



Ordinary Council Meeting

13 March 2019

Council Chamber, Town Hall, Sturt Street, Ballarat

AGENDA

Public Copy

NOTICE IS HEREBY GIVEN THAT A MEETING OF BALLARAT CITY COUNCIL WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL, STURT STREET, BALLARAT ON WEDNESDAY 13 MARCH 2019 AT 7:00PM.

AGENDA

ORDER OF BUSINESS:

1. Opening Declaration.....	4
2. Apologies For Absence.....	4
3. Disclosure Of Interest	4
4. Confirmation Of Minutes.....	4
5. Matters Arising From The Minutes.....	4
6. Public Question Time	5
7. Reports From Committees/Councillors.....	6
8. Petitions.....	6
8.1. Speed and Hooning in Cobden Street, Mount Pleasant	6
9. Assemblies Of Councillors	8
9.1. Assemblies of Councillors.....	8
10. Officer Reports.....	19
10.1. Reconciliation Action Plan 2019-2021	19
10.2. Community Engagement Framework	64
10.3. Social Enterprise Grant Application - Ballarat Evolve	76
10.4. Rural Council Transformation Program	80
10.5. Access & Inclusion Plan.....	84
10.6. Urban Forest Action Plan.....	103
10.7. Council Plan Progress Report - Quarter 2	122
10.8. Planning Policy Framework	144
10.9. Contracts Special Committee of Council - 12 December 2018 & 30 January 2019	147
10.10. Outstanding Question Time Items	160

11. Notice Of Motion161

12. Urgent Business161

13. Section 89 (In Camera)161

14. Close162

The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 3 April 2019.

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. CONFIRMATION OF MINUTES

5. MATTERS ARISING FROM THE MINUTES

6. PUBLIC QUESTION TIME

Note – all public representations will be heard before each item on the agenda.

QUESTION TIME

- Question Time will be for a period of 30 minutes;
- Questions submitted must begin with the submitters name and suburb;
- No person may submit more than two questions at any one meeting;
- If two questions are submitted, the second question may be deferred until all other questions have been asked, or may not be asked if the time allotted for public question time has expired.
- A question may be disallowed if the chair determines that it:
 - Relates to a matter outside of Councils responsibility;
 - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - Deals with a subject matter already answered;
 - Is aimed at embarrassing a Councillor or a member of Council Staff;
 - Relates to personnel matters;
 - Relates to the personal hardship of any resident or rate payer;
 - Relates to industrial matters;
 - Relates to contractual matters;
 - Relates to proposed developments;
 - Relates to legal advice;
 - Relates to matters affecting the security of Council property: and/or
 - Relates to any other matter which Council considers would prejudice Council or any other person.
- A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question: and
- A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and why.

PUBLIC SUBMISSIONS

1. Representatives must register by 4:30pm on the day of a Council meeting by contacting the City of Ballarat on (03) 5320 5875. No unregistered public representative will be allowed to speak.
2. The Representative will be given three to five minutes to address the meeting, with extension of time at the discretion of the Chair.
3. Any Councillor can ask questions of the Representative.
4. The Chair may limit the number of representatives on any particular Agenda item.
5. All representations must relate to items on the Agenda and will be heard prior to each respective Agenda item.

7. REPORTS FROM COMMITTEES/COUNCILLORS**8. PETITIONS****8.1. SPEED AND HOONING IN COBDEN STREET, MOUNT PLEASANT**

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis – Administration Officer Statutory Compliance

RECOMMENDATION**Council resolves to:**

- 1. That the petition be received; or**
- 2. That the petition be referred to the Chief Executive Officer for consideration and response; or**
- 3. That the petition be referred to the Chief Executive Officer for a report to a future Council Meeting.**

EXECUTIVE SUMMARY

19 residents of the Ballarat area request that Council receive this petition which reads:

“Cobden St, around the area between the intersections with Magpie St and Trees St, needs better speed management. While many people observe the 50 and 40kph zones, there is still dangerous speeding by both cars and motorbikes. In addition to this, the area is currently attractive to drivers doing burnouts and generally using the stretch of road as a stunt or race track.

This makes the road extremely dangerous to residents and to school children attending Mt Pleasant Primary School. It also generates serious and unacceptable levels of noise.

The residents would like the Council to investigate the installation of a chicane, speed humps or any other measures that have been found effective in the control of this kind of behaviour.”

ATTACHMENTS

1. Petition [8.1.1]

Speed and hooning in Cobden St, Mt Pleasant.

Cobden St, around the area between the intersections with Magpie St and Tress St, needs better speed management. While many people observe the 50 and 40 kph zones, there is still dangerous speeding by both cars and motorbikes. In addition to this, the area is currently attractive to drivers doing burnouts and generally using the stretch of road as a stunt or race track.

This makes the road extremely dangerous to residents and to school children attending Mt Pleasant Primary School. It also generates serious and unacceptable levels of noise.

The residents would like the Council to investigate the installation of a chicane, speed bumps or any other measures that have been found effective in the control of this kind of behaviour.

Name	Address	Signature
------	---------	-----------

9. ASSEMBLIES OF COUNCILLORS

9.1. ASSEMBLIES OF COUNCILLORS

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis - Administration Officer Statutory Compliance

OFFICER RECOMMENDATION

Council resolves to approve the report on Assemblies of Councillors as listed:

- 21 December 2018 Prosperity Portfolio Meeting Events and the Arts
- 1 February 2019 Prosperity Portfolio Meeting – Economic Partnerships
- 12 February 2019 Community Development Councillor Portfolio Meeting
- 13 February 2019 Community Safety Advisory Committee
- 13 February 2019 Smarter Parking Plan Update
- 13 February 2019 Strategic Briefing
- 14 February 2019 BALC Consumer Group
- 15 February 2019 Prosperity Portfolio Meeting – Events and the Arts

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with copies of Assembly of Councillor Records as required under section 80A(2) of the *Local Government Act 1989*.

RATIONALE

Section 80A(2) of the *Local Government Act 1989* requires the record of an Assembly of Councillors to be reported at an Ordinary Council meeting. Assembly of Councillors Records are attached to this report.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*; and
- City of Ballarat Council Plan 2017-2021.

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

Social/Cultural - The inclusion of the attached Assembly of Councillor Records in the Council Agenda and the availability to the community increase awareness of the activities of Council and could increase community involvement in decision making at Council level.

Risk Management - There are implications with regards to Council's compliance with the *Local Government Act 1989* if Assembly of Councillor Records are not reported to Council.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

1. 21 December 2018 Prosperity Portfolio Meeting Events and the Arts **[9.1.1]**
2. 1 February 2019 - Prosperity Portfolio Meeting - Economic Partnerships **[9.1.2]**
3. 12 February 2019 Community Development Councillor Portfolio Meeting **[9.1.3]**
4. 13 February 2019 Community Safety Advisory Committee **[9.1.4]**
5. 13 February 2019 Smarter Parking Plan Update **[9.1.5]**
6. 13 February 2019 Strategic Briefing **[9.1.6]**
7. 14 February 2019 BALC Consumer Group **[9.1.7]**
8. 15 February 2019 - Prosperity Portfolio Meeting - Events and the Arts **[9.1.8]**

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Prosperity Portfolio Meeting Events and the Arts
Date of meeting:	21 December 2018
Start time:	7.40am
Finish time:	8.42am

Councillors present:
Cr Rinaldi, Cr Moloney, Cr McIntosh.
Apologies:
Council staff present:
Angelique Lush, Director Development & Planning, Jeff Johnson, Executive Manager Events and the Arts, Heidi Zukauskas, Creative Arts and Events Manager.
Other attendees present:
[insert name]

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting	[Time left] N/a	[Time returned] N/a

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Sovereign Hill • Civic Hall inc. Opening Event update • Road National Cycling update • Visit Ballarat • Review update • Made of Ballarat Campaign update • PAAC discussion – 2 members to be recruited, new TOR's to be adopted • Jazz Convention and the challenge of Tourism Event Grants.

Record completed by:	
Signed: 	Position: Executive Manager Events and the Arts
Name: Jeff Johnson	Date:  14-2-19

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Prosperity Portfolio Meeting - Economic Partnerships
Date of meeting:	1 February 2019
Start time:	7.30am
Finish time:	9.10am

Councillors present:
Cr McIntosh, Cr Rinaldi & Cr Moloney
Apologies:
Council staff present:
Angelique Lush – Director Development and Planning, James Guy – Executive Manager Economic Partnerships, Samantha Magill – Manager Economic Development and Lisa Kendal – Manager Strategic Planning.
Other attendees present:

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting [Yes/No]	[Time left]	[Time returned]

Matters Considered: <i>*Provide dots points of matters discussed.</i>
Economic Development <ul style="list-style-type: none"> • Business Engagement Activities • Engagement with Mair Street Traders • Better Approvals Project • Ballarat Evolve • Hydrogen City Concept Strategic Planning <ul style="list-style-type: none"> • Update on Proposed Amendments • Greenhill Road Investigation Area City Design Studio Update <ul style="list-style-type: none"> • City Design Studio for City of Ballarat

Record completed by:	
Signed: 	Position: Executive Manager Economic Partnerships
Name: James Guy	Date: 25 February 2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Community Development Councillor Portfolio Meeting
Date of meeting:	Tuesday, 12 February 2019
Start time:	3.30pm
Finish time:	5.25pm

Councillors present:
Cr Belinda Coates

Apologies: Cr Des Hudson, Cr Amy Johnson

Council staff present:
Neville Ivey, Director Community Development
Jenny Fink, Executive Manager Learning & Community Hubs
Helen McIntosh, Executive Assistant Director Community Development

Other attendees present:
Nil

Conflict of Interests:
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Nil		Left Meeting [No]	[Time left]	[Time returned]
-----	--	-------------------	-------------	-----------------

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Minutes of Meeting 25 January 2019 • Libraries of the Future and Tour of Ballarat Library • Council Reports and Strategic Briefings • BALC Update • Palm Sunday – Walk for Justice • Carbon Neutrality • Rainbow Roundabout • Intercultural Advisory Committee

Record completed by: Helen McIntosh	
Signed: 	Position: Executive Assistant Director Community Development
Name: Helen McIntosh	Date: 13 February 2019

RECEIVED
15 FEB 2019

ASSEMBLY OF COUNCILLORS RECORD


This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Community Safety Advisory Committee
Date of meeting:	Wednesday 13 th February 2019
Start time:	9.00am
Finish time:	10.25am

Councillors present:	Cr Des Hudson, Cr Belinda Coates
Apologies:	Insp Dan Davison, Victoria Police, Carolyn Staines, Community Representative, Jerry van Delft, Federation University
Council staff present:	Amanda Collins, Breanna Doody, Pete Appleton, Joanna Cuscaden
Other attendees present:	Marianne Hendron, Women's Health Grampians, Mark Sultana, Department of Justice and Regulation, John Marios, Bridge Mall Traders, Liam Gardner, Victoria Police, Darren Newell, Ballarat Taxi Co-operative,

Conflict of Interests:
<p>Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.</p> <p>A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Cr Hudson called for any conflicts of interest in relation to items on the Agenda. None were disclosed.</p> </div>

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Confirmation of Minutes Wednesday 12th December 2018 • Correspondence In • Correspondence Out • Presentation by Joanna Cuscaden on the Bakery Hill Bridge Mall Precinct Urban Renewal Project, Right to Night Update, • General Business: White Ribbon Day Discussion, Need for Safe Drop Off point for taxis at events, Feedback regarding PSO's and Little Bridge Street precinct safety

Record completed by:	
Signed: 	Position: Community Safety and Wellbeing Officer
Name: Amanda Collins	Date: 18/02/2019

ASSEMBLY OF COUNCILLORS RECORD

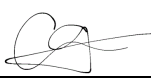
This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Smarter Parking Plan Update
Date of meeting:	13 February 2019
Start time:	3.30pm
Finish time:	4.40pm

Councillors present:
Cr Tillett, Cr Taylor, Cr Rinaldi, Cr Moloney
Apologies:
Council staff present:
Terry Demeo – Director Infrastructure & Environment, Amy Boyd – Executive Manager Regulatory Services, Cameron Gray – Director Innovation and Organisational Improvement
Other attendees present:
Michaela Settle MP, Member for Buninyong and Julianna Addison, Member for Wendouree

Conflict of Interests: Nil Conflicts				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
[Insert name]	[insert type & details declared]	[Yes/No]	[Insert Time]	[Insert Time]

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> Smarter Parking Plan Update for local members of parliament

