

OFFICIAL

Council Meeting

Agenda

27 March 2024 at 6:30pm

**Council Chamber, Town Hall, Sturt Street,
Ballarat**





The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website www.ballarat.vic.gov.au in the days following the meeting.

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PUBLIC SUBMISSIONS

- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- Presentations must be submitted in writing, not more than 500 words by 2:00pm on the day of the relevant meeting:
 - i. In the [form approved](#); or
 - ii. by email to Council's prescribed email address;.or
 - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- If a person submitting a presentation is not present in the gallery, their presentation will be read out subject to the time limits.

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The next meeting of the Ballarat City Council will be held on Wednesday 24 April 2024.

1. OPENING DECLARATION

Councillors: *"We, the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance."*

Mayor: *"I respectfully acknowledge the Wadawurrung and Dja Dja Wurrung People, the traditional custodians of the land, and I would like to welcome members of the public in the gallery."*

2. APOLOGIES FOR ABSENCE

3. DISCLOSURE OF INTEREST

4. MATTERS ARISING FROM THE MINUTES

5. CONFIRMATION OF MINUTES

6. PUBLIC QUESTION TIME

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

QUESTION TIME

- Questions must be in English and must be 75 words or less and not include a preamble, other additional material, or multiple parts.
- Questions must be submitted via the [form](#) on Council's website, no later than 12:00pm on the day of the Council Meeting.
- **Please note:** no person may submit more than two questions at each meeting; questions may not be allowed if the time allotted for public question time has finished.
- If a person submitting a question is not present in the gallery during Public Question Time, their questions will be read out and a response provided at the meeting.

7. CHIEF EXECUTIVE OFFICER REPORT

7.1. CHIEF EXECUTIVE OFFICER REPORT

Division: Executive Unit
Director: Evan King
Author/Position: Evan King – Chief Executive Officer

PURPOSE

1. The CEO's Operational Report highlights issues and outcomes affecting the organisation's performance as it delivers services and implements the Council's strategies and policy decisions.

BACKGROUND

2. The Council of the City of Ballarat is responsible for setting the municipality's strategic direction. The CEO of the City of Ballarat is the sole employee of the Council and is responsible for establishing the organisational structure and resource allocation to achieve the objectives set by the Council. This operational report provides greater detail about organisational activities and issues involved with service delivery.

KEY MATTERS

Fire relief efforts

3. During February, the City of Ballarat supported Victorian emergency services partners who battled fires to the north-west of Ballarat through the establishment of two fire relief centres. One was established at CE Brown Reserve from 22 to 24 February and another was established at Selkirk Stadium from 27 to 29 February.
4. Victoria Park also became home to over 300 firefighters with a base camp quickly being established that may remain in place for over a month. The City of Ballarat assisted Forest Fire Management Victoria (FFMV) and the Country Fire Authority (CFA) to quickly establish the camp with support including access to three ovals, expediting permit processes for marquees, providing waste management services to the site, and communicating with residents around Victoria Park.

Bridge Mall redevelopment marked seven-month milestone

5. Kerbing around the garden beds marks seven months since the City of Ballarat and civil infrastructure and landscape contractor 2Construct began works to revitalise the historic retail precinct in the centre of Ballarat. Paving works are now being prepared for the mall with sample panels being installed, while works are scheduled to lay bluestone pavers along the low-speed carriageway and in Time Lane.
6. The Bridge Mall redevelopment is revitalising the historic retail precinct in the centre of Ballarat. The significant project has already led to new investment in the Bridge Mall, with the redevelopment of Norwich Plaza underway and businesses planning to open in the mall. Once completed, the redevelopment will showcase a range of design features including an illuminated portal to the Yarrowee River.

7. The Yarrowee River flows underneath the mall, stretching from the Big W car park to Alfred Walk at Norwich Plaza, across the centre of the mall and under Coliseum Walk. The 1871-built brick and steel Yarrowee River bridge that has been enclosed underground as part of the mall and uncovered as part of the works, is heavily corroded – significantly more than anticipated. To ensure pedestrian and motorists' safety, as well as a certified load rating for the bridge to meet modern standards, the structure is expected to be replaced.

Community budget priorities revealed

8. Road maintenance, the improvement of cycleways and footpaths, and increasing investment in climate change have emerged as top priorities for the community in the 2024/25 Annual Budget consultation. The consultation occurred throughout October last year. The comprehensive, earlier engagement period was designed to improve upon past engagement processes to ensure Council is better informed of residents' priorities within the context of the Council Plan 2021-2025 prior to beginning the development of the annual budget.
9. The October consultation resulted in improved levels of engagement, with the following themes also emerging out of the engagement process:
 - Improved waste management and recycling;
 - Increased investment in recreation and sporting facilities;
 - Improved town planning/reducing urban sprawl; and
 - Increased investment in Council buildings.
10. Council officers are now using the information gathered through the consultation process, along with a review of the City of Ballarat's 2023/24 year to date financial performance, to develop the 2024/25 Annual Budget.

New community hub and kindergarten in Alfredton officially opened

11. The new community hub and kindergarten in Alfredton was officially opened on 15 February, with City of Ballarat Mayor Cr Des Hudson welcoming Minister for Children Lizzie Blandthorn and Member for Wendouree Juliana Addison. The Donegal Drive facility will prove a valuable asset for the rapidly-evolving western suburbs, boasting three kindergarten rooms, as well as two further community rooms, a meeting room, and associated staff facilities. The kindergarten rooms will support children in Alfredton and surrounding areas to be 'school ready' and cater for up to 99 children at one time.
12. There are already more than 50 children currently enrolled in three and four-year-old funded kindergarten at the hub. The kindergarten will continue to accept enrolments and expand sessions as needed throughout the year. Attendance at funded kindergarten is free in Victoria for all three and four-year old children. The community meeting spaces will be publicly available to service the growth areas and provide spaces for education, training, events and social connections. The project had a budget commitment of \$9.9 million, inclusive of \$2.25 million from the State Government's 2022-23 Building Blocks Capacity Building Grants.

Parent Place Outreach service to extend beyond trial

13. After a successful trial series, the City of Ballarat's Parent Place Outreach service will continue in 2024. Parent Place Outreach brings the same vital support as the facility at 39 Sturt Street, but directly to communities with a high proportion of vulnerable families across Ballarat. Parent Place supports families with young children to thrive,

providing timely and relevant information and community connection in a welcoming, inclusive, and safe environment.

14. Some of the services include playgroups, kindergarten, maternal and child health, community-based lactation services, immunisation, childcare, family day care, family violence and family law support and advice. Parent Place Outreach began as a trial project in December 2022 via funding from VicHealth. Due to the service's success, which had more than 330 visits in its first year of operation, the City of Ballarat committed to funding the project and to strengthening the presence in the community in 2024.

Consultation on Footpath Construction Strategy opens

15. The City of Ballarat is developing a Footpath Construction Strategy to guide how we prioritise and fund where new footpaths are built. Footpaths are important to our community and play a vital role in keeping residents active, safe and connected to others and to community facilities, services, public transport and open spaces. Once completed, the Footpath Construction Strategy will outline a framework that prioritises where new footpaths are needed most, where sealing of existing unsealed footpaths should take place and identifying missing links in our footpath network. The City of Ballarat has 844 kilometres of existing footpaths. There are about 600 kilometres of missing links in the footpath network in the municipality.
16. Feedback from the community will help inform the Draft Footpath Construction Strategy. The community will be invited to provide feedback on the Draft Strategy through a second phase of community consultation. All feedback will be considered in the development of the final Footpath Construction Strategy, which will then be presented to Council for consideration. Residents were able to provide feedback on the construction of new footpaths until 5pm, Sunday 3 March via mysay.ballarat.vic.gov.au/footpath-strategy.

Central Library redevelopment almost complete

17. The \$7.48 million redevelopment and upgrade of the Ballarat Library is almost complete, with City of Ballarat Library staff beginning to shift all necessary equipment and about 75,000 library resources back into the Doveton Street facility. Building contractors H Troon have handed the facility back to the City of Ballarat, with only a few finishing touches still being made internally. These works include cladding of the new internal staircase, installation of the library self-check system and installation of the tiered seating in the Atrium.
18. The Ballarat Library re-opened to the public in mid-March. The Ballarat Library at Town Hall — the temporary pop-up library that was installed in November 2022 — will close on 12 March to allow for the books and other resources to be returned to the main library location. The City of Ballarat contributed \$6.98 million towards the redevelopment project, with the State Government funding \$500,000 from the Living Libraries Infrastructure Program.

Opening of a dedicated space for guide and assistance dogs

19. City of Ballarat residents with assistance dogs will now have access to a dedicated relief area in Ballarat's CBD. City of Ballarat Deputy Mayor, Cr Peter Eddy and Member for Wendouree Juliana Addison MP officially opened the new assistance dog relief area in late January.

20. Funded by the City of Ballarat and the State Government's Living Local Regional Grants Program, the project was pioneered by the City of Ballarat Disability Advisory Committee. Not only does the relief area provide a safe space for guide and assistance dogs to relieve themselves, it is also designed to raise awareness of the unique needs of people with guide and assistance dogs.

Events

21. Ballarat marked a significant milestone as the **Australian Ex-Prisoners of War Memorial commemorated 20 years** since its grand opening in February 2004. The special service to honour this occasion was held at the memorial on 11 February and was attended by the Prime Minister of Australia and the Governor General, along with dignitaries, veterans, and the public. This memorial was the first dedicated tribute in Australia to the brave ex-prisoners of war and was the culmination of more than eight years of planning. The idea for the memorial was sparked during a Remembrance Day ceremony in 1996, where remarks were made about the need for a more fitting tribute to Australian prisoners of war and their families.
22. All eyes from art galleries and museums around Australia will turn towards Ballarat this year after the City secured hosting rights for a major conference. **The Australian Museums and Galleries Association (AMaGA)** will hold its annual conference in Ballarat for the first time in September. Up to 700 people are expected to attend the conference held by Australia's peak body for the museums and galleries sector. It is expected the event will contribute more than \$1.15 million to the Ballarat economy, with local accommodation and hospitality businesses to benefit greatly. The AMaGA received a \$20,000 grant via the City of Ballarat's Tourism Events Grant Program to assist with this event. Final locations for the conference are yet to be finalised, but are expected to include the Civic Hall, The Goods Shed, Mining Exchange, The Art Gallery of Ballarat and the Ballarat Mechanic Institute.
23. The City of Ballarat marked the **16th anniversary of the National Apology to Stolen Generations Survivors** with a ceremony at the Art Gallery of Ballarat, where those in attendance were invited to take part in a yarning circle. Guided by the Koorie Engagement Action Group (KEAG) Advisory Committee, the ceremony commemorated 13 February 2008 when then Prime Minister Kevin Rudd made a formal apology to Australia's Aboriginal and Torres Strait Islander Stolen Generations who were removed as children from their families and their culture. Ballarat Aboriginal Elder and Stolen Generations survivor Uncle Murray Harrison, who travelled to Canberra to hear the apology in person in 2008, spoke at the event to reflect on the significance of the formal apology in his own healing.
24. Excitement is building ahead of the **72nd annual Ballarat Begonia Festival**, which is set to draw thousands of people to the Ballarat Botanical Gardens across the Labour Day long weekend (9-11 March). The full program of activities, entertainment, food, flowers and fun has been unveiled and there is something to suit everyone! The Ballarat Begonia Festival's full program is now available online at ballaratbegoniafestival.com. The festival is a Ballarat institution that just seems to get better and better each year. Since it was first launched in 1953, the Ballarat Begonia Festival has become one of Australia's oldest and most treasured garden events.
25. Ballarat horticulturist and nurseryman Kevin Moneghetti was named Ballarat Citizen of the Year for 2024 at the **City of Ballarat Australia Day Community Awards**. Kevin is a renowned horticulturist and nurseryman who has a long association with the City of Ballarat and its various communities. Jacob Osenaris was announced the Young Citizen of the Year. Jacob is a Youth Ambassador for Ballarat, and is passionate about

social justice and fighting for the things he believes in. The Community Event of the Year was awarded to the Mega Ganesh Festival 2023. The festival is the first of its kind in a regional city and last year attracted more than 7,000 people from a range of cultures and locations right across the state. The awards represented an opportunity to honour unsung heroes in our community who are making a difference in the region who often went unseen.

OFFICER RECOMMENDATION

26. That Council:

26.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. DRAFT BIODIVERSITY STRATEGY

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Heath Steward – Senior Sustainable Policy and ESD Officer

PURPOSE

1. To seek Council endorsement, to release the Biodiversity Strategy – *Healing Country Together* for public exhibition for four weeks in April 2024.

BACKGROUND

2. In 2022, the City of Ballarat and the community met to discuss a future for biodiversity in Ballarat. From the feedback received, a community vision for the natural environment was formed with five focus areas:
 - Urgency;
 - Environmental outcomes;
 - Community;
 - Development; and
 - Government.
3. The community vision led to the development of the City of Ballarat Biodiversity Vision and Commitment, adopted by Council in November 2022, and laid the foundation for a Biodiversity Strategy.
4. Ballarat's draft Biodiversity Strategy – *Healing Country Together*, sets out how we will achieve the community vision for the natural environment:

Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience.

KEY MATTERS

Consultation

5. The Ballarat community are very knowledgeable, passionate and active when it comes to the environment as demonstrated by the abundant active 'Friends of' groups (FoGs) in the municipality and the creation of natural assets such as the Yarrowee River Trail and Woookarung Regional Park.
6. In developing this Strategy, council officers engaged with the community to gather their knowledge and ideas, including a callout for studies, papers and existing strategies that should be considered in preparing the Strategy. This information, along with State, Regional and other significant documents were reviewed, and Ballarat-based ecology advisors Biosis were engaged to conduct desktop review on the current state of biodiversity within Ballarat. Collectively, this research has provided the scientific basis for the Strategy.

