

COUNCIL PLAN

2025-2029

Proudly working
with and for
our community





View from Mount Buninyong

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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



This is the community's vision for Ballarat.

Ballarat, Victoria's heritage city: leading the way as a safe, sustainable, innovative and inclusive community, that is a great place to live.

Our city strives towards sustainable living with ecologically-sound neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip.

We have easy access to parks and gardens, community facilities and education for all ages. Our health and community services are proactive in responding to community needs.

We have a community where people feel safe, valued and welcomed in our city.

We celebrate our diversity, everyone in our community is well-informed, treated equitably and can participate fully in life.

We engage challenges and opportunities with a creative and innovative approach to get the best result for our people.

Our city works towards expanding our local economy by attracting a diverse range of industries.

We embrace our rich heritage and we continue to preserve our links to the gold rush era.

We recognise and respect our long Aboriginal history and community, and the breadth of our cultural heritage.

We balance the need to conserve our historic places and spaces with the need and desire to progress as a modern regional city.



Looking north-west towards Ballarat CBD, featuring Ballarat Main Road Mural by Ballarat artist Travis Price.

Ballarat Council



Councillor Group Photo: Standing left to right: Cr Morgan, Cr Saunders, Cr Morrison, Cr McIntosh, Cr Rinaldi and Cr Lapkin. Seated left to right: Cr Taylor, Cr Hargreaves and Cr Hudson.

“We are committed to the principles of good governance, to 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.”

City of Ballarat Councillors' opening declaration, recited by all Councillors at the beginning of each meeting of Council.

The City of Ballarat has nine elected Councillors, each representing a municipal electoral ward. A Council term is for a period of four years, with the current Councillors elected to serve for the term November 2024 to October 2028.

In November 2024, Cr Tracey Hargreaves was elected Mayor and Cr Ben Taylor was elected Deputy Mayor for a one-year term.

ALFREDTON WARD

Cr Damon Saunders

BROWN HILL WARD

Cr Ted Lapkin

BUNINYONG WARD

Cr Ben Taylor

CENTRAL WARD

Cr Samantha McIntosh

DELACOMBE WARD

Cr Tracey Hargreaves

GOLDEN POINT WARD

Cr Tess Morgan

NORTH WARD

Cr Jim Rinaldi

SEBASTOPOL WARD

Cr Des Hudson OAM

WENDOUREE WARD

Cr Jay Morrison

The role and responsibilities of local government

Australia has three levels of government that work together to provide Australians with the services they need. While each level of government provides different services, sometimes these services overlap.

All levels of government raise money through collecting taxes to pay for the services they provide to all Australians. At each level of government, representatives are elected to represent their respective communities. Parliaments and local councils make laws, and governments put these laws into action.

Three levels of Government in Australia



FEDERAL GOVERNMENT	STATE/TERRITORY GOVERNMENTS	LOCAL COUNCILS
Responsible for issues that affect all Australians (national issues)	Responsible for issues that affect people in that state or territory	Responsible for issues that affect local communities
<ul style="list-style-type: none"> • Post, telephones and the internet • Money • Immigration • Defence 	<ul style="list-style-type: none"> • Public transport • Schools • Hospitals • Public housing 	<ul style="list-style-type: none"> • Rubbish collection and recycling • Community infrastructure such as parks and sporting fields • Regulatory services such as parking and pet control • Land use planning
The federal government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters.	State/territory governments raise money from taxes and also receive money from the federal government.	Local councils raise money from taxes (rates) from all local property owners and receive grants from federal and state/territory governments.

Source: Parliamentary Education Office

To learn more visit peo.gov.au



Aerial of the Ballymanus, Alfredton.

Message from the Mayor and CEO

This Council Plan captures our community’s vision that has come from a two-stage community engagement process conducted in late 2024 and early 2025.

The first stage involved people of all ages and backgrounds telling us what they would like to see for the future of our community. Over 1,700 survey responses were received and 27 face-to-face engagement sessions held across the community.

The feedback received in the first stage was further developed by a Community Panel consisting of 43 people, randomly selected to represent the diversity of our Ballarat community. The panel also reviewed and updated the 10-year Community Vision to ensure it still represents the Ballarat our community wants to exist in 2035. Slight changes were made, ensuring safety was included as a key component in the vision statement.

The Council Plan 2025-2029 outlines the steps the Council will take over the next four years to achieve this vision. It articulates very clearly what Council will prioritise and balance to best support our community.

Ballarat is set for significant growth and with the population projected to increase and change in age and diversity, it is more important than ever that we have a clear view of what we are going to achieve over the next four years.

