with children were more likely to prefer to keep household waste as a weekly collection, whereas households with 1 or 2 occupants were more likely to prefer a fortnightly collection.

Larger households were more likely to prefer a weekly household waste collection.



Q2. Understanding that not all households are the same, would the ability to add an extra household waste bin (for an additional fee) help Option 2 work for you?

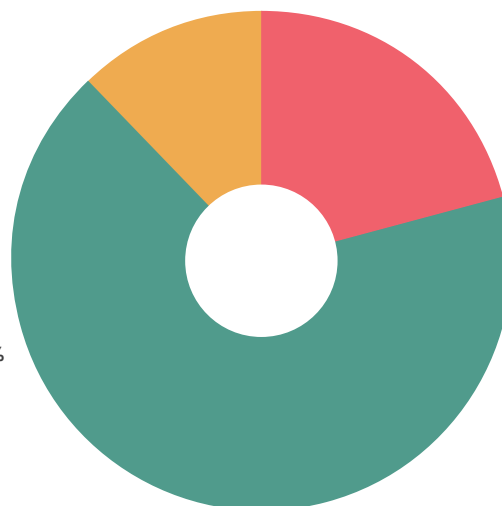
- Yes, I would like the ability to add an extra household waste bin - 26%
- No, I do not need the ability to add an extra household bin - 74%

26% of respondents said that the ability to add an additional household waste bin would be useful. These respondents were more likely to be larger households.



Q3. Considering the pros and cons of the options listed (including costs, diverting waste from landfill and convenience), which option for glass collections do you prefer?

- Keep the current Pass on Glass drop off service - 21%
- Option 1: New purple lid bin collected monthly - 67%
- Option 2: New purple lid bin collected fortnightly - 12%



79% of respondents indicated they would prefer to have a kerbside glass collection, either fortnightly or monthly, opposed to the current Pass on Glass drop off service.

Q4. For households that do not have space for a new glass recycling bin, what alternative works best for you?

1,837 respondents answered this question.

What we heard

- “Keep the current pass on glass drop off service”
- “I have space for a glass bin”
- “I don’t have enough space”
- “More drop off points”
- “Shared bin with neighbours”
- “Small bin for glass”
- “I want a glass bin”
- “We don’t have the need for a glass bin”



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8.2. CREATIVE CITY REPORT CARD

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

PURPOSE

1. Every year, the City of Ballarat measures the impact and outcomes of the application of the Creative City Strategy and Creative Precinct Masterplan (2019-2030) with the production of a Report Card.
2. The purpose of this report is to provide an overview of the impact and outcomes from two endorsed documents for the 2023/24 financial year.

BACKGROUND

3. The Creative City Strategy – The award-winning Creative City Strategy merges consideration of arts and culture as a community service, right through to arts and culture as industry and sector. The City of Ballarat provides cultural services, support to the general community permitting introduction to creative practice, advocates for creativity and culture as contributor to GDP, supports sector performance and promotes the city as a rich cultural hub.
4. The Creative City Masterplan and Precinct – The Creative City Masterplan is focused on the redevelopment of the Creative Precinct of the Lydiard Street spine from the train station to the Federation University Campus (SMB) and taking in the Camp Street area. The precinct is home to several flagship institutions as well as vital creative infrastructure.
5. Ballarat's Creative Sector – There are 28 different creative industries represented within Ballarat. Ballarat cultural and creative industries are responsible for 2.6% of total employment¹. The total creative industry contribution to the Ballarat economy was \$658.4m in 2022/23, up by 5% from \$625.87m in 2017/2018². Most creative industries are sole proprietors or small businesses. The creative sector business profile mirrors that of the wider Ballarat workforce, with 86% of Ballarat's total workforce being small businesses (with 1-4 employees) or sole proprietors. The resilience and viability of these businesses are crucial, with this category most at risk from economic shocks and external impacts.
6. The cultural and creative industries are a small but vital part of the local economy. The sector includes arts, heritage, performing arts, some manufacturing, publishing, motion picture and sound production, broadcasting, as well as professional services such as architecture, graphic design and jewellers, amongst others.

¹ Source: 2021 ABS Census microdata.

² National Institute of Economic and Industry Research (NIEIR) ©2024.

KEY MATTERS

7. The Creative City Strategy was endorsed by Council in 2019, with a commitment to focus on supporting the resilience, sustainability and growth of the creative and cultural industries. The annual Creative City Report Card assesses the value and impact of these Creative City Strategy programs against six clear stretch targets. Since the Strategy commenced in 2019 there has been significant movement towards the targets, and some have been completed.

TARGET	OUTCOME 2023/24
<p>More than 50% of Ballarat households will actively take part in at least one nominated cultural/creative program each year by 2030.</p> <p>Indigenous programming will be evident in at least 30% of the City's creative and cultural events calendar by 2030</p>	<p>Achieved. The total number of local attendees of nominated cultural/creative events was equivalent of every Ballarat household (average 2.4 persons per household) attending 1.6 events³.</p> <p>In progress. Only 16% contained dedicated indigenous programming in 23/24 FY⁴.</p>
<p>Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.</p>	<p>In progress. The number of practitioners has increased by a factor of 2.5 since 2018⁵</p>
<p>Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030.</p>	<p>Achieved. Aggregate number of attendances increased by a factor of 3.2⁶.</p>
<p>Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.</p>	<p>In progress. Cultural nights increased 1.5 times. Cultural spend has almost doubled to \$140m per annum⁷.</p>
<p>Achieve 3,000 jobs in Creative Industries by 2030.</p>	<p>In progress. Full and part time jobs have more than doubled to 2,548⁸.</p>
<p>Increase the proportion of Science, Technology, Engineering, Arts and Mathematics (STEAM) qualified professionals in the Ballarat labour force from 14% to 20% by 2030.</p>	<p>Achieved. STEAM qualified professionals have increased to 20.9% of the Ballarat workforce⁹.</p>

³ Total 46,652 Ballarat households with 2.4 people on average per household, 2021 Census. Total 96,074 local attendees at nominated creative/cultural events, data captured through City of Ballarat Events team

⁴ Total of 1,321 creative/cultural events listed across all City of Ballarat departments and programming of dedicated indigenous content is averaged across all Departments

⁵ Total of 1,969 creative practitioners, micro-enterprise, sole traders and businesses logged through the Creative Sector Database in 23/24 FY. Baseline of 787 practitioners logged in 2020.

⁶ Total combined attendance at Her Majesty's Theatre Ballarat, Civic Hall, Art Gallery of Ballarat and Eureka Centre was 402,043. Baseline of 125,000 attendances in 2020/21.

⁷ Tourism Research Australia 2022, 2023 and 2024

⁸ Australian Business Register, 2021 Census and ABS Workforce Estimates

⁹ ABS Census data 2021. QALFP - 2 Digit Level by LGA (POW) and LFSP Labour Force Status by LGA (POW). STEAM qualified professionals = ABS Non-School Qualification: Field of Study. 01. Natural and Physical Sciences; 02 Information Technology; 03 Engineering and Related Technologies, Tony Irish 2022.

8. The Creative City Masterplan covers a vital part of the city which is currently underutilised. The Masterplan has five stretch targets which have identified actions. Many of these targets can be considered ambitious. Several projects have been initiated, however actions have yet to eventuate given that the location has several major cultural stakeholders with competing needs. Decision makers include State Government, Federation University, Ballarat International Foto Biennale and the Art Gallery of Ballarat.

TARGET	OUTCOME 2023/24
Action 1: A masterplan implemented and owned by everyone	Incomplete. Yet to realise a participatory opportunity for effective implementation of the Precinct Masterplan.
Action 2: A place to live, create, study and visit	In progress within the limitations of the City of Ballarat's area of responsibility
Action 3: A place that showcases and celebrates Ballarat's assets, stories and people.	In progress within the limitations of the City of Ballarat's area of responsibility
Action 4: A place that supports playfulness, flexibility, experimentation and vitality.	In progress within the limitations of the City of Ballarat's area of responsibility
Action 5: A place of people-friendly streets and comfortable spaces	In progress within the limitations of the City of Ballarat's area of responsibility

COMMUNITY ENGAGEMENT

9. Community consultation and engagement for the Creative City Report Card included outreach to 2,200 creative sector community members and businesses. 139 creative sector community members and businesses were surveyed. This annual survey permits assessment of sector confidence and resilience year on year. This anonymised data has been supplied to Monash University to permit independent assessment.
10. The Creative City team actively tracks participants within the creative sectors and operates an 'opt-in' database of over 2,000 creative practitioners within the LGA and surrounding regions. The Creative City team also operates quarterly catch-ups with the creative community who fall into 28 identified sub-sectors. Ongoing feedback is actively encouraged and is captured for the Report Card. These are hosted at a variety of times and locations to ensure high attendance.
11. The Creative City Report Card outcomes drive programmatic changes in the services provided by the City of Ballarat's Creative City team. The program of work is modified on an annual basis, responding to identified gaps and needs.
12. The supplied Creative City Report Card has revealed that the Creative City Strategy has reached a level of maturity which shows that dedicated energies can help local creative industry become increasingly resilient and operate as sustainable and profitable businesses.

13. The application of the Strategy has been shown to protect jobs and deliver growth for the economy. Ballarat is increasingly being viewed as a healthy city to base creative businesses within.
14. Progress is being made against a good proportion of the targets. Activities into 2024/25 are now turning to reviewing the gaps remaining.

OFFICER RECOMMENDATION

15. That Council:

- 15.1 Receive and note the 2023/24 Creative City Report Card, which reports on implementation of the Creative City Strategy and Masterplan.**

ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. Creative City 23-24-4-240125- Web [8.2.2 - 52 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Creative City Report Card 2023/24 aligns with the following:
 - City of Ballarat Council Plan 2021-2025
 - Goal 2: A healthy, connected, and inclusive community
 - Goal 5: A strong and innovative economy and city
 - City of Ballarat Budget 2024-2025
 - City of Ballarat Community Vision 2021-2031

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The economic sustainability implications of this report reveal the past five years of support for creative and cultural industries have directly supported economic sustainability and resilience of the sector. The sector has grown 5 percent overall in the past five years.

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. There are no legal and risk considerations identified for the subject of this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. Community consultation and engagement for the Creative City Report Card included outreach to 2,200 creative sector community members and businesses. We surveyed 139 creative sector community members and businesses. This annual survey permits assessment of sector confidence and resilience year on year.

OFFICIAL

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

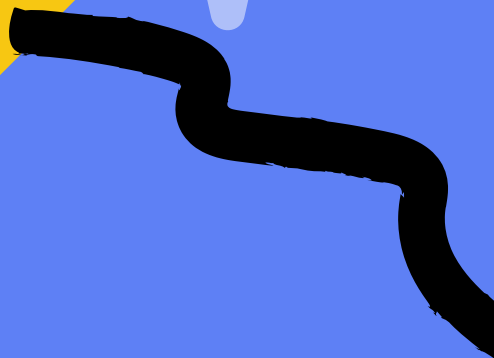
10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

OFFICIAL

creative city

Report Card

2023/24



Chuck Mayfield and the Arts Incubator mural. Image by Just Another Agency.

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Dayfever, Be Hear Now Live Music Festival 2024.
Image by Love Drum Creative.

Message from the Mayor



What does it mean to be a Creative City?

For Ballarat this is the application of a Creative City Strategy which delivers employment, develops new sectors or

supports existing ones, manages current cultural infrastructure as well as examines a future which supports countless alternative ideas.

A Creative City is an economically viable one. It is a place where manufacturers of creative products can base themselves. It's a place where those who experiment, dream and initiate creative projects can collaborate and thrive.

A Creative City is a healthy one. It is a place where we can all try new skills, explore creative concepts, and be introduced to things which take us out of the everyday.

A Creative City is one with many voices. Where artists can experiment with concepts and stories, expressing their connection to this city and surrounds.

Ballarat is a Creative City. The 2023/24 Ballarat Creative City Report Card reveals the maturity of the creative sector – considering the small individual practitioner right through to large scale manufacturers and exporters.

While the fragility of the sector is still ever-present, and the changing economic landscape continues to put the sector under pressure, the optimism of the creative sector outstrips other Ballarat sectors. The future is brighter.

Application of a Creative City Strategy might feel like it is only moving the dial in a small way, but that small effort is reaping huge rewards.

In 2023/24 the Creative City Strategy exported practitioners overseas, it assisted in establishing new music acts and introduced them to national representative agencies, and it created events thousands of visitors and residents flocked to attend.

Targets were met and exceeded.

The journey continues. We know the progress is uphill and there are certainly areas where the effort must be concentrated. But Ballarat has solidified its position as a Creative City and now we must continue to apply the energies of the last five years into the next five.

Mayor

Cr Tracey Hargreaves



“
The creative economy injected \$658.4mill into Ballarat in 2022/23
”

Ballarat's Creative Sector



Regional cultural employment as a share of total jobs

4-digit cultural industries employment as percentage of all 1-digit industries employment, 2021, by selected SA3 statistical area. Source: ABS Census microdata

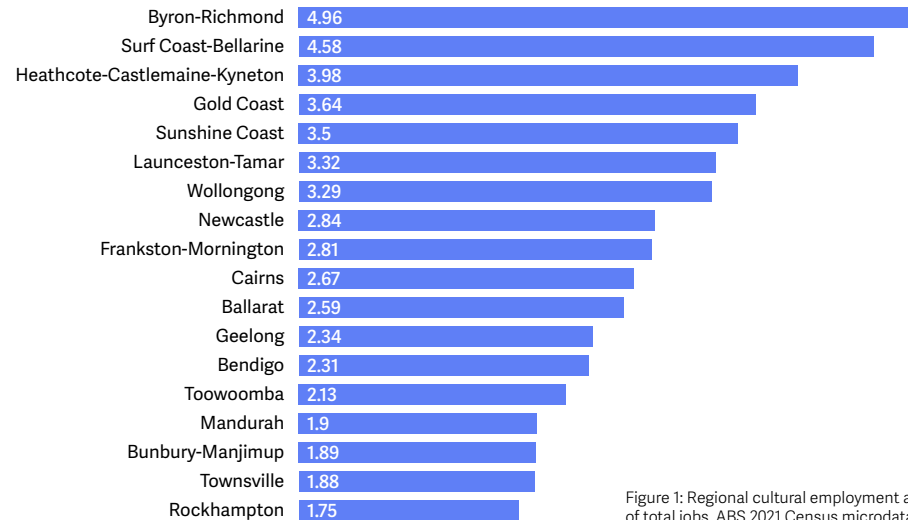


Figure 1: Regional cultural employment as share of total jobs, ABS 2021 Census microdata

The cultural and creative industries are a small but vibrant part of the local economy in many of Australia's regional cities. Data varies on the scale of cultural employment in Australia's regions, but jobs in cultural industries are typically between 1.7 to 3.5 percent of all employment.¹ While the Australian Census may not represent the true picture of creative employment, it is an important starting point to help compare regions.

How does Ballarat's creative sector compare with its neighbours?

The above graph ranks regional cities (excluding state and territory capitals) by the size of their local cultural employment at the 2021 Census, defined by the relevant so-called "SA3" statistical area. The Gold Coast and Sunshine Coast in Queensland have the most cultural jobs, followed by Newcastle, Frankston and the Mornington Peninsula, Geelong, Cairns and Wollongong. Not all these cities are easily comparable of course: the Gold Coast has a job market roughly five times the size of Ballarat, while the Sunshine Coast is three times larger.

Ballarat is a middle-ranked performer on this graph. With 2.6 percent of its stated employment in cultural industries in 2021, Ballarat is similar to cities such as Cairns, Geelong and Bendigo. Regional cities such as Byron Bay, the Surf Coast, the Heathcote-Castlemaine-Kyneton region, and Launceston all outperform Ballarat in terms of cultural employment. On the other hand, Ballarat is well ahead of Rockhampton, Townsville and Bunbury.

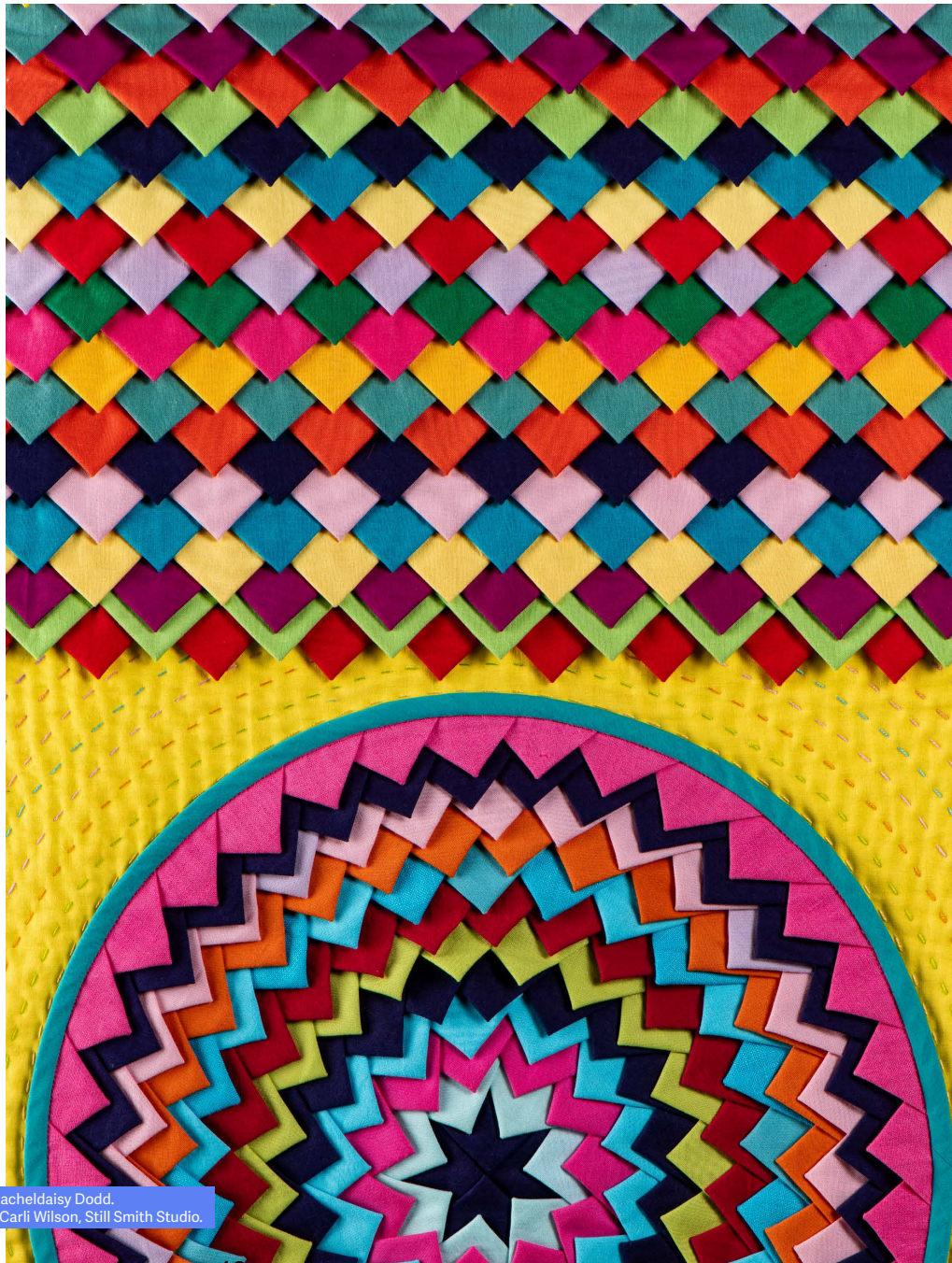
Comparing cities in this way gives a good approximation of the weaknesses and opportunities of various cities: if we compare Ballarat to close regional neighbours like the Surf Coast or Castlemaine, there is clearly considerable scope for Ballarat's cultural employment to grow as a proportion of the local labour force.

¹ Source: ABS Census microdata. The top five regions by proportion of cultural industries employment are North Sydney and Hornsby (7.2 percent), Sydney - City and Inner South (6.7 percent), Sydney Eastern Suburbs (6.4 percent), Sydney - Northern Beaches (6.5 percent), and Melbourne - Inner (5.5 percent). Inner Brisbane, central Adelaide, Inner Perth, Hobart, the Gold Coast and Sunshine Coast are all between 4 percent and 3 percent. The ACT is 2.9 percent, Darwin is 2 percent, with most SA4 regions encompassing regional cities below 2.5 percent. At the bottom of the table, regional Queensland cities have some of the lowest levels of cultural industries employment, such as Townsville (1.7 percent), Ipswich (1.5 percent), Wide Bay (1.6 percent), Darling Downs (1.1 percent) and Mackay (1.1 percent).

Creative Sector Survey 2024

Every year the City of Ballarat undertakes a survey of self-reported creative practitioners across the Local Government Area. The survey reveals a meaningful and interesting set of results.

In the 2023/24 financial year the survey gathered 137 responses, which represents approximately 10 percent of cultural and creative workers in the Local Government Area of Ballarat.



Quilt by Racheldaisy Dodd.
Image by Carl Wilson, Still Smith Studio.

Small sample size

With a small sample size (n=134), we acknowledge caution about drawing overly firm conclusions from the survey data, as individual responses could skew the overall data. The outcomes are not representative of the wider creative community but do inform direction for future programming and activity. The survey collects significant and meaningful data about a viable subset of cultural workers and creative practitioners in the Ballarat LGA.

Those who completed the Creative Sector Survey in 2024 were more likely to be female, older and well educated. This reveals that the Creative City team must invest more energy into directly liaising with a wider and more representative community profile in order to secure improved information from the survey.

Reported household incomes

Income reporting by survey respondents revealed an income distribution skewed towards low incomes. Survey respondents were asked to nominate their annual household income in broad bands of \$25,000, beginning at \$0-\$25,000. 44 percent of respondents reported a household income below \$75,000, with the median income band at \$75,000 - \$100,000 annually.

These figures tell a story of below-average household incomes. Median household weekly income in Victoria at the 2021 Census was \$1,759, for an annual household income total of \$91,468.² It is clear therefore that household incomes of survey respondents were below the median income figures for Victorian households as a whole.

Working patterns of survey respondents

Survey respondents were primarily sole-traders and hobbyists. The largest category was “self-employed professional”, with 31 percent of responses, while hobbyists with some income made up 28 percent of the responding cohort. Hobbyists who reported no income from their creative practice represented another 23 percent.

A relatively small number of respondents indicated that they worked in larger firms, either as employers or employees. Just 8 percent said they were creative practitioners who employed other creatives, while only 5 percent said they were employed as a creative practitioner in a creative business.

This data is very typical of the pattern of sole-trading creative practitioners in Australia, in which freelance graphic designers are the most common cultural occupation. Data on whether respondents received income from multiple sources, including from non-creative work, reinforced this freelancing and sole-trading pattern. A majority 56 percent of respondents indicated that they did receive income from multiple sources, including non-creative work.

Working patterns of survey respondents

Employment category of survey respondents, n=134. Source: City of Ballarat creative sector survey.

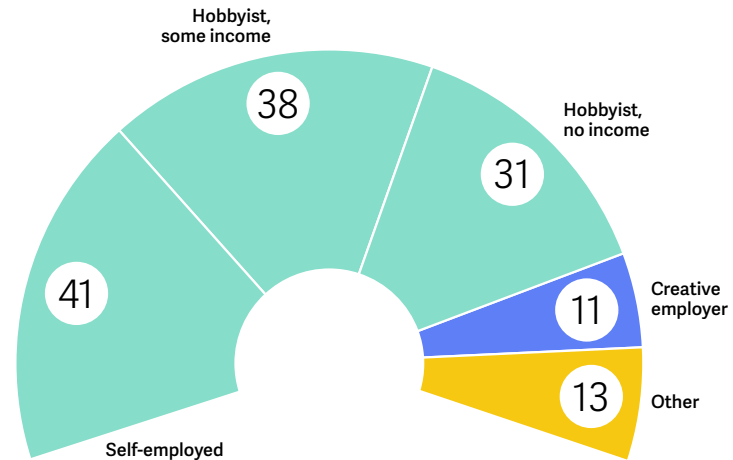


Figure 2: Working patterns of Ballarat Creative Sector Survey respondents (2024)



² Australian Bureau of Statistics microdata: household income weekly data series. See: ABS (2024). Total household income (weekly) (HIND), <https://www.abs.gov.au/census/guide-census-data/census-dictionary/2021/variables-topic/income-and-work/total-household-income-weekly-hind>. Accessed 12 November 2024.

Sustainability of creative practice

n=123. Source: City of Ballarat Creative Sector Survey.

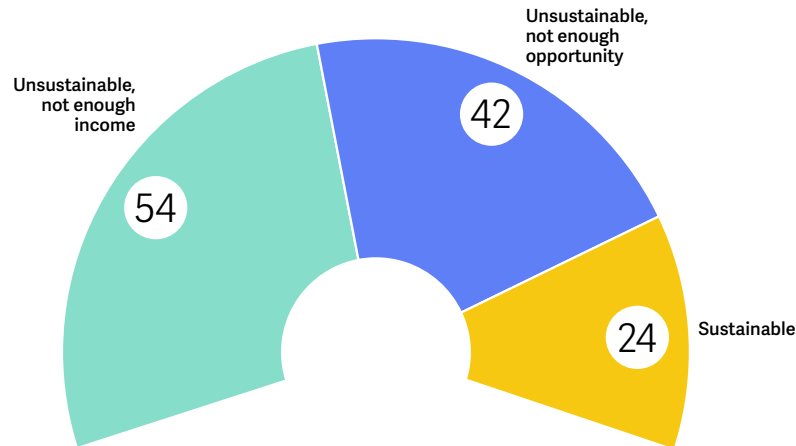


Figure 4: Perceived sustainability of creative practice, Ballarat Creative Sector Survey (2024)

Confidence and perception of sustainability

As with previous years the survey respondent's perception of sustainability of their practice is negative. Sustainability is defined as achieving the right balance of enough income and opportunities to produce creative outputs, and this balance varies with each practitioner and micro-enterprise.

With a majority of respondents declaring themselves hobbyists, it is possibly not surprising that 45 percent felt they are not making enough income and 35 percent believe they do not have enough opportunities to produce creative work.

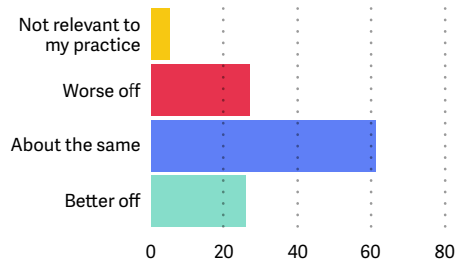
“ Sustainability is determined individually. It is the balance between income and opportunity to make and **create.** ”



Myleah Bailey, Jackson Furs. Image by Carli Wilson, Still Smith Studio.

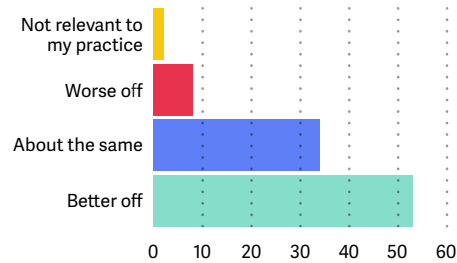
Creative Sector Confidence

Thinking about your creative practice and your financial situation over the last year, do you believe your practice is better or worse off?



Creative Sector Confidence

This time next year, do you expect your creative practice to be better off financially than it is now, or worse off?



Assessments of the confidence of the respondents to the Creative Sector Survey showed an upbeat view on the coming 2024/25 financial year. There is a sense of optimism from a majority of respondents who are expecting their practice to be financially 'about the same' or 'better off'.

Outcomes from the Creative Sector Survey 2024

The Creative Sector Survey drives direct change to programming and opportunities. The findings from the 2023/24 Survey have seen the following actions added to the 2024/25 financial year program:

- Additional analysis into the needs of writers, screenwriters and playwrights
- Focused work to increase the participation of First Nations and multicultural voices in the annual survey, with consideration of face-to-face workshops and focus groups
- Increased efforts on including young people's voices within programs and outreach
- Improved data collection methods to be considered for the 2024/25 Creative Sector Survey



Bryan Cush, Sawdust Bureau. Image by Carl Wilson, Still Smiths Studio.



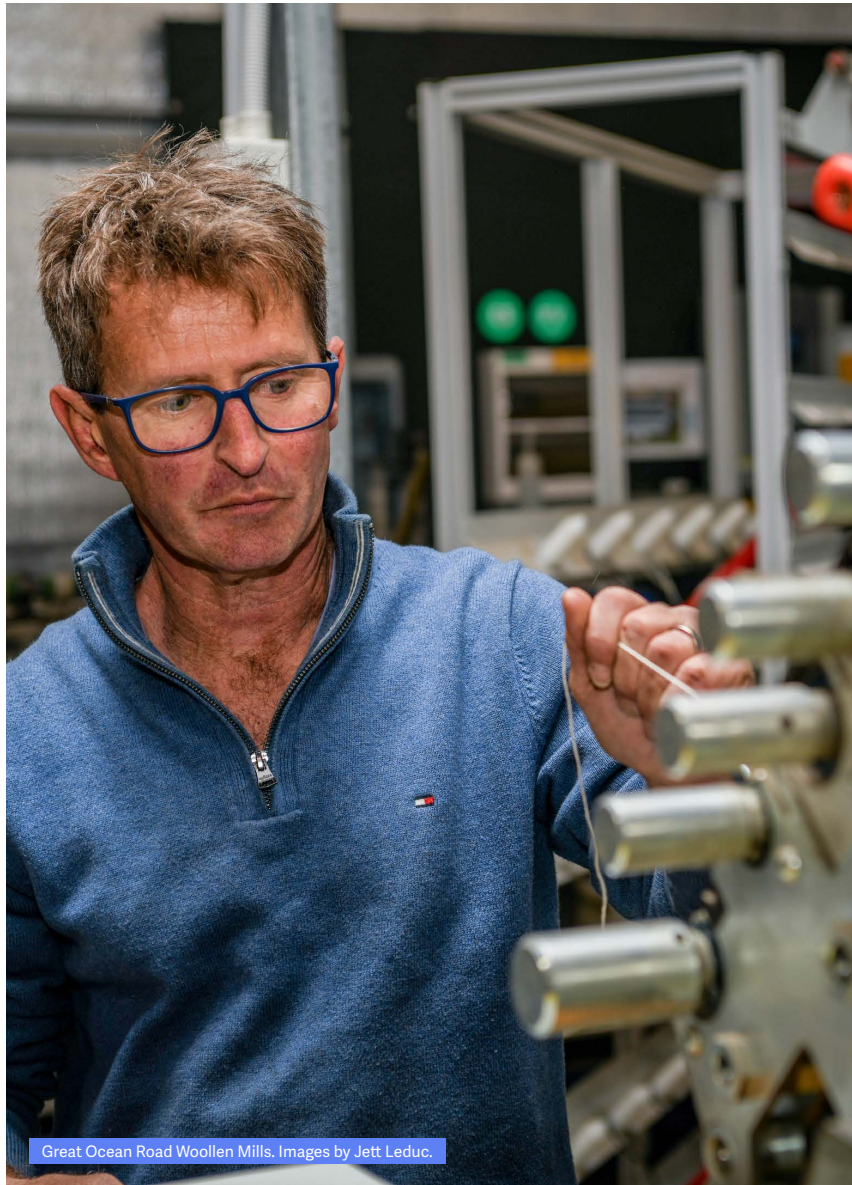
Woven artwork Jodie Goldring. Image by Carl Wilson Still Smiths Studio.

The Goals of the Creative City Strategy

	GOAL	ACTION	TARGET
1	<p>GOAL 1</p> <p>Ballarat has a cohesive community that sees a role for this strategy in promoting a culture of equity, participation and inclusion in Ballarat.</p>	<ul style="list-style-type: none"> This goal recognises Ballarat’s rich Aboriginal culture and heritage and its ongoing role in shaping the city. This goal highlights the need to take creative programming and capacity to under served groups and community members. 	<p>More than 50 per cent of Ballarat households will actively take part in at least one nominated cultural / creative program each year, by 2030.</p> <p>Indigenous programming will be evident in at least 30 percent of the City’s creative and cultural events calendar, by 2030.</p>
2	<p>GOAL 2</p> <p>Ballarat is a city where artists and creatives can sustain professional careers and prosper</p>	<ul style="list-style-type: none"> A critical mass of artists and creatives is at the core of a healthy creative ecosystem and fundamental to the success of the Strategy. This goal places artists and creatives at the centre and seeks to overcome the barriers identified during stakeholder engagement to sustaining a professional career in Ballarat. 	<p>Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.</p>
3	<p>GOAL 3</p> <p>Ballarat has a strong domestic audience and consumer market for local creative product.</p>	<ul style="list-style-type: none"> A strong domestic audience and consumer market for artistic and creative product generated locally is a necessary precondition to expanding Ballarat’s cultural exports. This goal responds to insights from the creative sector which revealed an over-reliance on external markets and highlighted a need to find a balance between nurturing local grassroots creativity with showcasing established touring work. 	<p>Triple the aggregate number of attendances at (nominated) events and institutions in Ballarat, from residents, between 2018 and 2030.</p>

	GOAL	ACTION	TARGET
4	GOAL 4 Ballarat's cultural visitor economy and market is continually growing	<ul style="list-style-type: none"> Establishing a distinctive brand for Ballarat's creativity and its flagship institutions is an opportunity for the City to showcase itself as a creative city and build a stronger visitor economy. This goal aims to grow Ballarat's cultural visitor economy and market and will build on the strength of Ballarat's flagship institutions and events as well as Ballarat's tourism marketing campaigns. 	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.
5	GOAL 5 Ballarat is a city with strong representation of a range of creative industries, who leverage their competitive niches	<ul style="list-style-type: none"> Ballarat currently has a solid cultural and creative industry presence. However, to realise our vision for Ballarat's Creative City we need to boost the number of jobs in our creative industries. Ballarat needs to identify niche creative industry sectors that can grow based on the unique advantages of the City and its excellent links to Melbourne. 	Achieve 3,000 jobs in Creative Industries by 2030.
6	GOAL 6 Ballarat is a city where strong creative capabilities are used throughout industry and embedded within the community	<ul style="list-style-type: none"> The City of Ballarat is committed to building the creative skills and capabilities of local industry and the community in Ballarat to achieve the full STEAM vision. This will contribute to a stronger local economy and a more self-sustaining community in the long term. It will be essential to take full advantage of education assets, key employers with an interest in STEAM innovation and existing policy making around the promotion of innovation. 	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14 percent to 20 percent by 2030.
7	GOAL 7 Ballarat has a high quality creative precinct which is vibrant, playful and tells the unique Ballarat story		Apply the <i>Creative City Masterplan</i> (see page 37).

Table 1: Goals of the *Creative City Strategy (2019-2030)*



Great Ocean Road Woollen Mills. Images by Jett Leduc.





The Creative City Strategy is a 'whole -of-city' approach to embedding creative and cultural activity at the heart of Ballarat's operations. Although there are teams who are dedicated to tracking and implementation of the Strategy, the work is shared across units, teams and departments within the City of

Ballarat.

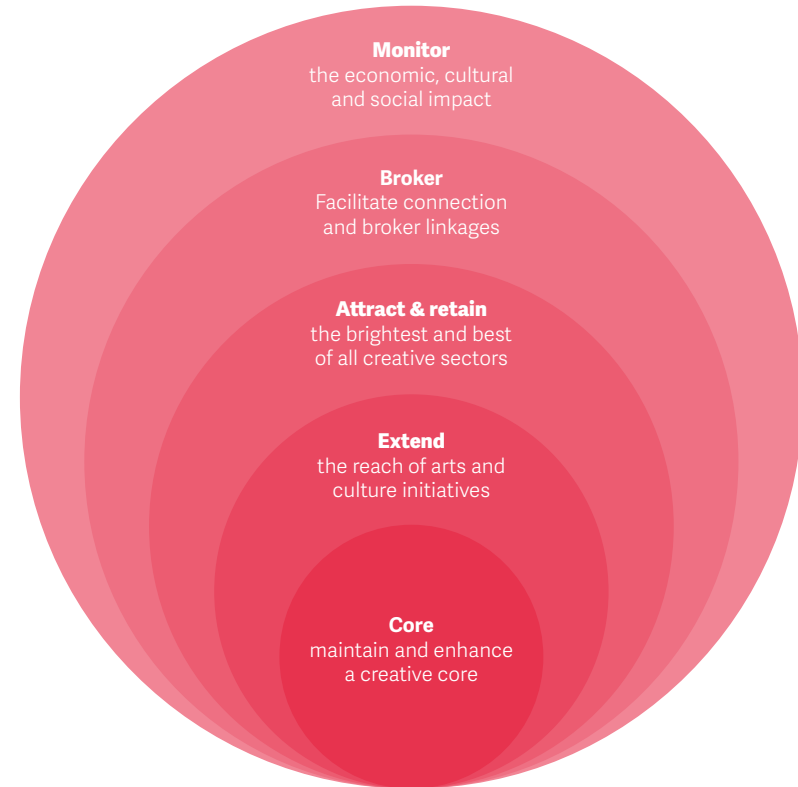


Fashions by Claire McEldrew, Clasch Design.

Work of the Creative City Unit

Ballarat's Creative City Unit implements a wide array of the listed actions of the *Creative City Strategy*, while also responsible for the tracking of implementation and impact of the strategy as a whole. The Creative City Unit works to:

- 1** Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.
- 2** Extend the reach of arts and culture, creative initiatives and design thinking across all aspects of the wider Ballarat community.
- 3** Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.
- 4** Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.
- 5** Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the wellbeing and cohesion of the Ballarat community.



How we do it

The work of the Creative City Unit sits within the Economic Growth Unit, part of the Economy and Experience Directorate.

The work of the Unit is split into four main areas, each with clear targets and indicators for success. Additionally, the team works across the City of Ballarat to support *Creative City Strategy* actions and to track outcomes.



First Nations performer Barry Gilson, Wadawurrung traditional custodian. Image by Love Drum Creative.



Community Arts Pathways

The Creative City's Community Arts Pathways are a vital way for the City of Ballarat's residents to directly engage with making, crafting and learning.

The Community Arts Pathways programs provide opportunities that are available to anyone who is interested in experimenting in creativity, right through to supporting practitioners who are looking to make creativity a more important part of their daily life or even a business.



Performer Jeremy Beggs. Image by Krave Studios.

In order to reach the wide array of creative practitioners and makers across the City, and to introduce pathways to diverse communities, the Community Arts team implements an array of outreach including:

- Hosting quarterly free Creative City Catch Ups. These networking events are vital to introduce individual practitioners and creative businesses to each other
- Managing the Creative Ballarat website with more than 27,000 unique visitors throughout the 2023/24 financial year period
- Sending out monthly newsletters to 1,800 registered subscribers
- Managing the Creative Ballarat social media channels (3,000 followers on Facebook and 2,900 followers on Instagram)
- Managing the Creative Sector Database of 1,969 creative practitioners, individuals and businesses

The Community Arts Pathways include providing routes to exhibiting visual artwork through:

- Promotion of free exhibition access spaces in libraries and community centres
- Hosting emerging artists at the Unicorn Lane gallery, Ballarat Central and financially supporting the production of their work
- Free exhibition space in Art Space (Lydiard Street, Ballarat Central), including support for production and installation fees, advice and curation direction
- Provision of free Artist-in-Residency space for 3-to-6-month periods at Art Hub (Lydiard Street, Ballarat Central)

Outcomes for 2023/24

The City of Ballarat operated 7 exhibitions within Unicorn Lane, 10 exhibitions within Art Space and hosted 2 Artists-In-Residence in the 2023/24 financial year.

Recommended actions for 2024/25

Art Space to offer casual staff hours to sit exhibitions to assist time-poor artists who are finding it difficult to keep the doors open.

Arts and creativity are important

97%

97 percent of Victorians aged 15 years and over, engage in creative and artistic events, reinforcing the importance of the arts in our everyday lives.

43%

43 percent of Victorian respondents created, produced, or collaborated in the making of art, with young people having a higher propensity to participate of all age groups.³

³ 'Creating Value: Results of the National Arts Participation Survey, 2022'

Cultural Sector Development

The Creative City team's focus is developing a resilient creative ecosystem. This includes building soft infrastructure for creative practitioners, artists, community and business alike. The Creative City analyses the primary creative sectors within the city and develops supporting materials, tools and programs to assist in building wellbeing to building business strength.

Creative City Sectors

The primary segments identified through our Creative Sector analysis are:

- Visual Arts
- Craft, Heritage Trades and Lost Skills
- Music
- Performing Arts

Emerging areas for consideration are:

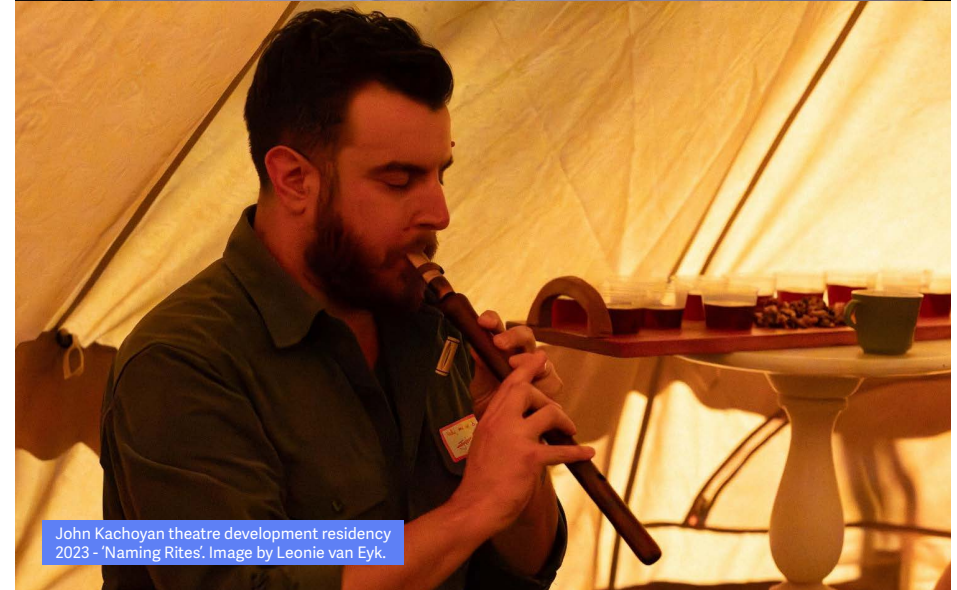
- Writing
- Design

Sectors identified requiring further needs analysis include:

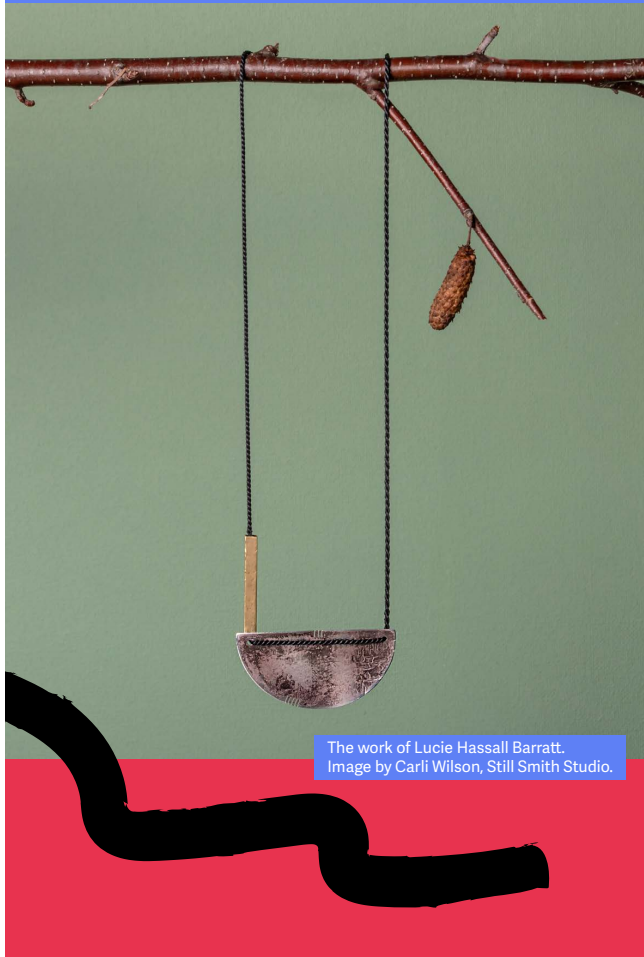
- LGBTIQA+ artists
- First Nations cultural and creative practitioners
- Younger practitioners (18 – 25)



Alexandra Minchin Doherty theatre development residency 2023 - 'Always in the Waiting Room'. Image by Leonie van Eyk.



John Kachoyan theatre development residency 2023 - 'Naming Rites'. Image by Leonie van Eyk.



The work of Lucie Hassall Barratt.
Image by Carli Wilson, Still Smith Studio.

This pie chart is based on the data from 1,481 Ballarat based practitioners in June 2024. Ballarat based practitioners are those who live within the postcodes of the Ballarat LGA.

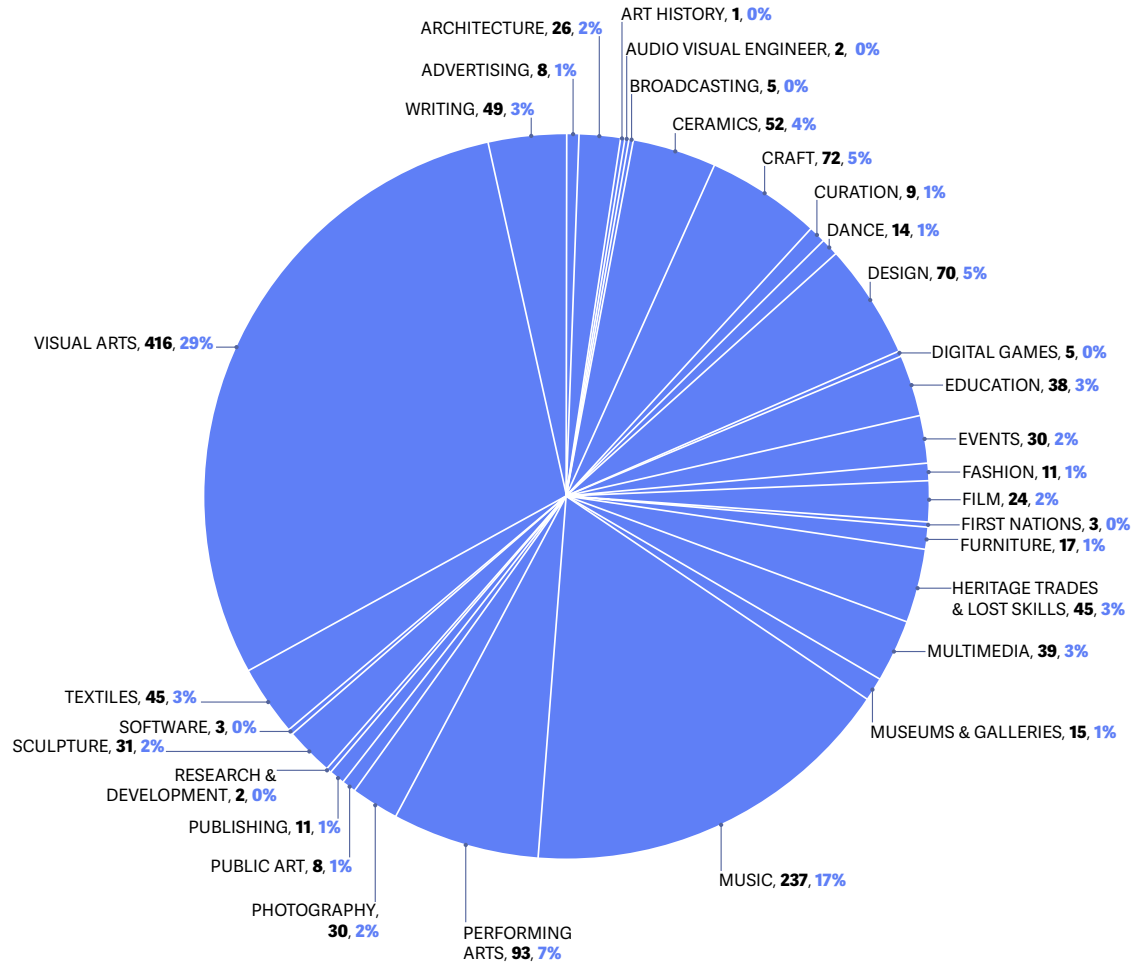


Figure 6: Creative Sector Database snapshot of the Creative sectors within the Ballarat LGA (June 2024)



Coda Chroma performing at Be Hear Now live music festival. Image by Love Drum Creative.

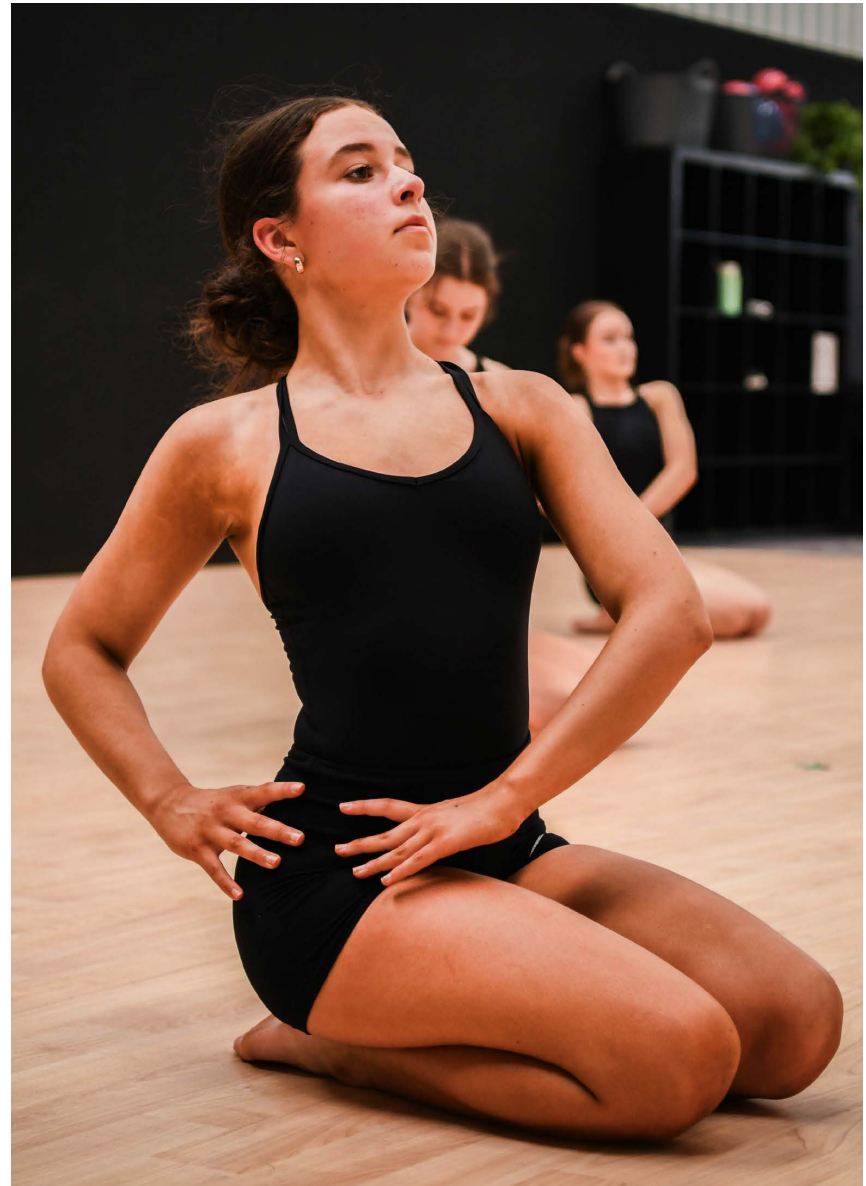
To support the identified sectors, the Creative City team provides the following programs:

Table 2: Creative City programs developed to support primary identified sectors

Program	Outcomes 2023/24
<p style="text-align: center;">Training & Education</p>	<p>In 2023/24 the Training and Education program provided a range of essential services and skills</p> <ul style="list-style-type: none"> • <i>Business Essentials for Creatives</i> examining tax, invoicing, marketing and small business operation (all levels of creative practitioner) • <i>Considering Your Practice</i> for mid-career artists to refresh their thinking and reconsider their actions. • <i>Curating and Exhibition Preparation</i> held in conjunction with the Art Gallery of Ballarat • <i>Documenting Your Work</i> Photography workshops for creative practitioners • <i>Professional Photography</i> Portrait photography of a range of creative practitioners who required professionalisation of their imagery and collateral • The Creative City team also invested in analysis of the types of training and education the creative sector is seeking and wishes to refine the training offering into 2024/25. <hr/> <p>Recommended actions</p> <p>Most of the training is currently provided only to individual practitioners and microenterprises. There is a need to stretch into supporting education for industry. This is under review.</p>
<p style="text-align: center;">Visual Arts & Craft</p>	<p>In 2023/24 the Creative City team ran the Craft Lab program for the fourth year. Craft Lab is a sector development program which highlights the artisanal work of Ballarat practitioners. This program identifies talented makers, artisans and artists - those working with traditional skills and knowledge - who are developing new and compelling contemporary works. Eighteen candidates are selected every year to hone their knowledge, refine their practice and promote their craft.</p> <p>Working in conjunction with Craft Victoria and the Centre for Rare Arts and Forgotten Trades, Craft Lab is a successful launch pad for practitioners. The selected practitioners are provided with intensive career advice and portfolio reviews. They are supplied with professional photography and brokerage support. And they participate in the Craft Lab demonstration and exhibition as part of the award-winning Ballarat Heritage Festival in May. More than 6,000 people attended the Craft Lab exhibition in 2024.</p> <p>This program is part of the City of Ballarat's UNESCO Creative City designation as a Creative City of Crafts and Folk Art.</p> <hr/> <p>Recommended actions</p> <p>The City of Ballarat evaluated the growing success of Craft Lab as an initiative which celebrates the city's authentic cultural industries and makers. The project is being reviewed into the 2025/26 financial year as being an opportunity to collaborate across the City of Ballarat's Cultural Venues and the Art Gallery of Ballarat.</p>

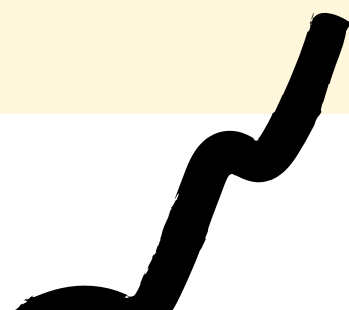


Studio Arc. Images by Jett Leduc.



21

Program	Outcomes 2023/24
<p style="text-align: center;">Music</p>	<p>The City of Ballarat's <i>Live Music Strategy</i> was immersed into the <i>Creative City Strategy</i> in 2022. The goals and targets of the 2016 Live Music Strategic Plan were absorbed into the Goals of the <i>Creative City Strategy</i> and are today reflected in the city-wide Strategic Priorities and Implementation Action Plans.</p> <p>The Creative City team created the <i>Be Hear Now</i> program to find, foster and develop artists within the Ballarat region. The program of support has focused on identifying talent, providing mentoring and training, assets and resources such as video production amongst other elements. It includes identifying 'talent worth watching' and then designing responses to the support they need to thrive.</p> <p>The selected acts for <i>Be Hear Now</i> are given status in a festival showcase program and are mentored, provided with profile articles and coverage including radio, newspapers, magazines and online. They are also introduced to industry connections from record labels, booking agencies, streaming and online marketing and industry bodies.</p> <hr/> <p>Recommended actions</p> <p>To closely revisit the structure of the program as the focus should be wholly focused on the needs of the emerging practitioner. New strategic approach to be taken in 2024/25.</p>
<p style="text-align: center;">Theatre & Performance</p>	<p>The needs in the theatre and performance sector are quite precise. Although Ballarat has a thriving amateur dramatic culture, which is supported by the Federation University Performing Arts courses and the history of Royal South Street, contemporary performative storytelling is under resourced.</p> <p>The Creative City team in conjunction with regionally based live arts company Punctum has successfully implemented its second year of residencies.</p> <p>By 'live arts', Punctum means innovative or experimental performances or events that disrupt traditional ways of working together or propose new ways of interacting with audiences.</p> <p>Seedpod residencies offer the successful artists time, funding, resources, and space to test ideas, push the boundaries of their creative practice, and understand how their work makes meaning with members of the public. Artists seeking to grow their practice in a responsive, rigorous setting of enquiry, experimentation and collaboration are invited to apply.</p> <p>Successful products developed through Seedpod have progressed to alternative stage opportunities. For example, the work of Megan J Riedl, <i>The Ballarat Poetess</i>, will be included in the 170th Anniversary of Eureka at the Eureka Centre.</p> <hr/> <p>Recommended actions</p> <p>To evaluate the outcomes of the alumni of the Ballarat Seedpod residencies in 2024/25.</p>





The 2024 cohort of Be Hear Now. Image by City of Ballarat.

Industry

Development & Advocacy

In delivering the *Creative City Strategy*, the Creative City team works to facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.

International advocacy in Australia

In 2023/24 this work was best represented in Ballarat's application of UNESCO Creative Cities designation as Australia's only Creative City of Crafts and Folk Art. The City of Ballarat, a UNESCO Creative City since 2019, is part of the UNESCO Cities of Craft & Folk Art Subnetwork.

The Subnetwork currently has around 66 members. The UNESCO Creative Cities Network (UCCN) was created in 2004 to promote cooperation with and among cities that have identified creativity as a strategic factor for sustainable urban development. The 350 cities around the world which currently make up this network work together towards a common objective: placing creativity and cultural industries at the heart of their development plans at the local level and cooperating actively at the international level.

The 2024 UNESCO Creative Cities of Crafts & Folk Art Annual Meeting took place in Ballarat, from Friday 24 May until Sunday 26 May 2024. 40 delegates attended in-person and online representing countries from all over the globe.

International advocacy abroad

The City of Ballarat travelled to Suwon, South Korea, at the invitation of the Indian city of Jajpur to attend and present at the 8th Asian Pacific Urban Forum alongside other UNESCO Creative Cities of Chiang Mai, Thailand and Hanoi, Vietnam (22 – 27 October 2023). All costs for this international travel were covered by the inviting city of Jajpur, India.

A Ballarat ceramic artist, Marian Fox, was invited to show her work at the Jinju International Craft Biennale at the invitation of the UNESCO Deputy Regional Coordinator. All costs for this invitation were covered by the inviting city of Jinju, South Korea.

The City of Ballarat travelled to the Annual General Meeting for the UNESCO Creative Cities in Braga, Portugal, in June 2024. Funding for attendance at this meeting is considered within the budgeted activities of the Creative City team. Benefits delivered from the attendance at the meeting included discussions concerning attraction of new cultural business and operators to Ballarat, or for international businesses to engage our local suppliers. It has also assisted in forging relationships with UNESCO Australian National Commission in Canberra and the building of export conversations with organisations such as Global Vic and Agri Vic.

Advocacy with State Government

The Creative City team lobbied to secure an industry meeting with the Victorian Minister for Creative Industries, the Hon Colin Brooks MP, in September 2023. A range of established creative businesses – furniture makers, clothing manufacturers, broadcasters and textile manufacturers - met with the Minister to discuss their concerns about the reality that creative industries are often overlooked in policy and program development. This conversation helped shaped subsequent discussions with the Victorian agency, Creative Victoria.

Advocacy on behalf of local industries

The Creative City team developed *Intro* magazine to assist in advocacy with Global Vic and Agri Vic. A hard copy publication, the magazine was produced to help position those makers and creative practitioners who are ready to export their work outside the city. The publication was styled and photographed by regional photographer Carli Wilson of Still Smith Studios. The magazine was circulated to national and state-based decision makers, as well as distributed at the Annual General Meeting for the UNESCO Creative Cities.



Intro magazine 2024 - a brokerage magazine for artisans.



Arranmore furniture manufacturing. Image by Jett Leduc.

Public Art Collection & Management

The Creative City team completed significant projects within the Public Art program in 2023/24.

Continuous Voices design approved

The Continuous Voices Memorial to acknowledge survivors of sexual assault will be located near the lake adjacent to Plane Avenue in Victoria Park, Ballarat. The memorial recognises the full extent of the pain and trauma caused by all forms of sexual violence. The space is also designed to support healing, by helping to continually voice the conversations for change.

The memorial is a community driven project guided by the Continuous Voices Community Reference Group and facilitated by the City of Ballarat. Over 50 survivors and supporters have contributed to [creative research](#) that has informed the memorial design. The history of this project is deeply connected to the people of Ballarat.

To build a significant, integrated, memorial site, Ballarat City Council has committed to a \$1.5 million funding strategy for implementation of the site design in 2022-2026.

Ballarat City Council endorsed the designs for the much-anticipated memorial for survivors and victims of sexual abuse at the June 2024 Council meeting. The Continuous Voices memorial is anticipated to be a place for continuing stories, healing and hope, and has been designed by Amass Architects with Ben Jukes. The architects were selected through a competitive design process which engaged the Ballarat survivor community and relied upon research projects developed by the Creative City team within the City of Ballarat.

At the heart of the memorial lies a thoughtfully curated artwork which will be informed by survivor contribution. This contemplative core embodies both darkness and light, reflecting the complex emotional landscape faced by survivors, victims, and their families.

The work is anticipated to be complete before the end 2026.

Conservation and maintenance reports completed

For the first time the City of Ballarat's influential outdoor artwork collection has been comprehensively and professionally catalogued and valued. This work was recently completed with a thorough assessment of 126 different artwork maintenance and conservation needs. Works were prioritised in order of need - from urgent through to maintenance. The prioritisation of works assisted the Creative City team in successfully applying for increased funding to address the works in order of priority. Conservation efforts will commence in the 2024/25 financial year.

“

For the first time the City of Ballarat's influential outdoor artwork collection has been comprehensively and professionally catalogued and

valued.”





The public art collection sits within the City of Ballarat's extensive gardens. With over 120 pieces, the collection is valued at more than \$20million. Image by Georgina Matherson.

New public art mural

The Creative City team continues to work with external parties to release surfaces as part of a Temporary Public Art program. The team worked with the Victorian Academy of Teaching and Leadership to release a private wall on the Arts Incubator at 36 Camp Street, overlooking Field Street in Ballarat Central.

In December 2023, Chuck Mayfield transformed the 22m (w) x 14m (h) wall. At the heart of the mural, depictions of Bunjil and Waa breach the water's surface, referencing Lal Lal Falls from the Bunjil origin story, and representing Waa as the protector of the waterways. The water itself is symbolic of the local lakes, creeks, rivers, and has nostalgic ties to the YMCA pool which locals will remember being on this site.

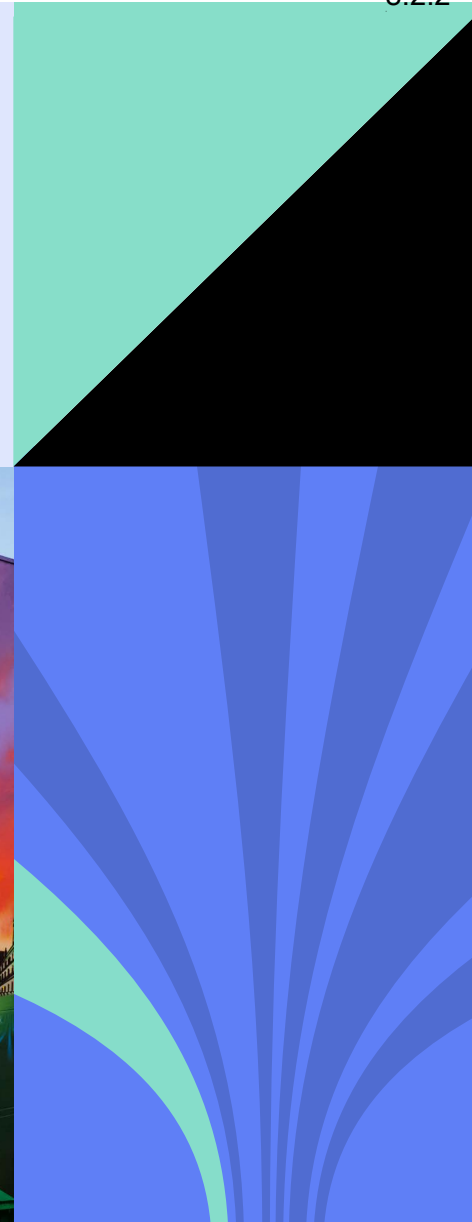
The overarching message of this wall signifies that Ballarat is moving onward and upward with the vibrance of its people's creative energy. This piece focuses on highlighting common ground in the shared spaces that connect and bond the people who share it, with the hope of increasing community spirit, social cohesion, and a sense of belonging and identity that all residents can take pride in. Importantly, this piece recognises Ballarat's rich history as a foundation for the bright future to come.

Public Art takeovers of city spaces – audit and mapping

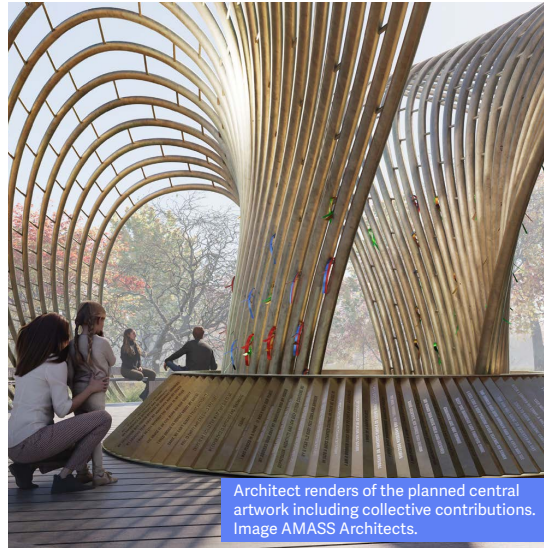
The Temporary Public Art program work also included comprehensive analysis of the city streets of Ballarat's CBD. The Creative City team documented the public spaces, identifying those which may be utilised for activation and creative installations. This audit included assessment of ownership of outdoor spaces and walls, access to power and utilities and capacity for the space to be activated through static 2D or 3D installations or performance or more. This work will inform future activations and curation of the city streets.



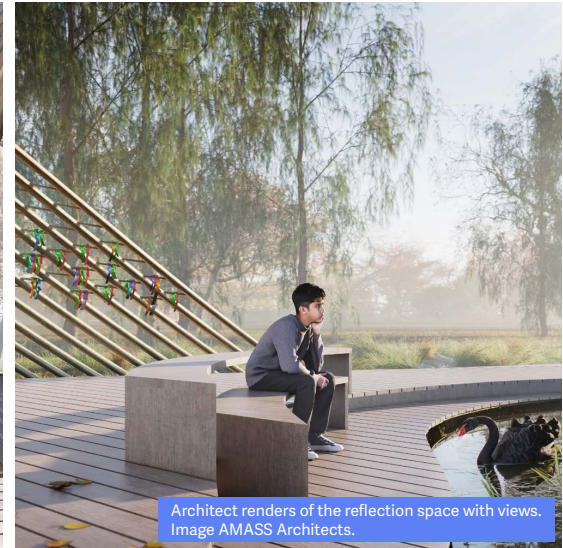
Chuck Mayfield installs the Arts Incubator mural (January 2024). Image by Just Another Agency.



**Continuous
Voices
Memorial**



Architect renders of the planned central artwork including collective contributions. Image AMASS Architects.



Architect renders of the reflection space with views. Image AMASS Architects.



Architect renders of view through the planned memorial, looking east. Image AMASS Architects.