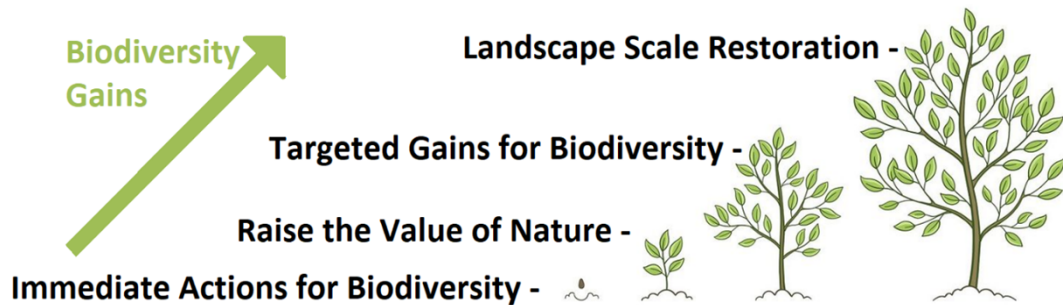
7. Early in the process of developing the Strategy it was identified that the City's relationship with the Traditional Owners, Wadawurrung and Djaara, needed to be strengthened. Time was dedicated to building a meaningful relationship with their Caring for Country Teams.
8. In July 2023 the City of Ballarat, Wadawurrung and community members met to discuss and co-design the development method for the strategy. From this meeting, which was facilitated by Mosaic Lab, it became clear that input from Traditional Owners and Ballarat youth would be critical. A strategic engagement plan was developed and between September and December 2023, the following engagement was undertaken:
 - Community Launch, Consultation, Conversation Kit & MySay Page – 100+ responses including 'Friends of' Groups and Landcare
 - Young Peoples' Forum – 20 Youth aged 15-25 years
 - Staff Workshops – 65+ participants
 - Discussions with authorities – 25+ participants
 - Yarn on Country – Wadawurrung hosted Djaara and the City of Ballarat Mayor, Councillors, CEO and Directors
 - Friends Forum – 14 key community members
 - Ballarat Housing Strategy and Ballarat Open Space Strategy – recommendations to align

What we heard

9. Community responses were broad and therefore difficult to summarise. They ranged from local neighborhood patches to whole river and ecosystem issues, to societal issues and changes to City of Ballarat practices. Suggested actions were consistent with the focus areas in the Biodiversity Vision and Commitment. Concerns were expressed about the impact of climate change and the growing biodiversity crisis including a need for mitigation for the environment.
10. The community wanted to see enhanced immediate action for the environment with concerns for continued loss of native vegetation prevalent, and a strong emphasis on protecting and improving the natural assets we already have. There were calls for greater efforts to increase urban greening and bring more nature into urban Ballarat, in both established and new areas.
11. Many called for additional support for existing 'Friends of' and Landcare groups that regularly and actively care for the environment, and that City of Ballarat needed to work with them in a more collaborative and coordinated manner. Many expressed that there was a lot of work to be done to support the environment, and there is no time to waste.
12. There was strong enthusiasm from the community that they wanted to do more, and be empowered to do so, but they needed support and leadership from the City of Ballarat and Councillors. Education and engagement approaches and opportunities were suggested, particularly promoting Traditional Owner involvement and leadership in what it means to Care for Country.
13. There was strong acknowledgement from City of Ballarat employees across the organisation that environmental care required all of us, not just the Parks and Environment Team and that we can all play a role in caring for and increasing the value of the natural environment both as an organisation and a community.

Actions to achieve our Vision

14. The strategy actions have been categorised based on their level of Biodiversity Gains:



- a. Immediate Actions for Biodiversity – These focus on keeping and putting more plants in the ground now and raising the capacity of the City of Ballarat and the community to support biodiversity in the short term.
 - b. Raise the Value of Nature – Increasing the value of the natural environment will help community groups, the City of Ballarat and authorities to improve biodiversity in the short to medium-term.
 - c. Targeted Gains for Biodiversity – Work needs to be done to build capacity within the City of Ballarat and to determine priority areas for protection and investment to see larger biodiversity gains in the medium to long-term.
 - d. Landscape Scale Restoration – To ensure biodiversity survives and thrives in the Ballarat region with climate change, landscape scale restoration must be the long-term objective. This strategy will lay the foundations for future strategies development toward achieving this goal.
15. Additionally, based on Ballarat’s landscape, the environment can be grouped into three physically distinct regions:
- The grassy plains to the west;
 - The forest to the east; and
 - Urban Ballarat in the middle
16. While biodiversity is a complex web of interactions, speaking to these three regions will enable us to effectively communicate, manage and direct biodiversity efforts across the municipality.

OFFICER RECOMMENDATION

17. That Council

17.1 Release the draft Ballarat Biodiversity Strategy – *Healing Country Together* for public exhibition for a period of four weeks commencing 2 April 2024.

ATTACHMENTS

1. Governance Review [8.1.1 - 3 pages]
2. Draft Biodiversity Strategy 2024 [8.1.2 - 38 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Council Plan 2021-2025 provides strong guidance in the development and delivery of the Draft Ballarat Biodiversity Strategy (the Strategy), through the following goals and strategic objectives:
2. Goal 1: An environmentally sustainable future
 - 1.5 Improved stewardship of our natural resources and protection and enhancement of biodiversity
 - Develop policy guidance on biodiversity and natural resources management
3. Goal 4: A city that conserves and enhances our natural and built assets
 - 4.4 Maintain and conserve our open space and natural assets
 - Engage with community groups to deliver shared objectives in natural resource management
4. Additionally, the City of Ballarat Biodiversity Vision and Commitment, which was adopted by Council in November 2022, called for:
 - 1.1 Producing a Biodiversity Strategy in the first half of 2023 to identify actions over the short to long term that enhance biodiversity and begin enacting the strategy as soon as it is adopted.

COMMUNITY IMPACT

5. The Strategy has been developed in conjunction with the Ballarat community and Wadawurrung Traditional Owners with substantial community engagement prior to the document being written.
6. The Strategy will demonstrate the Council's commitment to protecting and restoring the natural environment and will foster more positive and constructive relationships with the environmental and broader community and has made strong inroads with the Wadawurrung and Dja Dja Wurrung Traditional Owners Caring for Country Teams.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

7. Adoption of and following through with the Strategy is a key step to biodiversity being resilient to climate change and halting the extinction crisis in the Ballarat region.
8. With ecosystems collapsing across Australia and many species and ecosystems highly susceptible to being lost in a single event (fire, drought etc.), the importance of the Strategy cannot be understated.

ECONOMIC SUSTAINABILITY IMPLICATIONS

9. The delivery of initiatives in the Strategy are expected to help maintain Ballarat's liveability and continued growth with benefits such as urban cooling, stormwater management, tourism, visual appeal, active living and many more while also supporting ecology across the municipality.

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10. Unless we change the trend from loss to gain, biodiversity will continue its rapid decline and so increase the likelihood of catastrophic ecosystem collapse and the dire economic outcomes that come with it.

FINANCIAL IMPLICATIONS

11. The Strategy has been developed with the allocated resources of Council and considerable volunteer community input.
12. Additional funding in line with the Actions will be sought once the Ballarat Biodiversity Strategy is adopted in mid-2024.

LEGAL AND RISK CONSIDERATIONS

13. The Strategy will help address our legal requirements under the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act), Flora and Fauna Guarantee Act 1988 (FFG Act) and the Catchment and Land Protection Act 1994 (CaLP Act).
14. The Strategy has been developed with the community and failing to adopt and enact it will risk significant public criticism, particularly at a time of heightened awareness of climate change and biodiversity loss.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

16. In July 2023 the City of Ballarat, Wadawurrung and community members met to discuss and co-design how the Strategy would be developed. From this meeting, facilitated by Mosaic Lab, it became clear that input from Traditional Owners and Ballarat youth would be critical. A Strategic Engagement Plan was developed and between September and December 2023, the following engagement was undertaken:
 - Community Consultation, Conversation Kit & MySay Page – 100+ responses
 - Young Peoples' Forum – 20 Youth aged 15-25 years
 - Staff Workshops – 65+ staff
 - Discussions with authorities – 25+ staff
 - Yarn on Country – Wadawurrung hosted Djaara and the City of Ballarat Mayor, Councilors, CEO & Directors
 - Friends Forum – 14 key environmental community members

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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CITY OF BALLARAT
Draft Biodiversity Strategy
Healing Country Together





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

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

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Wurru-ki murrun (To talk about Nature)¹

Wadawurrung Traditional Owners Aboriginal Corporation

Comugeen budj-o thalikiyu kin bil beng ordi-ngadak. Ngarrwabil, boron, guli, bagurk. Comugeen budj-o bengadak ngarr-uk dja, ngubiyt, weagoon gobata gupma wurring-wurring baap beng-ordi-nganak, djarrima murrup-nhuk bengadak.

We deeply respect our people of the past. Elders, children, men, women. We deeply respect their knowledge of dja (Country), water, life, their care of the traditions and of each other, we stand with their spirit.

Gobata Wadawurrung balug jumbuk didalbil murrup-nhuk bundjil monomeeth beek-o weagoon. Mutjak-ak noogie n'uder durrallully.

Great spirit Bunjil told us to take care of the great life within the land. To only take what you need without selfishness².

Wadawurrung people are deeply connected to Dja (Country) and all of which belongs to Dja. We have relied upon Dja, Ngubitj (water) Murran (nature), Weeagoon (living thing) such as animals and sacred Wiyn (fire) since time immemorial. Our Karringalabil (great creator spirit) Bunjil created everything on Wadawurrung Dja.

Wadawurrung ancestors honoured Murran (nature) and Weeagoon all (living creatures) great and small, they knew everything has a role to play. The memories embedded in places like, Ballarat, are a reminder of the intangible cultural heritage such as creation stories which are very much alive for Wadawurrung people.

Wadawurrung people and their families are committed to Caring for Country as our ancestors did before us. We continue to nurture and heal Country and foster respectful and reciprocal relationships with all living creatures that call Ballarat home. Together, we strive to weave healing and restoration through the past, present, and future of Wadawurrung Dja and Wadawurrung people.



Wadawurrung Scar Tree

We acknowledge that biodiversity is not just a collection of species but a delicate web of relationships and interdependencies. Our traditional ecological knowledges such as Cultural fire practices and the care of our waterways emphasize the interconnectedness of all living beings and the environment, urging us to view nature not as a resource to be exploited but as a sacred, interconnected system that demands respect and care.

We extend an invitation, Koling wada ngitj to walk with us on a journey towards a healthier Country. Together, we can protect and strengthen biodiversity on Wadawurrung Country. This is a shared journey which supports a sustainable future where biodiversity thrives, and the delicate balance of our ecosystems are healed and protected for all generations to come.

Nyatne (Thank you).

- ¹ In accordance with CONSULTANCY AGREEMENT this Wurru-ki murrun (To talk about Nature) statement is to be used for the sole purpose of inclusion in the City of Ballarat Biodiversity Engagement Strategy and Ballarat Biodiversity Strategy. For inclusion of all/part of this statement in other publications, media or communications material, please seek written permission from Wadawurrung Traditional Owners Aboriginal Corporation prior to use.
- ² Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) (2020), Paleert Tjaara Dja – Let's make Country good together 2020-2030: Wadawurrung Country Plan. Ballarat, Vic: Wadawurrung Traditional Owners Aboriginal Corporation.

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Note on referencing:

This Strategy is supported by technical documents available on the City of Ballarat website:

- Background Consultation – City of Ballarat
- What was Said Report – Mosaic Lab
- Background Documents – City of Ballarat
- Background Science – City of Ballarat



Yarn on Country, November 2023

Mayor's Message

We are proud to present to our community the first Ballarat Biodiversity Strategy – Healing Country Together.

This is also the first co-designed strategy we have delivered in partnership with Wadawurrung and alongside the Country Plans of the Wadawurrung and Dja Dja Wurrung Traditional Owners. We thank them for walking with us on this important journey.

The Ballarat Biodiversity Strategy – Healing Country Together maps out a future for biodiversity across our municipality, outlining actions that will protect and strengthen our natural environment.

This strategy will help guide the management and protection of the municipality's unique landscapes and species.

We are all custodians of our municipality's unique biodiversity. Taking positive action today will shape a sustainable and brighter future for our tomorrow.

It is also imperative that the City of Ballarat lead by example.

We will instill improved sustainability practices into our organisation, raise greater awareness among our community and advocate for better outcomes for our natural environment.

In 2022, Council adopted the Biodiversity Vision and Commitment, paving the way for the development of the Biodiversity Strategy.

The Biodiversity Strategy will align with the Council Plan 2021-2025 goal to 'develop policy guidance on biodiversity and natural resources management' and supports the Ballarat Strategy 2040.

We look forward to implementing the Biodiversity Strategy and achieving outcomes that will ensure we improve the way we care for and restore a healthy environment.

Cr Des Hudson
Mayor, City of Ballarat



Young child learning about nature

Introduction

Definition

Biodiversity encompasses all components of the living world — the number and variety of plants, animals and other living things, including fungi and micro-organisms, across our land, rivers and sky. It includes the diversity of their genetic information, the habitats and ecosystems within which they live, and their connections with other life forms and the natural world³.

In 2022 the City of Ballarat and the community came together to discuss a future for biodiversity in Ballarat. From the feedback received, a community vision for the natural environment was formed with five focus areas: Urgency, Environmental Outcomes, Community, Development and Government. The community vision led to the development of the City of Ballarat Biodiversity Vision and Commitment, which was adopted by Council in November 2022, and which called for the development of a Biodiversity Strategy.

The Ballarat Biodiversity Strategy – Healing Country Together sets out how we will achieve our Biodiversity Vision Statement:

Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience.

Its focus is on providing a framework to assist the City of Ballarat in managing the environmental impacts from its service delivery and operations, setting directions to improve the health and resilience of the natural environment, and raising the community and corporate awareness of human impact on the natural environment. For those issues that fall outside the City of Ballarat's control, the City of Ballarat and Council has a role in influencing or advocating for better outcomes.

³ Department of Environment, Land, Water and Planning, *Protecting Victoria's Environment – Biodiversity 2037*, Victorian State Government 2017

Consultation for the Strategy

The Ballarat community is knowledgeable, passionate and active when it comes to the environment as demonstrated by the abundant active 'Friends of' groups (FoGs) in the municipality and the creation of natural assets, such as the Yarwowie River Trail and Woookarung Regional Park. In developing this Strategy, we went to the community to gather their ideas.