Our goals for the next four years revolve around conserving our heritage and enhancing our natural and built assets; fostering sustainable growth; a healthy, safe connected and welcoming community for all; along with promoting a strong and innovative economy and city; providing leadership and advocating for our community; while also achieving an environmentally and financially sustainable future.

Overall, this Council is focussed on demonstrating leadership, advocating for our community, and providing value for money to ratepayers. We are also committed to making informed decisions based on the best available evidence and community engagement that ensures our community’s voice is considered in all the Council’s decision-making.

The process has provided a unique opportunity for Council to build relationships and involve our community in setting priorities and making decisions in a very considered way.

We sincerely thank everyone who contributed to the development of this plan. It has been a community led process which has resulted in an authentic representation of what the community would like Council to deliver.

We look forward to working with and for our community as we bring this plan to life over the coming four years.



Cr Tracey Hargreaves
Mayor, City of Ballarat



Evan King
CEO, City of Ballarat

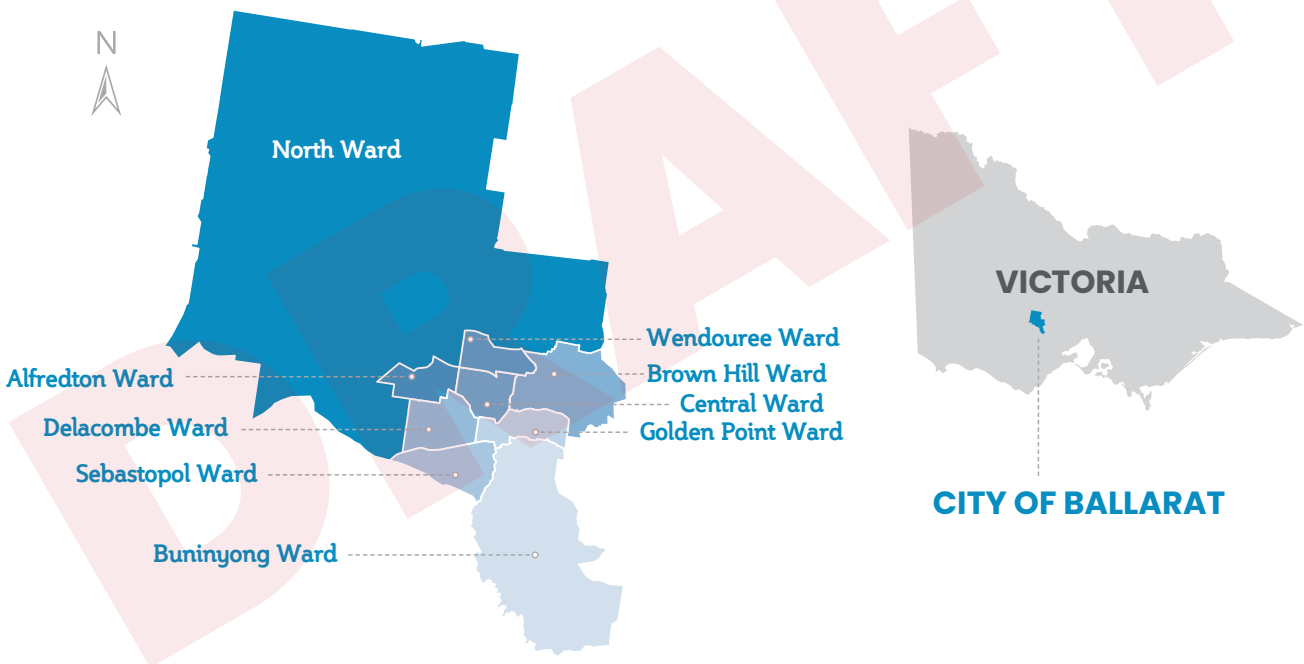


Aerial of the Arch of Victory.

A snapshot of Ballarat

Ballarat or Ballaarat (Historical Spelling) 740km² and the 3rd largest City in Victoria

'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place': from two Aboriginal words signifying a camping or resting place.