Record completed by: Cameron Gray	
Signed: 	Position: Director Innovation and Organisational Improvement
Name: Cameron Gray	Date: 20/02/2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Strategic Briefing
Date of meeting:	13 February 2019
Start time:	6:30pm
Finish time:	11:22pm

Councillors present: Cr Daniel Moloney Cr Ben Taylor Cr Belinda Coates Cr Grant Tillett Cr Samantha McIntosh Cr Jim Rinaldi Cr Des Hudson
Apologies: Cr Mark Harris Cr Amy Johnson
Council staff present: Justine Linley – Chief Executive Officer Terry Demeo – Director Infrastructure and Environment Angelique Lush – Director Development and Planning Glenn Kallio – Director Business Services Neville Ivey – Director Community Development Cameron Gray – Director Innovation and Organisational Improvement Jeff Johnson – Executive Manager Events and the Arts Amy Boyd – Executive Manager Regulatory Services Brendan Spratling – Traffic Officer
Other attendees present: Paul Armstrong – Visit Ballarat Chair Noel Dempsy – CEO Lucy Ibrahim – Marketing Manager Juris Austums – Project Manager Sir Peter Wentzki – Business Development Jennifer McQueen - Principal

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

Matters Considered:

External Presentations

- Visit Ballarat Tourism Presentation and Made of Ballarat Campaign
- Waste to Energy - Concord Blue

External Advocacy Requests

- Replacement of Major Road Lighting with Energy Efficient LEDs

Portfolio Updates

Strategic Briefing Reports

- State of Environment 2017-2018 and One Planet Principles
- Single Use Plastic Bags at Events
- Federal Election and Canberra Delegation Update
- New Strategic Portfolios
- Smarter Parking

Record completed by:

Signed: 

Position: Director Business Services

Name: Glenn Kallio

Date: 15 February 2019

RECEIVED
15 FEB 2019

BY: Statutory.....
compliance

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	BALC Consumer Group
Date of meeting:	Thursday, 14 February 2019
Start time:	3.30pm
Finish time:	4.30pm

Councillors present:
Cr Des Hudson

Apologies:

Council staff present:
Neville Ivey, Director Community Development
Mark Patterson, Executive Manager Sport & Active Living

Other attendees present:
Craig Mathieson
Anne Munro
Karen Simpkin
Katrina Hogarth
Morgan Murphy
Pat Standen

Conflict of Interests:

Pursuant to Sections 77, 78 and 79 of the *Local Government Act 1989* (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Nil		Left Meeting [No]	[Time left]	[Time returned]
-----	--	----------------------	-------------	-----------------

Matters Considered: **Provide dots points of matters discussed.*

- Tour of BALC Facility

Record completed by: Helen McIntosh

Signed:  **Position:** Director Community Development

Name: Neville Ivey **Date:** 21/2/2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Prosperity Portfolio Meeting – Events and the Arts
Date of meeting:	15 February 2019
Start time:	7.35am
Finish time:	9.30am

Councillors present:
Cr McIntosh, Cr Rinaldi & Cr Moloney
Apologies:
Angelique Lush – Director Development and Planning
Council staff present:
Jeff Johnson – Acting Director Development and Planning, Heidi Zukauskas – Acting Executive Manager Events and the Arts, Daniel Henderson – Theatre Manager, Her Majesty’s Theatre.
Other attendees present:

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting [Yes/No]	[Time left]	[Time returned]

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Tourism Grant Application – 2019 Golden Nugget Bakery Swim to the Rings • Eureka Committee – Framework of Outcomes • Her Majesty’s Theatre Update • Begonia Ball Update

Record completed by:	
Signed: 	Position: Acting Director Development and Planning
Name: Jeff Johnson	Date: 25 February 2019

10. OFFICER REPORTS

10.1. RECONCILIATION ACTION PLAN 2019-2021

Division: Community Development
Director: Neville Ivey
Author/Position: Elizabeth Hardiman – Intercultural Partnerships Officer
Jenny Fink - Executive Manager Learning and Community Hubs

OFFICER RECOMMENDATION

Council resolves to:

1. **Acknowledge the invaluable guidance and feedback received from groups, organisations and individuals towards developing Council's draft Reconciliation Action Plan (RAP) 2019-2021.**
2. **Accept the recommendations of the Koorie Engagement Action Group, the RAP Working Group and Reconciliation Australia.**
3. **Acknowledge that Reconciliation with Aboriginal and Torres Strait Islander peoples is an 'All of Council' responsibility.**
4. **Endorse the City of Ballarat's Reconciliation Action Plan 2019-2021.**

EXECUTIVE SUMMARY

This report seeks Council's endorsement of the RAP, which has been extensively reviewed and developed by Council's key advisory committee, the Koorie Engagement Action Group (KEAG) and affiliated RAP Working Group. It has also been endorsed by Reconciliation Australia. Additional public consultation is not considered necessary at this late stage of the plan's development.

RATIONALE

Over the past decade the City of Ballarat has continued to develop and enhance positive relationships with the local Aboriginal community through the Koorie Engagement Action Group, previously referred to as the Unfinished Business Advisory Committee.

The impetus for developing Council's inaugural RAP (2011-2013) came after a community forum was held in November 2009 at the Yuille Park Primary School. Through a series of workshops, attendees were asked to identify how the Council could best support reconciliation. One of the key outcomes was to re-energise the existing advisory committee, and to charge this group with the development and monitoring of a new Action Plan.

In September 2013 members of the RAP working group, the KEAG, key community stakeholders and Council officers met for a Strategic Planning and Review Day, where the RAP was analysed, discussed and a vision for Council's second RAP was set in motion. The second Plan was a result of extensive review, analysis, consultation and collaboration. It focused on actions that the City of Ballarat could progress as an organisation – whilst realising this cannot occur in isolation. Rather, the reconciliation process must, by its very nature, be

collaborative and founded on a working partnership with Aboriginal and Torres Strait Islander people and supported by the broader community.

Key achievements of the previous 2 RAPs include (but not limited to):

- Visible and significant participation in major community events such as Begonia Festival; Harmony Fest; NAIDOC Week; Reconciliation Week; Federal Apology Anniversary; and the swearing in of the newly elected Mayors and Councillors;
- Strengthening and support of Council's key advisory committee, the KEAG;
- Employment outcomes in the areas of Citywide Services; Maintenance & Construction; Youth Services and Home & Community Care areas (CoB also auspiced ten (10) Aboriginal and Torres Strait Islander trainee positions for the Finding Futures Aboriginal Cemetery project in 2012);
- Aboriginal flags and eleven (11) Wathaurung Acknowledgment plaques installed at prominent Council venues;
- Acknowledgement of Country given at Council meetings and prominent events (Welcomes and Smoking Ceremonies wherever possible);
- Aboriginal artworks commissioned and installed at Council venues;
- Armstrong & Market St round-a-bout Indigenous design installation;
- Councillor and Council Staff cultural awareness training sessions & community forums;
- Significant increase of Indigenous collaborations, programs and events across Ballarat Libraries (finalists in 2017 HART Awards);
- External funding obtained for Indigenous community and sporting events; and
- Annual support of Koori Kids NAIDOC national awareness program through local primary schools.

The KEAG and RAP working groups have worked in the spirit of reconciliation over the past 16 months to incorporate learnings of past RAPs into this new proposed vision for the City of Ballarat.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- City of Ballarat Council Plan
- Intercultural Cities Strategic Plan 2019-2021
- City of Ballarat '*Statement of Commitment to the local Aboriginal community*'

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications identified?
Human Rights	Yes	Yes
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

Human Rights - The implementation of the RAP will provide Council, the local Aboriginal community and the broader community with a clear understanding of the City of Ballarat's commitment to reconciliation and the local Aboriginal community through the following:

Relationships – The City of Ballarat works in close partnership with the local community to ensure that our services and systems more closely align with the needs of Aboriginal and Torres Strait Islander people. The KEAG provides a strong governance structure that ensures Councillors and Senior Managers are able to hear directly from community, whilst fostering engagement and partnerships that deliver better outcomes across all of Council, from arts and events that celebrate the history of our traditional owners, to joint projects in health and wellbeing that help strengthen future generations.

Respect – The City of Ballarat is well known for its heritage and history and central to this is the story of our Traditional Owners who continue to practice their culture on this land and other Aboriginal and Torres Strait Islander people with a connection to Ballarat. We recognise that there is strength in diversity and that the perspectives of Aboriginal and Torres Strait Islander people are crucial to the success of our organisation. Built on respect, this RAP sets out our commitment to further raising cultural awareness and sensitivity in our own workforce and across the breadth of our service delivery.

Opportunities – The City of Ballarat is seeking to strengthen the workforce participation of Aboriginal and Torres Strait Islander people across all facets of its business.

Social/Cultural - The City of Ballarat acknowledges the Wadawurrung and Dja Dja Wurrung people as the traditional custodians of the land on which its community live. Our community has strengths and assets, and we seek to develop and build on these, taking into account the diversity of our community.

This RAP reflects the City of Ballarat's commitment to reconciliation. It has been developed to enable Council to show its respect to Aboriginal and Torres Strait Islander people, to honour their descendants and to advance the reconciliation process for all Ballarat people.

The RAP encourages greater understanding, acknowledgment, respect, inclusion of and opportunities for the Aboriginal people of this region.

The City of Ballarat, through this RAP, ensures that Councillors, staff and members of the community are able to contribute to the reconciliation process.

Environmental/Sustainability – One of the most significant environmental issues that Council needs to consider in relation to the Reconciliation Action Plan is supporting the preservation of Aboriginal cultural heritage and culturally significant sites.

Economic – Council's Reconciliation Action Plan 2019-2021 pledges to encourage and support the procurement of goods and services from Ballarat's Aboriginal and Torres Strait Islander business community.

Risk Management - The RAP is a guide and measurement for actions, opportunities and ultimately a better quality of life for Ballarat's Aboriginal community. Community expectations have been raised by the success of the first and second Reconciliation Action Plans. Council needs to demonstrate and maintain this commitment.

The KEAG is the primary advisory and reference group in relation to reviewing the RAP - advising in matters of cultural appropriateness and finding ways of better connecting and strengthening cooperation and productivity amongst the diverse community groups. Whilst also providing a vital lifeline between Council and the Aboriginal and Torres Strait Islander community, the KEAG will help ensure that the implementation process is kept on track and in accordance with wishes of Ballarat's Aboriginal and Torres Strait Islander communities.

Financial/Resources - Costs incurred to implement Council's Reconciliation Action Plan will fall within the allocated annual budgets parameters.

Implementation/Marketing - Throughout the RAP's implementation a number of marketing and media activities will take place relating to actions in the Plan:

1. RAP Launch event;
2. Reconciliation Week event(s);
3. NAIDOC Week celebrations;
 - Flag-raising ceremony
 - Civic and community event(s)
4. Begonia Festival/Harmony Fest/Heritage Weekend;
5. Information on the City of Ballarat website, Facebook page and Twitter; and
6. Story in MyBallarat

Evaluation and Review – During the course of the Plan's implementation, the Koorie Engagement Action Group will act in an advisory role on the issues that concern them. This will help ensure that the implementation process is kept on track and in accordance with Aboriginal and Torres Strait Islander people's wishes.

A formal report will be prepared and presented to Council annually for the life of the plan. A community consultation process will be undertaken to review the outcomes, relevance and effectiveness of the RAP in 2021, after its completion.

CONSULTATION

At the City of Ballarat, we believe that we are all responsible for reconciliation. We are all committed to working with our Reconciliation Action Planning Working Group to champion reconciliation and this action plan across all levels of Council.

The City of Ballarat has a long history of engaging with local community to improve access to Council services and to share and celebrate the history and future of our traditional owners. The City of Ballarat has a dedicated group of people who participate in the Koorie Engagement Action Group (KEAG). A small group of people from across the organisation and KEAG representatives have contributed to the creation of this plan.

Our working group to develop this RAP included:

- Sarah Jane Hall, KEAG Co-Chair
- Rachel Muir, Ballarat Health Services
- Jenny Fink, Executive Manager, Learning & Community Hubs
- Frances Salenga, Coordinator Intercultural Diversity
- Sharelle Knight, Executive Manager, Family & Children's Services
- Hemraz Bhoolah, Intercultural Partnerships Officer
- Liz Hardiman, Intercultural Partnerships Officer
- Fiona Machin, Cultural Partnerships Officer

A number of workshops convened by the working group have involved community members, council staff and members of the KEAG. This consultation process is ongoing across the life of this plan and into the future.