To get the most out of community consultation, Mosaic Lab were engaged to help develop and facilitate an engagement strategy. In July 2023, the City of Ballarat, Wadawurrung Traditional Owners Aboriginal Corporation (Wadawurrung) and Dja Dja Wurrung Clans Aboriginal Corporation (Djaara) and community members met to discuss and co-design how the Strategy would be developed.

From this meeting it became clear that Traditional Owners and youth would be critical inputs. A Strategic Engagement Plan was developed and between September and December 2023, the following engagement was undertaken:

- Community consultation, Conversation Kit and MySay online survey – 100+ responses
- Young Peoples' Forum – 20 youth aged 15-25 years
- Staff workshops – 65+ staff
- Discussions with authorities – 25+ staff
- Yarn on Country – Wadawurrung hosted Djaara and the City of Ballarat Mayor, Councillors, CEO and Directors
- Friends Forum – Key community members
- Ballarat Housing Strategy and Ballarat Open Space Strategy – Recommendations to align.

More detailed information on the community consultation and Young Peoples' Forum is available in the supporting documents – Background Consultation and What Was Said Report.



Youth Forum November 2023

Partnering with Wadawurrung and Djaara for Country

Early in the process of planning the structure for the Ballarat Biodiversity Strategy it was identified that the City of Ballarat's relationship with the Traditional Owners, the Wadawurrung Traditional Owners Aboriginal Corporation (Wadawurrung) and Dja Dja Wurrung Clans Aboriginal Corporation (Djaara) needed to be strengthened.

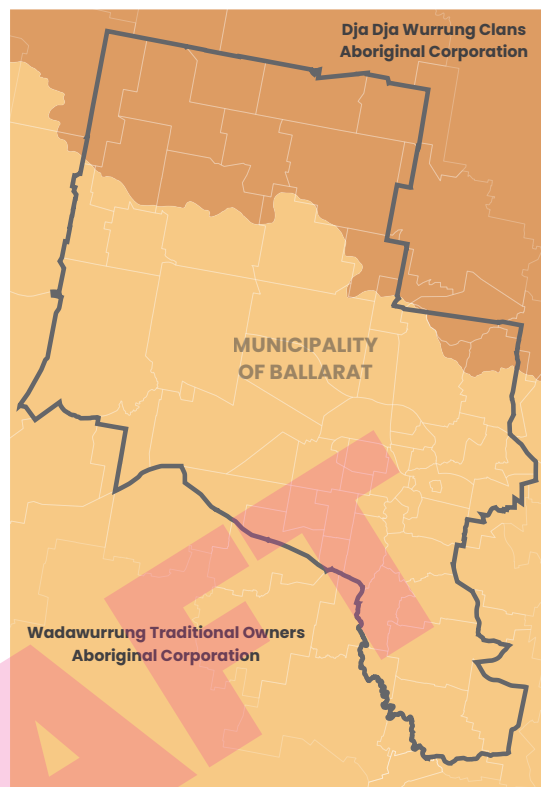
Approximately three-quarters of the municipality and urban area of Ballarat is located on Wadawurrung Country, with more than a quarter of the municipality located on Djaara Country to the north. Areas of important cultural value are located on both 'Dja' (Wadawurrung Country) and 'Djandak' (Djaara Country). The image below illustrates Wadawurrung and Djaara Country relative to the municipality of Ballarat.

'Country' is the term often used by Aboriginal peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material sustenance, family and identity⁴. Traditional Ecological Knowledge systems (TEK) of the land, waterways, seasons and fire combines as an intimate and personal understanding of how to manage Country, and can offer valuable new adaptive and responsive approaches to land and natural resource management as climate change sets in.

Wadawurrung and Djaara both provide guidance on how the City of Ballarat can Care for Country and better manage our human relationship with the land, waterways and animals through their Country Plans and associate documents. The City of Ballarat's operations and decisions need to align with Wadawurrung and Djaara's respective strategies, which reflect the aspirations and vision of the Wadawurrung and Dja Dja Wurrung people respectively.

The core values of Wadawurrung and Djaara's Healthy Country Plans connect people within nature and sees culture and community as intrinsically linked to the land. Caring for Country has multiple benefits including⁵:

- Environmental benefits
- Health and wellbeing benefits
- Cultural and socio-political benefits
- Economic benefits
- Connection with animals as non-human kin



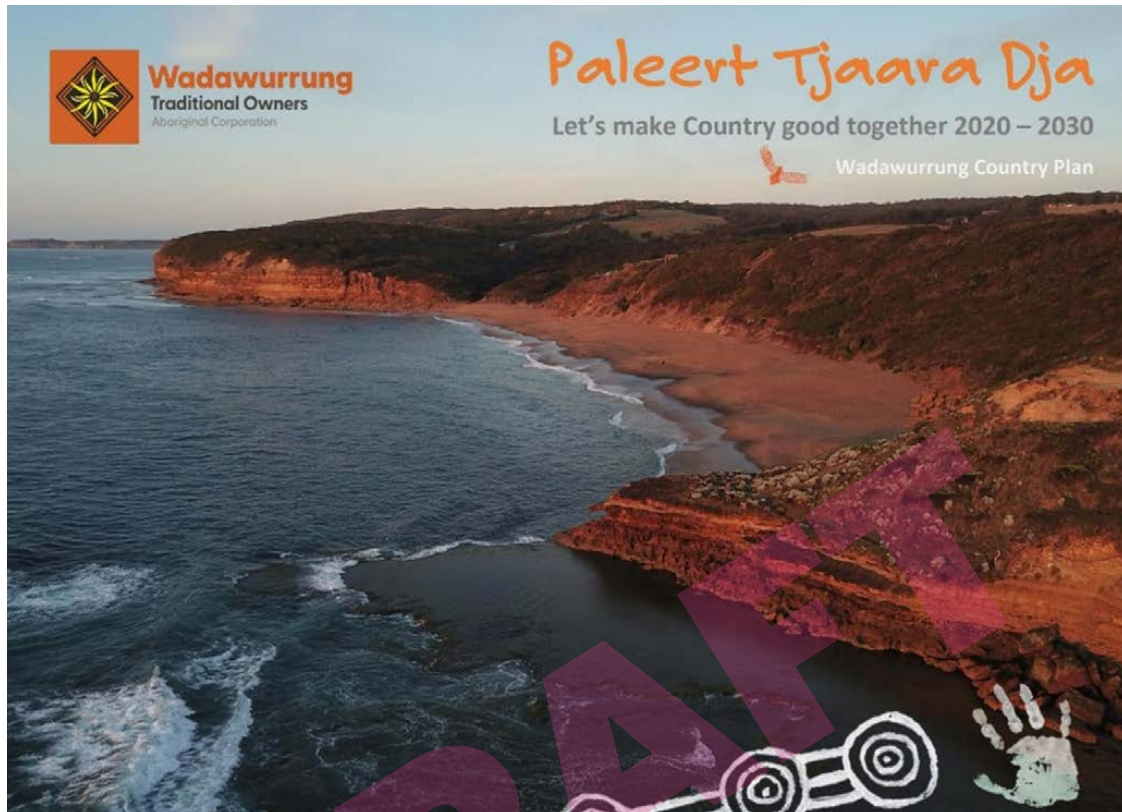
Wadawurrung and Djaara Country relative to the municipality of Ballarat

The historic Kunming-Montreal Global Biodiversity Framework agreed at COP 15 in 2022 "acknowledges the important roles and contributions of indigenous peoples and local communities as custodians of biodiversity and partners in the conservation, restoration and sustainable use. Its implementation must ensure their rights, knowledge, including traditional knowledge associated with biodiversity, innovations, worldviews, values and practices of indigenous peoples and local communities are respected, documented, preserved with their free, prior and informed consent, including through their full and effective participation in decision-making"⁶. Partnering with Wadawurrung and Djaara and taking a Caring for Country approach has been a deliberate decision and is the right thing to do.

⁴ Australian Institute of Aboriginal and Torres Strait Islander Studies 2024, *Welcome to Country*, accessed 17 January 2024, <https://aiatsis.gov.au/>

⁵ Australian Institute of Aboriginal and Torres Strait Islander Studies, *The Benefits Associated with Caring for Country*, AIATSIS 2011

⁶ Convention on Biological Diversity, *15/4. Kunming-Montreal Global Biodiversity Framework*, UN Environment Program, Fifteenth Meeting – Part II, December 2022



Paleert Tjaara Dja – Wadawurrung Country Plan 2020-2030

The issues with the natural environment are many and relatively obvious, and we know how to address them from a protection and restoration perspective. Where 'fixing the environment' falls down, is the lack of value we place on doing this as a society. The personal choices, political decisions, and financial investments we make in relation to the environment stem from our values⁷.

If we are to see genuine and sustained improvements in the state of Ballarat's biodiversity, our community needs to value it more. Adopting a Caring for Country approach and supporting Wadawurrung and Djaara to do this will raise the value of the environment within the community and foster a more harmonious relationship with nature, while also supporting Wadawurrung and Djaara People's, and progressing the City of Ballarat

Wadawurrung partnered with the City of Ballarat to develop the engagement process and structure for this Strategy and were invaluable in the community consultation events. Both Wadawurrung and Djaara brought a wealth of knowledge and experience to their involvement, offering invaluable insights on how the City of Ballarat can partner in a meaningful way with mob in Caring for Country. While this is the start of our journey and we as an organisation have much to learn, we are committed to building meaningful relationships based on trust and honesty.

⁷ The Conversation, *Fascinating and troubling Australians would rather save a single human life than prevent an entire species from becoming extinct*, accessed 14 February 2024, <https://theconversation.com/>.



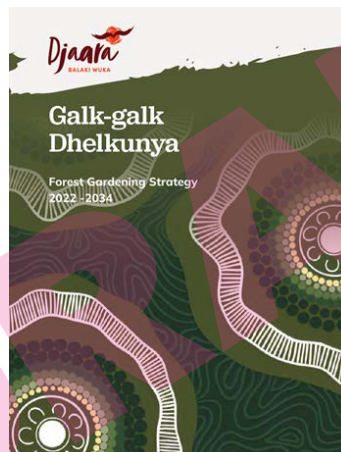
Dhelkunya Dja – Dja Dja Wurrung Country Plan 2014-2034



Turning 'wrong way' climate, 'right way' – Dja Dja Wurrung Climate Change Strategy 2023-2034



Dhelkunyangu Gatjin – Working together to heal water Djaara Gatjin Strategy



Galk-galk Dhelkunya – Forest Gardening Strategy 2022-2034



Looking across Canadian towards Mt Buninyong

'Yarrowee River Rehabilitation Project'

Restoration works along the Yarrowee River between Bridge Street Sebastopol and Docwra Street Magpie involved a partnership between the Wadawurrung Traditional Owners Aboriginal Corporation, Central Highlands Water and the City of Ballarat to see rehabilitation works and re-establishment of the river environment, reducing the potential for significant future erosion, and stabilising the riverbed and banks. The final stage of the project is the revegetation and restoration of the river verge to a condition similar to pre-European settlement which is being delivered by Wadawurrung⁸.

'Yarrowee River History: Peel to Prest'

A collaboration between the Wadawurrung Traditional Owners Aboriginal Corporation, Federation University, and the City of Ballarat overlays historical maps with Google Maps to illustrate how the waterways of the Yarrowee River and of Gnarr Creek were diverted into water courses to support the search for gold and growth of the City of Ballarat. The interactive map interrogates the long-term effects of this water diversion on community and Country and begins the truth telling that is fundamental to Caring for Country⁹.

⁸ The Conversation, *In the 1800s, colonial settlers moved Ballarat's Yarrowee River. The impacts are still felt today*, accessed 14/11/23, <https://theconversation.com/>

⁹ Central Highlands Water, *Yarrowee River Rehabilitation Project*, accessed 27/2/24, <https://www.chw.net.au/community/community-investment/projects/yarrowee-river-rehabilitation-project>

City of Ballarat Responsibility

In 2015, Australia, along with 192 other countries, endorsed the 2030 Agenda for Sustainable Development, made up of 17 Sustainable Development Goals (SDGs)¹⁰.



The Sustainable Development Goals are reflected in the City of Ballarat Council Plan 2021 – 2025, underpinning the Goals that have led to the development of this Strategy.