124,543

Population in 2025*



9.8%

Population growth 2021–2025*



164,365

Population forecast for 2025–2046 a growth of 31.97%*



11.3%

Population born overseas as at 2021^



Our top industries 22/23

- Health care and social assistance
- Retail trade
- Education and training
- Construction
- Manufacturing



1.8%

Population identifying as Aboriginal or Torres Strait Islander as at 2021^



10,133

Businesses in 2024#



62,005

Jobs in 2023#



\$7.693B

Gross Regional Product in 2023#

Sources: *profile.id, ^ profile.id, # economy.id, > remplan

Purpose

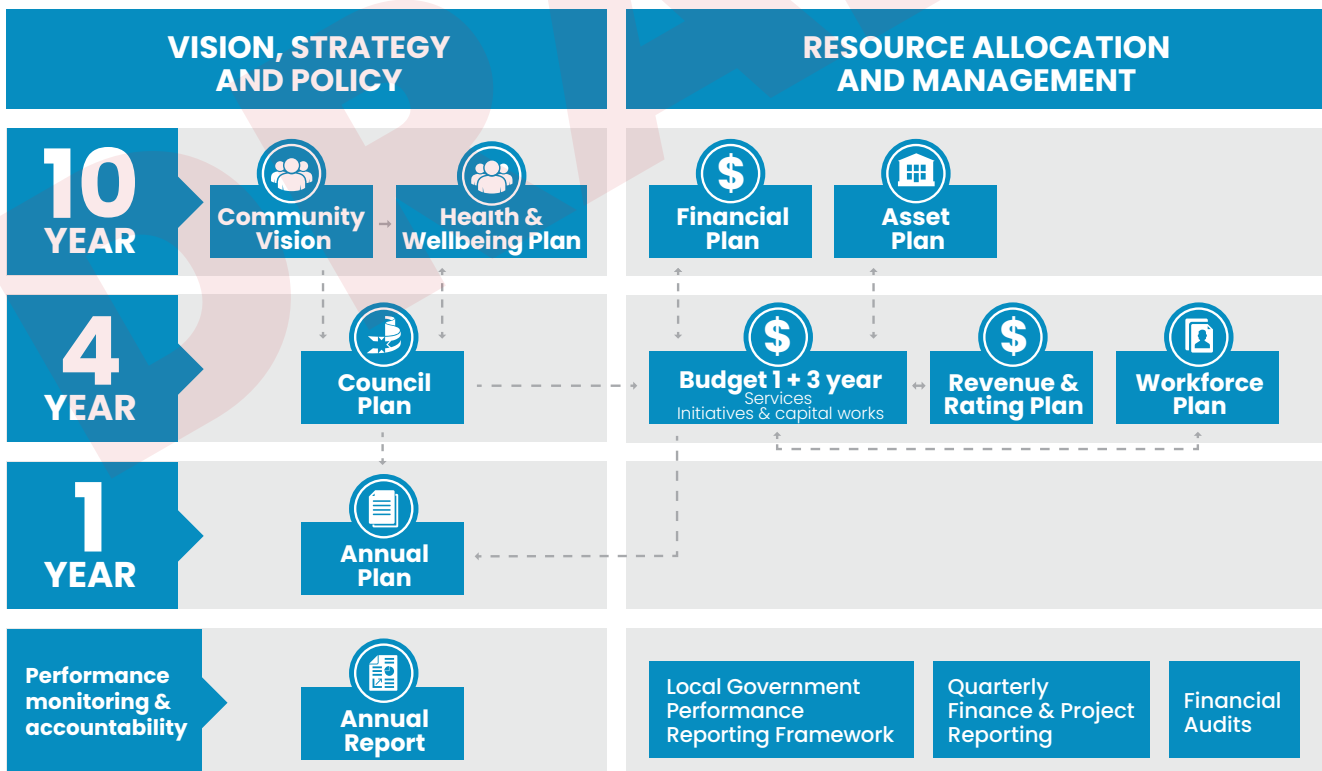
The *Local Government Act 2020* requires each Council to prepare a Council Plan for a period of at least four financial years following a general election.

The Council Plan 2025–2029 outlines our strategic direction for the next four years and details the strategic objectives, initiatives and priorities – as well as the

indicators for measuring progress – that will focus our work to ensure we deliver on our Community Vision 2025–2035.

The Council Plan 2025–2029 is a key part of the City of Ballarat’s integrated strategic planning framework as set out below.

City of Ballarat integrated strategic planning framework



The Council Plan 2025-2029 addresses the Community Vision that came out of the community engagement process where we heard from over 1,700 people and the deliberative engagement process that involved 43 residents representing the broad diversity of the community.

It has been developed in line with the strategic planning principles within the *Local Government Act 2020* and will be constantly monitored, reviewed, and continuously improved to ensure we continue to respond to and meet our community’s changing needs.

The deliberative engagement process



The Community Panel comprised 43 randomly selected participants from a recruitment process. Participants met over three face-to-face sessions between February and March 2025. The Community Panel’s primary task was to respond to the following remit, in order to help the City of Ballarat formulate our strategic plans.

REMIT

The future of Ballarat is set for significant growth, with the population projected to increase and change in age and diversity. The Community Vision sets out our aspirations for Ballarat’s future, however we must ensure we are supporting the Ballarat we know today, while planning for the changing needs of our community.