Cultural

Venues, Galleries & Museums

The City of Ballarat is the major provider of cultural experience within the local government authority. The City of Ballarat is responsible for the Art Gallery of Ballarat, Civic Hall, the Mining Exchange and Her Majesty's Theatre as well as the Eureka Centre and a network of state-of-the-art libraries. Combined, this set of assets are a powerful cultural offering. Over the 2023/24 financial year this network of assets started to move into a period of clarity and vision.

New Cultural Venues Plan

In 2023/24 the City of Ballarat identified the need for a Plan outlining the vision, focus areas and operational requirements for its cultural venues. These are:

- Her Majesty's Theatre Ballarat
- Civic Hall and;
- Ballarat Mining Exchange.

The resulting *Cultural Venues Plan* will provide Council and stakeholders with a plan for supporting cultural venues, audiences, venue hirers, community organisations and the arts and cultural sectors.

Art Gallery of Ballarat investment

A significant project that will enhance the Art Gallery of Ballarat's ability to attract the best exhibitions and loans from around the world will soon be underway.

The Art Gallery of Ballarat Interior Upgrades project is in its early stages, with the major component to be the installation of a new Heating, Ventilation and Air Conditioning (HVAC) system.

In the 2023/24 financial year the \$5.5 million project, funded by the City of Ballarat, will replace and upgrade the existing HVAC system at the gallery which is at end of life. This will ensure the facility meets required international museum standards to exhibit and store art.

Funded separately by the State Government's Regional Collections Access Program, a \$536,707 upgrade of the building's skylights to energy efficient LED panels will take place at the same time.

This investment comes on the back of the recent announcement of State Government funding of \$388,850 to complete a Master Plan for the Gallery to guide its future development as a key visitor economy attraction for Victoria and one of the preeminent galleries in Australia.

Eureka Centre achievements

Eureka Centre continues to grow and develop, as evidence across a range of measures, achieved with close reference to its 2030 Vision. There have been clear patterns of improvement across areas, including visitation, community engagement, exhibition renewal, program delivery and financial sustainability.

Eureka Centre opened in April 2018, the third iteration of a museum at the site of the Eureka Stockade Memorial Park. It offers a museum experience, public programs, exhibitions, an education program, and a research hub. It is a leading voice in the interpretation of 1854 Eureka Rebellion, engaging diverse audiences in reflecting on Eureka's legacy and impact of Australian democracy. Notwithstanding the disruption of a prolonged period of lockdowns, its visitation has increased by 76 percent since 2018.

From only occasional public programs in 2018, as of 2023/24 the Eureka Centre presented 33 public events or workshops and seven exhibitions and displays. Working closely with historians, writers, performers, musicians and visual artists, these programs position the Eureka Centre as an accessible local space offering multiple entry points for community members.

Library spaces for makers and artists

The City of Ballarat added to its cultural infrastructure through the opening of the redeveloped Ballarat Central Library in March 2024. The works included an expansion to the second level of the building to incorporate a Makers Space. The Maker Space is a new addition to the library. It is dedicated to learning through experimentation and play, where the community can use creative technology including 3D printers, vinyl cutter and heat press, sewing machines and digitisation equipment, all designed to encourage lifelong learning. The Maker Space will open with scheduled drop-in hours, for those 15+, who have completed their safety inductions. With self-paced programs for beginners and more experienced makers, this space is sure to be a hive of creative activity.

Additional Makers Spaces are being planned for future library developments to support wide community engagement with creative tools.



The Art Gallery of Ballarat provides thoughtful exhibitions and activations for the curious mind. Images courtesy of Art Gallery of Ballarat.



Arts & Culture Infrastructure




Arts and Culture infrastructure is the provision of supporting spaces and environments which give access to the community to creative opportunities. Whether it is to explore a new hobby or to refine a professional skill set, Arts and Culture infrastructure is the access to spaces, places and equipment.

In 2023/24 the Creative City team has been working alongside the Community Wellbeing team to apply the *Community Infrastructure Plan (2022-2037)*. This includes providing advice and support for the integration of arts and culture infrastructure into planned community centres and spaces.

Community infrastructure is integral to promoting community wellbeing and leading to better quality of life for residents by shaping and influencing social and economic outcomes.

The City of Ballarat has commenced implementation of its most recent *Community Infrastructure Plan (2022-2037)* which includes the following Arts and Culture Infrastructure Recommendations:

Table 3: Status of Arts and Culture infrastructure actions within the *Community Infrastructure Plan (2022-2037)*

Principle	Action	Status
1. Strategic and Integrated Planning	<p>1.1 Performing Arts Space</p> <p>Report to be undertaken to investigate the need identified in the Arts and Culture infrastructure report for a new live performance venue of less than 300 seats to support block bookings for rehearsals and semi-professional performances.</p>	<p> Underway</p> <p>Report on future Performing Arts Space to be included in impending <i>Arts and Culture Infrastructure Plan (2025-2026)</i>.</p>
2. People First Approach	<p>2.2 First Nations arts</p> <p>Feasibility report, including costings, to be undertaken to identify suitable facilities to incorporate display spaces to enable First Nations arts and crafts, and local arts artists and craftspeople to showcase their work in common areas. A checklist to be developed to assess suitability of venues.</p>	<p> Underway</p> <p>Creative City and Public Art team is included in discussions about activating common areas of new development. Projects include Dr Deanne Gilson's public art installation at the Visitor Information Centre.</p>
2. People First Approach	<p>2.5 Aboriginal Cultural space</p> <p>Feasibility report to be undertaken to identify the need for a space to accommodate cultural experiences targeted at the local community and visitors and to foster and incubate local Aboriginal businesses as identified in the Arts and Culture report.</p>	<p> Complete</p> <p>Independently coordinated, Perridak Arts has been established on Mair Street, Ballarat Central. A project of Ballarat and District Aboriginal Coop, Perridak has been actively supported through guidance from City of Ballarat Creative City team.</p>



Principle	Action	Status
5. Innovation and Adaptability	<p>Maker Space</p> <p>Report to be undertaken to explore opportunities to develop a creative entrepreneurs maker space to scale production and access shared equipment.</p>	<p>✔ Complete</p> <p>Maker Spaces included within Ballarat Library functionality.</p>
5. Innovation and Adaptability	<p>Arts Incubator</p> <p>Business case to be developed for an Arts Incubator and co-working space to investigate opportunities to establish a space (in partnership with State Government), to support collaboration and learning and local and export content development.</p>	<p>✔ Complete</p> <p>The Arts Incubator at 36 Camp Street, Ballarat Central is within its second year as a pilot.</p>
6. Multipurpose, flexible, and safe	<p>Arts and Culture spaces</p> <p>Report developed to identify opportunities to include cultural use and programming in planned and future community infrastructure projects, with relevant findings to be fed into <i>Community Infrastructure Guidelines</i>.</p>	<p>✔ Complete</p> <p><i>Arts and Culture Infrastructure Report</i> has shaped planned and future community infrastructure projects, providing guidance on soundproofing, wet/dry workspaces, sprung floors and storage.</p>

Recommended actions

The development of an Arts and Culture Infrastructure Plan is supported within the endorsed *Community Infrastructure Report (2022 – 2037)*. Proposals are now underway to consider the development of an Arts and Culture Infrastructure Plan, intended to mirror the recently endorsed *Recreation Infrastructure Plan (2024-2039)*.

Silk flower work by Cody Winward. Image by Carli Wilson, Still Smith Studio.



Ceramic work by Marian Fox. Image by Carli Wilson, Still Smith Studio.



The Creative City Masterplan (2019 - 2030)

The *Creative City Masterplan* is focused on the redevelopment of the Creative Precinct of the Lydiard Street spine from the train station to the Federation University Campus (SMB), and taking in the Camp Street area.

Ballarat's Creative Precinct has a great potential to become a world-class, vibrant creative precinct. Its high-quality and diverse architecture, streetscapes and laneways have great potential to provide affordable and exciting spaces to live, work and interact. However, more could be done to enhance and improve the public realm, as well as the arts and cultural and creative industries in Ballarat.

Currently, the precinct hosts several significant flagship institutions as well as supporting infrastructure, organisations and events and individual creatives that, together, make up the creative ecology of the Creative Precinct. Significant flagship institutions include the Art Gallery of Ballarat, Her Majesty's Theatre and Federation University Arts Academy. Supporting infrastructure making up Ballarat's Creative Precinct consists of creative places, spaces, organisations, festivals events and programs that draw people to the city and celebrate its cultural identity.

Within the wider region of Ballarat, several locations support the city's creative ecology, including the Health and Knowledge Precinct, Federation University Mt Helen Campus and Ballarat Technology Park.

While the Masterplan is ambitious, and some of the actions have yet to eventuate, the Creative Precinct is moving forward with energies from the Art Gallery of Ballarat, the Arts Incubator established by the City of Ballarat, Federation University and the newly established Cultural Venues team representing Civic Hall, Her Majesty's Theatre and the Mining Exchange.

“

Ballarat's Creative Precinct has a great potential to become a world-class, vibrant creative precinct.”

”



View from above of the arts and culture precinct of Camp Street, featuring the Art Gallery of Ballarat, the Mining Exchange, and Federation University. Image by Georgina Matherson.

1

Table 4: 2024 status of actions within the *Creative City Masterplan (2019-2030)*

ACTION 1: A Masterplan implemented and owned by everyone		
Action	Status	Outcome
Continue to refine the implementation and staging outline in the Precinct Masterplan	➤ Underway	⊗ Incomplete This work is on hold while consultation continues.
Commit to ongoing consultation with community, government and institutions	➤ Underway	⊗ Incomplete Institutions such as Federation University and Art Gallery of Ballarat have contributed to assessments of the future of the precinct. More work yet to be completed.
Create a participatory governance structure for effective implementation of the Precinct Masterplan	⏸ Not yet commenced	⊗ Incomplete Governance discussions will be addressed once consultation is complete
Encourage institutions to share facilities and collaborate	➤ Underway	⋯ In progress The Cultural Venues, Art Gallery of Ballarat and Federation University are in regular communication

2

ACTION 2: A place to live, create, study and visit		
Action	Status	Outcome
Invite residents, artists and creative workers to the creative precinct	⏸ Not yet commenced	⊗ Incomplete
Support Lifelong Learning into the Creative Precinct	⏩ Underway	⋯ In progress Federation University is actively working with the City of Ballarat on supporting lifelong learning in the Creative Precinct
Create a place where artists and creatives can prosper	⏩ Underway	⋯ In progress Established an Arts Incubator to support the creative energies of organisations, artists and businesses
Make the Creative Precinct a great place to visit	⏩ Underway	⋯ In progress The Creative City team has mapped the open space, and activated several spaces with temporary public art.

3

ACTION 3: A place that showcases and celebrates Ballarat’s assets, stories and people

Action	Status	Outcome
Align the role of institutions with the <i>Creative City Strategy</i> and improve their visibility	∞ Ongoing	●●● In progress Institution such as Cultural Venues, Art Gallery of Ballarat and Federation University are actively engaged with the <i>Creative City Strategy</i> and supported through initiatives and programs.
Celebrate, conserve and reinstate heritage of the built form and public realm	∞ Ongoing	●●● In progress The Heritage and Planning teams are integrally linked to all activities within the Creative Precinct. The Precinct is also considered a vital part of the proposed Victorian Goldfields World Heritage Bid.
Develop marketing campaign and wayfinding strategy for the Creative Precinct	⇒ Underway	●●● In progress Tourism Midwest Victoria and the Sustainable Destination Development team are working on arrival wayfinding. The City Design team are examining refinements to the user journey through the space to improve experience.
Encourage institutions to share facilities and collaborate	⇒ Underway	●●● In progress The Cultural Venues, Art Gallery of Ballarat and Federation University are in regular communication.
Showcase a diversity of stories through the public realm, public art and programming	∞ Ongoing	●●● In progress The Creative City team has mapped the open space, and activated several spaces with temporary public art. The Precinct is heavily used for events and creative installations.

4

ACTION 4: A place that supports playfulness, flexibility, experimentation and vitality

Action	Status	Outcome
Designate places for experimentation	∞ Ongoing	⋯ In progress The Art Gallery of Ballarat actively curates the Alfred Deakin Place site.
Create events and spaces that enable an exchange of ideas	∞ Ongoing	⋯ In progress The City of Ballarat continues to host a myriad of events within the Creative Precinct. Art Space and Art Hub continue to operate a regular program. The planned <i>Cultural Venues Strategy</i> is underway. The Arts Incubator is operational.
Strategically use interventions from festivals to incrementally upgrade the public realm	∞ Ongoing	⊗ Incomplete Festivals and events organised by third parties have not yet been called upon to bring about improvements to the public realm.
Create a system for temporary activations and installations	∞ Ongoing	⋯ In progress The Creative City team has comprehensively mapped and audited possible activation zones throughout the city. A Temporary Public Art program has been initiated.

5

ACTION 5: A place of people-friendly streets and comfortable spaces		
Action	Status	Outcome
Prioritise people in public spaces	➤ Underway	●●● In progress Work is about to commence on building a greater understanding of pedestrian use through a data capture project.
Create safe and attractive spaces	➤ Underway	●●● In progress Work has commenced on analysing traffic flows and space enhancements.
Strengthen connection and improve legibility	➤ Underway	●●● In progress Tourism Midwest Victoria and the Sustainable Destination Development team are working on arrival wayfinding. The City Design team are examining refinements to the user journey through the space to improve experience.
Provide activated outdoor spaces that attract people to the Precinct	➤ Underway	●●● In progress The Creative City team has mapped the open space, and activated several spaces with temporary public art. The Art Gallery of Ballarat has installed a large screen and lightboxes to profile their exhibitions and activities.

The Report Card 2023/24



Artist Jessica Harrison. Image by Krave Studios.

How did we do?

	GOAL	OUTCOME
1	GOAL 1 Ballarat has a cohesive community that sees a role for this strategy in promoting a culture of equity, participation and inclusion in Ballarat.	🔄 PARTLY ACHIEVED
2	GOAL 2 Ballarat is a city where artists and creatives can sustain professional careers and prosper.	⋯ PROGRESS
3	GOAL 3 Ballarat has a strong domestic audience and consumer market for local creative product.	✅ ACHIEVED
4	GOAL 4 Ballarat's cultural visitor economy and market is continually growing.	⋯ PROGRESS
5	GOAL 5 Ballarat is a city with strong representation of a range of creative industries, who leverage their competitive niches.	⋯ PROGRESS
6	GOAL 6 Ballarat is a city where strong creative capabilities are used throughout industry and embedded within the community.	✅ ACHIEVED
7	GOAL 7 Ballarat has a high quality creative precinct which is vibrant, playful and tells the unique Ballarat story.	⋯ PROGRESS



GOAL 1

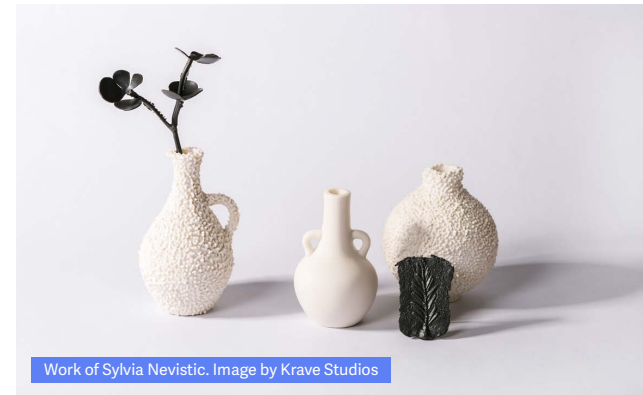
Ballarat is a creative city with entire community participation

TARGET:

More than 50 percent of Ballarat households will actively take part in one nominated cultural/creative program each year by 2030.

Indigenous programming evident in 30 percent of the City's creative and cultural events by 2030.

<h2>1,306</h2> <p>events</p>	<h2>236,311</h2> <p>attendees</p>	<h2>408</h2> <p>events</p> <h2>274</h2> <p>practitioners</p>	<h2>16%</h2> <p>Indigenous programming</p>
<p>Total numbers of events operated by City of Ballarat:</p> <ul style="list-style-type: none"> • Events • Creative City • Visitor Economy • Youth Services • Art Gallery of Ballarat • Eureka Centre • Libraries • Intercultural • LGBTIQA+ • Active Ageing • Cultural Venues 	<p>Total number of community members attending events 2023/24 (local audience) estimated:</p> <ul style="list-style-type: none"> • Events • Creative City • Visitor Economy • Youth Services • Art Gallery of Ballarat • Eureka Centre • Libraries • Intercultural • LGBTIQA+ • Active Ageing • Cultural Venues 	<p>Number of City of Ballarat produced events which featured local creative practitioners:</p> <ul style="list-style-type: none"> • Events • Creative City • Visitor Economy • Youth Services • Art Gallery of Ballarat • Eureka Centre • Libraries • Intercultural • LGBTIQA+ • Active Ageing • Cultural Venues 	<p>Percentage of programming including Indigenous content:</p> <ul style="list-style-type: none"> • Events • Creative City • Art Gallery of Ballarat • Eureka Centre • Libraries • Intercultural • LGBTIQA+ • Active Ageing



OUTCOME: Goal achieved.

The total number of local attendees of nominated cultural/creative events was equivalent of every Ballarat household (average 2.4 persons per household) attending **1.6 events.**

Goal partly achieved. Dedicated Indigenous programming was evident in 16 percent of the City's creative and cultural events.



GOAL 2

Ballarat is a city where artists and creatives can sustain professional careers and prosper



Work of Stacey O'Neill. Image by Krave Studios

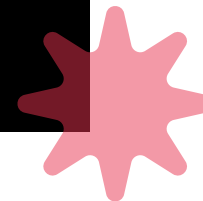
TARGET:

Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.

OUTCOME: Progress.

The number of creative practitioners (microenterprises) and businesses documented across the Ballarat LGA at 30 June 2024 is 1,969.

The number of creatives has increased by a factor of **2.5** since 2018.



GOAL 3

Ballarat has a strong domestic audience and consumer market for local creative product

TARGET:

Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030.

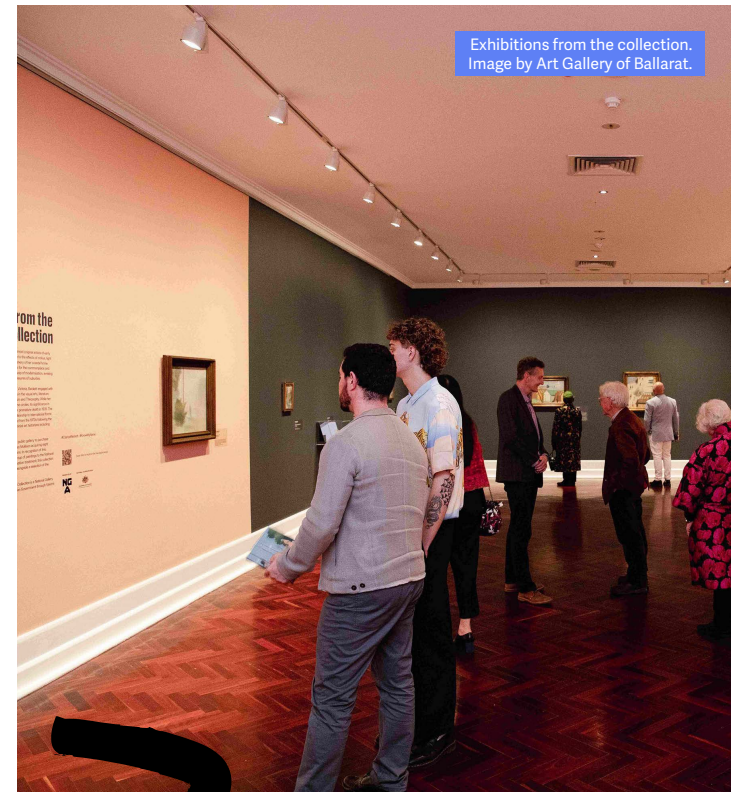
City Of Ballarat Operated Venues	Total Attendance 2021/22 (Baseline)	Council Operated Venues	Total Attendance 2023/24
<ul style="list-style-type: none"> Her Majesty's Theatre Civic Hall Art Gallery of Ballarat Eureka Centre 	125,000 (estimated)	<ul style="list-style-type: none"> Art Gallery of Ballarat Eureka Centre Libraries Cultural Venues 	402,043

OUTCOME: Goal achieved.

Aggregate number of attendances has increased by a factor of

3.2

across all institutions.



GOAL 4

Ballarat's cultural economy and market is continually growing

TARGET:

Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.

Reporting 2021/22 (Baseline)	Reporting 2022/23	Reporting 2023/24
<p>27 percent of domestic overnight visitors to Ballarat were cultural visitors who took part in arts, culture, Indigenous, heritage activities.</p> <p>A total of 380,000 nights were measured for cultural tourism. <small>(Tourism Research Australia, 2022)</small></p>	<p>22.9 percent of domestic overnight visitors to Ballarat were cultural visitors who took part in arts, culture, Indigenous and heritage activities.</p> <p>A total of 420,000 nights were measured for cultural tourism <small>(Tourism Research Australia, 2023)</small></p>	<p>25.6 percent of domestic overnight visitors to Ballarat were cultural visitors who took part in arts, culture, Indigenous and heritage activities.</p> <p>A total of 559,000 nights were measured for cultural tourism. <small>(Tourism Research Australia, 2024)</small></p>

CULTURAL TOURISM SPENDS GROWING		
Money spent by domestic overnight visitors on arts, heritage, culture and Indigenous activities		
2021/22	2022/23	2023/24
\$92 million	\$109 million	\$140 million
Increase of over 25 percent, year on year.		

Tourism Research Australia data (2022, 2023 & 2024)



White Night, Ballarat. Image by Love Drum Creative.

OUTCOME: Progress.

The number of cultural tourism visitor nights
increased 1.5 times
from 380,000 to 559,000.

In 2023/24 the percentage of cultural tourists dropped
1.4 percent
below the baseline.

GOAL 5

Ballarat is a city with strong representation of a variety of creative industries

TARGET:

Achieve 3,000 jobs in Creative Industries by 2030 .

There are two main ways to measure the jobs in the Creative Industries.

Creative businesses registered through ABNs provides us with an understanding of levels of businesses operational and registered. The Census provides a four-yearly view on a set of declared occupations. Alternatively, there are quarterly numbers supplied through Australian Bureau of Statistics Workforce Estimates on full and part time jobs in the arts and recreation services. This Report Card uses both sources of data to provide reliable estimates on the numbers of jobs within the Creative Industries in Ballarat.

Reporting 2021/22 (Baseline)	Reporting 2022/23	Reporting 2023/24
1,067 active Australian Business Numbers in arts and recreation services. ⁴	1,258 active Australian Business Numbers in arts and recreation services. ⁵	1,114 active Australian Business Numbers in arts and recreation services. ⁶
1,425 employed in 63 occupations classified as culture and creative (2.7 percent of the workforce). ⁷	1,425 employed in 63 occupations classified as culture and creative (2.7 percent of the workforce). ⁸	1,425 employed in 63 occupations classified as culture and creative, (2.7 percent of the workforce). ⁹
1,194 full and part time jobs in the arts and recreation sectors (2.6 percent of the workforce). ¹⁰	2,317 full and part time jobs in the arts and recreation sectors (2.8 percent of the workforce). ¹¹	Estimated 2,548 full and part time jobs in the arts and recreation sectors (2.9 percent of the workforce). ¹²
Total Ballarat Workforce: 53,442.¹³	Total Ballarat Workforce: 62,005.¹⁴	Total Workforce: 58,963.¹⁵

OUTCOME: Progress.

The measurement of employment is a valid measure of a strong creative and cultural sector. However the calculation of jobs and workforce is limited due to classifications in the Census, the definition of creative work, and the fact the sector is made up of fragmented work, part time effort, self-employment, paid hobbies and the gig economy. As a result, the figures should be viewed with care.

Full and part time jobs have more than doubled since 2021 to **2,548.**

Table 5: Ballarat Creative industry jobs between 2021 and 2024

⁴ ABNs in arts and recreation services. Australian Business Register 2019

⁵ ABNs in arts and recreation services Australian Business Register 2022

⁶ ABNs in arts and recreation services Australian Business Register 2024

⁷ 2021 Census analysis, SED Advisory (2022)

⁸ 2021 Census analysis, SED Advisory (2022)

⁹ 2021 Census analysis, SED Advisory (2022)

¹⁰ ABS (6291.0.55.001 - RQ1 - Employed persons by Industry division of main job (ANZSIC), Labour market region (ASGS) and Sex, SED Advisory 2023

¹¹ ABS (6291.0.55.001 - RQ1 - Employed persons by Industry division of main job (ANZSIC), Labour market region (ASGS) and Sex, SED Advisory 2023

¹² ABS (6291.0.55.001 - RQ1 - Employed persons by Industry division of main job (ANZSIC), Labour market region (ASGS) and Sex, Annual averages of the preceding four quarters, Year to August 1999 onwards). Analysis by SED Advisory

¹³ Total Ballarat Employment by Industry, Economy .id 2018

¹⁴ Total Ballarat Employment by Industry, Economy .id 2022

¹⁵ Australian Bureau of Statistics 2024, Labour Force, Australia, Detailed, ABS

Industry Contribution Reports – Ballarat’s Creative and Cultural Industries

There is much debate about which industries and activities constitute ‘creative’ and ‘cultural’. The City of Ballarat has relied upon definitions provided by Creative Victoria’s Creative State Reports which merge a wide variety of practices, businesses and industries. The Creative City team closely analyses the different participants who make up the sector by analysing the Census data and has broken them down into specific focus categories.

The creative economy injected **\$658.4 million** into the wider Ballarat economy in 2022/23.

Creative and cultural industries total local sales

Total Local Sales (\$m)	Total Local Sales (\$m)	Total Local Sales growth
2017/18	2022/23	
\$625.87m	\$658.38m	5 percent

These figures should be viewed with caution as there are many different segments to the creative and cultural industries and some of them are more resilient than others. Five out of the nine segments examined are failing or going in reverse.

The Internet Publishing and Broadcasting segment, while a small portion of the industry in 2017/18, in 2022/23 has completely disappeared.

The Professional Scientific and Technical Services segment which includes graphic designers, jewellery makers, architects and more, make up most local sales at \$504.55 million and are growing a steady 10 percent.

Heritage Services have grown by a significant 25 percent.

	Local Sales (\$m)	Local Sales (\$m)	Difference
Arts and Recreation Services	2017/18	2022/23	
Heritage	13.48	16.85	25%
Performing Arts and Creative Services	16.81	15.99	-5%
Manufacturing			
Textile, leather, clothing and footwear	27.89	23.9	-14%
Furniture and other manufacturing	17.38	19.95	15%
Printing	16.35	11.46	-30%
Information, Media and Telecommunications			
Publishing	16.35	11.46	-30%
Motion Picture and Sound Recording	17.01	16.14	-5%
Broadcasting	27.78	31.51	13%
Internet Publishing and Broadcasting			
Professional Scientific and Technical Services			
Professional, Scientific and Technical Services (Except Computer System Design and Related Services)	458.91	504.55	10%

National Institute of Economic and Industry Research (NIEIR) ©2024. Compiled and presented in economy.id. Data are based on a 2020/21 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year

GOAL 6

Ballarat is a city where strong creative capabilities are used throughout industry and the community

TARGET:

Increase the proportion of Science, Technology, Engineering, Arts and Mathematics (STEAM) qualified professionals in the Ballarat labour force from 14 percent to 20 percent by 2030.

Measurement of the STEAM qualified professional is limited to the four-year windows of the Census.

Reporting 2021/22 (Baseline)	Reporting 2022/23
STEAM qualified professionals make up 14.7 percent of the workforce (6,343 people) compared with 20 percent for Greater Melbourne. ¹⁷	STEAM qualified professionals make up 17.8 percent of the Ballarat workforce (9,147 people). ¹⁸
Reporting 2023/24 As a percentage of the Ballarat workforce (58,963) which is STEAM qualified professionals make up 20.9 percent of the Ballarat workforce (12,323).	



OUTCOME: Achieved.

STEAM qualified professionals have increased to

20.9 percent
of the Ballarat workforce.

¹⁷ ABS Census data 2016. QALFP - 2 Digit Level by LGA (POW) and LFSP Labour Force Status by LGA (POW). STEAM qualified professionals = ABS Non-School Qualification: Field of Study, 01. Natural and Physical Sciences; 02 Information Technology; 03 Engineering and Related Technologies, Tony Irish 2022

¹⁸ ABS Census data 2021. QALFP - 2 Digit Level by LGA (POW) and LFSP Labour Force Status by LGA (POW). STEAM qualified professionals = ABS Non-School Qualification: Field of Study, 01. Natural and Physical Sciences; 02 Information Technology; 03 Engineering and Related Technologies, Tony Irish 2022



Work of artist Lucie Hassell Barrett.
Image by Carli Wilson, Still Smith Studio.



Ceramics by Barry Wemyss.
Image by Carli Wilson, Still Smith Studio.



Arranmore furniture manufacture.
Image by Jett Leduc.

Creative City Report Card
2023/24



8.3. EVENTS STRATEGY ANNUAL REPORT CARD

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

PURPOSE

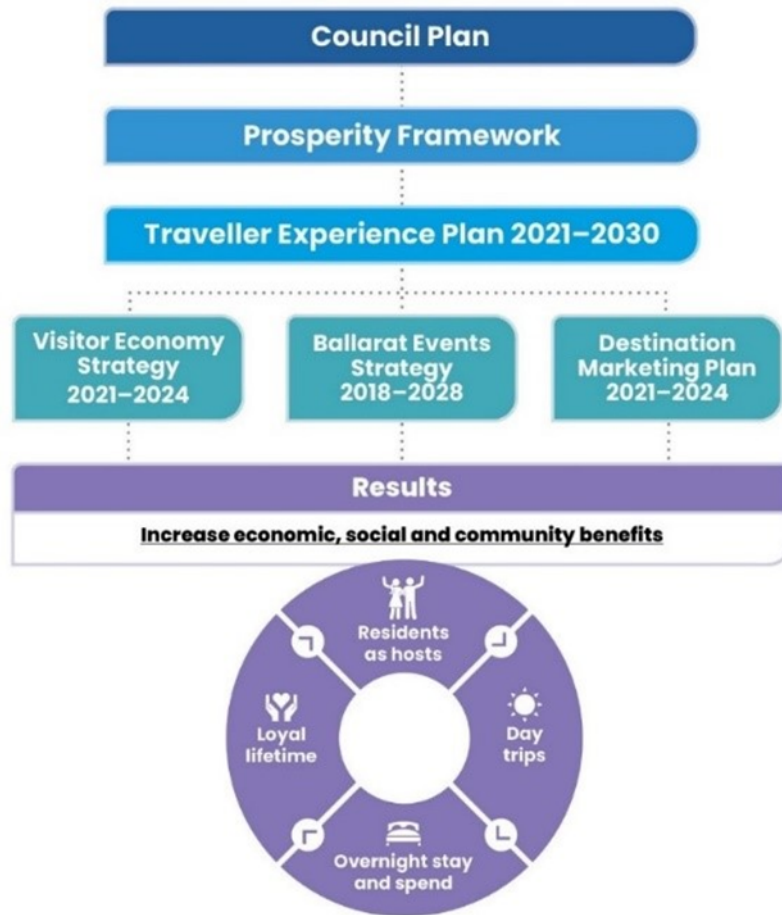
1. This report provides an evaluation of the implementation of the City of Ballarat Event Strategy 2018-2028 for the 2023/2024 period. This evaluation is measured against progress toward completing tasks allocated within the designated timeframe. Comments have been provided to compare the 2023/2024 results with the previous financial year.

BACKGROUND

2. The City of Ballarat produces, facilitates, concierges, and invests in a significant number of events that are tailored for the local community as well as to attract visitors and the economic benefits this produces. Ballarat's signature events amplify well beyond the local area, promoting our local culture, heritage, and community to an audience from across the country. Combined with a compelling local narrative, the Ballarat events program strives to be an authentic, bold, and dynamic articulation of the City's aspirations.
3. The Ballarat Events Strategy 2018-2028 (the Strategy) provides a roadmap for the development of Ballarat's calendar of events and to ensure their outcomes are fully understood, optimised, and in line with broader strategies and priorities.
4. The Strategy aims to guide Council event staff and the event industry stakeholders on the City's event priorities and ensure they meet the needs of our local community and target audiences. It helps ensure our city's event program is contemporary and developed for new and existing audiences in a constantly changing environment.

The vision articulated by the Strategy is, *"For the Ballarat event calendar to be the most prominent driver towards realising our aspiration of being an innovative, inspiring, caring, and courageous city."*

5. The three primary objectives provided in the Strategy and reported on annually are:
 - Economic
 - Identity (brand)
 - Civic liveability
6. These primary objectives provide the framework for the annual report on the Strategy.
7. The Strategy is one component of a suite of documents aimed at growing Ballarat's economy and enhancing the quality of life of our community. The hierarchy of these documents is expressed in the following diagram.



8. The Strategy was first created by Ballarat Regional Tourism (BRT) in 2017 and launched in 2018. It then went through a revision, which was adopted by Council 23 June 2021.
9. Since that time, officers report annually to Council and to our community on the progress of its execution and the economic and social benefits it generates.
10. The Event Strategy breaks down priority areas and individual tasks into short, medium and long term. Below is a summary of the status of tasks. Short term period is 2018-2023, medium term period is 2023-2025, long term is 2025-2028. Overall, the Strategy is being successfully executed with tasks being collectively actioned between the Events Unit, Sport and Recreation Services, and the Visitor Economy.

Short term

- 40 Completed
- 1 In progress (on track for completion)
- 0 Requires monitoring
- 1 Not started

Medium term

- 10 Completed
- 1 In progress (on track for completion)
- 0 Requires monitoring
- 0 Not started

Long Term

- 2 Completed
- 0 In progress (on track for completion)
- 0 Requires monitoring
- 2 Not started

11. For the detailed actions per strategy objective, please refer to attached Event Strategy Report Card Status 2023/24.

KEY MATTERS

12. Key achievements include Council events unit coordinating and delivering all 16 Council owned events in 2023/24.

EVENT	TIMING
1. Matildas (soccer) medal playoff live site	July
2. Vietnam Veterans Memorial Service	August
3. Remembrance Day Memorial Service	November
4. Christmas (installations/activation)	November/December
5. Summer Sundays 1	January
6. Summer Sundays 2	January
7. Annual fireworks	January
8. Summer Sundays 3	January
9. Summer Sundays 4	January
10. Australia Day Picnic in the Park	January
11. Ex-POW Memorial Service	February
12. Begonia Festival	March
13. ANZAC Day (4 separate services)	April
14. Easter (installations/activation)	April
15. Heritage Festival	May
16. Winter Festival	June/July

13. In addition to delivering Council owned events, the events unit provide extensive concierge service to assist medium to large events such as Spilt Milk, Ballarat International Foto Biennale (BIFB) and White Night.
14. With significant progress made on completion of strategy actions, key outcomes include the following:
- a) Feasibility of the Victoria Park Events Precinct and an application to the Regional Tourism Infrastructure Fund for capital works.
 - b) The Tourism Events Grant Program was effective in facilitating seven leisure events, two business events and three sporting events.
 - c) Ballarat.com.au website was developed to assist in the attraction and acquisition of major events to Ballarat. A showreel was created and promoted through this webpage.
 - d) Installation of creative Easter decorations to activate the CBD was increased with a significant volume of positive social media commentary from the community.
 - e) White Night was successfully secured by the Events unit in partnership with Visit Victoria and attracted 63,000 people.
 - f) BIFB continues to grow in reputation and attendance attracting 39,228 people.
 - g) Spilt Milk 2023 saw significant growth, attracting 38,000 attendees up from 33,000 in 2022.

15. The 2023/2024 period saw significant challenges to audience's discretionary spend and event attendance due to the cost-of-living pressures. During this period, the national music festival scene had significant challenges with many large multi-stage events being cancelled. While Spilt Milk 2023 was very successful, unfortunately this trend in major festivals lead to the cancellation of Spilt Milk for December 2024.
16. Ballarat Begonia Festival saw extreme weather with each day over 36 degrees, resulting in a 25% drop in attendance. From a typical average attendance (total attendance) of 60,000, the 2024 event attracted 45,000. Nevertheless, while attendance was down, overall festival satisfaction remained high with 92% of attendees rating the event Very Good/Excellent.
17. Despite the challenges, there has been significant growth in attendance numbers of visitors and their economic spend, as well as attendance by the Ballarat community.

Economic Objectives

18. For the 2023/2024 period, Council owned events and those funded by Council generated an injection of \$51,944,030 into the Ballarat economy. This is an increase of 24% from 2022/2023.

Table 1: Economic performance of Council delivered, and Council funded events combined per year.

Year	Economic impact
2022 – 2023	\$39,622,714
2023 – 2024	\$51,944,030
Percentage Difference	+24%

19. The return on investment (ROI) is the key measure when assessing the economic performance of an event. The ROI is calculated by the number of visitors to Ballarat and the quantum of their spend over the duration of their stay. The projected spend of locals is not included in this calculation as this is not considered 'new money' into our economy.
20. Based on the current standard benchmark ROI of 10:1 (\$10 into the local economy for every \$1 spent by Council), the ROI for Council owned and funded events remains high (refer to Table 2 below). This indicates the economic value of events for Ballarat and the merit of the Council event funding programs (the Tourism Event Grant Program, the event development (attraction/acquisition) budget and the Commercial Partnership Program).

Table 2: ROI for Council delivered and Council funded tourism events.

	Economic impact	COB funding	ROI
2023/24	\$51,944,030	\$3,134,472	17:01

Identity (brand) objectives

21. Council owned events, funded events, and those attracted to Ballarat help facilitate the intrastate promotion of Ballarat, predominantly into Melbourne. These events provide a cost-effective platform to promote Ballarat as a holiday/visit destination

through the generation of free publicity/PR. The benefit from this event-generated media and promotion can be valued in financial terms.

Examples of the value of the media generated by major events include:

- 2024 Ballarat Begonia Festival was \$2,336,506.
- 2024 Ballarat Heritage Festival was \$1,899,776.

Civic liveability objectives

22. The Ballarat community continue to enjoy the events both delivered and funded by Council. The 2023/24 period saw 175,312 locals (living within 25kms of Ballarat) attend Council owned and Council funded events (multiple event attendance).

Table 3: Attendance and duration of event attendees.

Event	Total attendance	Local attendance	Visitor attendance
Council delivered	101,353	74,969	26,384
Council funded	302,074	100,343	201,731
TOTAL	403,427	175,312	228,115

23. The 2023/24 period achieved significant growth with an increase in total attendance of 22% with an increase in local attendance of 19%.

Table 4: Attendance comparison per year of combined Council delivered and funded events.

Year	Total attendance	Local attendance	Visitor attendance
2022 - 2023	316,404	141,157	175,247
2023 - 2024	403,427	175,312	228,115
Percentage difference	+22%	+19%	+23%

COMMUNITY ENGAGEMENT

24. There was no community engagement taken for the purpose of this report as the report lists the Event Strategy actions assigned to Council staff for completion.

OFFICER RECOMMENDATION

25. That Council:

- 25.1 Receive and note the City of Ballarat Events Strategy 2018-2028 annual report card for 2023/24.

ATTACHMENTS

1. Governance Review [8.3.1 - 2 pages]
2. Ballarat Events Strategy 2018-2028 [8.3.2 - 28 pages]
3. Event Strategy Report Card Status 2023 24 [8.3.3 - 5 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan 2021 – 2025
 - Goal 5: A strong and innovative economy and city
2. Ballarat Events Strategy 2018 – 2028
3. Ballarat Creative City Strategy
4. Traveller Experience Plan 2021 – 2030
5. Visitor Economy Strategy 2021 - 2024

COMMUNITY IMPACT

6. This report identifies significant positive implications for the community. For events delivered and/or funded by Council, 175,312 Ballarat residents, and 228115 visitors attended.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

7. There are no climate emergency or environmental sustainability implications from this report. Wherever possible, Council owned events are delivered to a high standard of sustainability, primarily focused on reducing the volume of waste and the reduction of waste going to landfill.

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. There are no negative economic sustainability implications from this report. However, from the efficient delivery of the events portfolio, events delivered and funded by the City of Ballarat generated \$51,994,030 economic impact for Ballarat.

FINANCIAL IMPLICATIONS

9. There are no financial implications from this report. Execution of the Ballarat Events Strategy 2018-2028 is delivered within Council's annual recurrent budget allocation.

LEGAL AND RISK CONSIDERATIONS

10. There are no legal or risk considerations from this report.

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*.

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COMMUNITY CONSULTATION AND ENGAGEMENT

12. Community involvement in the planning and delivery of events remain crucial to success. As an example, the Ballarat Begonia Parade involve dozens of community organisations and members. All Council delivered events continue to achieve a minimum of 50% event, artists, and stallholders.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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



OFFICIAL



Ballarat Events Strategy **2018–2028**





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

Ballarat Events Strategy 2018-2028



Acknowledgement of Country

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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Ballarat plays host to events that capture the interest of the local community and attract a range of visitors. The backdrop for our City's signature events – some of Australia's most significant heritage locations and beautiful natural landscapes – enables their reach to be amplified well beyond the local area and promote Ballarat to the world. Combined with a compelling local narrative, the Ballarat event program has enormous potential to be an authentic, bold, and dynamic articulation of the City's aspirations.

The purpose

This Events Strategy (Strategy) provides a roadmap for the development of Ballarat's event program over the next eight years. It will help ensure the outcomes of the events program are fully understood, optimised and in line with broader City of Ballarat strategies and priorities. With this in mind, the Strategy is designed to be a practical guide to assist the direction of current events, initiation and acquisition of new events, and provide a rationale for ceasing investment in others – to that end, it is a strategic framework for event development.

The Strategy acknowledges the strengths of the existing events program and its importance to the local community. It also articulates how events will help our community realise its aspirations, deliver more creative event executions, foster a balance in the program, and in turn help us attract a more diverse audience.

The Ballarat Events Strategy aims to guide event staff, other Council staff involved with events, and event industry stakeholders on the City's event priorities, and ensure they meet the needs of our local community and target audiences. It will help ensure our City's events program is contemporised and developed for new and existing audiences in an ever-changing world.



Ballarat Begonia Festival 2021 | [Facebook](#) [Instagram](#) andysmithphotographic



Ballarat Heritage Festival 2021 | [Instagram](#): [chip_shots](#)

Ballarat Events Strategy 2018-2028

Our Vision

For the Ballarat Event Calendar to be a prominent driver towards realising our aspiration of being an innovative, inspiring, caring, and courageous city.

Our Mission

To deliver the Ballarat Event Calendar in a way that authentically amplifies our city's points of difference and supports our prosperity.

How will we know the extent to which we have delivered on our Vision in 2028?

From 2021 onwards, we will track these two questions via the City of Ballarat's Brand Health Tracker:

i. Has your perception of Ballarat changed in recent times?

ii. Open question for anyone that answers yes to Q1: What has changed your perception of Ballarat?

Our measure of how effective we have been in realising our Vision will be the percentage of the target market sample that name an event or events (response to Q2) as having contributed to their perception of Ballarat changing.

How will we know how effective we have been at delivering on our Mission?

Over the course of the eight years this strategy spans, the City of Ballarat will transparently and consistently measure the following to gauge how effectively we are delivering on our Mission:

- Direct spend by visitors who cite an event as a main reason for having visited Ballarat.
- Percentage of local residents that strongly agree that a signature or identity event makes them proud to be from Ballarat.

More detail on our Key Performance Indicators (KPIs) that will track how effective our City's event calendar is can be seen on Page 10.

To further understand what our Vision and Mission statements mean, it's important that we define a few things through the lens of events and tourism more broadly.

Our City's Values

As detailed in the City's Prosperity Framework (PF), the people of Ballarat want to move into a future where they see Ballarat as being defined by the four values outlined below. By aligning our strategy with these, we will ensure the event visitor experience is authentic and true to place.

What does the aspiration for our City look like through an events lens?

Our residents want to be seen as...	In an events context, that means...
1. Innovative	Creatively amplifying the narrative and stories of our people and places
	Supporting and empowering our creative community through active collaboration
2. Courageous	Sharing our distinctive identity and truth
	Empowering our locals to be involved in our events
3. Inspiring	Immersing our audiences in uniquely local experiences that inspire civic pride
	Facilitating contemporary activations that connect with a range of audiences
4. Caring	Welcoming visitors to our events with generosity and local hospitality
	Embracing and celebrating our diverse communities and cultures.

Strategy Objectives

Three primary objectives we want to drive via events, and how we define them:

1. Economic Objectives

We invest in these expecting to drive a specific economic return for our investment.

Three KPIs

- i. Direct spend by visitors that cite the event as a main reason for visiting
- ii. Net inflow of spend into Ballarat via event budget spend¹
- iii. Percentage of visitors that intend to return to Ballarat for leisure purposes.

2. Identity (Brand) Objectives

We invest in these to amplify Ballarat's brands and help Ballarat live up to its aspirations. Importantly, in doing so, we see economic impact occurring as an outcome of getting Identity right.

One KPI via our Brand Health Tracker²

Percentage of sample that:

- i. Agree with "My perception of Ballarat has changed in recent times", and
- ii. Spontaneously cite an event(s) as a reason for that shift in perception.

This result will be underpinned by shifts in the following four brand attributes (values) tracked in the Brand Health Tracker, all of which align back to the key aspirations the Ballarat community articulated in the Prosperity Framework (PF).

- Creative (Innovative in PF)
- Adventurous (Courageous in PF)
- Inspiring
- Welcoming (Caring in PF)

3. Civic, Liveability Objectives

These events are delivered for the benefit of our community. For those classed as 'Liveability' events, any economic or identity objectives that are realised should be ancillary to the benefit derived by the community itself. That said, classifying them in this way does not preclude them from evolving in to 'Identity' or 'Economic' events.

Five KPIs linking back to the Health and Wellbeing Plan, Ballarat's Creative Cities Strategy and 2040 Strategy

- Number of local attendees across all events
- Number of local participants across all events
- Number of local volunteers at events
- Percentage that 'know event well' on three-point awareness scale (measured via Community Tracker research)
- Percentage that state that a specific key event makes them proud to be from Ballarat (measured via Community Tracker research)

¹. Defined as the amount of event budget spent with Ballarat Business – that spent with Businesses based outside of Ballarat
². Quantum Market Research – Visit Ballarat Brand Tracking

Amplifying Our Unique Identity via Events

Why is concentrating on identity and brand characteristics important to us?



Ballarat's unique identity and experiences are the reason visitors come to Ballarat. Our culture, history and unique assets set us apart. They inspire pride in locals and make us a compelling destination for potential visitors.

Celebrating, amplifying, and sharing this identity through our events will highlight what makes Ballarat special. When we do this creatively and authentically, we turn our events into genuine **points of difference**.

These unique and inclusive experiences will **engage our existing audiences, attract new ones, and create an army of advocates** to promote the Ballarat experience far and wide.

The questions Council will ask themselves about Ballarat events:

From other work the Council has conducted, we know what Ballarat's points of difference (or experience pillars) are (See page 13). As such, when it comes to leveraging Ballarat's investment in events, we need to ask the following questions:

- i. How can our city invest in this event to ensure its content is delivered in a way that is;
 - » truly innovative and creative?
 - » authentic and unique to Ballarat?

- ii. Who within the community can partner to help create and elevate the attendee experience?
- iii. Does the event highlight our experience pillars, use our unique infrastructure and/or speak to one of our key attributes?

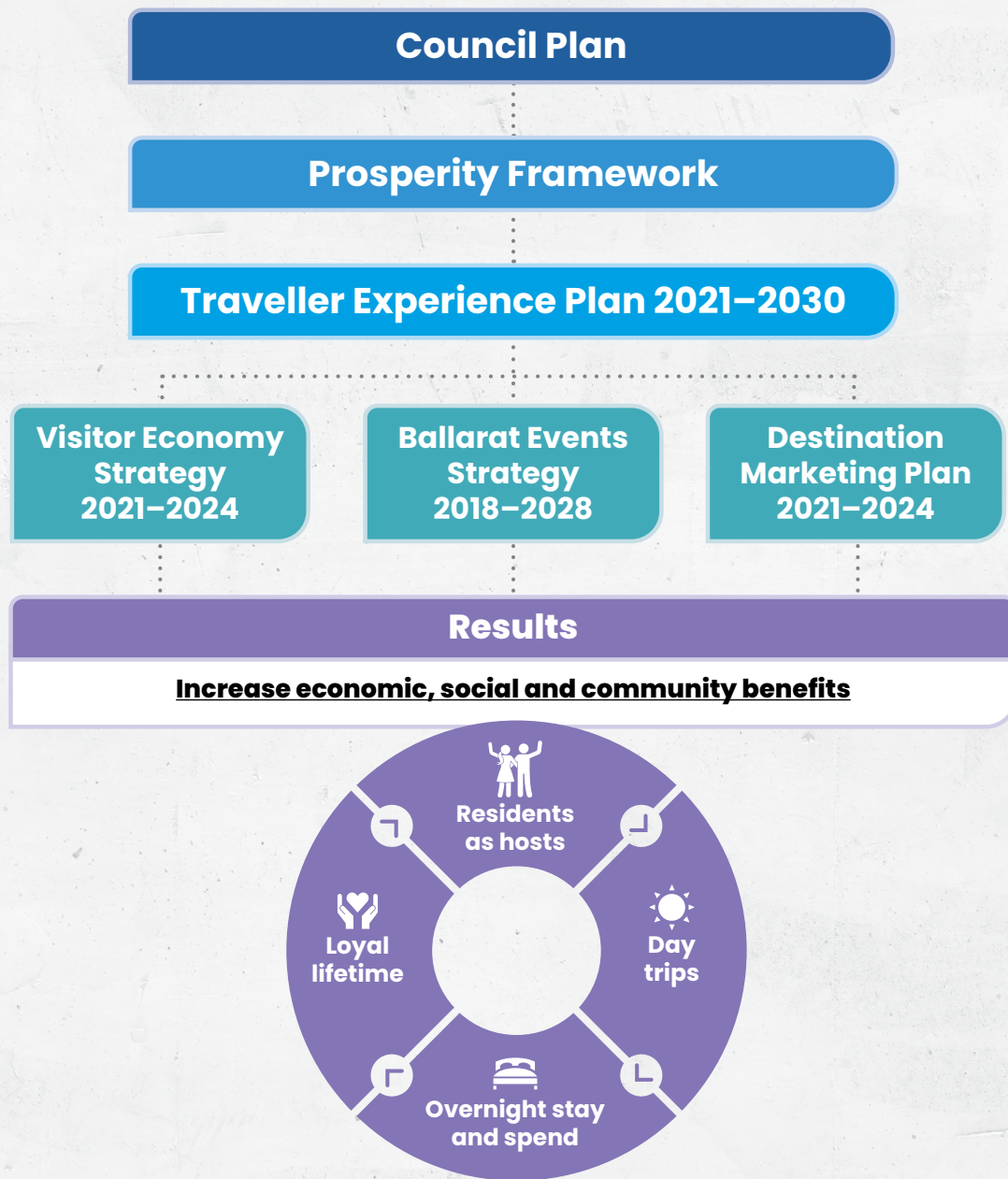
In responding to these questions through our events, Council will help deliver on Ballarat's Traveller Experience Plan, and more broadly, our aspiration to be a city that is innovative and creative, and in turn, inspiring.

By creating partnerships within the community, we can share the responsibility of growing the event offering and the quality of the attendee experience.

If Ballarat locals can help welcome visiting event attendees, we will show our City's caring nature and in turn, further elevate visitor experience.

Delivering on these brand promises and values will ensure our visiting event attendees leave Ballarat as champions of our region, creating the word of mouth that will change the perception of our City for the better.

Context of visitor economy planning



Ballarat's Core Experience Offer

Ballarat's culture is a reflection and expression of our customs, traditions, heritage, and social character. At the core of our distinctive offering is a deep and honest commitment to quality of place and the uniqueness of the people and stories that bring it to life, give it character and shape its distinction.

We need to think differently about the potential opportunities this presents and challenge the way we have done things in the past. We need to carve out our position in the destination marketplace and shift to becoming a place of creative connection. This will set us apart from other regional destinations in Victoria. This will mean moving from transactional experiences to more transformational and inspirational visitor experiences.

To achieve this shift, Ballarat needs to develop the quality and diversity of product, experiences, and events to keep visitors in the destination longer and spending more. The experiences need to be consistent with Ballarat's unique point of difference.

As set in the *Traveller Experience Plan 2021–2030*, they are expressed through the intersection of the two core pillars:

1. Cultural and creative

2. Contemporary heritage

These core pillars are at the root of Ballarat's identity and act as anchor points for the types of products, events, and experiences that we need to deliver.

1. Cultural and creative

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

2. Contemporary heritage

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

Key Attributes

In addition to the two core pillars, the *Traveller Experience Plan 2021–2030* identified Ballarat and the broader region as have significant key attributes that are integral in driving visitation to the region. There are further opportunities to increase awareness, visitation, and yield from these key attributes.

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

Our Unique Infrastructure

Our Unique Infrastructure

Her Majesty's Theatre, the Art Gallery of Ballarat, Civic Hall, the Mechanics' Institute, the Mining Exchange, Craig's Royal Hotel, Lake Wendouree, leading sporting infrastructure such as Mars Stadium and the Ballarat Sports and Events Centre - our list of beautiful buildings, leisure infrastructure and event spaces is impressive. These spaces set us apart.

As such, when we invest in events we must, wherever possible, use these spaces and venues. Breaking the mould and using these spaces in innovative ways will help us deliver on our aspirations.

By being brave in how we use our unique infrastructure, we will deliver on our aspiration of being innovative and courageous, and all in a way that is true and authentically Ballarat.

If we put attributes, infrastructure, and narratives at the heart of delivering the Event Strategy, it will be a significant contributor towards delivering on the TEP.

The events strategy will deliver on the Traveller Experience Plan (TEP) in the following ways;

1. Help shift the perception of Ballarat and change the status quo
2. Address some of the identified experience gaps
3. Capitalise on a number of opportunities highlighted under each of the two key experience pillars
4. Develop and adopt a seasonal based thematic approach that provides opportunity for co-operative alignment to key partners such as Sovereign Hill. Development of seasonal based themes will give the clarity and assuredness requested by industry, providing confidence to invest in developing aligned product.



Ballarat Heritage Festival 2021 | [Instagram](#): [chip_shots](#)

Current Event Calendar Impact

Economic impact delivered by the current calendar

To understand where we want to get to by 2028, it is critical to understand where we are currently positioned. To provide the current day benchmark, we have taken the results delivered by the 2019 event calendar*. In total, 42 events** were included in this benchmarking.

As seen in the 8-year strategy overview, the City of Ballarat will allocate resources to develop a robust measurement framework to provide consistency in measuring the success of the event calendar. This will require significant cooperation from external event owners and extensive attendee research.

However, as at March 2020, using the best available data and supplementing it with reasonable, conservative assumptions, we see the 42 events on the 2019 calendar delivered:

- 93,000 intrastate day-trip visitors
- 81,400 intrastate overnight visitors
- 17,000 interstate overnight visitors
- 881 international overnight visitors
- A total of 178,000 bed nights, delivering
- \$35.4m in visitor spend

The Ballarat Master Event Calendar can be seen on page 18.

* The benchmark for January and February events has been taken from the 2020 iterations as they were conducted prior to the onset of COVID-19.

** To be included in the benchmarking, events needed to be:
i. Supported by the City of Ballarat in some shape or form,
ii. Currently drive, or have potential to drive key economic, identity and/or liveability objectives, Ceremonial/ Civic events (i.e.: Ex-POW memorial service, ANZAC Day service, Vietnam Veterans service, Remembrance Day, and Carols by Candlelight) have been included as they have a significant impact upon the Events Team's time and resources.



Summer Sundays 2021 | [Instagram](#): [chip_shots](#)

Classifying our Event Investment

By classifying each event on our City's event calendar, we help identify and focus on the primary intent behind each investment the City of Ballarat makes. Further, it allows us to easily understand which type of events and investments are delivering on our three primary objectives (Economic, Identity and Civic). To that end, we have classified our current events by Investment Intent.

Investment Intent

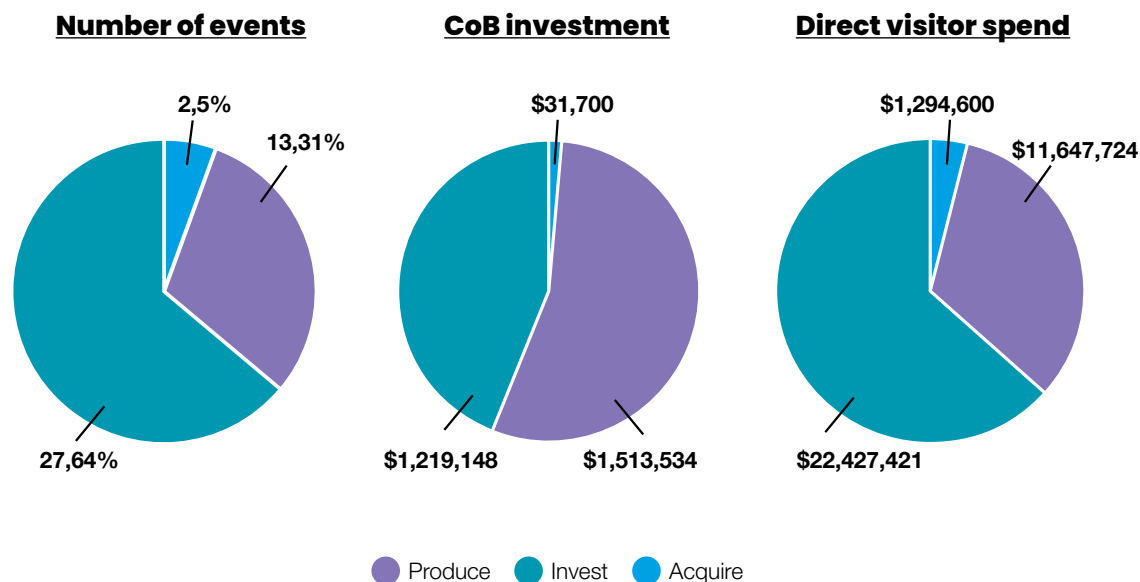
The City of Ballarat will manage its investment in events by allocating spend across three key categories:

1. Produce – Council owned, recurring (and potentially one off) events that the City of Ballarat is responsible for producing, (e.g. Ballarat Begonia Festival)

2. Invest – Recurring events that are owned and produced by external parties. The City of Ballarat invests in these events with a specific outcome(s) in mind, (e.g. RoadNats)

3. Acquire – One-off events that are externally owned and produced to deliver (primarily) economic returns. These typically use event infrastructure that gives Ballarat a point of difference (e.g. Nitro Circus in 2019)

The below graphs are a current representation of how City of Ballarat investment was split across the 2019 event calendar.



Ballarat Master Event Calendar

With the primary aim of bringing together visitor economy stakeholders to better deliver and leverage the benefits driven by events, the City of Ballarat has distilled down the region's key recurring annual events to form the Ballarat Master Events Calendar. The below bolded events have been identified and

classified as our region's **Signature Events**. These events are those that best reflect who we are, make us proud, and/or use our City's points of difference. These events deliver the most benefit to our community and have significant potential to deliver more if better leveraged.

JANUARY



AusCycling Road National Championships
Summer Sundays

FEBRUARY

Ballarat Gift
Rock Ballarat
Ballarat Beer Festival
Ballarat Swap Meet
Western United Match

MARCH

Ballarat Senior Basketball Tournament
Ballarat Begonia Festival
Red Hot Summer Tour

APRIL

Western Bulldogs Match
Western United Match

MAY

Ballarat Heritage Festival



JUNE

Ballarat Junior Basketball Tournament

JULY

Sovereign Hill Winter Wonderlights



Royal South Street Society Eisteddfod Competition (July-Oct)

The Red Series
Western Bulldogs Match

AUGUST

Ballarat International Foto Biennale (Aug-Oct)

SEPTEMBER

Ballarat and District Sporting Finals

OCTOBER

Buninyong Festival

NOVEMBER

Frolic Festival
Ballarat Cup
Springfest
Spilt Milk

DECEMBER

Christmas in Ballarat

This annual Master Calendar of Events will be further leveraged and supplemented by acquired and one-off events (eg: Nitro Circus in 2019, Summersault in 2021), sporting events and carnivals. The City of Ballarat will continue to work with industry to identify and develop new events that can build on the existing calendar of events.

Ballarat Begonia Festival 2021 | andysmithphotographic

Overview for next eight years – strategic priority areas



2021
Reset and Benchmark



2022
Refine and Plan



2023-25
Nurture and Grow



2025-2028
Leverage and Optimise

Priorities

- i. Analyse current Events Calendar and identify experience gaps
- ii. Launch Event Calendar and use to re-engage with local industry stakeholders
- iii. Classify City of Ballarat Intent and delivery against strategic objectives and involvement in each event on the calendar
- iv. Put in place a robust, replicable measurement program to benchmark the calendar's contribution to the City
- v. Actively develop collaborations and partnerships for event growth
- vi. Review all event investments that the City produces, acquires, or invests annually to ensure performance in line with strategic objectives

Priorities

- i. Continue to refine City of Ballarat governance, resourcing, and measurement
- ii. Write multi-year strategies for all signature events. Resource their implementation



Priorities

- i. Review the Strategy and reset in line with the post-COVID landscape. Set objectives around how we invest in events using our Strategic Intent and Investment Intent classifications
- ii. Set 2028 KPI targets based on benchmarks from 2021-22 research and measurement
- iii. Execute multi-year strategies for signature events

Priorities

- i. Review all event investments and create strategy for each to fully leverage City of Ballarat investment, and maximise subsequent Return on Investment



Ballarat Begonia Festival 2021 |   chip_shots

Strategic Priorities and Actions

Short Term
Analyse current event calendar and identify experience gaps
<p>Output</p> <p>Review event calendar and identify regular anchor events for stability and opportunities for one-off events that create freshness and that are unique and exclusive to Ballarat.</p> <p>Develop a more balanced program in terms of size, location, and timing of events – increase smaller and night-time city focussed offerings, to deliver sustainable activity throughout the year.</p> <p>Keep the doors open; continue delivering all scheduled City of Ballarat events within COVID restrictions of the day.</p> <p>Create leveraging opportunities with industry to increase spend:</p> <ul style="list-style-type: none"> • event extensions/programming to convert day-trippers to overnight visitors • encourage industry partnerships to increase the product proposition for visitors and to provide greater leveraging opportunities for businesses to promote direct to event audiences • Seek a major biennial signature event for Ballarat that builds on the region's creative strengths for Spring 2022
Transform the quality and diversity of product, experiences, and events Opportunity to promote local producers and suppliers.
<p>Output</p> <p>Review programming content of events and activations and develop and refresh content to amplify our local narrative, creatives and venues delivering upon the Traveller Experience Plan;</p> <ul style="list-style-type: none"> • Refresh existing events to ensure quality, relevance and variety in line with the Strategy • Regular and rigorous review and development of event program objectives to ensure alignment with strategic priorities • Engage strategic creative thinkers to reinvent and reimagine event program both holistically and for individual events • Increase and diversify the use of local built, natural and non-tangible assets for events that are distinctively Ballarat • Actively seek event acquisitions that deliver on Strategy objectives • Increase participation of local creative suppliers in all events and activations • Increase use of local food and beverage producers and suppliers

Short Term
<u>Distribute annual Event Calendar</u>
<p>Output</p> <p>Develop, promote and distribute an annual Ballarat event calendar.</p> <ul style="list-style-type: none"> • Launch event calendar three months out from start of year and use it to re-engage with local industry stakeholders • Ensure industry is aware of the City's direction and strategic objectives, and have the opportunity to, and know how to get involved in specific events and the calendar development more broadly • Include events on the calendar that are both produced by Council and externally owned • Promote calendar via City of Ballarat channels and via partners
<u>Review Investment opportunities to ensure a more effective lever for the event calendar</u>
<p>Output</p> <p>Amend Tourism Events Grant Fund to be more agile, timely and responsiveness to market needs. July 2021.</p> <p>Refine the Tourism Event Grant guidelines</p> <ul style="list-style-type: none"> • To ensure funded events are generating a sound economic return • are directly benefitting the Visitor Economy • ensure funded events are aligned with our brand and strengths • are developing our civic liveability objectives and engaging local businesses <p>Develop an event acquisition budget by July 2021 to actively attract compelling events that align with our brand and strengths and support mid-week and annual calendar gaps as identified through the gap analysis process.</p>
<u>Measurement of event impact</u>
<p>Output</p> <p>Create and invest in a robust measurement and research program.</p> <ul style="list-style-type: none"> • Agree on the precise way to measure Visitor Spend. Review Victorian Auditor General's (and by extension, Visit Victoria's) agreed framework • Create templates for event owners to complete as part of their acquittal • Require robust justification for the figures before releasing final tranche of payment • Contract with event owners to supply ticketing reports, economic impact studies, crowd counts etc on a case by case basis. In some cases, part of the City of Ballarat's investment with the event owners should be allocated to research • Carry out regular, consistently executed research with the community

Short Term
Collaboration and Partnerships
<p>Output</p> <p>Actively develop collaborations and partnerships for event program growth.</p> <ul style="list-style-type: none"> • Review City of Ballarat Events Unit web presence in the execution and delivery of the Event Strategy • Promote event services to encourage external producers - promote that Ballarat is open for business to the event industry • Develop partnerships with government, community and commercial groups to initiate and support new and existing events that reflect our identity and support the local economy • Amplify our identity to event producers by highlighting our unique infrastructure, ability to support events in comparison to other regional areas <ul style="list-style-type: none"> » Streamline and simplify grant / funding process using the Strategy's three objectives as a guide to what types of events Ballarat wants to attract and partner with » Update available resources on City of Ballarat website e.g. facilities map, asset register, local event suppliers' directory • Provide a guide on to how to navigate Council processes and regulatory requirements
Local involvement and engagement
<p>Output</p> <ul style="list-style-type: none"> • Continue to grow and foster use of local artists and creatives in programming • Regular engagement with local creatives, event stakeholders and suppliers regarding the event program, how to get involved and how to influence it • Initiate and encourage collaboration with local community organisations to support authentically local events and activations that instil community pride and grow capacity
Accessibility and Inclusion
<p>Output</p> <p>Embrace and celebrate our diverse communities and cultures and welcome visitors through our unique Ballarat experiences.</p> <ul style="list-style-type: none"> • Continue to incorporate First Nations, multicultural and diverse community experiences and involvement across all events and activations where appropriate • Involve local suppliers/ resources in event delivery, include growing base of event services available in Ballarat, build local capacity • Facilitate and promote involvement of local artists to build capacity and promote local talent • Collaborate with local business to develop place appropriate events and activations that will support the sector and activate local business and commercial centres
Operational sustainability and direction
<p>Output</p> <p>Develop considered multi-year strategies for key events. Execute strategies in following years.</p> <ul style="list-style-type: none"> • Develop and deliver sustainable, multi-year plans for all key event investments • Resource the delivery of these plans and empower key staff to deliver on them • Set 2028 KPI targets based on benchmarks from 2021-22 research and measurement

Medium Term 2023 – 2025
<u>Review strategy following three years of implementation to ensure relevance is maintained</u>
Output
Review Ballarat Event Strategy and re-set in line with post COVID landscape. Revise objectives around how we invest in events using strategic intent and investment intent clarifications.
<u>Explore opportunities to promote Ballarat’s sporting, cultural, participation and spectator events to increase visitor demand and visitor expenditure</u>
Output
Continue to explore opportunities with industry for greater leveraging from business and sporting events. <ul style="list-style-type: none"> • Cohesive business and sports events approach • Coordination of event calendar, open days, attractions to encourage multiple activities to encourage an extended stay • Develop opportunities for industry to pre-promote to the sports events visitor • Develop opportunities for industry to leverage off the sports events visitors, once they are in Ballarat • Support industry in re-building the business events sector to support mid-week activation
<u>Elevate attendee experience</u>
Output
Strive for creative and delivery excellence in all components of our activations and events. <ul style="list-style-type: none"> • Determine creative development model for key Identity / signature events to ensure innovative and consistent visitor experiences • Creatively and boldly amplify our competitive advantages within our events to expand our audience demographic and reach beyond Ballarat • Develop strong, contemporary Ballarat events branding across all events • Regular attendee research for all events to gather qualitative feedback
<u>City of Ballarat structure</u>
Output
Continue to refine City of Ballarat governance, resourcing, and measurement. Review resourcing and structure of the Events Team to achieve strategic outcomes.