<p>Today, Tomorrow, Together: The Ballarat Strategy – Our Vision for 2040 Vision: <i>A greener, more vibrant and connected Ballarat</i></p>			
<p>Section 5: Sustainable Ballarat – Manage Ballarat’s unique historic, cultural and natural values as an integrated landscape of high value to the community</p>			
<p>Community Vision 2021 – 2031:</p>			
<p>Vision: <i>Ballarat, Victoria’s heritage city. leading the way as a sustainable, innovative and inclusive community</i></p>			
<p>Principle: Environmental sustainability – Our natural environment thrives and is home to a diverse range of plants and animals</p>			
<p>Council Plan 2021 – 2025</p>			
<p>Principle: Environmental Sustainability – We will seek to lead in sustainable practice. We will consider how our ideas and actions will impact the environment and work to reduce our impact on climate and promote sustainability</p>			
<p>GOAL 1 An environmentally sustainable future</p>	<p>GOAL 2 A healthy, connected and inclusive community</p>	<p>GOAL 3 A city that fosters sustainable growth</p>	<p>GOAL 4 A city that conserves and enhances our natural and built assets</p>
<p>Biodiversity Vision and Commitment</p> <p>Vision: <i>Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience</i></p>			
Urgency / Environmental Outcomes	Community	Development	Government
<p>Biodiversity Strategy</p>			

The City of Ballarat’s Plans and Strategies that support the Biodiversity Strategy

¹⁰ United Nations, *Sustainable Development*, accessed 23 January 2024, <https://sdgs.un.org/goals/>

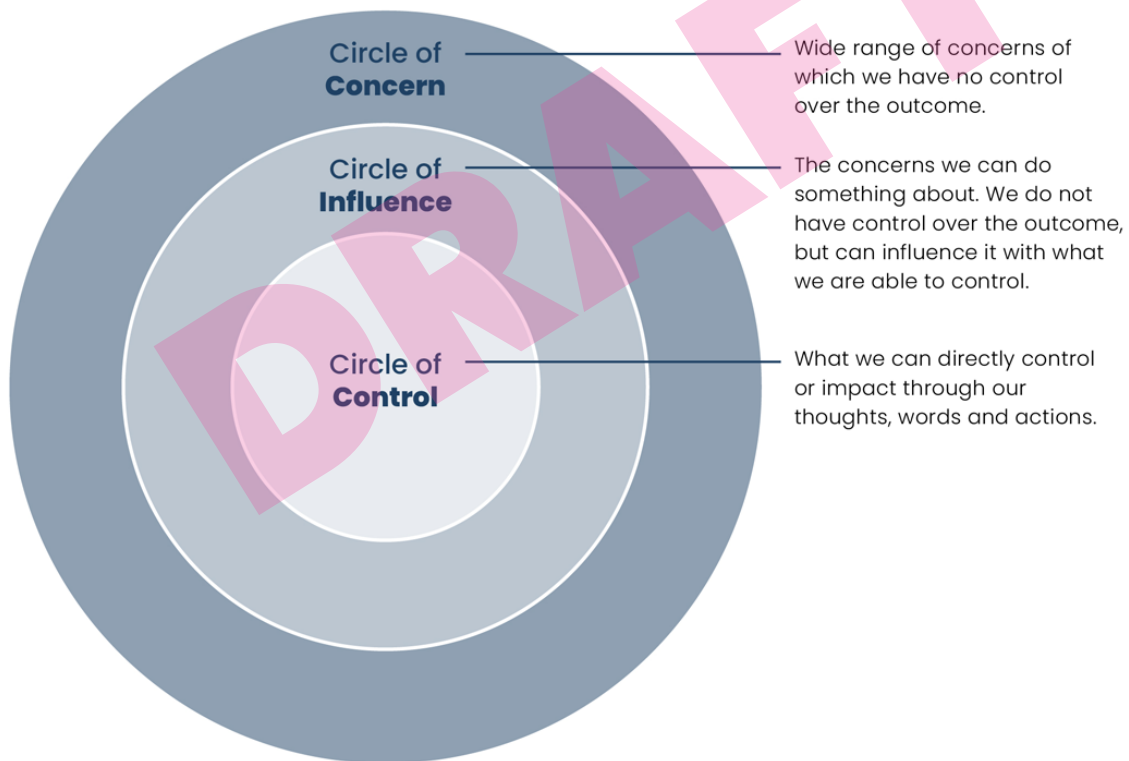
Local government is in a unique position to influence environmental outcomes through decisions and operational practices that are beyond legislative obligations. The community looks to the City of Ballarat to lead by example, and this is matched by a strong organisational desire to develop a culture to deliver environmentally sustainable outcomes. We recognise that there is room for improvement with regards to instilling sustainability practices into the organisation's overall employee consciousness. This will involve proactive engagement, executive and shared leadership, and overall increased education and ownership.

Biodiversity is impacted by everything we do. The physical things we do, the choices we make, the way we communicate, all our day-to-day activities have flow on effects to how we treat and value the environment, whether directly or indirectly as an organisation and as a community. Within the City of Ballarat, the Ballarat Biodiversity Strategy will touch on most areas of the organisation. However, while the Strategy sits with the

Sustainable Environment team, it will take the entire organisation, and community, to deliver the Biodiversity Strategy and Community Vision.

When interacting with and making decisions that impact the natural environment and biodiversity in Ballarat, the City of Ballarat will follow the "Precautionary Principle": take precautionary measures if there are threats of serious or irreversible environmental damage. A lack of full scientific certainty will not be used as a reason for postponing measures to prevent environmental degradation¹¹.

As the regional capital of western Victoria, relative to its neighbours, Ballarat has a higher revenue source and smaller land area¹². We have a responsibility and more resources to take care of the natural environment in our direct sphere of influence, and the region more broadly. We will act with intent and integrity towards our shared Vision relative to our level of influence, as per the below.



City of Ballarat's three circles of influence.¹³

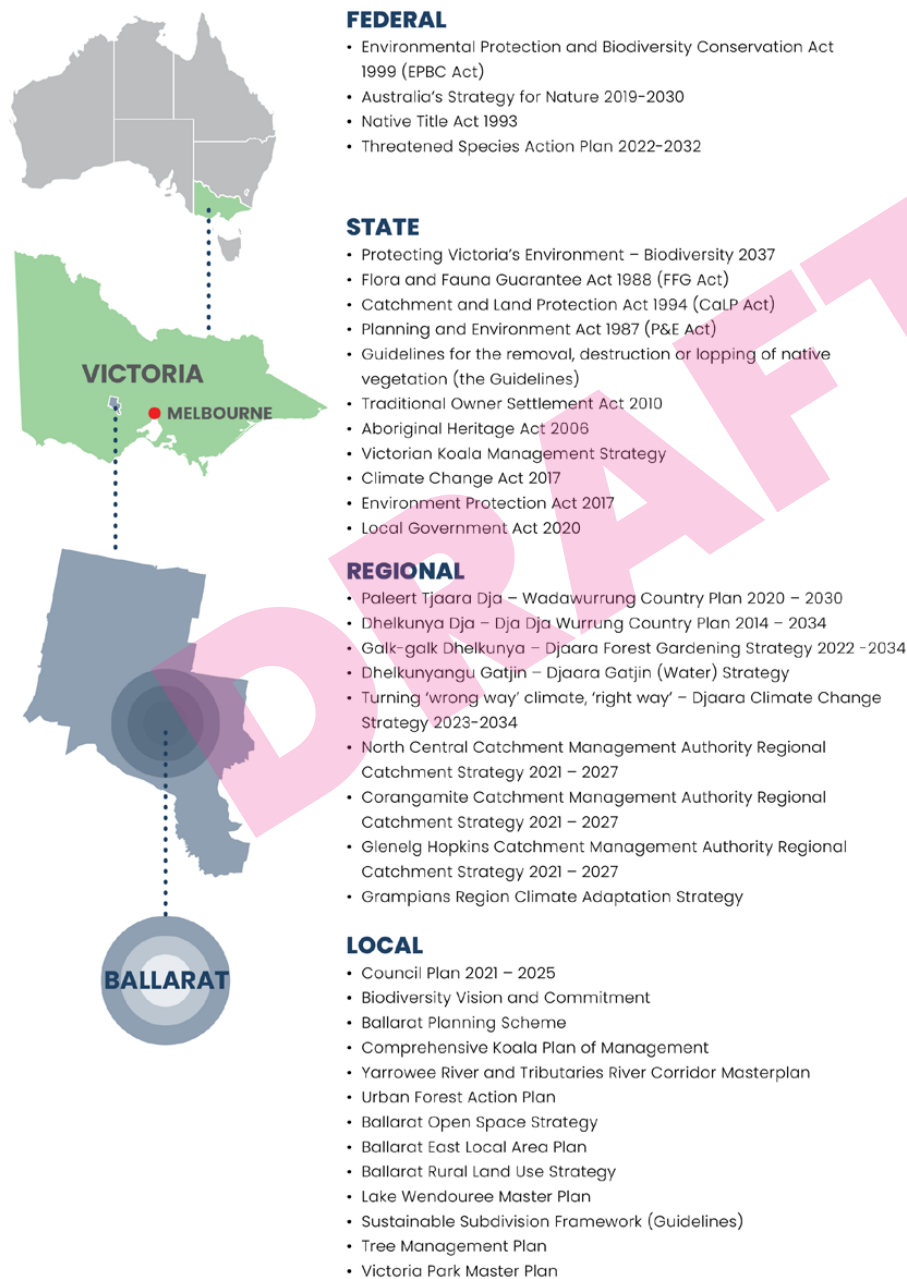
¹¹ Australian Agricultural and Resource Economics Society 2006. *Precaution: principles and practice in Australian environmental and natural resource management*, Deborah C Peterson

¹² Ballarat Strategy 2015. *Today Tomorrow Together*, City of Ballarat

¹³ Learning Loop, Circles of Influence, accessed 24 January 2024, <https://learningloop.io/>

Related Legislation, Strategies and Plans

Biodiversity related Federal and State legislation applies to the City of Ballarat and influences its actions and priorities. Similarly, legislation also applies to private land holders and other government landholders and operators. There are also many regional and local strategies and plans that direct our actions and priorities as the image below demonstrates:



Community Responsibility

While the City of Ballarat plays an important role in environmental stewardship, private land and the actions of private individuals is key to improving the health of biodiversity in Ballarat. Whether it is planting natives in your yard, keeping an old tree, or registering a conservation covenant on your title, individual landholders directly influence biodiversity.

At the 27th United Nations Climate Change Conference of the Parties (COP27) a Global Biodiversity Framework (GBF) was agreed, including target 3 calling for 30% of the earth's land and sea to be conserved through the establishment of protected areas¹⁴. Currently, only 22% of Australia's land area is protected through national and state parks, Indigenous protected areas and private reserves; in Victoria that number is even lower at just 17% (mostly in the east and north-west of the State). Given around two-thirds of Victoria is privately owned, private land will play a critical role in securing the future of our unique ecosystems and species and help meet global and local targets to protect biodiversity¹⁵.

There are general duties that apply to landowners, including those identified in s20 (1) of the Catchment and Land Protection Act 1994¹⁶.

In relation to his or her [or their] land (where land includes soil, water, vegetation and fauna on land) a landowner must take all reasonable steps to:

- avoid causing or contributing to land degradation which causes or may cause damage to land of another landowner; and
- conserve soil; and
- protect water resources; and
- eradicate regionally prohibited weeds; and
- prevent the growth and spread of regionally controlled weeds; and
- prevent the spread of, and as far as possible eradicate, established pest animals.

Individual actions like controlling weeds and pest animals on your property, keeping dogs on a leash or cats inside, volunteering or joining a Friends group, respecting the environment and advocating for better environmental protections, are all simple ways we as a community can better care for nature.

The creation of the Yarrowee River Trail, Woowookarung Regional Park and more recently the Bunny Trail, for example, were spearheaded by members of the public that wanted to protect the environment. The Ballarat community plays an important role in preserving biodiversity within the region and has a major role in advocating and setting public priorities for biodiversity.

Hot Tip: 'Land for Wildlife'

Land for Wildlife is a voluntary wildlife conservation program which acknowledges and recognises private landowners who are managing and/or restoring habitat for wildlife on their property. If you wish to create or protect wildlife habitats on your property, then the Land for Wildlife scheme can offer you advice and assistance.

wildlife.vic.gov.au/protecting-wildlife/land-for-wildlife

Hot Tip: 'My Property'

Corangamite Catchment Management Authority's 'My Property' tool on its NRM Portal is a great shared tool where you can make a plan and record restoration efforts and citizen science to help coordinate restoration efforts with other agencies and landholders across the region!

nrmp.ccmaknowledgebase.vic.gov.au/

Hot Tip: 'The Bradley Method for Bush Regeneration'

Joan and Eileen Bradley developed a series of weed control and native vegetation recovery techniques involving methodically clearing small weedy areas in and around healthy native vegetation so that each area was re-colonised by the regeneration of native plants, replacing the weeds. The Bradley Method follows three main principles:

1. Secure the best areas first. They are the core areas that can then be expanded for easier and better results.
2. Minimise disturbance to the natural conditions (e.g. minimise soil disturbance and off-target damage).
3. Don't over clear – let the regeneration of the bush set the pace of weed clearance.

¹⁴ International Institute for Sustainable Development, Global biodiversity framework 30x30 target, accessed 31/1/24, <https://www.iisd.org/articles/insight/global-biodiversity-framework-30x30-target/>

¹⁵ Trust for Nature, Land tax exemption for covenanted land in Victoria from 1 January 2024, accessed 10 January 2024, <https://trustfornature.org.au/>

¹⁶ Victorian Current Acts, Catchment and Land Protection Act 1994, accessed 24 January 2024, https://classic.austlii.edu.au/au/legis/vic/consol_act/calpal994267/

Ballarat Biodiversity Vision and Commitment

Developed and adopted in 2022, the Biodiversity Vision and Commitment for the City of Ballarat and the community is:

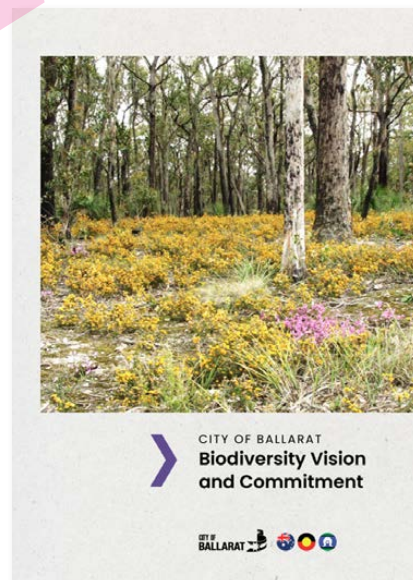
Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience

The City of Ballarat is committed to protecting and restoring the natural environment for the benefit of all plants, animals and people that inhabit and benefit from it. Council and the City of Ballarat acknowledges:

- The continuing connection of the Wadawurrung and Dja Dja Wurrung who have a deep understanding of the land, water and sky, and value their partnership in managing and determining their future.
- The community's role in protecting and restoring the natural environment and continued sharing of knowledge and experience through active engagement.
- The intrinsic and irreplaceable value of our forests, waterways, grasslands, large old trees and urban forestry, including street trees, that make up the mosaic of landscapes of Ballarat and region.
- Its role in supporting the invaluable services provided to us through the water cycle, nutrient cycle and other natural processes for the health of all.
- That biodiversity does not stop at borders, and it is our role as a regional centre to lead and facilitate responsible stewardship of the land.
- That biodiversity comes in many forms and that flora and fauna across all landscapes have inherent value worthy of protection and support.
- That flora and fauna have the right to exist and that it is our duty to live in harmony with, rather than external to, the natural environment.