What should Council do to prioritise and balance our services, infrastructure and finances to best support our community?

The Community Panel worked together to revise the Community Vision and write a set of principles in their own words. All Community Panel members had the opportunity to contribute to the writing and refining of each principle.

The final report consisted of:

- A brief introduction
- The updated Community Vision 2025-2035
- A set of principles

At the conclusion of their final session the Community Panel handed over their report to Councillor Tracey Hargreaves (Mayor) and Evan King (Chief Executive Officer).

The process involved:



a clear question (remit)
to focus the deliberations access to a broad range of information from a variety of sources relevant to the remit



conversations and Q&As
with City of Ballarat staff



17 hours per person of discussion
and deliberations across three Community Panel sessions



support from facilitators
experienced in delivering deliberative processes



an online portal
that provided a central place for participants to access relevant information inputs



group agreement
processes where 80% or more of the Community Panel said they could live with it or better was used as a guiding principle

How to read the Council Plan

The Council Plan describes the outcomes the community can expect to see as a result of the strategic actions Council takes over the next four years.

There are **six Council Plan Goals** which will guide Council's efforts — they are the key focus areas for Council over the next four years.

Supporting each **Council Plan Goal** is a series of **strategic objectives** Council will focus on.

There is also a series of **indicators and measures** that Council will use to measure progress and monitor performance, which will be reported back to the community.

To ensure the Council Plan is adaptable and responds to emerging opportunities or challenges, annual action plans will be developed and published to the community each year to support the delivery of the strategic outcomes. The outcomes outlined in the Council Plan are intended to achieve the aspirations outlined in the Community Vision but also be sufficiently agile to adapt to the evolving needs of our community over the next four years.

In addition to the Goals and Strategic Objectives outlined in this Council Plan, Council delivers a diverse range of services, programs and projects which directly benefit many community members.

COMMUNITY VISION

The high-level direction Council is seeking to achieve in the long term.

COUNCIL PLAN GOALS

The medium-term outcomes Council seeks to achieve, progress and contribute to over the next four years.

STRATEGIC OBJECTIVES

The specific areas Council will focus on to support the achievement of the Council Plan Goals over the next four years.

INDICATORS AND MEASURES

Council will use these to measure its progress and monitor performance and report back to the community on over the four years.

SUPPORTING STRATEGIES AND PLANS

Lists the key strategies and plans which support the strategic objectives under each Council Plan Goal.

Monitoring and evaluation

It is important that we track our progress and review how we are contributing to achieving the medium and longer-term outcomes in this Plan. Each year we will develop an annual action plan and report quarterly to the community on our progress and achievements.

At the end of the four years, we will evaluate the impact our activities have had on progressing the long-term community outcomes established in the Community Vision.

Council Plan Goals 2025–2029

In response to the Community Vision, Council has developed the Goals for the Council Plan. These are outlined below and set the direction for the next four years. Our vision for Ballarat as **‘Victoria’s heritage city: leading the way as a safe, sustainable, innovative and inclusive community, that is a great place to live’** anchors and connects these goals to deliver real outcomes for the community.





Council Plan Goal

A city that conserves its heritage and enhances our natural and built assets

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a city with quality neighbourhoods where people have easy access to parks and gardens.

OUR ROLE

- Providing infrastructure and services that make living easier, now and into the future
- Bringing leadership, expertise and evidence-based decision-making to our work to ensure our community's built and natural assets are preserved and enhanced
- Maintaining and enhancing our built environment

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Conserve, maintain and improve our parks, gardens and green spaces to enhance community enjoyment, quality of life and pride in our city

Deliver new and maintain, improve and manage existing public buildings and facilities to make sure they are compliant, fit for purpose and safe for community use

Facilitate increased vibrancy in the CBD and other key business precincts

Maintain and improve our roads, footpaths, drainage and infrastructure to improve community safety, accessibility and connectivity

Respect and conserve our natural and built heritage to preserve our city's unique character

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

A decrease in sealed local road requests per 100km of sealed local roads

An increase in community satisfaction for "Is Ballarat easy to cycle and walk around in?"