Long Term 2025 - 2028
Operational sustainability and direction
Output
Execute multi-year strategies for key events. Set 2030 KPI targets based on benchmarks from 2021-22 research and measurement.
Infrastructure and investment plans for identified event precincts
Output
Review event infrastructure at event sites and determine future needs and opportunities for development of key event precincts.
Environmental Sustainability
Output
Continue to refine City of Ballarat governance, resourcing, and measurement. Review resourcing and structure of the Events Team to achieve strategic outcomes.
Review the Ballarat Event Strategy
Output
Review strategy and reset in line with the post-COVID landscape. Set objectives around how we invest in events using our Strategic Intent and Investment Intent classifications.

Methodology

This Event Strategy was developed through consultation, evaluation, and research in line with industry best practice; the Ballarat City Council Plan and other related Council strategies with community, sector and staff priorities front of mind. The research and consultation was undertaken between April and November 2020.

Document Research

City of Ballarat Documents

- City of Ballarat Council Plan 2017-2021
- Ballarat Prosperity Framework 2019
- Ballarat Strategy 2040 – Today, Tomorrow, Together
- Ballarat 2030 Traveller Experience Plan
- Ballarat Creative City Strategy 2019
- Ballarat Creative Precinct Master Plan
- City of Ballarat Health and Wellbeing Plan 2017-2021
- Ballarat Event Strategy 2018-2028
- City of Ballarat Grants Policy and Guidelines
- Ballarat Brand Book presentation


Related Documents

- Visit Ballarat Business Events Sector Plan 2018
- Visit Ballarat Brand Tracking Report 2019
- Art Gallery Ballarat Strategic Plan

Event Documents

- Briefs
- Event Reports and acquittals
- Economic Impact assessments
- Debriefs
- Marketing material
- Event market research



Craft Lab + Design Expo 2021 |   chip_shots

Consultation

- Interviews with City of Ballarat staff, Councillors and affiliated committees including:
 - » Members of the Events Team and other staff associated with events within Council
 - » Events Reference Group
 - » Event Strategy Project Working Group
- Interviews with external event stakeholders including representatives from:
 - » Foto Biennale
 - » Commerce Ballarat
 - » Business Events Victoria
 - » Art Gallery of Ballarat
 - » Visit Victoria
 - » Accolade Event Management
 - » Local Hospitality Industry
 - » Sovereign Hill



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May 2021

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Strategic Priorities 2023-24

Complete
In-Progress
Requires
Monitoring
Not started



Short Term 2018 - 2023	Strategic Priorities	Strategic Actions	Status	Comment	
<u>Analyse current event calendar and identify experience gaps</u>		Review event calendar and identify regular anchor events for stability and opportunities for one-off events that create freshness and that are unique and exclusive to Ballarat.	Complete	Current event forms te basis, such as Begonia Festival, Heritage Festival, Winter Festival, BIFB, Spilt Milk, Social Crew. Event Development Fund and Tourism Event Grant Program will assist supplementing this core list	
		Develop a more balanced program in terms of size, location, and timing of events – increase smaller and night-time city focussed offerings, to deliver sustainable activity throughout the year.	Complete	Completed but focus and effort in this area is ongoing by nature.	
		Keep the doors open; continue delivering all scheduled City of Ballarat events within COVID restrictions of the day.	Complete	Completed but focus and effort in this area is ongoing by nature.	
	Create leveraging opportunities with industry to increase spend:		• event extensions/programming to convert day-trippers to overnight visitors	Complete	Completed but focus and effort in this area is ongoing by nature. We incentivise events we fund to extend duration
			• encourage industry partnerships to increase the product proposition for visitors and to provide greater leveraging opportunities for businesses to promote direct to event audiences	Complete	Events staff brief industry at each quarterly TMV and Commerce Ballarat sector meetings. These briefings are to inform and encourage industry involvement.
			• Seek a major biennial signature event for Ballarat that builds on the region’s creative strengths for Spring 2022	Complete	Social Crew, extension of BIFB funding, and funding to Sovereign Hill for their portfolio of events.
	<u>Transform the quality and diversity of product, experiences, and events</u> <u>Opportunity to promote local producers and suppliers.</u>	Review programming content of events and activations and develop and refresh content to amplify our local narrative, creatives and venues delivering upon the Traveller Experience Plan;	• Refresh existing events to ensure quality, relevance and variety in line with the Strategy	Complete	Completed but focus and effort in this area is ongoing by nature.
• Regular and rigorous review and development of event program objectives to ensure alignment with strategic priorities			Complete	Completed but focus and effort in this area is ongoing by nature.	
• Engage strategic creative thinkers to reinvent and reimagine event program both holistically and for individual events			Complete	Completed but focus and effort in this area is ongoing by nature.	
• Increase and diversify the use of local built, natural and non-tangible assets for events that are distinctively Ballarat			Complete	Completed but focus and effort in this area is ongoing by nature.	
• Actively seek event acquisitions that deliver on Strategy objectives			Complete	Completed but focus and effort in this area is ongoing by nature.	
• Increase participation of local creative suppliers in all events and activations			Complete	Completed but focus and effort in this area is ongoing by nature. Local providers are prmotoed ahead of non-locals	

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		<ul style="list-style-type: none"> • Increase use of local food and beverage producers and suppliers 		Completed but focus and effort in this area is ongoing by nature. Local providers are promoted ahead of non-locals
<u>Distribute annual Event Calendar</u>	Develop, promote and distribute an annual Ballarat event calendar.	<ul style="list-style-type: none"> • Launch event calendar three months out from start of year and use it to re-engage with local industry stakeholders 		Didn't complete due to Local Government Election
		<ul style="list-style-type: none"> • Ensure industry is aware of the City's direction and strategic objectives, and have the opportunity to, and know how to get involved in specific events and the calendar development more broadly 		Completed but focus and effort in this area is ongoing by nature. Event Manager presenting at all Visitor Economy industry forums. LinkedIn group created for Event Managers in Ballarat, where information is shared on events, opportunities and COB strategic objectives
		<ul style="list-style-type: none"> • Include events on the calendar that are both produced by Council and externally owned 		Completed
		<ul style="list-style-type: none"> • Promote calendar via City of Ballarat channels and via partners 		Completed
<u>Review Investment opportunities to ensure a more effective lever for the event calendar</u>	Amend Tourism Events Grant Fund to be more agile, timely and responsiveness to market needs. July 2021. Refine the Tourism Event Grant guidelines	<ul style="list-style-type: none"> • To ensure funded events are generating a sound economic return 		Completed
		<ul style="list-style-type: none"> • are directly benefitting the Visitor Economy 		Completed
		<ul style="list-style-type: none"> • ensure funded events are aligned with our brand and strengths 		Completed
		<ul style="list-style-type: none"> • are developing our civic liveability objectives and engaging local businesses 		Completed
		Develop an event acquisition budget by July 2021 to actively attract compelling events that align with our brand and strengths and support mid-week and annual calendar gaps as identified through the gap analysis process.		Completed
<u>Measurement of event impact</u>	Create and invest in a robust measurement and research program.	<ul style="list-style-type: none"> • Agree on the precise way to measure Visitor Spend. Review Victorian Auditor General's (and by extension, Visit Victoria's) agreed framework 		Are consistently utilising Economy ID and Media Monitoring
		<ul style="list-style-type: none"> • Create templates for event owners to complete as part of their 		Completed. Acquisition templates are completed via Smartygrants.
		<ul style="list-style-type: none"> • Require robust justification for the figures before releasing final tranche of payment 		Completed
		<ul style="list-style-type: none"> • Contract with event owners to supply ticketing reports, economic impact studies, crowd counts etc on a case by case basis. In some cases, part of the City of Ballarat's investment with the event owners should be allocated to research 		Completed
		<ul style="list-style-type: none"> • Carry out regular, consistently executed research with the community 		Completed
<u>Collaboration and Partnerships</u>	Actively develop collaborations and partnerships for event program growth.	<ul style="list-style-type: none"> • Review City of Ballarat Events Unit web presence in the execution and delivery of the Event Strategy 		Completed. Ballarat.com - External information updated regarding acquisitions program and events that Ballarat is looking to attract.
		<ul style="list-style-type: none"> • Promote event services to encourage external producers - promote that Ballarat is open for business to the event industry 		Completed Ballarat.com - External information updated regarding acquisitions program and events that Ballarat is looking to attract
		<ul style="list-style-type: none"> • Develop partnerships with government, community and commercial groups to initiate and support new and existing events that reflect our identity and support the local economy 		Social Crew approved for City Partnership to deliver creative event for 2025 and 2026.

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		<ul style="list-style-type: none"> • Amplify our identity to event producers by highlighting our unique infrastructure, ability to support events in comparison to other regional areas <ul style="list-style-type: none"> » Streamline and simplify grant / funding process using the Strategy's three objectives as a guide to what types of events Ballarat wants to attract and partner with » Update available resources on City of Ballarat website e.g. facilities map, asset register, local event suppliers' directory 		Completed but focus and effort in this area is ongoing by nature.
		<ul style="list-style-type: none"> • Provide a guide on to how to navigate Council processes and regulatory requirements 		Have developed a new staffing position to focus specifically onconcierring events through red tape
<u>Local involvement and engagement</u>		<ul style="list-style-type: none"> • Continue to grow and foster use of local artists and creatives in programming 		Completed but focus and effort in this area is ongoing by nature. Commitment continues in support of Creative City Strategy
		<ul style="list-style-type: none"> • Regular engagement with local creatives, event stakeholders and suppliers regarding the event program, how to get involved and how to influence it 		Closed LinkedIn Group, Visitor Economy Facebook Page, EOI's on Creative Ballarat website, Presentations at Visitor Economy Industry Meetings
		<ul style="list-style-type: none"> • Initiate and encourage collaboration with local community organisations to support authentically local events and activations that instil community pride and grow capacity 		Extensive collaboration with community as content partners for Heritage Festival,participants in Begonia Festival and Begonia Parade, and
<u>Accessibility and Inclusion</u>	Embrace and celebrate our diverse communities and cultures and welcome visitors through our unique Ballarat experiences.	<ul style="list-style-type: none"> • Continue to incorporate First Nations, multicultural and diverse community experiences and involvement across all events and activations where appropriate 		Completed but focus and effort in this area is ongoing by nature.
		<ul style="list-style-type: none"> • Involve local suppliers/ resources in event delivery, include growing base of event services available in Ballarat, build local capacity 		Events unit maintain a minimum 50% of all event performersand artists to be local. Suppliers and Servicesmust be local except by exception
		<ul style="list-style-type: none"> • Facilitate and promote involvement of local artists to build capacity and promote local talent 		Completed but focus and effort in this area is ongoing by nature.
		<ul style="list-style-type: none"> • Collaborate with local business to develop place appropriate events and activations that will support thee sector and activate local business and commercial centres 		Completed but focus and effort in this area is ongoing by nature.
<u>Operational sustainability and direction</u>	Develop considered multi-year strategies for key events. Execute strategies in following years.	<ul style="list-style-type: none"> • Develop and deliver sustainable, multi-year plans for all key event investments 		Ballarat Heritage Event business plan completed providing a clear plan for 2026 onwards. Draft Event Plan for the Ballarat Winter Festival received and under review.
		<ul style="list-style-type: none"> • Resource the delivery of these plans and empower key staff to deliver on them 		Have reviewed and amended internal staffing structure of Events unit
		<ul style="list-style-type: none"> • Set 2028 KPI targets based on benchmarks from 2021-22 research and measurement 		All CoB major events are measurements by survey and Economy ID to form the basis of annual KPI's and targets. eg. Begonia Festival, Ballarat Heritage Festival, Winter Festival
<u>Medium Term 2023 - 2025</u>				

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<u>Review strategy following three years of implementation to ensure relevance is maintained</u>		Review Ballarat Event Strategy and re-set in line with post COVID landscape. Revise objectives around how we invest in events using strategic intent and investment intent clarifications.		Event Strategy reviewed in 2021 and given greater focus on local audiences.
<u>Explore opportunities to promote Ballarat's sporting, cultural, participation and spectator events to increase visitor demand and visitor expenditure</u>	Continue to explore opportunities with industry for greater leveraging from business and sporting events.	<ul style="list-style-type: none"> • Cohesive business and sports events approach 		Tourism Events Grant Program provides funding opportunities for leisure, sport and business events. Two new staffing position have been created and filled to focus specifically on sporting events and on Business events respectively.
		<ul style="list-style-type: none"> • Coordination of event calendar, open days, attractions to encourage multiple activities to encourage an extended stay 		TMV event calendar continues to be populated regularly to provide an opportunity to promote visitation and extended stay. Events Unit continues to seek / create opportunities for collaboration and partnerships with local business sectors for offers / value adds to tie into event themes.
		<ul style="list-style-type: none"> • Develop opportunities for industry to pre-promote to the sports events visitor 		Facilitated by TMV opportunities are provided to industry to leverage off sporting events prior to visitors arriving as well as in situ.
		<ul style="list-style-type: none"> • Develop opportunities for industry to leverage off the sports events visitors, once they are in Ballarat 		Work is ongoing with sporting associations to provide destination marketing to sports events visitors prior to event, facilitated by TMV
		<ul style="list-style-type: none"> • Support industry in re-building the business events sector to support mid-week activation 		Partnerships Events Officer and Business Events Officer liaising to identify opportunities to work together to extend stay and midweek activation.
<u>Elevate attendee experience</u>	Strive for creative and delivery excellence in all components of our activations and events.	<ul style="list-style-type: none"> • Determine creative development model for key Identity / signature events to ensure innovative and consistent visitor experience 		Developing models to facilitate greater degree of fresh and creative event programming.
		<ul style="list-style-type: none"> • Creatively and boldly amplify our competitive advantages within our events to expand our audience demographic and reach beyond Ballarat 		Completed but focus and effort in this area is ongoing by nature.
		<ul style="list-style-type: none"> • Develop strong, contemporary Ballarat events branding across all 		Completed but focus and effort in this area is ongoing by nature.
		<ul style="list-style-type: none"> • Regular attendee research for all events to gather qualitative feedback 		Professional companies appointed to conduct research
<u>City of Ballarat structure</u>		Continue to refine City of Ballarat governance, resourcing, and measurement. Review resourcing and structure of the Events Team to achieve strategic outcomes.		Have recruited new staff and redefined work portfolios
<u>Long Term 2025 - 2028</u>				
<u>Operational sustainability and direction</u>		Execute multi-year strategies for key events. Set 2030 KPI targets based on benchmarks from 2021-22 research and measurement.		Scheduled to comment 2025 onward
<u>Infrastructure and investment plans for identified event precincts</u>		Review event infrastructure at event sites and determine future needs and opportunities for development of key event precincts.		Scheduled to comment 2024/25 onward

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<p>Environmental Sustainability</p>		<p>Continue to refine City of Ballarat governance, resourcing, and measurement. Review resourcing and structure of the Events Team to achieve strategic outcomes.</p>		<p>Have recruited new staff and redefined work portfolios</p>
<p>Review the Ballarat Event Strategy</p>		<p>Review strategy and reset in line with the post-COVID landscape. Set objectives around how we invest in events using our Strategic Intent and Investment Intent</p>		<p>Reset not required, review of Event Strategy planned for 2025.</p>

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8.4. LGBTIQA+ INCLUSION PLAN IMPLEMENTATION REPORT

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

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 LGBTIQA+ Inclusion Plan 2022-2026.

BACKGROUND

2. The LGBTIQA+ Inclusion Plan 2022-2026 (the Plan) was endorsed by Council in October 2022 and is scheduled to be in place until October 2026. The Plan was developed to address discrimination and recognise, respect and value diversity in our community. The Plan directly links with Council's adopted Health and Wellbeing Plan 2021-2031 and the Ballarat Inclusion Framework 2022-2026.
3. Of the 79 local governments operating in Victoria, 77 have some form of commitment to their LGBTIQA+ (lesbian, gay, bisexual, transgender, intersex, queer and asexual) community. While acknowledging every local government operates with different arrangements, usually the commitment involves a mixture of an adopted plan, an advisory committee, acknowledgement and support for days of significance, and participation in local events. This includes regional Councils such as Shepparton, Bendigo, Geelong and Ballarat.
4. Currently 9.6% of the Ballarat population identify as being part of the LGBTIQA+ community. This represents 11,341 residents and ratepayers living across the city (Victorian Population Health Survey, 2017).
5. The adopted action plan (included within the endorsed Inclusion Plan) runs for four years. The initial timeline of year 1 or 2 actions was included to build momentum and add accountability into each of the action areas during the first half of the plan's implementation. Now that the plan has matured, it is proposed to remove the timeline column from the action plan, noting no change to the action plan content for years three and four.
6. Of the 56 actions listed for the first two years:
 - a. 24 have been delivered in full for the period in question.
 - b. 9 are in progress.
 - c. 21 are ongoing.
 - d. 2 are yet to start.
7. Development of the Plan was informed by the Inclusive Ballarat engagement process that took place between early April and early May 2022, with 886 people providing input across a range of engagement platforms and activities.

8. The LGBTIQ+ Inclusion Plan year two outcomes overview is attached to this report. Progress has been recorded against all actions.

KEY MATTERS

9. Notable achievements include:
 - a. **Priority 1: Safety** – LGBTIQ+ inclusivity training was rolled out to Council staff at the Art Gallery, the Ballarat Aquatic and Leisure Centre, Customer Service at the Phoenix Building and the Visitor Economy Team at the Town Hall. Welcoming signage is displayed at all these venues and Council's three libraries.
 - b. **Priority 2: Advocacy and Culture** – City of Ballarat established a new internal Pride Group to lead and represent Council staff members who are part of the broader LGBTIQ+ community. The group commenced in June 2024 and currently has 18 members. Feedback from group members is that they feel valued and supported in their workplace and that the City of Ballarat is a caring and inclusive place to work.
 - c. **Priority 3: Visibility** – Pride Month took place in June with 50 local events taking place across Ballarat to celebrate lesbian, gay, bisexual, transgender, intersex, queer and asexual people in our community. Festival highlights included the *Queer Views: New Perspectives on the Collection* with the Art Gallery of Ballarat, the *Queer Stories* exhibition with TBH Studio and the inaugural Pride Month market which showcased local LGBTIQ+ artists and craftspeople which attracted 650 attendees.
 - d. **Priority 4: Inclusion** – The LGBTIQ+ Advisory Committee (the Committee) met on four occasions in 2024 (reduced from six due to caretaker and election requirements). The Committee welcomed new membership in 2024 following an expression of interest process and Council adoption of the new Committee members in November 2023. Following an initial induction meeting in February 2024, the Committee provided feedback on the LGBTIQ+ Action Plan, LGBTIQ+ Days of Significance, the changing use of terms and language in Council documentation, Pride Month 2024 and the Committee's Terms of Reference.

COMMUNITY ENGAGEMENT

10. During 2024, a number of community engagement activities were conducted in relation to LGBTIQ+ events supported by City of Ballarat, for the purpose of involving and collaborating with the relevant stakeholders. Relevant stakeholders were identified as LGBTIQ+ people living, working and/or studying in Ballarat as well as employees of businesses and organisations that work with local LGBTIQ+ people.
11. As part of the Inclusive Ballarat engagement in 2022, LGBTIQ+ people were consulted on a variety of issues and events. The results and recommendations of this engagement were included in planning for all further events through the endorsed LGBTIQ+ Action Plan. To target further engagement at these individuals, the LGBTIQ+ Advisory Committee were consulted on several initiatives as was the internal City of Ballarat staff Pride Group. Other community engagement included

posts on the Ballarat Pride social media and listening to individuals at various events such as Rainbow Coffee, Uncoordinated Queers events and City of Ballarat LGBTIQ+ events.

12. Feedback on all community engagement activities was overwhelmingly positive, and where changes were suggested, these were taken into consideration for the planning of future events.

OFFICER RECOMMENDATION

13. That Council:

- 13.1 Receive and note the report on the work undertaken in year two of the LGBTIQ+ Inclusion Plan 2022-2026.

ATTACHMENTS

1. Governance Review [8.4.1 - 2 pages]
2. LGBTQIA Inclusion Plan Year 2 Outcome Overview 2024 [8.4.2 - 16 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The plan aligns with the following:
 - Inclusion Framework 2022-2026
 - Reconciliation Action Plan 2022-2024
 - Intercultural Plan 2022-2026
 - Disability Access and Inclusion Plan 2022-2026
 - Ageing Well Strategy and Action Plan 2022-2026
 - Municipal Early Years Plan 2022-2026
 - Youth Strategy 2022-2026
 - City of Ballarat Community Vision 2021-2031
2. This Plan outlines the key work that will be undertaken with one of the priority groups outlined in Council's 10-year Health and Wellbeing Plan.
3. This Plan outlines the actions that will work towards meeting goals 2 and 6 of the Council Plan:
 - Goal 2: A healthy, connected and inclusive community
 - Goal 6: A Council that provides leadership and advocates for its community

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

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LEGAL AND RISK CONSIDERATIONS

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

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

HUMAN RIGHTS CONSIDERATIONS

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. There was no new community consultation or engagement as part of this report.

GENDER EQUALITY ACT 2020

13. Gender equality implications have been identified for the subject of this report and a gender impact assessment has been completed.
14. The implementation of actions has been underpinned by the recommendations from the Gender Impact Assessment undertaken for the LGBTIQ+ Inclusion Plan including:
- Applying a gender lens that recognises the importance of safety and barriers to inclusive programming
 - Seeking to improve inclusion more broadly
 - Using broader training such as Access, Equity and Inclusion onboarding and LGBTIQ+ Inclusivity training to improve outcomes
 - Collaborating with the Inclusive Ballarat Working Group wherever possible

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

15. 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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LGBTIQA+ Inclusion Plan: Outcomes Overview						
Year Two: 2024						
LGBTIQA+ Inclusion Plan Priority	LGBTIQA+ Inclusion Plan Subcategory	Action	Responsible Teams/ Business Units	Status	Key Achievements 2024	Inclusion Framework Common Areas of Action
Priority 1: Safety "I feel safe and accepted."	1. Building the capacity of our staff to promote LGBTIQA+ safety	Develop and implement general inclusivity training for new staff as part of the onboarding process	People & Culture	In progress	Onboarding training process has a range of inclusion training modules.	3. We will provide a diverse and inclusive workplace
Priority 1: Safety "I feel safe and accepted."	1. Building the capacity of our staff to promote LGBTIQA+ safety	Develop a model of training that provides both general and specific training as required	People & Culture, Engaged Communities	Delivered in full	Customer facing departments – Visitor Economy, Customer Service, The Art Gallery and Ballarat Aquatic Lifestyle Centre have had LGBTIQA+ specific inclusivity training in collaboration with local org Tiny Pride.	3. We will provide a diverse and inclusive workplace
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTIQA+ safe spaces	Develop a Universal Design Policy to inform the inclusive planning and implementation of Council policies, programs, facilities and services	Engaged Communities	In progress	Initial Universal Design Guidelines have been drafted.	4. We will provide welcoming and inclusive spaces 5. We will provide welcoming and inclusive services and programs
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTIQA+ safe spaces	Include standards for accessible, inclusive and safe facilities, buildings and amenities in City of Ballarat's Community Infrastructure Guidelines	Property and Facilities	In progress	Draft Community Infrastructure Guidelines have been developed.	4. We will provide welcoming and inclusive spaces
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTIQA+ safe spaces	Demonstrate City of Ballarat's commitment to access and	Media and Communications	Delivered in full	The following statement is in Council's adopted Inclusion Framework:	2. We will lead and advocate

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		inclusion by publicising a statement of commitment across a range of settings (such as facilities, website, social media)			"Ballarat is an inclusive city where diversity is not only accepted but welcomed and celebrated. Our city values the contribution of all people, and our spaces, places, programs, events and services are designed to be welcoming and accessible to all. We recognise not everyone has the same experience and we work to make sure that people receive the support they need to ensure that no one is left behind."	
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTQIA+ safe spaces	Assess organisational digital safety practices and monitor and respond promptly to any LGBTQIA+ discrimination on Council's social media	Media and Communications, Engaged Communities	Ongoing	Support Media and Communications to respond promptly to any LGBTQIA+ discrimination on Council's social media accounts.	4. We will provide welcoming and inclusive spaces
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTQIA+ safe spaces	Provide input into planned upgrades of public spaces, buildings and amenities to ensure they are LGBTQIA+ safe and inclusive	Property & Facilities	Ongoing	Over the past 12 months feedback has been provided on the Sebastopol Community Hub and Eastwood Leisure Complex Redevelopment Projects.	4. We will provide welcoming and inclusive spaces
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTQIA+ safe spaces	Remove discriminatory graffiti promptly	Property & Facilities	In progress	Facilities have pledged to remove discriminatory graffiti as soon as possible, with a preferred timeline of 24 hours.	6. We will listen to our community
Priority 1: Safety "I feel safe and accepted."	2. Creating LGBTQIA+ safe spaces	Review Council's Public Toilet Strategy to ensure appropriate	Engaged Communities	Delivered in full	The new Public Toilet Strategy was endorsed by Council in November 2023.	2. We will lead and advocate

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		provision of facilities for all genders			<p>Out of the 68 recommendations, 5 now focus on appropriate provision of facilities for all genders:</p> <p><i>34. When building or upgrading a new standard or destination public toilet, ensure that at least one cubicle is assigned as an all-gender toilet for use by everyone.</i></p> <p><i>35. Maintain at least one single-gender male and female toilet cubicle in destination and standard public toilets.</i></p> <p><i>36. Upgrade accessible cubicles in high usage public toilets in key locations to accommodate a more inclusive range of fixtures, fittings, and signage.</i></p> <p><i>37. Investigate the possible adoption of a new approach to signage that indicates the fittings and features within public toilets and cubicles, rather than indicating the expected gender of users.</i></p> <p><i>38. Review and update existing policies, local laws and other regulations that impact the guiding principles outlined in this Strategy and affect the City of Ballarat's ability to provide inclusive, accessible, and safe public toilets for everyone.</i></p>	
Priority 1: Safety	3. Tracking and reporting	Working with Victoria Police's	Engaged Communities	Ongoing	Information on any safety issues or concerns in the community are	2. We will lead and advocate

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<p>“I feel safe and accepted.”</p>	<p>mechanisms for unsafe behaviour</p>	<p>LGBTIQ Liaison Officer, provide information on safety incidents in the community</p>			<p>provided to the Victoria Police. This also serves to help strengthen the relationship between Victoria Police and the LGBTIQ+ community.</p>	<p>7. We will connect our community</p>
<p>Priority 1: Safety “I feel safe and accepted.”</p>	<p>3. Tracking and reporting mechanisms for unsafe behaviour</p>	<p>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</p>	<p>Engaged Communities</p>	<p>In progress</p>	<p>The City of Ballarat’s complaints process has been promoted on the Ballarat Pride website and the internal CoB Pride Group website.</p> <p>In 2023, Tiny Pride was funded through the Department of Justice and Regulation’s Empowering Communities Grant to adapt the Snap Send Solve app to allow the LGBTIQ+ community to use it to raise complaints related to diversity, equity and inclusion. Council administered the overall Empowering Communities Program funds.</p>	<p>6. We will listen to our community</p>
<p>Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”</p>	<p>1. Advocating on key issues for LGBTIQ+ communities</p>	<p>Facilitate partnerships with existing business networks, community organisation networks and service networks to promote LGBTIQ+ inclusion</p>	<p>Engaged Communities</p>	<p>Ongoing</p>	<p>Council partnered with several local organisations to help promote LGBTIQ+ inclusion, including codesigning events with local networks for festivals such as Seniors Festival, Children’s Week and Pride Month, and for days of significance such as IDAHOBIT and Wear It Purple Day.</p> <p>Networks and connections have continued to be made and strengthened on Facebook and with the LG Pro Rainbow Network and Rural Pride Australia Network.</p> <p>Internal Council partnerships have also been facilitated with staff</p>	<p>1. We will commit to building organisational knowledge and capacity</p> <p>2. We will lead and advocate</p>

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					teams including Parks and Gardens, People & Culture, Events, the Libraries, Traffic and Transport, Properties and Facilities, the Ballarat Aquatic and Lifestyle Centre, Family Youth & Children, Ageing Well, Creative City and more.	
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	1. Advocating on key issues for LGBTQIA+ communities	Be responsive and proactive regarding current LGBTQIA+ issues at state and federal levels (by providing input into submissions, applying for relevant funding, signing statements etc.)	Engaged Communities	Ongoing	The City of Ballarat received Victorian State Government funding through the Empowering Communities grant which was then allocated to LGBTQIA+ organisations to help fund support and inclusion in Ballarat.	1. We will commit to building organisational knowledge and capacity 2. We will lead and advocate
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	1. Advocating on key issues for LGBTQIA+ communities	Participate in relevant LGBTQIA+ networks such as the LGPro Rainbow Special Interest Group and LGBTQIA+ Rural/Regional Network	Engaged Communities	Ongoing	The City of Ballarat has memberships to the following networks: <ul style="list-style-type: none"> • LGPro Rainbow Special Interest Group • LGBTQIA+ Rural/Regional Network • Municipal Association Victoria 	2. We will lead and advocate 6. We will listen to our community
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Establish baseline data from staff regarding cultural identity, languages spoken, LGBTQIA+ identity, gender, Aboriginal and Torres Strait Islander identity and disability to understand the	People & Culture	In progress	People and Culture have purchased a new HRIS system, Pulse. The demographic data for all staff will include mandatory and optional fields. The demographic data will support the collection of organisational baseline data. The HRIS team are looking at taking the data live at the end of March 2025	1. We will commit to building organisational knowledge and capacity 3. We will provide a diverse and inclusive workplace

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		diversity of the organisation				
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Review Council’s human resources and workplace policies to ensure they are inclusive	People & Culture, Engaged Communities	Delivered in full	The Inclusive Ballarat Working Group provided feedback regarding the draft Code of Conduct in early 2024. As part of the 2024 Enterprise Bargaining Agreement, a new Transitioning in the Workplace Policy was created.	1. We will commit to building organisational knowledge and capacity 3. We will provide a diverse and inclusive workplace
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Audit Council workplaces to ensure they are LGBTQAI+ inclusive using guiding tools such as the Rainbow Tick Framework and Rainbow Ready resources	Engaged Communities	In progress	The Rainbow Ready Roadmap has 3 indicators that directly relate to the workplace. In 2023, the City of Ballarat had partly met 2 of those indicators and 1 was not met. In 2024, the City of Ballarat has partly met all 3 indicators.	1. We will commit to building organisational knowledge and capacity 3. We will provide a diverse and inclusive workplace
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Provide Pride flag option on email signature	Media and Communications	Delivered in full	Pride and Transgender flags are now included on email signatures.	2. We will lead and advocate 3. We will provide a diverse and inclusive workplace
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Seek opportunities to showcase diversity in Council staffing	People and Culture, Media and Communications, Engaged Communities	Ongoing	In 2024 Council publications, social media and news reports featured diversity in the Council Team.	2. We will lead and advocate 3. We will provide a diverse and inclusive workplace

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Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Establish an internal Pride Working Group for staff to learn about and provide input into LGBTQAI+ inclusion	Engaged Communities	Delivered in full	This has been established and has gained 19 members in the first 6 months of operation.	1. We will commit to building organisational knowledge and capacity 3. We will provide a diverse and inclusive workplace
Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people”	2. Promoting an inclusive workplace	Recognise City of Ballarat-led initiatives that have demonstrated excellence in embedding access and inclusion for LGBTQAI+ people to promote positive reinforcement	Engaged Communities	Ongoing	Several City of Ballarat initiatives have been recognised in the media during Year 2 including Pride Month 2024, the Yarnbombing project, Queer Views: New perspectives on the Collection exhibition and the Trans Affirmation Station.	2. We will lead and advocate 4. We will provide welcoming and inclusive spaces
Priority 3: Visibility “I am visible and can see myself represented in my community”	1. Ensuring LGBTQAI+ people are visible and represented in Council spaces	Create a calendar of inclusion-related days of significance and resources to promote a whole-of organisation approach to marking the day	Engaged Communities	Delivered in full	The LGBTQAI+ Advisory Committee provided advice to Council to showcase the following days of significance in 2024. * Trans Day of Visibility * IDAHOBIT, * Wear It Purple Day * World AIDS Day	1. We will commit to building organisational knowledge and capacity 3. We will provide a diverse and inclusive workplace
Priority 3: Visibility “I am visible and can see myself represented in my community”	1. Ensuring LGBTQAI+ people are visible and represented in Council spaces	Develop and implement guidelines to ensure that information provided by the City of Ballarat is inclusive and accessible	Engaged Communities	In progress	Initial scoping work on the guidelines has commenced.	4. We will provide welcoming and inclusive spaces
Priority 3: Visibility “I am	1. Ensuring LGBTQAI+ people	Develop a library of images representing	Engaged Communities,	Ongoing	LGBTQAI+ representation in photography and other graphics is	2. We will lead and advocate

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visible and can see myself represented in my community”	are visible and represented in Council spaces	our diverse community for use in Council publications and communications	Media and Communications		improving across all departments with images regularly being accessed from stock photography site Shutterstock as well as photos being taken at LGBTIQ+ events and used with permission.	4. We will provide welcoming and inclusive spaces
Priority 3: Visibility “I am visible and can see myself represented in my community”	1. Ensuring LGBTIQ+ people are visible and represented in Council spaces	Review accessibility and inclusivity of City of Ballarat facilities, such as the libraries, Family Youth & Children services, Ballarat Aquatic and Lifestyle Centre and the Art Gallery	Engaged Communities, Libraries, Family Youth & Children, Ballarat Aquatic & Lifestyle Centre, Art Gallery	Delivered in full	Each facility has been reviewed. Display items such as Progress Pride flags and stickers are displayed as well as welcoming posters.	4. We will provide welcoming and inclusive spaces
Priority 3: Visibility “I am visible and can see myself represented in my community”	1. Ensuring LGBTIQ+ people are visible and represented in Council spaces	Feature LGBTIQ+ welcoming signage in Council buildings and facilities	Engaged Communities, Libraries, Family Youth & Children, Ballarat Aquatic & Lifestyle Centre, Art Gallery	Delivered in full	LGBTIQ+ welcoming signage is now displayed at the libraries, the Phoenix centre, the BALC and the Art Gallery.	4. We will provide welcoming and inclusive spaces
Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Host Council celebrations of selected LGBTIQ+ Days of Significance	Engaged Communities	Ongoing	This year, the LGBTIQ+ Advisory Committee advised Council to recognise the following LGBTIQ+ days of significance: <ul style="list-style-type: none"> • Transgender Day of Visibility (March, flag raising and afternoon tea), • IDAHOBIT (May, flag raising and afternoon tea), • Bisexual Visibility Day (September, cooking class and guest speaker) • World AIDS Day (December, drop-in craft workshop). 	5. We will provide welcoming and inclusive services and programs 6. We will listen to our community 7. We will connect our community

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Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Support community to celebrate LGBTIQ+ days of significance by publicising avenues to book flag raisings, Lake Wendouree fountain lightings and Town Hall clock lightings	Engaged Communities	Ongoing	In 2024 community groups were supported to apply to light the Lake Wendouree fountain and the Town Hall clock purple for Wear It Purple Day (August 25). This application was successful.	6. We will listen to our community 7. We will connect our community
Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Ensure LGBTIQ+ representation in cultural or other days of significance	Engaged Communities	Ongoing	Invites to other days of significance activities are sent out to LGBTIQ+ Advisory Committee members and networks.	5. We will provide welcoming and inclusive services and programs
Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Increase the visibility of LGBTIQ+ reading resources, with an emphasis on intersectionality and diversity	Engaged Communities, Family Youth & Children, Ballarat Libraries	Delivered in full	A Queer Little Library free book sharing resources were launched during Ballarat Pride Month. The resources were then featured at multiple community events. There is also a monthly book review posted on the Ballarat Pride FB and Instagram account with a focus on LGBTIQ+ books.	5. We will provide welcoming and inclusive services and programs 7. We will connect our community
Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Investigate opportunities to attract events to Ballarat that highlight and promote inclusivity	Engaged Communities, Events	Ongoing	LGBTIQ+ inclusive events attracted to Ballarat in 2024 include: <ul style="list-style-type: none"> • Transgender Victoria’s Affirmation Station, • The Art Gallery of Ballarat’s international exhibition, Nan Goldin’s “The Ballard of Sexual Dependency”, • The day long meet and greet by the Victorian Commissioner for 	5. We will provide welcoming and inclusive services and programs

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					<p>LGBTIQA+ Communities, Joe Ball</p> <ul style="list-style-type: none"> Control dance club for Ballarat Pride Month 	
<p>Priority 3: Visibility “I am visible and can see myself represented in my community”</p>	<p>2. Ensuring LGBTIQA+ people are visible and represented in public spaces</p>	<p>Research and provide content to support LGBTIQA+ tourists with their visit to Ballarat</p>	<p>Engaged Communities, Visitor Economy</p>	<p>Ongoing</p>	<p>The Ballarat Pride website, Facebook and Instagram accounts are regularly updated with LGBTIQA+ events for tourists to access before or during their visits to Ballarat. Currently there are 828 followers on the Facebook page and 215 on the Instagram account. Posts reach an average of 200 people, and the accounts gain on average 2 followers per day across both platforms.</p>	<p>2. We will lead and advocate</p>
<p>Priority 3: Visibility “I am visible and can see myself represented in my community”</p>	<p>2. Ensuring LGBTIQA+ people are visible and represented in public spaces</p>	<p>Encourage LGBTIQA+ artists to apply for temporary art programs and planned creative installations</p>	<p>Engaged Communities, Creative City</p>	<p>Ongoing</p>	<p>6 LGBTIQA+ artists were commissioned over 2024:</p> <ul style="list-style-type: none"> 2 exhibitions 2 Creative Inspiration Grant recipients 2 public artworks 	<p>5. We will provide welcoming and inclusive services and programs</p> <p>7. We will connect our community</p>
<p>Priority 3: Visibility “I am visible and can see myself represented in my community”</p>	<p>2. Ensuring LGBTIQA+ people are visible and represented in public spaces</p>	<p>As part of the development of the Public Art Curatorial Framework, identify gaps in Council’s public arts collection and ensure that new acquisitions and commissioning opportunities include opportunities for LGBTIQA+ public art and artists</p>	<p>Engaged Communities, Creative City</p>	<p>Ongoing</p>	<p>All new Public Art opportunities are now shared with various LGBTIQA+ networks as well as on the Ballarat Pride Facebook and Instagram accounts.</p>	<p>5. We will provide welcoming and inclusive services and programs</p> <p>7. We will connect our community</p>

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Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	Explore opportunities for a planned creative installation in the city for Pride month in 2024	Engaged Communities	Delivered in full	10 Ballarat trees were yarn bombed for Pride Month in 2024. The yarn bombs were made by community members, local schools and community groups as well as local organisations.	5. We will provide welcoming and inclusive services and programs
Priority 3: Visibility “I am visible and can see myself represented in my community”	2. Ensuring LGBTIQ+ people are visible and represented in public spaces	In line with the Municipal Family Youth & Children Plan, identify opportunities for publications, public art and other initiatives for child audiences that celebrate diverse children and families	Family Youth & Children	Ongoing	Family Youth and Children’s Services ensure the provision of a broad diversity of books so that all residents and community cohorts are visible and represented in Council publications and collections at Parent Place and Supported Playgroups.	5. We will provide welcoming and inclusive services and programs 6. We will listen to our community 7. We will connect our community
Priority 4: Inclusion “I am supported, consulted and connected with others”	1. Supporting LGBTIQ+ people to connect and participate	Review grant programs for opportunities to be more inclusive	Engaged Communities	Delivered in full	Grant guidelines have been reviewed around inclusion. Numbers of LGBTIQ+ organisations who applied for funding: <ul style="list-style-type: none"> • 2 LGBTIQ+ organisations applied to Council’s Community Impact Grant Program in 2023-24 	5. We will provide welcoming and inclusive services and programs 7. We will connect our community
Priority 4: Inclusion “I am supported, consulted and connected with others”	1. Supporting LGBTIQ+ people to connect and participate	Review Council services for opportunities to be more inclusive, using guiding tools such as the Rainbow Tick Framework and	Engaged Communities	Delivered in full	Ballarat has improved it’s score against the 15 Rainbow Ready Roadmap indicators. In 2023, Ballarat had 8 indicators fully met, 4 partly met and 3 not met.	7. We will connect our community

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		Rainbow Ready resources			In 2024, Ballarat has 7 indicators fully met, 8 partly met and have 0 unmet indicators. While one indicator has slipped from 'met' to 'partly met', the 3 unmet indicators from last year have now been addressed.	
Priority 4: Inclusion "I am supported, consulted and connected with others"	1. Supporting LGBTQIA+ people to connect and participate	Develop Inclusive Event Guidelines to ensure Council events are inclusive	Engaged Communities	Delivered in full	An Inclusive Events checklist has been provided to and worked on with the Events team to ensure Council events are inclusive.	5. We will provide welcoming and inclusive services and programs 6. We will listen to our community
Priority 4: Inclusion "I am supported, consulted and connected with others"	1. Supporting LGBTQIA+ people to connect and participate	Create an LGBTQIA+ section on the Ballarat myCommunity Community Directory website	Engaged Communities	In progress	Council's new Community Directory was official launched in September 2024. LGBTQIA+ businesses are accessible through the search engine on the directory.	5. We will provide welcoming and inclusive services and programs
Priority 4: Inclusion "I am supported, consulted and connected with others"	1. Supporting LGBTQIA+ people to connect and participate	Investigate opportunities to promote targeted support for LGBTQIA+ groups that are more likely to be marginalised and isolated (such as older people, parents of trans and gender diverse children, etc.)	Engaged Communities, Ageing Well, Youth Services, Family Youth & Children	Ongoing	There has been a number of events and projects presented or supported this year for marginalised LGBTQIA+ groups: <ul style="list-style-type: none"> The Ageing Well Department's Ageing with Pride monthly seniors meetup The Affirmation Station for trans and gender diverse people in conjunction with Transgender Victoria Age appropriate LGBTQIA+ books for families were made available at the Children's Week expo Neurodivergent LGBTQIA+ teenagers craft day in 	4. We will provide welcoming and inclusive spaces 5. We will provide welcoming and inclusive services and programs

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					association with Are-Able and Tiny Pride.	
Priority 4: Inclusion “I am supported, consulted and connected with others”	1. Supporting LGBTQIA+ people to connect and participate	Create LGBTQIA+ inclusive programming in Council services	Engaged Communities, Aging Well, Events	Ongoing	LGBTQIA+ programming in Council services, including: <ul style="list-style-type: none"> • 4 Days of Significance recognised <ul style="list-style-type: none"> ○ Transgender Day of Visibility ○ IDAHOBIT ○ Bisexual Visibility Day ○ World AIDS Day • Pride Month in June, which had 50 events, 23 presented by Council and another 6 supported by Council. • 2 events in Seniors Festival • A Children’s Week event • Begonia Festival parade float • Heritage Festival art exhibition 	5. We will provide welcoming and inclusive services and programs
Priority 4: Inclusion “I am supported, consulted and connected with others”	1. Supporting LGBTQIA+ people to connect and participate	Convene an annual joint meeting of the Koorie Engagement Action Group, Intercultural Advisory Committee, Disability Advisory Committee and LGBTQIA+ Advisory Committee to identify collaboration opportunities	Engaged Communities	Delivered in full	Two joint meetings of the Koorie Engagement Action Group, Intercultural Advisory Committee, Disability Advisory Committee and LGBTQIA+ Advisory Committee have been held. These have had a focus on discrimination supports and reporting and disinformation.	6. We will listen to our community 7. We will connect our community
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTQIA+ people	Continue to support the LGBTQIA+	Engaged Communities	Ongoing	In 2024 there was a new LGBTQIA+ Advisory Committee with a mix of	6. We will listen to our community

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supported, consulted and connected with others”	are informed and consulted	Advisory Committee.			old and new members and a new Induction process was utilised. Four Advisory Committees meetings took place prior to the Local Government elections in 2024. Two temporary sub-committee working groups formed to provide support on IDAHOBIT Day and Putting on safe LGBTIQ+ events.	
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTIQ+ people are informed and consulted	In line with the Municipal Family Youth & Children Plan, ensure that online information for families, children and young people is LGBTIQ+ inclusive	Engaged Communities, Family Youth & Children	Ongoing	Online information from Council for families, children and young people is LGBTIQ+ inclusive, both on the CoB website and the new MyCommunity directory.	5. We will provide welcoming and inclusive services and programs
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTIQ+ people are informed and consulted	Develop and implement guidelines to ensure City of Ballarat engagement and associated data collection practices are accessible and inclusive	Engaged Communities, People & Culture, Customer Service	Not yet started	Has been moved to actions for 2025-2026	1. We will commit to building organisational knowledge and capacity 2. We will lead and advocate
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTIQ+ people are informed and consulted	Identify and implement accessibility improvements to the City of Ballarat website	Engaged Communities, Media and Communications & Design	Delivered in full	The introduction of a Userway widget on the Council website continues to provide great benefits to residents. In 2024 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	2. We will lead and advocate

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					being the most translated language at 24%.	
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTQIA+ people are informed and consulted	Develop an organisational language services policy	Engaged Communities	In progress	Guidelines have been developed to support the provisioning of language services and are currently going through authorisation process with Executive Managers.	6. We will listen to our community
Priority 4: Inclusion “I am supported, consulted and connected with others”	2. Ensuring that LGBTQIA+ people are informed and consulted	Provide opportunities for community consultations with and through the LGBTQIA+ Advisory Committee	Engaged Communities	Ongoing	<p>In the four meetings in 2024, engagement topics covered included:</p> <ul style="list-style-type: none"> • Induction of new Committee • Pride Month proposal • Ballarat Pride website proposal • Mural proposal • Days of Significance to recognise • Use of the term ‘queer’ in council language • LGBTQIA+ community engagement on January 26 • Pride Month update • Looking at the Terms of reference • Update on the LGBTQIA+ Action Plan 2023-2024 • Pride Month feedback • Ending Gender Based Violence campaign feedback • Pride In Aging by Switchboard Victoria looking for feedback • LGBTQIA+ Actions for 2025-2026 	6. We will listen to our community
Priority 4: Inclusion “I am	2. Ensuring that LGBTQIA+ people	Develop and conduct a	Engaged Communities	Not yet started	Has been moved to actions for 2025-2026	6. We will listen to our community

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supported, consulted and connected with others”	are informed and consulted	community survey to gauge LGBTQIA+ experiences, and safety, health and wellbeing concerns				
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8.5. QUARTERLY PERFORMANCE REPORT FOR PERIOD ENDING 31 DECEMBER 2024

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

PURPOSE

1. The purpose of this report is to present the quarterly performance report for the quarter ending 31 December 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 6 months to 31 December 2024. Further detail is provided in the following attached reports:
 - a. Quarterly financial management report (attachment 2)
 - b. Mid-year budget review summary (attachment 3)
 - c. Performance statement report (attachment 4)
 - d. Annual Action Plan 2024/25 - Quarter 2 progress report (attachment 5)
 - e. City of Ballarat Council metrics December 2024 (attachment 6)
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 6 months to 31 December 2024.

KEY MATTERS

5. The financial management report sets out Council's quarterly performance compared to budget for the period ending 31 December 2024, including:
 - a. Summary of financial results;
 - b. Financial statements;
 - c. Local spend summary; and
 - d. Investments summary.
6. The mid-year budget review (MYBR) summary highlights the major variations expected to the adopted budget for the year ending 30 June 2025.

7. The performance statement report shows the required Local Government Performance Indicators for the six months to 31 December 2024. It is noted that there are complexities associated with preparing six-monthly results against indicators that were designed to be prepared on an annual basis. As a result, the prepared six-monthly results as presented are unaudited.
8. The Annual Action Plan 2024/25 - Quarter 2 progress report provides an update on progress relating to the implementation of the Council Plan 2024/25 actions.
9. The City of Ballarat Council metrics provide a snapshot of key lead indicators that management use 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.
10. 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.
Approved forecast	Agreed adjustments to the adopted budget that were endorsed including: <ul style="list-style-type: none"> • Council approved carryovers from 2023/24 (\$28.54 million) • Deferral of capital projects \$32.66 million; • Unexpended grants and corresponding expenditure from 2023/24 (\$11.24 million); • opening financial position following 30 June 2024 audit
Proposed forecast	Approved forecast adjusted for: <ul style="list-style-type: none"> • Administrative reallocations that net to zero, in accordance with the Budget Management Procedure. • Recommended amendments resulting from the MYBR.
YTD budget	Year to date adopted budget to 31 December 2024.
YTD actual	Year to date results to 31 December 2024.

Year to date results – Six months to 31 December 2024

Income Statement

11. The income statement provides a summary of the total income and total expenditure relating to Council's annual operations.
12. The income statement shows a YTD surplus of \$112.424 million for the 6 months to 31 December 2024, \$27.318 million favourable to the YTD adjusted budget.
13. 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 totaling \$11.2 million have been recognised this year, with the associated carryover expenditure added to the annual forecast position.

14. The positive YTD variance in expenses is primarily due to employee costs and materials and services being less than expected, these have both been reviewed and proposed adjustments are included in the MYBR. Please refer to the income statement notes in the attached for further detail.
15. The annual impact of these YTD movements has been considered as part of the MYBR. The proposed annual net surplus has increased from \$68.429 million, to \$68.583 million. Additional details are provided as part of the forecast summary later in this report.

Statement of Capital Works

16. The statement of capital works is Council's approved capital works program, by asset category.
17. As at 31 December 2024, Council had spent \$36.998 million compared to the YTD budget of \$55.124 million.
18. Actual spend to date represents 38.6% of the proposed annual forecast of \$95.801 million, further information on the movements is detailed in the forecast section and attachment to this report.

Balance Sheet

19. The balance sheet summarises the value of assets (which Council owns) and our liabilities (what Council owes) and the difference between assets and liabilities (net assets or equity) reflects Council's net worth.
20. Council's net worth at 31 December 2024 is \$2.434 billion.

Cash Flow Statement

21. The cashflow statement reflects actual results as at 31 December 2024. Council's cash and cash equivalents were \$105.569 million, which is largely restricted due to the level of cash being held for specific purposes, such as capital works projects, restricted reserves, discretionary reserves, trust funds and other deposits.

Investments

22. As at 31 December 2024, Council was holding \$74 million in investments, varying in interest rates from 4.9% to 5.15%.
23. \$39 million was invested with fossil fuel free institutions at comparable interest rates. This represented 52.7% of the investment portfolio.

Local Spend

24. For the 6 months to 31 December 2024, 45% of Council's total expenditure with suppliers has been classified as local, up from 41% at 30 September 2024. The comparable percentage of local spend last financial year to December 2023 was 56%.
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, \$2.8 million for Glenelg Highway intersection contribution, and \$2 million for transfer station works.

26. The top 10 local suppliers are as follows. All have a local office/depot or wholly located locally.

Table 1

	Paid Amount
\$	3,346,482.56
\$	2,591,189.51
\$	2,106,255.02
\$	1,691,867.06
\$	1,662,032.78
\$	1,662,006.77
\$	1,621,354.79
\$	1,555,134.43
\$	1,419,727.02
\$	1,357,087.12
\$	19,013,137.06

2024/25 Forecast (Quarter Two Review – Q2)

Income Statement

27. The final 2024/25 net operating result is forecast to be \$68.583 million, an increase of \$9.453 million from the adopted budget and an increase of \$0.154 million from the Q1 forecast.
28. Table 2 provides a reconciliation of the Q1 forecast to the proposed Q2 forecast (refer attachment 3 for details).

Table 2

	\$'000
Net surplus – Approved forecast (Q1)	68,429
Permanent savings/additional revenue	8,595
Permanent cost increase/lost revenue	(8,349)
Timing – savings/additional revenue	796
Transfers to capital projects	(888)
Net surplus – Proposed forecast (MYBR - Q2)	68,583

29. The forecast assumes that Federal Financial Assistance Grants are no longer paid in advance. The majority of 2024/25 grants were paid in July 2024, followed by smaller quarterly payments and the 2025/26 grants are forecast to be received via four quarterly payments in 2025/26. If the position of the Federal Government changed in relation to pre-payment of these grants, officers would recommend that any pre-payment be held in a reserve to reflect that this would be a timing variation only.

Statement of Capital Works

30. The 2024/25 capital works program is forecast to be \$95.801 million, a decrease of \$27.045 million from the adopted budget of \$122,846 (prior to year end carryover) and a decrease of \$33.884 million from the Q1 forecast (which included year end carryover). Table 3 provides a reconciliation of the Q1 forecast to the proposed Q2 forecast. Refer to attachment 3 for details.

Table 3

	\$'000
Approved forecast (Q1)	129,685
Timing – Deferred to 2025/26 budget	(34,294)
Timing – Projects bought forward/funded	2,753
Permanent reduction/saving in capital works	(3,778)
Permanent increase in capital works	2,323
Transfers from operating projects	(888)
Proposed forecast (MYBR - Q2)	95,801

31. \$34.294 million of this reduction relates to the timing of projects, in that they now are not expected to be completed by 30 June 2025 and relevant financial expenditure has been deferred to be delivered in 2025/26, so will be carried over for consideration in the 2025/26 adopted budget.

Cash Flow

32. These proposed forecast adjustments will result in a forecast cash balance of \$105.569 million as at 30 June 2025, an increase of \$53.644 million compared to the adopted budget and \$32.125 million compared to the Q1 forecast. This is predominately due to timing of project delivery.
33. Per table 2 and 3 above, the following are considered permanent cash variances, with a net positive impact of \$1.701 million.

Table 4

Permanent cash impact	\$'000
Operating favourable	8,595
Operating unfavourable	(8,349)
Capital favourable	3,778
Capital unfavourable	(2,323)
Total permanent cash impact	1,701

34. It is proposed that this \$1.701 million positive impact be added to the balance of unallocated savings from 2023/24. This would total \$3.638 million as follows:

Table 5

Unallocated savings	\$'000
Unallocated savings year ending 30 June 2024	1,937
Forecast shortfall – 30 September 2024	0
Forecast surplus – 31 December 2024	1,701
Total unallocated savings at 31 December 2024	3,638

Borrowings

35. The adopted 2024/25 budget included the following borrowings totaling \$20.160 million.

Table 6

Project	\$'000
Sebastopol Community Hub co-contribution*	2,500
Eastwood Leisure Complex*	2,700
Bridge Mall redevelopment	3,600
Yarrowee gross pollutant trap*	2,305
Art Gallery Ballarat heating, ventilation, and air conditioning*	4,000
LED street lighting*	2,920
Animal Shelter*	1,200
Ballarat Aquatic and Lifestyle Centre - Heat pumps	935
Total	20,160

*Due to the timing of these projects, Council's cash contribution is not expected until after 30 June 2025.

36. Following the MYBR, many of these projects will not require the cash funding until 2025/26, leaving the following two projects to be funded from borrowings in 2024/25:

Table 7

Project	\$'000
Bridge Mall redevelopment	3,600
Ballarat Aquatic and Lifestyle Centre - Heat pumps	935
Total	4,535

37. An option Council may consider is whether to utilise the \$3.638 million of unallocated surpluses to offset some of the borrowings. Officers would support the planned \$3.6 million in borrowing being avoided by using the unallocated savings. Officers will not make a decision on borrowing for the heat pumps until the third quarter result is known, as this also may be avoided.

Chief Executive Statement

38. In accordance with section 97(3) of the *Local Government Act 2020*, it is the view of the Chief Executive Officer that a revised budget for 2024/25 will not be required by City of Ballarat.

Annual Action Plan 2024/25 - Quarter 2 progress report (attachment 5)

39. This report provides an update on key Council Plan actions as at the end of Quarter 2 2024/25 (Q2).
40. 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.
41. At the end of Q2 2024/25, the following has been achieved:
- a. 49 actions in a state of 'Monitor' – Less than 40% completion of action.
 - b. 129 actions in a state of 'On schedule' – Between 40%-75% of action completed.
 - c. 32 actions in a state of 'Completed/nearing completion' – Over 75% of action completed.
 - d. 36 actions in a state of 'Ongoing' – Planned to continue beyond current year.

City of Ballarat metrics update (attachment 6)

42. This report also includes metrics from across the organisation including:
- a. Waste tonnes.
 - b. Pothole jobs complete.
 - 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.
43. This metrics report was developed late in the previous Council term and officers welcome feedback on the metrics Councillors wish to see.

COMMUNITY ENGAGEMENT

44. There was no community engagement undertaken for the purpose of this report as the report is to inform the community of Council's performance for period ending 31 December 2024. As detailed in the report some elements of this report are required by the *Local Government Act 2020*.

OFFICER RECOMMENDATION

45. That Council:

- 45.1 Receive the Quarterly Financial Management Report – Period Ending 31 December and note the financial matters contained within the report.**
- 45.2 Endorse the 2024/25 Quarter 2 Budget Review adjustments.**
- 45.3 Resolve to utilise \$3.6 million of the unallocated savings to remove the need to borrow for the Bridge Mall redevelopment, leaving an unallocated saving balance of \$0.039 million.**
- 45.4 Note that \$15.625 million of the 2024/25 budgeted borrowings will be deferred to be considered as part of the 2025/26 budget development process in line with the updated expected project timelines.**
- 45.5 Receive the Council Plan 2021-2025 – Annual Action Plan 2024/25 Quarter 2 Progress Report.**
- 45.6 Receive the City of Ballarat metrics – December 2024.**

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]
2. Quarterly financial management report period ending 31 December 2024 [8.5.2 - 8 pages]
3. Mid-year budget review summary period ending 31 December 2024 [8.5.3 - 4 pages]
4. Performance Statement period ending 31 December 2024 [8.5.4 - 16 pages]
5. Annual Action Plan Progress Report period ending 31 December 2024 [8.5.5 - 67 pages]
6. Combined Metrics report period ending 31 December 2024 [8.5.6 - 11 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 31 December 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 31 December 2024**

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Summary of Financial Results - City of Ballarat Period Ending 31 December 2024

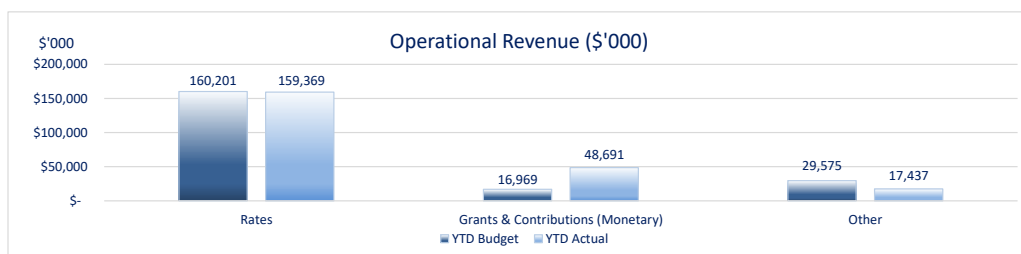
The Income Statement shows a surplus of \$112.4m for the 6 months to 31 December 2024, \$27.3m favourable to the year to date (YTD) adopted budget.

Total Income is the driver of this variance totalling \$18.7m favourable, this is primarily due to \$16.1m of the Federal Financial Assistance Grant being received in July 2024, this was assumed to be paid quarterly. In addition unearned income relating to Grants and Monetary Contributions totalling \$11.2m has been recognised in this financial year. These two variances are partially offset by a \$11.5m timing variance in the recognition of Developer Work In Kind Contributions. 2023/24 carryovers have been added to the 24/25 forecast figures after Council approval in September.

The proposed Mid-Year Budget Review (MYBR) will result in an increase to the net result of \$154k compared to the Quarter 1 forecast, remaining at \$68.6m. Total revenue is forecast to decrease by \$3.26m with the major drivers including a decrease in forecast User Fees were reduced by \$969k while there were also significant adjustments down for Asset Disposal proceeds and Interest Income. Employee expenses were reduced by \$2.5m to recognise savings from vacancies and position planning for the remainder of the financial year while Materials and Services had identified net savings of \$1.3m. A detailed breakdown including information on permanent and timing variances is provided on the MYBR summary report.

Capital expenditure for the 6 months to 31 December 2024 totals \$37.0m, this represents 38.6% of the proposed total forecast capital works budget which after the MYBR is now \$95.8m.

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.

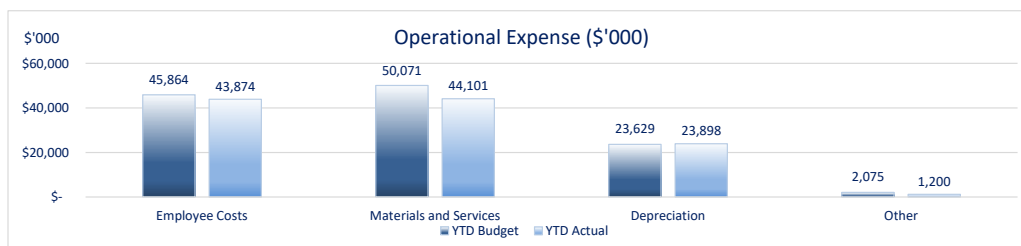


Key Budget Variances:

Rates - Rates and Charges revenue is consistent with the current forecast.

Grants and Contributions - Updated forecast in line with current known funding and agreements. A favourable YTD variance primarily due to the timing of Federal Financial Assistance Grant's funding received of \$16.8m and the unearned income carryover of \$11.2m from the 2023/24 financial year.

Other - Driven by a \$11.5m variance in Works In Kind budgeted income while User Fees have now been reduced in the forecast by \$970k based on updated assumptions that mostly relate to Landfill and Transfer Station operations.

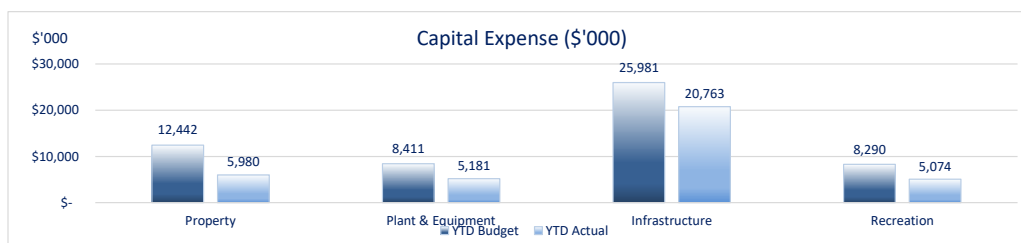


Key Budget Variances:

Employee Costs – Favourable to budget primarily due to the level of vacant positions, the MYBR forecast proposes a permanent reduction of \$2.2m for the financial year.

Materials and Services – Favourable to budget due to the timing of service delivery, refer to further commentary on the Income Statement. Proposed forecast changes have resulted in a net decrease of \$1.3m overall.

Depreciation – Consistent with the current budget assumptions.



Key Budget Variances:

The Capital Works statement is showing total spend to 31 December of \$37m against a YTD budget of \$55.1m. This spend represents 38.6% of the proposed annual forecast capital works budget, which is reflective of the proposed changes highlighted in the MYBR, which reflects an annual capital works program of \$95.8m for 2024/25.

Please refer to Capital Project Report for more detailed information.

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Income Statement - City of Ballarat

Period Ending 31 December 2024

	Year to Date (YTD)				Annual				Notes
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	Variance	
	Adopted Budget \$'000	Actual \$'000	Variance (B-A) \$'000	50.0% YTD Act. v Annual Forecast (B/F) %	Adopted Budget \$'000	Approved Forecast Q1 \$'000	Proposed Forecast MYBR \$'000	v previous Forecast (G-F) \$'000	
Income									
Rates and charges	160,201	159,369	(832)	99%	161,517	161,517	161,481	(36)	
Statutory fees and fines	3,272	3,421	149	44%	7,737	7,737	7,815	78	1
User Fees	9,896	8,584	(1,312)	46%	20,174	20,174	18,555	(1,619)	2
Grants Capital	6,706	20,257	13,551	73%	16,043	27,445	27,726	281	3
Grants Operating	5,843	26,431	20,588	79%	29,543	33,100	33,661	561	4
Contributions Monetary	4,420	2,003	(2,417)	24%	8,502	8,557	8,307	(250)	5
Contributions Non Monetary	11,514	0	(11,514)	0%	48,028	48,028	48,028	0	6
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	300	729	429	144%	2,300	2,273	508	(1,765)	
Other Income	4,593	4,703	110	55%	9,033	9,033	8,524	(509)	7
Total Income	206,745	225,497	18,752	72%	302,877	317,864	314,605	(3,259)	
Expenses									
Employee Costs	45,864	43,874	1,990	48%	93,288	93,490	91,335	2,155	8
Materials and services	50,071	44,101	5,970	42%	99,773	105,316	104,009	1,307	9
Depreciation and amortisation	23,629	23,898	(269)	51%	47,259	47,259	47,259	0	
Amortisation - Intangible Assets	59	0	59	0%	119	150	150	0	
Amortisation - Right of Use	131	169	(38)	94%	263	179	179	0	
Bad and doubtful debts	273	195	78	35%	558	558	563	(5)	
Borrowing Costs	569	560	9	49%	1,137	1,137	1,137	0	
Finance Costs	7	4	3	40%	14	10	10	0	
Other expenses	1,036	272	764	20%	1,336	1,336	1,380	(44)	10
Total Expenses	121,639	113,073	8,566	46%	243,747	249,435	246,022	3,413	
Net Surplus	85,106	112,424	27,318	164%	59,130	68,429	68,583	154	

Notes:

- Statutory Fees** - Subdivision fees are favourable YTD due to development for BWEZ stage 2, while town planning and asset protection permits are trending under budget. The proposed forecast has been updated to reflect this trend.
- User Fees** - Unfavourable YTD variance to budget primarily due to Landfill and Transfer Station operating service fees. A large commercial customer is no longer utilising the Smythesdale landfill and as a result average monthly revenue is down approximately 40% from budget. The proposed annual forecast will reduce annual income by \$2.3m, while revenue for the Transfer Station has also been decreased by \$302k.
- Capital Grants** - Favourable variance to YTD budget largely due to income adjustments relating to 2023/24 of \$11.4m (unearned income and timing). The proposed forecast has been updated to reflect these figures along with new grants received that were not known at the time of adopting the budget. The small increase in the proposed forecast relates solely to the timing of capital grants, some of which relate to fully funded roads programs.
- Operating Grants** - Favourable variance to YTD budget largely due to \$16.1m of 24/25 Federal Financial Assistance Grant's being received in July 2024, rather than quarterly. Unearned income carryovers of \$3.6m from 2023/24 financial year have been added to the proposed annual forecast figures. Some additional grants are proposed in the Mid-Year forecast including \$539k for the Art Gallery Masterplan and Gallery Management and some successful grants obtained for Engaged Communities programs.
- Contributions Monetary** - Unfavourable variance to YTD budget due to the timing of Developer Contribution levies. A slight decrease in the annual forecast is proposed.
- Contributions Non Monetary** - Unfavourable YTD variance considered to be a timing variance, this relates to the timing of subdivision activity and backlog of asset recognition. It does not represent a permanent favourable variance.
- Other Income** - Tracking unfavourably for Interest revenue but includes other unbudgeted receipts such as Workcover reimbursements that are offset in Employee costs and a flood damage claim finalised from a prior year event. Given the trend in Investment income with funds being drawn down as capital works are delivered, a reduction of \$1.7m has been proposed in the Mid-Year forecast.
- Employee Costs** - \$1.99m favourable YTD primarily due to vacant positions. A detailed assessment of employee costs was undertaken as part of the Mid-Year Budget Review and subsequently a \$2.5m permanent cost saving is proposed for the annual forecast.
- Materials and Services** - The proposed forecast includes a net reduction of \$1.3m, with a mix of permanent cost impacts and also the decision to defer \$2.8m of operational projects that will now be delivered in 2025/26, primarily related to the LED street lighting project. Cost increases were identified for transfer station management and also agency staff costs that have been required to temporarily fill vacant roles. Major changes are highlighted on the MYBR summary report.
- Other Expenses** - Favourable YTD primarily due to not yet having received the invoice from the Victorian Electoral Commission relating to the Council elections (\$685k).