Community consultation highlighted key focus areas to achieving a biodiverse Ballarat. These focus areas were adopted as part of the Biodiversity Vision and Commitment and forms the basis for the Ballarat Biodiversity Strategy. They are:

- 1. Urgency** – We take action now and continue following through with our commitments to create protected and resilient ecosystems.
- 2. Environmental outcomes** – Positively influence our efforts to protect, restore and connect environments across our region at a local to landscape scale.
- 3. Community** – Being informed, engaged, and collaborative in the pursuit of protecting and improving the natural environment.
- 4. Development** – Redirected away from valuable environmental assets and, where it occurs in sensitive areas, that development is done responsibly and ensuring those that detrimentally impact the environment through development are held accountable.
- 5. Government** – All levels are aligned to facilitate, fund and re-enforce efforts that protect and advance environmental stewardship.



The City of Ballarat Biodiversity Vision and Commitment strategy



Biodiversity and human health; it's black and white

Biodiversity and Human Health

Biodiversity is fundamental to human well-being, a healthy planet, and economic prosperity for all people, including for living well in balance and in harmony with Mother Earth. We depend on it for food, medicine, energy, clean air and water, security from natural disasters as well as recreation and cultural inspiration, and it supports all systems of life on Earth¹⁷.

Western culture has viewed nature as an externality that can be measured, modified and used to suit human wants and needs. This approach has directly contributed to the global warming and biodiversity crises we currently face¹⁸. Australians currently use natural resources 4.5 times faster than Earth's biocapacity, the second highest in the world behind the USA at 5.1 times, and well above the world average of 1.75 times¹⁹. If we, as a society, do not learn to live within Earth's biocapacity, we will obliterate the fundamental Earth systems we rely on to survive. To address the issues we face, it is not simply a matter of 'fixing the environment' but rather, a matter of fixing the culture that degrades it.

We know that we cannot survive without the environment, so we need to focus on living with the environment, and this takes a shift in mentality, culture, and practice – a shift towards caring for Country.

A large body of research has convincingly shown that 'nature' in its many forms and contexts can have direct benefits on mental and physical health. Unfortunately, the extent and diversity of natural habitats are decreasing rapidly. Natural sounds and smells (birds and wildflowers for example) have well-documented beneficial effects on mental restoration, calm and creativity. Being physically in nature benefits our balance and equilibrium, keeps our brains cognitively healthy, our bodies physically healthier, and makes us happier.

There is also growing and compelling evidence that contact with diverse microbiomes in the soil and air has a profound effect on depression and anxiety. Increasing our interaction with natural elements through touch, literally getting dirt under our nails, is physically and mentally good for us. We also have increasing evidence that air, noise and soil pollution increase risk of mental health disorders. So, the more biodiverse and healthier the environment, the healthier we are, indicating biodiversity is a priority for human health²⁰.

¹⁷ Convention on Biological Diversity, 15/4. Kunming-Montreal Global Biodiversity Framework, UN Environment Program, Fifteenth Meeting – Part II, December 2022

¹⁸ IPBES (2019): Global Assessment Report on Biodiversity and Ecosystem Services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. IPBES secretariat, Bonn, Germany

¹⁹ Earth Overshoot Day, How many Earths? How many countries?, accessed 17 January 2024, <http://overshoot.footprintnetwork.org/>

²⁰ The Conversation, Biodiversity and our brains: how ecology and mental health go together in our cities, accessed 30/1/24, <https://theconversation.com/biodiversity-and-our-brains-how-ecology-and-mental-health-go-together-in-our-cities-126760/>

“We may not know it, but we need towering forests across one third of the land’s surface to lock away carbon and keep the climate stable. We need millions of pollinators, billions of soil organisms, and megatons of plankton to keep the food we eat in supply. Our planet’s biodiversity provides all the things we need for free. But it will only do so if there’s lots of it and at the moment it’s under attack. We talk about climate change a lot, but biodiversity loss is as important an issue. How do we stop this loss of life? How do we ensure that biodiversity begins to increase again? In fact, we already know exactly what to do.”

– Sir David Attenborough, 2024



Community members enjoying the health benefits of nature

People depend on biodiversity in their daily lives, in ways that are not always apparent or appreciated. Human health ultimately depends upon ecosystem products and services (such as availability of fresh water, food and physical resources) which are vital for good human health and productive livelihoods. Biodiversity loss can have significant direct human health impacts if ecosystem services are no longer adequate to meet societal needs. Biodiversity provides many goods and services essential to life on Earth, for free. The management, or mismanagement, of natural resources significantly contributes to the baseline health status of Ballarat’s community.

Environmental stewardship contributes to secure livelihoods and improves the resilience of the community. Biodiversity loss (including loss of species and genetic diversity) can contribute to food and nutrition insecurity. For example, biodiversity loss makes plants and crops more vulnerable to disease and failure, increasing the need for chemical fertilizers and pesticides which in turn can also contribute to numerous public health threats including antibiotic resistance and noncommunicable diseases. Land use change through deforestation is the leading driver of disease emergence in humans and should be a key priority to abate²¹. As biodiversity declines, the ability for humans to survive on Earth declines.

21 Convention on Biological Diversity, *Connecting global priorities – biodiversity and human health*, World Health Organisation 2015

Ballarat's Landscape

Stand at the roundabout at the intersection of Lydiard Street South and Dana Street in Ballarat Central, look east down the hill, and you are standing at the edge of ancient volcanic flows, looking at Mt Warrenheip, an extinct volcano, and Woookarung Regional Park, Ballarat's newest State reserve. The Yarrowee River ahead, channelised and built over, begins its life near White Swan Reservoir and follows the embankment south, punctuating the two main landscapes in Ballarat – Victorian Volcanic Plains (VVP) to the west, and Central Victorian Uplands (CVU) to the east.

These two bioregions are the foundations for the Ecological Vegetation Classes (EVCs) found in Ballarat – generally, Plains Grassy Woodland to the west, and Heathy Dry Forest to the east. In short, the underlying geology determines the soils, the soils and topography determine the plants that grow (along with rainfall and other factors). The grasslands grow in the west because of the underlying basalt creating fertile volcanic soils in the Victorian Volcanic Plains; the forest grows in the east because of the underlying shale, sandstone and mudstone creating low nutrient soils in the Central Victorian Uplands.

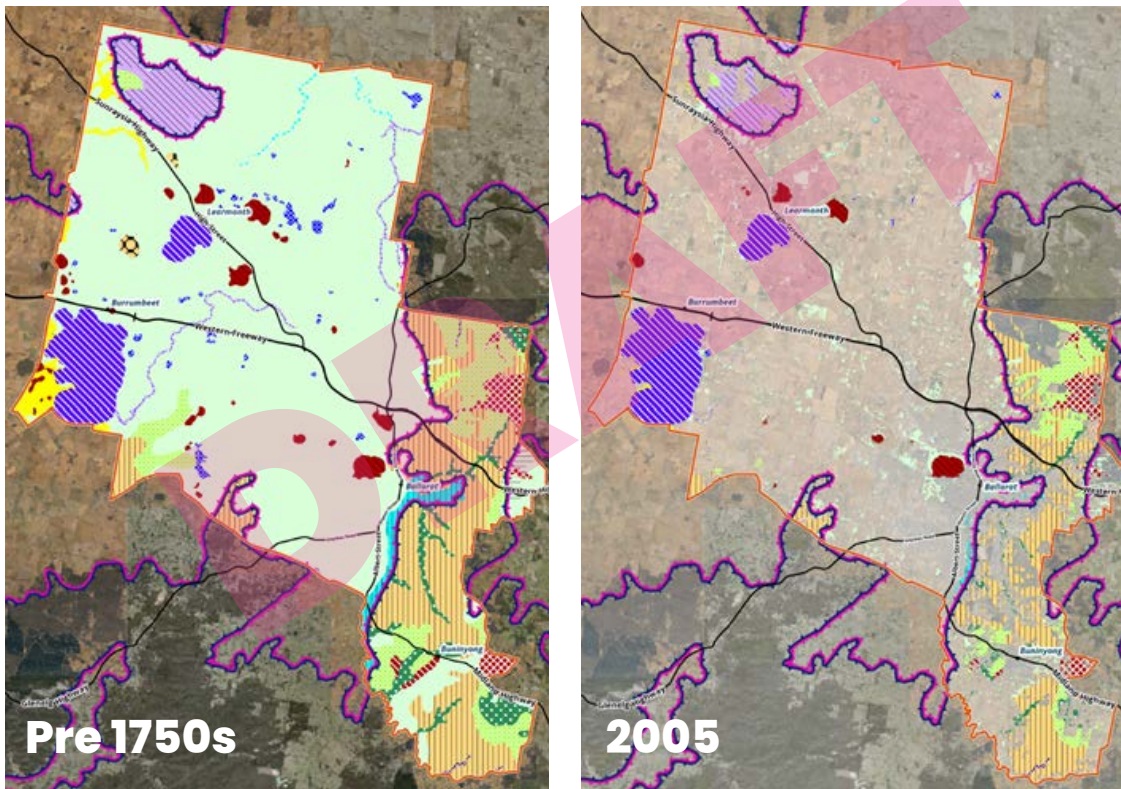


Mt Warrenheip on a brisk Ballarat morning

The Ballarat region has about 700 native species of plants. Common bushland of the region was open eucalyptus forest with combinations of Messmate and Peppermint, with an understorey of wattles and a great diversity of smaller shrubs, grasses and herbs²². Unsurprisingly, the animals that exist in these Ecological Vegetation Classes differ because the habitat is different in each.

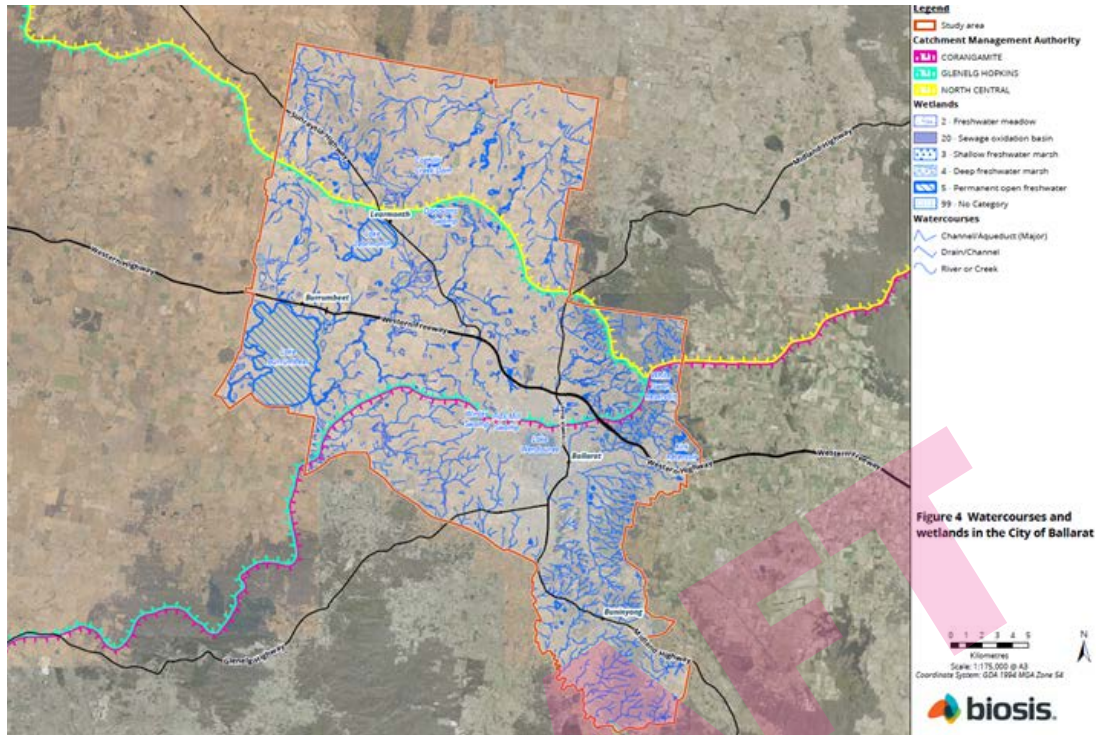
Following colonisation of Ballarat in 1838, vast swathes of land was cleared for settlement, mining, agriculture, and other natural resource extraction. Fast forward 175 years and modelling and mapping of vegetation in the region in 2005 illustrates the extent of clearing with significant declines in the cover of all Ecological Vegetation Classes across the Ballarat region.

Ecological Vegetation Classes within the Central Victorian Uplands bioregion have reduced by 52 per cent of the pre-1750 extent, and by 91 per cent in the Victorian Volcanic Plains bioregion. The image below illustrates modelling of what the vegetation cover of Ballarat was pre-1750's (European settlement), and in 2005.



Pre-1750s and 2005 Ecological Vegetation Classes and bioregions of the City of Ballarat

22 City of Ballarat 2004, *Native Vegetation Conservation in the City of Ballarat*, City of Ballarat



Watercourses, wetlands and Catchment Management Authorities in the City of Ballarat

Located at the southern end of the Great Dividing Range, Ballarat is situated at the junction of three Catchment Management Authorities (CMAs) – Corangamite CMA (CCMA), Glenelg Hopkins CMA (GHCMA) and North Central CMA (NCCMA).

The major river basins within each of the CMAs are:

- Corangamite CMA:
 - Barwon River, flowing to Barwon Heads
- Glenelg Hopkins CMA:
 - Hopkins River, flowing to Warrnambool
- North Central CMA:
 - Loddon River, flowing to the Murray River

Several major creeks and rivers occur within the Ballarat region including the Yarrowee River, Burrumbeet Creek, Creswick Creek, Slaty Creek and Canadian Creek. Lake Burrumbeet is the largest permanent freshwater body within the Ballarat region. It is located in the west and is directly fed by Burrumbeet Creek, which begins in the foothills around Invermay. Lake Learmonth also occurs in the west, along with many other ephemeral wetlands and creek lines.

Watercourses and waterbodies provide havens for wildlife through summer and droughts, and where native vegetation remains intact on their banks, creeks and waterways provide excellent opportunity for habitat connectivity across the landscape. However, from

mining and urban expansion, they have been heavily modified and are significantly degraded.