An increase in community satisfaction with sealed local roads

Increased participation in community activities/events held in public spaces, reflecting community attachment and engagement

Over 100% asset renewal and upgrade as a % of depreciation

KEY STRATEGIES

Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *Asset Management Plan Buildings and Facilities*
- *Asset Management Plan Drainage*
- *Asset Management Plan Transport*
- *Asset Plan 2022-2032*
- *Ballarat Open Space Strategy*
- *Footpath Construction Strategy*
- *Nature Strip Guidelines*
- *Park and Recreation Asset Management Plan*
- *Public Toilet Strategy*
- *Road Management Plan*
- *Sustainable Subdivision Framework*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- Art Gallery heating, ventilation and air conditioning replacement
- Adopt Ballarat Botanical Gardens Master Plan
- Deliver Neighbourhood Parks Program
- Heritage Gaps Review progressed
- Sebastopol Community Hub completion
- Refresh Open Space Strategy



Council Plan Goal

A city that fosters sustainable growth

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a city that embraces our rich heritage, balancing the need to conserve our historic places and spaces with the need and desire to progress as a modern regional city. A city with quality neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip and have easy access to parks, gardens and community facilities.

OUR ROLE

- Engaging with our community to create a city that people love, now and for the future
- Playing a key leadership role in ensuring that everyone has access to safe, healthy and equitable places and that our city's distinctive built heritage and character are respected and enhanced
- Working with our community to create vibrant and thriving neighbourhoods, build resilient environments and foster sustainable growth

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Facilitate, advocate for and influence housing supply, diversity and affordability that meets the needs of our growing and changing community

Facilitate and support better quality design principles in new developments across the municipality that enhances liveability and amenity and creates great precincts and places for our community

Facilitate opportunities for appropriate infill residential development within the CBD and in major redevelopment sites across the municipality

Support Environmental Sustainability Design planning scheme principles in new developments

Support the creation of neighbourhoods in new development areas to ensure there are good parks and services and well-planned roads and footpaths that make it easier for people to get around and enhance the quality of life for residents

Support the development of the CBD and key precincts across the municipality to promote a lively and thriving community

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

65% of planning applications decided within 60 days

80% of VicSmart applications decided within 10 days

A % increase of households with access to greenspace within 400m

A % increase of infill development

Implementation and monitoring of Victorian Government housing targets

Increase in % of animals reclaimed

KEY STRATEGIES

Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *Ballarat CBD Urban Design Framework*
- *Ballarat Heritage Plan 2017-2030*
- *Ballarat Industrial Land Strategy*
- *Ballarat Planning Scheme*
- *Ballarat West Development Contributions Plan*
- *Ballarat West Precinct Structure Plan*
- *Housing Strategy 2051*
- *Domestic Wastewater Management Plan*
- *Domestic Animal Management Plan*
- *Growth Area Framework Plan*
- *Social and Affordable Housing Action Plan*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- Complete the Ballarat West Developer Contributions Plan Review
- Glenelg Highway Bike Path
- Little Bridge Street Bus Interchange upgrade
- Regional Animal Facility construction
- Complete CBD Built Form Controls
- Update of the Wendouree Station Master Plan
- Commence La Trobe Street Saleyards Precinct Structure Plan
- Commence technical studies for future growth areas precinct structure plans
- Streetscape, tree planting, pedestrian safety and cycling upgrade of Macarthur Street, Grenville Street North and Ballarat East



Council Plan Goal

A healthy, safe, connected and welcoming community for all

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a community where people feel safe, valued and welcomed. A city where people have easy access to community facilities and education for all ages and where our health and community services are proactive in responding to community needs. A community where everyone is well-informed, treated equitably and can participate fully in life. A community that recognises and respects our long Aboriginal history and community.

OUR ROLE

- Engaging across the whole community so that residents can live healthy, safe, connected lives with equal access to opportunity
- Playing a key leadership role in supporting people to live the life they want by ensuring that everyone has access to the opportunities they need to participate in community life
- Providing the information, infrastructure, programs and services our community needs in the right place at the right time

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Manage growth fairly across the municipality to ensure that community facilities and services in both existing neighbourhoods and new development areas meet the needs of our growing community and are safe, easy to get to and welcoming for everyone

Provide and facilitate opportunities for children, young people and families that enhance social connections, reduce loneliness and improve community safety and wellbeing outcomes

Provide and facilitate opportunities that support older adults/residents to enhance social connections, and improve community safety and wellbeing outcomes

Provide and promote opportunities that support and celebrate our diverse community and strengthen Ballarat as a welcoming, accessible and compassionate community so that everyone feels included

Provide and promote opportunities that support lifelong learning, increase social connections and improve community safety and wellbeing to support vulnerable communities through the delivery of community services, programs and events

Provide and promote structured and unstructured sport and recreation activities, with a specific focus on fair and equitable opportunities for women and girls

Support our community to build resilience and prepare for emergencies and natural disasters

Work closely with Traditional Owners, Aboriginal Organisations and Community to progress reconciliation

Work with key partners to implement and support initiatives that promote gender equality and reduce and prevent gendered violence, homelessness, food insecurity and harms caused by drugs, alcohol and gambling