We are also committed to working with existing Aboriginal and Torres Strait Islander committees and networks and organisations including:

- Wadawurrung Corporation
 - Dja Dja Wurrung Corporation
 - Ballarat and District Aboriginal Cooperative
 - Department of Health and Human Services
-

- Koolin Balit Grampians Regional Committee
- Grampians Regional Aboriginal Justice Advisory Committee
- Better Outcomes for our Koorie Children's Network
- Central Highlands - Local Aboriginal Network
- Koorie Youth Council
- Koorie Hub – and KAOS
- Intercultural Cities Network

This year the City has committed to five RAP champions. These RAP champions will enable the City to realise the many benefits of these reconciliation activities, broadening our organisation's understanding of Aboriginal and Torres Strait Islander culture and history and increasing engagement in all reconciliation activities.

The KEAG is Council's primary advisory and reference group in relation to reviewing the RAP - advising in matters of cultural appropriateness and finding ways of better connecting and strengthening cooperation and productivity amongst the diverse community groups. Whilst also providing a vital lifeline between Council and the Aboriginal and Torres Strait Islander community, the KEAG will help ensure that the implementation process for the new Plan is kept on track and in accordance with wishes of Ballarat's Indigenous communities.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

Nil

ATTACHMENTS

1. Reconciliation Action Plan 2019-2021 **[10.1.1]**



Innovate Reconciliation Action Plan
March 2019 – March 2021₂₄



CONTENTS

Introduction	4
A Message from the Mayor	5
Our Vision for Reconciliation	6
Our Business and Community	8
Our Reconciliation Action Plan Journey	15
Action Plan	
Relationships	21
Respect	23
Opportunities	28
Governance, Tracking Progress and Reporting	31

STATEMENT OF RESPECT

As an organisation we are committed to raising awareness about reconciliation, demonstrating this commitment and raising the profile of reconciliation in our community.

We recognise and value the work and teachings of Aboriginal and Torres Strait Islander people and their communities across this region.

We need to develop an understanding of, and reflect on the injustices that continue to impact our Aboriginal and Torres Strait Islander people.

The City of Ballarat believes in raising awareness and knowledge of Aboriginal and Torres Strait Islander history and culture, and that through ongoing learning and education we will deepen our connections with Aboriginal and Torres Strait Islander People.

Through working together, we can collectively build our understanding for a better future, based on stronger relationships between all Australians.

Cover image: Painting by Darmon Holloway, a Yorta Yorta/Barkinja man from Victoria.

"The circles in the painting represent the different organisations working with the City of Ballarat. The smaller lines inside the circles symbolise the different departments within the organisations coming together. The lines radiating out from the circles represent the journeys of various organisations and people as they work together towards reconciliation, supporting positive change in the community. The figures represent the First Peoples of Australia and non-Aboriginal or Torres Strait Islander peoples on this journey together."

Photographs on opposite page and rear cover from the Ballarat photographic portrait exhibition celebrating NAIDOC Week 2018 "Because of Her, We Can!"

INTRODUCTION

We acknowledge the Recognition and Settlement Agreement between the Dja Dja Wurrung and the State of Victoria. The Wadawurrung and Dja Dja Wurrung people are the Traditional Custodians of the spirit of the lands and waters within the municipality of Ballarat (balla-arat, said to mean resting place). They continue to live on this land and take responsibility to care for its health through the preservation of the area's rich cultural heritage significance, as they have done so for thousands of years. Wadawurrung and Dja Dja Wurrung are the Registered Aboriginal Parties under the Aboriginal Heritage Act 2006.

Ballarat has become home to people from many Aboriginal and Torres Strait Islander clans throughout Australia, sometimes under difficult circumstances - such as being victims of the Stolen Generation and placed in the Ballarat Children's Homes.

Ballarat is part of the Great Kulin Nation. The Kulin Nation is an alliance of five Aboriginal Australian nations in central Victoria. Before European settlement, the five tribes spoke five related languages. Their collective territory extends around Port Phillip and Western Port, up into the Great Dividing Range and the Loddon and Goulburn River valleys. To the east, live the Gunai/Kurnai people of Gippsland. Five distinct languages were spoken in two groups. The Eastern Kulin group includes Woiwurrung, Bunurong, Taungurong, Ngurai-illam-wurrung. The western language group is the Wadawurrung. This beautiful, much esteemed and admired traditional land has a long and varied history today. It provides space for all people of all nations to live together in harmony.



A MESSAGE FROM THE MAYOR

It is my great pleasure to present the City of Ballarat's Reconciliation Action Plan (RAP) 2019–2021.

The Reconciliation Action Plan is the City of Ballarat's commitment to supporting the reconciliation process and articulates how the organisation, Council and stakeholders will engage in reconciliation and contribute to greater unity within the Ballarat community.

As our third RAP, this plan further cements the achievements of our first two plans and outlines our innovative and aspirational strategies to further advance reconciliation while empowering Aboriginal and Torres Strait Islander peoples.

This RAP outlines a raft of achievable actions that work towards realising the City of Ballarat's unique vision for reconciliation. It aims to increase inclusiveness, equity, representation and quality of life for Aboriginal and Torres Strait Islander communities in Ballarat. While we strive to close the life expectancy gap, it is also about opening doors.

As you read through this document, you will discover the breadth of community members, initiatives and celebrations all working to progress reconciliation in our city.

As a city, we know we have much more to accomplish together. We are committed to doing all we can to make the path towards reconciliation a more achievable one.

Thank you to those who have worked to deliver this plan – City of Ballarat staff, the Reconciliation Action Plan Working Group, the Koorie Engagement Action Group, Reconciliation Australia - as well as members of the Aboriginal and Torres Strait Islander and wider community.

The City of Ballarat is committed to developing and elevating positive relationships with Aboriginal and Torres Strait Islander people in our community.

At the City of Ballarat, we encourage the entire community to ensure that their events, programs and processes celebrate diversity and showcase a culture of inclusiveness.



**City of Ballarat Mayor
Cr Samantha McIntosh**

OUR VISION FOR RECONCILIATION

The City of Ballarat's vision is to acknowledge through actions, as well as words, the histories and continuing contributions made by Aboriginal and Torres Strait Islander peoples – in particular the Wadawurrung and Dja Dja Wurrung people.

The City of Ballarat will support, foster and encourage the sharing of walking together with Aboriginal and Torres Strait Islander peoples as well as non-Indigenous community members. Our vision for reconciliation is also built on a strong relationship with Aboriginal and Torres Strait Islander peoples within our municipality and demonstrates our commitment to further listen to the diverse voices of our community, including young people and children.

At the City of Ballarat, we are committed to reconciliation and believe that it is everyone's business. We value, understand and promote the full landscape of our community, including Aboriginal and Torres Strait Islander people's cultural heritage and knowledge.

Building on the success of our previous Reconciliation Action Plans, the City of Ballarat commits to challenging and questioning the status quo and encourages strong and courageous leadership in pursuing reconciliation activities across the organisation and within the community it serves.

We aspire to become an employer of choice for Aboriginal and Torres Strait Islander peoples, strengthening our service offering to the community.

Together we celebrate our strong and vibrant Traditional Owners, the Wadawurrung and Dja Dja Wurrung peoples, and all Aboriginal and Torres Strait Islander peoples who call this municipality their home.

OUR VISION FOR RECONCILIATION



*We acknowledge the contributions of Tony Lovett, Peter-Shane Rotumah Jnr. and Matthew Graham towards our 20 year 'Vision' outlined in the graphic above.



OUR BUSINESS AND COMMUNITY

Ballarat is the regional capital of Western Victoria and one of Australia’s fastest growing inland cities. It is the third largest city in Victoria and has a residential population of 104,355 people. The municipal district encompasses the City of Ballarat and the townships of Learmonth, Buninyong, Miners Rest and Cardigan Village. The local government area currently covers 740 square kilometres.

The city has a strong Aboriginal and Torres Strait Islander history and, today, has a very strong and active community. The City of Ballarat falls within the traditional boundaries of the Kulin Nation, with the Wadawurrung and Dja Dja Wurrung people being the Traditional Owners and Custodians.

The City of Ballarat is the local government authority responsible for the municipality of Ballarat. Under the Victorian Local Government Act 1989, the elected Council through its administration plan, manage and deliver a range of services to residents, businesses and visitors.

The City of Ballarat Council is the elected decision-making body that sets the strategic direction and policy of the municipality. In response to community needs, the City of Ballarat delivers more than 100 services to the residential population.

The City of Ballarat is the representative body that strives to engage with all segments of the community to understand the diverse needs and aspirations of the local community. The City of Ballarat collaborates with members of our Aboriginal and Torres Strait Islander community in the development of our various plans, strategies and programs.

A Statement of Commitment was developed through a process of negotiation and consultation with members of the local Aboriginal and Torres Strait Islander community, general community in 2003, and re-launched in 2011.

Aunty Marjorie Pickford – “Knowing our History”

Wotjobaluk woman Aunty Marjorie is a Koori Education Support Officer and has worked in the education sector for 20 years. A Ballarat resident for many years and respected Elder, Aunty Marjorie is a member of KEAG, WRISC Family Violence and the Chairperson of the Ballarat and District Aboriginal Cooperative. She is a proud mother of three and a grandmother of four, a teacher and an artist who makes bush toys, textiles and weaving.

Aunty Marjorie reflects on how much the community has changed. Her mother recognised the need to set up a community hub for Aboriginal people and was one of the first to be involved in setting up the Ballarat and District Aboriginal Cooperative. As a child, she remembers that their house was full of visitors and there were lots of community meetings.

These early memories speak to the way Aunty Marjorie has strong connections into community life and is also something that she has passed onto her own children and family.

As part of the last City of Ballarat's RAP, Ballarat Library Staff have worked with Aunty Marjorie, and the KEAG to develop activities for the school holiday programs. This began with small art workshops and grew into other activities like storytelling, and the ongoing 'Koorie Corner', where there are woven mats and colourful bush toys for all library users. Such activities have helped to build awareness of Aboriginal and Torres Strait Islander people's cultures for both library staff and the wider Ballarat community.

In turn, this has delivered a great result in engaging children, building cultural interest and general attendance at the library. From these activities, an amazing buzz developed during National Reconciliation Week at the library. With the help of Aunty Marjorie, people of all ages and nationalities were engaged in diverse activities. This has resulted in parents, teachers and children now looking to learn more about Aboriginal and Torres Strait Islander cultures.

“Parents, teachers and children are now looking to know more about Aboriginal and Torres Strait Islander culture, with members of the public thanking us for sharing culture and providing the opportunities to attend the workshops and events.”

Aunty Marjorie is proud of the fact that her collaborations with the Ballarat Library were recognised with a prestigious Victorian Reconciliation Week 'Community HART' Award in 2017. The award acknowledged a significant and positive increase of Aboriginal and Torres Strait Islander programs being developed and introduced throughout Ballarat Libraries. Aunty Marjorie hopes that people from all across the city will continue to engage through the Library and through other parts of the community.



OUR BUSINESS AND COMMUNITY

Our Reconciliation Action Plan Journey

The City of Ballarat has successfully developed and delivered two previous RAPs: 2011–2013 and 2014–2017.



Reconciliation Action Plan
2011 – 2013



Reconciliation Action Plan
2014 - 2017



The City of Ballarat is one of the largest employers for the city and employs approximately 1100 staff, along with 400 volunteers who are engaged across a range of programs.

Currently, our Human Resources processes are such that we do not collect data identifying Aboriginal or Torres Strait Islander peoples during the recruitment process. This will be addressed and rectified during the lifetime of this RAP. See 'Opportunities' Action 18.

Anecdotally, there are seven City of Ballarat staff members who identify as Aboriginal or Torres Strait Islander.

OUR BUSINESS AND COMMUNITY

Since 2003, the City of Ballarat, in partnership with our Aboriginal and Torres Strait Islander Community, has made significant achievements which include:

- greater awareness across the City of Ballarat of Aboriginal and Torres Strait Islander needs
- increased opportunities and access to our programs and services by Aboriginal and Torres Strait Islander community
- improved relationships of trust
- inclusive whole of City of Ballarat approach to address the needs of these communities
- increased recognition and frequency of cultural celebrations involving Aboriginal and Torres Strait Islander communities
- improved engagement with these communities with more culturally appropriate, targeted initiatives by the City of Ballarat
- enhanced financial support for Aboriginal and Torres Strait Islander initiatives in Ballarat.