Each of the Catchment Management Authorities have Regional Catchment Strategies which offer opportunities for advice, partnerships and grant funding, something Ballarat should seek to capitalise on. Additionally, Ballarat’s position at the top of three catchments means how it manages its waterways has flow-on effects into the three catchments; restoration projects will send native seed downstream, whereas weed infestations will send weed seed downstream. Similarly, rubbish and pollution that enters waterways upstream, flow downstream ultimately ending up in our oceans.

Many flora and fauna species occur in Ballarat, however, there is much less space for them to live in. While some species have adapted and survive in human modified landscapes and built environments, many have not and require large and connected patches of healthy and core habitat to survive in the region. Without action, our list of threatened species will continue to grow:

- 22 threatened plant (flora) species
- 43 threatened animal (fauna) species
- 7 threatened ecological communities.

More detailed information is available in the supporting document – Background Science.

Threats to Biodiversity

Ballarat's plants and animals are threatened by several cumulative and increasing threats such as invasive weeds and pest animals, climate change, fragmentation and habitat loss, and natural disasters²³. A key threat facing threatened flora (plants) and fauna (animals) within the city of Ballarat is habitat loss and fragmentation²⁴.

Expansive land clearance on the Victorian Volcanic Plains has resulted in the widespread loss of Grassy Woodland and Grassland habitats to intensive agriculture. As a result of this historical clearance, many flora and fauna species endemic to this habitat are listed as threatened, such as the Striped Legless Lizard *Delma impar* and Growling Grass Frog *Litoria raniformis*. Habitats for threatened species in these areas now persist as small, fragmented 'islands'. Connectivity between these islands is limited due to the inhospitable agricultural landscape. Even though there is a greater cover of native vegetation in the east of the region, it is still negatively impacted by pest plants and animals and fragmentation caused by large roads and housing developments³.



Native vegetation removal and fragmentation are major risks to biodiversity

Loss of large hollow-bearing trees through agricultural clearing and urban development reduces roosting and nesting habitat for a range of native birds, bats and arboreal mammals. Introduction of pest bird species, such as Common Myna *Acridotheres tristis*, has caused significant competition for hollows and other roosting and nesting habitat for natives.

Climate change also poses a risk to threatened species within the region. Ecosystems in the east of the region, including Riparian forests and Dry forests, will be adversely impacted by modelled reductions in rainfall and areas of suitable habitat²⁵.



A heavily degraded waterway in Ballarat's East



Rubbish dumping highlights the disregard for the environment

23 DCCEE 2022. Threatened species strategy action plan 2022–2032, Author: Department of Climate Change, Energy, the Environment and Water, Canberra, ACT.

24 Biosis 2020. Living Corridors Action Plan: Draft Report, Biosis Pty Ltd, Melbourne, Victoria

25 Deakin University 2016. Ballarat Biodiversity Action Plan 2016 – Background report, Report prepared for The City of Ballarat. Authors: Cunningham. S, Hossain. H, Romeijn. H, Deakin University.

Degradation of waterways also threatens biodiversity and threatens aquatic plants and animals within Ballarat²⁶. Weed invasions are often concentrated along watercourses where native species struggle to outcompete introduced species such as Blackberry *Rubus anglocandicans*. Aquatic pest animals such as European Carp *Cyprinus carpio* can significantly degrade water quality, outcompete or prey on native species. Degradation of the waterways and surrounding vegetation reduces the amount of land available to threatened species that occur in wetland and waterway habitats. Of the 38 threatened fauna species predicted to occur within the City of Ballarat, 24 rely on wetlands and waterways as key habitat.

The sixth report from the Intergovernmental Panel on Climate Change leaves no doubt that climate change is an inevitable and urgent global challenge with long-term implications for the sustainable development of all countries. The United Nations Development Programme has declared a climate, biodiversity loss, and pollution emergency. Worsening effects will lead to more extreme weather events in Ballarat, including dangerous heat waves, longer and more intense fire seasons, drought conditions from decreased rainfall, increased storm activity and flooding, and a transition to a more northerly climate. These effects will have social, economic, psychological, environmental, ecological and human health consequences for Ballarat's community.

The climate is an important driver of ecological cycles for both flora and fauna. The Ballarat region's climate is expected to change over the next 50 to 70 years, which will provide challenges for many of the local species²⁷. With decreases in average rainfall and increases in average temperatures, the amount of land suitable for habitat within the region will shrink. This will increase the importance of retaining existing vegetation and capitalising opportunities for connectivity between remnant patches of vegetation. Impacts of climate change can also be complex. For example, many plant species rely on temperature and rainfall cues to grow, flower and set seed. Understanding how changes to the climate effect species in Ballarat is key to being able to effectively manage the risks and adapt to the changes.



Heavy weed infestation along a watercourse on private land

Connectivity plays a critical role in the preservation and enhancement of biodiversity and ecological values within Ballarat. Where native flora and fauna have opportunities to move freely through large patches of vegetation, either directly or indirectly (through seeds or pollen, for example) they have more of an opportunity to diversify genetic pools and seek refuge from threats such as climate change. Furthermore, climate models suggest less average rain but more intense rain events more often. Ballarat's channelised drainage can manage water from storm events, however there will be a growing need to keep water in the landscape for longer to allow it to penetrate the ground and be used by vegetation, hydrate soils and regenerate groundwater.

²⁶ Biosis 2018c. East Ballarat Local Area Plan Background Paper. Natural Environment and Landform, Report prepared for City of Ballarat. Author: Gibson, M, Biosis Pty Ltd, Melbourne, VIC. Project no. 26930

²⁷ Deakin University 2016. Ballarat Biodiversity Action Plan 2016 - Background report, Report prepared for The City of Ballarat. Authors: Cunningham, S, Hossain, H, Romeijn, H, Deakin University.

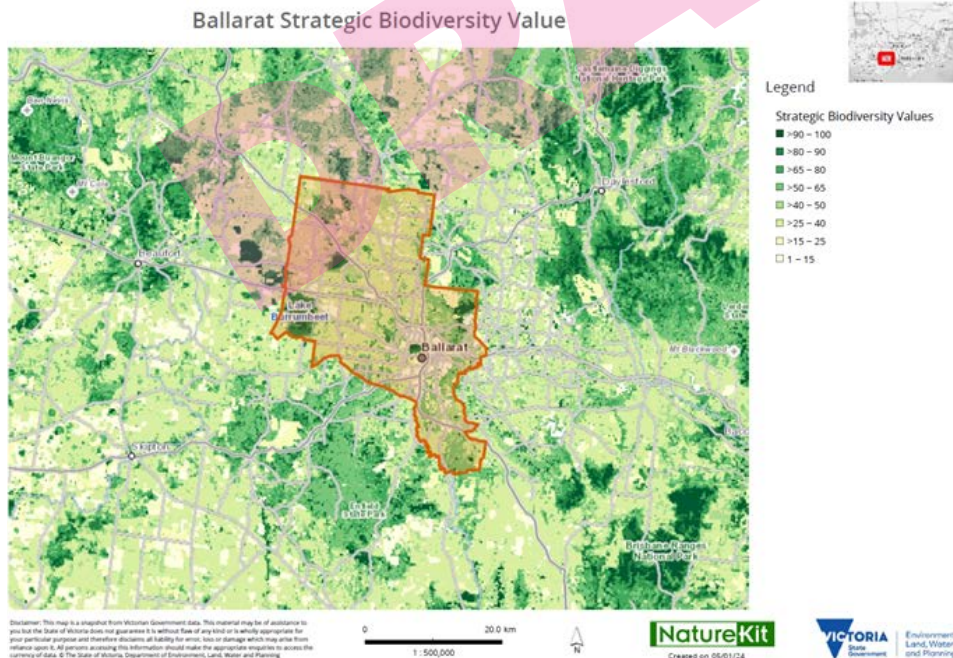
Current State of Biodiversity within Ballarat

Many of the biodiversity reports reviewed discussed that much of the remaining ecological values within the City of Ballarat municipality predominantly occur to the east of the Yarrowee River, with the exception of lakes in the west. Large blocks of native vegetation occur in the east including the Nerrina Historic Area, Woowookarung Regional Park, Union Jack Reserve and Mt Buninyong. This area is considered a 'Living Corridor' as it connects state forests and other reserves lineally to the north (Creswick Regional Park) and south (Enfield State Park). These reserves play an important role in preserving biodiversity and providing habitat for threatened fauna and flora species²⁸. The Living Corridor is interrupted by major roads and urban developments in some areas, providing opportunities for improvements. Connectivity in this corridor is vital for flora and fauna to be able to adapt to climate change to continue existing in the region.

The State Government's 2022 Strategic Biodiversity Value (SBV) mapping is landscape scale mapping

that combines information on biodiversity values with connectivity and fragmentation information to show the relative value of landscapes across Victoria. The mapping provides a strategic view of the ranked contribution of a location for the conservation of Victoria's biodiversity. A higher strategic biodiversity value score indicates a location that contains more, and less common biodiversity values relative to other locations with a lower score. Higher scores tend to be in contiguous areas of native vegetation²⁹.

The below image illustrates Ballarat's Strategic Biodiversity Value relative to the surrounding region. It highlights that while we have some areas of higher value (such as Lake Burrumbeet, Lake Learmonth, Lake Wendouree and the southern reaches of Creswick Regional Park), the broader region has considerably higher Strategic Biodiversity Value (such as Enfield State Park, Brisbane Ranges, and Wombat State Forest), which demonstrates much more contiguous areas of native vegetation.



Strategic Biodiversity Values within and around the City of Ballarat

28 Biosis 2020. Living Corridors Action Plan: Draft Report, Biosis Pty Ltd, Melbourne, Victoria

29 DELWP 2017. Biodiversity information explanatory document, Victorian Government Department of Environment, Land, Water and Planning, Melbourne



Flowering native grassland at Dowling Forest Cemetery

The State Government's Biodiversity 2037, Victoria's plan to stop the decline of our native plants and animals and improve our natural environment, discusses a new approach to conservation management that moves away from planning for each species individually and from managing only the most highly threatened species first. Management of species that are highly threatened is high risk and high cost. Rather than managing species at the 'emergency end' of conservation, this new approach focusses primarily on preventing species from becoming threatened. Preventing species and communities from becoming threatened requires a landscape scale approach to conservation and will, as a result, target many species at once³⁰.

If Ballarat is to increase its Strategic Biodiversity Values, it will be required to take a landscape scale approach that benefits the largest number of species. Ballarat's flagship species, the Koala and Growling Grass Frog (both specifically protected in the Ballarat Planning Scheme) will benefit from taking this landscape scale approach. These two unique species each represent our two unique landscapes; the koala is generally found in the Central Victorian Uplands, and the Growling Grass Frog is found in the Victorian Volcanic Plains. Outcomes of this Strategy will take this landscape scale approach, championed by our flagship species.

Areas of remnant native vegetation and habitats are much smaller in the west of the region due to extensive clearing for agriculture since 1838. While far less volume of the region's biodiversity is found in the west, what remains is incredibly important given its rarity and level of depletion across the state. Roadsides, rail reserves and other linear reserves may support the majority of the native flora and fauna remaining to the west of the Yarrowee River³¹. Linear reserves that have been spared from intense disturbances such as heavy grazing, may still support highly biodiverse ecosystems. As a result, several threatened flora and fauna species are predicted to occur in the west of the region, despite the extensive clearance and agricultural activities.

30 DELWP 2017. Protecting Victoria's Environment - Biodiversity 2037, Victorian Government Department of Environment, Land, Water and Planning. Melbourne

31 LINCS Committee 1995. Linear Network of Communal Spaces (L.I.N.C.S) plan, Report Prepared for the City of Ballarat. Authors: The LINCS Committee

Consequences of inadequate action/management

The environmental assets within Victoria are commonly referred to as 'Natural Capital'. Natural capital is not only important for the health and cultural identity of all Victorians, but also for key sectors such as tourism and agriculture. If Victoria's natural capital is adequately protected and improved, by 2028 it could provide between \$15 billion and \$36 billion in economic benefits for Victoria. If environmental assets continue to decline, an economic loss of between \$16 billion and \$78 billion is projected³².

As discussed earlier, key threats to biodiversity within the region include land clearance and climate change. If these threats are not adequately managed, then Ballarat may lose the ecological values that make the region an important part of Victoria's ecological system. For example, allowing land clearance to continue within the priority areas identified in the 2016 Ballarat Biodiversity Action Plan³³ would directly impact the ability of the region to maintain (let alone improve) its biodiversity, particularly in the face of climate change.

As the land available for suitable habitat shrinks due to reduced average rainfall, increases in temperature, and increases in wildfire and storm events, landscape connectivity will become even more important. If actions are not taken to improve connectivity or to stop isolation and fragmentation (through further land clearance), native fauna and flora will have fewer options to relocate to more suitable habitat and will be substantially more at risk of being lost to disease and natural disasters. Furthermore, if we do not connect the landscape, the exchange of genetics will continue to diminish, making populations more susceptible to disease and climate events, accelerating the risk of extinctions.

Invasive environmental weeds pose a significant threat to remnant vegetation on the Victorian Volcanic Plains³⁴. Environmental weeds can swiftly outcompete native species and reduce species diversity in patches of remnant vegetation. They often also reduce the suitability of habitat for native fauna. Without extensive and collaborative management of these invasive species, what remains of the biodiversity in the west of Ballarat is at risk of being lost.



Considering options for the European Carp *Cyprinus carpio* problem at Lake Burrumbeet

As shown when comparing vegetation coverage between 1750 and 2005 most of the vegetation that occurred across the Victorian Volcanic Plains has been cleared. Vegetation now remains as small, isolated pockets and corridors alongside roadsides and reserves such as the Dowling Forest Cemetery³⁵. Without efforts to encourage landowners in these areas to conserve the patches of native vegetation that remain on their land and connect them to patches in neighbouring reserves, roadsides and properties, they will likely be lost from Ballarat.

Continued tree removal, particularly large old and hollow bearing trees in the east of Ballarat will put local species such as the Koala *Phascolarctos cinereus* and Brush-tailed Phascogale *Phascogale tapoatafa tapoatafa* at risk of local extinction. Similarly, land clearing, herbicide and pesticide use, pollution and uncontrolled cats and dogs threaten focal species such as the Growling Grass Frog *Litoria raniformis* and Platypus *Ornithorhynchus anatinus*.