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

An increase in community perception of Ballarat being a safe place to live

An increase in participation for Community Connection Programs for population aged 55 and over

An increase in the % of children who participate in the Maternal and Child Health service

Increase in hours of bookings for community hub usage (Lucas and Djila-tjarriu)

Increase in library membership % of population

Increase in library visits per head of population

Increase in utilisation of aquatic facilities

% of eligible staff completing cultural awareness training

100% of required food safety assessments undertaken

KEY STRATEGIES

Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *Active Ballarat Strategy*
- *Ageing Well Strategy 2022-2026*
- *Ainara Community Development Action Plan 2024-2029*
- *Community Infrastructure Plan 2022-2037*
- *Community Local Law*
- *Disability Access and Inclusion Plan 2022–2026*
- *Health and Wellbeing 2021-2031*
- *Inclusion Framework 2022-2026*
- *Intercultural Plan 2022–2026*
- *LGBTIQA+ Inclusion Plan 2022-2026*
- *Libraries and Learning Strategy 2022-2027*

- *Municipal Early Years Plan 2022–2026*
- *Reconciliation Action Plan*
- *Recreation Infrastructure Plan 2024-2038*
- *Youth Strategy 2022–2026*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- City Oval changerooms
- Eastwood Leisure Complex redevelopment
- Frank Bourke Oval changerooms
- Marty Busch Reserve Master Plan implementation
- Review of Community Local Law
- Len T Fraser Regional Skate Park upgrade
- Buninyong Bowling Green



Council Plan Goal

A strong and innovative local economy and city

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a city that engages challenges and opportunities with a creative and innovative approach to get the best result for our people. A city that works towards expanding our local economy by attracting and supporting a diverse range of industries. A community that recognises and respects the breadth of our cultural heritage and celebrates our diversity.

OUR ROLE

- Key leadership in attracting investment, enhancing brand reputation, and strengthening local capacity, helping local businesses to thrive
- Foster the growth of the Ballarat Airport to enhance connections for the community and commercial diversification
- Build the capacity of our local visitor economy to enable amazing experiences and events for locals and visitors. Promoting our natural, cultural and built endowments to visitor markets
- Supporting creative industry capability and progressing our ambition as a creative city
- Supporting the development of Victorian Goldfields World Heritage bid
- To enrich our local community with enjoyable arts, culture, education and entertainment at Her Majesty's Theatre, Civic Hall, the Mining Exchange and the Art Gallery of Ballarat
- To celebrate Ballarat's history and highlight its relevance today through the visitor experience and storytelling at the Eureka Centre
- To support the City of Ballarat application to state and federal grant programs

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Actively facilitate development and growth opportunities for new and existing businesses in a diverse range of industries, and attract new public and private investment and jobs to Ballarat

Actively facilitate the growth of the local creative sector, drive increased usage of our cultural venues, and promote Ballarat as a Creative City and support the Victorian Goldfields World Heritage designation

Actively promote Ballarat as a great place for locals and visitors alike and facilitate experiences and opportunities that drive visitation, grow local jobs, strengthen community pride and enhance Ballarat’s reputation as a vibrant, creative, year-round destination

Actively support local businesses by providing a business concierge service and facilitating initiatives that increase local business capability and confidence and strengthen the local economy

Collaborating with local businesses and community, deliver a comprehensive events calendar for locals and visitors alike that delivers social and economic benefits throughout the community

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

Community has a positive sentiment to the impact of tourism on Ballarat region

Facilitations of new business investment into Ballarat resulting in local jobs

Grow participation in our creative and cultural industries and venues

Grow the % of market share of visitors and visitor spend

Implement the Events Strategy resulting in a diverse mix of events being delivered with a positive return on investment

Number of businesses supported

KEY STRATEGIES

Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *2030: A Vision for the Eureka Centre*
- *Art Gallery of Ballarat Strategic Plan 2023-2028*
- *Ballarat - “Now and into the Future” Enabling Growth 2025*
- *Ballarat Airport Strategy and Master Plan 2024*
- *Ballarat Event Strategy 2018-2028*
- *Ballarat Local Area Action Plan 2024-2033*
- *Ballarat West Employment Zone Development Plan*
- *Ballarat’s Creative Precinct Master Plan*
- *Ballarat’s Creative City Strategy*
- *Tourism Midwest Victoria Sustainable Destination Management Plan 2024-2033*
- *Traveller Experience Plan 2021-2030*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- Ballarat Airport Terminal upgrade
- Victorian Goldfields World Heritage bid
- Continue to attract events to the city
- Art Gallery of Ballarat Master Plan
- Attract new advanced manufacturing, circular economy and food processing businesses to the Ballarat West Employment Zone
- Adopt Industrial Land Strategy



Council Plan Goal

A Council that provides leadership and advocates for its community

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a city that is a great place to live and that engages challenges and opportunities with a creative and innovative approach to get the best result for our people.