OUR BUSINESS AND COMMUNITY

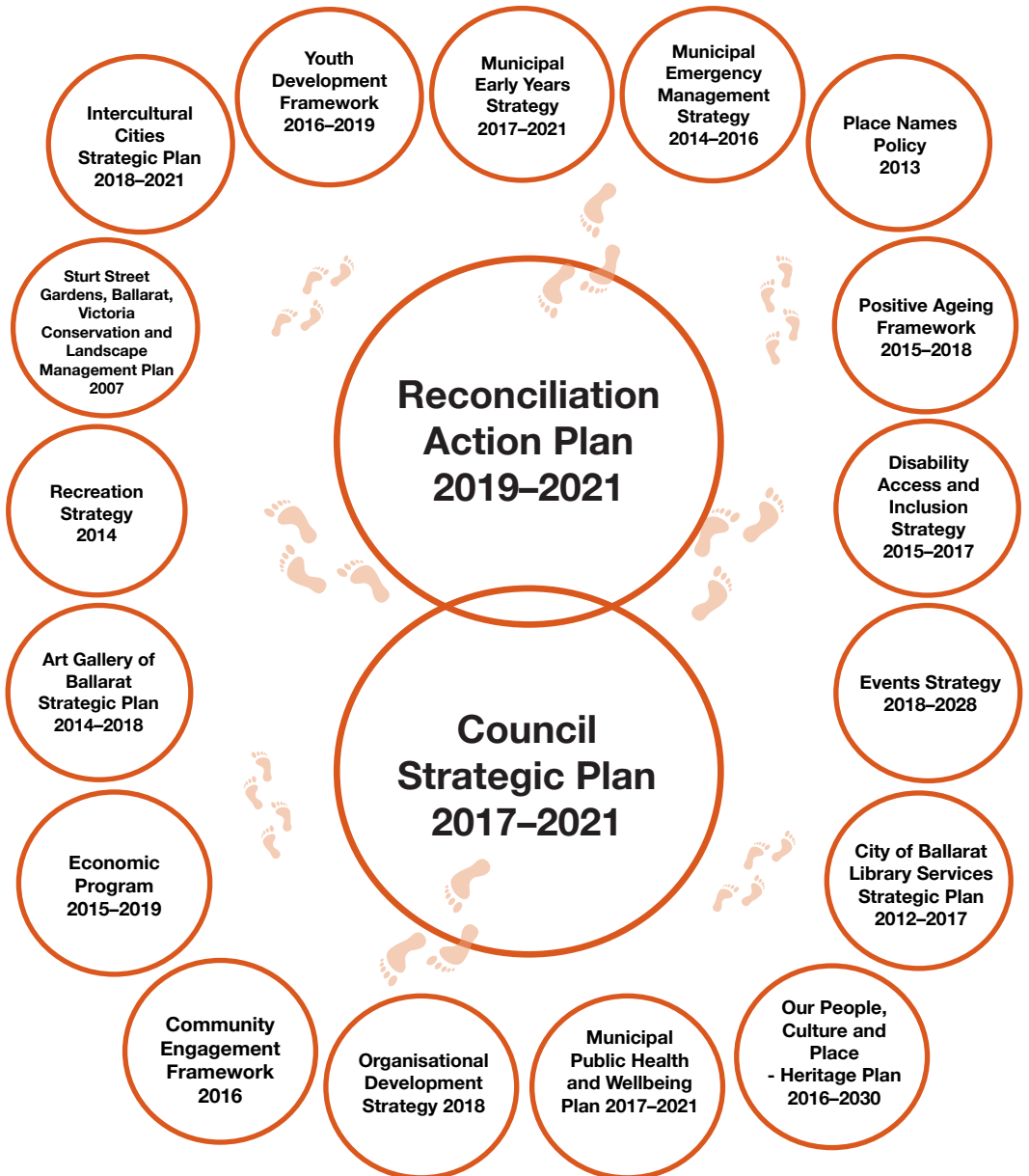
Some of the learnings and challenges identified through previous RAPS are:

- increasing and sustaining financial support of Aboriginal and Torres Strait Islander initiatives in Ballarat, into the future
- promotion of grant submissions from Aboriginal and Torres Strait Islander applicants
- promotion and awareness of City of Ballarat's programs within the community
- engagement and attendance throughout all City of Ballarat initiatives
- ensuring Aboriginal and Torres Strait Islander symbols, flags and artwork are more visible at cultural events, sporting venues and community spaces
- support towards engaging Aboriginal and Torres Strait Islander candidates for trainee positions.





The Reconciliation Action Plan links to other City of Ballarat Strategies/Plans.



Our Reconciliation Action Plan Journey

The City of Ballarat is committed to reconciliation with Aboriginal and Torres Strait Islander peoples and acknowledges the Traditional Owners, the Wadawurrung and Dja Dja Wurrung people, and all Aboriginal and Torres Strait Islander peoples as custodians. We will meet this commitment through work with our Reconciliation Action Planning Working Group to implement this action plan with further awareness and recognition across all levels of the City of Ballarat.

The City of Ballarat has a long history of engaging with our local community to improve access to the City of Ballarat services and to share and celebrate the history and future of our Traditional Owners.

The City of Ballarat has a dedicated group of staff who participate in the Koorie Engagement Action Group (KEAG). This group, with KEAG representatives, have contributed to the creation of this plan.

Our RAP working group to develop this RAP included:

- Aboriginal community members, **Sarah Jane Hall**, KEAG Co-Chair and **Rachel Muir**, Ballarat Community Health
- **Jenny Fink**, Executive Manager, Learning and Community Hubs
- **Sharelle Knight**, Executive Manager, Family and Children's Services
- **Liz Hardiman**, Intercultural Partnerships Officer
- **Fiona Machin**, Cultural Partnerships Officer
- **Frances Salenga**, Coordinator Intercultural Services
- **Hemraz Bhoolah**, Intercultural Partnerships Officer

A number of workshops convened by the working group have involved community members and members of the KEAG. This consultation process will be ongoing across the life of this plan and into the future.



We are also committed to working with existing Aboriginal and Torres Strait Islander committees, networks and organisations including:

- Wadawurrung
- Dja Dja Wurrung
- Ballarat and District Aboriginal Cooperative
- Department of Health and Human Services
- Koolin Balit Grampians Regional Committee focusing on health outcomes and health services
- Grampians Regional Aboriginal Justice Advisory Committee
- Member of the Working Group to deliver the outcomes for the Dja Dja Wurrung
- Better Outcomes for our Koorie Childrens Network
- Central Highlands – Local Aboriginal Network
- Local Aboriginal Education Consolatory Group
- Koorie Youth Council
- Koorie Hub – and KAOS
- Intercultural City Strategy
- Health and Wellbeing Plan



Kurnia / Wotjobaluk man Norm Stanley Acknowledges Country and culture at the 2017 NAIDOC State Football / Netball Carnival

OUR BUSINESS AND COMMUNITY

Our Reconciliation Action Plan Journey

This year the City has committed to five RAP champions, from each City of Ballarat area of focus.

Our champions are:

- 1. Kate Gerritsen** (Public Art Coordinator, Art Gallery of Ballarat)
- 2. Kim Williams** (Information Services Librarian)
- 3. Hemraz Bhoolah and Elizabeth Hardiman** (Intercultural Partnerships Officers)
- 4. Susan Fayad** (Coordinator Heritage and Cultural Landscapes)

These RAP champions will enable the City of Ballarat to realise the many benefits of these reconciliation activities, broadening our organisation's understanding of Aboriginal and Torres Strait Islander cultures and histories, and increasing engagement in all reconciliation activities.

In December 2011, Council adopted its first Reconciliation Action Plan (RAP). This document is Council's third RAP, which further articulates our commitment to Ballarat's Aboriginal and Torres Strait Islander communities and builds on our previous actions as we look towards adopting a Stretch RAP.

The City of Ballarat is proud of our achievements in our previous RAPs and is pleased to share our stories of reconciliation and action throughout this plan.



Sarah Jane Hall – “Developing the RAP: a Conversation”

As KEAG Co-Chair, my role is to be a go-to point for the community. I work with representatives from The Ballarat and District Aboriginal Co-operative (BADAC), Wadawurrung and the local community to gain their views and to feed this back into KEAG discussions as a key consultation mechanism of the Council.

“It’s about working together to deliver better outcomes and committing to ongoing conversations about what matters to community.”

Sarah Jane has spoken to people of all ages, from Elders to young children in primary schools. Recent conversations have focused on how the KEAG works, what people know about City of Ballarat activities, including the outcomes of the Reconciliation Action Plan.

“People are interested in what we’re doing as a Committee and as a community. I’ve discussed Aboriginal and Torres Strait Islander inclusion in public art and culture activities, as well as how community can have their voice heard in relation to topics such as Australia Day, representation and diversity and how we can work together to make change.”

Action Plan 2019–2021





RELATIONSHIPS

The City of Ballarat works in close partnership with the local community to ensure that our services and systems more closely align with the needs of Aboriginal and Torres Strait Islander peoples. The KEAG provides a strong governance structure that ensures Councillors and Senior Managers are able to hear directly from community and fostering engagement and partnerships that deliver better outcomes across all of the City of Ballarat. From arts and events that celebrate the history of our Traditional Owners, to joint projects in health and wellbeing that help strengthen future generations.

Focus Area

This RAP focuses on strengthening informal networks and engagement opportunities with community. It ensures that existing governance structures and formal engagement approaches are strengthened through ongoing relationships that engender trust and sharing of experiences. This enables the City of Ballarat to deliver better outcomes and identify even more opportunities to support local activities.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP. 	March 2019	Intercultural Partnerships Officer Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	October 2019, October 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Meet at least twice per year to monitor and report on RAP implementation. 	March 2019, October 2019, March 2019, October 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Establish Terms of Reference for the RWG. 	February 2019	Intercultural Partnerships Officer
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Organise at least one internal event for NRW each year. 	Annually 27 May – 3 June 2019, 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Register all NRW events via Reconciliation Australia's NRW website. 	Annually 27 May – 3 June 2019, 2020	Coordinator, Community Engagement and Partnerships



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Support an external NRW event. 	Annually 27 May – 3 June 2019, 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	Annually 27 May – 3 June 2019, 2020	Coordinator, Community Engagement and Partnerships
	<ul style="list-style-type: none"> The City of Ballarat will explore funding opportunities and facilitate community projects to celebrate and recognise NRW. 	January 2019 – May 2019, January 2020 – May 2020	Coordinator, Community Engagement and Partnerships
3. Encourage closer engagement between Council's Koorie Engagement Action Group (KEAG) and other City of Ballarat networks and committees (e.g. Advisory Committee, Better Outcomes for our Koorie Childrens Network and Youth Council) via collaborative planning and work.	<ul style="list-style-type: none"> Organise and facilitate 4 yearly planning meetings. 	March 2019, November 2020	Coordinator, Community Engagement and Partnerships
	<ul style="list-style-type: none"> Facilitate 2 joint cultural celebrations. 	March, September 2019, March 2020, September 2021	Coordinator, Intercultural Services
4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders by 2019. 	February 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	February 2019 – May 2019	Executive Manager, Family and Children's Services
	<ul style="list-style-type: none"> Invite Aboriginal and Torres Strait Islander Elders to special Koorie Engagement and Action Group (KEAG) meetings to ensure that actions and initiatives are undertaken in a respectful and culturally appropriate way. 	April 2019, July 2019, November 2019, April 2020, July 2020	Intercultural Partnerships Officer



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. 	March 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders. 	March 2019, March 2020	Manager, Communications and Marketing
	<ul style="list-style-type: none"> Explore opportunities for Aboriginal and Torres Strait Islander leaders to shadow the Mayor and/or the Councillors for a day or week to promote mutual learning, sharing and understanding. 	May 2019, May 2020	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Showcase RAP achievements and promote reconciliation across the region and beyond in partnership with KEAG by: <ul style="list-style-type: none"> using the City of Ballarat's social media and communication outlets to engage communities, promote key initiatives and highlight achievements leveraging the City of Ballarat's networks i.e. key community leaders, government as well as non-governmental organisations and combining resources for successful implementation of the RAP deliverables presenting in national, state and local conferences about the RAP's strategies, objectives and achievements participating in local stakeholder meetings, City of Ballarat and community information sessions to promote the RAP 	March 2019, September 2019, May 2020, December 2020	Coordinator, Intercultural Services



RESPECT

The City of Ballarat is well known for its heritage and history and central to this is the story of our Traditional Owners, who continue to practise their culture on this land and other Aboriginal and Torres Strait Islander peoples with a connection to Ballarat. We recognise that there is strength in diversity and that the perspectives of Aboriginal and Torres Strait Islander peoples are crucial to the success of our organisation. Built on respect, this RAP sets out our commitment to further raising cultural awareness and sensitivity in our own workforce and across the breadth of our service delivery.