A lack of public awareness or general disregard for the environment means that it likely will not be prioritised, and it will not receive the protection and funding needed to abate biodiversity loss. If the environment is not highly valued by the community, it may continue to be treated as it has for the last two centuries and it will continue to be degraded. Environmental degradation, for the most part, is caused by humans and human activities (post colonisation). Therefore, it is humans that can reverse that trend. The climate and biodiversity crises are human induced and will only be addressed when humans address it.

32 DELWP 2017. Protecting Victoria's Environment – Biodiversity 2037, Victorian Government Department of Environment, Land, Water and Planning, Melbourne

33 Deakin University 2016. Ballarat Biodiversity Action Plan 2016 – Background report., Report prepared for The City of Ballarat. Authors: Cunningham, S, Hossain, H, Romeijn, H, Deakin University

34 Greening Australia & Trust for Nature 2015. Conservation action plan for the Victorian Volcanic Plain. Summary report., Authors: Koch, R, J, Wong, N,

35 LINC'S Committee 1995. Linear Network of Communal Spaces (L.I.N.C.S) plan., Report Prepared for the City of Ballarat. Authors: The LINC'S Committee

Improving biodiversity in Ballarat

The City of Ballarat has an important role to play in protecting and enhancing the biodiversity values of the region. The large reserves in the east of Ballarat provide an excellent opportunity to contribute to Victoria's biodiversity goals given the large amount of native vegetation and fauna habitat they support, and possible landscape connections they enable. Protecting and restoring habitat in Ballarat's east is critical to the continued survival of the koala and other species in Ballarat³⁶.

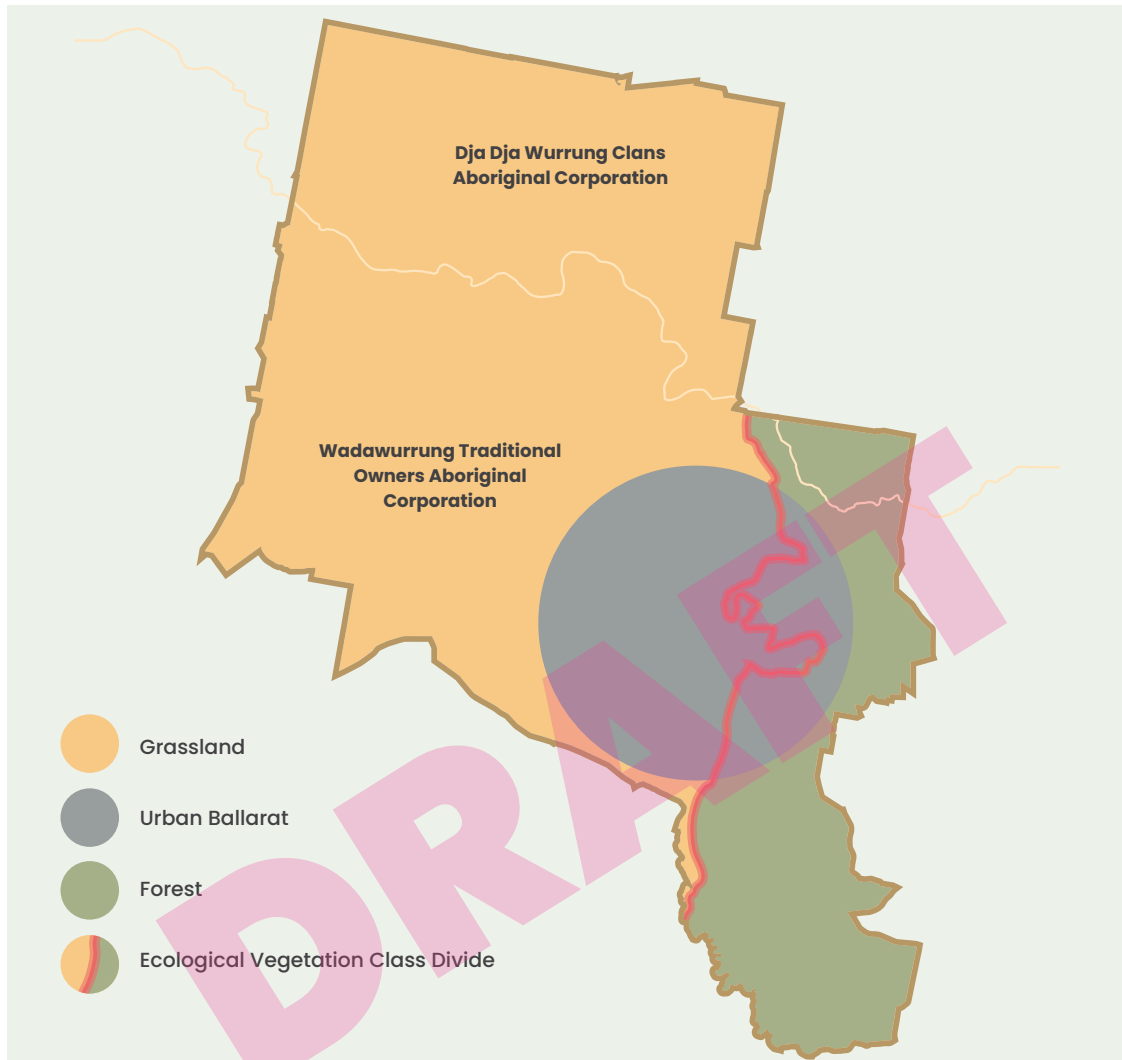
Several of the reviewed reports provide recommendations to protect and restore biodiversity within Ballarat. Key recommendations shared between these reports include raising public awareness and/or ownership over the reserves within Ballarat, effectively managing invasive weed species and connecting significant patches of vegetation. The Mullawallah Wetlands (Winter Swamp) are a great example of Traditional Owner, community and government partnership to restore and manage the natural environment in urban Ballarat. Partnerships and community awareness will be crucial to the successful restoration of biodiversity in Ballarat.

The importance of managing biodiversity in the face of climate change is also a common theme of these reports. The Ballarat Biodiversity Action Plan 2016 provides very specific guidelines for prioritising biodiversity management and restoration in modelled climate change, with a focus on the areas within the Ballarat region that will remain 'suitable habitat' as rainfall decreases and temperatures increase. These priorities need to be carefully implemented into all future biodiversity and strategic planning. As a result, effectively communicating the importance of the environment with the public can have immense benefits for biodiversity within Ballarat, much of which occurs and relies on private land.



The Future Landscapes project identifies priority areas for protection and restoration

³⁶ DEECA 2023, Victorian Koala Management Strategy, Department of Energy, Environment and Climate Action, Melbourne



Visual representation of Caring for Country across Ballarat's three main regions

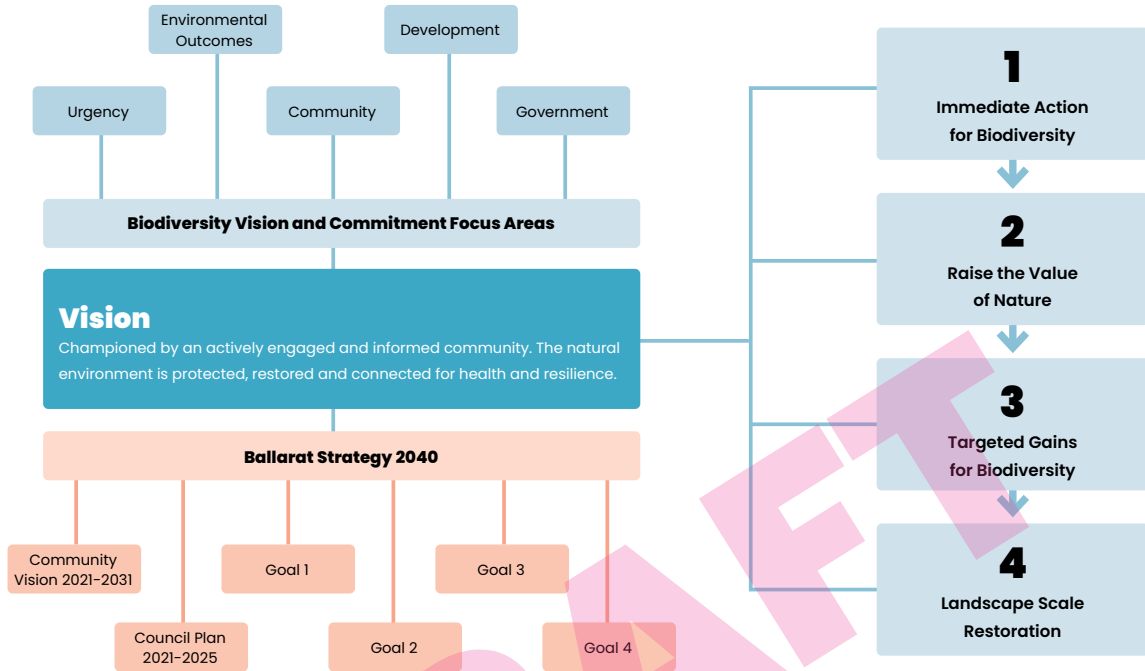
The municipality of Ballarat is 740 sq km:

- Approximately 60 per cent is farmland and wetlands on the Victorian Volcanic Plains to the west
- Approximately 20 per cent is bush, rural living and farmland on the Central Victorian Uplands to the east
- Approximately 20 per cent is urban Ballarat (including proposed growth areas, Miners Rest and Buninyong) located on both the Central Victorian Uplands and Victorian Volcanic Plains in the middle

Based on Ballarat's landscape, it can be grouped into three distinct regions: the Victorian Volcanic Plains (Grassland), the Central Victorian Uplands (Forest), and Urban Ballarat. The physical elements that make up these three regions are different; the Grassland is predominantly flat with ephemeral wetlands and waterways on larger agricultural properties, the Forest is hillier and characterised by a north-south bush through urban lifestyle blocks, and Urban Ballarat has channelised waterways, asphalt naturestrips and a landscape that prioritises humans. While biodiversity is a complex web of interactions, to be able to effectively communicate, manage and direct biodiversity efforts across the municipality, this simplified view will assist, as visualised above.

Based on the feedback received, the adopted Biodiversity Vision and Commitment, the background documents reviewed, and consideration of Ballarat's

unique landscape and current capacity, the strategy to improve Ballarat's biodiversity is based on the following:



Immediate Actions for Biodiversity

These focus on keeping and putting more plants in the ground now and raising the capacity of the City of Ballarat and the community to support biodiversity in the short term.

Raise the Value of Nature

Increasing everyone's value of the natural environment will help community groups, the City of Ballarat and Authorities improve biodiversity in the short to medium-term, helping to unlock appetite for bigger projects.

Targeted Gains for Biodiversity

Work needs to be conducted to build capacity within the City of Ballarat and to determine priority areas for protection and investment to see larger biodiversity gains in the medium to long-term.

Landscape Scale Restoration

To ensure biodiversity survives and thrives in the Ballarat region with climate change, landscape scale restoration has to be the long-term goal. This Strategy will lay the foundations for future strategies to achieve this goal (new hollow bearing trees are unable to be grown in a four year plan).



Actions

Feedback was collated, categorized into the Biodiversity Vision and Commitment focus areas, and prioritised to identify actionable opportunities to progress towards our Vision. We asked:

- What is the action?
- What are the outcomes we hope to achieve?
- How will we know if this is successful?

Actions were selected based on their likely impact and the City of Ballarat's ability to implement or drive them. The Selected and refined Actions are as follows:

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
1 Immediate Action for Biodiversity	Goal 1: Working with Wadawurrung and Djaara to Care for Country	Action 1: Partner with Wadawurrung and Djaara's Natural Resource Management Teams for on-ground works, plant supply and project advice, supporting financial independence and self-determination through a Collaboration Agreement	Increase	1	Now	Ops / TO's / SEB	PB	A Collaboration Agreement is signed with Wadawurrung and the relationships between Wadawurrung/Djaara and CoB is growing, constructive and based on honesty and trust
		Action 2: Enabling Wadawurrung and Djaara to conduct cultural burns to Care for Country inline with their Healthy Country Plans and strategies	Increase	1	Now	Ops / TO's / SEB	OT / PB	We have started an ongoing program of cultural burns and ecological monitoring
	Goal 2: Existing native vegetation is protected and prioritised	Action 3: Explore all options before removing native or significant trees and vegetation for both public and private proposals/activities and optimise use of trees that are felled	Increase	1	Now	SEB / DF / I&E	OT	Gather examples and develop standard approach, making BAU
		Action 4: Develop practice notes and Ballarat based case studies for considering proposals to remove, destroy or lop native vegetation and educate planners and developers of best practice application of 'the Guidelines'	New	1	6 months	SEB / DF	OT	Practice notes and case studies produced with uplift in tree retention in proposals
	Goal 3: More plants are in the ground to restore more habitat	Action 5: Seek funding for an Officer to help coordinate delivery of the Biodiversity Strategy and City of Ballarat and community revegetation efforts	New	1	Now	SEB	FTE	Biodiversity Officer recruited
		Action 6: Develop a Naturestrip Guideline to support gardens that provide habitat and ecological corridors through Urban Ballarat	New	1	6 months	SEB	OT	Guidelines are developed, approved and being promoted
		Action 7: Investigating options for more indigenous native plant sales by increasing support to City of Ballarat Indigenous Plant Nursery and Wadawurrung Traditional Owners Nursery, promoting Gardens for Wildlife Ballarat, Landcare and FoG's	Increase	1	1 year	SEB / Ops	OT / \$	Increase the amount of plants going in the ground by at least 50 per cent / 12,000
	Goal 4: Friends of Groups are supported to grow and do their amazing work	Action 8: Propose to Council the establishment of a Biodiversity Reference Group to provide advice on biodiversity matters in Ballarat, including advising on the Comprehensive Koala Plan of Management	New	1	1 year	SEB	OT / \$	Committee is established and operating
		Action 9: Facilitate or host 2 Friends Forums per year and participate in other community led events to support and promote FoG's to grow the environmental community	Increase	1	Now	SEB / FoG's	OT / \$	Two Friends Forums are hosted per year
		Action 10: Provide funding, training and materials (i.e. mulch, tools, etc.) to support FoG's with their volunteer and advocacy efforts, including training opportunities for community leaders to achieve constructive engagement with City of Ballarat processes	New	1	6 months	SEB	OT / \$	FoG's feel supported and better able to conduct their activities
		Action 11: Develop and adopt a process to enable and better coordinate volunteers to do works on City of Ballarat land	New	1	6 months	SEB / Ops / FoG's	OT	FoG's and CoB communicate efficiently and effectively with works occurring in a coordinated way