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Balance Sheet - City of Ballarat

As at 31 December 2024

(A)	Annual				Notes
	(B)	(C)	(D)	(E)	
Year to Date Actual	Adopted Budget	Approved Forecast Q1	Proposed Forecast MYBR	Variance v previous Forecast (D-C)	
\$'000	\$'000	\$'000	\$'000	\$'000	
Assets					
Current Assets					
Cash and cash equivalents	105,631	51,925	73,444	105,569	32,125 1
Trade and other receivables	3,443	10,022	13,871	12,156	(1,715)
Rates Receivables	104,156	10,000	10,000	10,000	0 2
Fire Services Levy	10,566	2,000	2,000	2,000	0
Other Financial Assets	2	0	0	0	0
Inventories	822	435	705	705	0
Non-Current Assets Classified as Held for Sale	0	0	0	0	0
Other assets	720	1,742	2	1,717	1,715
Total Current Assets	225,340	76,124	100,022	132,147	32,125
Non-Current Assets					
Property, infrastructure, plant and equipment	2,246,243	2,389,058	2,397,045	2,365,208	(31,837) 3
Investment properties	16,150	15,610	16,150	16,150	0
Right of Use Asset	131	175	120	120	0
Intangible Assets	2,426	2,268	2,857	2,857	0
Works in Progress Expense - Current Year	36,998	0	0	0	0
Total Non-Current Assets	2,301,948	2,407,111	2,416,172	2,384,335	(31,837)
Total Assets	2,527,288	2,483,235	2,516,194	2,516,482	288
Liabilities					
Current Liabilities					
Trade and other payables	8,037	16,809	17,402	22,402	5,000 4
Fire Services Levy	14,392	0	0	0	0
Trust funds and deposits	8,523	14,138	14,267	14,267	0
Unearned Income	0	0	11,237	11,237	0 5
Provisions	16,177	22,691	23,386	23,386	0
Interest-bearing loans and borrowings	531	24,978	24,978	24,978	0
Lease Liabilities	182	192	135	135	(0)
Total Current Liabilities	47,842	78,808	91,406	96,405	5,000
Non-Current Liabilities					
Provisions	18,993	20,015	11,539	11,539	0
Interest-bearing loans and borrowings	26,834	22,653	22,653	7,028	(15,625) 6
Lease Liabilities	(32)	0	0	0	0
Total Non-Current Liabilities	45,795	42,668	34,192	18,567	(15,625)
Total Liabilities	93,637	121,476	125,598	114,973	(10,625)
Net Assets	2,433,651	2,361,759	2,390,596	2,401,509	10,913
Equity					
Accumulated surplus	1,467,025	1,498,160	1,471,268	1,473,926	2,658
Reserves	854,202	804,469	850,899	859,000	8,101
YTD Surplus/(Deficit)	112,424	59,130	68,429	68,583	154
Total Equity	2,433,651	2,361,759	2,390,596	2,401,509	10,913

Notes:

- The cash balance at 31 December is considered fully committed and will be utilised to deliver the current capital works program and to fund current reserve balances. The balance will decline over the next six months with the forecast balance at 30 June being restricted to cover estimated carryover projects (\$33m) and reserves (\$43m)
- Rates Receivable and Fire Service Levy balances are high due to rates being raised in full in July, this will reduce as instalment and payment in full dates pass.
- The forecast balance of property, infrastructure, plant and equipment has reduced to reflect the capital works that will not be completed until 2025/26.
- Trade and other payables forecast balance at 30 June 2025 has been adjusted to reflect a more realistic level.
- It is expected that Council will have some unearned income at year end. This represents grants funds received, but not able to be recognised as revenue in the income statement due to outstanding performance obligations, essentially grants received in advance.
- Due to the deferral of several projects to 2025/26, it is proposed that only \$4.25m of borrowings be undertaken during 2024/25, instead of the budgeted \$20.16m. These loans would relate to the Bridge Mall redevelopment and the installation of heat pumps at the Ballarat Aquatic and Leisure Centre

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Cash Flow Statement - City Of Ballarat Period Ending 31 December 2024

	Year to Date (YTD)	Annual			Variance vs previous Forecast (F-E) \$'000	Notes
	(B)	(D)	(E)	(F)		
	Year to Date Actual \$'000	Adopted Budget \$'000	Approved Forecast Q1 \$'000	Proposed Forecast MYBR \$'000		
Cash flows from operating activities						
Rates and charges	67,915	161,182	166,565	166,529	(36)	1
Statutory fees and fines	3,344	8,493	8,777	8,855	78	
User Fees	10,658	22,145	22,885	20,327	(2,558)	
Grants Operating	26,936	29,482	34,134	35,038	904	2
Grants Capital	20,651	16,010	28,303	38,963	10,660	
Contributions Monetary	1,949	8,502	8,557	8,172	(385)	3
Interest received	1,889	7,000	7,000	5,300	(1,700)	
Net GST Payment/Refund	(490)	15,944	16,858	16,858	0	
Other receipts	2,814	3,746	4,397	5,359	962	
Trust funds	(1,662)	0	0	0	0	
Fire Services Levy	(255)	0	0	0	0	
Employee Costs	(43,419)	(90,370)	(97,042)	(95,475)	1,567	4
Materials and Services	(54,963)	(106,319)	(120,206)	(116,554)	3,652	
Other payments	(272)	(1,424)	(1,525)	(1,539)	(14)	
Net cash provided by (used in) operating activities	35,095	74,391	78,702	91,833	13,131	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(42,187)	(134,943)	(142,491)	(106,107)	36,384	5
Proceeds from sale of property, infrastructure, plant and equipment	797	2,970	5,830	4,065	(1,765)	
Net cash provided by (used in) investing activities	(41,390)	(131,973)	(136,661)	(102,042)	34,619	
Cash flows from financing activities						
Finance costs	(555)	(1,137)	(1,137)	(1,137)	0	
Proceeds from interest bearing loans and borrowings	0	20,160	20,160	4,535	(15,625)	6
Repayment of interest bearing loans and borrowings	(629)	(522)	(522)	(522)	0	
Interest paid - lease liability	0	(14)	(10)	(10)	0	
Repayment of lease liabilities	0	(278)	(197)	(197)	0	
Net cash provided by (used in) financing activities	(1,184)	18,209	18,295	2,670	(15,625)	
Net increase/(decrease) in cash and cash equivalents	(7,479)	(39,373)	(39,664)	(7,539)	32,125	
Cash and cash equivalents at the beginning of the period	113,110	91,298	113,108	113,108	0	
Cash and cash equivalents at the end of the period	105,631	51,925	73,444	105,569	32,125	

Notes:

- Cash received from Rates and Charges is consistent with the proposed forecast. Cash will be received in accordance with the remaining quarterly instalment dates (28 February and 31 May) and 'pay in full' date of 15 February 2025.
- Grants Operating is trending ahead for the proposed forecast primarily due to \$16.1m of Federal Financial Assistance Grants being received in July 2024 and not quarterly as anticipated.
- Contributions Monetary primarily relates to timing of the receipt of various developer contribution levies.
- Employee Costs and Materials and Service payments are trending in accordance with the proposed forecast. A large creditor payments run prior to Christmas, resulted in a trade creditor balance of only \$2.6m.
- Cash flows from investing activities are trending below the proposed annual forecast due to the timing of capital works delivered YTD. The proposed annual forecast has been reduced to reflect the MYBR recommendations.
- Due to the deferral of several projects to 2025/26, it is proposed that only \$4.25m of borrowings be undertaken during 2024/25, instead of the budgeted \$20.16m. These loans would relate to the Bridge Mall redevelopment and the installation of hear pumps at the Ballarat Aquatic and Leisure Centre.

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Statement of Capital Works - City of Ballarat

Period Ending 31 December 2024

	Year to Date (YTD)				Annual			
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	Variance
	Adopted Budget \$'000	Actual \$'000	Variance \$'000	YTD Act. Forecast (B/F) %	Adopted Budget \$'000	Approved Forecast Q1 \$'000	Proposed Forecast MYBR \$'000	v previous Forecast (G-F) \$'000
Property								
Land	8,709	95	8,614	12%	1,784	1,626	820	(806)
Land improvements	75	169	(94)	113%	150	150	150	0
Total land	8,784	264	8,520	27%	1,934	1,776	970	-806
Buildings								
Buildings	505	3,104	(2,600)	37%	16,497	13,496	8,323	(5,173)
Heritage buildings	0	1,857	(1,857)	91%	0	2,008	2,048	40
Building improvements	3,153	755	2,398	13%	5,390	8,639	5,949	(2,690)
Total buildings	3,658	5,716	(2,059)	35%	21,887	24,143	16,320	(7,823)
Total property	12,442	5,980	6,462	35%	23,821	25,919	17,290	(8,629)
Plant and equipment								
Artworks	25	40	(15)	80%	50	50	50	0
Plant, machinery and equipment	7,324	4,080	3,244	54%	14,997	10,112	7,510	(2,602)
Fixtures, fittings and furniture	131	168	(37)	48%	296	368	347	(21)
Computers and telecommunications	860	706	154	43%	1,703	2,259	1,637	(622)
Library books	71	187	(116)	48%	443	390	390	0
Total plant and equipment	8,411	5,181	3,230	52%	17,489	13,179	9,934	(3,245)
Infrastructure								
Roads	11,343	14,170	(2,827)	42%	29,241	43,093	33,985	(9,108)
Bridges	150	351	(201)	26%	485	753	1,368	615
Footpaths and cycleways	1,922	848	1,074	35%	4,085	2,886	2,394	(492)
Drainage	6,071	1,438	4,633	50%	17,291	12,179	2,880	(9,299)
Recreational, leisure and community facilities	8,290	5,074	3,216	37%	14,532	15,535	13,656	(1,879)
Waste management	4,266	666	3,600	9%	10,870	9,431	7,586	(1,845)
Parks, open space and streetscapes	1,529	3,277	(1,748)	54%	3,632	6,040	6,038	(2)
Aerodromes	700	13	687	2%	1,400	670	670	0
Total infrastructure	34,271	25,837	8,434	38%	81,536	90,587	68,577	(22,010)
Total capital works expenditure	55,124	36,998	18,126	39%	122,846	129,685	95,801	(33,884)
Represented by:								
New asset expenditure	27,741	17,410	10,331	48%	62,501	60,415	35,938	(24,477)
Asset renewal expenditure	18,012	13,183	4,829	31%	41,262	44,829	41,917	(2,912)
Asset expansion expenditure	729	134	595	81%	1,658	1,459	166	(1,293)
Asset upgrade expenditure	8,642	6,271	2,371	35%	17,425	22,982	17,780	(5,202)
Total capital works expenditure	55,124	36,998	18,126	39%	122,846	129,685	95,801	(33,884)

Key Budget Variances:

YTD actual spend is \$18m under the YTD Budget at this point in time due to the timing of the Capital Works program delivery.

The forecast figures are reflective of the proposed changes highlighted as part of the Mid-Year Budget Review (MYBR), as a result the capital program has been reduced to \$95.8m.

The Capital Works statement is showing total spend to 31 December of \$37.1m, this is 38.6% of the proposed annual forecast capital works.

Projects from last financial year with budgets carried over added into the annual Forecast include the Bridge Mall Redevelopment, Her Majesty's Theatre, Lucas Child Centre, and Spotlight on Sebastopol.

Significant project underspends compared to YTD budget include;

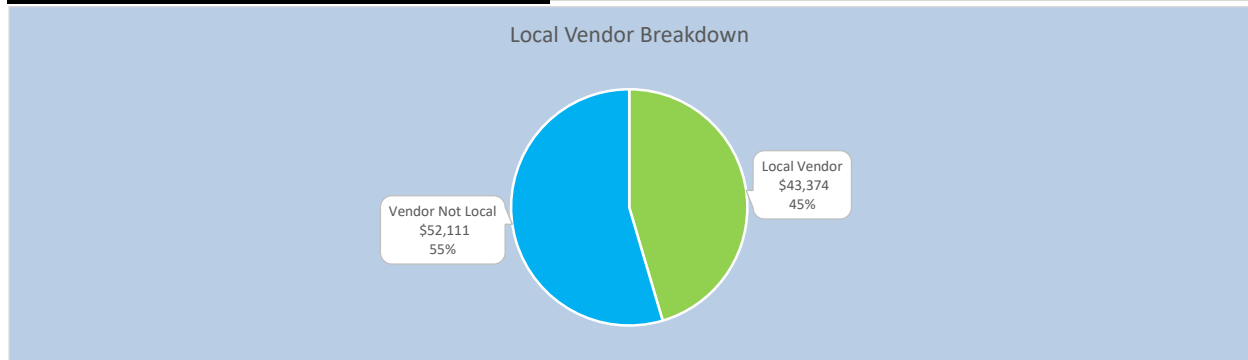
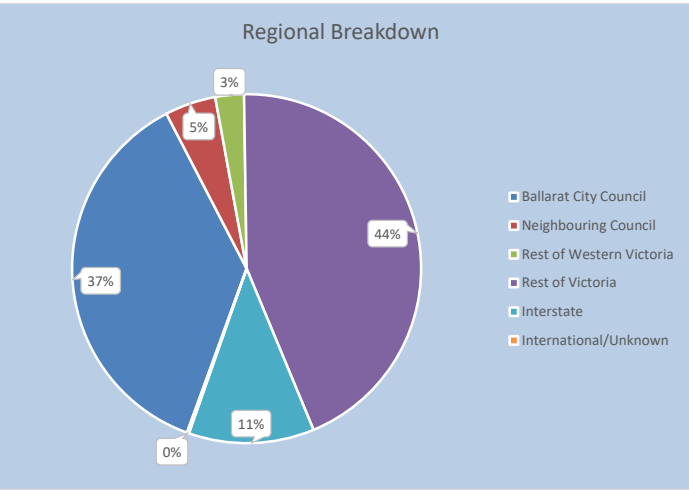
- Various Developer Contribution projects \$5.02m
- Major Infrastructure Renewal \$2.08m
- Eastwood Leisure Complex \$2.0m (forecast reduction of \$3.9m)
- Art Gallery Humidifiers \$1.88m (forecast reduction of \$2.7m)
- Facilities Upgrades \$1.81m
- Charlesworth Street Basin \$1.75m (forecast to zero)
- Animal Shelter \$1.6m
- Landfill Capital works \$1.53m

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Local Spend Summary - City Of Ballarat
 Period Ending 31 December 2024

Local Vendor Breakdown	Regional Breakdown	Paid Amount \$'000
Local Vendor	Ballarat City Council	35,176
Local Vendor	Neighbouring Council	2,396
Local Vendor	Rest of Western Victoria	976
Local Vendor	Rest of Victoria	2,040
Local Vendor	NSW	1,313
Local Vendor	SA	-
Local Vendor	QLD	1,420
Local Vendor	ACT	-
Local Vendor	TAS	48
Local Vendor	NT	-
Local Vendor	WA	3
Local Vendor	International/Unknown	1
Vendor Not Local	Ballarat City Council	1
Vendor Not Local	Neighbouring Council	2,106
Vendor Not Local	Rest of Western Victoria	1,556
Vendor Not Local	Rest of Victoria	39,948
Vendor Not Local	NSW	4,982
Vendor Not Local	SA	451
Vendor Not Local	QLD	2,258
Vendor Not Local	ACT	168
Vendor Not Local	TAS	49
Vendor Not Local	NT	-
Vendor Not Local	WA	414
Vendor Not Local	International/Unknown	179



Notes:

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

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Investments Summary - City Of Ballarat

Period Ending 31 December 2024

Institution	Fossil Fuel Investment	Percentage of Total investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
Westpac Bank	Yes	13.51%	Term Deposit	\$ 10,000,000.00	5.00%	2/10/2024	8/01/2025
Suncorp	No	6.76%	Term Deposit	\$ 5,000,000.00	4.90%	9/10/2024	15/01/2025
National Australia Bank	Yes	6.76%	Term Deposit	\$ 5,000,000.00	4.95%	23/10/2024	22/01/2025
National Australia Bank	Yes	6.76%	Term Deposit	\$ 5,000,000.00	4.96%	23/10/2024	29/01/2025
IMB	No	6.76%	Term Deposit	\$ 5,000,000.00	4.90%	6/11/2024	5/02/2025
Bendigo & Adelaide Bank	No	5.41%	Term Deposit	\$ 4,000,000.00	4.95%	13/11/2024	12/02/2025
Bendigo & Adelaide Bank	No	6.76%	Term Deposit	\$ 5,000,000.00	5.05%	13/11/2024	12/11/2025
Bendigo & Adelaide Bank	No	6.76%	Term Deposit	\$ 5,000,000.00	5.10%	13/11/2024	13/08/2025
Bendigo & Adelaide Bank	No	6.76%	Term Deposit	\$ 5,000,000.00	5.15%	13/11/2024	14/05/2025
Bendigo & Adelaide Bank	No	6.76%	Term Deposit	\$ 5,000,000.00	5.02%	20/11/2024	19/02/2025
National Australia Bank	Yes	6.76%	Term Deposit	\$ 5,000,000.00	5.00%	27/11/2024	26/02/2025
National Australia Bank	Yes	6.76%	Term Deposit	\$ 5,000,000.00	5.00%	4/12/2024	5/03/2025
National Australia Bank	Yes	6.76%	Term Deposit	\$ 5,000,000.00	5.01%	4/12/2024	12/03/2025
Suncorp	No	6.76%	Term Deposit	\$ 5,000,000.00	4.96%	11/12/2024	19/03/2025

Total Investments

\$ 74,000,000.00

Total % of Non Fossil Fuel Lending Institutions

52.7%**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 Bendigo Bank, Bank Vic, Suncorp and IMB. These investments represent 52.7% of total funds invested at 31 December 2024 and have been invested at rates that are considered comparable to other institutions.

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2024

Comprehensive Income Statement		\$'000	\$'000
Net Surplus - Forecast Q1 2024			\$ 68,429
Expense Savings - Permanent			
Employee Expenses savings due to vacancies (refer 9 below)	(1)	\$2,824	
EPA Levy - Landfill (refer 19 below)	(2)	\$500	
Sleep and Settle carryover correction	(3)	\$526	
Landfill leachate removal	(4)	\$400	
Growth Areas Legal costs	(5)	\$350	
Professional Development	(6)	\$112	
Other Minor savings		\$343	
			\$5,055
Additional Expenses - Permanent			
Transfer Station - new waste disposal contract	(7)	(\$1,206)	
Agency Staff costs across organisation required to cover vacancies	(8)	(\$986)	
Computer Software licencing	(9)	(\$396)	
City Design Projects, net increase for bike paths & missing links	(10)	(\$86)	
			(\$2,674)
Additional Income - Permanent			
Carpark agreement settlement	(32)	\$650	
Subdivision Supervision & plan checking	(11)	\$600	
Art Gallery funding for Masterplan from Creative Vic	(12)	\$539	
Unbudgeted Other Income (Emergency Management and Recycling)	(13)	\$582	
Sale of Land - Clarendon College (Held in Land Realisation Reserve)	(14)	\$235	
Additional Tree Planting income	(15)	\$230	
Engaged Communities grants received, primarily violence prevention	(16)	\$155	
Other Minor User Fee increases	(17)	\$284	
Other Minor Grants	(18)	\$265	
			\$3,540
Income Reduction - Permanent			
Landfill Gate Fees - Loss of commercial client	(19)	(\$2,340)	
Reduction in Interest revenue	(22)	(\$1,700)	
Cultural Venues Income	(23)	(\$510)	
Town Planning Permit Fees	(24)	(\$473)	
Transfer Station Gate Fees	(25)	(\$302)	
Open Space subdividers contribution	(26)	(\$200)	
Asset Protection Permit Fees	(27)	(\$150)	
			(\$5,675)
Expense Savings - Timing			
Main Road LED installation	(28)	\$2,220	
Strategic Planning Projects deferred	(28)	\$260	
FOGO service rollout	(28)	\$150	
Other Minor savings	(28)	\$205	
			\$2,835
Income Increase - Timing			
Fully Funded Roads Projects	(29)	\$2,797	
Various new successful grant applications	(30)	\$764	
			\$3,561
Income Reduction - Timing			
Eastwood Street funding unsuccessful at this stage	(20)	(\$2,100)	
Sale of Land	(21)	(\$2,000)	
Capital Grant receipt timing changes Animal Shelter	(31)	(\$1,050)	
Capital Grant receipt timing changes Sebastopol Community Hub	(31)	(\$450)	
			(\$5,600)
Transfers between Capital & Operating projects			(\$888)
Annual Forecast Surplus			\$68,583

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2024

Notes:

- (1) Predominately relates to savings in employee costs due to vacant positions.
- (2) Savings in EPA levy due to decreased volumes being taken to Landfill. Primarily, due to the loss of a commercial client.
- (3) Sleep and Settle costs were removed from 2023/24 Mid-Year Budget Review and carried over to 2024/25, then unspent grant funding from 2023/24 was also rolled over at 30 June 2024, duplicating this amount.
- (4) Reduction in leachate removal costs at Landfill due to less rainfall and improved site drainage.
- (5) Legal fees anticipated for Growth Area Framework and planning not currently needed and will be budgeted in future, if required.
- (6) Reduction in Professional Development across the organisation based on spend trends in current and previous years.
- (7) Cost increase for Transfer Station waste disposal including ongoing street sweeping and waste stockpile removal based on new contract tender awarded. Management of the stockpile was not provided for in the adopted budget.
- (8) Agency Staff costs required to fill temporary vacancies or complete specific required works. This partially offsets the savings in Employee Costs.
- (9) Additional budget required for Computer Software based on current trend and including the HR Information System. Also includes some costs that should have been accrued for in 2023/24.
- (10) City Design Projects for Bike Paths and Missing Links added, partially offset by design projects removed.
- (11) Additional revenue for Subdivision Supervision & plan checks based on current trend. This increase is primarily attributed to a single large development in the Ballarat West Employment Zone.
- (12) Recognising Grant Funding received for the Art Gallery Masterplan and from Creative Vic not included in the adopted budget.
- (13) Other Income receipts not including in budget including Recycling income in the Waste area and some Emergency Management, Flood Event and Legal Fees reimbursements.
- (14) Previously unplanned sale of land parcel, therefore not included in budget assumptions.
- (15) Additional Tree Planting income based on current trend, which partially offsets the cost of planting new street trees through the municipality.
- (16) Grant funding received for Engaged Communities related programs including violence and vaping prevention.
- (17) Various minor User Fee revenue increases from across the organisation based on current trends, driven by additional Regulatory income and increased income at the Ballarat Aquatic and Lifestyle Centre.
- (18) Minor Operating Grant increases based on current funding trends or agreements signed.
- (19) A large commercial customer is no longer utilising our Landfill service, significantly reducing gate fees.
- (20) Due to unsuccessful funding application for the Eastwood Street Leisure Complex. A new application for funding has been submitted. Grant funding is required to fund this project.
- (21) Budgeted Sale of Land parcel put on hold.
- (22) Reduction in Interest revenue based on current investment holdings and forecast capital works delivery.
- (23) Reduction in User Fee income primarily related to the delayed opening of Her Majesty's Theatre following refurbishment.
- (24) Town Planning Permit income reduction based on current trend showing a slowdown in building and development activity.
- (25) Revised estimate for Transfer Station Gate Fees as activity is down on budgeted assumptions.
- (26) Slowdown in development activity has resulted in reduced contributions for Open Space.
- (27) Asset Protection income reduction based on current trend showing a slowdown in building and development activity.
- (28) Planned project spend that has been deferred and will now be carried over into 2025/26.
- (29) Roads projects based on confirmed funding allocations which included a new \$1.5m grant to complete works on Learmonth Street and additional funding received under Federal Roads to Recovery approved for Gillies Road works.
- (30) New Grant funding announcements not in adopted budget, projects include Redan Wetlands, Changing Places, and the Ballarat Sports & Entertainment Centre.
- (31) Grant Funding for capital projects which has been delayed from original estimates or resulted from revised funding agreements.
- (32) Settlement of carpark revenue sharing agreement with Grampians Health.

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2024

Statement of Capital Works		\$'000	\$'000
Total Capital Works - Forecast Q1 2024			\$ 129,685
Capital Works delivery timing reduction (Carryover to 25/26)			
Development Projects (Greenhalghs & Cherry Flat Rds, Drainage Schemes)	(1)	(\$9,366)	
Drainage Infrastructure projects	(1)	(\$3,345)	
Ballarat Animal Shelter	(1)	(\$3,250)	
Frank Bourke Oval Changerooms	(1)	(\$2,430)	
Major Infrastructure Renewal Projects	(1)	(\$1,695)	
Free the Yarrowee GPT	(1)	(\$1,323)	
Len T Fraser Skate Park	(1)	(\$1,210)	
Ballarat Regional Landfill capital works	(1)	(\$1,080)	
Major New Capital Road Projects	(1)	(\$840)	
Federal Blackspot Funding - Hendersons Road & Avenue Road	(1)	(\$831)	
Community Infrastructure Brown Hill Kindergarten & Binney Reserve	(1)	(\$776)	
Art Gallery Humidifiers	(1)	(\$750)	
Heat Pump Install at Ballarat Aquatic & Lifestyle Centre	(1)	(\$695)	
Victoria Park Dog Obedience Building	(1)	(\$550)	
Bicycle Strategy Projects	(1)	(\$542)	
Lining Gallery Walls Project	(1)	(\$542)	
Irrigation Renewal Botanical Gardens	(1)	(\$412)	
Wendouree Library and Learning Centre Detailed Design	(1)	(\$400)	
Buninyong Bowls Surface	(1)	(\$396)	
Marty Busch Reserve Master Plan Upgrades	(1)	(\$362)	
Modernising Ballarat's Alternative Water Systems	(1)	(\$340)	
Plant Replacement Program	(1)	(\$301)	
Black Hill Landfill Gas Trench & Drainage	(1)	(\$300)	
Alfredton Social Rooms Extension	(1)	(\$297)	
Bluestone Laneway upgrades	(1)	(\$250)	
Civic Hall Production Upgrade	(1)	(\$250)	
Other Minor <\$250k	(1)	(\$1,761)	
			(\$34,294)
Capital Works delivery timing			
Glenelg Hwy/Wiltshire Intersection	(2)	(\$2,905)	
Federal Funded Roads Projects	(3)	\$1,974	
Learmonth Street - Fully Funded	(5)	\$1,500	
Lucas Integrated Children's Centre	(4)	\$1,315	
Redan Wetlands Project - Funded	(5)	\$369	
Ballarat Sports Events Centre - Fully Funded	(5)	\$200	
Changing Places at BALC - Funded	(5)	\$200	
Other Minor <\$100k		\$100	
			\$2,753
Permanent Reduction in Capital Works			
Sebastopol Community Hub	(7)	(\$1,000)	
Drainage Projects duplicated in budget	(6)	(\$800)	
Strategic land purchases reserve	(7)	(\$495)	
Burrumbeet Cricket Club rooms	(6)	(\$269)	
Plant Replacement program	(7)	(\$296)	
Shop façade improvement program	(7)	(\$200)	
Waste Fleet Replacement program	(7)	(\$180)	
Bonshaw Kindergarten Facility Improvements	(7)	(\$100)	
Facilities Renewal Works	(7)	(\$100)	
Other Minor <\$100k		(\$338)	
			(\$3,778)
Permanent Increase in Capital Works			
Glass Kerbside Service Rollout bins	(8)	\$918	
Prince of Wales Park Baseball Lighting	(9)	\$496	
Alfred Walk	(10)	\$400	
Hardstand & Drainage at Transfer Station	(11)	\$105	
Other Minor <\$100k		\$404	
			\$2,323
Transfers between Capital & Operating projects			(\$888)
31 December - Forecast MYBR			\$95,801

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Mid Year Budget Review Summary - City of Ballarat
Period Ending 31 December 2024**Notes:**

- (1) Project will not be completed in 2024/25. Will be included as a carryover in the adopted 2025/26 Budget.
- (2) Timing variance as project completed early and costs were incurred in previous financial year.
- (3) Fully funded Federal roads projects for Roads to Recovery, LRCI and Federal Blackspot based on actual funding arrangements
- (4) Budget for this project in the four year adopted budget, brought forward into the current financial year.
- (5) Delivery of projects where new project funding received not in adopted budget assumptions.
- (6) Duplication of projects or carryover issue identified in approved budget figures
- (7) Permanent reductions identified due to project cost savings or budgeted projects or elements being removed from the program.
- (8) Glass service will be in future budgets, early procurement required for preparation of bin rollout
- (9) Works on lighting tower and Prince of Wales park as presented to ELT.
- (10) Co-contribution with Norwich Plaza for roof structure, amenity and functional upgrades.
- (11) Required works based on EPA report

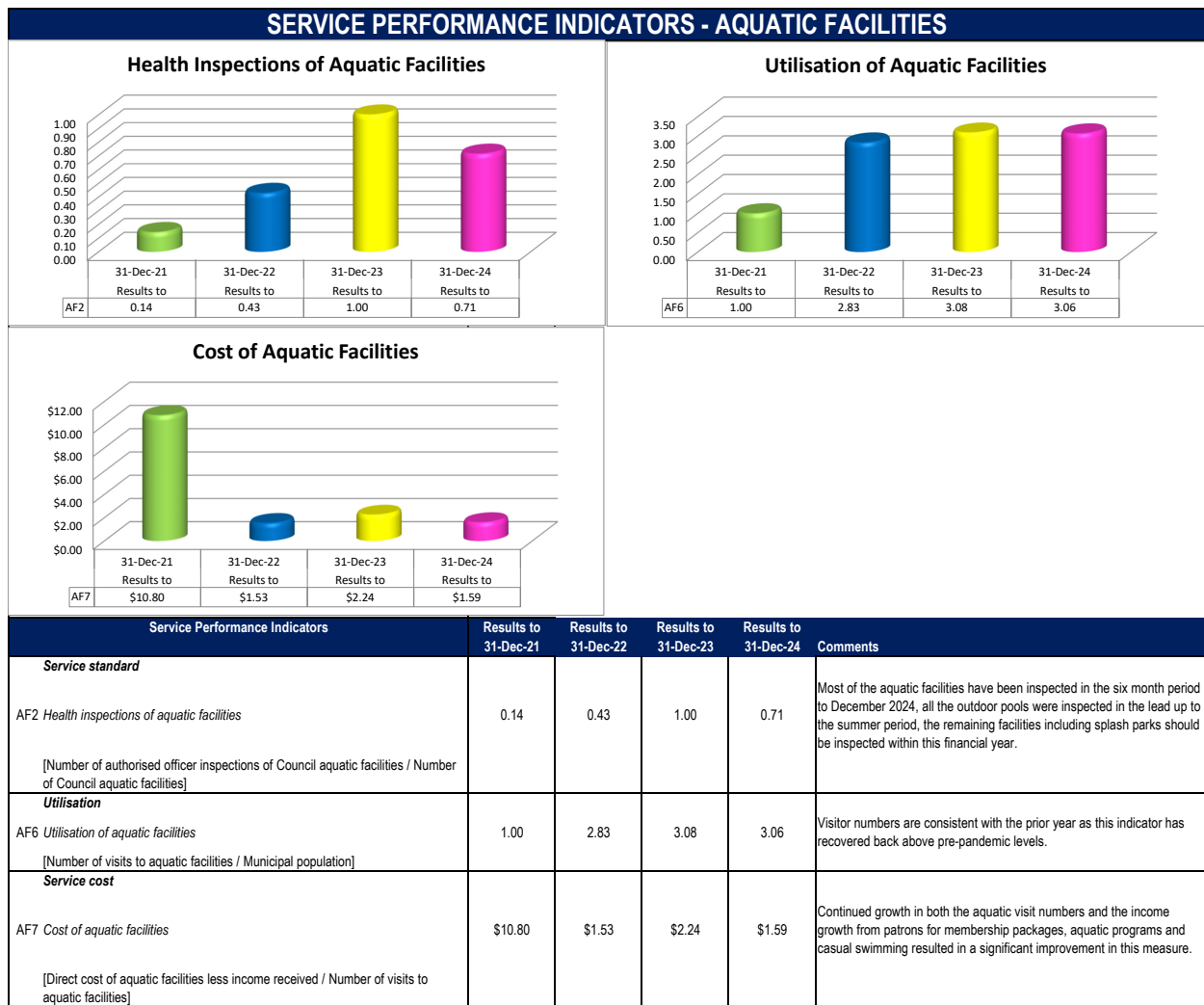
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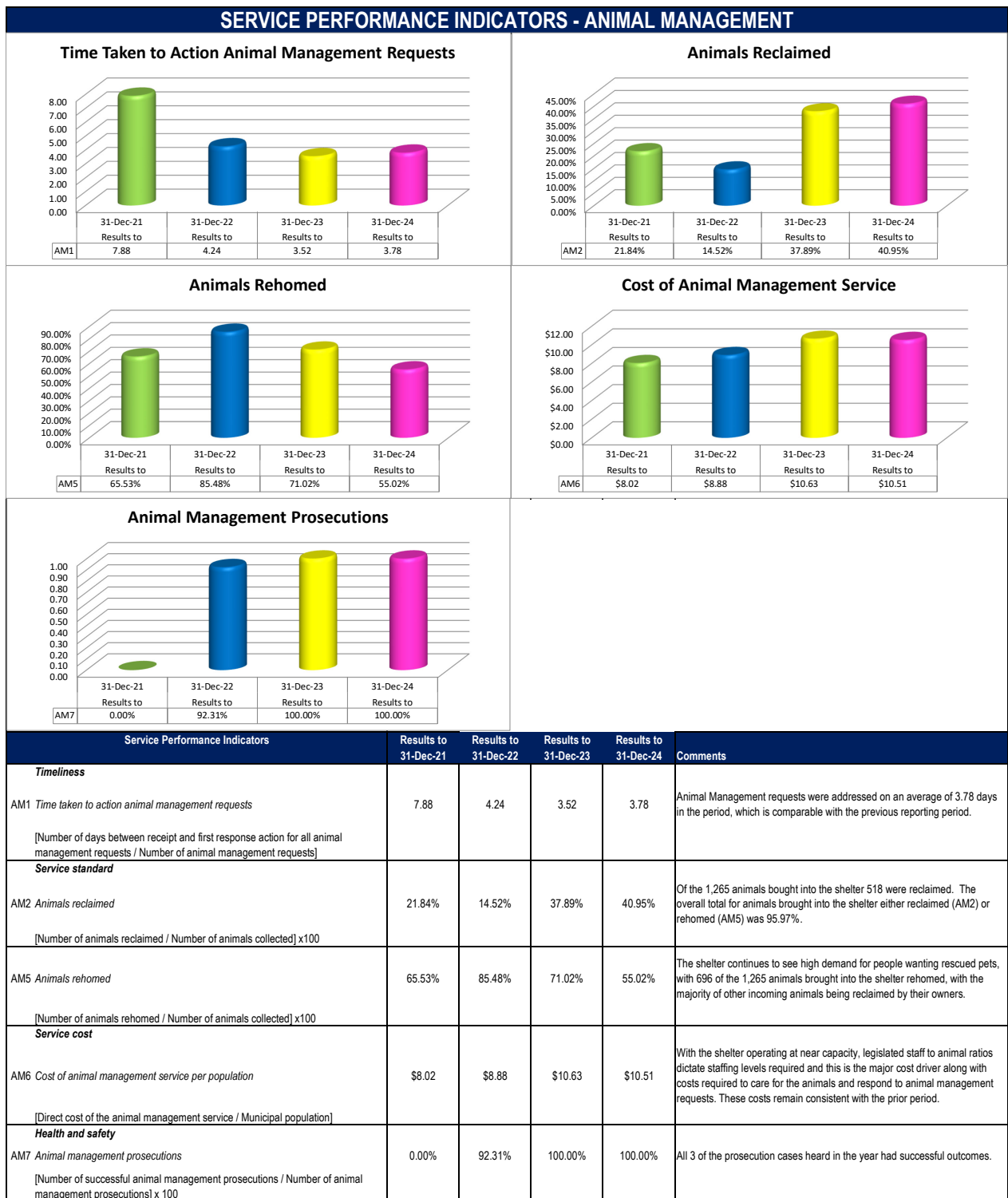
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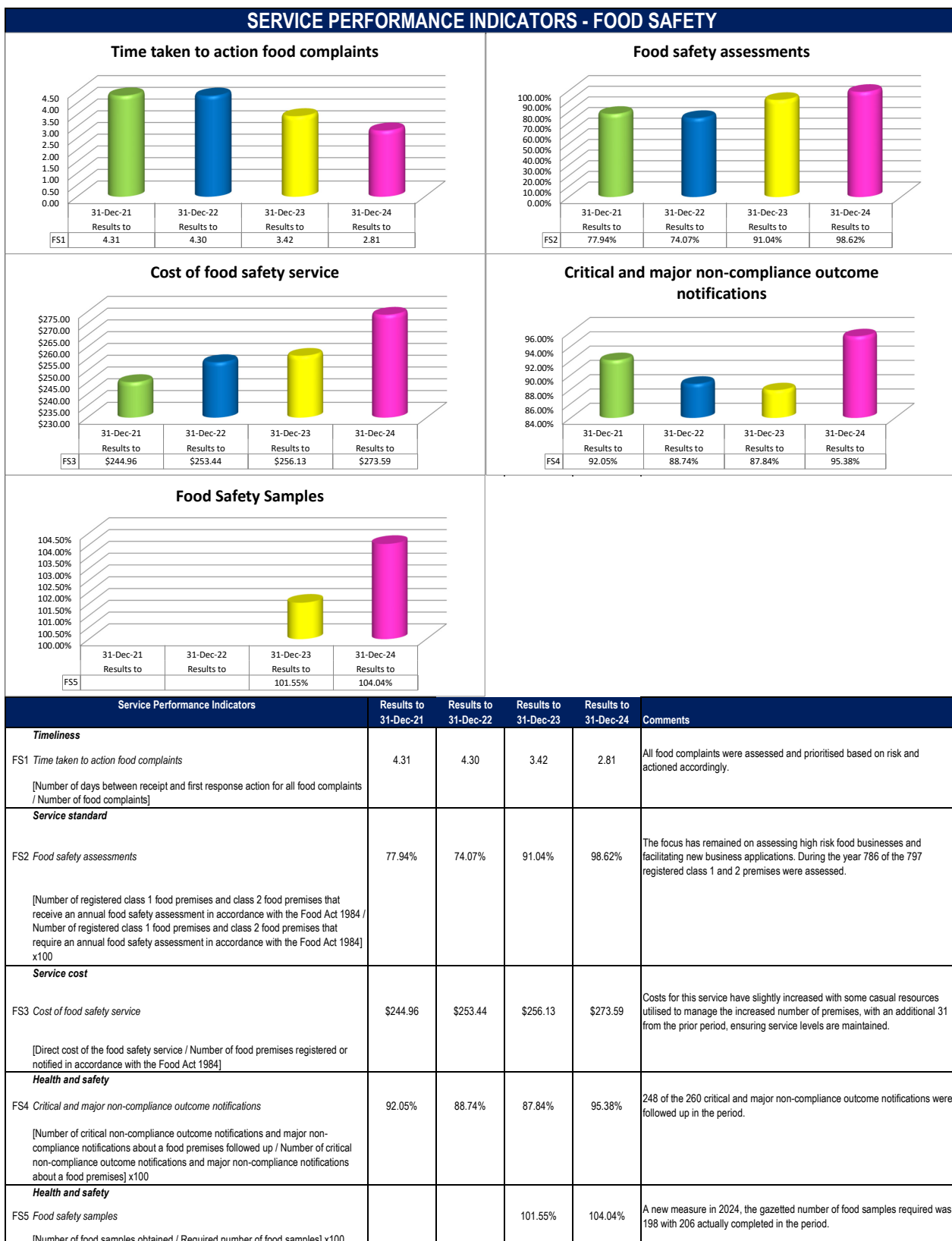


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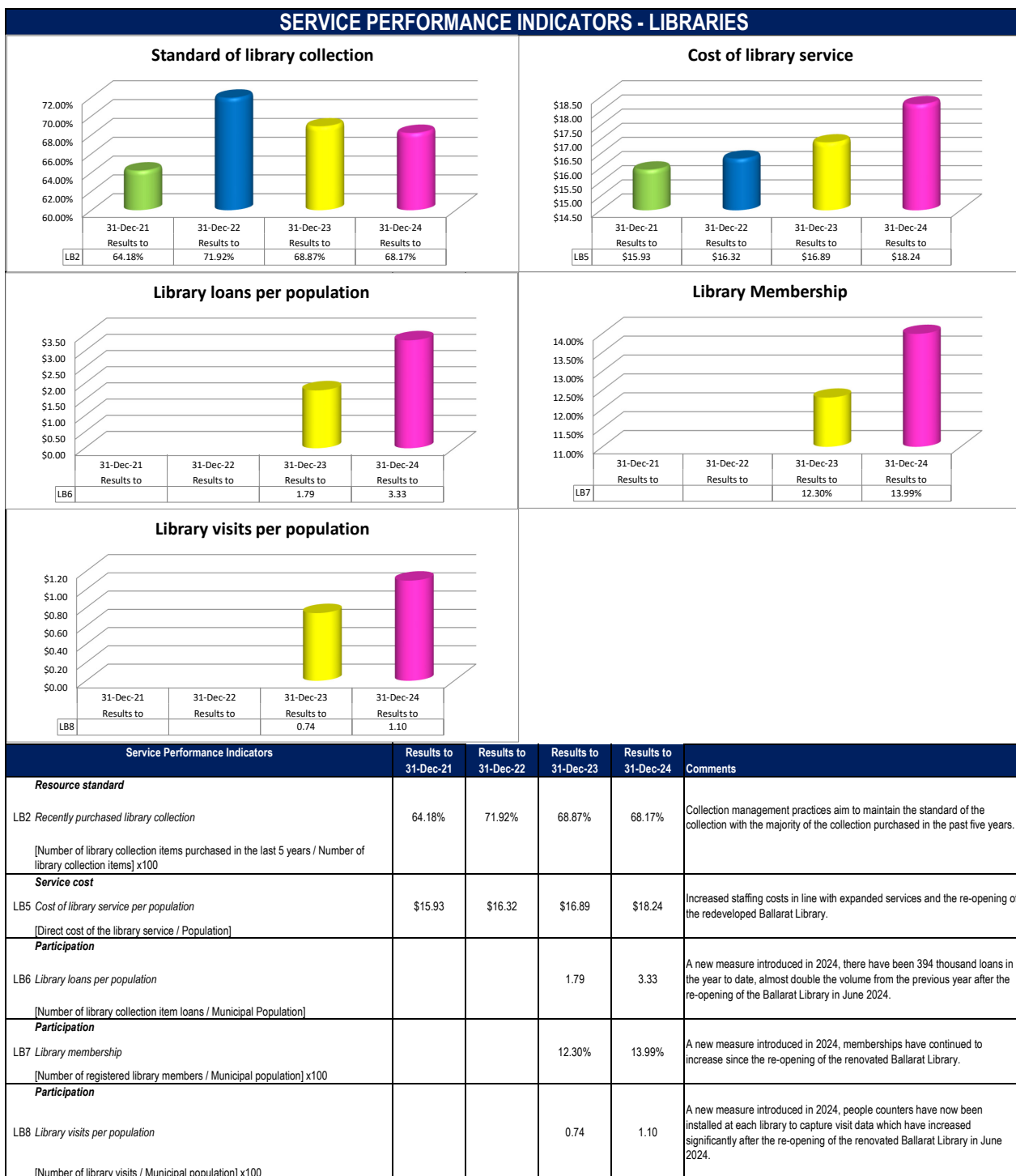
Performance Statement Report
For the Period Ended 31 December 2024

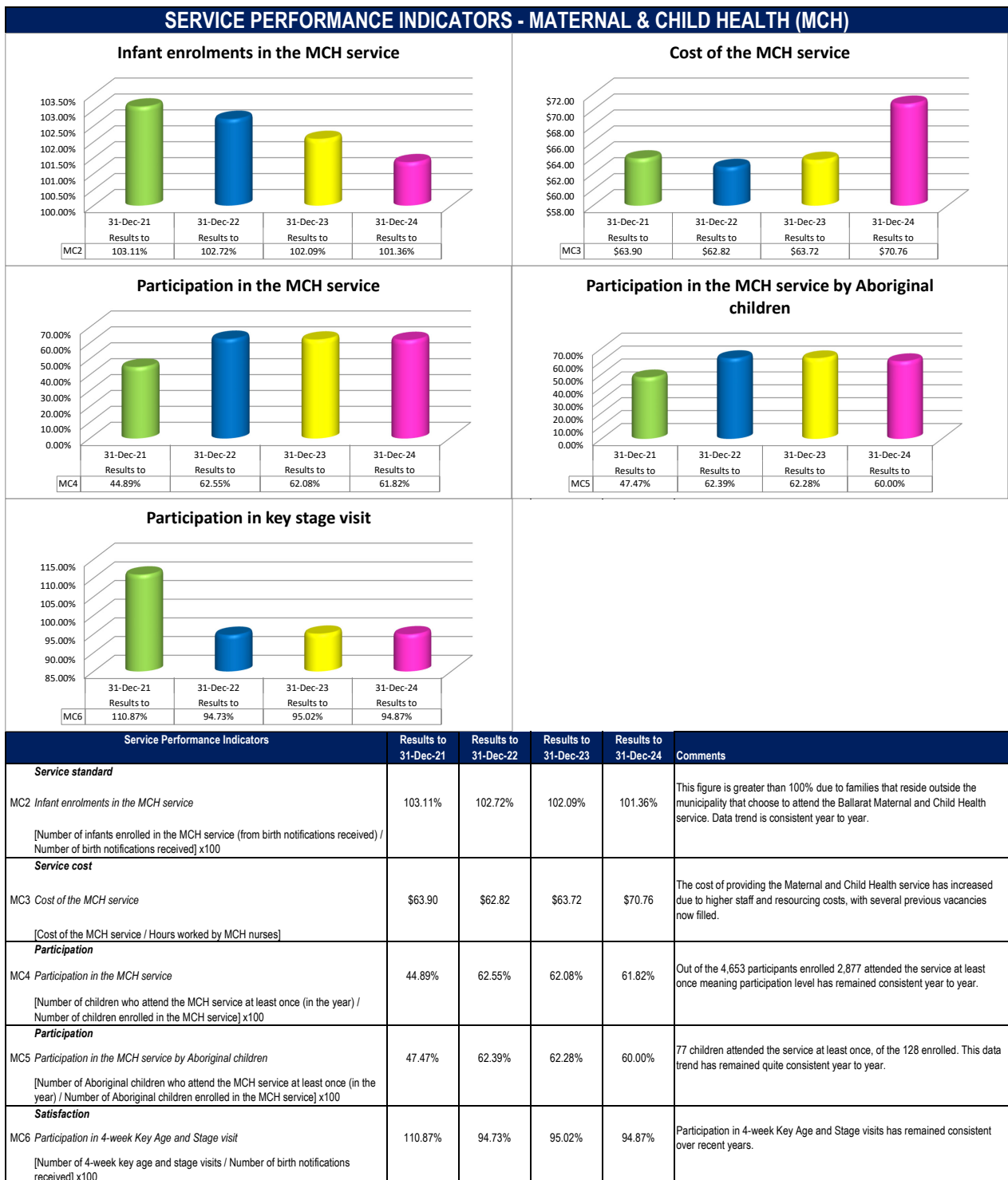


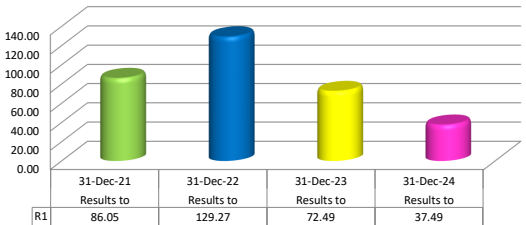
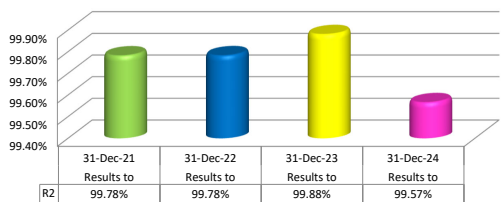
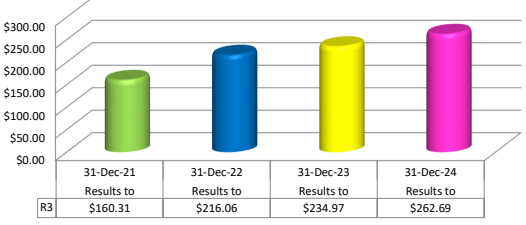
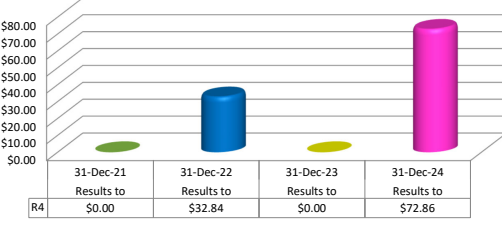
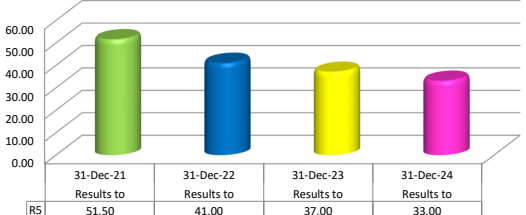




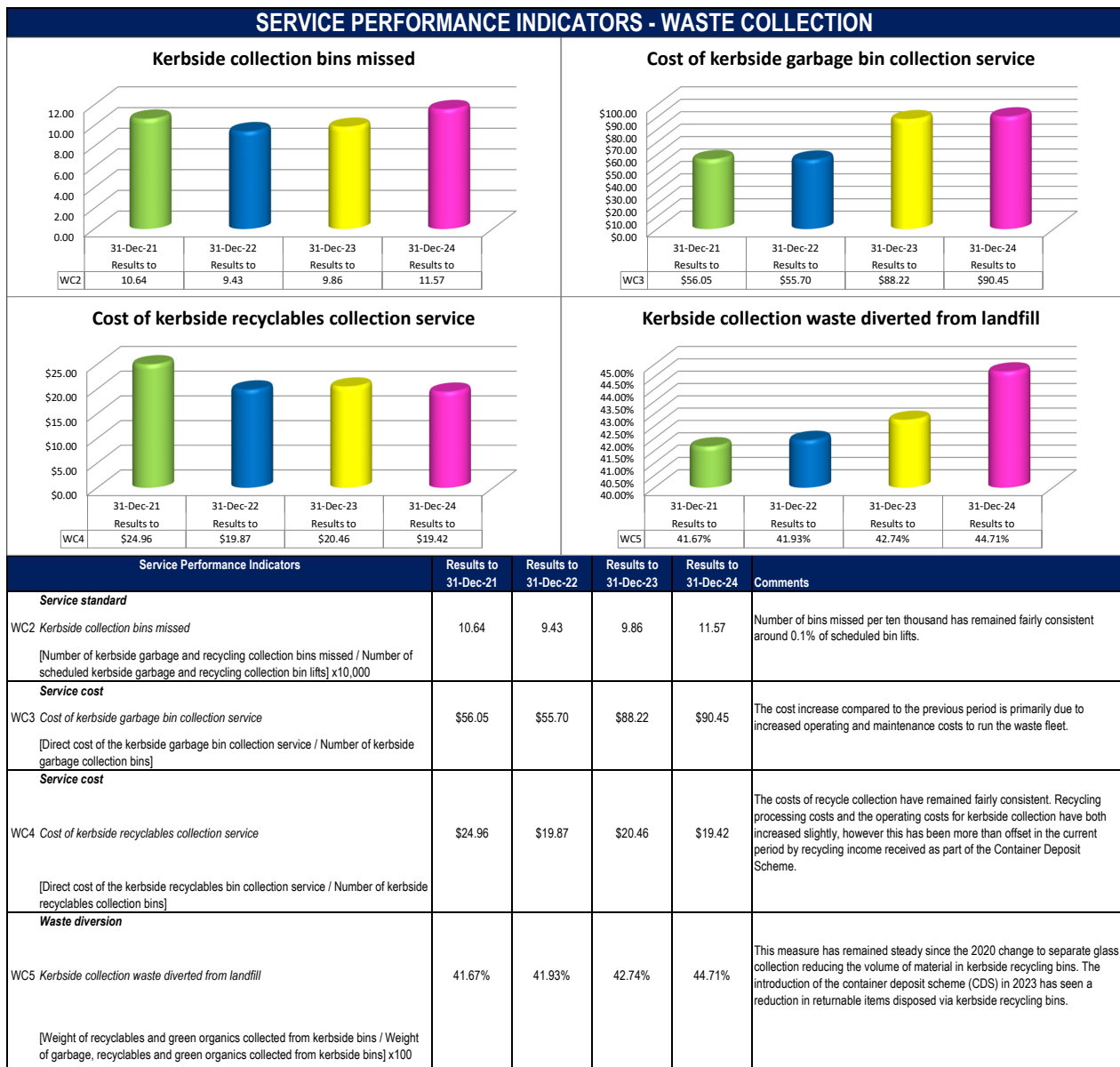
SERVICE PERFORMANCE INDICATORS - GOVERNANCE																									
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Service Performance Indicators		Results to 31-Dec-21	Results to 31-Dec-22	Results to 31-Dec-23	Results to 31-Dec-24	Comments																			
Transparency																									
G1 Council decisions made at meetings closed to the public		2.30%	2.52%	1.72%	6.09%	All tenders are put into the public resolutions of Council, factors such as meeting procedures and contracts committee will impact the number of resolutions made in the closed to the public sessions. Council continues its commitment to strong transparency making a majority of decisions in public meetings with only 7 decisions made that were closed to the public out of a total of 115. The increase from the previous years was due to 4 items relating to Council business that would prejudice Council's position in commercial negotiations if prematurely released.																			
<p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p>																									
Consultation and engagement																									
G2 Satisfaction with community consultation and engagement		55.40	51.00	49.00	48.00	Community engagement practices are guided by the Community Engagement Framework, Community Engagement Policy and the Public Transparency Policy. City of Ballarat are continuing to focus on ways it can enhance and encourage community engagement.																			
<p>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>																									
Attendance																									
G3 Councillor attendance at council meetings		95.56%	100.00%	97.22%	95.83%	Of the 72 possible total meeting attendances there have been 3 apologies. In addition there was 3 meetings missed due to approved leave of absence, which are included as attendance under the guidelines.																			
<p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100</p>																									
Service cost																									
G4 Cost of elected representation		\$21,580.14	\$24,556.40	\$30,293.60	\$27,008.46	Councillor allowances are independently reviewed and generally increased annually. This review is now undertaken by the Victorian Independent Remuneration Tribunal. Costs include relevant professional development, events and travel. Expenses in the data to 31 December 2023 included some overseas travel, hence the decreased average cost in 2024/25 to date.																			
<p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>																									
Satisfaction																									
G5 Satisfaction with council decisions		57.70	53.00	49.00	46.00	This outcome is comparable with the results for Victoria and regional centres which averaged 48 for this measure.																			
<p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>																									



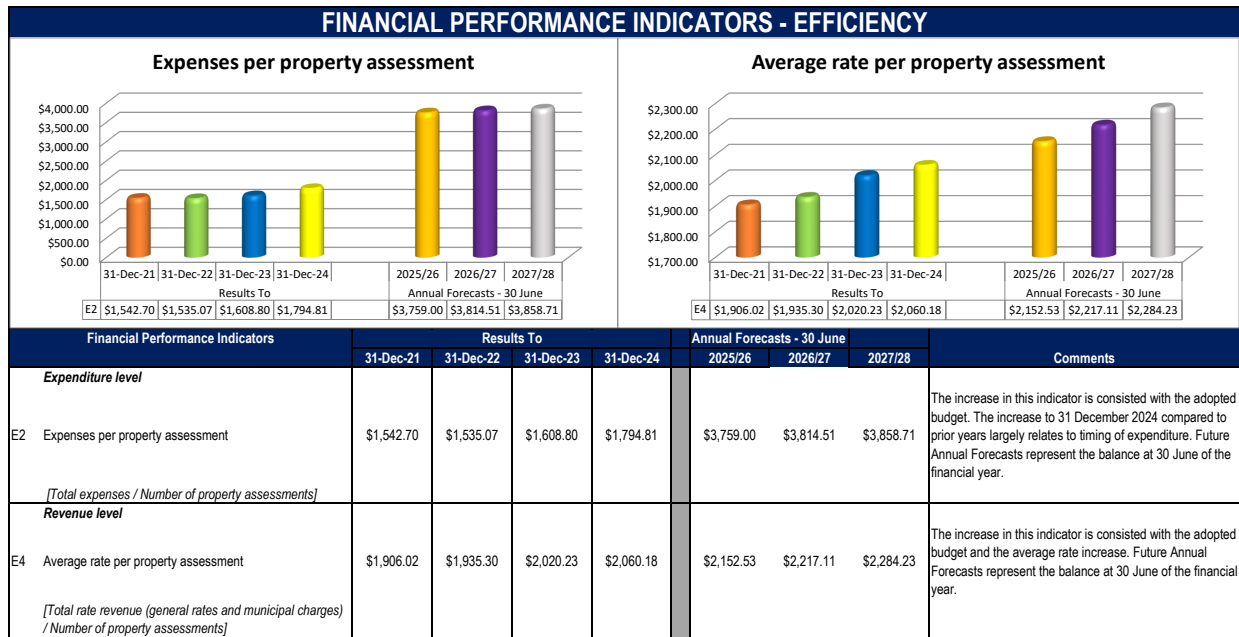


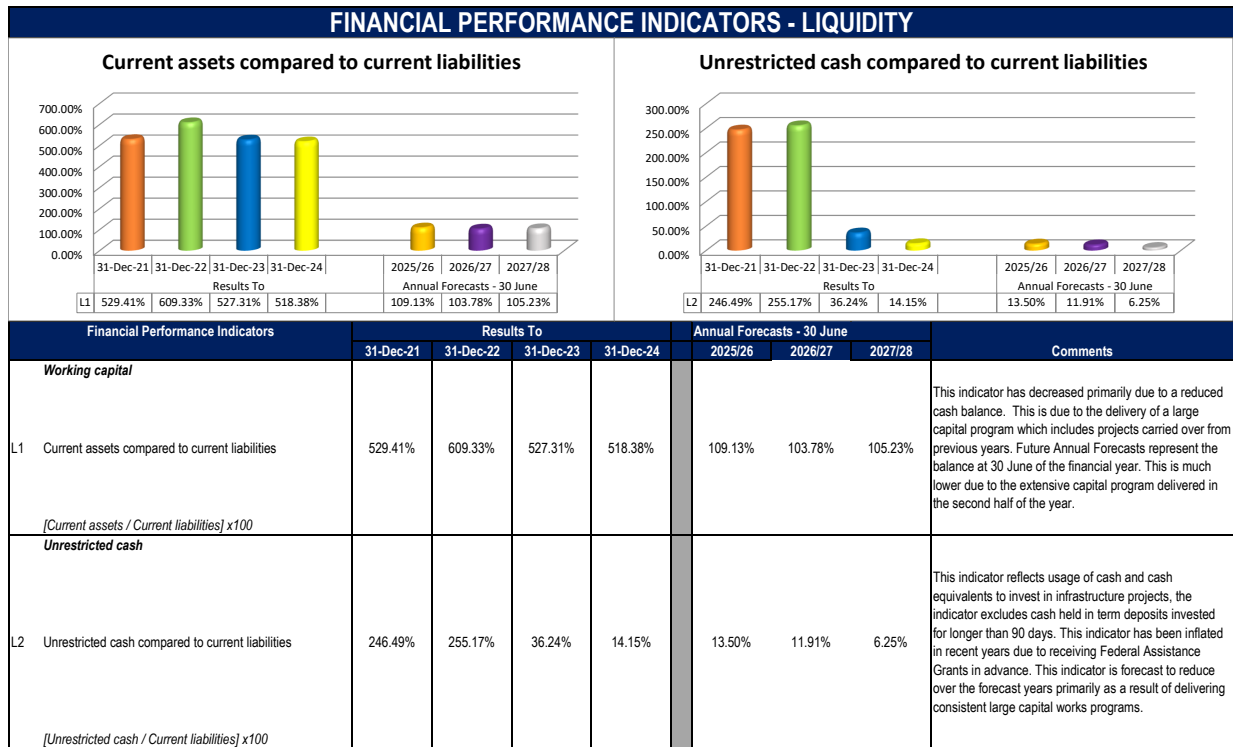
SERVICE PERFORMANCE INDICATORS - ROADS																													
<p>Sealed local road requests</p>  <table border="1"> <tr> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>31-Dec-24</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>R1</td> <td>86.05</td> <td>129.27</td> <td>72.49</td> <td>37.49</td> </tr> </table>		31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	Results to	Results to	Results to	Results to	R1	86.05	129.27	72.49	37.49	<p>Sealed local roads maintained to condition standards</p>  <table border="1"> <tr> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>31-Dec-24</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>R2</td> <td>99.78%</td> <td>99.78%</td> <td>99.88%</td> <td>99.57%</td> </tr> </table>		31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	Results to	Results to	Results to	Results to	R2	99.78%	99.78%	99.88%	99.57%
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Satisfaction of use																													
R1	Sealed local road requests			86.05	129.27	72.49	37.49	The improvement in this measure from the prior years is believed to be due to several factors including an increased focus on resheeting & major patching programs, proactive inspections providing a list of road defects for maintenance, and drier conditions overall this year has seen less water related damage to the road network.																					
	[Number of sealed local road requests / Kilometres of sealed local roads] x100																												
Condition																													
R2	Sealed local roads maintained to condition standards			99.78%	99.78%	99.88%	99.57%	The road network is maintained as per the agreed level of service on an ongoing basis. This measure has remained consistent across the comparative periods																					
	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100																												
Service cost																													
R3	Cost of sealed local road reconstruction			\$160.31	\$216.06	\$234.97	\$262.69	This indicator is impacted by the type of construction jobs completed, as different types of works will have significantly different cost per metre outcomes depending of factors such as size and complexity.																					
	[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]																												
R4	Cost of sealed local road resealing			\$0.00	\$32.84	\$0.00	\$72.86	Cost associated with the completion of Annual Resealing program with average costs impacted by the mix of works completed. This program is largely completed over the summer months and often started after the 1st January as reflected in some prior years that have zero cost in the first six months to December.																					
	[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]																												
Satisfaction																													
R5	Satisfaction with sealed local roads			51.50	41.00	37.00	33.00	Combinations of weather, increased traffic volumes and growth of the City may have contributed to a decrease in the community satisfaction for sealed roads. There has been a strong focus on Council's road infrastructure and asphaltting works in recent budgets which aims to address community satisfaction in this area.																					
	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]																												



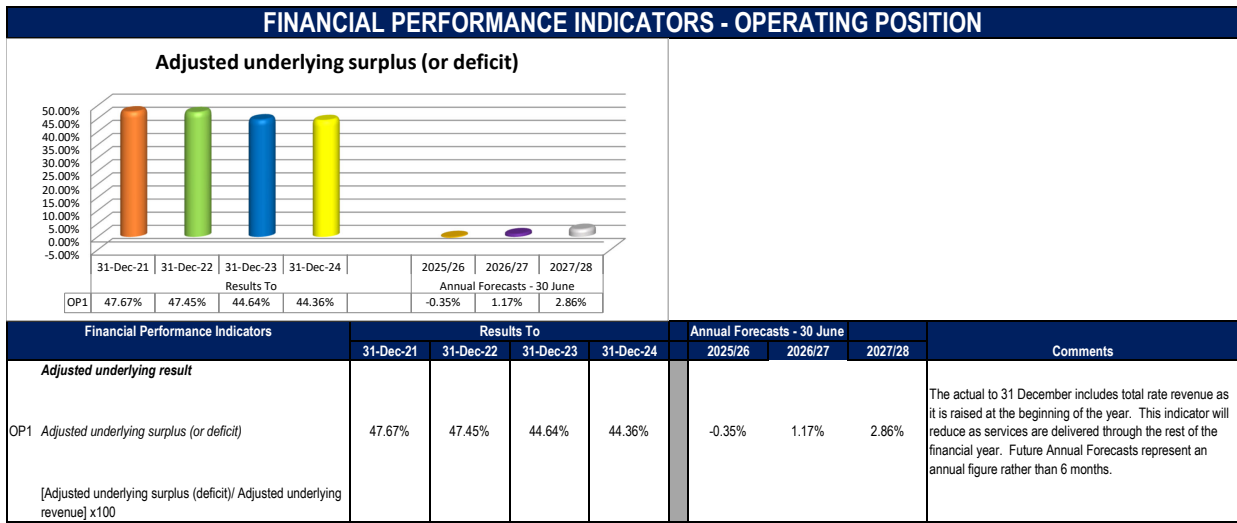


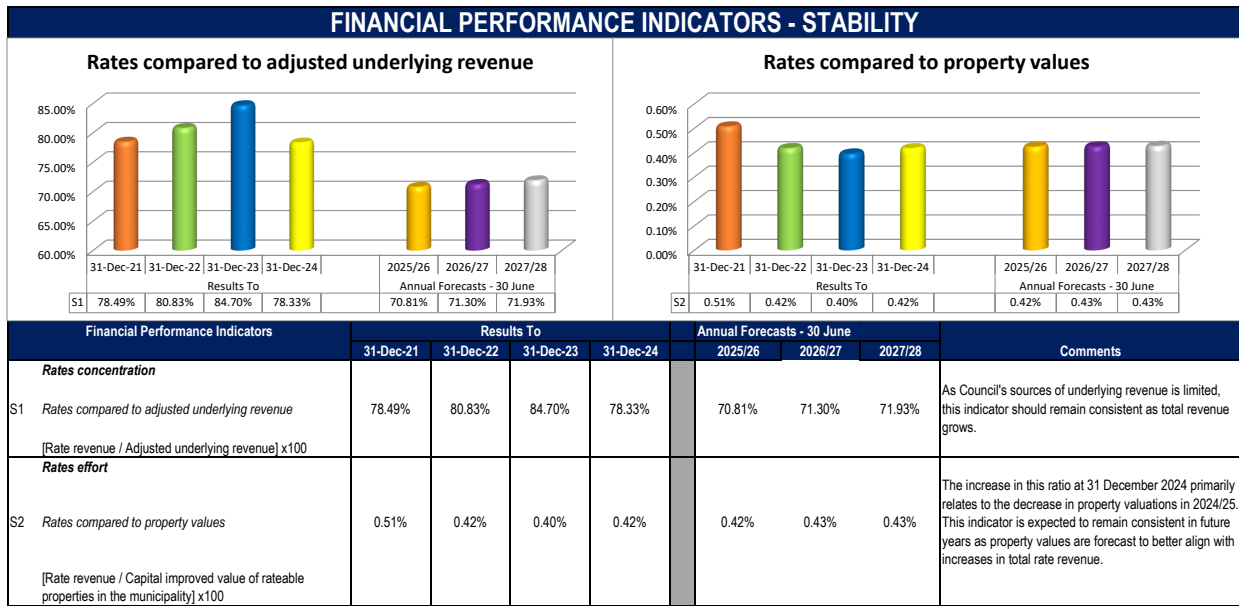
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Population density per length of road <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-21</td><td>75.71</td></tr> <tr><td>31-Dec-22</td><td>75.66</td></tr> <tr><td>31-Dec-23</td><td>76.82</td></tr> <tr><td>31-Dec-24</td><td>78.09</td></tr> </table>		Year	Results to	31-Dec-21	75.71	31-Dec-22	75.66	31-Dec-23	76.82	31-Dec-24	78.09	Own-source revenue per head of municipal population <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-21</td><td>\$1,325.46</td></tr> <tr><td>31-Dec-22</td><td>\$1,421.22</td></tr> <tr><td>31-Dec-23</td><td>\$1,447.53</td></tr> <tr><td>31-Dec-24</td><td>\$1,496.62</td></tr> </table>		Year	Results to	31-Dec-21	\$1,325.46	31-Dec-22	\$1,421.22	31-Dec-23	\$1,447.53	31-Dec-24	\$1,496.62		
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Population																									
C1	Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>			\$800.96	\$825.15	\$847.13	\$957.13	This indicator is consistent with the level of budgeted expenditure, with increased employee costs and materials and services. The increase to 31 December 2024 compared to prior years largely																	
Population																									
C2	Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>			\$14,739.16	\$15,993.54	\$15,068.72	\$15,259.97	The value of infrastructure assets held increased from the previous financial year.																	
Population																									
C3	Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>			75.71	75.66	76.82	78.09	This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future.																	
Own-source revenue																									
C4	Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>			\$1,325.46	\$1,421.22	\$1,447.53	\$1,496.62	This indicator has increased which is consistent with the budgeted revenue and primarily reflects growth in rates revenue.																	
Recurrent grants																									
C5	Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>			\$122.89	\$104.87	\$82.73	\$223.73	This indicator has increased from prior years primarily due to the timing of Council receiving the Federal Assistance funding, in 2024/25 \$16.1m was received in the first half of the financial year and not in advance in the second half of the financial year as in previous years.																	
Disadvantage																									
C6	Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>			4.00	4.00	4.00	4.00	This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA).																	
Workforce turnover																									
C7	Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>			5.8%	7.9%	12.6%	6.5%	This measure has now come down to levels in line with the historical trend, the 2023/24 figure included 40 redundancies relating to ceasing the provision of Aged Care services.																	





FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS																																																																																																	
Loans and borrowings compared to rates <table border="1"> <tr> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>31-Dec-24</td> <td>2025/26</td> <td>2026/27</td> <td>2027/28</td> </tr> <tr> <td>28.41%</td> <td>23.62%</td> <td>19.26%</td> <td>17.19%</td> <td>38.14%</td> <td>38.01%</td> <td>34.35%</td> </tr> </table>					31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	2025/26	2026/27	2027/28	28.41%	23.62%	19.26%	17.19%	38.14%	38.01%	34.35%	Loans and borrowings repayments compared to rates <table border="1"> <tr> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>31-Dec-24</td> <td>2025/26</td> <td>2026/27</td> <td>2027/28</td> </tr> <tr> <td>2.36%</td> <td>2.15%</td> <td>1.81%</td> <td>0.74%</td> <td>16.93%</td> <td>4.98%</td> <td>5.29%</td> </tr> </table>					31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	2025/26	2026/27	2027/28	2.36%	2.15%	1.81%	0.74%	16.93%	4.98%	5.29%																																																												
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Annual Action Plan 2024/25

Quarter 2 Progress Report



CITY OF BALLARAT

Council Plan

2021–2025



CITY OF BALLARAT
Council Plan 2021–2025
Annual Action Plan 2024/25



ACTION SUMMARY BY PERFORMANCE

49 MONITOR*

129 ON SCHEDULE

32 COMPLETED/NEARING COMPLETED

36 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 Q2 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.

Definitions Quarter Two




MONITOR	Less than 40% completion of action
ON SCHEDULE	Between 40%-75% of action completed
COMPLETED/NEARING COMPLETION	Over 75% of action completed
ONGOING	Planned to continue beyond current year

Annual Action Plan 2024/25




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	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Tender for the 196kW rooftop solar at Ballarat Aquatic and Lifestyle Centre closed on 16 December 2024. Project award and initiation is expected in February 2025.</p> <p>The solar and neighbourhood battery business case at the Ballarat Badminton Stadium was submitted for the State Government’s 100 Neighbourhood Batteries Program, in the application led by Central Victorian Greenhouse Alliance and jointly with 12 other regional councils.</p> <p>The evaluation of solar batteries is currently underway at two emergency relief centres: Learmonth Football Club and Buninyong Community Facility.</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	15	 RED	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Working with community group Breaze through their Community Partnership Grant to promote energy efficiency and electrification for households. Engagement activities will take place through 2025.</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	40	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: The Public Electric Vehicle Charging Framework and Implementation Study was completed in December 2024. Council officers will review the report and inform Council of the recommendations.</p>																


STRATEGIC OBJECTIVE - 1.1.2 Transition Towards Zero Waste

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: Meetings with partner Councils and agencies were held in December. The aim of the meetings was to review the tender submissions and to consider requirements for tender development which is scheduled to continue in 2025.																
1.1.2.3 Continue with projects that support development of the circular economy	01-07-2024	30-06-2025	50	 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 20 December 2024, 5,284 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	50	 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 officers are now preparing tender processes, targeting release in 2025.																
1.1.2.7 Update the Resource Recovery and Waste Management Strategy	01-07-2024	30-06-2025	100	COMPLETE												
Progress Comments: Action was completed in Quarter One.																


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	█	█	█	█	█	█	█	█	█	█	█	█

Progress Comments: Action was completed in Quarter One.

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	█	█	█	█	█	█	█	█	█	█	█	█

Progress Comments: The 2024/25 annual tree planting program is 50% complete. Remaining trees are scheduled to be planted in April to June 2025.

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
1.1.3.5 Support residents to transition away from gas via the Electric Homes Program	01-07-2024	30-06-2025	20	 RED	█	█	█	█	█	█	█	█	█	█	█	█

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.

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	70	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. Construction of the Sutton Street Path now 90% completed, with final section to Whitelaw Avenue to be completed early 2025. Glenelg Highway (Stage 1) bike path now completed and open for use. Tender for new paths on Macarthur Street, Little Bridge Street and Grenville Street North and safer crossing at Humffray Street North and Doveton Street North are all to be procured in 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	30	RED	█	█	█									
<p>Progress Comments: Strategic Transport Planning charter drafted. Regional Transport Assessment co-funded by State scoped and meetings held with Department of Transport to ensure alignment with State strategies and infrastructure projects in Ballarat.</p>																
1.1.4.4 Investigate feasibility for an E-bike Library program across Ballarat	01-07-2024	30-06-2025	20	RED	█	█										
<p>Progress Comments: Investigation of existing examples (governance, cost/benefit and risk). Report to be completed for council consideration.</p>																




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

Action	Start Date	End Date	% Complete	Performance	Jul-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	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
<p>Progress Comments: Involvement with community groups to support and encourage the ongoing management of natural resources across our open space assets.</p>																
1.1.5.3 Delivery on Year 1 actions of the Biodiversity Strategy	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: - Biodiversity Programs Officer has commenced. - Spring 2024 Nature Stewards community education program successfully completed and Autumn 2025 is open for applicants. - Wadawurrung Traditional Owners Aboriginal Corporation's (WTOAC) Gobata Dja Natural Resource Management Team have completed jute matting the Great Western Drain at the Ballarat Regional Landfill, addressing erosion and improving water quality; plants are being sourced for Autumn planting by the Gobata Dja Team. - Naturestrip Guidelines are in first draft following market research. - Guidelines for Volunteering on Council Land is in first draft being reviewed by volunteers and Council officers. - Biodiversity Assets and Connections Study has been tendered and is commencing quarter three.</p>																
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	60	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Key items intended by June 2025: - Ballarat Aquatic & Lifestyle Centre (BALC) recycled water opportunities study completed. - WaterSmart grant secured for water audit, including recycled water concepts, for Alfredton Rec Reserve and Marty Busch. - Wendouree West Recreation Reserve recycled water system build and awaiting to Central Highlands Water Class A upgrades in 2025 for final commissioning. - Victoria Park ovals four & five recycled water system nearing design completion, for 2025 construction. - Update of water balance model for Lake Wendouree has commenced.</p>																
<p>STRATEGIC OBJECTIVE - 1.1.6 Adopt more Sustainable Practices in our Core Business and Operations</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
1.1.6.3 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	10	 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	20	 RED												
Progress Comments: The concept and layout plan for hardware and software upgrades is almost finished, along with the suggested staging for implementation. We expect to design, supply, and install stage one in 2025.																

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		 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: Housing Strategy adopted (Action 2.1). Land audit has been drafted and relevant departments will now review (Actions 1.1-1.4). Letter of support provided for local social and affordable housing development seeking funding from State Government (Action 5.2). Advice provided to local organisation planning a youth respite housing project (Action 6.6). Submission prepared for Residential Parks Project advocating for better conditions for residents (Action 5.2). Quarterly meetings scheduled with Homes Victoria (Action 4.1). Position description and business case developed for Housing Solutions Broker role for submission to 2025/26 budget (Action 2.6).</p>																
1.2.1.2 Implement the Community Infrastructure Plan (2022-2037).	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: - Construction has commenced on Sebastopol Community Hub with car park civil works and inground services complete. - Lucas Community Hub building extension works complete. Kindergarten yard landscape works complete. - Detailed designs for Eastwood Leisure Complex redevelopment are progressing. Designs presented to Design Review Panel in November and feedback received. Awaiting outcome of application to Growing Regions Program for this project. - Supporting current and future projects identified in the Community Infrastructure Plan 2022 - 2037 City of Ballarat welcomes the State Government's \$21.5 million investment to support the new Building Blocks Partnership to create up to 612 new kindergarten places. This investment is for five projects including Sebastopol Community Hub, Lucas Community Hub extension, Delacombe Community Kindergarten extension and two further community hubs in the Ballarat West Growth area.</p>																
1.2.1.6 Carry out feasibility studies for a future relocated Wendouree Library and Learning Centre	01-07-2024	30-06-2025	25	 RED												
<p>Progress Comments: An EOI was advertised for the detailed design phase of the future Wendouree Library and Learning Centre, this closed in late November and a selection panel is currently reviewing EOI submissions.</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
1.2.1.8 Implement the Active Women and Girls Action Plan	01-07-2024	30-06-2025		 ONGOING												

Progress Comments: The Sport and Recreation team are currently developing a brief to undertake the review and refresh of the Active and Women's and Girls Strategy. Given the timing of the Active Ballarat Strategy review, the Sport and Recreation team will explore opportunities to create strong connections between the two documents as well as the recently adopted Recreation Infrastructure Plan.

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												

Progress Comments: Action was Completed in Quarter One.


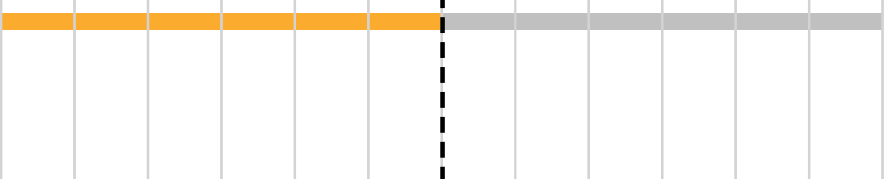

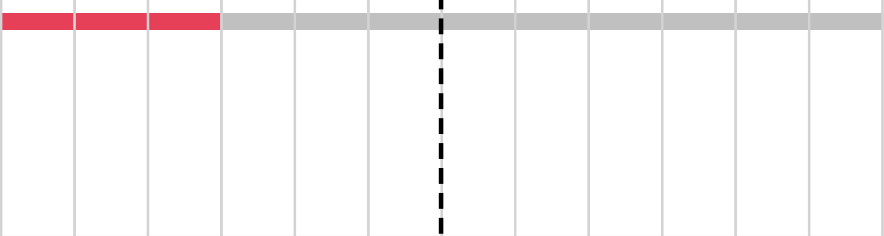

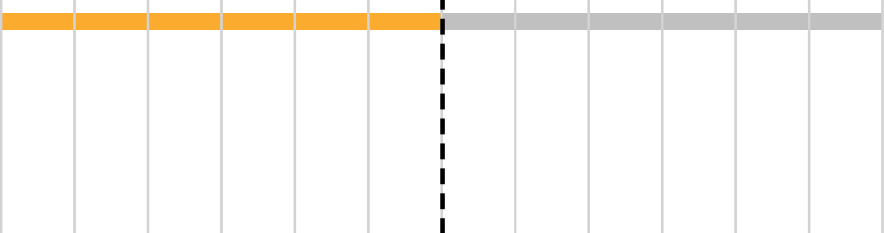
1.2.2.2 Participate in the Ballarat Community Safety Partnership	01-07-2024	30-06-2025		 ONGOING												
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Progress Comments: Continued administration support provided to the Partnership in addition to participation in the quarterly meeting in November which focused on Youth Safety. The following agencies presented: PCYC – Bus interchange and Boxing project (need volunteers and funding for additional days), Ballarat Community Health - Early intervention outreach program, Victoria Police - Community Sentiment Survey Results Ballarat, Presidium Taskforce and Pro-Active Policing Unit. Other items of business included - Council update on community interest in Neighbourhood Watch (have been contacted by Neighbourhood Watch Vic) and Victoria Police Community Forum. Next meeting invite sent out for February 2025, topic is homelessness with Uniting Care to host/lead.


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
1.2.2.3 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	55	 AMBER												
<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 MCH team have implemented new documentation and record keeping protocols to support MARAM alignment and Child Information Sharing/Family Violence Information Sharing requirements. The MCH Team have reviewed the co-location partnership with The Orange Door and will continue into 2025. The City of Ballarat is represented on the Central Highlands Integrated Family Violence Committee (CHIFVC) with membership across multiple working groups.</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 via co-location with Berry Street one day per week.</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	99	 GREEN												


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: Over the past two years, an investigation into the process, benefits, and risks of becoming a UNESCO Learning City has been carried out, more work will be undertaken to develop a Learning Framework based on community consultation that will be undertaken in 2026.</p>																
1.2.2.12 Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program	01-07-2024	30-06-2025	50	 AMBER												
<p>Progress Comments: - 722 passes distributed to community agencies working with families and individuals under financial stress. - BALC Indigenous Artwork expression of interest approved by the Koorie Engagement Action Group (KEAG) project working group and ready to be advertised in February 2025. - Changes Places Project designs finalised.</p>																
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	20	 RED												
<p>Progress Comments: Project planning is ongoing to progress this initiative.</p>																
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	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
<p>Progress Comments: Multiple weekly low cost programs facilitated across the quarter including seated exercise, seniors exercise parks, Qi Gong, Tai Chi, dance and pilates. Community Connections mini Expos hosted in Invermay (Oct) and Burrumbeet (Dec). Quarterly Bus trip in Nov to Werribee Zoo. Monthly Movies Oct to Dec. Approx. 1300 participations over the quarter across all social connections participated in these regular activities.</p>																
1.2.2.28 Deliver the Free from Violence Project	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Delivery of actions within the year 1 plan including: - Disclosure training for customer facing staff. - Delivery of Men's Leadership Forum in partnership with Women's Health Grampians. - Development and launch of 4 Change our Game gender inclusive clubs videos, Hope of Tomorrow - Stories of Resilience art exhibition as part of 16 Days of activism events. - Planning for delivery of internal Men's Initiative training program in early 2025. - Establishment of internal governance systems for gender equality work occurring across the organisation.</p>																




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

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: Third year review and evaluation of the Health and Wellbeing Plan 2021-2031 has been completed. Planning and networking with stakeholders for the Central Highlands Vaping Prevention project. Ballarat Local Food Coalition meeting convened, and Edible Gardens Trail website developed.</p>																
1.2.3.1 Implement and report on Council's Municipal Public Health and Wellbeing Plan (2021-2031)	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
1.2.3.6 Construction of a new Splash Park at Brown Hill Reserve	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Site preparation works onsite are almost complete with significant spoil removal now finished, there has been some slight delay's based around power upgrades to broader suburb of Brown Hill, it is anticipated construction works will begin in earnest late January 2025.</p>																
1.2.3.7 Implement Active Ballarat Action Plan	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The Sport and Recreation team are currently developing a brief to review and refresh the strategy. Whilst the review of the strategy is being undertaken the Active Ballarat Action Plan will continue to guide the business-as-usual work being undertaken to provide appropriate recreation and sporting opportunities for the Ballarat community.</p>																
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 Masterplan works have progressed with the design for oval number two pavilion now awarded and concept design underway. Construction tender has been awarded for the cricket nets and netball court with works to begin in early 2025.</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	25	 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: Planning has commenced for community engagement to take place in April 2025.																
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	25	 RED	█	█	█									
Progress Comments: Information gathering is continuing based on other public libraries that are using this model. Working group is developing an initial list of options that can be reviewed for further development of report with recommendations.																
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	15	 RED	█	█										
Progress Comments: This project is in progress with more investigation to be undertaken in the first six months of 2025. The library service has commenced this investigation and is expected to report back on this in June 2025. A self service kiosk will be trialed during the first six months in one of the libraries. The kiosk will allow direct access to council customer service and allow customers to pay bills.																
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	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
<p>Progress Comments: A trial transport education program Let's Go - Public Transport in practice was delivered to 30 Chinese Australian residents over 55 focusing on familiarising and building practical capacity to use public transport.</p> <p>Get Connected Community Expo designed to promote, provide information and connect community members to opportunities to participate in interest groups and programs available in Ballarat. The Expo was attended by over 520 community members and 30 community stalls.</p> <p>Seniors Fest in October provided various health and wellbeing programs including free classes of Tai Chi, QiGong, Dance, Pilates, mental health sessions of 'Laughter is the best medicine', and Wayapa workshop.</p> <p>A new monthly Ageing with Pride Social Group for the LGBTI community commenced in October.</p>																
1.2.3.16 Wendouree Library and Learning Centre detailed design	01-07-2024	30-06-2025	25	 RED												
<p>Progress Comments: The detailed design submissions were assessed and have shortlisted applicants to progress in the tender process. These applicants will submit their design and costings to the City of Ballarat and a final successful tenderer will be appointed in early 2025.</p>																
1.2.3.17 Len T Fraser Regional Skate Park Upgrade	01-07-2024	30-06-2025	30	 RED												
<p>Progress Comments: The 3D concepts based off the first community consultation have been presented at a second consultation held in December. Detailed design will begin once the community has had sufficient time to provide feedback through a council My say page that will go live early 2025. Construction is aimed to begin mid to late 2025.</p>																
1.2.3.18 Buninyong Netball Courts and Cricket Nets Upgrade	01-07-2024	30-06-2025	50	 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: Cricket nets construction tender has now been awarded with construction due to begin in March 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: Construction tender has been awarded for the netball court with works to begin in 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 complete. An EOI has been completed for the construction tender. The project is now going through the planning permit process before going out for construction tender in early 2025 with the intention to begin works in Sept 2025 at the end of the football season.</p>																
1.2.3.21 Undertake audience research for Art Gallery of Ballarat	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Ongoing audience research has commenced and surveys are being collated.</p>																
<p>STRATEGIC OBJECTIVE - 1.2.4 Enhance a sense of pride and belonging for all residents</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
1.2.4.1 Deliver an annual Seniors Awards program celebrating and recognising the valuable contributions from our older community members	01-07-2024	30-06-2025	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: The winners of the 2024 annual Seniors Awards were announced at the presentation ceremony held at the Mercure on Friday 1 November 2024. A list of our 2024 winners is available via our website - https://www.ballarat.vic.gov.au/community/ageing-well-ballarat/ballarat-seniors-awards																
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	 RED	█	█	█	█	█	█	█	█	█	█	█	█
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	66	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
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 with a new Graffiti Officer expected to start mid January 2025. 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 which is expected to be completed in the next quarter.																
1.2.4.4 Facilitate and support community activation of the new Intercultural Garden space	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█

City of Ballarat


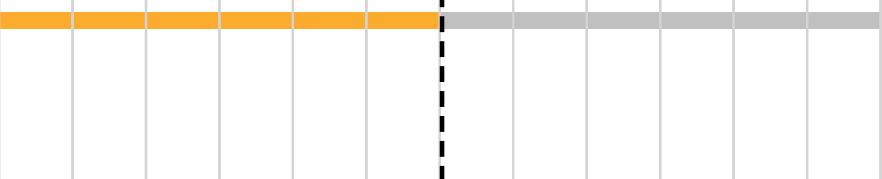

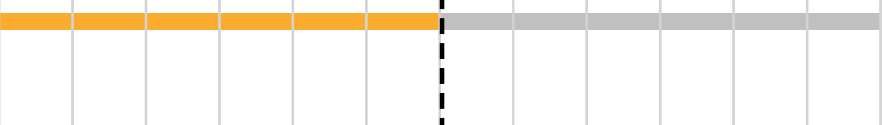
Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
<p>Progress Comments: EOI for sculpture/artwork for Arts Plinth has gone out to the community. City of Ballarat City Entrance team have been briefed on garden displays up until August 2025. Community groups including the local Filipino, Irish and Indian Associations have made inquiries about holding events within the Intercultural Garden space.</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 (2025-2027)	01-07-2024	30-06-2025	0	 RED												
<p>Progress Comments: Development of Innovate Reconciliation Action Plan (RAP) 2025-2027 draft is in progress. Draft will be submitted to Council in 2025.</p> <p>City of Ballarat data from Reconciliation Australia's biannual National Workplace Reconciliation Action Plan Barometer received and shared with teams to include in reporting.</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>Engagement across the Council's divisions continue to ensure up to date information and actions are reflected in the Draft Innovate RAP to be presented to Council and Reconciliation Australia in 2025.</p>																
1.2.5.2 Delivery of child, youth and family initiatives in the Reconciliation Action Plan (RAP)	01-07-2024	30-06-2025	50	 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: Collaborative Partnership session held during November 2024 for early childhood sector professionals titled "Can I Ask That?" delivered in partnership with Ballarat and District Aboriginal Co-operative (BADAC), Uniting, and Grampians Public Health Unit. Participants were able to submit anonymous questions and have them answered by a panel of First Nations representatives with the aim of building confidence, knowledge and understanding for professional working in the early years.</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	20	 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. Initial discussion held with City of Ballarat Aboriginal Community Liaison Officer in preparation for community engagement.</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: An initial meeting was held with Wadawurrung Traditional Owners Aboriginal Corporation and community stakeholder groups (Club MUD) to discuss track realignment on 18 October 2024. A further session will be held early in 2025.</p>																
1.2.5.11 Deliver the Bunjil Program to schools in Ballarat	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: Program attendance was above target for term four.</p>																


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	50	 AMBER												
<p>Progress Comments: - BALC Healthy Café project: Engagement completed. An infographic highlighting outcomes and actions following community consultation has been promoted at the facility and on social media and a taste test event was held to promote the healthier options.</p> <p>- Active Transport project: Convened cross council meetings to share knowledge of upcoming works around the Wendouree West Recreation Reserve and opportunities for collaboration. In line with the masterplan, movement of traffic and pedestrians in and around the Reserve has been the focus including reviewing footpaths, parking, traffic flow and opportunities to support safe active transport.</p> <p>- My Accessibility Review project: Project is now in its second phase. Participants attended the Christmas in Ballarat activations, Medieval to Metal exhibition and Eureka Centre education programs. Feedback will enable better understanding of any accessibility barriers and opportunities as experienced by children and young people with disability (and their families).</p>																
1.2.6.3 Continue implementation of Municipal Early Years Plan	01-07-2024	30-06-2025	50	 AMBER												
<p>Progress Comments: Work continues on actions that span multiple years of the plan and we are now working on the actions of the third year of the plan. So far in the third year of the plan, a Co-Design process was completed for a Children's Brains Trust, and the newly named 'Ballarat Kids Think Tank' will commence for its first full year in 2025, with three local schools involved. Parent Place Outreach has been located in Alfredton and Sebastopol weekly and has seen over 1500 people attend in 2024. Additionally, City of Ballarat have secured up to \$21.5 million in funding to create up to 612 new kindergarten places in Ballarat to support delivery of the Best Start Best Life reforms by 2032. Through the Central Kindergarten Registration Scheme, City of Ballarat have placed 1810 children in free kindergarten programs for 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
1.2.6.4 Implement the Youth Strategy	01-07-2024	30-06-2025	90	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Quarter two takes the Youth Strategy 2022 - 2026 to mid point in its delivery. Pleasingly, 48 of the 49 key actions are in progress, complete or ongoing. Key achievements towards the strategy for this quarter include the update of the Youth Profile 2024, the rollout of the Crew component of the Live4Life program, the recruitment of 40 youth volunteers for the Youth Ambassadors, Young Eventsters and Sonika 2025 programs nearing completion and the successful re-funding of the Freeza program (State Government Department of Families, Fairness and Housing) for the next three years. Additionally, The Youth Services department have seen increased engagement in the social and outreach activities that we have delivered at Djila Tjarriu, Lucas and Wendouree Youth and Community spaces over the course of 2024.</p> <p>Partnership and sector leadership have been positive throughout 2024 with the establishment of the Central Highlands Youth Services Network involving Youth Services staff from across adjacent Local Government Authorities (Hepburn, Moorabool, Golden Plains, Ararat and Pyrenees) which has proven to be valuable and successful. Further partnerships have included members of the Live4Life partnership group, the Ballarat Youth Services Network and Youth Services have been represented in various forums, events and community celebrations.</p>																
1.2.6.8 Continue the delivery of the Playspace Strategy	01-07-2024	30-06-2025	70	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Cardigan Village Playspace community engagement has been completed, the procurement process for the new playground equipment will commence early 2025. Insignia Playspace upgrade will be completed this financial year. The flying fox mound replacement at Victoria Park has been completed. The Victoria Park WCA carousel will be installed this financial year.</p>																
1.2.6.9 Delivery of the Skate and Active Recreation Program	01-07-2024	30-06-2025	60	 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 3D concepts for Len T Frazer Skatepark based off the first community consultation have been presented at a second consultation held in December. Detailed design will begin once the community has had sufficient time to provide feedback through a council My say page that will go live early 2025. Construction is aimed to begin mid to late 2025.</p> <p>The Buninyong Pump Track has now been completed with construction finishing mid December 2024.</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	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: In this quarter the Gallery welcomed more than 2,518 participants in 59 groups through the education program.</p>																




STRATEGIC OBJECTIVE - 1.2.7 Support our ageing community


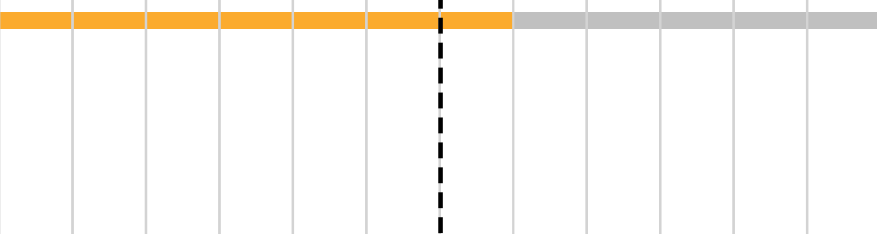

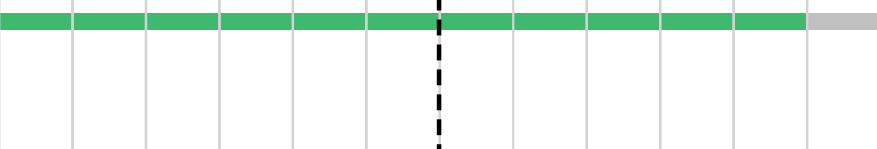
Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.2.7.1 Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities	01-07-2024	30-06-2025	100	COMPLETE	■	■	■	■	■	■	■	■	■	■	■	■
<p>Progress Comments: Action was completed in Quarter One.</p>																
1.2.7.5 Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing	01-07-2024	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: Libraries made 54 Home Library Service deliveries. Libraries provided nine programs with a health and wellbeing theme to the Seniors Festival in October, with an attendance of 187 across the three library branches. Libraries also attended the Ageing Well expo and provided targeted collection displays online and in branches, as well as information resources during Seniors Festival. Libraries collaborated with Ageing Well on the Tackling Ageism awareness campaign, which had 25 entries and 50 attendees at the multigenerational storytime at Ballarat Library. Library staff presented to 60 members of the Ballarat West Probus Club about library services and resources. Libraries hosted Hearing Australia, Ballarat North Neighbourhood House, Ballarat Community Health and Catholicare to provide ageing well programs and resources in Ballarat.</p>																
1.2.7.6 Continue delivery of facility maintenance and renewal programs such as public toilets, painting, playground, open space and street furniture	01-07-2024	30-06-2025		 ONGOING												
<p>Progress Comments: Multiple works underway within the program, on track for 2024/25.</p>																
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	25	 RED												
<p>Progress Comments: Project planning is ongoing to progress this action with an awareness raising campaign to be held in early 2025.</p>																
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	90	 GREEN												

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 Aged Care Assessment Organisations have been announced by Commonwealth in December and released Assessment organisation interactive map for each region of Australia. City of Ballarat Regional Assessment Services have completed transition plan to the Commonwealth as part of cessation of contract for assessment services in December. My Aged Care support the process of Aged Care assessments. City of Ballarat's Ageing Well Services Community Connector roles will support community ongoing to navigate contacting My Aged Care for assessment services.</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	50	 AMBER												
<p>Progress Comments: Approximately 410 Community Connector client interactions across the quarter including 52 home visits and bi-monthly outreach at Library and community sites. Program continues to support residents aged over 55 with navigating support and funded services, as well as linking with social and wellbeing opportunities. Monthly Ageing with Pride Social Group commenced from October. Staff training opportunities completed for Grampians Carer Supports, Family Violence Disclosure Training, Mental Health First Aid and Commonwealth Home Support Program Sector Conference.</p>																
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	100	COMPLETE												


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: 2024 Ballarat Seniors Festival delivered across October in partnership with Department Families, Fairness and Housing (DFFH) Statewide Festival. 55 community led events and 21 Council facilitated events showcased within Ballarat region. 241 individual activity sessions available for attendance with total participation of 6471 attendees. Implementation of communications and marketing strategy including development of 24 page festival program. 2000 printed copies distributed across community. Key Ageing Well Services events included the Get Connected Seniors Expo (520 attendees), Victorian Country Concert (480 attendees) Invermay Intergenerational Expo (142 attendees) Ageless Play Session (150 attendees). DFFH Top up grant funding utilised to provide programming opportunities selected vulnerable cohorts including Vulnerable Men, LGBTI communities, CALD Communities and First Nations residents. Grant Acquittals, community feedback and evaluation processes completed.</p>																
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	51	 AMBER												
<p>Progress Comments: Project planning is ongoing, a venue for the Ageing Well Expo has been booked for 26 March 2025. An expression of interest was sent to service providers and relevant local community-based organisations in early December to seek their interest in participating in the expo event. The Ageing Well Expo will be advertised in the community in early 2025.</p>																
1.2.7.12 Raise awareness of ageism (and the EveryAGE Counts campaign) across the community	01-07-2024	30-06-2025	85	 GREEN												

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: The Ageing Well Services (AWS) team hosted a number of events and initiatives across Seniors Festival month (October 2024) to raise awareness of ageism. The AWS team is an active member of the Framing Ageing Community of Practice and collaborated with a range of organisations across Victoria to develop a practical guide to addressing ageism in the workplace. This guide was launched on Ageism Awareness Day (9 October 2024) and we hosted an event with representatives across council and from local health and aged care organisations to share the new resource and highlight the importance of addressing ageism in the workplace. On 25 October, as part of our Seniors Festival and in partnership with the Ballarat Art Gallery, we hosted an In Conversation event with artist Dr Deborah Wood and Dr Catherine Barrett, from Celebrate Ageing, focused on celebrating the achievements and contributions of older women, raising awareness of inequalities and promoting strategies for respect and inclusion. Across September & October, the AWS team, in partnership with the Libraries team, ran a tackling ageism short story and creative competition for school age students. The competition encouraged students to share stories of important older people in their lives, or imagining what they want their lives to look like as they grow older. There were many wonderful entries and winners were announced and celebrated at an event at Ballarat Library on 23 October 2024. Copies of winning entries can be viewed on Ballarat Libraries website. <https://libraries.ballarat.vic.gov.au/news/tackling-ageism-creative-competition-award-winners>

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	50	 AMBER												
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Progress Comments: In Quarter two implementation of the Disability Access and Inclusion Plan included:

- An annual Disability Access and Inclusion Plan report was provided to Council in November.
- An All Abilities Awards Ceremony and Sports Event at Mars Stadium was held on the International Day of People with Disability on Tuesday 3 December 2024.
- Planning has been finalised for the next two years of the Disability Access and Inclusion Plan covering the period of 2025-2026.
- Council is commencing the rollout of the Hidden Disabilities Sunflower training for staff providing direct support to people with hidden disabilities in early 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
1.2.8.2 Implement and report on Council's Inclusion Framework	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: - Monthly Inclusive Ballarat Reference Group Meetings have been reestablished with meetings taking place on 23 October and 27 November 2024.</p> <ul style="list-style-type: none"> - Each area captured within the Inclusion Framework are represented in each meeting. - Guest speakers for meetings have included Council's Health Promotion Officer leading the Vic Health My Accessibility Project and the Free from Violence Project as well as the Governance and Risk team. - Reference group members are aligning work to common areas for action and identifying areas for collaboration. - Collaboration has seen multiple grant applications submitted and several community events which have taken a whole of Council approach including Children's Week and Seniors Festival. - An evaluation will begin in the new year. 																
1.2.8.3 Implement and report on Council's Intercultural Strategic Plan (2022-2026)	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Intercultural Ambassadors meetings have been held with subjects including the Avenue of Honour, and the Eureka 170th Anniversary.</p> <p>Attending monthly Ballarat Refugee and Asylum Seeker Support Network (BRASSN) meetings, and a range of other community events for communities such as the Indian (Diwali), Nepalese (Dashain, Tihar, and Chhath Celebration), and the Ballarat Regional Multicultural Council (BRMC) 25th Anniversary celebrations.</p> <p>Ballarat Regional Multicultural Council monthly meetings have taken place which includes briefing different community groups and cultural associations about projects that City of Ballarat are involved with.</p>																
1.2.8.4 Implement and report on Council's LGBTIQ+ Inclusion 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: Priority 1: Safety</p> <ul style="list-style-type: none"> - Supported the 16 Days of Activism Walk Against Gender Based Violence which saw hundreds of people participate. <p>Priority 2: Advocacy and Culture</p> <ul style="list-style-type: none"> - World AIDS Day (1 Dec) was recognized with a drop in ribbon making workshop, a total of 10 people attended and close to 100 ribbons were made. - The City of Ballarat internal Pride Group for LGBTIQ+ staff and allies currently has 19 members, with more members joining monthly. - Our Facebook and Instagram accounts continue to grow our audience, in mid December, followers number: 765 (Facebook) and 185 (Instagram). <p>Priority 3: Visibility</p> <ul style="list-style-type: none"> - Our Queer Views: New Perspectives on the Collection was written about in the national magazine Art Collector and the Affirmation Station was covered by the Ballarat Times. - Ballarat Pride webpage (ballaratpride.au) has grown to highlight all the City of Ballarat presented and supported LGBTIQ+ events throughout the year, with 1,166 people visiting it in the last three months. - Held an exhibition of 16 trans and gender diverse artists called We Are Here in November which had an audience of around 250 people. <p>Priority 4: Inclusion</p> <ul style="list-style-type: none"> - City of Ballarat collaborated with Transgender Victoria to bring their Affirmation Station to Ballarat. This is the first time they've travelled outside Melbourne. Four workshops were presented as well as 24 private sessions. Three workshops and 14 of the private sessions were sold out, with a total of 26 participants attending the program. - Our free book sharing resource A Queer Little Library is now permanently located in TBH Studio in Bridge Mall, sharing LGBTIQ+ books and resources with the Ballarat community. The Little Library also had pop up events at Ballarat Seniors Festival, Children's Week, the Affirmation Station, the Festival of Australian Queer Theatre and Qhub's Community Day. - In collaboration with Ageing Well, we launched a monthly coffee catch up for older LGBTIQ+ people called Ageing With Pride. 																
1.2.8.5 Embed universal design in all project planning and delivery	01-07-2024	30-06-2025	50	 AMBER												
<p>Progress Comments: Actions are ongoing across the project portfolio.</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
1.2.8.6 Deliver a Gender Equality, Diversity and Inclusion Awareness Program	01-07-2024	30-06-2025		 ONGOING												

Progress Comments: 16 Days of Activism Activities for 2024 are now complete. The City of Ballarat were involved in four public facing events including Walk Against Gender Based Violence, Men Leading Change Leadership Forum, Launch of Change Our Game video's, Hope of Tomorrow Stories of Resilience Art Exhibition. A number of teams across council also completed additional activities including but not exclusive of Parent Place, Ballarat Libraries, The Youth Team (Youth Ambassadors). The City of Ballarat partnered with 17 organisations across the Ballarat region during the campaign which was a huge success.

1.2.8.23 Deliver and report on Ainaro Community Development Action Plan 2024-2029	01-07-2024	30-06-2025		 ONGOING												
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Progress Comments: Working on actions outlined in the first year of the Ainaro Community Development Action Plan.







Working with local (Ballarat) health groups to map needs in the health sector in Ainaro.

Working with internal City of Ballarat staff so that we can send computers and rubbish bins to Ainaro in March 2025.

Ainaro has established a committee responsible for working with Ballarat on the Ainaro Community Development Action Plan. Lines of communication are now open with these groups.

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	75	 GREEN												

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: Flood modelling consultation with Department of Transport and Planning and Corangamite Catchment Management Authority underway. Preparation underway for community consultation 1st half 2025. Development of a planning scheme amendment documentation underway to incorporate statutory flood provisions in the planning scheme.</p>																
1.2.9.2 Facilitate Ballarat's Municipal Emergency Management Planning Committee	01-07-2024	30-06-2025	55	 AMBER												
<p>Progress Comments: City of Ballarat chaired the Ballarat Municipal Emergency Management Planning Committee in November 2024. The meeting was held at the new Mount Rowan Fire Forest Management Victoria facility. The meeting provided the opportunity for a pre-peak risk season discussion plus a familiarisation tour of the new facility which now operates as the Incident Control Centre for Ballarat.</p>																
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	64	 AMBER												
<p>Progress Comments: - Internal Pre-Season Briefing with 28 staff attending - Depot rapid response and call out crew staff x 18 - Online session scheduled - Preseason briefing workshop held for the extended Emergency Management team volunteers - Emergency Relief Centre Manger briefing x 2 (6 staff attend). The briefing provides an overview of readiness to the high-risk disaster season, team capabilities and any changes to procedures.</p>																
1.2.9.4 Undertake fire hazard inspections and other duties as required under the Country Fire Authority and Fire Rescue Victoria Act	01-07-2024	30-06-2025	52	 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: Fire Prevention
 - 3143 Pre-season letters sent
 - Fire Prevention Notices issued: 654
 (Significant increase to date. 2023/24 season 540 issued across entire season November to April 2023/24)
 - First inspections completed
 - Second inspection started
 - Customer Service Request (CSR's) – received 419, completed 384 CSR's
 - 13 reported fires on Council land since 1 September.

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	70	 AMBER	█	█	█	█	█	█	█	█	█			
Progress Comments: Housing Strategy and Neighbourhood Character Study adopted by Council in August 2024. Implementation underway and currently with Minister for authorisation. Review of zones and controls underway prior to community engagement in 2025.																
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 and is awaiting authorisation from DTP.																
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. This is expected to progress further in early 2025.																
STRATEGIC OBJECTIVE - 1.3.2 Facilitate opportunities for appropriate infill residential development within the CBD																
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	35	 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: Communications and engagement held in 2024. Changes being made to the draft Industrial Lands Strategy, including preparation of options/direction paper before consideration by Council and further community consultation in 2025.</p>																
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	26	 RED	█	█	█	█								
<p>Progress Comments: Review of the Ballarat Planning Scheme is underway, scoping of changes to the scheme is being prepared, recommendations report under preparation. Community consultation in 2025.</p>																
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	15	 RED	█	█										
<p>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.</p> <p>Work relating to flood issues is about to commence with procurement documents being prepared.</p>																
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	19	 RED	█	█	█									
<p>Progress Comments: Scoping and project planning progressing including detailing of technical report requirements.</p>																

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: Action was completed in Quarter One.																
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: Action was completed in Quarter One.																
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: Action was completed in Quarter One.																

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	59	 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. Further technical work is being undertaken with relevant stakeholders.</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	50	 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. Detailed design packages under preparation for trails and connections between Canadian Creek Trail and Woowookarung Regional Park, including safer road crossings.																
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	81	 GREEN												
Progress Comments: Planning Scheme Amendment for DDO1 (Bridge Mall) Planning Panel held October 2024. Report to Council in 2025.																

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	0	 RED												
Progress Comments: Work is still being undertaken around land acquisition needed for this project, until this is finalised concept work cannot progress.																
1.3.7.3 Plan and implement updates to the Ballarat Botanical Gardens Master Plan	01-07-2024	30-06-2025	85	 GREEN												
Progress Comments: The Ballarat Botanical Gardens Master Plan is currently at the draft stage. It will be taken to a Council Briefing and Council Meeting during February in advance of going back out for public consultation.																
1.3.7.7 MR Power Park Masterplan Implementation	01-07-2024	30-06-2025	50	 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	65	 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	100	COMPLETE	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: City of Ballarat has now completed draft Asset Plans, Asset Strategy and has revised the Asset Management Policy. Asset Plans (Transport, Open Space, Buildings and Drainage) are under review by Council staff with individual working groups now set up.																
1.4.1.2 Commence the delivery of the internal painting program for community halls	01-07-2024	30-06-2025	50	AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Buninyong Hall Court/Historical Society community room internal painting has been completed. Program is ongoing, works and planned sites to recommence in February/March.																
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	65	AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Completing specification and audit data, finalising financial and procurement documents.																





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	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: Pilot program to establish best practice heritage practices to inform future heritage precinct assessments complete. Commenced beyond the precincts Heritage Study and Gaps review of prioritised heritage overlay areas.</p>																
1.4.2.2 Continue to progress World Heritage listing for the Victorian Goldfields	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The Victorian Goldfields World Heritage bid is strongly on track to be added to Australia's World Heritage Tentative List in February 2025. If this milestone is achieved, it will give us the green light to start developing a nomination for World Heritage Listing (it has no other impact but will be the first time in over 35 years that the bid has gone this far). The World Heritage community roadshow continues with more community events being held across the region and regular monthly news updates. Information is regularly updated 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	50	 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	70	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Stakeholder workshop and detailed designs now completed, 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	95	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: The Eureka Stockade Gardens Conservation Master Plan (CMP) was completed on in September 2024 as per grant requirements. Recent feedback from Department of Climate Change, Environment, Energy and Water (Federal Government) has indicated that further work is required to fulfil the Australian Heritage Commission's requirements for the document to be incorporated. Next steps once this is completed is to submit the document to the Australian Heritage Commission for authorisation and incorporation. This will then provide us with a solid foundation to apply for grant funding in the 2025/26 National Heritage Grants to undertake the repair and conservation works to the Eureka Stockade Monument recommended by the CMP.</p>																
1.4.2.7 Establish a Public Art Collection Conservation Management Program	01-07-2024	30-06-2025	50	 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	33	 RED	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Major Projects are managing the project with input from Gallery staff and meeting regularly.</p>																
1.4.2.9 Continue to digitise Art Gallery of Ballarat collection	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
Progress Comments: Additional collection officers were appointed during the last period to support the delivery of the project. 28% of the collection has been digitised.																
1.4.2.10 Develop a Master Plan for the Art Gallery of Ballarat	01-07-2024	30-06-2025	35	 RED												
Progress Comments: Milestone 1 has been completed as per funding agreement, and milestone 2 will be completed by end of January. Project on track to be completed by 30 April, as per funding agreement.																

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
Progress Comments: The next stage of the Miners Rest flood mitigation plan is underway and includes flood mitigation options including cost estimates. Feature survey and geotechnical investigations have been completed, as too has the initial stages of flood modelling for the Burrumbeet Creek. Collaboration with Glenelg Hopkins Catchment Management Authority, and Wadawurrung Traditional Owners Aboriginal Corporation is ongoing. 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 with anticipated construction commencement dates of September 2025.																
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												
1.4.3.5 Deliver the Operations capital program	01-07-2024	30-06-2025	35	 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: - Sealing of Unsealed Intersections 2024/25 - Program complete. - Bitumen Reseal Program 2024/25 - Program commenced. - Asphalt Patching and Resurfacing 2024/25 - Program commenced. - Unsealed Rural Roads and Drainage 2024/25 - Procurement evaluation complete and set down for contract award at an upcoming meeting. - Bicycle Paths Resheeting and Drainage 2024/25 - Program commenced.</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 2024/25.</p>																
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 either underway or have been completed. These projects include Mt Clear Recreation Reserve Cricket Nets (completed), Prince of Wales Park (POWP) hockey pitch resurfacing (complete), Marty Busch Reserve master plan implementation (Stage 1 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 (completed).</p> <p>Planning and design for Wendouree Oval No.2 resurfacing and lighting, North Ballarat Oval No.2 changerooms and pavilion, Learmonth Oval Design and POWP hockey changerooms design are close to completion with the intention of beginning construction works in 2025/26.</p>																
1.4.3.8 Macarthur Street Streetscape Upgrade	01-07-2024	30-06-2025	66	 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>																

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
1.4.3.9 Complete Bridge Mall Redevelopment	01-07-2024	30-06-2025	90	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Most works on the Bridge Mall Redevelopment Project are now completed, with all areas except for the Yarrowee River Bridge and surrounds now completed and open for public use. The bridge structure has been replaced and new top installed. Final finishing works will occur in early 2025 to conclude the project.																
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. Early works including CCTV installation in Little Bridge Street commenced December 2024. The remainder of civil works to commence 2025.																
1.4.3.11 Commence the implementation of strategic actions within the Public Toilet Strategy	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Rolling out trial sites for soap, seat and coat hooks this quarter.																
1.4.3.12 Deliver the new footpath renewal program	01-07-2024	30-06-2025		 ONGOING	█	█	█	█	█	█	█	█	█	█	█	█


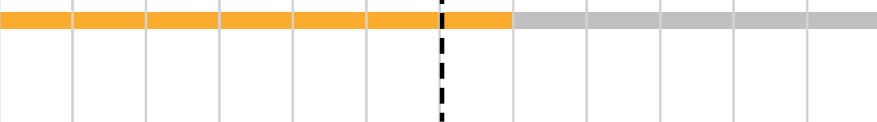

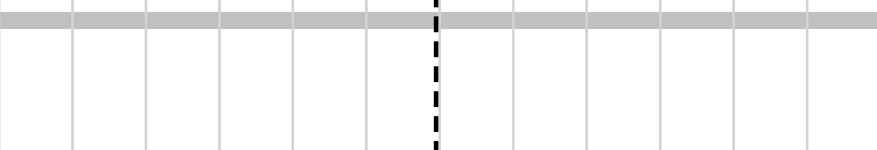

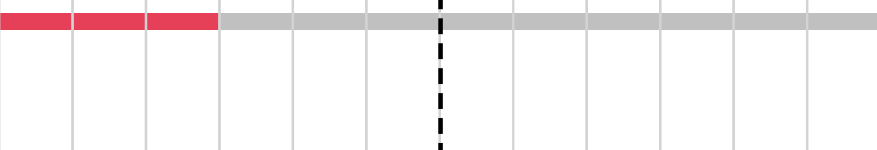
City of Ballarat

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: The following footpath projects have been completed or are under construction for this quarter:</p> <ul style="list-style-type: none"> - Humffray Street, Ballarat East- Haines Street to Stawell Street - Clarke Street, Miners Rest - Haines Street, Ballarat East - Raglan Street, Miners Rest - Smythes Road - Larter Street - Latrobe Street 																
1.4.3.13 Construct new concrete and asphalt footpaths	01-07-2024	30-06-2025	0	 RED												
<p>Progress Comments: The asphalt footpath program will commence early 2025.</p>																
1.4.3.14 Deliver drainage projects	01-07-2024	30-06-2025	45	 AMBER												
<p>Progress Comments: Reactive drainage capital projects underway/complete in quarter two include:</p> <ul style="list-style-type: none"> - Works at Hocking Avenue Mt Pleasant - Canadian Lakes footpath washout - Panorama Drive/Kallioota Street Alfredton - 80 Water Street Brown Hill - 19a Catalina Court Ballarat East - 111 Whitelaw Avenue Delacombe - 321-333 Landsborough Street Ballarat North - 6 Xavier Court Ballarat East 																
1.4.3.15 Implement Year One of the Recreation Services Infrastructure Plan	01-07-2024	30-06-2025	50	 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
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: This quarter we have three projects completed, and four tendered or awarded.																
1.4.3.17 Deliver major new road projects (unsealed to sealed)	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: In this second quarter we have one project completed and three projects tendered or awarded.																
1.4.3.18 Deliver the bridge rehabilitation program	01-07-2024	30-06-2025		 ONGOING												
Progress Comments: A brief for the bridge renewal will be tendered in 2025.																
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.																


City of Ballarat

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

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	55	 AMBER												
Progress Comments: Officers are finalising 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 in 2025.																
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: Continued 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	25	 RED												
Progress Comments: Contractors have completed all works within the Hazardous Bushfire Risk Area and are working through the Low Bushfire Risk Areas.																


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. Ongoing support for Commerce Ballarat programs.

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	100	COMPLETE												
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Progress Comments: Completed Airport Community Facilities Airport Feasibility Study.

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
1.5.3.5 Commence delivery of actions arising from the Ballarat Airport Strategic and Master Plan	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: In November 2024, an application was made to round IV of the Regional Airports Program. The upgrade of the terminal building and apron area were identified in the Master Plan as priority projects and were the subject of this grant application. Additionally, an application to the Regional Precincts and Partnerships Program is being prepared for lodgement which will incorporate the much-needed Stage 2 runway upgrade project. The process to renew property leases at the airport is continuing along with plans to attract new aviation tenants into City of Ballarat-owned facilities.</p>																
1.5.3.6 Support Business Events development to drive events to the region	01-07-2024	30-06-2025	48	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Business Events Officer in place and strong progress has been made in establishing connections and leads for Ballarat businesses and events to come to the City.</p>																




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

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	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: Delivery of the 10 year Event Strategy is on track as per the Short, Medium, and Long term measurements. A significant part of the current strategy execution is completion of business plans for three of the City of Ballarat's key major events. The Event Plan for the Ballarat Heritage Festival from 2026 has been completed and where possible recommendations included in event delivery for the 2025 activations. The Event Plan for the Ballarat Winter Festival has been drafted and is under review. Again recommendations for the event from 2026 will be considered and adopted where possible for the 2025 event roll out. The Begonia Festival review is yet to be commissioned.</p> <p>These plans, when completed, will facilitate event development and growth and combine extensive community involvement and engagement during the process. The plans aim to maximise engagement in our events from both local and visitor market segments while inspiring civic pride, amplifying narrative and stories of our people and place and empowering locals and visitors to be involved in our unique experiences.</p>																
1.5.4.2 Deliver exhibitions and public programs	01-07-2024	30-06-2025	25	 RED	█	█	█									
<p>Progress Comments: Exhibitions will be suspended in February due to Gallery closure for HVAC maintenance.</p>																
1.5.4.3 Develop Major Drawcard exhibition program	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
<p>Progress Comments: Medieval to Metal - The Art and Evolution of the Guitar in partnership with the National Guitar Museum opened in October 2024. In November 2024 the Director and Assistant Director- Engagement, travelled to Europe for meetings and engagements to secure new exhibitions.</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 as outlined "2030: A vision for the Eureka Centre". From 1 July to 30 November 2024 visitor attendances reached 24,376 - which is slightly higher than the 24,078 visitors during the same period in 2023/24. Attendance figures for December 2024 are yet to be finalised; however, the Eureka 170 program is expected to bring a boost.</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	100	COMPLETE												
<p>Progress Comments: New brand positioning, identity and campaign launched on 7 November.</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	53	 AMBER												
<p>Progress Comments: Campaign in progress.</p>																
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	49	 AMBER												
<p>Progress Comments: Campaign in progress.</p>																




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	50	 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 Recreation Infrastructure Plan 2024-2039. 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. Partnership works included support with marketing, events planning, wayfinding and business attraction with a current strong focus on Christmas activation.</p>																
1.5.6.3 Support the delivery of the Outdoor Street Furniture Program	01-07-2024	30-06-2025	60	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Procurement quotes for the Victoria Park BBQ / picnic area are being assessed by the panel, with delivery to start in the next few months.</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	50	 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	50	 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: The Artist in Residence program has been postponed due to anticipated operational limitations resulting from gallery space closures for HVAC system installation.																

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	50	 AMBER	█	█	█	█	█	█	█					
Progress Comments: Request for quote process completed and successful bidder appointed. Stage 2 actions have commenced, currently identifying projects and suppliers to attend workshops.																



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
1.5.8.2 Deliver a 2024/2025 Visitor economy industry engagement plan for Tourism Midwest Victoria	01-07-2024	30-06-2025	41	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: All sessions delivered as per plan with strong industry engagement.																
1.5.8.3 Deliver the 2024/2025 Visitor Economy industry development program	01-07-2024	30-06-2025	40	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Program for the year is 50% delivered. Programs will be released in January for the second half of the year.																
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	42	 AMBER	█	█	█	█	█	█	█	█	█	█	█	█
Progress Comments: Additional business cases have been prepared. Roam Discovery project is well underway with 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	51	 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
Progress Comments: Project is progressing well with responses received and in process for digital and physical signage components looking to deliver in line with State funding by June 2025.																
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	46	 AMBER												
Progress Comments: Agreed actions in the 2024/25 year plan are underway.																

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	80	 GREEN												
<p>Progress Comments: 75% of websites that were in scope have been migrated to a single hosting provider, the other 25% are not capable of being migrated to this hosting provider and alternative hosting has been organised. Additional opportunities to consolidate out-of-scope websites have been made.</p> <p>Budget opportunities have been identified for future consolidation, and plans are in place to reduce the number of hosting partners.</p> <p>An internal agreement is being drafted to clarify the roles and responsibilities, aiming to enhance the understanding of the implications and effects of creating future websites.</p>																
1.6.1.4 Modernise Technology Infrastructure – Networks, switches, access points and firewalls	01-07-2024	30-06-2025	95	 GREEN												

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: Firewalls and wireless access points have been upgraded. Switch deployment is on track for completion by end of year.</p>																	
1.6.1.8 Deliver the Human Resources Information System Transformation Project	01-07-2024	30-06-2025	92	 GREEN	█	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Implementation has commenced with the following modules which will go live in March 2025:</p> <ul style="list-style-type: none"> - HR Core - Recruitment - Onboarding 																	
1.6.1.9 Complete masterplan for the Ballarat Regional Landfill	01-07-2024	30-06-2025	15	 RED	█	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Consultant appointed December 2024, consultation and information gathering with internal and external stakeholders will commence in January 2025.</p>																	
1.6.1.10 Implement "in-truck" reporting and data management system	01-07-2024	30-06-2025	25	 RED	█	█	█	█	█	█	█	█	█	█	█	█	█
<p>Progress Comments: Consultants engaged in November 2024 to prepare brief and undertake a market scan of suitable product/s and vendor/s. The market scan will be underway in January 2025.</p>																	


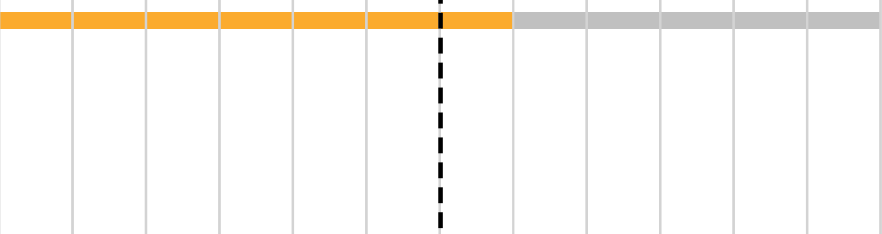
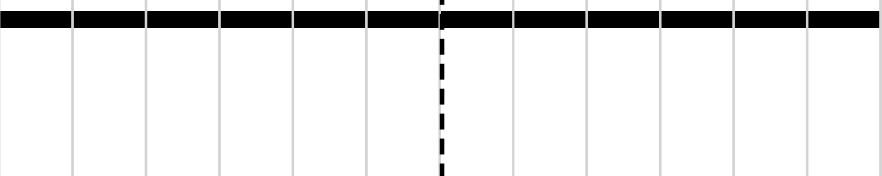
City of Ballarat

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
1.6.1.11 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> <p>Engagement and scoping discussion with internal teams remain ongoing.</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	70	 AMBER												
<p>Progress Comments: Trench Room has been completed and pre work started on Committee Room 1 and 2 and CEO Boardroom. Finalisation during first half of 2025.</p>																
1.6.1.13 Develop Technology Standards for upgrade of Audio Video technology for Council Meeting Rooms	01-07-2024	30-06-2025	40	 AMBER												
<p>Progress Comments: Clarification of the meeting room types have been identified, either small, medium or large with room requirements established. Work has begun with vendors that offer the types of technologies required via the procurement process. Procurement processes to be adhered to as a tender process may be needed for delivery.</p>																
1.6.1.14 Select a new Enterprise Geospatial solution (GIS) and begin implementation	01-07-2024	30-06-2025	100	COMPLETE												

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: GIS procurement has been completed, and phase 1 of implementation has commenced.																

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



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	51	 AMBER												
Progress Comments: The City of Ballarat held a CEO Communication Session on 10 December that was attended by over 250 staff and provided an important opportunity for a CEO update, Bridge Mall project update, along with 22 staff being recognised for service to the community and 5 values award winners. This session was livestreamed and available for viewing post the event. 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. There is a 3 minute montage of these stories that will be profiled on our website, along with a video series showcasing our directorate's activities.																
1.6.2.2 Complete an Employee Value Proposition & Employee Benefits Review	01-07-2024	30-06-2025	100	COMPLETE												
Progress Comments: The new Reward & Recognition program was launched in July 2024. The rewards are focused on behaviours displaying the Organisational Values.																

STRATEGIC OBJECTIVE - 1.6.3 Advocate on behalf of 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
1.6.3.1 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: With a federal election due before May 2025 focus has been on ensuring City of Ballarat's advocacy materials and messages are election-ready. The City of Ballarat conceived and leads the Ballarat Now and Into the Future - Enabling Growth (BNIF-EG) work which is nearing completion. We have met with our eight stakeholder partners to review projects, content and approach. BNIF-EG will be launched on 23 January 2025.</p> <p>BNIF-EG is Ballarat’s primary joint advocacy tool in the lead up to federal and state election cycles. A united approach strengthens Ballarat’s message to Federal and State governments and all sides of politics. It allows us to provide a united voice on behalf of our city and to amplify calls for funding support for major projects which will create jobs, stimulate the economy and tourism, and bring social and wellbeing benefits.</p> <p>This is the third iteration of BNIF. Notable funding announcements from the first two campaigns include \$13 million from the Victorian Government for works at Her Majesty's Theatre and significant investment (up to \$150 million) for upgrades to the Ballarat Major Events Precinct including increased seating capacity at Mars Stadium and a new athletics track (and a community recreation facility at Miners Rest).</p> <p>The BNIF-EG projects are:</p> <ul style="list-style-type: none"> - Eastwood Leisure Centre - City of Ballarat - Wendouree Library - City of Ballarat - Western Victoria Aviation Precinct Ballarat. Ballarat Airport - City of Ballarat - Circular Economy Precinct - City of Ballarat - Dyson Drive Duplication - City of Ballarat <p>External Stakeholder Projects:</p> <ul style="list-style-type: none"> - Federation University - Ballarat Co-Operative Education and Skills City Centre - Sovereign Hill Master Plan: Gold Vault - Central Highlands Water (and City of Ballarat) Ballarat West Growth Area Housing Enabling Infrastructure 																

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: Focus on ensuring City of Ballarat is well-positioned ahead of the next Federal election which is due before May 2025. Council's key advocacy document the Advocacy Priority Projects Pipeline (APPP) has been updated and shared with the Federal MP for Ballarat. All candidates announced for the seat will be invited to meetings with the Mayor and CEO to share Council's advocacy priorities.</p> <p>In this quarter advocacy has continued to support Federal and State grant funding applications, particularly when the projects in question are listed in the APPP; application to the Regional Airports Program for funding to redevelop the disused airport terminal building into an aeromedical transfer and emergency services operational facility, and an application to the Australian Government's Growing Region Program for a new community hub at the Eastwood Leisure Centre in Ballarat's CBD. Work is underway to support Council's application to the Regional Precincts and Partnership Program for money to upgrade the Ballarat Airport runway as a foundational piece of infrastructure for the development on a Western Victorian Aviation Precinct - Ballarat Airport, to interface with the Ballarat West Employment Zone; with the addition of a fit for purpose aviation making BWEZ a truly multi modal hub for business and industry.</p>																
1.6.3.3 Actively seek external funding through grant opportunities	01-07-2024	30-06-2025	50	 AMBER												
<p>Progress Comments: 18 grant applications have been submitted to various State and Federal Government programs in the financial year to date, seeking a total of \$21,982,484.</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: We have recently received access to the Business Event Notifications Pathway enhancement in Pathway. Works have begun on establishing and testing the letter templates and functions, trials will soon begin on using the feature for our Customer Experience request types which will enable customers to receive an email update on their request as the status is adjusted and to "close the loop".</p>																
1.6.4.5 Create considered, authentic and accessible communications for our community	01-07-2024	30-06-2025	50	 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
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Progress Comments: Following caretaker period from Tuesday 17 September until 6pm on Saturday 26 October, Council announced the result of the local government election and profiled the new Councillors across media, social media and ourBallarat. There was considerable interest in interviewing the Mayor and Deputy Mayor. The Communications team was also involved in supporting the new Council plan consultation which began following the caretaker period. Other notable initiatives that were supported include communication around the Bridge Mall project including development and implementation of a Christmas campaign "The Bridge Mall is back this Christmas" to support traders while work on the bridge continues. There was also considerable effort put into the relaunch of Her Majesty's Theatre, supporting Christmas in Ballarat activities, the Eureka Stockade 170 program and the 16 days of activism against gendered violence.

The top Facebook posts per impressions (views) for this period were:


1. Annual bitumen reseal program (97,542 impressions)
2. Illuminated viewing window at Bridge Mall (79,156 impressions)
3. Bridge removed at Bridge Mall (58,467 impressions)
4. 5-minute pick-up/drop-off parking zones (26,187 impressions)

The top Instagram posts per impressions (views) for this period were:

1. Video profile on 2024 City of Ballarat Youth Awards recipient (7,407 impressions)
2. Introduction video of Mayor and Deputy Mayor (5,241 impressions)
3. Introduction of new council (4,796 impressions)
4. Mayor's callout for Community Award nominations (3,990 impressions)



The top LinkedIn posts per impressions (views) for this period were:

1. Introduction video of Mayor and Deputy Mayor (5,050 impressions)
2. Ballarat Major Events Precinct announcement (4,465 impressions)
3. Introduction of new council (3,913 impressions)
4. Bridge removed at Bridge Mall (2,535 impressions)



1.6.4.7 Support, monitor and report on Council's community engagement practice	01-07-2024	30-06-2025	50	 AMBER													
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Progress Comments: Ongoing support for project leads conducting engagement across the organisation. Management of the MySay platform. Annual Community Engagement Report 2023/24 endorsed at the November Council Meeting.

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
1.6.4.8 Continue to communicate information on the delivery of Major Projects through a range of different channels	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Ongoing across the project portfolio. Examples: Project governance, regular project meetings and reporting.																
1.6.4.13 Facilitate the deliberative engagement process for the 2025-2029 Council Plan and associated thematic documents	01-07-2024	30-06-2025	50	 AMBER	■	■	■	■	■	■	■	■	■	■	■	■
Progress Comments: Engagement process on track with Councillor participation to commence from February 2025. Community survey closed with 1728 responses received and summary report currently being developed with independent engagement specialists.																