Focus Area

The City of Ballarat recognises the need to embed cultural safety and respect in all of its workplaces, specifically focused on the following areas of service delivery:

- City of Ballarat Customer Service
- Learning and Community Hubs
- Family and Children’s Services
- Sports and Recreation
- Parking and Infringements
- Environmental Control
- Parks and Gardens
- Heritage and Cultural Landscapes
- Place Naming
- Infrastructure and Environment

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	• Engage our senior leaders in the delivery of RAP outcomes by actively involving them in conducting cultural awareness training.	May 2019, May 2020	Manager, People and Performance Intercultural Partnerships Officer
	• Involving the key leaders in four KEAG meetings.	November 2019, November 2020	Intercultural Partnerships Officer
	• Explore opportunities for the Aboriginal and Torres Strait Islander leaders to shadow the Mayor and/or the Councillors for a day or a week to increase cultural learning and sharing.	April 2019, November 2020	Intercultural Partnerships Officer Coordinator, Civic Support
	• Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for City of Ballarat staff, which defines cultural learning needs of employees in all areas of our business and considers various ways of cultural learning which can be provided (online, face to face workshops or cultural immersion).	June 2019	Intercultural Partnerships Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Deliver opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	June 2019	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions, People and Performance manager and other key leadership staff to participate in cultural training. 	June 2019, October 2019, May 2020	Coordinator, Intercultural Services Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Councillors to undertake cultural awareness training and cultural immersion activities as part of Councillor induction at the beginning of the four-year term. 	October 2019	Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Ensure that all staff undertake online cultural awareness training as a component of the City of Ballarat staff training program. 	June 2019, October 2019, May 2020	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Continue to deliver compulsory cultural awareness training to all new Home and Community Care, and Commonwealth Home Support Program staff. 	June 2019, October 2019, May 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Deliver cultural awareness training to Youth Councillors as part of their volunteer training. 	June 2019, October 2019, May 2020	Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Encourage staff to undertake cultural workshop learning and/or cultural immersion learning activities. 	June 2019, October 2019, May 2020	Executive Manager, Learning and Community Hubs Manager, People and Performance



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage our senior Aboriginal and Torres Strait Islander leaders in the delivery of cultural awareness training as part of RAP outcomes. 	May 2019, May 2020	Coordinator, Intercultural Services Intercultural Partnerships Officer
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. 	July 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Develop a list of key contacts to deliver a Welcome to Country and support maintaining respectful partnerships. 	April 2019	Community Events Officer Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Invite a Traditional Owner to provide a Welcome to Country at significant events, namely, Introduction of a new City of Ballarat, Harmony Fest, Cultural Diversity Week, Civic event for NAIDOC Week and Refugee Week, at the commencement of Ballarat Begonia Parade. 	March, May, July 2019 / March, May, July 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of all important internal and external meetings, including Citizenship Ceremonies. 	March 2019	Executive Manager, Communication and Marketing
	<ul style="list-style-type: none"> Encourage staff to include and understand Acknowledgement of Country at the commencement of all meetings. 	March 2019	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Encourage an Acknowledgement of Country to be included at the commencement of key sporting events and announcements. 	March 2019	Executive Manager, Sports and Active Living
	<ul style="list-style-type: none"> Install a further 5 Acknowledgement of Country plaques in the City of Ballarat offices and/or buildings. 	March 2019 ongoing	Executive Manager, Learning and Community Hubs



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Purchase and install Aboriginal and Torres Strait Islander flags for all customer service sites. 	March 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Include a written Statement of Acknowledgement to Traditional Owners in City of Ballarat's Strategies, Plans and other public documents (i.e. myBallarat and myNeighbourhood). 	March 2019, March 2020	Manager, Communications and Marketing
8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review People and Performance policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	1 July 2019, 1 July 2020	Manager, People and Performance
	<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. 	Ongoing for the duration of the RAP	Manager, People and Performance
	<ul style="list-style-type: none"> Support an external NAIDOC Week community event. 	7–14 July 2019, 2020	Intercultural Partnerships Officer and KEAG
9. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance.	<ul style="list-style-type: none"> Take a lead role in organising one external and culturally appropriate event during: <ul style="list-style-type: none"> National Sorry Day Anniversary of the Federal Apology to the Stolen Generations National Aboriginal and Torres Strait Islander Children's Day Other significant dates as identified by the community 	May 2019 – July 2019, May 2020 – July 2020	Intercultural Partnerships Officer and KEAG
	<ul style="list-style-type: none"> Promote awareness of dates of significance in City of Ballarat media and publications. 	March 2019, January 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Create a calendar of dates of significance. 	March 2019, January 2020	Intercultural Partnerships Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
10. Provide opportunities to promote and raise awareness of local and regional Aboriginal and Torres Strait Islander artists to the wider community.	<ul style="list-style-type: none"> Actively stage Aboriginal and Torres Strait Islander-themed programs or performances at Her Majesty's Theatre for each year of the RAP. 	October 2019, September 2020	Manager, Her Majesty's Theatre
	<ul style="list-style-type: none"> Provide opportunities to foster stronger awareness of theatre-based products within Aboriginal and Torres Strait Islander theatre. 	March 2019, October 2020	Manager, Her Majesty's Theatre
	<ul style="list-style-type: none"> Promote and raise awareness of local and regional Aboriginal and Torres Strait Islander art through exhibitions and programs at the Art Gallery of Ballarat. 	March 2019, October 2020	Director, Art Gallery of Ballarat
	<ul style="list-style-type: none"> Acquire and display local Aboriginal and Torres Strait Islander peoples' artwork in the permanent collection. 	May 2019, May 2020	Director, Art Gallery of Ballarat
	<ul style="list-style-type: none"> Work with City of Ballarat's Art and Cultural Unit and First Nations' artists to seek further opportunities to interpret Aboriginal and Torres Strait Islander art through exhibitions of the permanent collection. 	May 2019, May 2020	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Identify and address barriers for Aboriginal and Torres Strait Islander artists to participate in local and state-wide art exhibitions 	August 2019, October 2020	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Invite Traditional Owners and other local Aboriginal leaders to Gallery events. 	September 2019, October 2020	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Integrate work of Aboriginal and Torres Strait artists into mainstream gallery programming. 	June 2019, October 2020	Intercultural Partnerships Officer Coordinator, Creative City Coordinator, Art Gallery of Ballarat



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Assist in sourcing appropriate venues for artwork presentations. 	May 2019, October 2020	Intercultural Partnerships Officer, KEAG Coordinator, Creative City
	<ul style="list-style-type: none"> Link the artists to the City of Ballarat's Arts and Cultural team. 	March 2019, October 2020	Intercultural Partnerships Officer and KEAG
	<ul style="list-style-type: none"> Assist to identify relevant funding sources to progress individual artistic careers. 	March 2019, October 2020	Intercultural Partnerships Officer Coordinator, Community Development
11. Increase the performances, participation and presence of Aboriginal and Torres Strait Islander artists and musicians into the City of Ballarat's Arts and Culture activities.	<ul style="list-style-type: none"> Commission the installation of significant and public Aboriginal and Torres Strait Islander artworks. 	March 2019, May 2019, September 2019, May 2020, September 2020	Coordinator, Public Arts Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Incorporate Aboriginal and Torres Strait Islander artists and events into the City of Ballarat Cultural Plan, Creative Arts and Community Events implementation plans. 	March 2019, January 2020, January 2021	Coordinator, Creative City Manager, Events
	<ul style="list-style-type: none"> Nominate a representative from the Aboriginal and Torres Strait Islander community to the Public Art Advisory Committee. 	May 2019, May 2020	Coordinator, Public Arts
	<ul style="list-style-type: none"> Assist in developing Aboriginal and Torres Strait Islander-themed live music events, and the integration of Aboriginal and Torres Strait Islander musicians into City of Ballarat's overall live music programming. 	July 2019, July 2020	Manager, Events Manager, Her Majesty's Theatre



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Support the integrated engagement of Aboriginal and Torres Strait Islander artists across all of City of Ballarat's Creative Arts and Community Events public programs and activities through membership on relevant City of Ballarat committees. 	March 2019, October 2020	Coordinator, Creative City Coordinator, Public Arts
	<ul style="list-style-type: none"> Explore opportunities to encourage development of contemporary art practices, including media, sculpture, sound installations, virtual reality and literature. 	March 2019, October 2020	Coordinator, Creative City
12. Continue to inform and educate the wider community about Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Consult with Traditional Owners on the naming of streets, localities, and landscapes features including waterways. 	March 2019, December 2020	Place Names Officer
	<ul style="list-style-type: none"> Promote and provide information to the public regarding native plant species in local parks and gardens and to raise awareness of their traditional uses and applications. 	March 2019, December 2020	Director, Infrastructure and Environment Heritage and Cultural Landscapes
13. Promote involvement and inclusion of Aboriginal and Torres Strait Islander communities into City of Ballarat's cultural activities and in the involvement of its strategies.	<ul style="list-style-type: none"> Identify opportunities in consultation with Aboriginal and Torres Strait Islander peoples to include cultural information in City of Ballarat-owned public spaces to raise public awareness of Aboriginal heritage (e.g. Victoria Park). 	March 2019, October 2020	Executive Manager, Events and Arts Manager, Economic Development
	<ul style="list-style-type: none"> Explore opportunities to develop and update the Koorie Heritage Art Trail, working in partnership with Traditional Owners and local Aboriginal organisations and continue to commit development of Heritage North Garden and Sculpture Park. 	March 2019, November 2020	Community Events Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
14. Promote involvement and inclusion of Aboriginal and Torres Strait Islander communities into the City of Ballarat's cultural activities and in the involvement of its strategies.	<ul style="list-style-type: none"> Support and develop local Aboriginal and Torres Strait Islander creative industries through inclusion and involvement in the City of Ballarat's Creative City Strategy – across visual and performing arts, films, landscape design, education, business, entrepreneurship and other creative forms. 	March 2019, December 2020	Coordinator, Creative City
15. Provide opportunities for local Aboriginal and Torres Strait Islander peoples to tell their own story and highlight their connection to Ballarat and its cultural heritage	<ul style="list-style-type: none"> Develop an Interpretation Framework and Toolkit to empower Aboriginal and Torres Strait Islander communities to tell their stories and link into cultural tourism and creative and cultural industry opportunities within the municipality. 	September 2019	Manager, Economic Development Community Events Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
16. Advocate for emerging cultural activities being proposed by the local Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> Provide opportunities for Aboriginal storytelling initiatives and activities through delivery of the City of Ballarat's Heritage Plan 2017–2030. 	May 2019, December 2020	Coordinator, Heritage and Cultural Landscapes
17. Promote the research and documentation of Aboriginal Heritage and management of Cultural Heritage Assets through delivery of the City of Ballarat's Heritage Plan 2017–2030.	<ul style="list-style-type: none"> Discuss opportunities for voluntary Aboriginal Cultural Heritage Land Management Plans with the City of Ballarat's Registered Aboriginal Parties, the Wadawurrung and Dja Dja Wurrung; Incorporate Aboriginal cultural heritage values into the City of Ballarat's land management protocols. 	June 2019	Director, Infrastructure and Environment
	<ul style="list-style-type: none"> Include access and training on Aboriginal cultural heritage inventory and GIS (Geographic Information System) data in the Digital and Business Transformation Strategy for key City of Ballarat staff to enable and support the identification and management of Aboriginal cultural heritage issues. 	October 2019	Heritage and Cultural Landscapes



OPPORTUNITIES

The City of Ballarat is seeking to strengthen the workforce participation of Aboriginal and Torres Strait Islander peoples across all facets of its business. Activities are underway to recruit and retain more Aboriginal and Torres Strait Islander peoples and to ensure that we provide opportunities for work experience and professional development for our local community.

Focus Area

The City of Ballarat oversees a wide range of environmental and park maintenance activities and there is an opportunity to formalise land management practices and processes to ensure Aboriginal people are able to conduct cultural burning and traditional management practices. Increase in Aboriginal and Torres Strait Islander employment in all areas of City of Ballarat departments will be sought.