OUR ROLE

- Engaging meaningfully with the community with an open mind while providing positive and effective interactions with our customers
- Supporting the organisation with strategic planning that serves our community and delivers their priorities as outlined in the Council Plan
- Supporting and enabling the organisation to achieve its priorities in a compliant manner to comply with its legislative requirements relating to financial, procurement and revenue management, local government act governance, occupational health and safety and risk
- Providing advice, guidance documents, information, tools, systems, vehicles, and equipment to the organisation, which empowers the staff we recruit and develop to consistently enhance the delivery of well-managed core services and infrastructure that our community needs
- Support Councillors and staff with the best available data, in a transparent manner, to guide effective decision-making
- Playing a key leadership role in matters that impact our community and the wider region, effectively advocating for and communicating about our activities and successes

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Advocate on behalf of our community for investment in the infrastructure, facilities and services they need

Engage clearly and openly with our community and stakeholders to better understand their needs and priorities, to inform decision making and deliver responsive customer service to strengthen transparency and customer satisfaction

Maintain a healthy, safe, inclusive and diverse workplace culture to progress the City of Ballarat as a workplace of choice

Maintain and improve efficient and effective systems and to ensure responsive customer service, with a focus on closing the loop for continuous improvement

Maintain good governance and financially responsible management of public resources across all areas of our business to ensure accountability and value for money

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

Increased satisfaction with Council decisions

An increase in community satisfaction with community consultation and engagement

75% of customer requests receive communication to close the loop

85% of customer requests completed within defined turnaround time

100% of customer service request types have a defined turnaround time

100% eligible staff to have completed mandatory training annually

Increased number of unique contributors to engagements through the MySay platform

Increased % of decisions made in a meeting open to the public

Maintain minimum liquidity (ratio) of 100%

Maximum indebtedness (%) of 40%.

% of staff turnover to remain within expected range as defined by Dept Govt Services (5-20%)

Proactive safety actions completed (target >90%)

KEY STRATEGIES

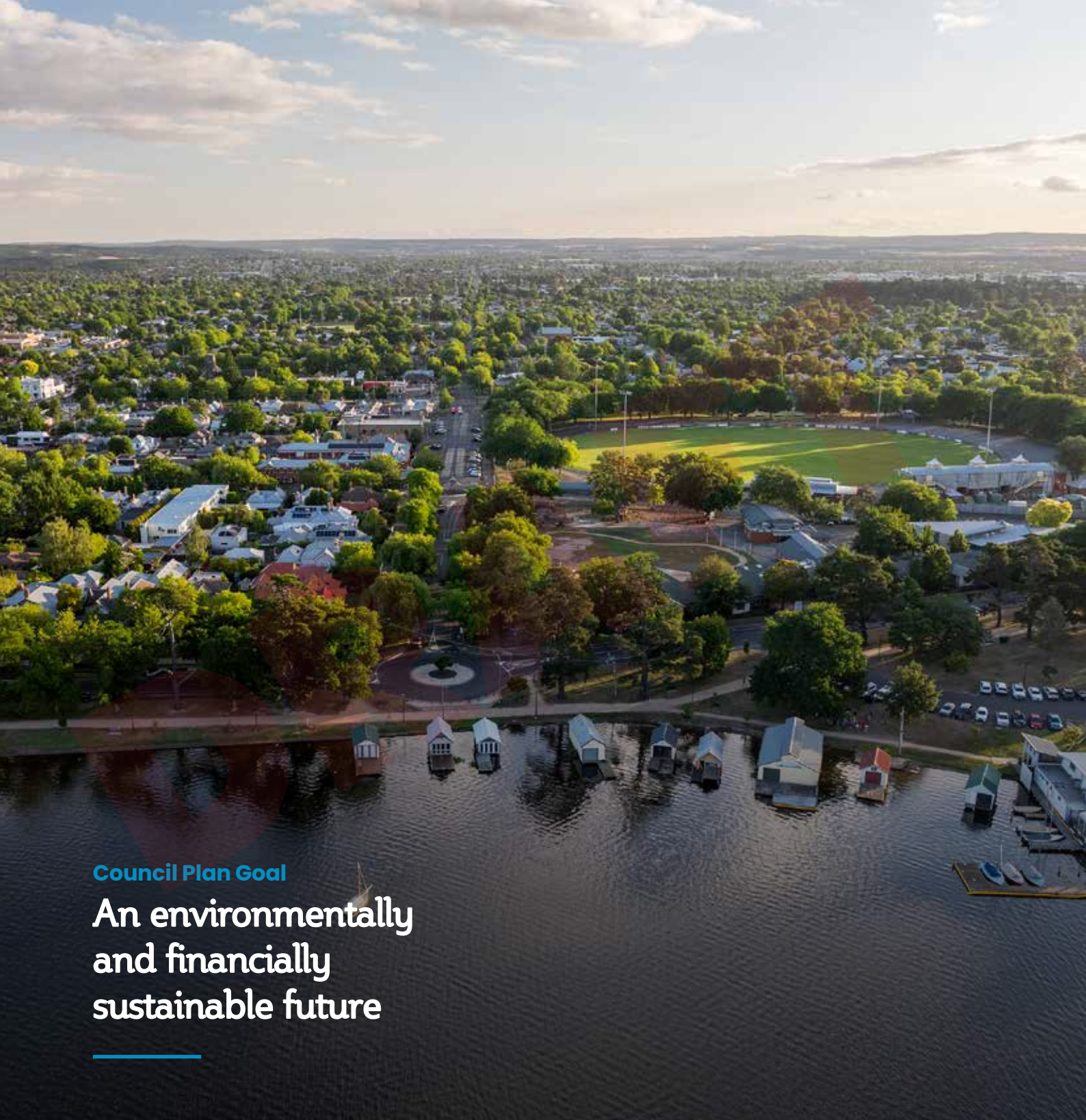
Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *Ballarat Community Vision*
- *Annual Budget*
- *Community Engagement Policy*
- *Council Plan*
- *Financial Plan*
- *Gender Equality Action Plan*
- *Revenue and Rating Plan*
- *Workforce Plan*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- Advocate strongly for Priority Projects
- Complete implementation of Procurement and Contract Management System (PCMS)
- Complete implementation of Human Resource Information System (HRIS)
- Advocate for State Government endorsement of Housing Strategy and Growth Areas Framework Plan
- Advocate for completion of Northern Growth Area Precinct Structure Plan