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


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	50	 AMBER	█	█	█	█	█	█	█					
<p>Progress Comments: As of December 2024, the website has 45,600 users, with 62.5% accessing it via mobile.</p> <p>Engagement Summary</p> <ul style="list-style-type: none"> - Page views: 112,409 - Site Search: 5,336 - Files downloaded: 5,529 <p>Top 10 pages</p> <ol style="list-style-type: none"> 1. Homepage: 17,194 2. Search: 5,489 3. Contact us: 4,326 4. Careers: 2,639 5. Transfer Station: 2,600 6. Bin collection at your home: 2,332 7. Waste: 2,248 8. News Item – Cr Tracey Hargreaves elected as Mayor for 2024/25: 2,151 9. All News: 1,729 10. Transfer Station Fees: 1,653 																
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 Human Resource Information System (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


City of Ballarat

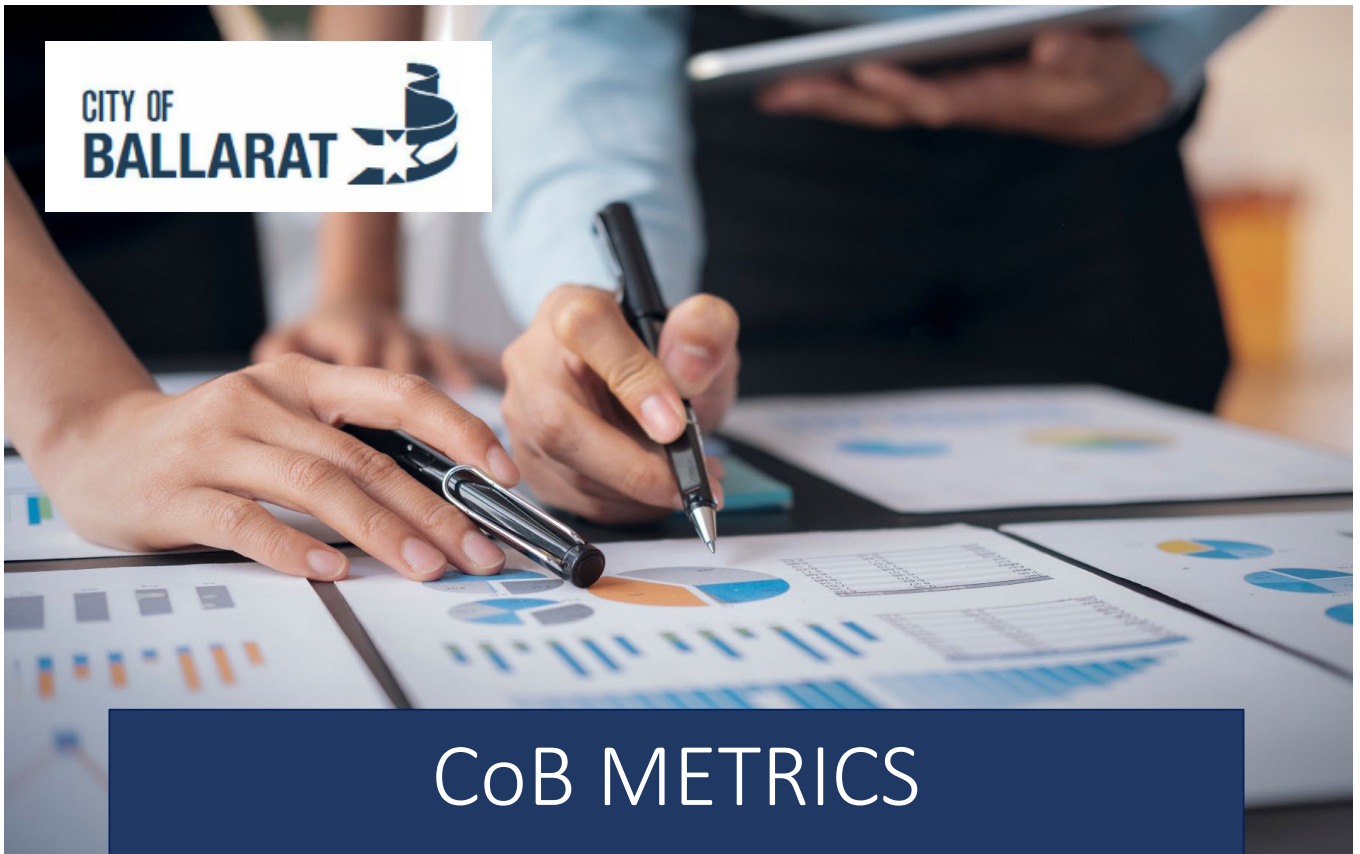
Action	Start Date	End Date	% Complete	Performance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.6.6.1 Implement Council's Partnerships and Grants Policy and programs	01-07-2024	30-06-2025	50	 AMBER	█	█	█	█	█	█						
Progress Comments: For 2024/25, 72% of City & Strategic Partnerships have been paid with the remaining 28% to be paid following mid-year acquittal approval process or following acquittals from the sports season (eg rowing regattas in February). Community Impact Grants - one round in February 2025. Acquittal approvals for all current grants is ongoing.																
1.6.6.2 Regularly monitor and report on financial performance compared to budget	01-07-2024	30-06-2025	25	 RED	█	█	█									
Progress Comments: The Financial Report for Quarter ended 30 September 2024 was reviewed and presented to Council in November 2024. The report for 31 December 2024 will be presented to Council at the beginning of 2025.																
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	 RED	█	█	█									
Progress Comments: New draft policy being submitted to the Controlled Policy Review Committee for internal review.																
1.6.6.4 Development of Council Land Acquisition Policy	01-07-2024	30-06-2025	10	 RED	█	█										
Progress Comments: Policy currently being drafted and reviewed. Aim is to take this to the March 2025 Council meeting.																

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
1.6.6.5 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. Pending sign off by the Department of Energy, Environment and Climate Action, as the Lake Wendouree landowner.</p>																

STRATEGIC OBJECTIVE - 1.6.7 Ensure good governance and leadership

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

December 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:

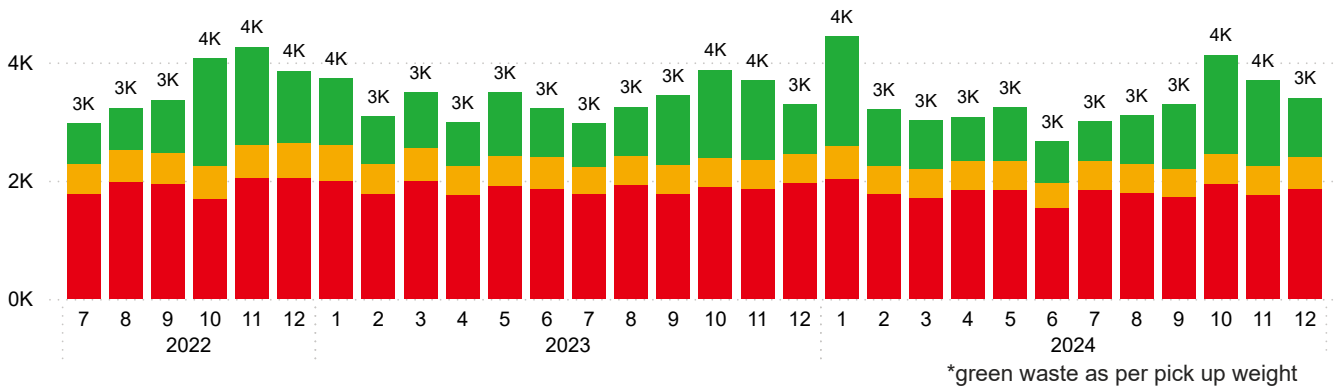
- Waste Tonnes
- Pothole Jobs Completed
- Operations Jobs
- Building and Facilities Jobs
- Planning Application Timeframes
- VicSmart Application Timeframes
- Attendance numbers at Parent Place, Libraries, Art Gallery and Ballarat Aquatic & Lifestyle Centre
- Snap Send Solve and Customer Phone Call Volumes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

Ballarat City Council Metrics - December 2024



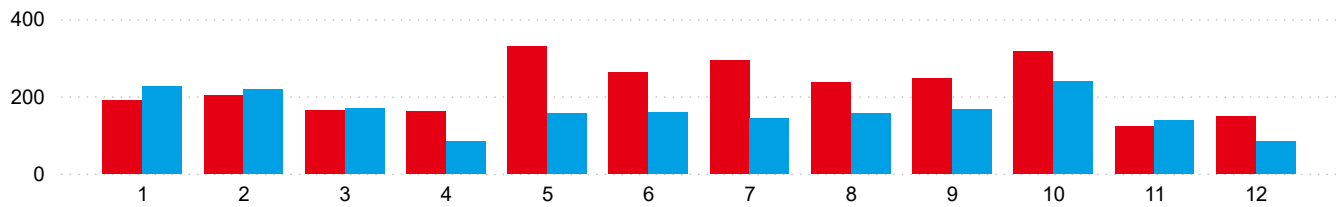
Waste Tonnes

● Landfill ● Recycling ● Green



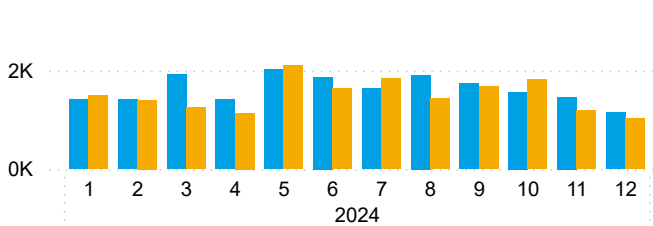
Pothole Jobs Completed

● 2023 ● 2024



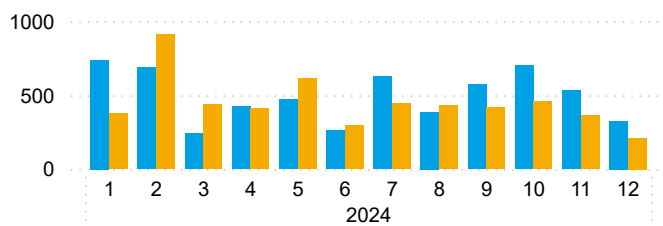
Operations Jobs

● Raised ● Closed



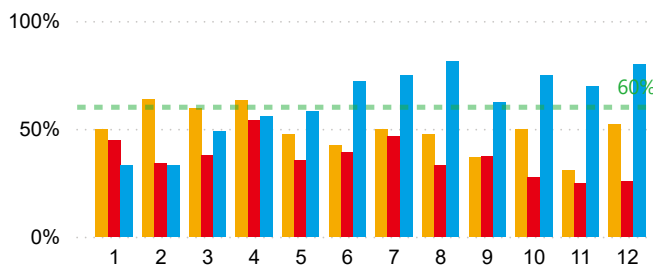
Building & Facilities Jobs

● Raised ● Closed



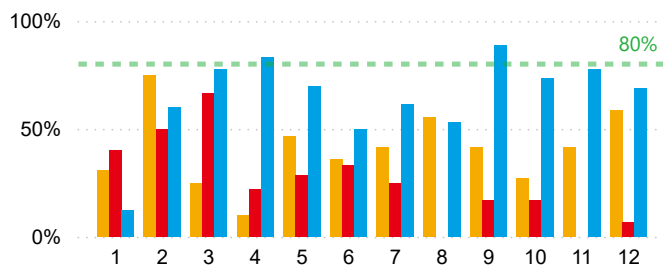
Planning Applications Within Timeframe

● 2022 ● 2023 ● 2024



VicSmart Applications Within Timeframe

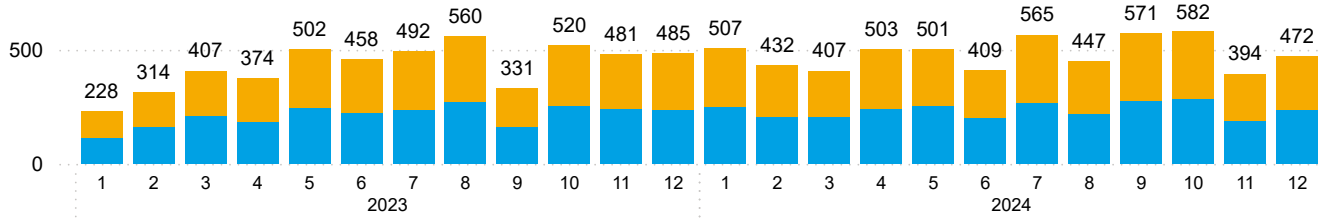
● 2022 ● 2023 ● 2024





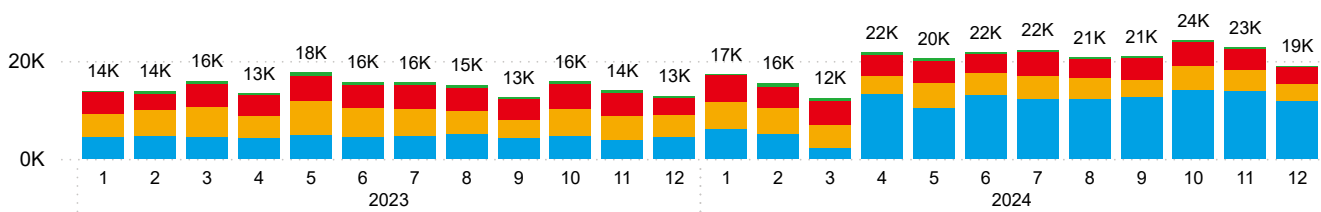
Parent Place Attendance

● Adults ● Children



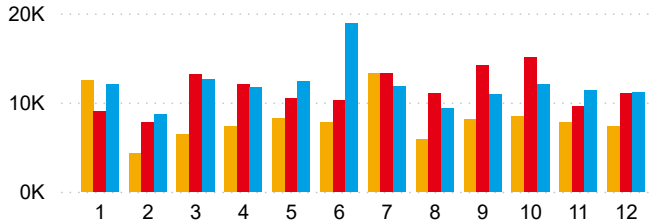
Library Attendance

● Central ● Sebastopol ● Wendouree ● Outreach



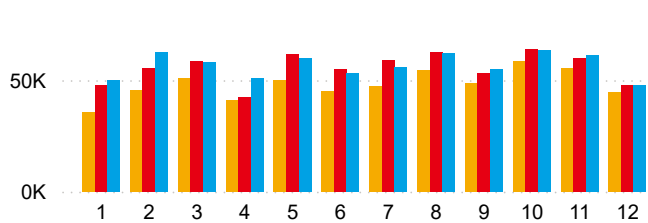
Art Gallery Attendance

● 2022 ● 2023 ● 2024



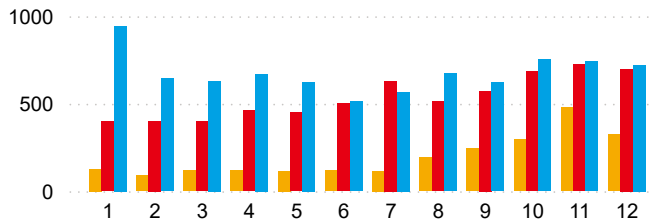
BALC Attendance

● 2022 ● 2023 ● 2024



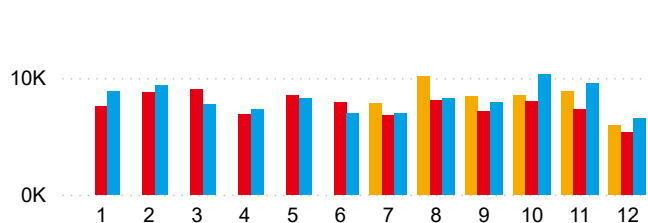
Snap Send Solve Volume

● 2022 ● 2023 ● 2024



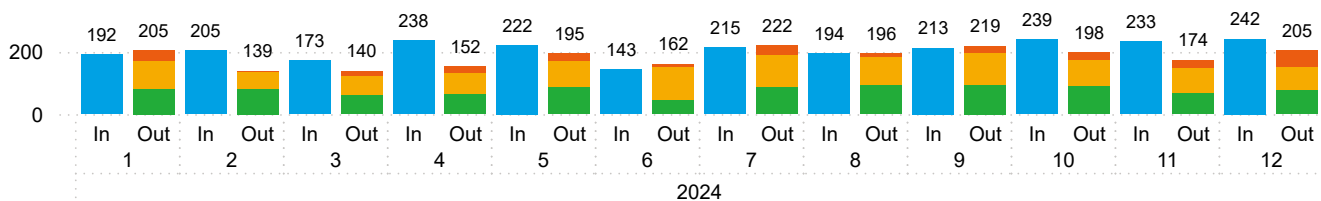
CX Phone Call Volume

● 2022 ● 2023 ● 2024

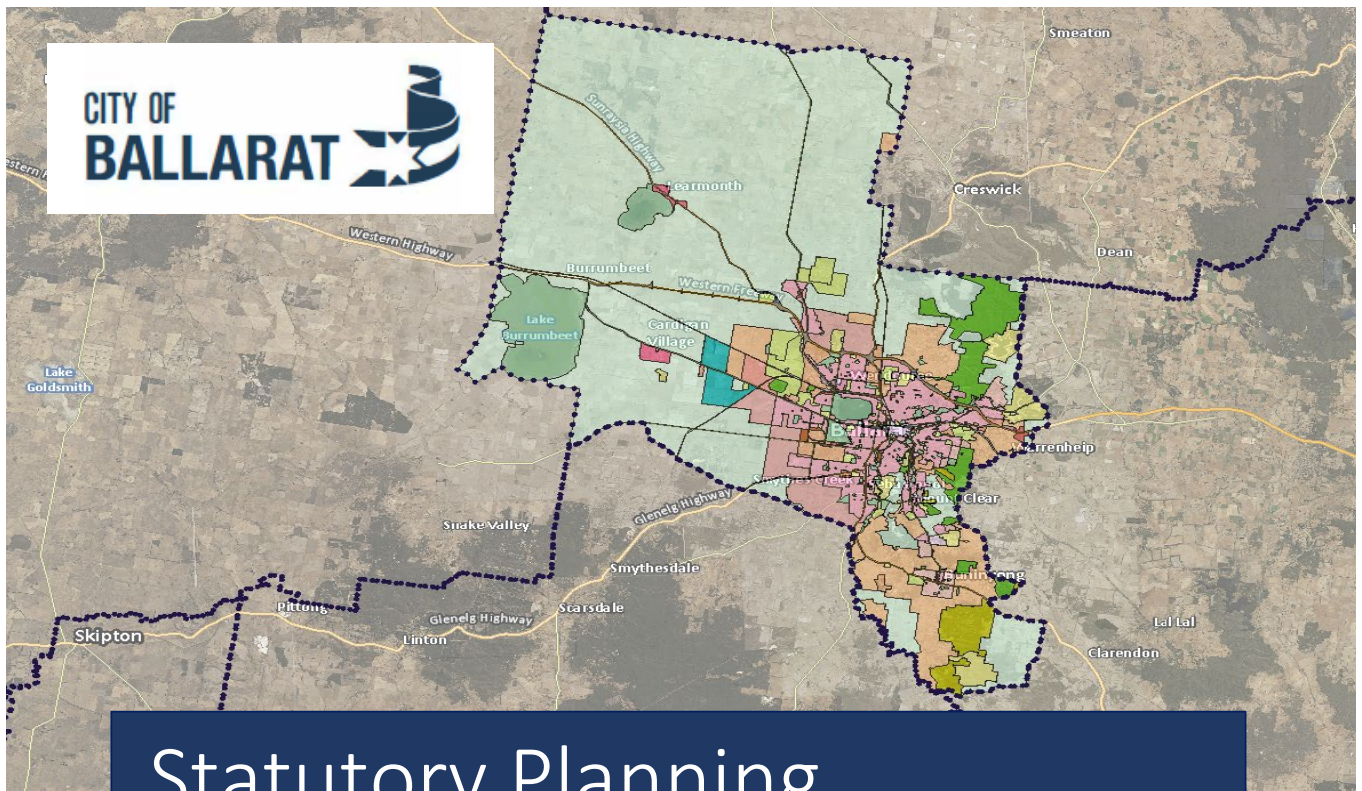


Shelter

● Incoming ● Reclaimed ● Rehomed ● Transfer



*Family Children Services included from September



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

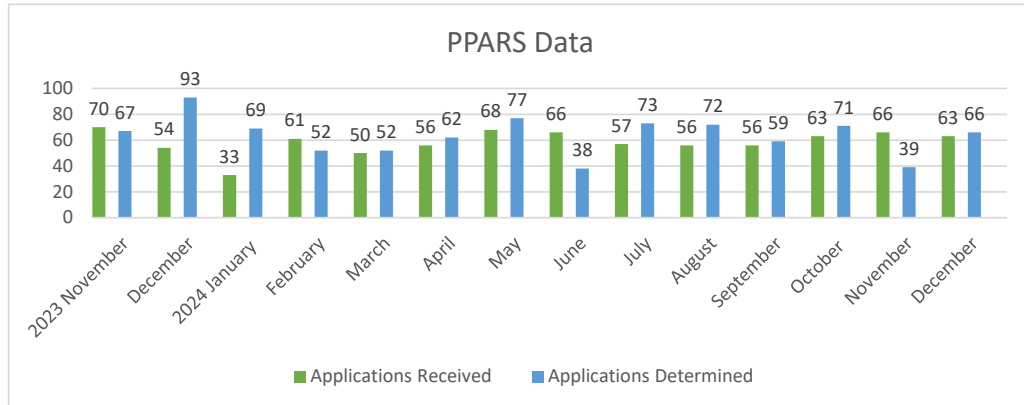
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Q2 2024/25 Report

Applications Received and Determined

In Q2 2024/25, the following statutory planning related applications were received and determined:



Application timeframes within Statutory Days timeframes as at the end of Q2 2024/25:

80.00% ↑ 73.42% in Q1

Standard applications decided within statutory timeframe of 60 days.

68.75% ↑ 65.00% in Q1

11 of 16 VicSmart applications decided within the 10 business day statutory timeframe.

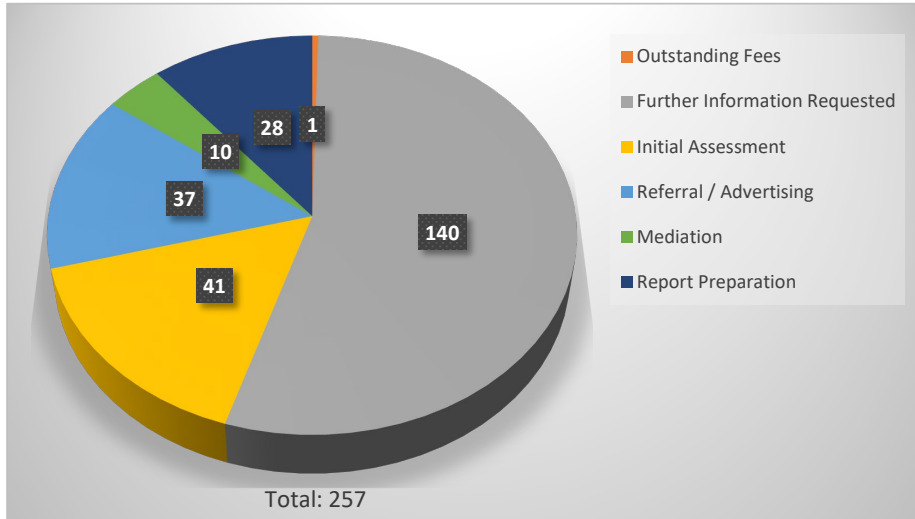
163 Planning Applications decisions not included in Q2 PPARS

- 50 Applications for Amendment by Secondary Consent
- 6 Applications decided after correction of clerical error (section 73)
- 33 Certification Subdivision Applications
- 27 Statement of Compliance for completion of subdivision works
- 47 Application for Extension of time to Planning Permit

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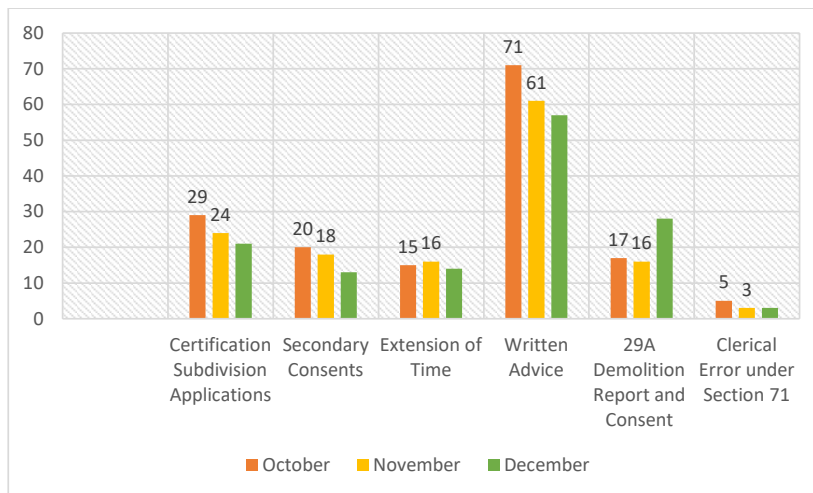
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Planning Applications under Assessment at end of Q2



- As at end of Q2 2024/25 there are currently **257** planning permit applications with Statutory Planning for assessment. Of the 257:
 - 50 of these applications are over 60 statutory days;
 - and
 - 207 under 60 days

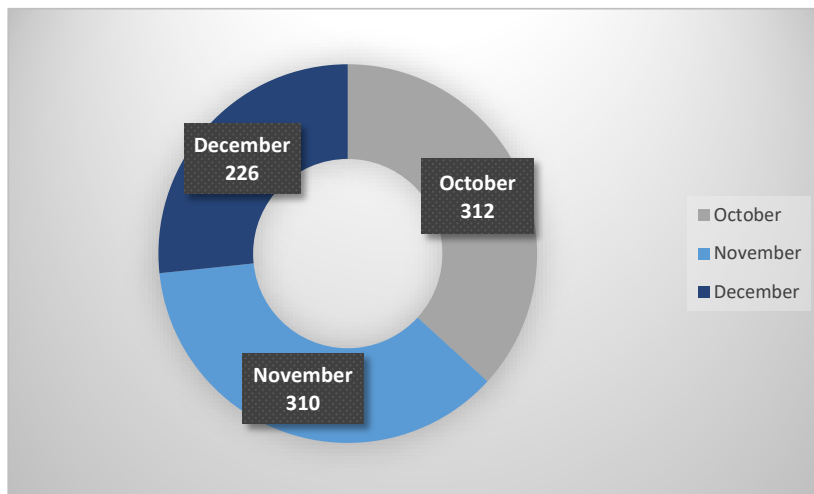
Other Statutory Planning Tasks completed for Q2



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Number of Duty Planner Customer Enquiries for Q2



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Current VCAT Matters

Number	Description	Location	Ward	Hearing	Status
PLP/2019/419	Two lot subdivision and development of a dwelling	1/106 Larter Street, GOLDEN POINT	Golden Point	Practice Day Hearing 15/11/2024 Hearing 29/1/2025	Pending
PLP/2022/136	Multi-lot subdivision and removal of native vegetation	420 Gladstone Street, MOUNT PLEASANT	Golden Point	Compulsory Conference 28/1/2025 Major Cases Hearing 25 & 26/3/2025	Pending
PLP/2022/424	Use and development of land for group accommodation	CA 2 Yendon No 2 Road BUNINYONG	Buninyong	Hearing Ad- journed to 18,19,20 & 21/11/2024	Decision to re- fuse overturned and permit granted (brief to be pro- vided to Coun- cillors)
PLP/2023/272	Use and Development of a single storey childcare centre.	423 Cobden Street, MOUNT PLEASANT	Golden Point	Compulsory Conference 19/2/2025 Hearing 27,28 & 29/5/2025	
PLP/2023/678	Construct or put up for display internally illuminated and business identification signage (Retrospective)	31 Armstrong Street North, BALLARAT CENTRAL	Central	Compulsory Conference 10/1/2025 Hearing 13/3/2025	
PLP/2023/511	Use and Display of signage for Massage parlour	529 Barkly Street, GOLDEN POINT	Golden Point	Compulsory Conference 17/12/2024 Hearing 20/3/2025	
PLP/2024/277	Staged construction of twenty-five (25) dwellings and staged twenty-six (26) Lot subdivision of the land and creation of an easement	210 Fussell Street, BALLARAT EAST VIC	Golden Point	Compulsory Conference 24/2/2025 Major Cases Hearing 3,4 & 5/6/2025	

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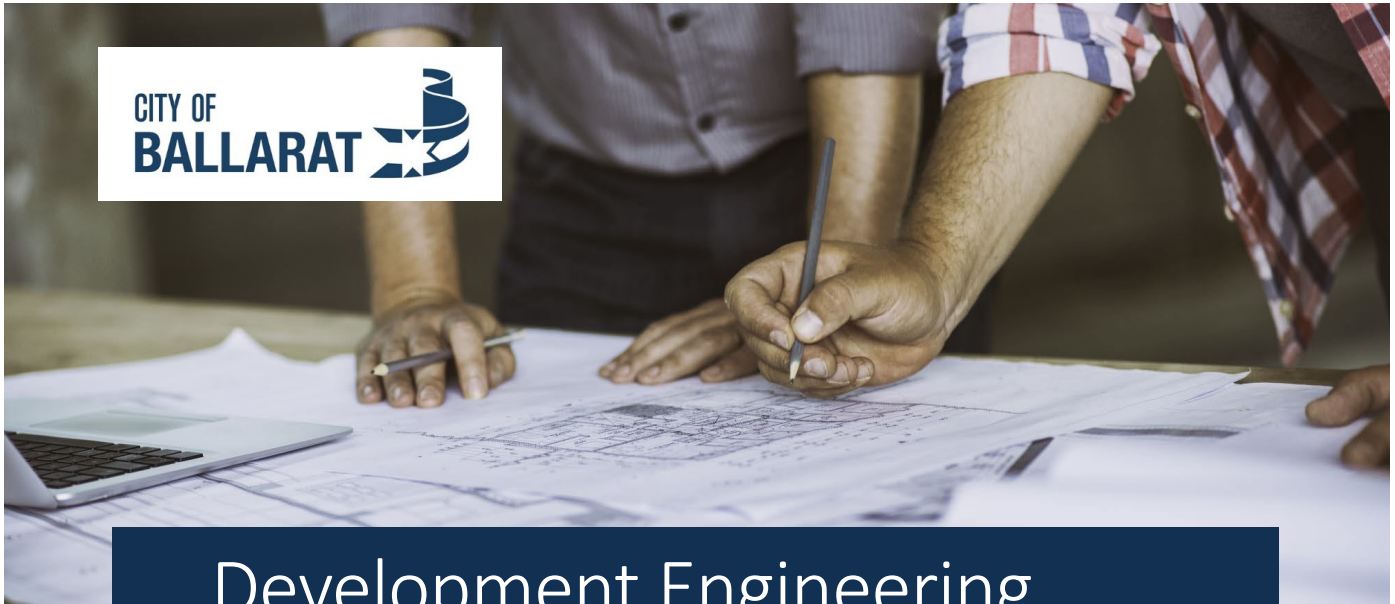
Ministerial Call Ups

Number	Description	Location	Ward	Hearing	Status
PLP/2022/818	Use and development of the land for two buildings (a residential mixed-use building and a commercial building) with associated open space areas, reduction of carparking requirements, and a liquor license.	102 Humffray Street South, BAKERY HILL VIC 3350	Brown Hill	25 & 26/9/2024	Pending

Current Call Up Matters

Number	Description	Location	Councillor	Status
PLP/1999/340/A	Extension to an existing Boarding Kennel and increase of number of animals (80 dogs to 160 dogs and 70 cats to remain unchanged)	1079 Eureka Street, Warrenheip	Ben Taylor Des Hudson	Pending

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CITY OF
BALLARAT

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

31st December 2024

Plan checking service this quarter.

- 28 NEW PLANS RECEIVED
- 36 FURTHER INFORMATION RECEIVED
- 40 PLAN APPROVALS COMPLETED
- 43 PLAN REVISION REQUESTS SENT

71 ↑ from 62

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

51 ↑ from 37

Plan submissions on hold with **further information requested** (71%).

0 ↓ from 16

Plan assessments outstanding, 0% were lodged **over 90-days** ago.

20 ↑ from 9

Plan assessments outstanding, 100% were lodged **within 90-days**.

Lodged vs. Completed

Of the 369 plan submissions lodged in the Pathway system since February 2022, 298 (81%) have been completed and 71 (19%) are active. Plan submissions still active have reduced from 109 in April 2023 (35% reduction). Note: Active submissions may have multiple requests for further information, revisions, and assessments before being completed.

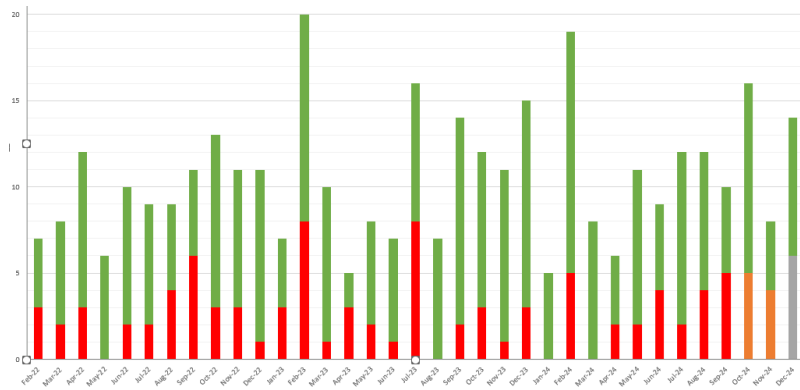


Figure 1 - Green = Completed; Red = >90-days; Orange = <90-days; Grey = <30-days

Outstanding Assessments

Of the 20 plan assessments outstanding, 0 (0%) are >90-days, 8 (40%) are between 30 to 90 days, and 12 (60%) <30-days. Outstanding plan assessments have reduced from 95 in April 2023 (79% reduction).

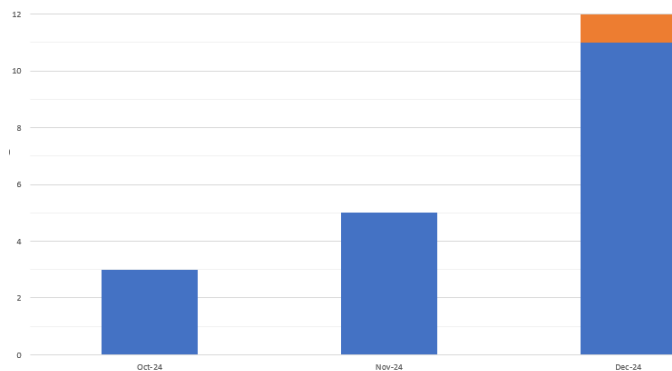


Figure 2 - Orange = Functional Design; Dark Blue = Detailed Design;

8.6. FEDERAL AND STATE ELECTIONS POLICY

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

PURPOSE

1. The purpose of the report is for Council to consider proposed updates to the Federal and State Elections Policy.

BACKGROUND

2. The policy has been reviewed as part of a rolling program of policy review to ensure compliance and continuous improvement.

KEY MATTERS

3. The Federal and State Elections Policy was originally adopted by Council on 15 December 2021. The policy is intended to establish common expectations for Councillors who are prospective or nominated candidates in a Federal or State election and assists in ensuring that City of Ballarat resources are not misused during campaigns or in connection with candidacy.
4. The policy has been reviewed as part of a rolling program of policy review to ensure compliance and continuous improvement. Additionally, review of the policy is timely, provided a Federal election will be held on or before 17 May 2025.
5. The following changes have been made as part of the review:
 - Updates to definitions
 - Updates to supporting documents and references
 - Grammar changes
 - Inclusion of administrative updates to reflect the standard policy template
 - Reordered paragraphs and readability

COMMUNITY ENGAGEMENT

6. There was no community engagement undertaken for the purpose of this report as the report relates to expectations of Councillors who are prospective or nominated candidates in a Federal or State election.

OFFICER RECOMMENDATION

7. **That Council:**
 - 7.1 **Adopt the attached revised Federal and State Elections Policy, which supersedes the Federal and State Elections Policy adopted by Council on 15 December 2021 (R277/21).**

ATTACHMENTS

1. Governance Review [**8.6.1** - 2 pages]
2. Federal and State Elections Policy [**8.6.2** - 5 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The policy aligns with the following:
 - City of Ballarat Council Plan 2021 – 2025
 - Goal 6: A council that provides leadership and advocates for its community

COMMUNITY IMPACT

2. In accordance with the community engagement and public transparency principles, Council is required to make available certain documents such as policies on the City of Ballarat website.

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 for the subject of this report.

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. There are no legal and risk considerations for the subject of this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. No community consultation and engagement implications were identified.

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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FEDERAL AND STATE ELECTIONS POLICY

1.0 Purpose

The purpose of the Federal and State Elections Policy (this policy) is to outline City of Ballarat's expectations of Councillors who are prospective or nominated candidates in a Federal or State election.

This policy provides guidance to ensure that City of Ballarat resources are not misused in connection with a candidacy in the relevant Federal or State election.

This policy assists City of Ballarat to ensure the good governance of Council prior to and in a Federal and State election campaign period.

Ensure Councillors and officers act in the best interests of the community during Federal or State elections, whilst undertaking normal business, including the pursuit of legitimate advocacy in an unbiased manner.

Ensure that public resources, including staff resources, are not used in Federal and State election campaigning or in a way that may improperly influence the result of a Federal and State election, or improperly advantage existing Councillors as candidates in the Federal and State election.

2.0 Scope

This policy applies to all Councillors who become a prospective candidate or a nominated candidate to contest a Federal or State seat covering an area located wholly or partly within the municipal boundaries of the City of Ballarat.

This policy is not a substitute for legal advice. Individuals should seek their own independent advice if they are unsure about any aspect of the *Local Government Act 2020* (the Act) in relation to federal and state election periods.

3.0 Policy Statement

3.1 Councillor to declare their candidacy in an election

A prospective candidate should provide written advice of their candidacy to the Chief Executive Officer (CEO) as soon as practicable. The CEO must inform all Councillors in writing of the candidacy

A Councillor who is a prospective candidate should declare their intended candidacy at a meeting of the Council as soon as practicable after notifying the CEO.



3.2 Leave of absence

A nominated candidate should apply for a leave of absence from the Council. This leave of absence should commence no later than the date of their nomination as a candidate with the relevant electoral commission for the election (nomination date) and conclude no earlier than the close of voting for the election.

Such a leave of absence is to be sought in accordance with the process adopted in City of Ballarat's Governance Rules.

Whilst taking a leave of absence, the Councillor who is a nominated candidate must not attend Council meetings, briefings, and any Committee meetings, or otherwise act as a Councillor.

If there is no Deputy Mayor at the time that the Mayor takes a leave of absence, or if both the Mayor and Deputy Mayor are nominated candidates, an Acting Mayor will be elected for the duration of the leave of absence in accordance with the provisions in City of Ballarat's Governance Rules for the election of the Mayor.

3.3 City of Ballarat resources and activities – use by Councillors

A Councillor who is a prospective candidate or nominated candidate must not use City of Ballarat resources in a manner that may be considered as supporting their candidacy.

City of Ballarat resources include but are not limited to:

- office or meeting facilities,
- support staff,
- hospitality services,
- vehicles,
- ICT equipment,
- email addresses,
- telephones,
- mobile phones,
- phone numbers,
- stationery,
- photographs/graphics/videos used for official City of Ballarat business, and
- City of Ballarat branding.

These resources should be exclusively used for normal City of Ballarat business at all times.

A prospective candidate or a nominated candidate should not use City of Ballarat activities, including Council meetings, Committee meetings, events, network meetings, and City of Ballarat related external activities in relation to their candidacy.

3.4 Improper Use of Position by Councillors, Media and Events

Councillors who are a prospective candidate or nominated candidate must take care to differentiate their role as a candidate in an election and their role as a Councillor when making public comments or attending events.

A Councillor who is a prospective candidate or a nominated candidate may continue to attend functions and events, however, should not use these functions and events to influence their



candidacy.

Councillors must at all times avoid campaigning on (whether by opposing or taking credit for) Council decisions in an effort to be seen as misusing or inappropriately making use of their position.

In undertaking this advocacy, Councillors will advocate in an apolitical manner, focusing on the benefit to the Ballarat community.

Speeches will continue to be prepared for the Mayor's official functions and if requested, speeches will be distributed to the media at the discretion of the CEO. The Mayor will not delegate responsibility to represent the City of Ballarat to any prospective candidate or nominated candidate.

No media advice or assistance will be provided to any Councillor standing as a prospective candidate or nominated candidate in relation to election issues or publicity.

Media releases will not refer to the Mayor or specific Councillors in their capacity as a prospective candidate or nominated candidate.

A Councillor standing as a prospective candidate or nominated candidate will not use City of Ballarat staff and other City of Ballarat resources to gain media attention in support of their election campaign.

Photos of and reference to the Councillor will only feature in City of Ballarat publications where it is related to usual City of Ballarat business.

Where City of Ballarat's 'ourballarat' magazine is due to be issued within six weeks of an election, ward specific news will be held over, and alternative methods of communicating ward news (e.g. advertorial) will be arranged at the conclusion of the election.

3.5 Customer Requests

Customer requests escalated from Councillors in their capacity as a prospective candidate or a nominated candidate in relation to matters pertaining to the Federal or State election rather than as a Councillor must be referred to the CEO or Governance team for advice. Customer requests received relating to the ordinary operation of City of Ballarat will proceed as per normal process.

3.6 Successful Candidate

If successfully elected to another level of government, a Councillor will no longer be qualified to be a Councillor. In accordance with section 34(3) of the Act, a Councillor must immediately give notice in writing to the CEO that they have ceased to be qualified to be a Councillor.

If the Councillor successfully elected to another level of government is the Mayor or Deputy Mayor, an election to appoint a new Mayor or Deputy Mayor will take place following the vacancy being filled.



4.0 Supporting Documents and References

4.1 Legislation

- *Local Government Act 2020*
- *Gender Equality Act 2020*

4.2 Associated Documents

- *Councillor Code of Conduct*
- *Governance Rules*
- *MAV Policy on Candidature of Councillors in State or Federal Elections*
- *Local Government Victoria Bulletin 21/2018 - Victorian State Election*

4.3 Definitions

Act	<i>Local Government Act 2020</i>
Staff	A Staff member includes employees, labour hire agency staff, volunteers and work experience students engaged by the City of Ballarat.
Campaign	Where a Councillor makes public their views as a prospective candidate or a nominated candidate on a matter before the Council (before or after it has been resolved) by way of letters, fliers, social media posts and other communication avenues.
Election	The federal or Victorian state election, or a by-election for either parliament.
Nomination Day	Date set by the relevant electoral commission at which nominations to be candidates in an election close.
Prospective Candidate	A Councillor who becomes an endorsed candidate of a registered political party or publicly expresses an intention to run as an independent candidate for a State or Federal election, generally prior to the formal nomination period.
Nominated Candidate	A Councillor who nominates as a candidate for a State or Federal election. This is generally in the immediate weeks prior to the relevant election.

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5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of federal or state government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy Owner

Executive Manager Governance and Risk.

7.0 Authorisation

Adopted by Ballarat City Council, on XX.

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8.7. COUNCILLOR POLICIES REVIEW

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

PURPOSE

1. The purpose of this report is for Council to adopt the Internal Resolution Procedure.

BACKGROUND

2. Recent amendments to the *Local Government Act 2020* (the Act) have introduced the following changes:
 - a. Introduction of the prescribed Model Councillor Code of Conduct (section 139), which replaces the Councillor Codes of Conduct adopted by each Council. The prescribed Model Councillor Code of Conduct can be found at Schedule 1 of the *Local Government (Governance and Integrity) Regulations 2020* (the regulations); and
 - b. Councils must implement and adopt any prescribed procedures in relation to dealing with alleged breaches of the Model Councillor Code of Conduct (section 140). To date, the procedure prescribed for this purpose Internal Resolution Procedure.

KEY MATTERS

Internal Resolution Procedure

3. In accordance with Schedule 1A of the regulations, Council must adopt an Internal Resolution Procedure to deal with alleged breaches of the Model Councillor Code of Conduct.
4. The regulations require that the Internal Resolution Procedure:
 - a. Must include a conciliation process that is to be conducted by the Mayor, or if the Mayor is a party to the matter or otherwise unable to perform the role of conciliator, the Deputy Mayor or another person;
 - b. Detail how a matter that is the subject of an alleged breach of the Model Councillor Code of Conduct is to be dealt with, including the circumstances in which the available processes may be used to deal with a matter;
 - c. Detail how a Councillor can access the internal resolution procedure, including how a Councillor may initiate a request to have a matter dealt with through the available processes;
 - d. Detail, for the purposes of the conciliation process:
 - i. The roles and responsibilities of parties to a matter;
 - ii. The role, functions and duties of the person responsible for conducting the relevant processes;
 - iii. Any support the Council is to make available to the parties or the person conducting the relevant process; and

- iv. The form and availability of a record of any agreement, resolution or outcome reached through the process.
5. City of Ballarat's Councillor Code of Conduct at clauses 7, 8.3.1 and 8.3.2 provides a process for internal resolution of interpersonal matters between Councillors. This process has the following stages:
 - a. An initial informal discussion between parties;
 - b. A discussion facilitated by the Mayor or, if the Mayor is a party to the dispute, the Deputy Mayor or, if both the Mayor and Deputy Mayor are parties to the dispute, the most recent past Mayor;
 - c. Mediation, provided by an external mediator.
6. As the stages of internal resolution which are already in place at City of Ballarat meet the requirements of the regulations, these have been replicated in the draft Internal Resolution Procedure.
7. The draft Internal Resolution Procedure is attached. The Internal Resolution Procedure must be adopted by 1 July 2025.

Model Councillor Code of Conduct

8. In accordance with section 139 of the Act, Councillors must observe the Model Councillor Code of Conduct. It is not necessary for Council to adopt the Model Councillor Code of Conduct, as it is prescribed by the Act. There is no requirement for Councillors to sign the Model Councillor Code of Conduct, as was practice previously.
9. Although the Model Councillor Code of Conduct is already in force by virtue of the Act, for clarity and as it is no longer applicable, the City of Ballarat Councillor Code of Conduct will be provided to the Council meeting on 26 February 2025 for revocation.
10. A copy of the Model Councillor Code of Conduct is attached for reference. The City of Ballarat Councillor Code of Conduct (which is to be revoked) can be accessed [here](#).

COMMUNITY ENGAGEMENT

11. There was no community engagement undertaken for the purpose of this report as the report relates to a legislative requirement for Councillors Code of Conduct.

OFFICER RECOMMENDATION

12. That Council:

12.1 Adopt the Internal Resolution Procedure.

12.2 Rescind the Councillor Code of Conduct adopted by Council on 24 February 2021 (R32/21).

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. Internal Resolution Procedure [8.7.2 - 5 pages]
3. Model Councillor Code of Conduct [8.7.3 - 5 pages]
4. Councillor Code of Conduct [8.7.4 - 26 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The policy aligns with the following:
 - City of Ballarat Council Plan 2021 – 2025
 - Goal 6: A council that provides leadership and advocates for its community

COMMUNITY IMPACT

2. In accordance with the community engagement and public transparency principles, Council is required to make available certain documents such as policies on the City of Ballarat website.

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 for the subject of this report.

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. Councils must implement and adopt any prescribed procedures in relation to dealing with alleged breaches of the Model Councillor Code of Conduct (section 140)

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. No community consultation and engagement implications were identified.

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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INTERNAL RESOLUTION PROCEDURE

1.0 Purpose

The purpose of this Internal Resolution Procedure is to provide a conciliation process that Councillors may follow to deal with and resolve conflict, dispute, disagreement or alleged breaches of the Model Councillor Code of Conduct (collectively referred to as 'disputes'). This procedure is adopted in accordance with section 54A of the *Local Government Act 2020* (the 'Act').

2.0 Scope

This procedure applies to any disputes between Councillors of the City of Ballarat.

It does not apply to disputes between Councillors and staff or between Councillors and members of the public. Disputes between Councillors and staff will be managed by the Chief Executive Officer in accordance with their responsibilities under section 46 of the Act and in consultation with the Mayor. Disputes between Councillors and members of the public will be considered or referred to the relevant body in accordance with City of Ballarat's Complaints Management Policy.

3.0 Policy Statement

3.1 Internal resolution process

Throughout the Council term, it is natural and expected that disputes will arise from time to time. Where possible, Councillors commit to attempting to resolve these disputes internally by engaging in the internal resolution process provided in this procedure.

Some disputes may not be appropriate for internal resolution, for example where the health or safety of any person involved in the internal resolution process would be threatened by engaging in the process. In these circumstances, Councillors should discuss whether internal resolution is an appropriate process with the Mayor or Deputy Mayor or, if the Mayor and Deputy Mayor are parties to the dispute, with the Councillor Conduct Officer.

The following internal resolution steps will be undertaken by Councillors to resolve disputes:

- a. Informal discussion between involved parties to the dispute.
- b. If (a) is unsuccessful, application to the Councillor Conduct Officer for a conciliation discussion between the involved parties, to be facilitated by the Mayor or other Councillor in accordance with section 3.3 of this procedure.
- c. If (a) and (b) are unsuccessful, application to the Councillor Conduct Officer for a mediation between the involved Councillors, conducted by an external qualified mediator.

3.2 Requesting internal resolution assistance

Pursuant to sections 3.3 and 3.4 of this procedure, an application to the Councillor Conduct Officer for internal resolution assistance must be in writing and contain:

- a. The names of all involved Councillors.
- b. A brief summary of the dispute; and
- c. A summary of steps previously taken to resolve the dispute.

Councillors may apply to commence the internal resolution process in respect of disputes to which they are a party only and may not make an application on behalf of other parties.

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The Mayor may commence an internal resolution process in accordance with section 3.1 of this procedure in relation to any dispute which they become aware of, and are not required to be a party to that dispute.

3.3 Facilitated conciliation discussion

The facilitator of the discussion will be determined as follows:

- a. The Mayor will facilitate the conciliation discussion.
- b. If the Mayor is an involved party to the dispute or is unable to perform the role, functions and duties of the facilitator, the discussion will be facilitated by the Deputy Mayor.
- c. If both the Mayor and Deputy Mayor are involved parties in the dispute, the most recent past Mayor who is not a party to the dispute will facilitate the discussion.

On receipt of an application for a conciliation discussion, in accordance with section 3.2 of this procedure, the Councillor Conduct Officer will:

- a. Provide a copy of the application to:
 - a. The facilitator of the discussion, as determined above.
 - b. The Chief Executive Officer, for information only; and
 - c. The other party or parties to the dispute.
- b. Seek confirmation from the other party or parties to the dispute that they will participate in the conciliation discussion. If no response is received from the other party or parties within 5 business days, this will be taken as a refusal to participate in the conciliation discussion; and
- c. If the other party or parties consent to participate in the conciliation discussion, with the cooperation of all parties, arrange a time, date and appropriate facilities for the holding of the discussion.

Following a conciliation discussion, the facilitator of the discussion will provide the Councillor Conduct Officer with a written summary of the outcome of the conciliation discussion.

The Councillor Conduct Officer will provide a copy of the written summary to:

- a. The Chief Executive Officer, for information only; and
- b. The parties to the discussion.

The application and written summary of the outcome will not be provided by the Councillor Conduct Officer, Mayor or Chief Executive Officer to any person, including other Councillors, who is not a party to the dispute.

If any party considers that the conciliation discussion did not resolve the dispute or if any party declined to participate in the conciliation discussion, a party may apply to the Councillor Conduct Officer to commence an external mediation in accordance with section 3.4 of this procedure.

3.4 External mediation

On receipt of an application for external mediation in accordance with section 3.2 of this procedure, the Councillor Conduct Officer will:

- a. Confirm that a resolution discussion has been conducted or attempted in relation to the dispute;
- b. Provide a copy of the application to:
 - a. The Mayor and the Chief Executive Officer, for information only; and
 - b. The other party or parties to the dispute.

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- c. Seek confirmation from the other party or parties to the dispute that they will participate in the external mediation. If no response is received from the other party or parties within 5 business days, this will be taken as a refusal to participate in the external mediation.
- d. If the other party or parties consents to participate in the external mediation, select and engage the services of a mediator and, with the cooperation of all parties, arrange a time, date and appropriate facilities for the holding of the mediation.

The mediator selected for the purposes of the external mediation must not be a Councillor or member of Council staff and will be selected at the sole discretion of the Councillor Conduct Officer.

Following the mediation, the mediator will provide a written summary of the outcome of the mediation to the Councillor Conduct Officer. The Councillor Conduct Officer will provide a copy of the written summary to:

- a. The Mayor and the Chief Executive Officer, for information only; and
- b. The parties to the dispute.

The application and written summary of the outcome will not be provided by the Councillor Conduct Officer, Mayor, mediator or Chief Executive Officer to any person, including other Councillors, who is not a party to the dispute.

If any party considers that the external mediation did not resolve the dispute or if any party declined to participate in the external mediation, the matter will be considered closed and the parties will strive to maintain a professional working relationship and comply with the standards of conduct and values as contained in this Code of Conduct.

3.5 Breaches of the Model Code of Conduct

Where a Councillor or Councillors believe that the behaviour of another Councillor constitutes a breach of the Model Code of Conduct, they may make an application for a finding of misconduct or serious misconduct to the Principal Councillor Conduct Registrar.

It is strongly encouraged that, where possible, the Councillor or Councillors seek to informally resolve the matter by following the process described in section 3.2 prior to making such an application.

3.6 Roles and responsibilities of parties

Councillors who are parties to a dispute are expected to:

- a. Participate in the dispute resolution process, to the extent possible.
- b. Act genuinely and in good faith in attempting to resolve the dispute.
- c. Focus on the issue or topic of the dispute and refrain from using inappropriate language or intimidating behaviour.
- d. Respect the principles of natural justice, by raising relevant matters within the dispute and allowing the other party or parties to respond.
- e. Protect the confidentiality of the internal dispute resolution process and any documents created in connection with the process.

Facilitators and mediators who participate in the internal resolution process are expected to:

- a. Apply the principles of natural justice, by ensuring:
 - a. Each party has an opportunity to be heard and respond to claims or allegations against them; and
 - b. Each party is treated fairly and without bias.

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- b. Act impartially by not taking or appearing to take sides.
- c. Help the parties discuss and develop options that may assist to discuss or resolve the dispute. It is not, however, the role of the facilitator or mediator to decide who is right or wrong or impose an outcome or sanction on any party.
- d. Help the parties to communicate and keep discussion relevant and respectful.
- e. Document the outcome of any discussion or mediation and provide a copy to the relevant parties, in accordance with section 3.3 or 3.4 as relevant.

The Councillor Conduct Officer is expected to:

- a. Receive applications for internal dispute resolution assistance in accordance with section 3.2 of this procedure.
- b. Liaise with parties to arrange the time, date and facilities for conciliation discussions or mediations, in accordance with sections 3.3 and 3.4 of this procedure respectively.
- c. Provide support and assistance to parties to disputes to understand and navigate the internal resolution process. It is not the role of the Councillor Conduct Officer to write, review or provide advice on documents created in connection with the internal resolution process (such as applications or discussion outcomes), or on the merits of the dispute.

Each party to a dispute may choose to have one support person present at a discussion or mediation. The support person is present to provide emotional support to the individual. This may be through taking notes, suggesting breaks if required, assisting the individual to understand questions or processes. The support person is not present to act as an advocate or representative, or to speak on behalf of, the individual.

4.0 Supporting documents and references

4.1 Legislation

- *Local Government Act 2020*
- *Local Government (Governance and Integrity) Regulations 2020*
- *Gender Equality Act 2020*

4.2 Associated Documents

- *Model Councillor Code of Conduct*

4.3 Definitions

<i>Council</i>	Means the group of Councillors who are democratically elected to represent the Ballarat municipality in accordance with the <i>Local Government Act 2020</i> .
<i>City of Ballarat</i>	Means the body corporate constituted in accordance with the <i>Local Government Act 2020</i> .
<i>Councillor Conduct Officer</i>	Has the meaning provided by the <i>Local Government Act 2020</i> .

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5.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

Executive Manager Governance and Risk

7.0 Authorisation

Adopted by Ballarat City Council on XX.

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Government
Services

Model Councillor Code of Conduct

Local Government (Governance and Integrity) Amendment
Regulations 2024

Model Councillor Code of Conduct

Schedule 1 of the Local Government (Governance and Integrity) Amendment Regulations 2024

Definitions

In this Schedule—

discrimination means unfair or unfavourable treatment of a person on the grounds of an attribute specified in section 6 of the **Equal Opportunity Act 2010**.

Standards of Conduct

1. Performing the role of a Councillor

A Councillor must do everything reasonably necessary to ensure that they perform the role of a Councillor effectively and responsibly, including by—

- (a) representing the interests of the municipal community by considering and being responsive to the diversity of interests and needs of the municipal community; and
- (b) being fit to perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- (c) diligently using Council processes to become informed about matters which are subject to Council decisions; and
- (d) not performing or purporting to perform any responsibilities or functions of the Chief Executive Officer; and
- (e) acknowledging and supporting the Mayor in the performance of the role of the Mayor, including by—
 - (i) respecting and complying with a ruling of the Mayor as the chair of Council meetings (unless dissenting from the ruling in accordance with the Council's Governance Rules); and
 - (ii) refraining from making public comment, including to the media, that could reasonably be perceived to be an official comment on behalf of the Council where the Councillor has not been authorised by the Mayor to make such a comment.

2. Behaviours

- (1) A Councillor must treat others, including other Councillors, members of Council staff and members of the public, with dignity, fairness, objectivity, *courtesy and respect*, including by—

- (a) not engaging in demeaning, abusive, obscene or threatening behaviour, including where the behaviour is of a sexual nature; and
 - (b) not engaging in behaviour that intentionally causes or perpetuates stigma, stereotyping, prejudice or aggression against a person or class of persons; and
 - (c) not engaging in discrimination or vilification; and
 - (d) supporting the Council, when applying the Council's community engagement policy, to develop respectful relationships and partnerships with Traditional Owners, Aboriginal community controlled organisations and the Aboriginal community; and
 - (e) supporting the Council in fulfilling its obligation under the Act or any other Act (including the **Gender Equality Act 2020**) to achieve and promote gender equality; and
 - (f) ensuring their behaviours and interactions with children are in line with the Council's policies and procedures as a child safe organisation and obligations under the **Child Wellbeing and Safety Act 2005** to the extent that they apply to Councillors.
- (2) A Councillor, as an individual at the workplace, must take reasonable care for their own health and safety and take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons by—
- (a) adhering to applicable systems and policies put in place by the Chief Executive Officer to manage risks to health and safety in the workplace; and
 - (b) complying, so far as the Councillor is reasonably able, with any reasonable instruction that is given by the Chief Executive Officer to manage risks to health and safety.
- (3) A Councillor must act in accordance with any policies, practices and protocols developed and implemented under section 46 of the Act that support arrangements for interactions between members of Council staff and Councillors.

3. Good governance

A Councillor must comply with the following Council policies and procedures required for delivering good governance for the benefit and wellbeing of the municipal community—

- (a) the Council's expenses policy adopted and maintained under section 41 of the Act;

- (b) the Council's Governance Rules developed, adopted and kept in force by the Council under section 60 of the Act, including in relation to—
 - (i) conduct in Council meetings or meetings of delegated committees; and
 - (ii) requesting and approval of attendance at Council meetings and meetings of delegated committees by electronic means of communication; and
 - (iii) the Council's election period policy included in the Council's Governance Rules under section 69 of the Act, including in ensuring that Council resources are not used in a way that is intended to influence, or is likely to influence, voting at a general election or by-election;
- (c) the Council's Councillor gift policy adopted under section 138 of the Act;
- (d) any direction of the Minister given under section 175 of the Act.

4. Integrity

- (1) A Councillor must act with integrity, exercise reasonable care and diligence and take reasonable steps to avoid any action which may diminish the public's trust and confidence in the integrity of local government, including by—
 - (a) ensuring that their behaviour does not bring discredit upon the Council; and
 - (b) not deliberately misleading the Council or the public about any matter related to the performance of their public duties; and
 - (c) not making Council information publicly available where public availability of the information would be contrary to the public interest.

Note

See the public transparency principles set out in section 58 of the Act.

- (2) A Councillor must not, in their personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), expressly or impliedly request preferential treatment for themselves or a related person or entity.

5. The Model Councillor Code of Conduct does not limit robust public debate

Nothing in the Model Councillor Code of Conduct is intended to limit, restrict or detract from robust public debate of issues in a democracy.



Government
Services

Councillor Code of Conduct

2021



Adopted on 24 February 2021





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The City of Ballarat has established the Councillor Code of Conduct in accordance with section 139 of the *Local Government Act 2020*.

Commitment

Good governance, integrity and accountability are central to the *Local Government Act 2020* (the Act), to underpin local government democracy, conduct and enable our community to hold the Council to account. Council is committed to embedding the principles of good governance throughout its decision making, corporate governance and democratic governance by establishing and adhering to the Governance Rules established.

Council decision making will be founded on good governance and conducted with transparency. The process by which decisions will be made is transparent and clearly articulated in these Governance Rules for the scrutiny of our community and accountability of Councillors, Members of Delegated Committees and Council officers. Council recognises that accountability, integrity and transparency are of fundamental importance to our community and are critical for enhancing good governance.



CHAPTER 1 - INTRODUCTION

1.1 Legislative Framework

The *Local Government Act 2020* (**Act**) requires a Council to develop and maintain a Councillor Code of Conduct. The Councillor Code of Conduct is required to be periodically reviewed. This Councillor Code of Conduct (**Code**) has been adopted by Council to comply with the requirements of the Act.

A Councillor Code of Conduct:

- must include the Standards of Conduct prescribed by the *Local Government (Governance and Integrity) Regulations 2020* (**Regulations**) expected to be observed by Councillors;
- must include any provisions prescribed by the Regulations;
- must include provisions addressing any matters prescribed by the Regulations; and
- may include any other matters which Council considers appropriate, other than any other Standards of Conduct.

The Standards of Conduct with which Councillors are required to comply are specified in Schedule 1 to the Regulations.

Failure by a Councillor to comply with the Standards of Conduct constitutes misconduct under the Act, which may be pursued in accordance with the processes set out in this Code.

1.2 Councillors' commitment

As Councillors, we are committed to the principles of good governance, working together in the best interests of the people within our municipality and to discharging our responsibilities to the best of our skill and judgment.

1.3 Purpose

The purpose of this Code is to set out the Standards of Conduct with which Councillors must comply and to:

- foster good working relationships between Councillors to enable Councillors to work constructively together in the best interests of the municipal community;
- lift the standard of behaviour of Councillors during Council meetings, Councillor briefings and any other meetings which Councillors participate in from time to time; and
- establish benchmarks for Councillor conduct designed to build public confidence in the integrity of local government.



CHAPTER 2 - CONTEXT

2.1 Context

The role of Council, as set out in section 8 of the Act, is:

- To provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The City of Ballarat is governed by nine Councillors who are democratically elected to represent three wards.

2.2 Definitions and Notes

2.2.1 In this Code of Conduct:

Act means the *Local Government Act 2020* (as amended from time to time).

Chief Executive Officer means the Chief Executive Officer of Council or the person acting in or performing the position of Chief Executive Officer.

Council means Ballarat City Council and/or City of Ballarat.

Council Plan is the four-year plan setting out the strategic directions of the Council.

Councillor means a Councillor of the Council.

Deputy Mayor means the Deputy Mayor of Council and any person appointed by Council to act as Deputy Mayor.

Mayor means the Mayor of Council and any person appointed by Council to be acting as Mayor.

Misconduct means any breach by a Councillor of the prescribed standards of conduct included in the Councillor Code of Conduct.

Serious misconduct means any of the following—

- the failure by a Councillor to comply with the Council's internal arbitration process;
- the failure by a Councillor to comply with a direction given to the Councillor by an arbiter under section 147;
- the failure of a Councillor to attend a Councillor Conduct Panel hearing in respect of that Councillor;
- the failure of a Councillor to comply with a direction of a Councillor Conduct Panel;
- continued or repeated misconduct by a Councillor after a finding of misconduct has already been made in respect of the Councillor by an arbiter or by a Councillor Conduct Panel under section 167(1)(b);
- bullying by a Councillor of another Councillor or a member of Council staff;
- conduct by a Councillor that is conduct of the type that is sexual harassment of a Councillor or a member of Council staff;
- the disclosure by a Councillor of information the Councillor knows, or should reasonably know, is confidential information;
- conduct by a Councillor that contravenes the requirement that a Councillor must not direct, or seek to direct, a member of Council staff; and
- the failure by a Councillor to disclose a conflict of interest and to exclude themselves from the decision making process when required to do so in accordance with this Act.

Officer means an employed member of Council staff.



CHAPTER 3 – PERFORMING THE ROLE OF THE COUNCILLOR

Overview:

A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly, including by ensuring that the Councillor—

- (a) undertakes any training or professional development activities the Council decides it is necessary for all Councillors to undertake in order to effectively perform the role of a Councillor; and*
 - (b) diligently uses Council processes to become informed about matters which are subject to Council decisions; and*
 - (c) is fit to conscientiously perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and*
 - (d) represents the interests of the municipal community in performing the role of a Councillor by considering and being responsive to the diversity of interests and needs of the municipal community.*
-

3.1 Role of Council

The role of Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community (see s 8 of the Act). Council provides good governance if:

- it performs its role in accordance with the Overarching Governance Principles in s 9 of the Act; and
- the Councillors perform their roles in accordance with s 28 of the Act.

In performing its role, Council may:

- perform any duties or functions and exercise any powers conferred on it under the Act or any other Act; and
- perform any other functions that it considers are necessary to enable that performance.

Good governance is fundamental to Council being able to perform its role. Good governance relies on, among other things, good working relationships between Councillors.

3.2 Role of Councillors

Section 28 of the Act provides that the role of a Councillor is:

- to participate in the decision-making of Council;
- to represent the interests of the municipal community in that decision-making; and
- to contribute to the strategic direction of Council through the development and review of key strategic documents of the council, including the Council Plan.



In performing the role of a Councillor, a Councillor must:

- consider the diversity of interests and needs of the municipal community;
- support the role of Council;
- acknowledge and support the role of the Mayor;
- act lawfully and in accordance with the oath or affirmation of office;
- act in accordance with the Standards of Conduct; and
- comply with Council procedures required for good governance.

The role of a Councillor expressly excludes the performance of any responsibilities or functions of the Chief Executive Officer (**CEO**).

3.3 Role of the Mayor

Section 18 of the Act provides that the role of the Mayor is to:

- chair Council meetings;
- be the principal spokesperson for Council;
- lead engagement with the municipal community on the development of the Council Plan;
- report to the municipal community, at least once each year, on the implementation of the Council Plan;
- promote behaviour among Councillors that meets the Standards of Conduct set out in the Councillor Code of Conduct;
- assist Councillors to understand their role;
- take a leadership role in ensuring the regular review of the performance of the CEO;
- provide advice to the CEO when the CEO is setting the agenda for Council meetings; and
- perform civic and ceremonial duties on behalf of Council.

3.4 Role of the CEO

Section 94A of the *Local Government Act 1989* sets out the functions of the CEO, which include:

- establishing and maintaining an appropriate organisational structure for Council;
- ensuring Council decisions are implemented without undue delay;
- day to day management of Council's operations in accordance with the Council Plan;
- developing, adopting and disseminating an Employee Code of Conduct;



- providing timely advice to Council;
- ensuring that Council receives timely and reliable advice about its legal obligations;
- supporting the Mayor in the performance of the Mayor's role; and
- carrying out Council's obligations as an employer with respect to Councillors as deemed employees under the workplace health and safety legislation.

From 1 July 2021, s 94A of the *Local Government Act 1989* will be replaced by s 46 of the Act. The CEO's functions will then include:

- supporting the Mayor and the Councillors in the performance of their roles;
- ensuring the effective and efficient management of the day to day operations of the Council;
- ensuring that Council receives timely and reliable advice about its legal obligations;
- supporting the Mayor in the performance of the Mayor's role;
- setting the agenda for Council meetings after consulting the Mayor;
- when requested by the Mayor, reporting to Council in respect of the implementation of a Council decision;
- carrying out Council's obligations as an employer with respect to Councillors as deemed employees under the workplace health and safety legislation;
- establishing and maintaining an organisational structure for Council;
- being responsible for all staffing matters, including appointing, directing, managing and dismissing members of Council staff; and
- managing interactions between members of Council staff and Councillors and ensuring that policies, practices and protocols that support arrangements for interaction between Council staff and Councillors.

The CEO will determine the extent to which Councillors will be informed of decisions made in pursuit of these functions. Councillors acknowledge that any information provided by the CEO is provided as a courtesy and in pursuit of maintaining good working relationships.

Councillors accept that they must not seek to direct the CEO with respect to the fulfilment of these functions.

It is neither the role nor the responsibility of the CEO to mediate disagreements arising between Councillors, or to draft, or otherwise assist in the drafting of, an application under this Code or the Act.



3.5 Role of Councillor Conduct Officer

The CEO will from time to time appoint a member of Council staff as the Councillor Conduct Officer under s 150 of the Act.

The Councillor Conduct Officer must:

- assist Council in the implementation and conduct of the internal arbitration process;
- assist the Principal Councillor Conduct Registrar to perform his or her functions; and
- assist the Principal Councillor Conduct Registrar in relation to any request for information.

It is neither the role nor the responsibility of the Councillor Conduct Officer to draft, or to otherwise assist in the drafting of, an application under this Code or the Act.

3.6 Role of the Principal Councillor Conduct Registrar

The Principal Councillor Conduct Registrar is appointed by the Secretary Department of Jobs, Precincts and Regions under s 148 of the Act and is employed by the State Government under Part 3 of the *Public Administration Act 2004*. The role of the Principal Councillor Conduct Registrar relevantly includes:

- receiving and examining applications for the appointment of an arbiter;
- appointing an arbiter from the panel list kept by the Secretary Department of Jobs, Precincts and Regions as required; and
- publishing guidelines in relation to processes and procedures relating to internal arbitration process applications as considered necessary.