Action	Deliverable	Timeline	Responsibility
18. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Complete an Inclusion and Diversity staff census to collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	June 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy, and complete a mapping exercise aiming at improving and increasing Aboriginal and Torres Strait Islander employment across the City of Ballarat, including exploring options to create targeted positions. 	July 2019, July 2020	Manager, People and Performance
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	August 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media, including via the Ballarat and District Aboriginal Cooperative, City of Ballarat's KEAG Facebook page, and the Koori Mail. 	March 2019, December 2020	Manager, People and Performance
	<ul style="list-style-type: none"> Review People and Performance and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander staff and future applicants participating within the City of Ballarat. 	May 2019, May 2020	Manager, People and Performance



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Develop a business case and explore opportunities for the creation of an Aboriginal Cultural Liaison Officer position within the City of Ballarat. 	September 2019	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander peoples' employment pathways in collaboration with the Koorie Youth City of Ballarat, (e.g. traineeships or internships). 	July 2019, November 2020	Coordinator, Intercultural Services Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Engage and facilitate work experience opportunities for Aboriginal and Torres Strait Islander school students. 	July 2019, November 2020	Manager, People and Performance Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander leadership development through training and mentoring pathways across City of Ballarat and the KEAG. 	September 2019	Coordinator, Heritage and Cultural Landscapes
	<ul style="list-style-type: none"> Facilitate secondment opportunities and programs with other LGAs or government departments to support career progression. 	September 2019	Executive Manager, Learning and Community Hubs Manager, People and Performance
19. Scholarship to support studies/ research on Aboriginal Cultural Heritage and/ or Aboriginal Interpretation information.	<ul style="list-style-type: none"> Explore and facilitate application for at least one undergraduate/postgraduate scholarship in the identified area in consultation with KEAG. 	March 2019, March 2020, January 2021	Coordinator, Heritage and Cultural Landscapes



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
20. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	April 2019, April 2020	Manager, Economic Development
	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	March 2019	Coordinator, Procurement
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	July 2019	Coordinator, Procurement
	<ul style="list-style-type: none"> Provide opportunities to support and assist local Aboriginal and Torres Strait Islander businesses to engage with City of Ballarat's procurement processes. 	March 2019, December 2020	Coordinator, Procurement Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2019	Coordinator Procurement
21. Provide opportunities to increase participation of Aboriginal and Torres Strait Islander young people in City of Ballarat initiatives, networks and events.	<ul style="list-style-type: none"> Connect Aboriginal and Torres Strait Islander youth with Council committees and networks. 	April 2019	Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Continue to promote opportunities for Aboriginal and Torres Strait Islander young people to participate in training, community events and other leadership programs, such as the Koorie Youth Summit, street art projects, and the Ballarat Young Global Ambassadors Forum. 	March 2019, December 2020	Coordinator, Youth and Diversity Coordinator, Intercultural Services Coordinator, Public Arts
	<ul style="list-style-type: none"> Explore partnership opportunities to increase engagement of Aboriginal and Torres Strait Islander youth with City of Ballarat services, events and programs. 	May 2019, December 2020	Coordinator, Youth and Diversity Coordinator, Intercultural Services



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
22. Explore opportunities to promote and strengthen traditional land practices on City of Ballarat owned land.	<ul style="list-style-type: none"> Work with Aboriginal and Torres Strait Islander peoples to identify and explore opportunities for inclusion of traditional land management practices on City of Ballarat-owned land, including supporting Aboriginal people to conduct burning activities on traditional lands. 	June 2019, June 2020	Emergency Management Coordinator, Parks and Garden
23. Support Aboriginal and Torres Strait Islander sporting events.	<ul style="list-style-type: none"> Provide support for Aboriginal and Torres Strait Islander residents to participate in mainstream sports like soccer, athletics as well as AFL and unstructured physical activities by addressing barriers to engagement and participation. 	June 2019, June 2020	Executive Manager, Sport and Active Living
	<ul style="list-style-type: none"> Explore funding opportunities to facilitate payment of sports gear, uniforms and other relevant equipment through funding bodies like Vic Health, Victoria Responsible Gambling Foundation (VRGF) and others. 	April 2019, April 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Provide appropriate sports facilities for Aboriginal and Torres Strait Islander specific events. 	April 2019, April 2020	Executive Manager, Sport and Active Living Intercultural Partnerships Officer
24. Continue to support positive outcomes for Aboriginal and Torres Strait Islander families and children.	<ul style="list-style-type: none"> Coordinating and implementing the Reflections Action Plan 2016–2019 so that the City of Ballarat's service delivery is continuous, relevant and culturally appropriate. 	July 2019, July 2020	Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Work in partnership with the Better Outcomes for our Koorie Children's Network in order to support children and their families in the early years of children's development. 	April 2019, February 2019, January 2021	Executive Manager, Learning and Community Hubs Coordinator, Intercultural Services



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Work in partnership with the Department of Education and Training to ensure alignment with Marrung Action Plan so that Koorie families and Aboriginal and Torres Strait Islander peoples from other parts of Australia, who come to live in Victoria, can easily access all learning and development services from early childhood onwards and that the services of the City of Ballarat are inclusive. 	<p>March 2019, January 2020, January 2021</p>	<p>Executive Manager, Learning and Community Hubs</p> <p>Coordinator, Intercultural Services</p>
25. Continue to engage with Aboriginal and Torres Strait Islander residents in community services.	<ul style="list-style-type: none"> Continue to promote awareness of City of Ballarat Home and Community Care service, Family and Children's Services, Ballarat Libraries and Child Friendly Cities and Communities by imparting information and collaborating with Ballarat and District Aboriginal Co-operative and other relevant organisations. 	<p>March 2019, July 2019, February 2020, July 2020, February 2021, July 2021</p>	<p>Coordinator, Intercultural Services</p>
	<ul style="list-style-type: none"> Two information sessions organised yearly with local Aboriginal and Torres Strait Islander organisations and networks to strengthen existing City of Ballarat programs and services, including Parent Place, pre-school initiatives, Homework Clubs, and literacy programs. 	<p>May, Oct 2019, May, Oct 2020.</p>	<p>Coordinator, Intercultural Services</p> <p>Coordinator, Youth and Diversity</p>
	<ul style="list-style-type: none"> Monthly meeting organised with local Aboriginal and Torres Strait Islander organisations and networks, especially via KEAG and other Council Meetings to strengthen access to programs, including Home and Community Care and Commonwealth Home Support services by collaboration and sharing of resources. 	<p>March 2019, December 2020</p>	<p>Intercultural Partnerships Officer</p>



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
26. Increased collaboration with the Ballarat and District Aboriginal Cooperative, and work with the Ballarat and District Aboriginal Cooperative in the development of recreational, health and well-being programs and planning strategies, both locally and regionally.	<ul style="list-style-type: none"> Collaborate in the development of three culturally appropriate recreation, health and well-being programs and planning strategies, both locally and regionally for the duration of this RAP. 	April 2019, 2020	<p>Executive Manager, Sport and Active Living</p> <p>Executive Manager, Learning and Community Hubs</p>



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
27. Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. 	30 September, 2019, 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Investigate participating in the RAP Barometer. 	May 2020	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> RWG to collect data for the RAP Impact Measurement Questionnaire. 	July 2019, 2020	Intercultural Partnerships Officer and RWG
	<ul style="list-style-type: none"> RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. 	August 2019, 2020	Intercultural Partnerships Officer and RWG



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
28. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. 	December 2019, 2020	Intercultural Partnerships Officer Executive Manager, Learning and Community Hubs Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Develop a mechanism to report and review the RAP internally with different relevant City of Ballarat departments. 	December 2019, 2020	Intercultural Partnerships Officer Coordinator, Intercultural Services
29. Review, refresh and update RAP.	<ul style="list-style-type: none"> Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	January 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback. 	June 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement. 	November 2020	Intercultural Partnerships Officer
30. Measure the success and failure of the RAP and document the lessons learnt.	<ul style="list-style-type: none"> Set metrics to measure RAP success and impact. 	July 2019, 2020	Intercultural Partnerships Officer Coordinator, Intercultural Services
	<ul style="list-style-type: none"> RAP Working Group to develop key metrics to report what has changed; key outcomes delivered as part of annual reporting. 	July 2019, 2020	Intercultural Partnerships Officer



"Ballarat family portraits "Because of Her, We Can" Ballarat NAIDOC Week 2018

For further information, contact
Frances Salenga
Coordinator Cultural Diversity
Phone: (03) 5320 5853
Email: info@ballarat.vic.gov.au

10.2. COMMUNITY ENGAGEMENT FRAMEWORK

Division: Community Development
Director: Neville Ivey
Author/Position: Pete Appleton – Executive Manager Engaged Communities

OFFICER RECOMMENDATION

Council resolves to:

1. Note the engagement process undertaken with regard to the Community Engagement Framework.
2. Adopt and approve the Community Engagement Framework.

EXECUTIVE SUMMARY

This report seeks Council's approval of the Community Engagement Framework following a period of public exhibition. The draft Framework was prepared to directly respond to recommendations made in the 2017 Victorian Auditor-General's Office report into *Public Participation and Community Engagement*. In response Council has developed an updated public participation engagement framework based on the better practice principles, including a step-by-step guide for Council staff to conduct effective public participation activities.

RATIONALE

The Community Engagement Framework was exhibited for a period of six weeks and received two submissions via Council's *My Say* online engagement space. Both submissions have been considered alongside anecdotal feedback from organisational partners, community and staff.

Given the considerable level of engagement undertaken preparing the draft document and the fact that the framework directly responds to recommendations from the Victorian Auditor-General's Office, much of the consultation during public exhibition phase focused on mechanisms to implement the framework and ensure it is influential. This included the need to more thoroughly plan, monitor and evaluate engagement processes across Council and to ensure appropriate community engagement training opportunities are regularly provided to relevant staff.

CONSULTATION

The draft Community Engagement Framework was placed on public exhibition for a period of six weeks between Monday 8 October and Monday 19 November 2018.

The public exhibition phase included advertising the draft framework online via Council's *My Say* space, plus speaking directly to staff and community members.

The following negotiables and non-negotiables were used to guide the consultation process.

Negotiables

- Draft Community Engagement Framework layout.
- Principles within the draft Community Engagement Framework
- Additional elements that should be added to the draft framework.

Non-negotiables

- That Council will consider a new Community Engagement Framework
- That the draft framework will include the better practice elements recommended by the Victorian Auditor General's Office in the 2017 audit report, including Council's framework being informed by IAP2 model of public participation.

The draft framework received 76 direct visits from community members via the *My Say* space. Seventeen participants downloaded the document with two community members completing submissions.

The first submission related to an individual community project being scoped in Wendouree. The context of the submission is now included within the Engaging Communities Program currently being facilitated in Wendouree.

The second submission talked about the provision to liaise with groups who may have been missed through an initial engagement process. This is tricky to do particularly if a formal decision has already been made. In attempting to mitigate this from happening the framework and accompanying staff guide highlights the need to map a matrix of potential stakeholders, set realistic timeframes for community members to participate and to develop comprehensive communications plans so that those interested are aware of the opportunity to participate in the first instance.

Internal and external feedback obtained by staff in the Engaged Communities area throughout the consultation period has been taken into consideration particularly with regard to embedding the principles and the intent of the new document within the organisation. As a result of the public exhibition process it is proposed to:

- Create an internal reference group to plan, monitor and review engagement processes across the organisation.
- Roll-out regular community engagement training opportunities for relevant staff across the organisation.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	Yes
Social/Cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	Yes	Yes

Human Rights – The Community Engagement Framework advocates for multi-faceted approach to engagement methods to ensure that members of the community are aware of the activities and are provided with the opportunity to fulfil their *right to freedom of expression*.

Social/Cultural – The implementation of the Community Engagement Framework in raising the profile, improving the quality and achieving better co-ordination of community engagement which will have significant positive social implications for Council.

Risk Management – Risk management processes are considered on an individual project basis and referred to Council’s Governance area where appropriate. The implementation of the Community Engagement Framework seeks to mitigate reputational risks for Council through improving community satisfaction with the public participation processes undertaken.

Evaluation and Review – A review of the impact of the proposed Community Engagement Framework will be undertaken on an annual basis. As a result of the public exhibition phase new mechanisms will be implemented to plan, monitor and evaluate engagement processes across the organisation.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Victorian Auditor-General’s Office – *Public Participation and Community Engagement Local Government Sector* (May 2017).
- International Public Participation Spectrum (IAP2) www.iap2.org.au

ATTACHMENTS

1. Community Engagement Framework [10.2.1]

Community Engagement Framework





Contents

Purpose, Definitions	4
Commitment, Objectives and Principles	5
Roles and Responsibilities	6
Why?	7
When?	8
Who?	9
How?	10
Evaluation	12
References	14

1. Purpose

The purpose of the Community Engagement Framework is to:

1. Inform the community about the City of Ballarat's commitment and approach to engagement and encourage them to become involved.
2. Recognise diversity within the community and incorporate this into the planning and design of engagement activities.
3. Enable a consistent, transparent and high-quality approach to the design and delivery of community engagement.
4. Provide guidance to City of Ballarat Officers, Councillors and community on our engagement principles, methods and available resources.