Council Plan Goal

An environmentally and financially sustainable future

HOW WE WILL ACHIEVE OUR COMMUNITY VISION

Over the next four years, our focus will be on progressing our community's aspiration to be a city which helps communities grow in a greener, more sustainable way.

OUR ROLE

- Preserving our biodiversity
- Addressing the challenges of climate change
- Drawing on Traditional Owner knowledge to build appreciation and respect for our natural environment
- Bringing leadership, expertise and evidence-based decision-making to our work to ensure our community's built and natural assets are preserved and enhanced

STRATEGIC OBJECTIVES

How we will achieve our Community Vision and Goals

Continue to embed practices in our core business and operations that deliver economic and environmental benefits

Facilitate, advocate and deliver active transport options that improve community safety and connectivity

Implement cost-effective and practical initiatives that reduce municipal emissions and support our community to build resilience in response to the impact of a changing climate

Implement cost-effective and practical initiatives that reduce waste and view waste as a resource

Protect and enhance our biodiversity (plants and animals) and responsibly manage our beautiful natural resources such as lakes, rivers and parks so everyone can enjoy them

KEY INDICATORS

How we will measure progress in achieving our Strategic Objectives

Additional metres of footpaths and cycle paths constructed annually

A decrease in corporate emissions

A decrease in municipal emissions

A decrease in waste consumption per capita

An increase in behind the meter renewables¹

An increase in diversion rate of kerbside waste

An increase in the number of green spaces²

KEY STRATEGIES

Key strategies and plans that detail what we will do to achieve our Strategic Objectives

- *Ballarat Biodiversity Strategy*
- *Ballarat Cycling Action Plan 2017-2025*
- *Ballarat Integrated Transport Action Plan*
- *Carbon Neutrality and 100% Renewables Action Plan*
- *Circular Ballarat Framework*
- *Net Zero Emissions Plan*
- *Strategic Transport Planning Program and Framework*
- *Urban Forest Action Plan*
- *Waste as a Resource Strategy 2024*

MAJOR INITIATIVES

Key projects we will deliver to achieve our Strategic Objectives

- Heat pump install at Ballarat Aquatic Lifestyle Centre
- LED upgrade for Main Road street lighting
- Food Organics, Garden Organics (FOGO) implementation
- Glass Kerbside Service rollout

1. Behind the meter renewables are energy sources that we utilise on our own facilities to reduce our purchase of electricity

2. Green spaces are publicly accessible areas with natural vegetation, such as grass, plants or trees



Customer Service

Monday to Friday, 8.30am–5pm

Phone

5320 5500

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Call via the National Relay Service
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*All information was correct at time
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