CHAPTER 4 – STANDARDS OF CONDUCT

Overview:

The Standards of Conduct to be observed by Councillors are set out in the Regulations. Failure to comply with the Standards of Conduct constitutes 'misconduct' for the purposes of the Act. If allegations of misconduct cannot be resolved between Councillors informally, they will be referred to the internal arbitration process, which may result in the imposition of sanctions.

4.1 Treatment of Others

A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect, including by ensuring that the Councillor:

- takes positive action to eliminate discrimination, sexual harassment and victimisation in accordance with the Equal Opportunity Act 2010;
- supports Council in fulfilling its obligation to achieve and promote gender equality;
- does not engage in abusive, obscene or threatening behaviour in their dealings with members of the public, Council staff and Councillors; and
- in considering the diversity of interests and needs of the municipal community, treats all persons with respect and has due regard for their opinions, beliefs, rights and responsibilities.

4.2 Performing the role of Councillor

A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly, including by ensuring that the Councillor:

- undertakes any training or professional development activities that Council decides it is necessary for all Councillors to undertake to effectively perform the role of a Councillor;
- diligently uses Council processes to become informed about matters which are subject to Council decisions;
- is fit to conscientiously perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- consider the diversity of backgrounds, interests and needs of the local community and be inclusive of all communities in Ballarat including but not limited to the Aboriginal and Torres Strait Islander community, the Intercultural community and the LGBTIQ community.



4.3 Compliance with Good Governance Measures

A Councillor, in performing the role of a Councillor, to ensure the good governance of Council, must diligently and properly comply with the following:

- any policy, practice or protocol developed and implemented by the CEO in accordance with s 46 of the Act for managing interactions between members of Council staff and Councillors;
- the Council expenses policy adopted and maintained by Council under s 41 of the Act;
- the Governance Rules developed, adopted and kept in force by Council under s 60 of the Act; and
- any directions of the Minister for Local Government issued under s 175 of the Act (governance directions).

4.4 Councillor must not discredit or mislead Council or public

In performing the role of a Councillor, a Councillor must:

- ensure that their behaviour does not bring discredit upon Council; and
- not deliberately mislead Council or the public about any matter related to the performance of their public duties.

4.5 Standards do not limit robust political debate

Councillors acknowledge that nothing in the Standards of Conduct is intended to limit, restrict or detract from robust public debate in a democracy. So, while Councillors must always meet these Standards of Conduct, participation in vigorous debate of matters before Council for decision should not be viewed as being inconsistent with them.



CHAPTER 5 – PROHIBITED CONDUCT

Overview:

In addition to observing the Standards of Conduct, Councillors acknowledge that the Act prohibits them from engaging in certain conduct and that doing so constitutes a criminal offence. This conduct relates to:

- *misuse of position;*
- *improper direction and improper influence;*
- *confidential information;*
- *conflict of interest; and*
- *electoral conduct.*

Councillors acknowledge that, while these matters are not Standards of Conduct and are not to be addressed as a contravention of this Code, they undertake to comply with them.

In the case of non-compliance, these matters could be the subject of an application to a Councillor Conduct Panel made by the Chief Municipal Inspector, or of a complaint to the Local Government Inspectorate, the Independent Broad-based Anti-corruption Commission or Victoria Police, depending on the nature of the allegation.

5.1 Misuse of position

A Councillor must not misuse his or her position:

- to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- to cause, or attempt to cause, detriment to Council or another person.

Circumstances involving the misuse of position by a Councillor include, but are not limited to:

- making improper use of information acquired as a result of the Councillor's position (current and past);
- disclosing information that is confidential information;
- directing, or improperly influencing, or seeking to direct or improperly influence, a member of Council staff;
- exercising or performing, or purporting to exercise or perform, a power, duty or function that the Councillor is not authorised to exercise or perform;
- using public funds or resources in a manner that is improper or unauthorised; and
- participating in a decision on a matter in which the Councillor has a conflict of interest.



5.2 Directing a member of Council staff

A Councillor must not intentionally direct, or seek to direct, a member of Council staff:

- in the exercise of a delegated power, or the performance of a delegated duty or function of Council;
- in the exercise of a power or the performance of a duty or function exercised or performed by the staff member as an authorised officer under the Act or any other Act;
- in the exercise of a power or the performance of a duty or function the staff member exercises or performs in an office or position the staff member holds under the Act or another Act; or
- in relation to advice provided to Council or a delegated committee, including advice in a report to Council or delegated committee.

5.3 Confidential Information

A Councillor must not intentionally or recklessly disclose information that the he or she knows, or should reasonably know, is confidential information.

For the purposes of the Act 'confidential information' means the following information:

- Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
- land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
- private commercial information, being information provided by a business, commercial or financial undertaking that:
 - relates to trade secrets; or
 - if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;
- confidential meeting information, being the records of meetings closed to the public under the Act;
- internal arbitration information, being information specified in s 145 of the Act;



- Councillor Conduct Panel confidential information, being information specified in s 169 of the Act;
- information prescribed by regulations to be confidential information for the purposes of the Act; and
- information that was confidential information for the purposes of s 77 of the *Local Government Act 1989*.

A Councillor may disclose information that would be considered 'confidential information' if the information that is disclosed is information that Council has determined should be publicly available.

Otherwise, a Councillor may disclose information that the he or she knows is confidential information in the following circumstances:

- for the purposes of any legal proceedings arising out of the Act;
- to a court or tribunal in the course of legal proceedings;
- pursuant to an order of a court or tribunal;
- in the course of an internal arbitration and for the purposes of the internal arbitration process;
- in the course of a Councillor Conduct Panel hearing and for the purposes of the hearing;
- to a Municipal Monitor to the extent reasonably required by the Municipal Monitor;
- to the Chief Municipal Inspector to the extent reasonably required by the Chief Municipal Inspector;
- to a Commission of Inquiry to the extent reasonably required by the Commission of Inquiry; and
- to the extent reasonably required for any other law enforcement purposes.

Councillors acknowledge that they will have access to confidential information in many forms and that it will not always be labelled as being 'confidential'. Councillors will take reasonable steps to inform themselves about the confidential nature of any Council information before discussing it outside the organisation.

5.4 Conflict of Interest

If a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting of Council or a delegated committee, a meeting of a community asset committee, or any other meeting held under the auspices of Council, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest in accordance with the Governance Rules (unless any of the exemptions apply).

A Councillor may have a 'general' or a 'material' conflict of interest in a matter being considered at a meeting.

A Councillor has a 'general' conflict of interest in a matter if an impartial, fair-minded person would consider that the Councillor's private interests could result in the Councillor acting in a manner that is contrary to their public duty.



For the purposes of general conflict of interest:

- 'private interests' means any direct or indirect interest of a Councillor that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief; and
- 'public duty' means the responsibilities and obligations that a Councillor has to members of the public in their role as a relevant person.

A Councillor has a 'material' conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

The benefit may arise or the loss incurred:

- directly or indirectly; or
- in a pecuniary or non-pecuniary form.

For the purposes of a material conflict of interest, any of the following is an 'affected person':

- the Councillor;
- a family member of the Councillor;
- a body corporate of which the Councillor or their spouse or domestic partner is a Director or a member of the governing body;
- an employer of the Councillor, unless the employer is a public body;
- a business partner of the Councillor;
- a person for whom the Councillor is a consultant, contractor or agent;
- a beneficiary under a trust or an object of a discretionary trust of which the Councillor is a trustee; and
- a person from whom the Councillor has received a disclosable gift (i.e. exceeding \$500 in value).

Councillors acknowledge that they must be clear about their associations with parties external to Council and to avoid conflicts between those associations and their role as Councillors.

5.5 Other legislative requirements

The Act includes requirements relating to eligibility to be a Councillor, electoral conduct and the election period ('caretaker period'). Allegations in relation to contravention of these provisions should be directed to the Victorian Electoral Commission or the Local Government Inspectorate, depending on the nature of the allegation, for investigation and any consequent action.

Councillors acknowledge that they are responsible for complying with the various provisions relating to these matters.



CHAPTER 6 – GOOD GOVERNANCE MEASURES

Overview:

Nothing in this part of the Code is intended to impose a binding Standard of Conduct on Councillors. These matters are expressed as operating in addition to the Standards of Conduct. Further, nothing in this part of the Code is intended to modify or derogate from the Standards of Conduct.

This part of the Code sets out conduct that the Councillors agree will contribute to the good governance, integrity and responsible operation of Council.

6.1 Overarching Governance Principles

Councillors will support the role of Council by ensuring that Council gives effect to the overarching governance principles when participating in Council's decision-making functions.

The overarching governance principles are set out in s 9(2) of the Act and are as follows:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- the municipal community is to be engaged in strategic planning and strategic decision making;
- innovation and continuous improvement is to be pursued;
- collaboration with other councils and governments and statutory bodies is to be sought;
- the ongoing financial viability of Council is to be ensured;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making; and
- the transparency of Council decisions, actions and information is to be ensured.

6.2 Council decision making

Councillors are committed to ensuring a high level of transparency in Council's decisions and Council's decision-making processes. Councillors acknowledge that Council decisions cannot be made other than by resolutions made at properly constituted Council meetings following fulsome public debate in the Council Chamber. While Councillors will engage in informal discussion of matters coming before Council for decision, they acknowledge that these informal discussions are not decision-making forums, and that a final position on such matters cannot be reached before the Council meeting.

Councillors acknowledge the role that reports prepared by members of Council staff provide professional advice which assists in informing Councillors about matters before Council for



decision. Councillors will pay respect and attention to the information provided by members of Council staff to assist Council's decision-making functions.

6.3 Use of Council resources

Councillors commit to using Council resources effectively, economically and only for proper purposes connected with their role as a Councillor, consistent with relevant Council policies and procedures.

In particular, Councillors will:

- maintain adequate security over Council property, facilities and resources provided by Council to assist in performing their role;
- comply with any legislation and Council policies and procedures applying to the use of Council property, facilities and resources provided by Council to assist in performing their role;
- not use Council resources, including the services of members of Council staff, for private purposes, unless authorised to do so, and paying for those resources where required to do so; and
- not use public funds or resources in a manner that is improper or unauthorised.

6.4 Gifts and benefits

Councillors will avoid situations giving rise to the appearance that a person or body, through the provision of gifts, benefits or hospitality of any kind, is attempting to gain favourable treatment from an individual Councillor or from Council.

Councillors will take all reasonable steps to ensure that their immediate family members do not receive gifts or benefits that give rise to the appearance of an attempt to gain favourable treatment.

Councillors will only accept gifts that exceed the gift disclosure threshold (currently, \$500) if:

- the name and address of the person making the gift are known to them; or
- at the time when the gift is made, they reasonably believe that the name and address provided are the true name and address of the person making the gift.

Anonymous gifts that exceed the gift disclosure threshold will be disposed of to Council within thirty (30) days of receiving the gift.

Councillors will comply with the Councillor Gift Policy, once adopted, and any other policies and procedures adopted by Council from time to time relevant to the acceptance of gifts.



6.5 External communications

Councillors recognise that, as representatives of the local community, they have a primary responsibility to be responsive to community views and to adequately communicate the position and decisions of Council.

Councillors are committed to respecting the function of the Mayor as the spokesperson of Council in accordance with the Act.

Councillors undertake to comply with Council's Communication Policy and any other relevant policies, as adopted from time to time, including recognition of and respect for the:

- role of the Mayor as the principal spokesperson of Council, including in communications with the media on behalf of Council;
- role of the CEO in communicating with the media on behalf of Council with respect to matters of an operational nature; and
- practice of directing media enquiries to Council's Communications Team at first instance.

Councillors acknowledge that individual Councillors are entitled to express their personal opinions through the media. In doing so, Councillors will make it clear that such comment is their personal view and does not represent the position of Council. Councillors will ensure that such comments avoid being derogatory, offensive or insulting of Council, Councillors, members of Council staff, members of the community and others and are factually accurate.

6.6 Personal dealings with Council

When Councillors deal with Council in their private capacity (eg as a ratepayer, recipient of a Council service or applicant for a permit), they will not expect or request preferential treatment in relation to any such private matter. Councillors will avoid any action that could lead members of Council staff or members of the community to believe that they are seeking preferential treatment.

6.7 Occupational Health and Safety

Councillors acknowledge that meeting Council's obligations as an employer under the *Occupational Health and Safety Act 2004* by, among other things, providing a safe workplace for members of Council staff and visitors to Council premises is essential.

Councillors are committed to working in ways that protect and promote the health and safety of members of Council staff and visitors to Council premises and to minimise risks to them.

6.8 Elections

Councillors may nominate as candidates in elections at all levels of government. If nominating as a candidate in an election, or assisting in the campaign of a candidate in an election, Councillors commit to not using their position as a Councillor for purposes associated with their campaign, or the campaign of any other candidate.



CHAPTER 7 – INTERPERSONAL DISPUTES BETWEEN COUNCILLORS

Overview:

Councillors acknowledge that interpersonal differences and disputes (as distinct from allegations of contravention of the Standards of Conduct) may arise from time to time. Councillors commit to taking reasonable steps to resolve any interpersonal difference or dispute that arises without recourse to formal processes with a view to maintaining effective working relationships.

7.1 Informal Discussions between Councillors

Councillors will first consider discussing their interpersonal difference or dispute informally with a view to resolving it.

7.2 Facilitated discussion

If Councillors are unable to discuss their interpersonal difference or dispute informally, or their informal discussions are unsuccessful, they will consider approaching a fellow Councillor, chosen with the agreement of both Councillors, to facilitate a discussion with a view to resolving their interpersonal difference or dispute.

If the interpersonal difference or dispute cannot be resolved informally, the Councillors will consider whether any of the conduct giving rise to it constitutes a contravention of the Standards of Conduct. If they consider that it does, they may choose to pursue it as such under part 8 of this Code.



CHAPTER 8 – CONTRAVENTION OF THE CODE

Overview:

Allegations of contravention of the Standards of Conduct must be formally pursued and the internal arbitration process followed.

8.1 Allegation

An allegation that the Standards of Conduct have been breached by a Councillor can be made by:

- Council, by resolution;
- a Councillor; or
- a group of Councillors.

Where an allegation is made by Council or by a group of Councillors, a single Councillor must be nominated to act as the representative of Council or the group of Councillors (as the case may be) in the internal resolution process. Only that Councillor will be entitled to participate in the internal resolution process.

When an allegation of a breach of the Standards of Conduct is alleged, the Councillors who are party to the allegation undertake to use their best endeavours to resolve the matter in a courteous and respectful manner without recourse to formal processes under this Code or under the Act. If, after these endeavours have been exhausted, the allegation remains unresolved, either or both of the Councillors may have recourse to any or all of the internal resolution processes set out in this Code.

Councillors accept the following three-phase internal resolution process:

- formal discussion between the Councillors, facilitated by the Mayor or, if the Mayor is involved in the allegation, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the allegation, the most recent past Mayor;
- formal mediation between the Councillors, facilitated by a qualified mediator; and
- formal internal arbitration process.

Councillors recognise that the first and second phases are voluntary and that they are not obliged to agree to either of them but will endeavour to resolve allegations without resorting to the mandatory internal arbitration process.



8.2 The Application

An application alleging a breach of the Standards of Conduct must:

8.2.1 *include the:*

- a) name of the Councillor alleged to have breached the Standards of Conduct;
- b) clause(s) of the Standards of Conduct that the Councillor is alleged to have breached;
- c) particular misconduct, or behaviour, that the Councillor is alleged to have engaged in that resulted in the breach; and
- d) phase of the internal resolution process being pursued by the Councillor making the allegation at the first instance; and

8.2.2 *be submitted to the Councillor Conduct Officer for:*

- a) action, if the application seeks engagement in the first or second phase of the internal resolution process; or
- b) referral to the Principal Councillor Conduct Registrar, if the application seeks a formal internal arbitration process.

If an application received by the Councillor Conduct Officer does not meet the requirements of this Part 8.2, the Councillor Conduct Officer will return it to the Councillor submitting it with a brief statement of the ways in which the application is deficient.

A Councillor may revise and resubmit to the Councillor Conduct Officer a deficient application, provided that the Councillor submits the revised application no later than 3 months after the alleged breach of the Standards of Conduct occurred (see s 143(3) of the Act).

An application for an internal resolution procedure cannot be made during a Council Election Period and any procedure in progress will be suspended for the duration of an Election Period.

8.3 Process on receiving an application

8.3.1 *Application for a facilitated discussion*

On receiving an application from a Councillor which meets the requirements of Part 8.2 of this Code and which seeks a facilitated discussion, the Councillor Conduct Officer will take the following steps:

- a) notify the Mayor or, if the Mayor is involved in the allegation, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the allegation, the most recent past Mayor (as the case may be) and the CEO (for the CEO's information only) and provide them with a copy of the application;
- b) notify the Councillor the subject of the allegation in the application and provide them with a copy of the application;
- c) request the Councillor the subject of the application to advise whether they will participate in the facilitated discussion within 5 days of receiving the application, noting that, if no advice is received, the Councillor will be taken to have declined;



- d) if the Councillor agrees to participate in the facilitated discussion:
 - (i) the Councillor Conduct Officer will, with the cooperation of the Councillors involved in the application and the Mayor or, if the Mayor is involved in the application, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the application, the most recent past Mayor (as the case may be), arrange a suitable time and place for the facilitated discussion, to be no later than 5 days from the date of the advice provided under paragraph c);
 - (ii) the facilitated discussion must be completed with the Mayor or, if the Mayor is involved in the application, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the application, the most recent past Mayor (as the case may be) providing a record of the outcome to the Councillors involved in the application and the CEO no later than 5 days after the discussion takes place; and
 - (iii) if the facilitated discussion is not complete within 5 days of the date nominated for it to take place, the Councillors will be taken as not having agreed to participate in a facilitated discussion, unless both Councillors agree to extend the time for completion;
- e) if the facilitated discussion is not completed in accordance with this Part 0 for whatever reason, or if the facilitated discussion does not resolve the allegation the subject of the application, the Councillor Conduct Officer will advise the:
 - (iv) Councillor making the application and ask the Councillor to advise whether they wish to escalate the matter to another phase of the internal resolution process and, if so, which phase;
 - (v) Councillor the subject of the application; and
 - (vi) CEO; and
- f) the Councillor Conduct Officer will make arrangements to close or to escalate the application, as the case may be, according to the advice of the Councillor making the application.

8.3.2 *Mediation*

On receiving an application from a Councillor which meets the requirements of Part 8.2 of this Code and which seeks a mediation, or on escalating an application where a facilitated discussion has not been completed or has not resolved the allegation, the Councillor Conduct Officer will take the following steps:

- a) notify the CEO and provide them with a copy of the application;
- b) notify the Councillor the subject of allegation in the application and provide them with a copy of the application;
- c) request the Councillor the subject of the application to advise whether they will participate in mediation within 5 days of receiving the application, noting that, if no advice is received, the Councillor will be taken to have declined;



- d) if the Councillor agrees to participate in mediation:
 - the CEO, or a member of Council staff nominated by the CEO for the purpose (**the CEO's nominee**), will engage a mediator, to be chosen by the CEO (or the CEO's nominee);
 - the CEO (or the CEO's nominee) will, with the cooperation of the Councillors involved in the application, arrange a suitable time and place for the mediation, to be no later than 5 business days from the date of the advice provided under paragraph c); and
 - if the mediation is not complete within 5 business days of the date nominated for it to take place, the Councillors will be taken as not having agreed to participate in the mediation, unless both Councillors agree to extend the time for completion;
- e) if the mediation resolves the application, the mediator will document the agreement reached by the Councillors involved and provide a copy of the agreement to both Councillors and to the CEO;
- f) if the mediation is not completed in accordance with this Part 0 for whatever reason, the CEO (or the CEO's nominee) will advise the:
 - Councillor making the application and ask the Councillor to advise whether they wish to escalate the matter to another phase of the internal resolution process and, if so, which phase; and
 - Councillor the subject of the application; and
- g) the CEO (or the CEO's nominee) will ask the Councillor Conduct Officer to make arrangements to close or to escalate the application, according to the advice of the Councillor making the application.

8.3.3 *Internal arbitration*

A breach of the Standards of Conduct constitutes 'misconduct' for the purposes of the Act and may be referred to an arbiter for determination. The process for internal arbitration is prescribed by Part 6 of the Act and r 11 of the Regulations.

Internal arbitration may be commenced either after the first two phases of the internal resolution process prove unsuccessful in resolving the allegation, or as the first step in an application.

On receiving an application from a Councillor which meets the requirements of Part 8.2 of this Code and which seeks an internal arbitration process, or on escalating an application where a facilitated discussion and/or mediation has not been completed or has not resolved the allegation, the Councillor Conduct Officer will:

- a) refer the application to the Principal Councillor Conduct Registrar;
- b) notify the Councillors involved in the application of the referral;
- c) notify the CEO of the referral (for the CEO's information only);
- d) await advice from the Principal Councillor Conduct Registrar about the application; and
- e) take such steps as are necessary to give effect to the Principal Councillor Conduct Registrar's advice, in accordance with any instructions received.



Councillors recognise that an application for internal arbitration for an allegation of a breach of the Standards of Conduct will only be accepted by the Principal Councillor Conduct Registrar, and an arbiter will only be appointed, if the Principal Councillor Conduct Registrar is satisfied that:

- a) the application is not frivolous, vexatious, misconceived or lacking in substance; and
- b) there is sufficient evidence to support an allegation of a breach of the Councillor Code of Conduct.

It is for the Councillor or Councillors submitting an application to ensure that the application meets these requirements.

If the Principal Councillor Conduct Registrar is satisfied that an application for internal arbitration should be accepted, the Principal Councillor Conduct Registrar will appoint an arbiter from a panel list compiled by the Secretary to the Department of Jobs, Precincts and Regions.

In conducting an arbitration the arbiter must:

- a) ensure that the parties involved are given an opportunity to be heard;
- b) ensure that a Councillor who is a party does not have a right to representation, unless the arbiter considers that representation is necessary to ensure that the process is conducted fairly;
- c) conduct the hearing with as little formality and technicality as the proper consideration of the matter permits; and
- d) ensure that the hearing is not open to the public.

Additionally, in conducting an arbitration the arbiter:

- a) may hear each party to the matter in person or solely by written or electronic means of communication;
- b) is not bound by the rules of evidence and may be informed in any manner the arbiter sees fit;
- c) may at any time discontinue the hearing if the arbiter considers that the:
 - application is vexatious, misconceived, frivolous or lacking in substance; or
 - Councillor making the application, or representing the group of Councillors making the application, has not responded, or has responded inadequately, to a request for further information.

Where an application to have legal representation is granted by an arbiter, the costs of the Councillor's legal representation are to be borne in their entirety by the Councillor.



If, at the completion of the internal arbitration process, the arbiter determines that a Councillor has breached the Standards of Conduct, the arbiter may make a finding of misconduct against the Councillor and impose any one or more of the following sanctions:

- a) direct the Councillor to make an apology;
- b) suspend the Councillor from the office of Councillor for a period specified by the arbiter (not exceeding one month);
- c) direct that the Councillor be removed from any position where the Councillor represents Council for a period determined by the arbiter;
- d) direct that the Councillor is removed from being the chair of a delegated committee for a period determined by the arbiter; and/or
- e) direct a Councillor to attend or undergo training or counselling specified by the arbiter.

The arbiter must provide a written copy of the arbiter's findings and statement of reasons to:

- a) Council;
- b) the applicant(s) and the respondent; and
- c) the Principal Councillor Conduct Registrar.

A copy of the arbiter's decision and statement of reasons must be tabled at the next Council meeting after the arbiter's findings and statement of reasons are provided. If the arbiter's decision and statement of reasons contain any confidential information, the confidential information must be redacted before it is tabled.

Councillors recognise that a failure to participate in and comply with the internal arbitration process or a direction given to the Councillor by an arbiter is 'serious misconduct' for the purposes of the Act. Allegations of 'serious misconduct' are heard by a Councillor Conduct Panel.

8.4 Responsibility of Councillors

It is the responsibility of a Councillor or Councillors submitting an application to prepare the application, including identifying and collating the evidence which supports it.

While members of Council staff may provide some administrative support, that support will not extend to assisting Councillors with the preparation of the substance of an application.

8.5 Human Rights Charter

This Code has been reviewed against and complies with section 13 of the *Charter of Human Rights and Responsibilities Act 2006*, as this Code aligns with and provides for the protection of an individual's right not to have their privacy unlawfully or arbitrarily interfered with. It is also in line with section 18 which recognises a person's right to participate in the conduct of public affairs.

8.8. APPOINTMENT OF DEVELOPMENT INDUSTRY MEMBERS TO THE BALLARAT WEST PRECINCT STRUCTURE PLAN AND DEVELOPMENT CONTRIBUTIONS PLAN STAKEHOLDER REFERENCE GROUP

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Chris Duckett – Manager Sustainable Growth

PURPOSE

1. The purpose of this report is to provide recommendations to Council on the appointment of development industry members to the Ballarat West Precinct Structure Plan and Development Contributions Plan Stakeholder Reference Group (the Reference Group).

BACKGROUND

2. Ballarat West is the municipality's key growth area. The Precinct Structure Plan (PSP) and Development Contribution Plan (DCP) were incorporated into the Ballarat planning scheme in 2012 and 2014 respectively, to guide the area's long-term development.
3. Since development commenced in the Ballarat West PSP area, around 40% of land has been subdivided and titled, 13% of the land is under construction, and 47% is yet to commence development.
4. It is anticipated that the remaining land in the PSP will contribute to Ballarat's housing supply for a further 10-15 years and, when fully developed, will provide for over 15,000 dwellings. Ballarat West PSP does not include the Lucas Estate, which is located within a separate PSP known as Alfredton West.
5. A review of the PSP and DCP is being undertaken to ensure that development of land in Ballarat West will continue to deliver acceptable planning outcomes and an equitable and timely rollout of infrastructure, while maintaining the vision and integrity of the PSP.
6. A report on the PSP and DCP review was prepared for the Council meeting of 11 September 2024, where Council adopted both documents and resolved to seek authorisation from the Minister for Planning to exhibit a planning scheme amendment (R150/24). Authorisation from the Minister has been sought and a decision is pending.

KEY MATTERS

7. At the 11 September 2024 meeting and as part of resolution R150/24, Council also resolved to authorise the establishment of the Reference Group and requested that a Terms of Reference be presented to a future Council meeting for consideration.
8. Further to resolution R150/24, a report was prepared for the Council meeting of 11 December 2024 and the Terms of Reference for the Reference Group was adopted (R204/24). The Terms of Reference adopted by Council included a section on the membership of the Reference Group.

9. The membership is to include a maximum of 4 members from the development industry appointed by the Council, or as otherwise delegated. Development industry members will be selected following an Expression of Interest, on the basis of their involvement and knowledge of development in Ballarat West and appointed as individuals and/or representatives of a company.

COMMUNITY ENGAGEMENT

10. The nature of this project required targeted engagement with the development industry. The engagement was undertaken by email on 13 December 2024, circulated to 63 representatives from companies with an active interest in development in Ballarat West.
11. Four Expression of Interest forms were returned from the following individuals/companies:
 - Jackson Zaal, Beveridge Williams
 - Leah Clark, Inception Planning
 - Liam Gibcus, Integra
 - Kerry Wilkson, Spiire
12. The individuals who submitted expressions of interest are well-respected professionals with an appropriate level of knowledge and experience of development in Ballarat West and they are all suitable for appointment to the Reference Group by Council.

OFFICER RECOMMENDATION

13. **That Council resolves to:**
 - 13.1 **Appoint the following persons to the Ballarat West Precinct Structure Plan and Development Contributions Plan Stakeholder Reference Group:**
 - a) **Jackson Zaal, Beveridge Williams**
 - b) **Leah Clark, Inception Planning**
 - c) **Liam Gibcus, Integra**
 - d) **Kerry Wilkinson, Spiire**

ATTACHMENTS

1. Governance Review [8.8.1 - 2 pages]
-

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report aligns with the following:
 - City of Ballarat Council Plan 2021-2025
 - Goal 1: An environmentally sustainable future
 - Goal 2: A healthy, connected, and inclusive community
 - Goal 3: A city that fosters sustainable growth
 - Goal 4: A city that conserves and enhances our natural and built assets
 - Goal 5: A strong and innovative economy and city

COMMUNITY IMPACT

2. There will be a positive community impacts as a result of the PSP and DCP review and this Reference Group will contribute towards the development communities understanding of the project.
3. The review will have some economic impacts on the community due to the increase in development levies. There is a possibility that some developers may decide to pass the additional cost onto future homeowners.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

6. The Reference Group will be managing by utilising existing staff resources so there will be minimal financial implications.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk considerations foreseen in the setting up of the Reference Group

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*.

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COMMUNITY CONSULTATION AND ENGAGEMENT

9. Community consultation and engagement with the development industry has been completed in relation to the subject of this report.

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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8.9. COMMUNITY ASSET COMMITTEE MEMBERSHIP

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

PURPOSE

1. This report is presented to Council for endorsement of revised membership of the Buninyong Town Hall Community Asset Committee and the Cardigan Village Community Centre Community Asset Committee, noting that the membership has changed since it was last endorsed. This report also acknowledges the recent resignation of a Committee member of the Buninyong Town Hall Community Asset Committee.

BACKGROUND

2. The City of Ballarat manages a wide range of community facilities, including community halls.
3. To assist in the operation of the halls, Council, in accordance with section 65 of the *Local Government Act 2020* (the Act), established Community Asset Committees which comprise of elected community volunteers. Under this Act, Council must endorse any change to Community Asset Committees membership
4. There are ten Community Asset Committees in the City of Ballarat, who have the responsibility of operating the hall as self-sufficiently as possible, as well as increasing community participation through the activation of these spaces. This activation supports social connection and improves health and wellbeing in our community.
5. Council acknowledges and appreciates the time and effort Committee volunteers dedicate to their vital roles in the community.
6. The following Community Asset Committees are currently established for the purpose of managing a community asset in the City of Ballarat;
 - Ascot Mutual Improvement Association Hall
 - Brown Hill Community Hall
 - Buninyong Town Hall
 - Burrumbeet Soldiers Memorial Hall
 - Cardigan Village Community Centre
 - Invermay Recreation Reserve
 - Miners Rest Mechanics Institute Community Hall
 - Scotsburn Community Hall

- Sebastopol RSL Hall
 - Warrenheip Memorial Hall
7. The City of Ballarat provides support to these Community Asset Committees which includes governance and reporting practices as well as opportunities for volunteers to develop their skills through workshops and other initiatives. An annual support payment is supplied to cover the costs of utility service charges for each hall and through our Property and Facilities team, maintenance and upgrades are delivered as required on fixed building assets.
 8. Community Asset Committees are formed in accordance with section 65 of the *Local Government Act 2020* (the Act), and act under delegation in accordance with section 47 of the Act and with the guidance of the City of Ballarat Committees Policy and Community Asset Committees Terms of Reference. This includes how committees manage finances, conflicts of interest, obligations under the *Occupational Health and Safety Act 2004* and *Privacy and Data Protection Act 2014* and other legislative requirements.

KEY MATTERS

9. The membership of the Buninyong Town Hall Community Asset Committee has changed with the resignation of Simon Dennis and the election of Susan Pilbeam and Ron Gilchrist.
10. The revised membership of the committee is now as follows:
 - Miranda Donald
 - Sonya Sutcliffe
 - Mark Jones
 - Sharon Develyn
 - Adam Turnbull
 - Ann Gooding
 - Leonie Everdeen
 - Susan Pilbeam
 - Ron Gilchrist
11. The membership of the Cardigan Village Community Centre Community Asset Committee has changed with the election of Wendy Gottlieb, Rebecca Black and Neil Black.
12. The revised membership of the committee is now as follows:
 - Francis Litwin
 - Mary Tipping

- Heather Wood
- Wendy Gottlieb
- Rebecca Black
- Neil Black

COMMUNITY ENGAGEMENT

13. City of Ballarat's Community Development team has been supporting Community Asset Committees for approximately 18 months with a focus on providing direct support and communication. During this time City of Ballarat has created robust relationships with the committees, building rapport and trust.

OFFICER RECOMMENDATION

14. That Council:

14.1 Acknowledge the outgoing Buninyong Town Hall Community Asset Committee member Simon Dennis and thank him for his contribution.

14.2 Endorse the revised membership of the Buninyong Town Hall Community Asset Committee with the election of Susan Pilbeam and Ron Gilchrist.

- **Miranda Donald**
- **Sonya Sutcliffe**
- **Mark Jones**
- **Sharon Develyn**
- **Adam Turnball**
- **Ann Gooding**
- **Leonie Everdeen**
- **Susan Pilbeam**
- **Ron Gilchrist**

14.3 Endorse the revised membership of the Cardigan Village Community Centre Community Asset Committee with the election of Wendy Gottlieb, Rebecca Black and Neil Black.

- **Francis Litwin**
- **Mary Tipping**
- **Heather Wood**
- **Wendy Gottlieb**
- **Rebecca Black**
- **Neil Black**

ATTACHMENTS

1. Governance Review [8.9.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The plan aligns with the following:
 - City of Ballarat Council Plan 2021-2025
 - Goal 2: A healthy, connected, and inclusive community
 - Goal 4: A city that conserves and enhances our natural and built assets
 - City of Ballarat Committees Policy

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. The legal and risk considerations for this report are that it is a statutory requirement of the Local Government Act 2020 for council to endorse membership to Community Asset Committees

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. City of Ballarat's Community Development team has been supporting Community Asset Committees for approximately 18 months with a focus on providing direct support and communication. During this time City of Ballarat has created robust relationships with the committees, building rapport and trust.

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Examples of this include:

- Introduction of a Bi-Monthly email newsletter- increase shared knowledge; four newsletters sent since inception in 2023/24
- Increased relationships between Council and the Committees with 28 meetings held with individual Community Asset Committees
- Facilitation of Committee Meetings at Cardigan Village Hall to assist in the continuation of the committee after the resignation of a number of members.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

11. (For Contracts Only)

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8.10. AUDIT AND RISK COMMITTEE SELF ASSESSMENT SURVEY RESULTS

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

PURPOSE

1. The purpose of this report is to present Council with the Audit and Risk Committee's self-assessment survey results for 2023/2024.

BACKGROUND

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

KEY MATTERS

3. The Audit and Risk Committee self-assessment survey was sent to the Committee members on 30 September 2024 to assess its performance in 2023/2024. Six responses were received.
4. The survey was sent to the Committee prior to the 2024 general election. The Councillors appointed to the Committee at that time were Cr Des Hudson, Cr Amy Johnson and Cr Mark Harris.
5. The self-assessment survey results were received and noted by the Audit and Risk Committee on 4 December 2024.
6. Attachment 2 provides the Audit and Risk Committee self-assessment survey results.

COMMUNITY ENGAGEMENT

7. The committee members were engaged to complete the survey to seek their views on the operation of the committee. No additional community engagement was required.

OFFICER RECOMMENDATION

8. That Council:

- 8.1 Receive and note the Audit and Risk Committee self-assessment survey results for 2023/24.

ATTACHMENTS

1. Governance Review [8.10.1 - 2 pages]
2. Audit and Risk Committee Results 2023-2024 [8.10.2 - 52 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The policy aligns with the following:
 - City of Ballarat Council Plan 2021 – 2025
 - Goal 6: A council that provides leadership and advocates for its community

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

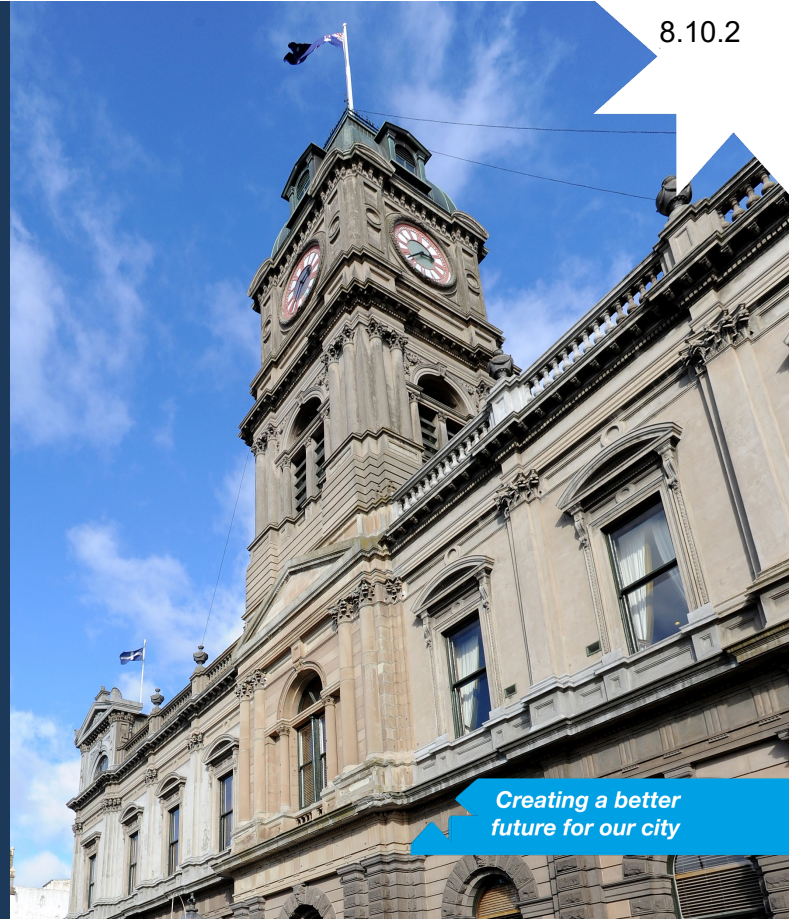
11. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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Audit and Risk Committee Self-Assessment Survey Results

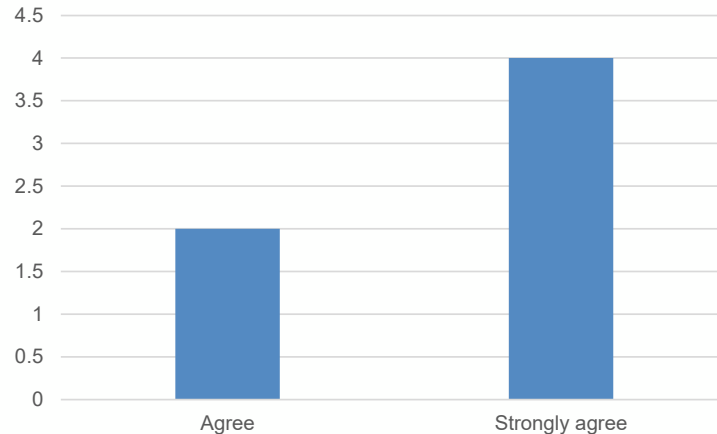
4 December 2024



*Creating a better
future for our city*

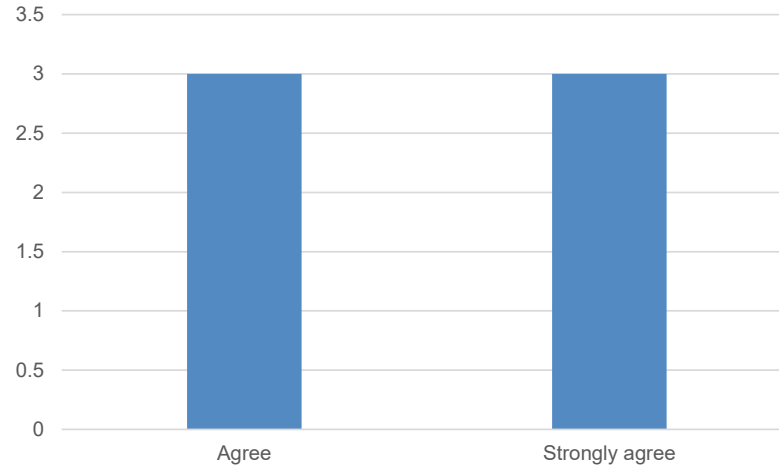
Audit Committee Charter

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



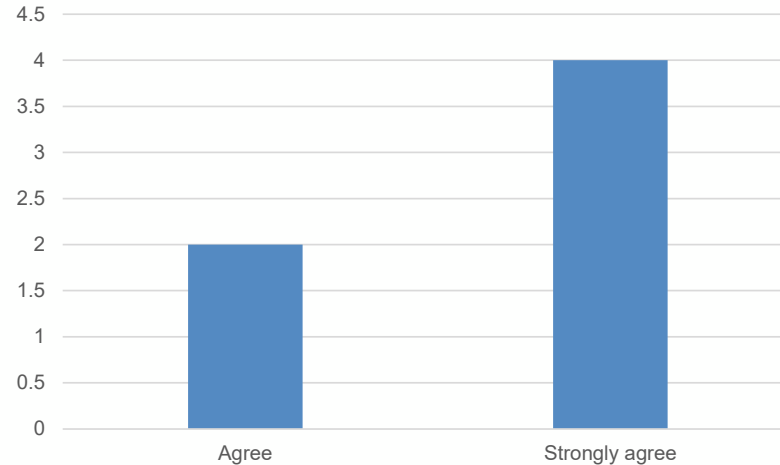
Audit Committee Charter

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



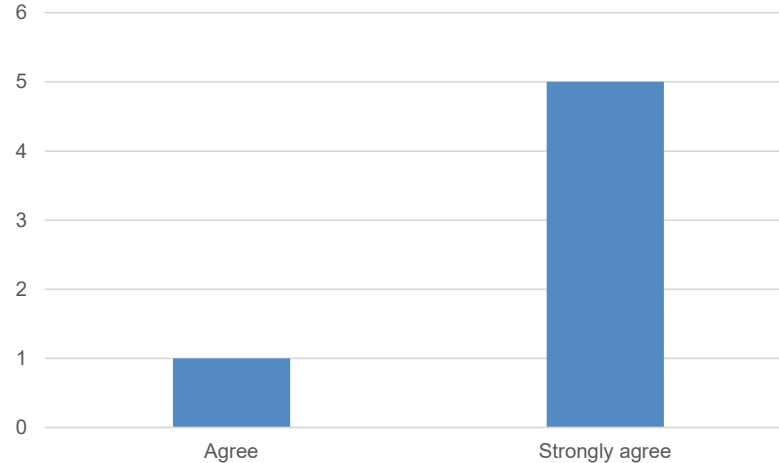
Audit Committee Charter

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



Audit Committee Charter

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



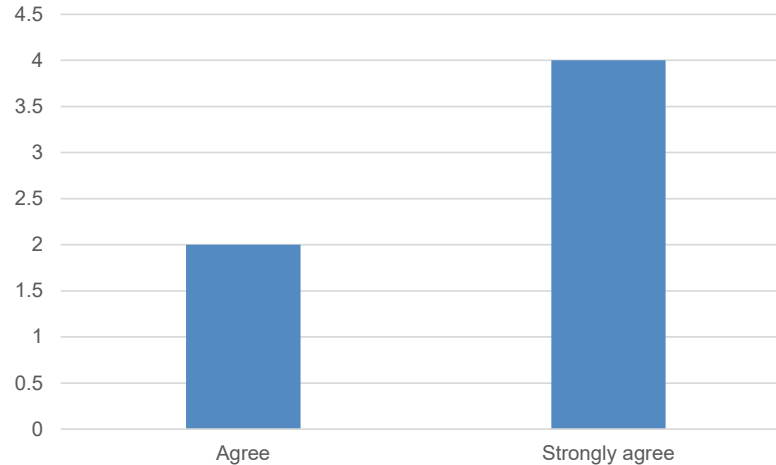
Audit Committee Charter

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

- The charter operates well and is fit for purpose
- The Charter requirements are well operationalised with the Committee in terms activities and information sharing.

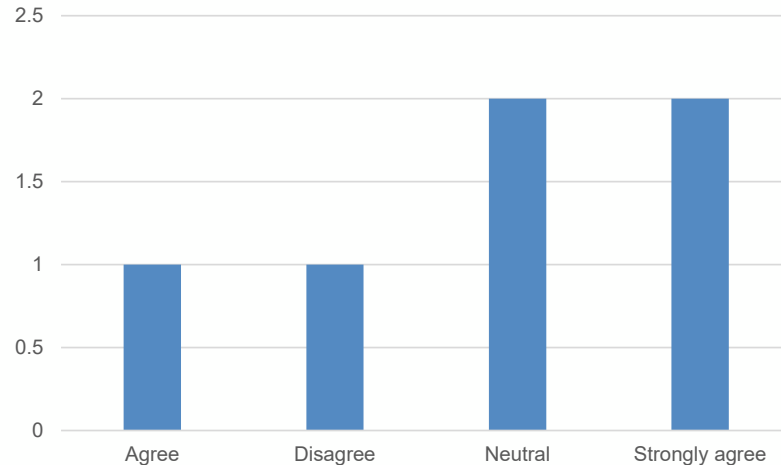
Skills and Experience

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



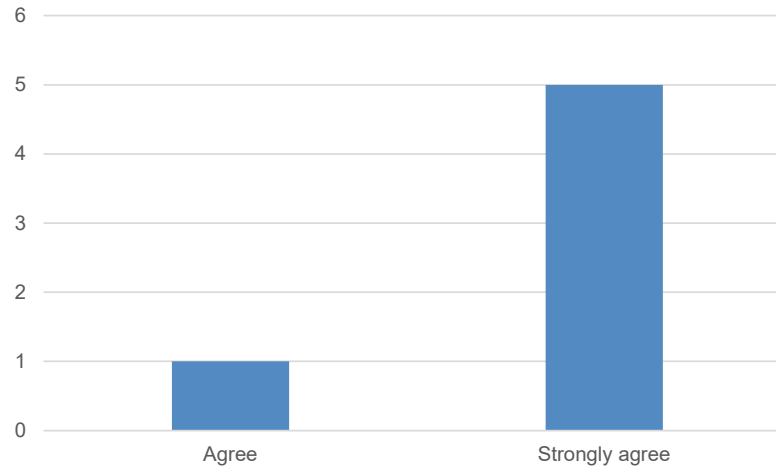
Skills and Experience

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



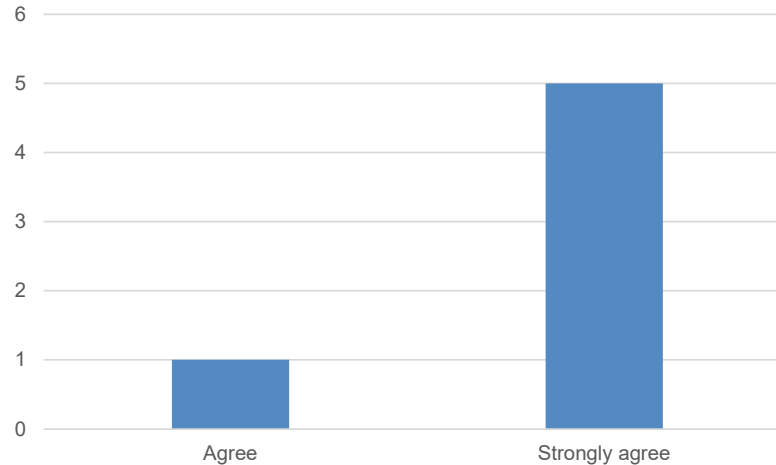
Skills and Experience

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



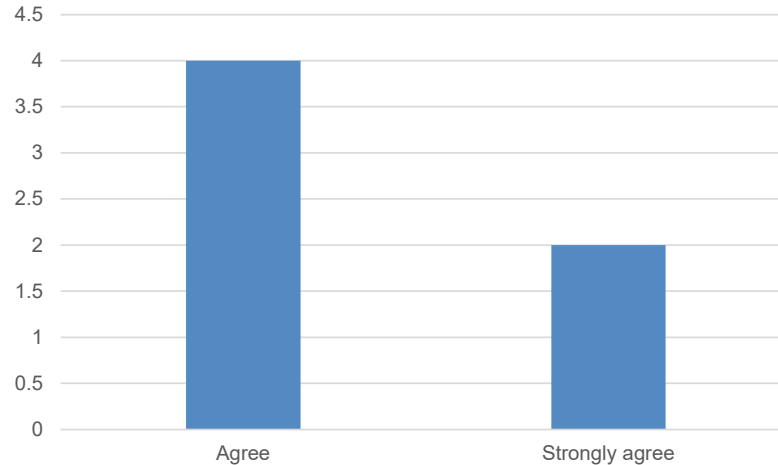
Skills and Experience

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



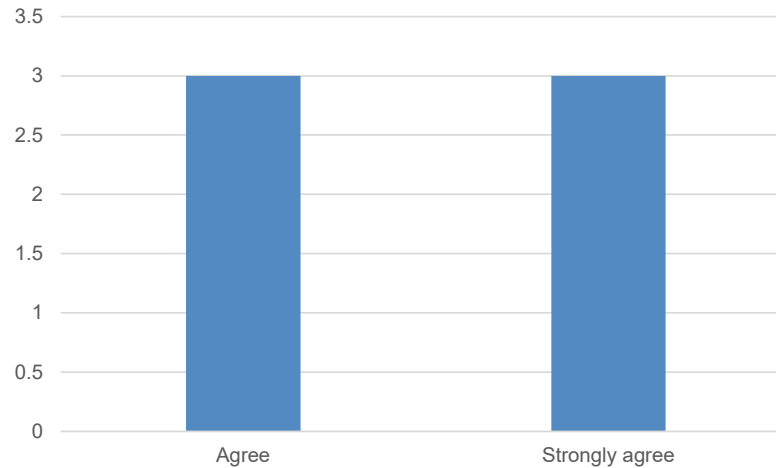
Skills and Experience

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



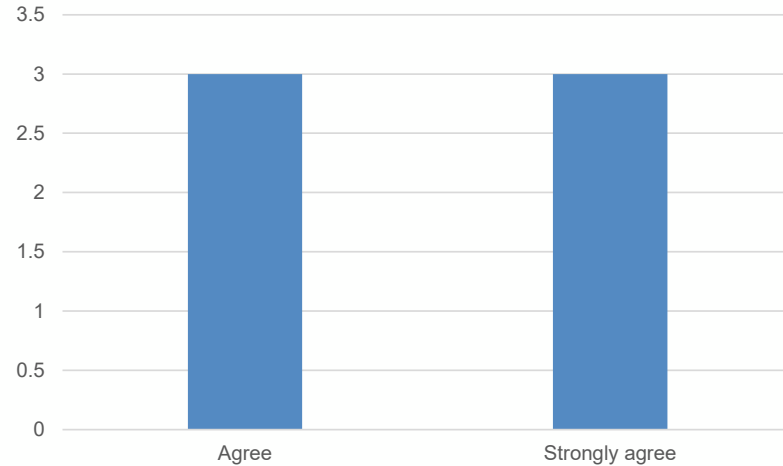
Skills and Experience

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



Skills and Experience

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



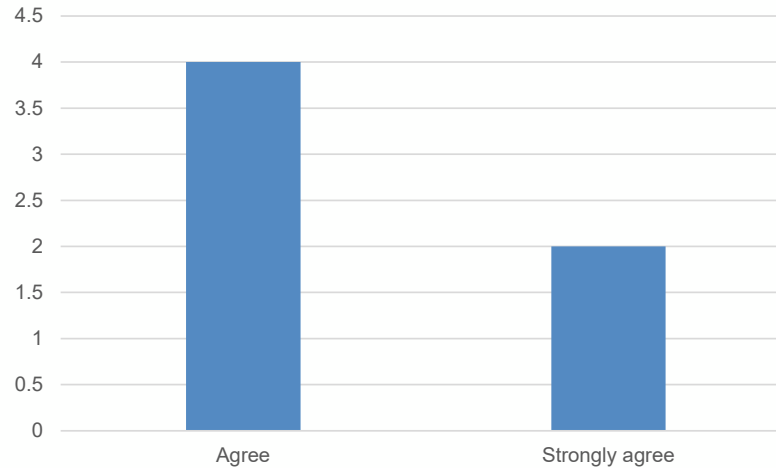
Skills and Experience

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

- Question 3b re advice and training. The training aspect is only relevant to the councillor members. The independent members are appointed for their skills and experience and should not expect training.
- The only limitation to the ability to properly analyse and evaluate information, in the meeting forum, is the amount of time allowed for each meeting. It is common for the agenda to be quite large.
- The collective skills, knowledge and experience of all members serves the Committee well in terms of its responsibilities and value-add to good governance of the Council

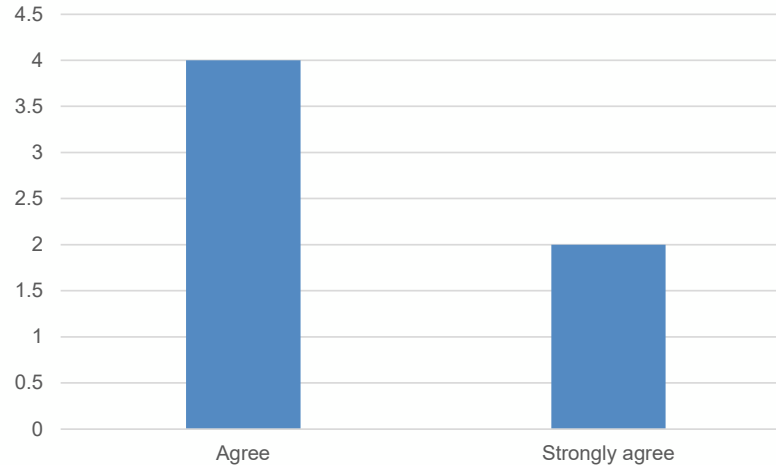
Understanding the Business

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



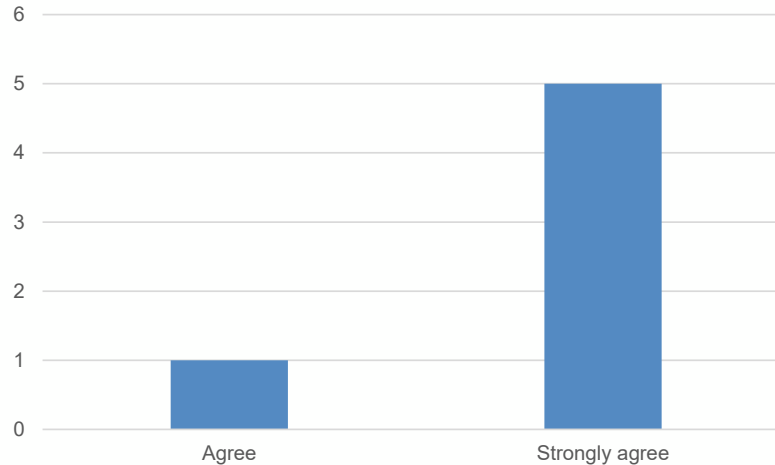
Understanding the Business

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



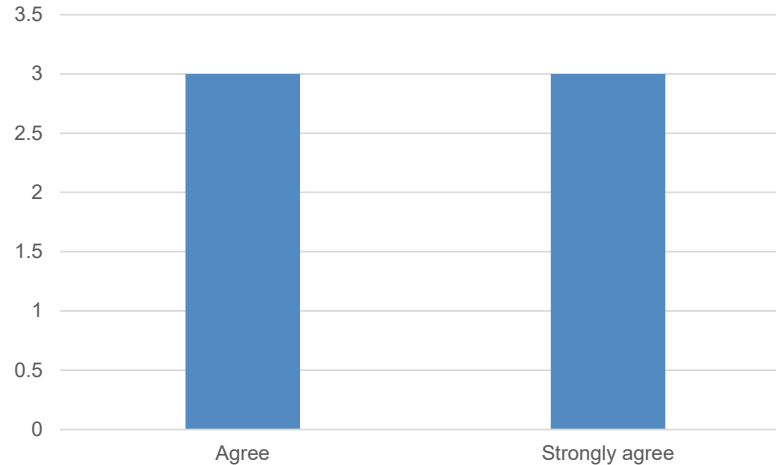
Understanding the Business

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



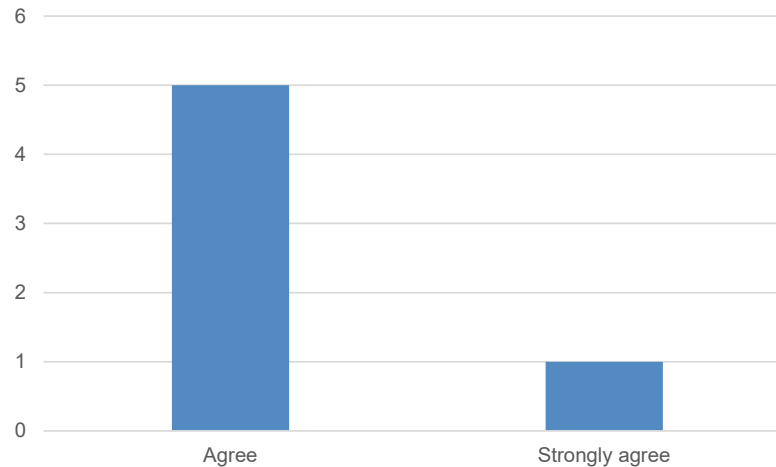
Understanding the Business

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



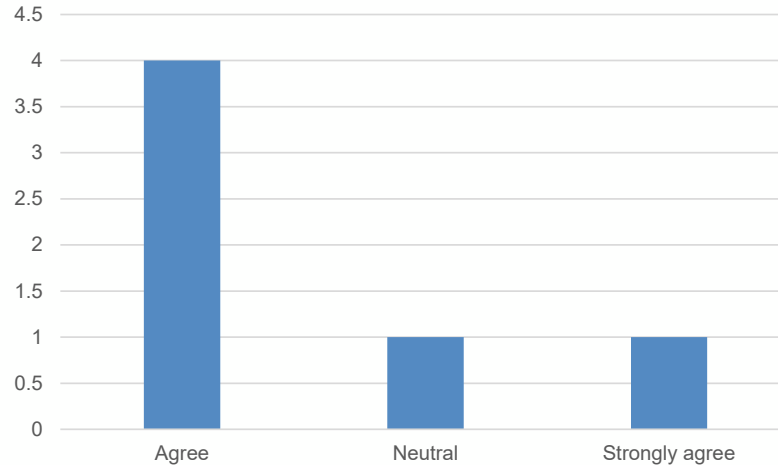
Understanding the Business

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



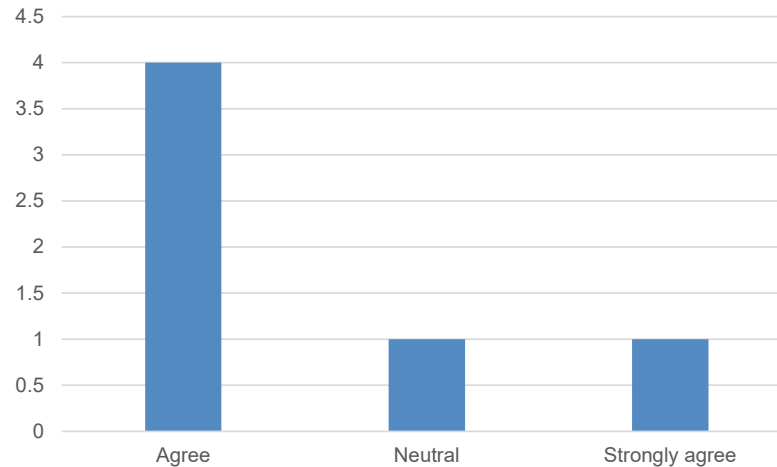
Understanding the Business

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



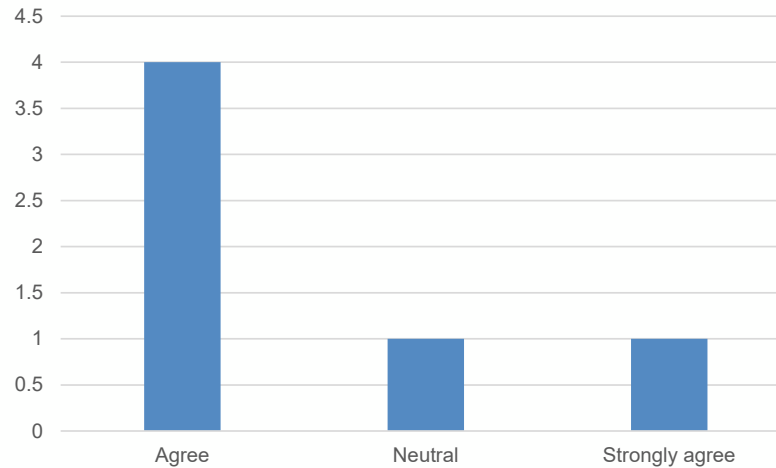
Understanding the Business

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



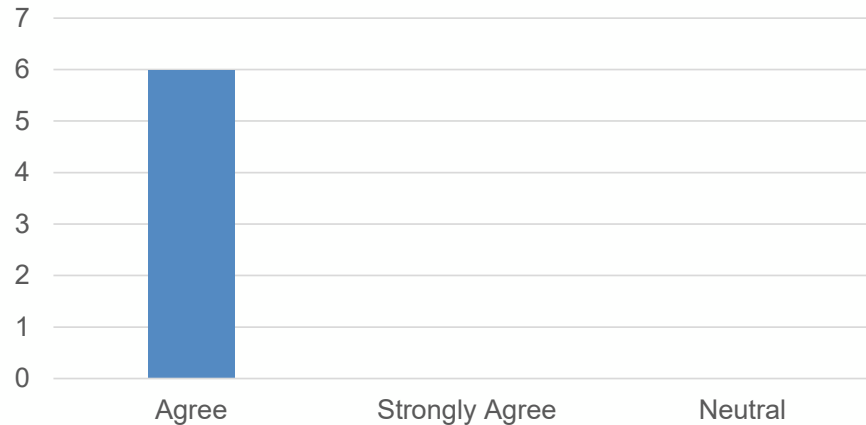
Understanding the Business

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



Understanding the Business

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



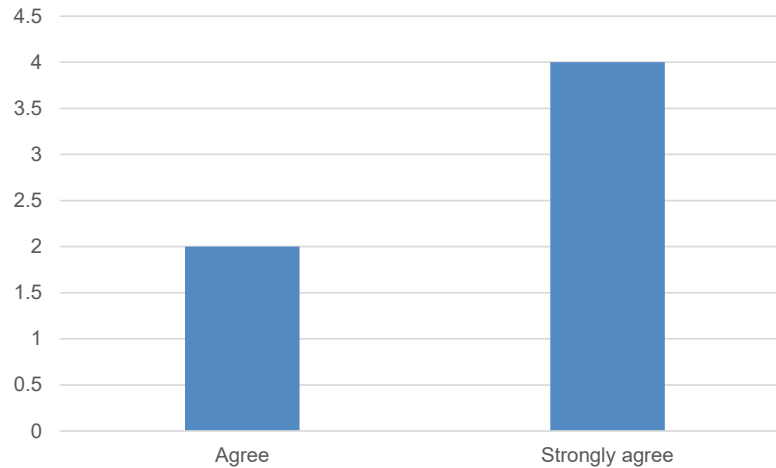
Understanding the Business

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

- Suggest that an annual update on financial reporting/performance reporting changes be included as part of the meeting that considers the interim external audit findings - in preparation for year-end reporting.
- The Committee is kept well informed and abreast of business and sector issues relevant to the Committee's oversight responsibilities
- Potentially internal auditors could be addressing / presenting trends in integrity cases and changes in legislation in more depth

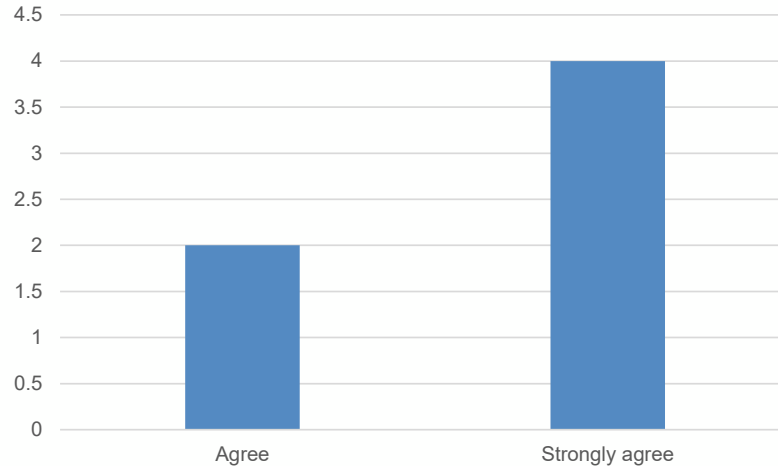
Meeting Administration and Conduct

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



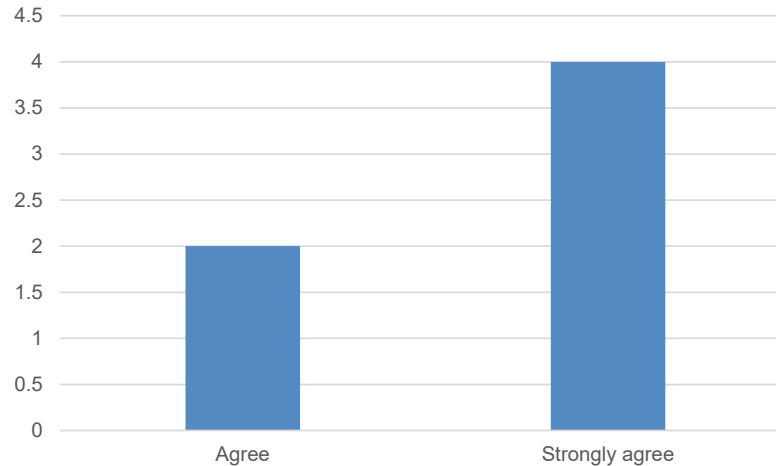
Meeting Administration and Conduct

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



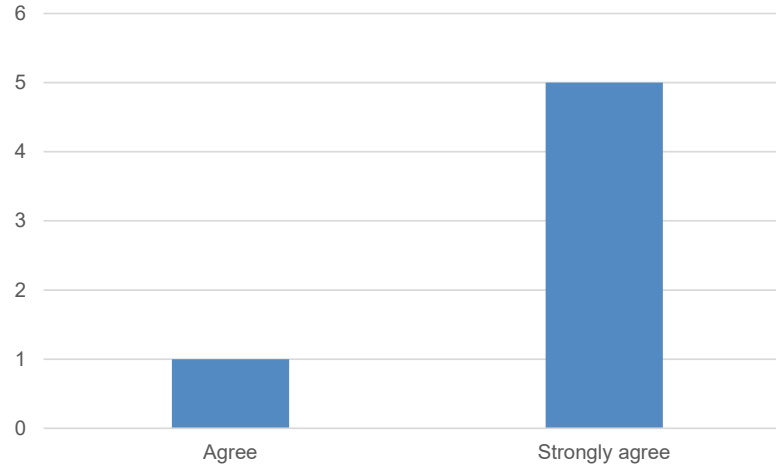
Meeting Administration and Conduct

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



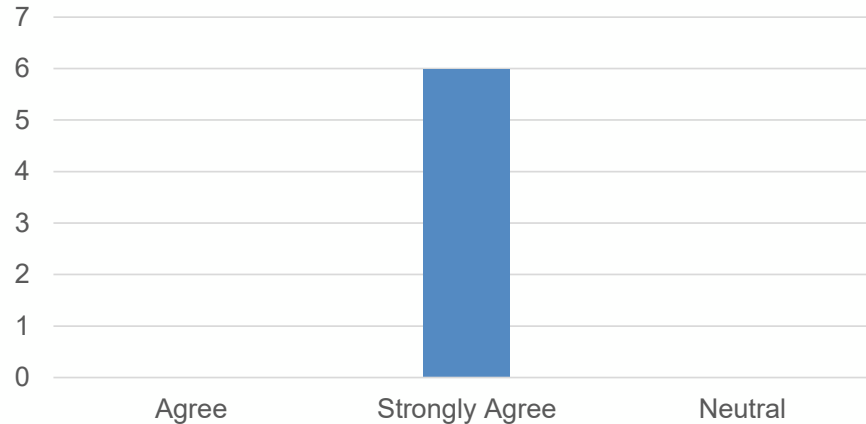
Meeting Administration and Conduct

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



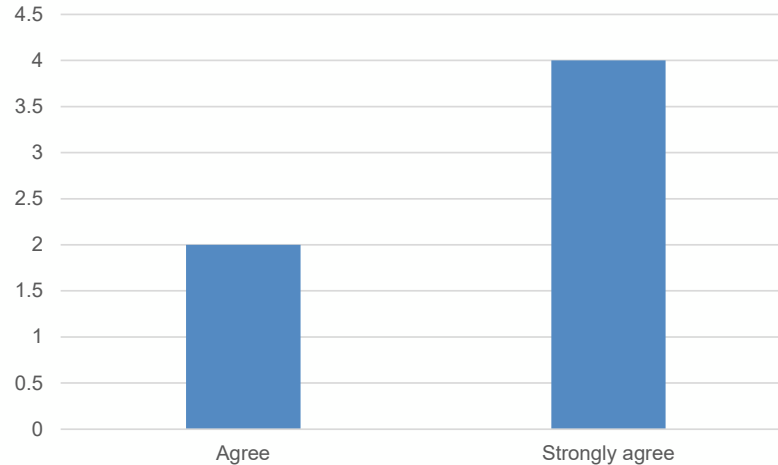
Meeting Administration and Conduct

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



Meeting Administration and Conduct

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



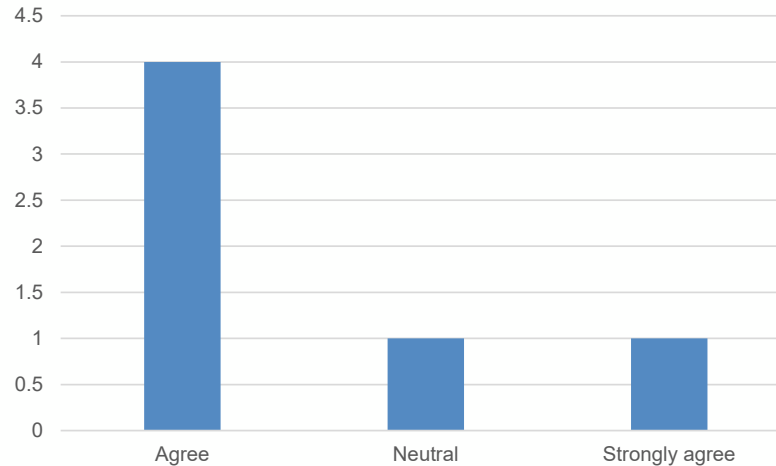
Meeting Administration and Conduct

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

- Agenda packs are well structured and enable members to effectively prepare for Committee meetings, and meetings are very well run and chaired