2. Definitions

The City of Ballarat defines community engagement as:

'Community engagement is providing a range of opportunities for a two-way exchange. Community engagement strengthens relationships, shapes decisions and enables us to learn from each other.'

Other definitions relevant to the Community Engagement Framework and supporting materials are defined below.

Community: A group of people, the members of which reside in the same geographical area or have a shared background, interest, affiliation or membership.

Stakeholder: Any individual or group of people with a specific stake in the outcome of a decision.
(Note: Stakeholders can be part of your community, or your community members can be stakeholders.)

Hard-to-reach: Individuals and groups that are more difficult to involve in community engagement and have multiple barriers to engagement.

Communication: Imparting or exchanging information or ideas, utilising a range of channels and mediums.

Participation: Participation by communities in activities that help achieve desired outcomes.

Deliberation: An engagement process with a select group of community members. The process focusses on a defined issue, weighs up options and provides recommendations to decision-makers.

Partnership: Occurs when two or more people or organisations work together to realise or achieve a goal.



3. Commitment

The City of Ballarat has a strong commitment to engage with the community. The City of Ballarat recognises that engagement leads to well-informed decisions at an operational and strategic level, achieves effective and transparent governance, and is fundamental to bold, vibrant and thriving communities.

The Community Engagement Framework is based on a set of principles. It recognises that engagement is a planned process which should be tailored to particular circumstances, taking into account factors such as complexity, community values, sensitivity, timing and opportunity.

The updated Community Engagement Framework builds on the original document and strengthens the City of Ballarat's commitment to high quality engagement. The revision was completed as an outcome of a comprehensive engagement process to gain feedback on the existing framework, reflections on current practice, and ideas for future engagement.

The City of Ballarat is part of an international pilot program for UNESCO's new long-term approach to managing change in historic cities, called the Historic Urban Landscape (HUL) approach. One of its critical steps is to work with local people to shape the future of their city. The City of Ballarat is doing this in several ways, the principles of which have been embedded in the Community Engagement Framework:

- Engaging with communities at stages where their input will meaningfully guide and impact on project development and delivery
- Continuously asking what people love and want to retain about Ballarat and what they imagine for its future
- Starting with an understanding of community values to inspire change
- Showing how community feedback has informed project development and delivery

4. Objectives and Principles

Described below are the City of Ballarat's community engagement objectives:

- Deliver engagement opportunities for our community to participate in the City of Ballarat's decision-making processes, ensuring outcomes that benefit our community and reflect their input.
- Provide a strong foundation for understanding and working with our community – promoting shared responsibility for decisions and trust in the decision-making process.
- Strengthen collaborations, partnerships and new ways to involve and empower the community.

Described below are the City of Ballarat's 10 community engagement principles:

1. We will enable the community to provide meaningful and relevant input into decision-making.
2. We will be clear about the objectives of engagement and the opportunities to influence decision-making.
3. We will be respectful of all community members, City of Ballarat Officers and Councillors.
4. We will provide accurate, timely and accessible information.
5. We will provide engagement opportunities for all community members, including those considered hard-to-reach.
6. We will provide multiple and varied opportunities for the community to participate in each engagement process.
7. We will consider the needs and interests of the community and stakeholders in the decision-making process.
8. We will inform the community of the final decision and how their input was considered.
9. We will review and evaluate the effectiveness of the community engagement.
10. We will plan, resource and report on our engagement processes appropriately.

5. Roles and Responsibilities

Everyone with a relationship with the City of Ballarat has a role in the successful implementation of the Community Engagement Framework. The key roles and responsibilities are described in **Table 1**.

Table 1: Roles and Responsibilities

Role	Responsibilities
Councillors	<ul style="list-style-type: none"> • Good level of understanding of the Community Engagement Framework, Handbook and Resources. • Adhere to the engagement principles in their day-to-day interactions with community members. • Respectful of engagement processes, City of Ballarat Officers, community members and stakeholders.
Officers	<ul style="list-style-type: none"> • Good level of understanding of the Community Engagement Framework, Handbook and Resources. • Use the Framework, Handbook and Resources to design and deliver engagement processes. • Coordinate engagement activities across departments and groups. • Seek out engagement champions when requiring support and guidance.
Executive Leadership Team	<ul style="list-style-type: none"> • Good level of understanding of the Community Engagement Framework, Handbook and Resources. • Advocate for the consistent implementation of the Framework. • Resource staff to deliver community engagement. • Advocate to Councillors about the role of community engagement.
Engagement Champions	<ul style="list-style-type: none"> • High level of understanding of the Community Engagement Framework, Handbook and Resources. • Support Officers to design and deliver community engagement. • Identify opportunities to build on community engagement practice with a focus on continuous improvement. • Lead the review and evaluation process.
Community Members	<ul style="list-style-type: none"> • Respectful of engagement processes, Councillors, City of Ballarat Officers, other community members and stakeholders. • Constructively participate in engagement processes. • Share local knowledge, values and experiences.
Representative Bodies and Advisory Committees	<ul style="list-style-type: none"> • Bring a representative voice to Council processes. • Strengthen relationships between Council and community members. • Advocate for minority groups. • Encourage and promote community engagement opportunities among networks. • Disseminate information among networks.

6. Why?

Effective engagement strengthens the City of Ballarat's decision-making by connecting community and stakeholders to the policies, projects and services that impact their lives.

Community engagement has many benefits for Councillors, City of Ballarat Officers, and the groups and individuals that create Ballarat's diverse community. A clearly defined engagement process helps to ensure that people participate in a meaningful way - where they understand how they are informing a decision. This can strengthen the relationship and trust between community and the City of Ballarat.

Community engagement supports the City of Ballarat to deliver fit-for-purpose services and confidently plan for the evolving needs of current and future populations. Community engagement can give people a greater sense of ownership and involvement in the City of Ballarat's decisions, as well as creating new ties or strengthening existing relationships between community members.

Other benefits include:

- Broadening community participation in democratic processes
- Building a stronger evidence base to inform decisions
- Facilitating greater mutual understanding between the City of Ballarat and community
- Supporting the City of Ballarat to meet its legislative requirements
- Increasing transparency in decision-making processes
- Strengthening community networks and resilience
- Sharing the ownership of opportunities and challenges benefiting/impacting both the community and the City of Ballarat
- Supporting the City of Ballarat to advocate on behalf of community.

The City of Ballarat has adapted the International Association for Public Participation (IAP2) Spectrum of Public Participation to describe why the City of Ballarat engages below:

Inform: Information is circulated to assist in understanding a project/strategy or decision that is going to happen or has already happened

Consult: Seeks input, feedback or advice before part of the project/strategy or decision is progressed

Collaboration: Community or specific stakeholders are engaged to establish what needs to be done and to develop solutions that are incorporated into decision-making.



7. When?

The City of Ballarat engages with its community through its day-to-day operations, service provision and planned engagement processes.

The City of Ballarat has identified a number of activities where community engagement occurs that range from strengthening relationships and providing information, to informing the City of Ballarat's strategic decisions. This engagement may occur through ongoing relationships through advisory committees, planned engagement processes or through day-to-day interactions over the counter and service provision.

The six activities are described below:

- **Strategic** - inform strategic decisions related to policy, plans or programs
- **Statutory** - obtain feedback to inform statutory approvals related to policy, plans, programs
- **Research** - obtain evidence to review or design services programs
- **Dialogue** - enable an ongoing dialogue with the community
- **Transactional** - respond to queries or concerns
- **Awareness** - create awareness through local media or other avenues

The City of Ballarat is responsible for determining when to engage and the level of influence community can have in the process. This level of influence may be determined by technical requirements, timeframes and available resources. Instances where the City of Ballarat may only be able to provide feedback on the outcome of a decision-making process include emergency management, public risk issues, internal policy development, response to legislative requirements or time sensitive matters.

When the City of Ballarat must engage:

There are a number of pieces of Victorian legislation that describe when councils must engage with their communities. These include:

The Local Government Act (1989)

Describes the objectives, roles and functions of local government in Victoria. It specifies community engagement must inform the following:

- Developing a Council Plan
- Developing a Council Budget

Further information about the core role of councils is found in **Appendix 1**. Information about upcoming proposed amendments to the Local Government Act is also found in Appendix 1.

The Planning and Environment Act (1987)

Describes the procedures for preparing and amending planning schemes, obtaining permits under planning schemes, enforcing compliance with planning schemes, and other administrative procedures. As part of this, the Act sets the overarching notification requirements, however, in some instances planning scheme amendments and planning permit applications may be exempt from the notification requirements.

The Local Government Amendment (Performance Reporting and Accountability) Act (2014)

Requires each local government authority to report on the existence and application of community engagement policies and guidelines.

Public Health and Wellbeing Act (2008)

Outlines ways in which local councils are expected to plan for the health and wellbeing of their communities. Under section 26(2)(c) a Municipal Public Health and Wellbeing Plan must provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan.

Victorian Charter of Human Rights and Responsibilities Act 2006

Council-led community engagement processes on key local issues will ensure the City of Ballarat complies with this charter founded on the following principles:

- Human rights are essential in a democratic and inclusive society that respects the rule of law, human dignity, equality and freedom
- Human rights belong to all people without discrimination, and the diversity of the people of Victoria enhances our community
- Human rights come with responsibilities and must be exercised in a way that respects the human rights of others

Other relevant sections of the Charter include:

- Section 15 (Freedom of Expression)
- Section 18 (Taking Part in Public Life) of the Charter.

As a public authority, the City of Ballarat has an obligation to act in a way that is compatible with the human rights described in the Charter.

8. Who?

The City of Ballarat's projects, policies, service provision and operations intersect in the day-to-day lives of community members and stakeholders across the whole municipality. Engagement should seek to connect with a broad range of community members to create fair and inclusive engagement processes.

The following is a snapshot of the different types of stakeholders in Ballarat.

- Arts and culture community
- Business and industry
- Carers
- Chamber of commerce
- Children
- City of Ballarat employees
- Community service providers
- Commuters
- Emergency services
- Environmental groups
- Families
- Government departments
- Heritage groups
- Indigenous community
- Lesbian, gay, bisexual, transgender and intersex community
- Local, State and Federal MPs
- Mayor and Councillors
- Media
- Neighbouring councils or other local government organisations
- Not-for-profit organisations and groups
- People experiencing homelessness

- People from culturally and linguistically diverse backgrounds
- People with a disability
- Public transport user groups
- Ratepayers
- Residents
- Schools, education facilities and students
- Seniors/senior groups
- Service groups
- Sporting, leisure and recreational clubs and groups
- Students
- Visitors to Ballarat
- Volunteers/volunteer organisations
- Young people



9. How?

Successful engagement programs are underpinned by careful planning which clearly define the engagement purpose, identifies who needs to be engaged, and chooses the appropriate activities.

The City of Ballarat undertakes a series of steps in designing and delivering inclusive engagement processes to genuinely inform decision-making processes.

Designing a fit for purpose engagement plan

The steps below are to be documented in the engagement plan template which is approved by the relevant decision-maker before engagement commences.

1. SCOPE

A shared agreement about the engagement purpose needs to occur to ensure there is organisational buy-in about the process prior to engagement commencing. Good planning starts with defining the scope of the engagement by:

- Clearly articulating the project scope, and level of community and stakeholder influence
- Defining the engagement objectives, negotiables, non-negotiables and scope
- Integrating the engagement design with internal risk management procedures
- Agreeing on the evaluation criteria to measure the effectiveness of the engagement
- Gaining City of Ballarat buy-in, feedback and sign-off regarding the engagement objectives and negotiables.

2. STAKEHOLDERS

Understanding who needs to be engaged is an essential component of designing an engagement approach. It is important to think about who is interested or impacted by the project as well as people who may have a barrier to participating in the engagement activities. Community and stakeholders are defined by:

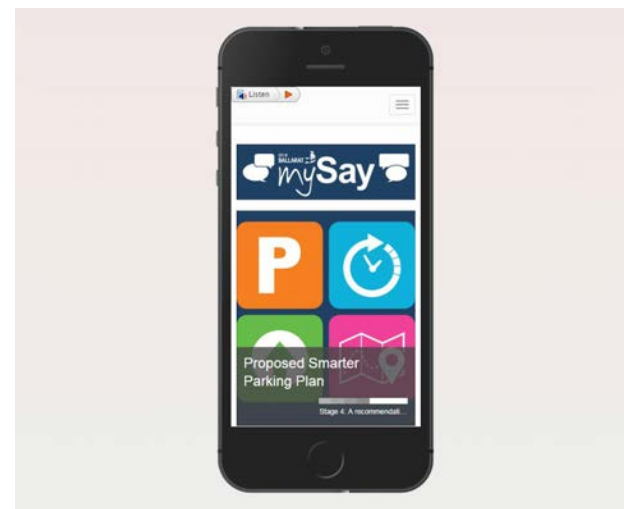
- Identifying stakeholders and their possible values and likely level of interest in the project
- Considering the possible hard-to-reach groups
- Understanding who has or has not been involved in previous related projects
- Awareness of other projects, opportunities or community issues that may influence community participation in the engagement.