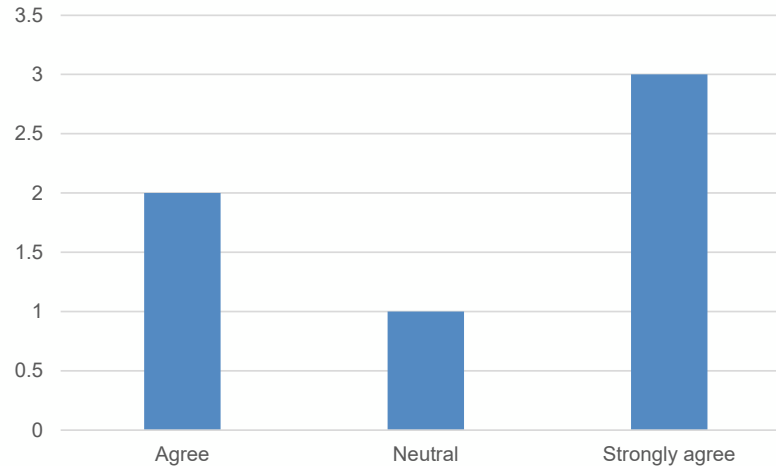
Communications with Council

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



Communications with Council

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



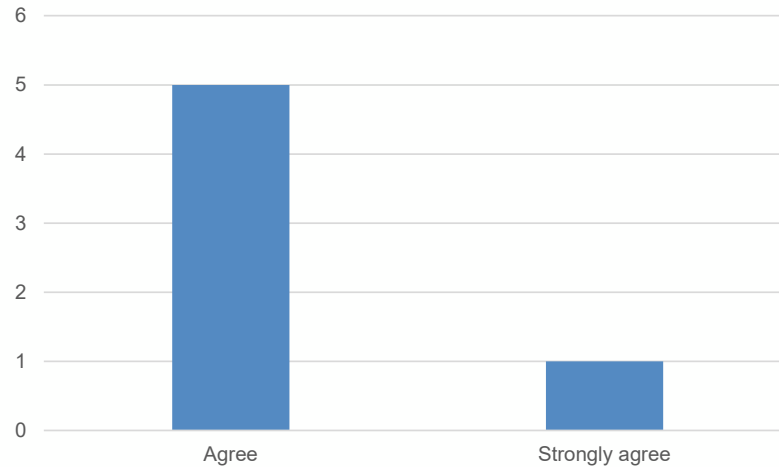
Communications with Council

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

- I believe that Council is well informed on Committee business
- Neutral as I am not sure we have needed to strongly test this over the last 12 months

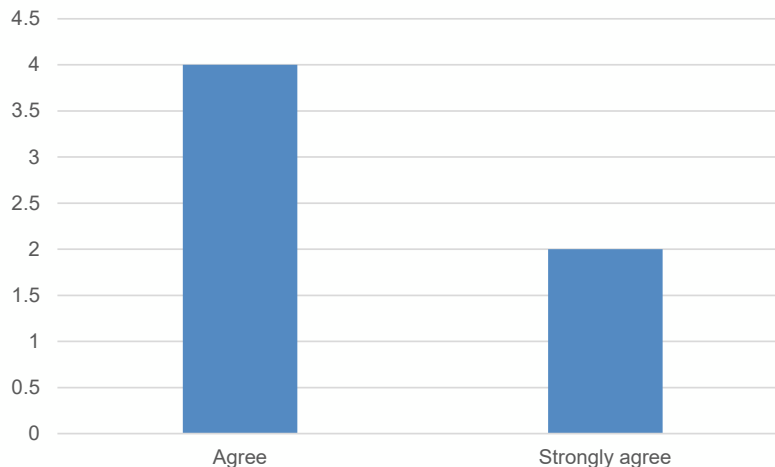
Management Commitment and Support

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



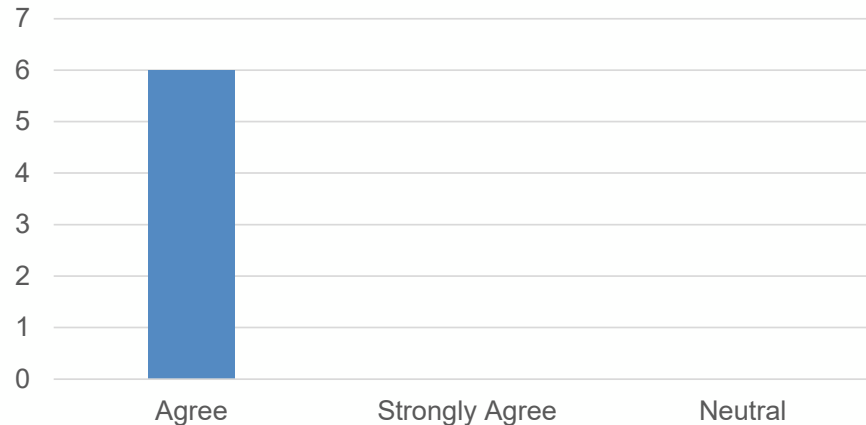
Management Commitment and Support

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



Management Commitment and Support

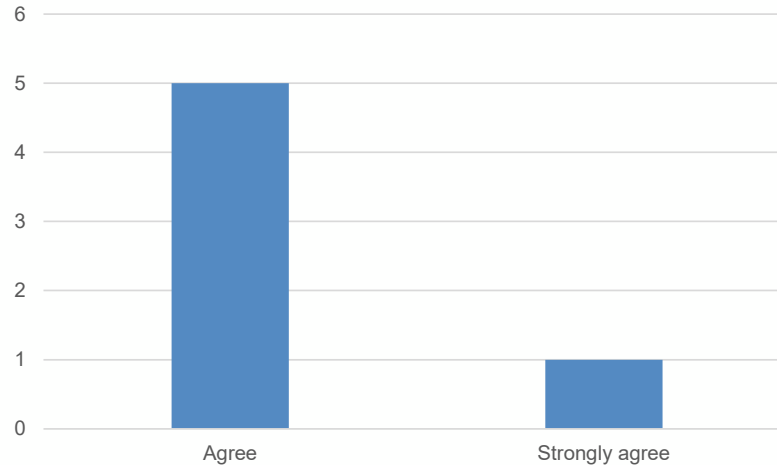
Information and briefing papers presented by management meet the Committee’s expectations in respect of management of Council’s compliance and regulatory obligations. Results shown below:



Management Commitment and Support

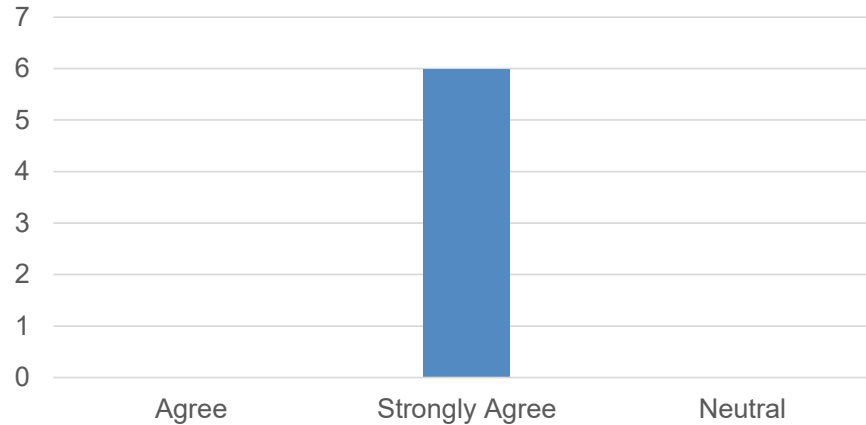
Information and briefing papers presented by management meet the Committee's expectations in respect of Council's external reporting requirements.

Results shown below:



Management Commitment and Support

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



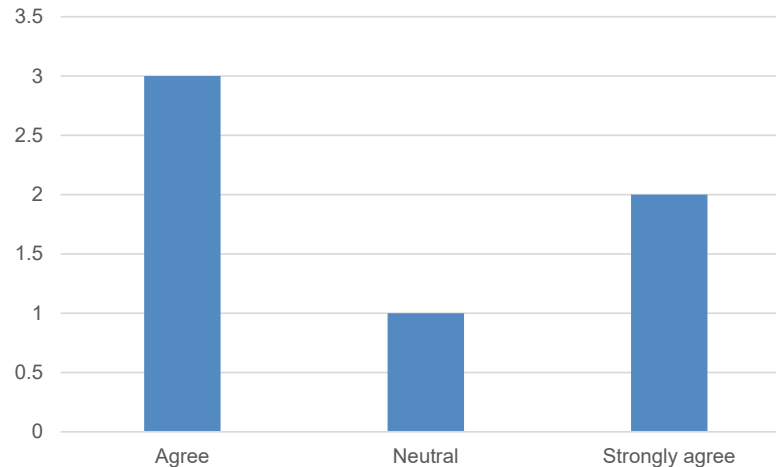
Management Commitment and Support

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

- Council's management team effectively supports the Committee in all of its business activities and functions

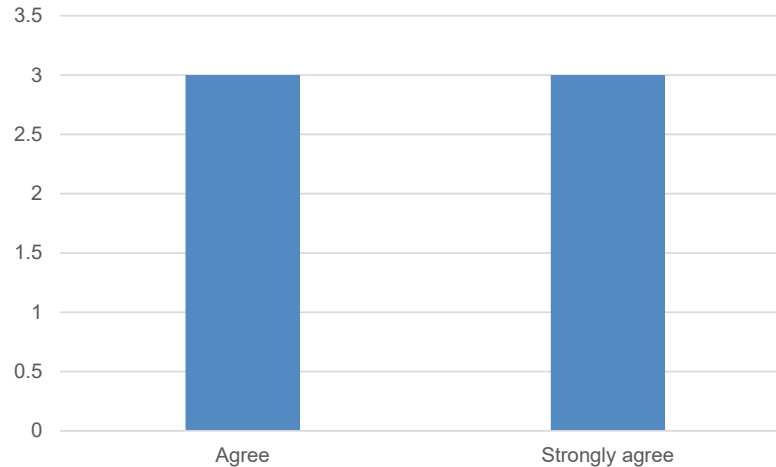
Internal Audit

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



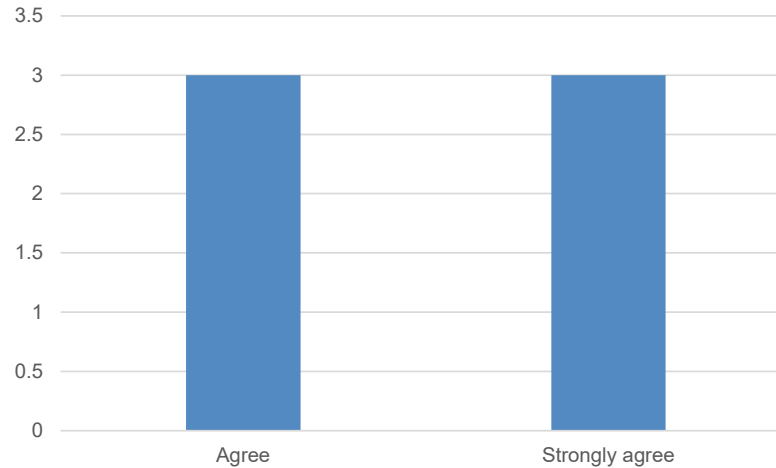
Internal Audit

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



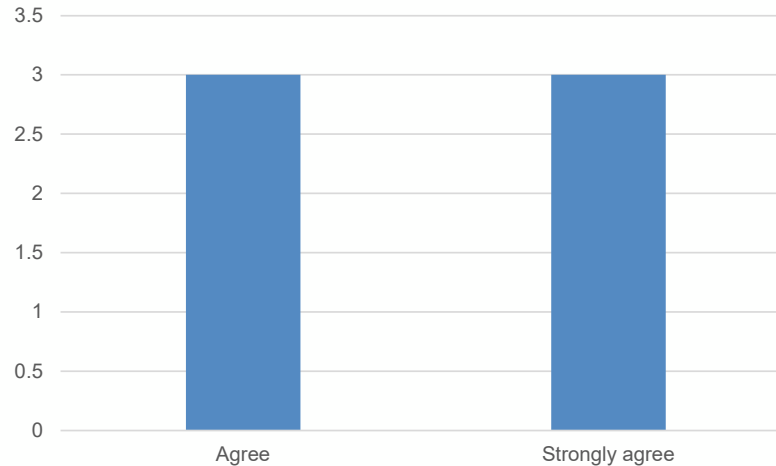
Internal Audit

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



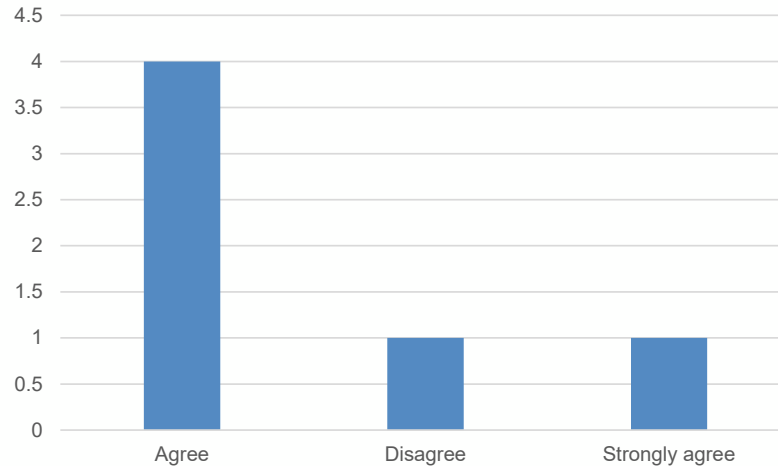
Internal Audit

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



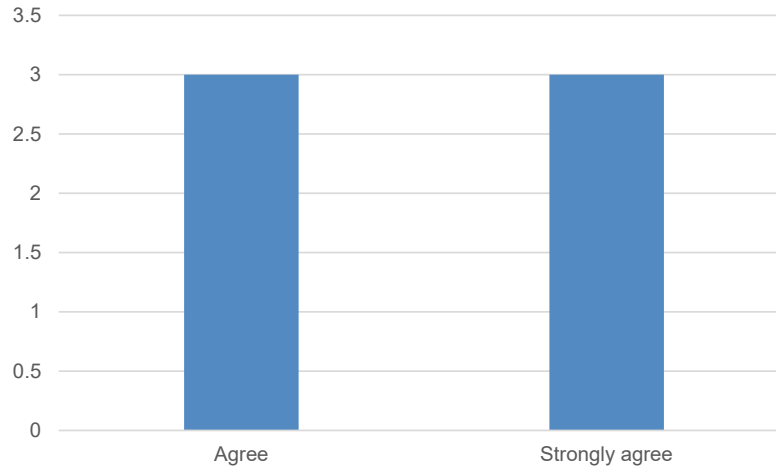
Internal Audit

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



Internal Audit

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



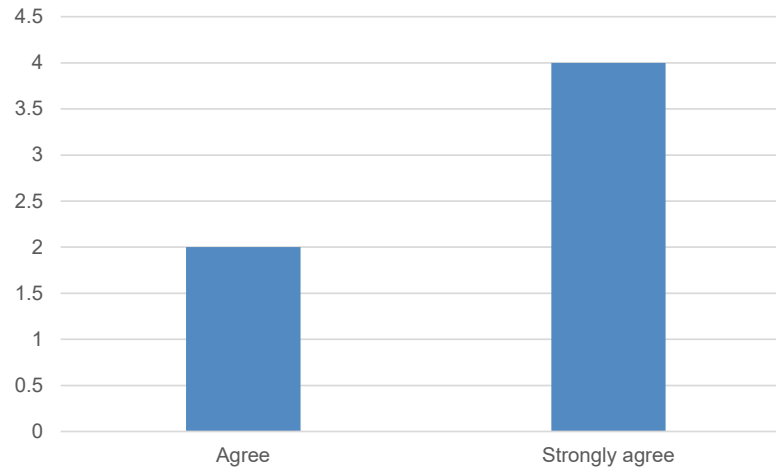
Internal Audit

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

- Internal audit services continue to deliver value to the governance and performance of Council's key operations and risk management

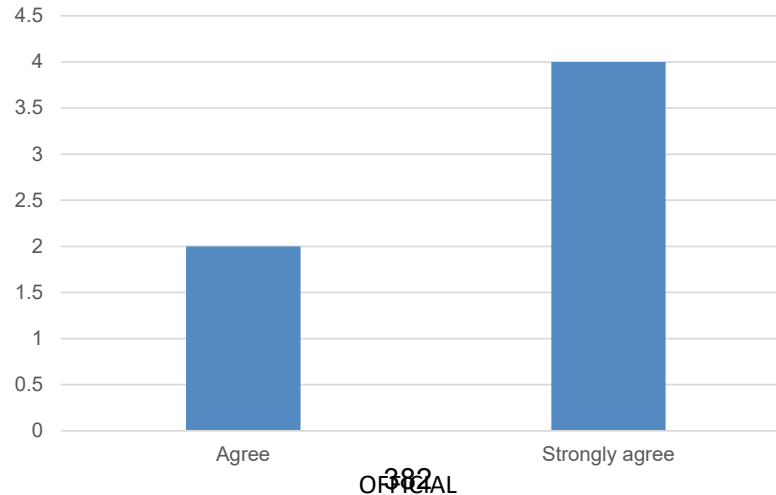
External Audit

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



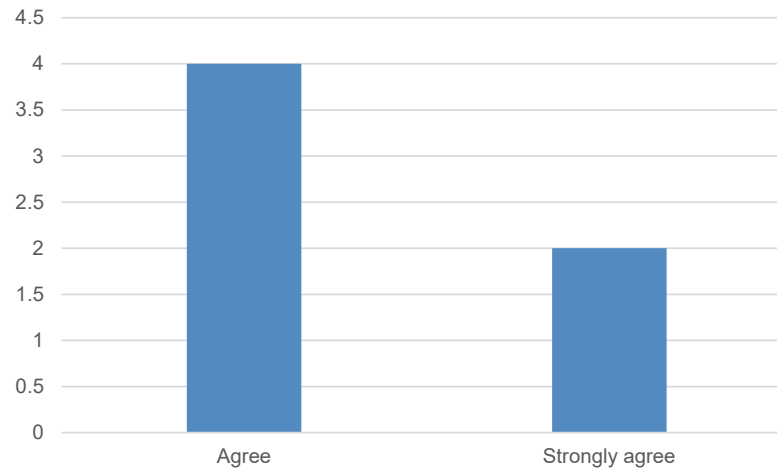
External Audit

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



External Audit

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



External Audit

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

- The Committee is well engaged with the external auditor and management on external audit activities

Other Comments

- The Committee continues to maintain constructive and highly productive relationships with Council officers and representatives of the internal and external audit services providers.

8.11. S11A AND 11B INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Division: Corporate Services
Director: John Hausler
Author/Position: Stephanie Hosking – Statutory Governance Officer

PURPOSE

1. The purpose of this report is to request that Council endorse the change of name for S11A Instrument of Appointment and Authorisation for Fiona Koutsivos to Fiona Tsirlin. Additionally, the report seeks Council endorsement of the S11B Instrument of Appointment and Authorisation for Gurinder Kaur Grewal.

BACKGROUND

2. The Chief Executive Officer appoints most 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.

KEY MATTERS

4. Fiona Tsirlin (nee Koutsivos) holds the position of Sustainable Growth Principal Planner and was previously authorised under the *Planning and Environment Act 1987* at the 28 June 2023 Council meeting (R94/23).
5. Gurinder Kaur Grewal holds the position of Environmental Health Officer and requires authorisation under the *Environment Protection Act 2017* to fulfil the role.

COMMUNITY ENGAGEMENT

6. There has been consultation with relevant managers and officers to ensure the correct officers have been authorised to complete tasks. The revocation of 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.

OFFICER RECOMMENDATION

That Council:

7. In the exercise of the powers conferred by section 147(4) of the *Planning and Environment Act 1987*, resolves that:
 - a. The S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Fiona Koutsivos be varied to alter the member of City of Ballarat (Council) staff's name from Fiona Koutsivos to Fiona Tsirlin.
 - b. The variation to the instrument comes into force immediately upon being signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.
8. In the exercise of the powers conferred by section 242(2) of the *Environment Protection Act 2017* and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, 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.

ATTACHMENTS

1. Governance Review [8.11.1 - 2 pages]
2. Gurinder Kaur Grewal S11B Authorisation under the EPA 2017 [8.11.2 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The policy aligns with the following:
 - City of Ballarat Council Plan 2021 – 2025
 - Goal 6: A council that provides leadership and advocates for its community

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.
7. Legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987*.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. There has been consultation with relevant managers and officers to ensure the correct officers have been authorised to complete tasks.
10. The revocation of 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.

OFFICIAL

OFFICIAL

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.

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 -

Gurinder Kaur Grewal

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 [resolution] Ballarat City Council on [date]

8.12. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES

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

PURPOSE

1. The purpose of this report is to provide Council with minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. This report provides minutes of the meetings held on 4 September and 11 December 2024 and provides a summary of information in relation to these minutes.

BACKGROUND

2. To ensure good governance and transparent decision making, minutes of meetings of Delegated Committees are presented to Council and kept in accordance with the adopted Terms of Reference and the Governance Rules. Minutes of the Contracts Approval Delegated Committee (the Committee) meetings held on 4 September and 11 December 2024 are attached to this report.
3. The Committee has been established to more effectively facilitate Council's capital works program. To that end, the Committee meets fortnightly, as required, in order to provide Council officers with necessary decisions of Council to enable procurement processes to be completed.

KEY MATTERS

Contract	Award to	Value	Outcome	Local Content
2023/24-641	Cardia Bioplastics (Aust) Pty Ltd	\$868,020.00 (excluding GST)	Provision of FOGO caddies, liners and information packs to residents.	No
2023/24-695	Ersi Australia Pty Ltd	\$935,889.00 (excluding GST)	Implementation of an enterprise geospatial solution and ongoing support	No
2023/24-702	Goldsmith Civil and Environmental Pty Ltd	\$1,446,747.03 (excluding GST)	Black Hill landfill trenching and drainage construction	No
2023/24-704	CIQ Construction Management Pty Ltd	\$585,385.00 (excluding GST)	Doug Dean Reserve changeroom building internal refurbishment	Yes
	Contract variations summary		This report identified variances of contracts greater than 20% of the original contract price.	

Contract 2023/24-792	RMS Groundworks Pty Ltd	\$584,359.00 (excluding GST)	Provision of new cricket nets at Buninyong Recreation Reserve	No
Contract 2024/25-001	RMS Groundworks Pty Ltd	\$1,028,103.00 (excluding GST)	Provision of cricket nets and netball court at Marty Busch Reserve	No
Update on tender status				

COMMUNITY ENGAGEMENT

4. There was no community engagement undertaken for the purpose of this report as it relates to the procedural requirement to provide minutes of a Delegated Committee to Council.

OFFICER RECOMMENDATION

5. That Council:

- 5.1 **Note, in accordance with section 66 of the *Local Government Act 2020*, that the material contained in the Contracts Approval Delegated Committee agendas has been designated confidential.**
- 5.2 **Receive the Contracts Approval Delegated Committee minutes of the meetings held on 4 September and 11 December 2024.**

ATTACHMENTS

1. Confirmed Signed Contracts - Minutes of meeting held Wednesday 4 September 2024.docx [8.12.1 - 10 pages]
2. Confirmed Signed Contracts - Minutes of meeting held Wednesday 11 December 2024.docx [8.12.2 - 8 pages]



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

4 September 2024

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MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING ON WEDNESDAY 4 SEPTEMBER 2024 AT 1:00PM

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Peter Eddy

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Matthew Wilson (Director Community Wellbeing)
Mr Sonny Shah (Executive Manager ICT)
Mr Justin Horne (Executive Manager Waste and Environment)
Ms Lya Assef (Landfills and Transfer Station Manager)
Ms Judi Bird (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Mark Harris

RESOLUTION:

That the apology from Cr Mark Harris be accepted.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts Committee meeting held on 28 August 2024 as circulated, be confirmed.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

TABLE OF CONTENTS

	PAGE(S)
6.1 CONTRACT 2023/24-641 –ROLLOUT OF FOGO CADDIES AND LINERS (RO BRIDGET WETHERALL / SIOBHAN DENT)	4
6.2 CONTRACT 2023/24-695 –GEOSPATIAL INFORMATION SOLUTION (RO JOHN HAUSLER / SONNY SHAH)	6
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6.1 TENDER 2023/24-641 ROLLOUT OF FOGO CADDIES AND LINERS
(RO – Bridget Wetherall / Siobhan Dent)**SUMMARY**

1. This report, recommends that Council award a contract for the rollout of Food Organics and Garden Organics (FOGO) caddies, liners and information packs.

BACKGROUND

2. In October 2023, Council endorsed the introduction of a weekly residential kerbside food commence in May 2025.
3. As part of the FOGO rollout, each serviced property will be provided with a kitchen caddy and roll of compostable caddy liners to assist in the update of the FOGO service by residents.
4. Providing a caddy and liners to each household will make it easier for the resident to collect and transport food organics from point of use (e.g. kitchen) to the bin outside. This helps to remove any feelings of discomfort or aversion, where handling food waste is a perceived barriers to update.
5. This request for tender sought an experienced contractor to supply, co-ordinate and deliver kitchen caddies, caddy liners and service information packs to approximately 51,000 residential households within the City of Ballarat municipality.

KEY MATTERS

6. The evaluation panel noted that there were five (5) tender responses received. Two (2) submissions were deemed non-conforming and three (3) submissions were evaluated in full.
7. The estimated cost of the rollout of FOGO caddies, liners and information packs to residents under this contract is expected to fall within the allocated budget for this service in the FOGO Kerbside Service Rollout project.
8. The estimated spend under this contract is \$868,020.00 (ex GST), based on 51,000 households at a per household rate of \$17.02 (ex GST).
9. The contract is a schedule of rates contract due to uncertainty about the exact number of households that will receive the new FOGO service. The exact number of serviced households will be influenced by two factors:
 - The FOGO service requirements specified in the State Government's Waste and Recycling Service Standards, which are currently in draft form and are expected to be finalised by the end of 2024, and
 - The number of new serviced properties that will be completed and occupied by April 2025.

RESOLUTION**10. That the Contracts Approval Delegated Committee:**

10.1 Resolve to enter into Contract Number 2023/24-641 for the provision of FOGO caddies, liners and information packs to residents with Cardia Bioplastics (Australia) Pty Ltd for the tendered schedule of rates.

10.2 Note that the estimated spend under this contract is \$868,020.00 (excluding GST). The Contract term is for the one-off provision and delivery of caddies, liners and information packs to residents between April and May 2025, without provision for extensions.

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10.3 Authorise the Chief Executive Officer to:

- a. finalise the contract terms of Contract Number 2023/24-641 with Cardia Bioplastics (Australia) Pty Ltd, provided that those contract terms are consistent with this resolution; and
- b. execute Contract Number 2023/24-641 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.2 TENDER 2023/24-695 GEOSPATIAL INFORMATION SOLUTION
(RO – John Hausler / Sonny Shah)**SUMMARY**

1. This report, recommends that Council award a contract for the implementation of an Enterprise Geospatial Solution and provision of ongoing support.

BACKGROUND

2. Council's current on-premises GIS (TechOne Intramaps) has completed its product lifecycle. As a result, Council has not had any formal support on the current version for more than two years.
3. Based on independent maturity assessment of the current GIS technology landscape, a strategic roadmap was developed and requirements gathered indicating that intramaps could no longer provide geospatial capabilities sought by Council.

KEY MATTERS

4. The tender was advertised from 21 June 2024 and the invitation period closed on 16 July 2024 with four (4) tenderers submitting responses. All were evaluated in full.
5. The initial scope of the project includes the following:
 - a. Minimal viable product (MVP) – Year 1
 - b. Geodatabase implementation
 - c. Corporate web mapping application
 - d. Public facing web mapping application
 - e. Integration to Pathway, followed by Content Manager
 - f. System administrator training
 - g. End-user training.

RESOLUTION**6. That the Contracts Approval Delegated Committee:**

- 6.1 **Resolve to enter into Contract Number 2023/24-695 for the implementation of an Enterprise Geospatial Solution and provision of ongoing support with Esri Australia Pty Ltd for the total tendered price of \$935,889.00 (excluding GST). The contract term is for three (3) years with the provision of two (2) x one (1) year extensions.**

6.2 Authorise the Chief Executive Officer to:

- a. **finalise the contract terms of Contract Number 2023/24-695 with Esri Australia Pty Ltd, provided that those contract terms are consistent with this resolution; and**
- b. **execute Contract Number 2023/24-695 on behalf of Council.**

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

6.3 TENDER 2023/24-702 BLACK HILL LANDFILL TRENCHING AND DRAINAGE CONSTRUCTION
(RO – Bridget Wetherall / Lya Assef)

SUMMARY

1. This report, recommends that Council award a contract for the provision of Black Hill Landfill Trenching and Drainage Construction.

BACKGROUND

2. The gas trenching and stormwater drainage works at Black Hill former landfill are driven by the requirements of the Environmental Audit of Aftercare Management and the Environment Protection Authority.
3. The Black Hill landfill trenching and drainage procurement activities are scheduled to commence in October 2024, followed by on site construction activity in January 2025.
4. The scope of works includes the following:
 - * Stormwater drainage improvements, including:
 - Reprofilling of the existing landfill cap comprising filling only with additional capping soil.
 - Excavate to form the subbase for the stormwater swale drains.
 - Installation of:
 - > temporary erosion and sedimentation protection.
 - > drainage junction pits and reinforced concrete pipes and connection into the existing stormwater pit.
 - > bituminous geomembrane.
 - Placement of:
 - > capping soil.
 - > erosion protection mat.
 - > aggregate for erosion protection.
 - Regrading of Duggan Street including placement of road base.
 - * Landfill gas venting trench:
 - The landfill gas venting trench comprises an approximately 90m long, 2m deep trench backfilled with aggregate material. The trench includes 5m deep bores drilled at 5m spacing along the trench backfilled with aggregate. A biofilter is to be constructed at each end of the trench.

KEY MATTERS

5. The evaluation panel noted that three (3) tender responses were received and all were evaluated in full.

RESOLUTION

6. That the Contracts Approval Delegated Committee:

6.1 Resolve to enter into Contract Number 2023/24-702 for the provision of Black Hill Landfill Trenching and Drainage Construction with Goldsmith Civil and Environmental Pty Ltd for the total tendered price of \$1,446,747.03 (excluding GST).

6.2 Authorise the Chief Executive Officer to:

- a. finalise the contract terms of Contract Number 2023/24-702 with Goldsmith Civil and Environmental Pty Ltd, provided that those contract terms are consistent with this resolution; and
- b. execute Contract Number 2023/24-702 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

**6.4 TENDER 2023/24-704 CHANGEROOM BUILDING INTERNAL REFURBISHMENT
(DOUG DEAN)
(RO – Matthew Wilson / Pinak Nirmal)**

SUMMARY

1. This report, recommends that Council award a contract for Doug Dean Reserve Changeroom Building Internal Refurbishment.

BACKGROUND

2. Existing sports change rooms at the Doug Dean Reserve for the tenant clubs, VRI Delacombe (cricket) and Ballarat Highlanders (rugby) are dilapidated, not fit for purpose and in desperate need of replacement. Both clubs have struggled to attract participants due to the state of facilities.
3. This project will include internal refurbishment to provide two unisex changerooms to suit rugby and cricket, umpire facilities, social space, ambulant public toilets, accessible water closet and shower. This facility will replace the existing change room which has an outdated toilets/shower facilities and will provide dedicated female friendly change facility, which currently does not exist.

KEY MATTERS

4. The tender was advertised in a local newspaper, Council's website and tender portal from 2 July 2024. The invitation period closed on 24 July 2024 with five (5) tenderers submitting response.
5. The evaluation panel met on 30 July and again on 2 August to review the submissions and establish a consensus scoring of the tenders.

RESOLUTION

6. That the Contracts Approval Delegated Committee:

6.1 Resolve to enter into Contract Number 2023/24-704 for Doug Dean Reserve Changeroom Building Internal Refurbishment with CIQ Construction Management Pty Ltd for the total tendered price of \$585,385.00 (excluding GST) for the completion of package A.

6.2 Authorise the Chief Executive Officer to:

a. finalise the contract terms of Contract Number 2023/24-704 with CIQ Construction Management Pty Ltd, provided that those contract terms are consistent with this resolution; and

b. execute Contract Number 2023/24-704 on behalf of Council.

**Moved Cr Ben Taylor
Seconded Cr Peter Eddy**

CARRIED

6.5 CONTRACT VARIATIONS SUMMARY (RO – John Hausler / Michael Riseley)

SUMMARY

1. This report has been developed to inform the Contracts Approval Delegated Committee of a review undertaken to identify contract variances greater than 20% of the original contract price.
2. The scope of this review included all Capital Infrastructure Projects that were formally completed during 2023/24 where Contracts Committee were the initial approving authorised delegated body.

BACKGROUND

3. The Procurement Policy requires officers to inform the initial approving authorized delegated body of any cumulative variance greater than twenty percent (20%) of the original contract price.
4. The following contracts were identified as being in scope for the review as they were originally endorsed by the Contracts Committee.
 - a. Ballarat Central Library (2021/22-762)
 - b. Victoria Park Soccer Pitches (2020/21-33) and Pavillion (2021/22-018)
 - c. Lake Wendouree Lighting Project (2021/22-364)
 - d. Landfill Capping Works – BRL Stage 2 Part A
 - e. Rowan View Kinder Safe Haven Project (2022/23-53)
 - f. Marty Busch Oval No 2 Upgrade (2022/23-671)
 - g. Leith Street Reconstruction Skipton St to Yarrowee St (2022/23-309)
 - h. Pleasant Street Soccer Pitch Renewal (2022/23-96)
 - i. Market Street Road and Parking Upgrade (2022/23-183)
 - j. Cromwell Street Sebastopol (2023/24-101)
 - k. Fernery Outdoor Landscaping (2022/23-458)
 - l. Learmonth Road Cycle Path (2021/22-828)
 - m. Wendouree Parade, Saint Patricks Point (2021/22-806)
 - n. Dowling Road Reconstruction from Blind Creek Road (2022/23-494)
 - o. Coghills Creek Road (2022/23-136)
 - p. Mt Clear Cricket Net Renewal (2022/23-241)
 - q. Ballarat Connections Bike Path – Grenville Street (2021/22-877)
 - r. Sebastopol South Kindergarten Building Extension (2022/23-692)
 - s. Victoria Park Cricket Nets (2021/22-836)

KEY MATTERS

One contract variance was identified as greater than twenty percent (20%) of the original contract price for the project at Wendouree Parade, Saint Patricks Point (2021/22-806), where by the original awarded contract sum was \$595,111.30 (excluding GST).

RESOLUTION

5. That the Contracts Approval Delegated Committee:

5.1 Note the report and contract variance above 20% on tender 2021/22-806 Saint Patricks Point.

5.2 Note that the Budget variation for the Saint Patricks point project was approved as part of the 2023/24 Mid-Year Budget review (included within the line “Road Infrastructure projects – increase”) adopted by Council on 28 February 2024.

Moved Cr Peter Eddy
Secoded Cr Ben Taylor

CARRIED

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SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Peter Eddy

Seconded Cr Ben Taylor

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1:45pm

Confirmed this 29th day of January, 2025

**Cr Ben Taylor
Chairperson**

Cr Ben Taylor



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

11 December 2024

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 11 DECEMBER 2024 AT 1:03PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Tracey Hargreaves (Mayor)
Cr Ted Lapkin
Cr Tess Morgan

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Matthew Wilson (Director Community Wellbeing)
Mr Michael Riseley (Executive Manager Business Services)
Mr Robbie Burns (Co-ordinator Infrastructure and Masterplans)
Mr Phillip Barnett (Project Manager)
Ms Judi Bird (Procurement Co-ordinator)
Ms Nicole Lorient (Procurement and Contracts Advisor)

Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Ben Taylor

Due to the absence of the Chairperson, Cr Ben Taylor, Madam Mayor appointed herself as chair of the meeting as per item 63.2 of the Local Government Act 2020 which provides that a Councillor can be appointed by either the Council or the Mayor to Chair a meeting.

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

Deferred till next meeting of Contracts Delegated Committee

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Tess Morgan
Seconded Cr Ted Lapkin

CARRIED

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Contracts Special Committee Minutes

11 December, 2024

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6.3 UPDATE ON TENDER STATUS (RO JOHN HAUSLER / MICHAEL RISELEY)	8

6.1 TENDER 2023/24-792 BUNINYONG CRICKET NETS
(RO – Matthew Wilson / Robbie Burns)**SUMMARY**

1. This report, recommends that Council award a contract for the provision of new cricket nets at Buninyong Recreation Reserve.
2. The scope of this project will deliver the demolition of three existing cricket nets and the construction of a new five lane synthetic cricket practice nets.

BACKGROUND

3. The current cricket nets at Buninyong Community Facility only provide the club with access to three training nets. The current facility is landlocked given its location between the existing pavilion and the steep hillside up to the existing roadway with the reserve. The facility has an under provision of cricket nets to service their current and future participation and usage requirements.
4. The Buninyong Community Facility is home to the Buninyong Cricket Club. The project will provide infrastructure to support the club's participation and usage requirements and allow them to continue to grow and promote the game in the south of Ballarat. The cricket nets will include two community access nets that will provide free, accessible, and high-quality facilities for the public to utilise.

KEY MATTERS

5. The extent of works covered in this project relate to the supply, installation, and development of five lane synthetic grass cricket training facility at Buninyong Recreation Reserve, Buninyong, and include the following:
 - Construction preliminaries
 - Identification & Proofing of all existing underground services
 - Demolition and reinstatement of existing three lane cricket practice nets
 - Stormwater drainage infrastructure
 - Construction of retaining walls, concrete pavement, footpaths and stairs
 - Construction of cricket practice net cage
 - Power bollard and connection
 - Installation of synthetic grass carpet for cricket practice net and run-up
 - Design and Construction of a storage shed
 - Site Reinstatement
6. Nine (9) tender submissions were received, and all were considered conforming tenders.
7. This project is fully funded by the City of Ballarat with no external funding.

RESOLUTION

8. That the Contracts Approval Delegated Committee:

8.1 Resolve to enter into Contract Number 2023/24-792 for the provision of new cricket nets at Buninyong Recreation Reserve with RMS Groundworks Pty Ltd for the total tendered price of \$584,359.00 (ex GST).

8.2 Authorises the Chief Executive Officer to:

a. finalise the terms of Contract Number 2023/24-792 with RMS Groundworks Pty Ltd, provided that those contract terms are consistent with this Resolution; and

b. execute Contract Number 2023/24-792 on behalf of Council.

**Moved Cr Ted Lapkin
Seconded Cr Tess Morgan**

CARRIED

**6.2 TENDER 2024/25-001 MARTY BUSCH RESERVE
- CRICKET NETS AND NETBALL COURT CONSTRUCTION
(RO – Matthew Wilson / Phillip Barnett)**

SUMMARY

1. This report, recommends that Council award a contract for the provision of the Marty Busch Reserve cricket nets and netball court.
2. The scope of the contract involves the construction of a set of new community cricket nets and the redevelopment of a second netball court with associated sports lighting.

BACKGROUND

3. A Victorian State election commitment of \$8,400,000 was made in November 2022 for the 'Backing Community Sport in Sebastopol with Upgrades to Marty Busch Reserve Project'.
4. Subsequently, the Marty Busch Reserve Master Plan was endorsed by Council (R49/23) on 26 April 2023 and supported the redevelopment of the second oval within the reserve.
5. A funding agreement with the State Government for the committed \$8.4 million was executed on 9 April 2024 which includes the cricket nets and netball court scope of works as a deliverable.

KEY MATTERS

6. The extent of works covered in this project relate to the supply, installation, and development of a set of new community cricket nets and the redevelopment of a second netball court with associated sports lighting.
7. Scope includes two main packages of works. The first being the reconstruction of the second netball court including surface works, lighting, shelter, fencing and demolition of redundant infrastructure. The second being the construction of 5 new cricket nets bays including the demolition of existing nets, civil works and footings of new cricket net slab, surfacing, netting, and inground services.
8. Four (4) tender submissions were received and evaluated in full.
9. The recommended contract amount is under the allocated project budget for the works which is within the overall Marty Busch Reserve upgrades budget.
10. Council officers have consulted with impacted reserve user groups and clubs to minimise disruption onsite, with most of the construction phase to occur prior to the 2024 Ballarat Football Netball League season.

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RESOLUTION

11. That the Contracts Approval Delegated Committee:

11.1 Resolve to enter into Contract Number 2024/25-001 with RMS Groundworks Pty Ltd for the total tendered price of \$1,028,103.00 (ex GST).

11.2 Authorises the Chief Executive Officer to:

a. Finalise the terms of Contract Number 2024/25-001 with RMS Groundworks Pty Ltd, provided that those contract terms are consistent with this Resolution; and

b. Execute Contract Number 2024/25-001 on behalf of Council.

**Moved Cr Tess Morgan
Seconded Cr Ted Lapkin**

CARRIED

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

SUMMARY

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

BACKGROUND

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

KEY MATTERS

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

RESOLUTION

7. That the Contracts Approval Delegated Committee

7.1 Receive and note the tender forecast report

Moved Cr Ted Lapkin
Seconded Cr Tess Morgan

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Tess Morgan
Seconded Cr Ted Lapkin

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1:26pm

Confirmed this 29th day of January, 2025

Cr Ben Taylor

**Cr Ben Taylor
Chairperson**

8.13. 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

COMMUNITY ENGAGEMENT

4. This report reflects community engagement at the level of 'Involve' on the IAP2 Spectrum of Engagement and aims to ensure that public concerns and aspirations are consistently understood and considered.

OFFICER RECOMMENDATION

5. **That Council:**
 - 5.1 **Endorse the Outstanding Question Time report.**

ATTACHMENTS

1. Outstanding Question Time Items [8.13.1 - 1 page]
2. QT68/24 - Dean Hurlston [8.13.2 - 1 page]
3. QT70/24 - Frank Williams [8.13.3 - 1 page]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
11/12/2024 QT68/24	Completed	Dean Hurlston	What is the approximate cost per public Council meeting for Councillor and staff meals, refreshments and beverages? (if applicable).	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer, provided a written response
11/12/2024 QT70/24	Completed	Frank Williams	<p>Question 1: My questions relate to Pioneer Park. Many of the Councillors may not know the location of Pioneer Park, but it's in Giot Drive off Gillies St in Yuille. Three background points before my two questions: Pioneer Park was established as a bicentennial park with grants and funding from the former Shire of Wendouree; very significant development by the former Shire of Wendouree, now part of the City of Ballarat; a feature of this park is the tree plantings and concrete plinths with bronze plaques recognising every Councillor from the former Shire but only four Mayors from the City of Ballarat. So, my question is: will this Council recognise all former Mayors of the City of Ballarat in Pioneer Park?</p> <p>Question 2: There are two rectangular garden plantings in this park. The rest of the park is beautifully maintained, but these gardens have a few flowering species but are overgrown with weeds. So my second question relates to parks and gardens. Will parks and gardens staff inspect the garden beds and the plantings and plant more appropriate species like flowering shrubs rather than flowers?</p>	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer, provided a written response

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Dean Hurlston
Email: [REDACTED]

Date: 17 December 2024

Our Ref: QT68/24

Enquiries: (61) 03 5320 5500

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

Dear Dean

**PUBLIC QUESTION TIME – QT68/24
COUNCIL MEETING 11 DECEMBER 2024**

Thank you for your public questions at the Council Meeting held Wednesday 11 December 2024. Please find below the responses to your questions.

Question 1

What is the approximate cost per public Council meeting for Councillor and staff meals, refreshments and beverages? (if applicable).

Response

The City of Ballarat provides Councillors and staff with meals for Councillor Briefings, Planning Delegated Meetings and Council Meetings. For the 2023/24 financial year we spent just under \$17,365 on meals and refreshments. This total across the 41 meetings held during this period is an average of \$423 per meeting. On average we will have 20 Councillors, Executive and staff attend the above meetings. This results in an average cost per person of \$21.18.

Yours sincerely

Evan King

Evan King
Chief Executive Officer

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Frank Williams

Email: [REDACTED]

Date: 17 December 2024

Our Ref: QT70/24

Enquiries: (61) 03 5320 5500

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

Dear Frank

**PUBLIC QUESTION TIME – QT70/24
COUNCIL MEETING 11 DECEMBER 2024**

Thank you for your public questions at the Council Meeting held Wednesday 11 December 2024. Please find below the responses to your questions.

Question 1

My questions relate to Pioneer Park. Many of the Councillors may not know the location of Pioneer Park, but it's in Giot Drive off Gillies St in Yuille. Three background points before my two questions: Pioneer Park was established as a bicentennial park with grants and funding from the former Shire of Wendouree; very significant development by the former Shire of Wendouree, now part of the City of Ballarat; a feature of this park is the tree plantings and concrete plinths with bronze plaques recognising every Councillor from the former Shire but only four Mayors from the City of Ballarat. So, my question is: will this Council recognise all former Mayors of the City of Ballarat in Pioneer Park?

Response

It is an incredibly popular park that I drive past on a regular basis and see lots of people using the park. I would like to take that question on notice and have a look at ensuring that past Mayors of the City of Ballarat are recognised. It is incredibly important that their service to the community is recognised, and I'd be more than happy to take that on board and have a look at it.

Question 2

There are two rectangular garden plantings in this park. The rest of the park is beautifully maintained, but these gardens have a few flowering species but are overgrown with weeds. So my second question relates to parks and gardens. Will parks and gardens staff inspect the garden beds and the plantings and plant more appropriate species like flowering shrubs rather than flowers?

Response

Officers are more than happy for the parks and gardens team to go down to Pioneer Park and have a look at the conditions of those beds and if there are more appropriate plantings then officers would be more than happy to consider them to ensure that the park is kept to a high standard, as the community would expect.

Yours sincerely

A handwritten signature in black ink that reads "Evan King".

Evan King
Chief Executive Officer

OFFICIAL

9. NOTICES OF MOTION

9.1. NOTICE OF MOTION - CR LAPKIN

PURPOSE

1. A Notice of Motion was lodged by Cr Ted Lapkin on 7 February 2025.
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 26 February 2025 Council meeting agenda.
3. Formal notice was provided to Councillors on 19 February 2025 which was then recorded in the Notice of Motion Register by the Governance team.
4. **That Council:**
 - 4.1 **Revise the *Buninyong Botanic Gardens Landscape Masterplan* to remove reference to Gong Dam Rehabilitation project;**
 - 4.2 **Ceases implementation of any works proposed in the Buninyong Botanic Gardens Landscape Masterplan which relate to the Gong Dam wall; and**
 - 4.3. **Requests that officers provide a report to a future Council meeting presenting costed options for engaging a suitably qualified engineer to undertake a feasibility assessment of:**
 - a. **reinforcing the structural integrity of the Gong Dam Wall while preserving its existing vegetation; and**
 - b. **retaining Cornish Street as a single-lane road.**

ATTACHMENTS

1. Notice of Motion - Cr Lapkin - 7 February 2025.docx [9.1.1 - 4 pages]



COUNCILLORS NOTICE OF MOTION FORM

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

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Lapkin

DATE: 7 February 2025

I hereby give notice that at the Ordinary Meeting of Council on 26 February 2025 I shall propose the following:

Preamble:

Whereas Council approved the *Buninyong Botanic Gardens Landscape Masterplan* (the Masterplan) on 28 June 2023; and

The Masterplan entails the reconstruction of the Gong Wall in a manner that will destroy existing vegetation and widen Cornish Street from a single-lane to a dual-carriageway road; and

Pursuant to the adoption of the Masterplan, on 22 August 2024 Council published an invitation for bids on a tender for the *Gong Dam Rehabilitation Design and Construct* project; and

The Gong Dam project has generated sustained opposition from a large segment of the local community, led by Friends of Buninyong Botanical Gardens, as reflected in a community petition that has garnered over 600 signatures; and

Friends of the Buninyong Botanical Gardens have expressed the view that their concerns about the Masterplan have not been afforded due weight by Council;

Therefore, I move that Council:

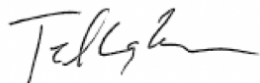
That Council:

1. Revise the *Buninyong Botanic Gardens Landscape Masterplan* to remove reference to Gong Dam Rehabilitation project;
2. Ceases implementation of any works proposed in the Buninyong Botanic Gardens Landscape Masterplan which relate to the Gong Dam wall; and

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3. Requests that officers provide a report to a future Council meeting presenting costed options for engaging a suitably qualified engineer to undertake a feasibility assessment of:
 - a. reinforcing the structural integrity of the Gong Dam Wall while preserving its existing vegetation; and
 - b. retaining Cornish Street as a single-lane road.



Signed:

(Signature of Councillor)

Dated: 7 February 2025

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.

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

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Notice Received	Date: 7 February 2025
Notice <u>accepted</u> / rejected by CEO (please circle)	Date: 19 February 2025 Signature: <i>Evan King</i>
Notice given to Councillors	Date: 19 February 2025
Date of Meeting	Date: 26 February 2025
Notice Number	2025/1

9.2. NOTICE OF MOTION - CR MORRISON

PURPOSE

1. A Notice of Motion was lodged by Cr Jay Morrison on 19 February 2025.
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 26 February 2025 Council Meeting Agenda.
3. Formal notice was provided to Councillors on 21 February 2025 which was then recorded in the Notice of Motion Register by the Governance team.
4. Cr Jay Morrison proposes the following motion:
5. **That Council:**
 - 5.1 **Requests that consideration be given during the development of the 2025/26 budget to initiatives that support those Ballarat residents significantly impacted by rising costs with a focus on initiatives that can be delivered within the existing budget funding that do not lead to cuts in services.**
 - 5.2 **Requests that these considerations be outlined in the 2025/26 budget document presented to Council.**

ATTACHMENTS

1. Notice of Motion - Cr Morrison - 19 February 2025.docx [9.2.1 - 4 pages]



COUNCILLORS NOTICE OF MOTION FORM

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

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Morrison

DATE: 19 February 2025

I hereby give notice that at the Ordinary Meeting of Council on 26 February 2025 I shall propose the following:

Preamble:

1. Recognises that Ballarat families and communities continue to struggle with the impact of increases to the cost-of-living;
2. Recognises that all levels of government must take steps to do what they can within their area of responsibility to reduce cost-of-living pressures for the community;
3. Acknowledge cost-of-living initiatives that could be explored during the 2025/26 budget process may include:
 - a. creating a cost-of-living resource for residents, ratepayers and businesses that outlines Council initiatives, programs, funds, grants and other benefits or support they have access to in order to assist with cost-of-living pressures;
 - b. reviewing current services provided by Council to identify potential cost savings and reduce fees for services where possible;
 - c. expanding opening hours of Ballarat libraries to provide free social spaces;
 - d. working with partners to improve community access to free and affordable food across the municipality; and
 - e. providing targeted rebates for Council rates for those significantly impacted by rising costs.

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Motion:

That Council:

1. Requests that consideration be given during the development of the 2025/26 budget to initiatives that support those Ballarat residents significantly impacted by rising costs with a focus on initiatives that can be delivered within the existing budget funding that do not lead to cuts in services.
2. Requests that these considerations be outlined in the 2025/26 budget document presented to Council.

Signed:



(Signature of Councillor)

Dated: 19 February 2025

Extracts from Governance Rules

3.8.1 Councillors may propose Notices of Motion

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- 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:
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- g) Where a notice of motion is likely to commit Council to significant expenditure not included in the adopted budget then the notice of motion must call for a report for Council's consideration and public submission process if applicable.
- h) The Chief Executive Officer may direct a notice of motion to be confidential in accordance with Section 66(2)(a) of the Act, in which case the notice of motion will be confidential unless the Council resolves otherwise.
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- 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.

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Notice <u>accepted</u> / rejected by CEO (please circle)	Date: 21 February 2025 Signature: <i>Evan King</i>
Notice given to Councillors	Date: 21 February 2025
Date of Meeting	Date: 26 February 2025
Notice Number	2025/2

10. REPORTS FROM COMMITTEES/COUNCILLORS

10.1. REPORTS FROM ADVISORY COMMITTEES

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

PURPOSE

1. The purpose of this report is to provide an update to Councillors on the activities of Council's advisory committees throughout 2024 and their ongoing focuses into 2025.

BACKGROUND

2. Council has seven advisory committees made up of individuals and organisations that provide insights, expertise and guidance to Council to aid decision-making.
3. The activities of these advisory committees throughout 2024 and their ongoing focuses into 2025 are outlined below.

KEY MATTERS

Ballarat Heritage Advisory Committee

4. The Ballarat Heritage Advisory Committee provides advice to Council on sustaining Ballarat's heritage and allows for an advocacy platform for City of Ballarat's citizens, communities, groups, organisations and businesses relating to heritage matters.
5. In 2024 meetings were held on 11 June and 13 August.
6. The Heritage Advisory Committee's activities in 2024 included:
 - a. Developing a position on the City of Ballarat Heritage Festival 2025 and beyond and providing advice to the City of Ballarat Events team and Coordinator of the Heritage Festival 2025.
 - b. Developing a position and putting forward a recommendation to Council on the Ballarat Railway Station overpass permit application and the gates re-instatement permit application.
 - c. Developing a position on the proposed Gong Reservoir redevelopment for consideration by City of Ballarat's Infrastructure team.

Ballarat Regional Soccer Facility Advisory Committee

7. The Ballarat Regional Soccer Facility Advisory Committee provides advice and recommendations to Council to ensure that the precinct is managed in a manner that provides access for soccer and more general community access when possible. Further, that the recurrent budget enables ongoing maintenance and renewal within the precinct.

8. In 2024 meetings were held on 4 March, 22 April, 4 June and 26 August.
9. The Ballarat Regional Soccer Facility Advisory Committee's activities in 2024 included:
 - a. Advocacy for the repairs to goal sets, the installation of grandstand non-slip inserts, and maintenance to synthetic pitches.
 - b. Advocacy for capital priorities at BRSF as part of the Recreation Infrastructure Plan including synthetic pitch renewals and shelters, grandstand roof design and update, synthetic pitch surface renewals and shelters, and stadium pitch resurfacing.

Ballarat Friends of Ainaro Advisory Committee

10. The Ballarat Friends of Ainaro Advisory Committee promotes friendship activities between Ballarat and Ainaro through consultation with the Ainaro community to identify support projects within and external to Ballarat that will assist the Ainaro community.
 11. In 2024, meetings were held on 15 April, 20 May, 17 June, 15 July and 19 August.
 12. The Ballarat Friends of Ainaro Advisory Committee's activities in 2024 included:
 - a. Supporting the building of the only children's playground in Ainaro which was completed in September 2024. The project was funded by money raised by the Ballarat Friends of Ainaro Advisory Committee and a contribution from the City of Ballarat.
 - b. Continued support of the Ainaro Community Development Action Plan which focuses on actions to support the municipality of Ainaro (who City of Ballarat have a Friendship Agreement with that commenced in 2003) in various meaningful ways including infrastructure, health, arts, and training.
 - c. Supporting scholarship training for a local Ainaro resident studying teaching, funded by money raised by the Ballarat Friends of Ainaro Advisory Committee through activities including a rotary car raffle and hosting movie and trivia nights.
 13. Ongoing focuses into 2025 include:
 - a. Delivering actions within the Ainaro Community Development Action Plan including sending re-purposed goods that are no longer used to Ainaro in March/April 2025.
 - b. Sourcing donations to assist the Ainaro community including medical supplies from local hospitals and goods that can be used as part of the hospitality training program in Ainaro.
 - c. Sourcing additional donations including secondhand computers and laptops, sporting goods, and arts materials.
-

Disability Advisory Committee

14. The Disability Advisory Committee provides advice to Council on long-term strategic and systemic issues that impact people with disabilities and their participation in community life. The Committee also supports the development, implementation and evaluation of the Disability Access and Inclusion Plan.
15. In 2024 meetings were held on 9 February, 12 April, 14 June and 9 August.
16. The Disability Advisory Committee's activities in 2024 included:
 - a. Advising on accessibility improvement at events such as Begonia Festival and Spilt Milk.
 - b. Advising on accessibility improvement at a range of key community facilities and spaces including Mars Stadium (Marveloo mobile accessible restroom), Ballarat Botanical Gardens, North Star Hotel and Ballarat Aquatic and Lifestyle Centre (sensory quiet time).
 - c. Providing guidance on a range of strategies including the Footpath Construction Strategy and Community Infrastructure Guidelines.
 - d. Continued support for the implementation of the Disability Access and Inclusion Plan (2022- 2026).
 - e. Supporting the delivery of the Victoria Park Sensory Friendly Stay and Play Zone.
 - f. Supporting the delivery of the assistance dog relief area in Ballarat CBD.
 - g. Advising on accessibility considerations for infrastructure developments including Ballarat Central Library and Bridge Street Mall.
 - h. Providing guidance across numerous plans, projects, events and activities, such as the installation of safer crossings, social stories, Changing Places, and accessible tourism across the City of Ballarat.
 - i. Advocating for the establishment of the Inclusion Award in the Commerce Ballarat Business Excellence Awards.
17. Ongoing focuses for 2025 include:
 - a. Continued advisement on BALC upgrades and all abilities participation in recreation programs.
 - b. Continued support for the implementation of the Disability Access and Inclusion Plan (2022-2026).
 - c. Providing continued guidance across Council plans, projects, events and activities to enhance access and inclusion across the City of Ballarat.

Intercultural Advisory Committee

18. The Intercultural Advisory Committee provides advice to Council on key cultural issues within the City of Ballarat in order to carry out the implementation of the Cultural Diversity Strategy 2016-2020. The Intercultural Advisory Committee

maintains active partnerships between agencies, associations and organisations which share beliefs, values and attitudes that support and celebrate the diversity of the City of Ballarat.

19. In 2024 meetings were held on 13 February, 9 April, 11 June and 13 August.
20. The Intercultural Advisory Committee's activities in 2024 included:
21. Supporting the final delivery of the Intercultural Garden built on the corner of Sturt and Pleasant Streets, which the Intercultural Advisory Committee have advocated for over the past 10 years.
22. Supporting significant upgrades to Rizal Park in Invermay, which included new pathways, plantings, and a seat / monument to properly honor Jose Rizal who was a founding father of the Philippines.
23. Potential focuses for 2025 include:
24. Supporting the Harmony Fest activities and proposing ideas on how Council can support the festival to grow each year.
25. Connecting with groups including Ballarat Regional Multicultural Council (BRMC) and the Centre for Multicultural Youth (CMY) about the work they are doing in the City of Ballarat and ways in which the Intercultural Advisory Committee can support these organisations.

Koorie Engagement Action Group Advisory Committee

26. The Koorie Engagement Action Group Advisory Committee provides advice to Council on matters of engagement for Aboriginal and Torres Strait Islander peoples in the municipality, supports implementation of Council's Reconciliation Action Plan, promotes understanding of Aboriginal and Torres Strait Islander cultures, society and heritage, identifies issues affecting the health and wellbeing of Aboriginal and Torres Strait Islander peoples and promotes cultural sensitivity and service integration that facilitates greater responsiveness to the needs of Aboriginal and Torres Strait Islander peoples.
27. In 2024 meetings were held on 12 January, 9 February, 15 March, 10 May, 12 July and 9 August.
28. The Koorie Engagement Action Group Advisory Committee's activities in 2024 included:
 - a. Consultation with City of Ballarat on the North Gardens Indigenous Sculpture Park Project; designed to feature works by Aboriginal and Torres Strait Islander artists, celebrating the richness and diversity of culture and telling important cultural stories.
 - b. Consultation with City of Ballarat for the Former Ballarat Orphanage Heritage Interpretation Works, advocating for a focus on sharing real experiences from the point of view of its former residents, including members of the Stolen Generations.

- c. Consultation on the Victorian Goldfields World Heritage Bid to provide ensure acknowledgement of the significant Aboriginal cultural heritage sites and sites of a shared history found across the region.
- d. Engaging with City of Ballarat on the Continuous Voices memorial, endorsed by Council at their June 2024 meeting, providing a place for continuing stories, healing and hope for survivors and victims of sexual abuse.
- e. Advocating and promoting First Peoples' Assembly of Victoria's Treaty Day Out event in March 2024; a celebration of First Nations culture and music.
- f. Advocating for education and greater messaging within City of Ballarat and the community about Treaty and what it means.
- g. Support for the 16th Anniversary of the National Apology to Stolen Generations Survivors event in February 2024, organised in partnership with Art Gallery Ballarat, Ballarat and District Aboriginal Cooperative and Stolen Generations Survivors.
- h. Providing feedback on Council's draft Reconciliation Action Plan ahead of submitting to Reconciliation Australia.
- i. Advocating for cultural awareness training within the City of Ballarat, particularly within media and communications, to build on reflecting safer practices and more culturally considered activity.
- j. Support for Survival Day 2024. Approximately 1,600 people attended the Dawn Ceremony, which was the largest attendance to date. The Survival Day Reflection and Healing session was attended by approximately 350 people.
- k. Advocating and promoting The Taken exhibition at the Ballarat Library, a photographic exhibition curated in collaboration with Stolen Generation survivors.
- l. Supporting the Wadawurrung Cultural Education and Language Session at Regent Cinemas Ballarat as part of City of Ballarat's Heritage Festival.
- m. Consultation on Council's Biodiversity Strategy, which was co-designed with Wadawurrung, Djaara and community to ensure a deep and honest engagement with First Nations.
- n. Support for the Aboriginal and Torres Strait Islander Children's Day in August 2024, organised in partnership with the Ballarat and District Aboriginal Cooperative and the Department of Education.

LGBTIQA+ Advisory Committee

29. The LGBTIQA+ Advisory Committee provides feedback to Council on its policies, plans and services that impact LGBTIQA+ communities, and advises Council on how to communicate, engage and consult with LGBTIQA+ communities. The LGBTIQA+ Advisory Committee exists to build community cohesiveness, inclusivity and pride in Ballarat's diversity.
30. In 2024 meetings were held on 13 February, 27 February, 9 April, 23 April, 25 June and 13 August.

31. The LGBTIQ+ Advisory Committee's activities in 2024 included:
- a. Continued feedback to Council on the LGBTIQ+ Inclusion Plan 2022-2026, including changing terms and language used in City of Ballarat documentation, LGBTIQ+ Days of Significance, and Pride Month 2024.
 - b. Addressing Priority Area 4 'Inclusion' of the Inclusion Plan 2022-2026 through participating in joint meetings of the Koorie Engagement Action Group, Intercultural Advisory Committee, Disability Advisory Committee and LGBTIQ+ Advisory Committee focusing on discrimination supports and reporting and disinformation.
 - c. Addressing Priority Area 4 'Inclusion' of the Inclusion Plan 2022-2026 through the formation of sub-committee working groups to provide support on IDAHOBIT Day and putting on safe LGBTIQ+ events, ensuring the LGBTIQ+ community are informed and consulted.

COMMUNITY ENGAGEMENT

32. Advisory committees allow for consultation and empowerment of community members to aid in the Council decision-making process. This report provides a summary of the actions and engagement conducted with committees over the past 12 months.

OFFICER RECOMMENDATION

33. That Council:

33.1 Note the summary of activities from advisory committees.

ATTACHMENTS

1. Governance Review [10.1.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report aligns with the following:
 - City of Ballarat Council Plan 2021-2025
 - Goal 2: A healthy, connected, and inclusive community
 - Goal 6: A Council that provides leadership and advocates for its community
2. Each advisory committee supports and provides advice to Council on plans and/or strategies relevant to their subject matter of expertise or experience.

COMMUNITY IMPACT

3. The subject of this report impacts the community as it contains a summary of the activities of Council's advisory committees, which are made up of members of the community. Advisory committees provide a mechanism for Council to receive advice and recommendations from community members who have particular expertise or experience.

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. There are no legal and risk considerations identified for the subject of this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. Community consultation and engagement is not specifically required for the subject of this report, however advisory committees are a mechanism for Council to engage with and empower the community to advise Council and contribute to Council decision-making.

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GENDER EQUALITY ACT 2020

10. There are no gender equality implications identified for the subject of this report. There may be relevant gender equality implications for each individual advisory committee.

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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10.2. REPORTS FROM COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.12 CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES

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

(Confidential attachments)

Pursuant to sub rule 3.13.2 of the Governance Rules, the information contained within this document is designated as confidential information for the purposes of the *Local Government Act 2020* (the Act). That is “confidential information” that in accordance with section 3 of the Act, is:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

12.1 WORKS PROPOSAL

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Nicholas Venville – Coordinator Property

(Confidential report)

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- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

13. CLOSE