3. ACTIVITIES

High levels of involvement in community engagement is achieved by selecting activities that overcome barriers to participation. To select the right activities, the engagement purpose and stakeholder analysis should be combined by:

- Asking the community how they want to be involved (where possible)
- Co-ordinating with other City of Ballarat engagement activities
- Promoting opportunities for community strengthening through education and connection
- Using a range of different engagement methods that provide people with accessible options to participate
- Selecting tools that collect relevant project information and data
- Agreeing on an approach to information management and data analysis
- Complementing face-to-face activities with online engagement.

Once community engagement activities have occurred, the feedback needs to be consolidated and analysed. Depending on the engagement and number of activities, this can take significant time and resources. This information is then presented in a community engagement findings report, which will include details about the engagement process and feedback provided. This report should be made available to the participants and broader community with information on next steps to 'close the loop' on the engagement process.



4. PROGRAM

Community engagement activities require careful planning to ensure they provide the community with the appropriate project information to support participation, and can be adequately resourced by City of Ballarat Officers. A successful engagement program can be designed by:

- Providing the appropriate lead times when promoting the project to stakeholders
- Providing targeted project information in advance of engagement activities to support informed participation
- Delivering engagement activities at days, times and locations that meet the needs of the community and stakeholders
- Providing a timeframe of when participants can expect feedback.

5. MONITORING AND EVALUATION

Continuous improvement in community engagement practice is achieved through evaluating activities from the outset from both the participant and the City of Ballarat's perspective to determine their effectiveness. The evaluation findings should be documented to support further engagement planning by:

- Selecting an appropriate monitoring and evaluation approach
- Measuring the engagement process from the beginning
- Understanding and evaluating the depth and breadth of participation to inform future engagement
- Capturing and sharing the learning from the engagement.
- The City of Ballarat's overarching engagement evaluation framework is in Section 10 of this Framework.



10. Evaluation

The City of Ballarat is committed to learn from each engagement process. Outlined in Table 2 are Key Result Areas (KRA) and indicators to be used when evaluating community engagement.

Table 2: Key Result Areas and Indicators

KRA	Indicator
Planning, resourcing and structures enable the achievement of engagement objectives	<ol style="list-style-type: none"> 1. The detail of engagement planning was consistent with stakeholder/community expectations 2. The time and budget allocated was consistent with stakeholder/community expectations 3. The internal structures and responsibilities were clarified early in the engagement planning
Timely and clear communication builds trust and increases participation	<ol style="list-style-type: none"> 4. Stakeholders/community were given sufficient time and information to engage in a meaningful way, and at influential stages of the process 5. Outcomes and commitments made to stakeholders/community were recorded and followed through in a timely way 6. The results of the process were communicated back to stakeholders/community.
Diversity of participation ensures balance and enables deep understanding of stakeholder and community perspectives	<ol style="list-style-type: none"> 7. The stakeholders/community engaged was representative of the project impact and risk 8. The engagement process ensured there was equitable opportunity for participation for a diverse range of perspectives to be shared 9. There was transparency of communicating engagement details including goal, negotiables, timelines and events
Influence to the extent promised builds sustainable decisions	<ol style="list-style-type: none"> 10. The influence/input from stakeholders/community matched the level of engagement promised 11. The decision or outcome was considered “sustainable” (economically viable, technically feasible, environmentally consistent and socially acceptable)
Goal orientated engagement builds support and honours the time and resources committed	<ol style="list-style-type: none"> 12. The engagement process enabled practical project outcomes to be achieved 13. Stakeholders/community demonstrate support for the engagement process
Engagement builds learning opportunities for all	<ol style="list-style-type: none"> 14. The process enabled knowledge capture and sharing to improve practice 15. Participation in the engagement process benefited the stakeholders/community involved

Adapted from the City of Melbourne Evaluation Framework (2014)



References

IAP2 Core Values

The International Association for Public Participation (IAP2) is an international organisation advancing the practice of public participation. The IAP2 framework is underpinned by seven core values that are aimed at ensuring organisations make better decisions which reflect the interests and concerns of potentially affected people and entities.


These values are:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the final decision.

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© IAP2 International Federation 2014. All rights reserved.

Legislation

Local Government Act 1989 (Vic.) governs the objectives, roles and functions of local government in Victoria. Section 3C(3) of this Act states six core roles of a Council, being:

- Acting as a representative government by taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring their achievement
- Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Acting as a responsible partner in government by taking into account the needs of other communities
- Fostering community cohesion and encouraging active participation in civic life.

The State Government has recently undertaken a review of the Local Government Act. The draft legislation signals some changes to expectations around community engagement.

The draft provides an expectation that councils will:

- Adopt and maintain a community engagement policy
- Collaborate with the community in the development of the 4-year council plan and its first council budget after elections
- Develop a community vision with the local community
- Develop local laws in accordance with the council's community engagement policy.

The rate cap variation will still require community engagement (as per current requirements).

The draft bill includes five principles for undertaking engagement that align strongly with IAP2 core values.

In summary the bill includes:

1. A community engagement process must have a clearly defined objective and scope
2. Participants must be provided with information to inform their participation
3. Participants must be representative of the persons and groups affected
4. Participants are entitled to support to enable meaningful and informed engagement
5. Participants must be advised of how the results of the engagement influenced the council's decision-making.

The amended Local Government Act is expected to be enacted in late 2018.

10.3. SOCIAL ENTERPRISE GRANT APPLICATION - BALLARAT EVOLVE

Division: Development and Planning
Director: Angelique Lush
Author/Position: Helen Arnts - Business Engagement Officer

OFFICER RECOMMENDATION

Council resolves to:

- 1. Approve a Social Enterprise Grant Application from Ballarat Evolve for \$20,000 (excl. GST)**

EXECUTIVE SUMMARY

The Social Enterprise Grants Program seeks to encourage and assist social enterprises to establish and/or expand in the municipality through offsetting of costs incurred as a result of new development or expansion. It is envisaged these enterprises will enhance the City of Ballarat's reputation for business vitality, diversity and inclusiveness, and contribute to the city's thriving economy and community.

This report outlines the Social Enterprise Grant application from Ballarat Evolve who are seeking assistance to support their program.

Ballarat Evolve is seeking grant funds to assist with creating an ongoing administrative resource; establish the basis for the incorporated association and office presence; the operational costs of a small office space; candidate selection costs, support for essential insurances; artist's costs for their installation and operation within commercial spaces. Funding is sought from Council to complement funding secured from Creative Victoria (\$85,000).

Ballarat Evolve is seeking support from the City of Ballarat Social Enterprise Grants for the 2018/2019 and 2019/2020 financial years. A contribution of \$85,000 is sought for the 2019 calendar year.

Prosperity Portfolio Councillors have reviewed the funding request and support the application, with a recommended amount of \$20,000 (excl. GST) in the current financial year (current round of grant applications), based on the Program directly contributing to delivering key elements of Ballarat's Creative City Strategy and CBD Strategy.

A cap of \$10,000 generally applies to the amount of assistance provided by Council through the Social Enterprise Grant Program unless special circumstances exist in which Council may resolve to provide additional support. It is considered the Evolve Program directly contributes to delivering key elements of both the Ballarat's Creative City Strategy and Ballarat's CBD Strategy, therefore special circumstances exist with this application and consequently \$20,000 assistance is recommended.

RATIONALE

On 22 February 2017, Council adopted the City of Ballarat Grants Policy (R66/17). The purpose of the grants policy is to ensure that recipients can deliver quality programs, events, products and services which are of great benefit to Ballarat and which bring a wide range of

social, environmental and economic returns to the City. Included in the Grants Policy is the Social Enterprise Grant program.

Ballarat Evolve's social purpose is to support creative industries in the Ballarat region, helping them to establish themselves as a going concern. The program is designed to link creative industries to business services, skills and commercial spaces – optimising the current empty locations in the city centre.

The focus of the program is to:

- Support the development of creative industries within the Ballarat region
- Work together with the local communities, companies, creative people and business to transform under-utilised spaces within Ballarat and surrounds
- Assist creative people and industries to become self-sufficient through provision of mentoring, business skills training and networking
- Support landlords and commercial operators to integrate better with creative industries and organisations.

In assessing the application consideration was given to how the activity may support Council objectives and plans.

Recommended level of financial assistance is \$20,000, based on the Program directly contributing to delivering key elements of the draft Ballarat Creative City Strategy as indicated below:

- A3. Provide income streams and pathways to support Ballarat's creative industry professionals;
- A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses;
- A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector;
- A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity – designed to build long-term engagement from these groups;
- A12. Continue to unlock under-utilised real estate in Ballarat to support creative industries; and
- A14. Develop more opportunities for creative co-working, mentorship / networking and professional development.

In addition, the draft strategy directly references Ballarat Evolve in the following suggestions:

- P45 – (Suggestions for how artists, artisans and creatives might support the Creative City Strategy)
 - Consider whether taking part in a facilitated urban renewal scheme is something you could do to develop your creativity into a business and if so put yourself forward (e.g. Ballarat Evolve)
- P45 – (suggestions for how businesses might support the Creative City Strategy)
 - If you are a landlord with a vacant retail space, consider activating it with creative industries by becoming part of a facilitated program designed for this purpose (e.g. Ballarat Evolve), or offer it for one-off 'pop up' opportunities for creatives
- P45 – (suggestions for how State Govt might support the Creative City Strategy)
 - Provide advice and financial support to social enterprises seeking to activate vacant spaces with creative industries via facilitated urban renewal schemes (e.g. Ballarat Evolve).

Further, the recommended level of financial assistance is based on the Program directly contributing to delivering key elements of Ballarat's CBD Strategy as indicated below:

- A2. Provide opportunity for expanded retail and office activities in the CBD
- A3. Actively seek new businesses and development for the CBD
- A6. Develop the CBD as an arts and culture centre of regional standing with a performing, creative and visual arts focus.

Note detailed financials and assessment information is included in an associated Confidential Report.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	Yes	Yes
Financial/Resources	Yes	No
Risk Management	No	Yes
Implementation and Marketing	No	No
Evaluation and Review	Yes	No

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

Social/Cultural – The application seeks to encourage and assist social enterprises to establish and/or expand in the municipality through offsetting of costs incurred as a result of new development or expansion. It is envisaged these enterprises will enhance the City of Ballarat's reputation for business vitality, diversity and inclusiveness, and contribute to the city's thriving economy and community.

Economic – Based on the Program directly contributing to delivering key elements of *Ballarat's Creative City Strategy* and *CBD Strategy* there will be longer term economic benefits with the establishment of active creative industries into empty commercial spaces, ultimately becoming sustainable economic drivers.

Financial/Resources – The funds recommended for this application will require allocation from the Social Enterprise Grant's budget. Currently there is sufficient funds within the Grant Program budget for this application.

Risk Management – Council should consider the consequences of declining the provision of funds for Ballarat Evolve with respect to the Program's strong alignment with the City of Ballarat's *Creative City Strategy* and *CBD Strategy*

Evaluation and Review – The application was evaluated and reviewed under Council's Social Enterprise Grant guidelines and assessment criteria.

CONSULTATION

Council Officers have communicated directly with the applicant regarding the application.

OFFICERS DECLARATIONS OF INTEREST

The contact for the original grant application was Tara Poole, whom at the time of submission was the Chair of Ballarat Evolve and who has subsequently been appointed as Creative City Co-ordinator at City of Ballarat. Tara continues to have a leadership role on the Board of Ballarat Evolve. Angelique Lush, Director Development and Planning is the Director Responsible for the Economic Development Unit which administers the Social Enterprise Grant Scheme and was the chair of the recruitment process for the Co-ordinator Creative City position. However, the assessment of Social Enterprise grant applications is undertaken independently of the Director by Officers within Council's Economic Development Unit using the guidelines and criteria outlined in the City of Ballarat Grants Policy. Director Angelique Lush has excused herself from any part of the assessment of the Ballarat Evolve Social Enterprise Grant application. Council Officers preparing the report and assessment affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Social Enterprise Grant Program
<http://www.ballarat.vic.gov.au/pc/grants.aspx>

ATTACHMENTS

Nil