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
2 Raise the Value of Nature	Goal 5: We all know more about the natural environment	Action 12: Seek funding for an Officer to develop and coordinate an environmental education and engagement program	New	2	6 months	W&E	FTE	Education and Engagement Officer recruited
		Action 13: Develop and refresh environmental education materials and make available online	Increase	1	6 months	SEB	OT	Environmental education materials are updated and online, easily accessible to the community
		Action 14: Develop corporate training on biodiversity and Caring for Country for all City of Ballarat staff and Councillors	New	2	1 year	SEB / P&C	OT / \$	Training is adopted and part of new starter and periodic refresher training
	Goal 6: We all engage with the natural environment more	Action 15: Encourage community engagement with the environment by running 2 x Nature Stewards Programs per year, sign three schools up to Resource Smart Schools program, and promote Green Scripts among health professionals	Increase	1	1 year +	SEB / CW	OT / \$\$	Programs are running and well attended
		Action 16: Support and increase environmental education and activities into existing community programs including for school holidays, and for priority groups such as for older people, culturally diverse and young people	Increase	2	2 years +	SEB / CW	OT / \$	Programs have more environmental material and activities, reaching members of the community that are not currently or have not traditionally been involved, with increasing community awareness, knowledge and stewardship
	Goal 7: We all actively care for and feel ownership of the natural environment	Action 17: Increase internal leadership and advocacy for the natural environment by including environmental stewardship in relevant City of Ballarat strategies and projects	Increase	1	2 years +	SEB / P&C	OT	Environmental/biodiversity impacts are considered at the start of projects with SEB consulted early for advice, with outcomes reflected throughout strategies and projects
		Action 18: Increase City of Ballarat presence in the community to discourage illegal vegetation removal, rubbish dumping and water contamination, while enforcing illegal actions when they occur	Increase	2	2 years +	SEB / I&E	OT	Decrease in illegal and environmentally damaging behaviours
		Action 19: Work with agencies and community to foster increased participation in citizen science (i.e. iNaturalist) to increase data capture around restoration efforts and wildlife sightings	Increase	2	2 years +	SEB / FoG's	OT / \$	100 per cent increase in data capture

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
3 Targeted Gains for Biodiversity	Goal 8: We have clear guidance on where to prioritise and direct investment in rehabilitation efforts	Action 20: Develop a baseline of what environmental assets Ballarat has through an Assets and Connections Study	New	1	1 year	SEB	OT / \$\$\$	Study is completed
		Action 21: Utilise local community, CoB Officer and Traditional Owner knowledge, expertise, skills and resources to identify priority locations for ecological restoration	Increase	2	2 years +	SEB / Ops	OT	Priority area mapping is produced and broadly agreed
		Action 22: Use citizen science and community knowledge to identify wildlife road crossings and invest resources to trial at least two pilot crossings in the next three years to improve safety for wildlife	New	2	2 years +	SEB / I&E	OT / \$\$	Two wildlife road crossings are installed and a notable reduction in incidents is observed
		Action 23: Utilise Public Open Space contributions and grants to acquire and purchase land of strategic environmental importance	New	2	1 year	SEB / D&G	OT / SS	Strategically important land is acquired contributing to an increase in the size and connection of ecological areas
	Goal 9: Strong working relationships with authorities and land managers	Action 24: Develop Officer-to-Officer relationships with authorities (and Federation University) by collaborating on projects together, sharing office space to foster active sharing of information and resources, and participate in forums to capitalise on program partnerships and grant opportunities	Increase	2	1 year	SEB / Ops	OT / PB	Officers are readily contactable, actively collaborating and working towards shared goals
	Goal 10: Pest animals and weeds are managed in an integrated manner	Action 25: Develop an Integrated Weed Management Strategy and take targeted action on weeds, acknowledging our position at the top of three catchments	Renew	2	1-2 years	Ops / SEB	OT / \$\$	New Integrated Weed Management Strategy is being implemented
		Action 26: Develop an Integrated Pest Animal Management Strategy and work with landholders to manage and control pest animals	Renew	3	1-2 years	Ops / SEB	OT / \$\$	New Integrated Pest Animal Management Strategy is being implemented
	Goal 11: Waterways and wetlands are prioritised for restoration	Action 27: Support community, authorities and industry partners to monitor water quality in Ballarat's waterways and report periodically in the City of Ballarat State of the Environment Report	Increase	1	1 year +	SEB / Ops	OT / \$	Water quality is reported and improving
	Action 28: Investigate resourcing models and partnerships that provide support and incentives to landholders who have waterways and wetlands on their property or adjacent leases to protect and restore sensitive riparian zones	New	2	2 years +	SEB / Ops	OT / \$ / Grants	Increase in the amount of land fenced and being restored along waterways and wetlands on private land	

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
4 Landscape Scale Restoration	Goal 12: Wildlife can travel between Ballarat Botanic Gardens, Lake Burrumbeet and Woowookarung Regional Park via green corridors	Action 29: Support implementation of the Urban Forest Action Plan and Ballarat Open Space Strategy, including seeking opportunities to replace hard surfaces with vegetation to create habitat and support wildlife in Urban Ballarat	Increase	1	Now	D&G / I&E / SEB	OT	Increase in the amount of vegetated streetscapes in Urban Ballarat with greater variety of observed wildlife
		Action 30: Map priority wildlife corridors across urban Ballarat in City of Ballarat's digital mapping system to identify targeted land acquisitions and locations for incorporating wildlife corridors and crossings into design considerations	New	2	2 years	D&G / I&E / SEB	OT / \$\$	Mapping is utilised by CoB staff and influences day to day operation and projects withing CoB
	Goal 13: Biolinks in the municipality are protected, restored and connected to biolinks outside of the municipality	Action 31: Support strategies identified in Clause 21.03 (and elsewhere) in the Ballarat Planning Scheme, gathering information to bring forward the further strategic work identified at Clause 21.03-3	New	3	2-3 years	DF / SEB	OT / \$\$\$	Further strategic work identified at Clause 21.03-3 is commenced, including a Planning Scheme Amendment if deemed appropriate
		Action 32: Investigate options to partner with authorities, Federation University, Traditional Owners and neighbouring Councils to map and restore priority landscape level biolinks, and advocate for State and Federal Government support through legislative change and funding	New	4	2-3 years	CoB / DEECA / Hepburn / Golden Plains / Moorabool / Parks Victoria / CHW	OT / \$\$\$	Integrated landscape restoration approach is developed to direct efforts and funding

TO's = Traditional Owners

FoG's = Friends of Groups

SEB = Sustainable Environment Ballarat

I&E - Infrastructure and Environment

OT = Officer Time, as part of FTE's role

PB = Project Budget, incorporated in the cost of the project

FTE = Full-time Employee, Band 5, 6 or 7

SS = Site Specific, which includes Public Open Space monetary and land contributions, Grants, and \$-\$\$\$

Ops = Operations

D&G = Development and Growth

DF = Development Facilitation

CW = Community Wellbeing

P&C = People and Culture

Grants = Grant applications, which includes co-contributions \$-\$\$\$

\$ = <\$30k

\$\$ = \$30k - \$100k

\$\$\$ = >\$100k

Monitoring, reporting and evaluation

Monitoring, reporting and evaluation of the Ballarat Biodiversity Strategy over time will help us build knowledge about the City of Ballarat's environment, remain accountable to our commitments, and assess our progress towards meeting our Vision. The City of Ballarat's approach for evaluating the success of this Strategy is outlined below:

Monitoring:

Where possible, progress towards meeting objectives and completing actions will be measured in a quantitative manner. The City of Ballarat is working to determine baseline data related to the natural environment, either directly by compiling its own records or indirectly from sourcing external data. This is the first step in facilitating quantitative monitoring of progress implementation. Additionally, it is intended that quantitative measurements and environmental indicators will be explored and determined in the development of more specific plans proposed in this Strategy. Progress towards meeting objectives and completing actions will also be assessed in a qualitative manner, mostly through internal and external reviews and assessments.

Evaluation:

How well is the City of Ballarat demonstrating leadership in environmental stewardship?

Evaluation will be through an internal assessment process, and possibly through an annual survey.

How well is the City of Ballarat and the community working together towards our shared Vision?

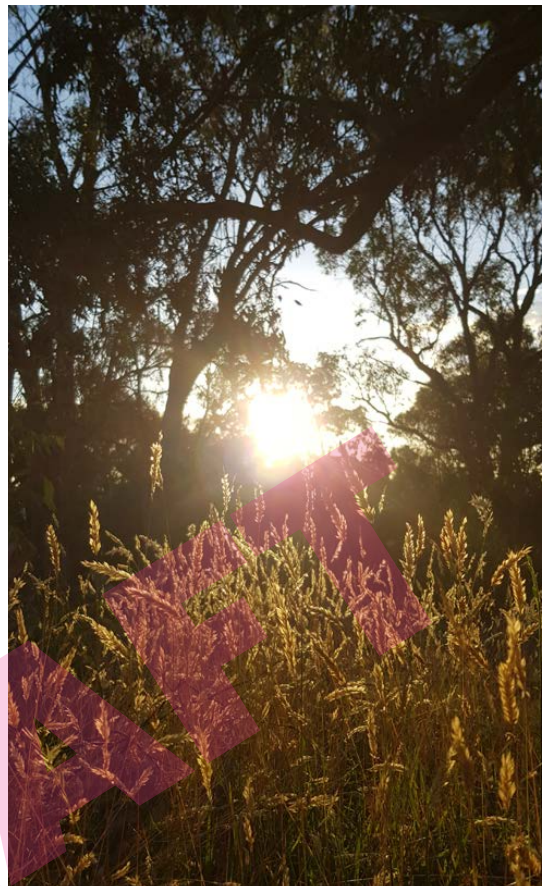
Evaluation will be through discussions with community networks or asking for feedback from the community, and possibly through an annual survey.

How well is the City of Ballarat and agencies collaborating to progress environmental outcomes?

Evaluation will be through discussions with relevant staff in key stakeholder agencies (Department of Energy, Environment and Climate Action, Parks Victoria, Corangamite Catchment Management Authority and Central Highlands Water as a minimum).

How well is the City of Ballarat partnering with Traditional Owners to support their vision and aspirations for Healing Country?

Evaluation will be through an internal assessment process and asking Wadawurrung and Djaara.



Summer afternoon in Ballarat

Reporting:

The findings from the monitoring and evaluation, including a summary of actions completed/progressed, and an analysis of findings (for example why or why not a particular approach succeeded or failed in delivering the intended result) will be reported to Council on an annual basis, and be made publicly available. This annual report will also note any changes to the broader legislative and policy context governing the implementation of the Strategy.

Improvement:

Recommendations for amending any aspects of the Strategy to maintain its currency and relevance and to improve its effectiveness in delivering environmental outcomes will be identified and included in the annual report to Council and implemented as soon as practical.



Mullawallah Wetlands in full inundation

Background Documents

Several state, regional and local level reports have helped inform the current state of biodiversity within Ballarat and the surrounding region, with sound recommendations to address biodiversity loss. The following reports have been reviewed in preparation for writing this Strategy, although there are many more:

- Protecting Victoria's Environment – Biodiversity 2037
- Paleert Tjaara Dja – Wadawurrung Country Plan 2020 – 2030
- Dhelkunya Dja – Dja Dja Wurrung Country Plan 2014 – 2034
- Ballarat Biodiversity Action Plan 2016
- Threatened species action plan 2022 - 2032
- Grampians Region Climate Adaptation Strategy
- State of the Forests 2018
- State of the Environment Biodiversity Update 2021
- Conservation Action Plan for the VVP
- Living Corridors Action Plan 2020
- Comprehensive Koala Plan of Management
- Ballarat East Local Area Plan
- Woowookarung Regional Park: Strategic Directions Plan September 2018
- Corangamite Regional Catchment Strategy
- Glenelg Hopkins Regional Catchment Strategy
- North Central Regional Catchment Strategy

More detailed information is available in the supporting document – *Background Documents*.

Acknowledgements

The City of Ballarat would like to acknowledge and thank all the community members who gave up their time to contribute to workshops, surveys, meetings and conversations that have led to this document. Your tireless efforts and incredible passion are immensely appreciated, and we hope to continue building a constructive relationship for the benefit of the environment.

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March 2024

8.2. INTERCULTURAL STRATEGIC PLAN IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Frances Salenga – Intercultural Services Coordinator

PURPOSE

1. The purpose of this report is to update Council on the progress made towards actions in the first year of the implementation of the Intercultural Plan 2022-26.

BACKGROUND

2. The Intercultural Plan 2022-26 (the Plan) was endorsed by Council in October 2022. The Plan outlines the vision and the four priority areas to increasing access and inclusion for culturally, linguistically and religiously diverse people. This includes advocacy and actions to support people to settle, participate and feel welcome within the City of Ballarat (CoB).
3. The Plan was developed in consultation with the Intercultural Advisory Committee and the local intercultural community.
4. The Plan details how CoB collaborates and works in partnership with its culturally, linguistically, and religiously diverse communities including Aboriginal and Torres Strait Islander communities to meet challenges associated with migration and settlement. The Plan celebrates our city's diversity advantage and acknowledges the significant contributions made by successive waves of migrants, including refugees, to the municipality. This has paved the way for Ballarat to be recognised as Australia's first Intercultural City.
5. The Plan directly aligns to the Council Plan and the Health and Wellbeing Plan. It is one of eight plans and strategies that underpin the delivery of outcomes through the seven action areas of the Inclusion Framework.
6. The first two-year action plan was developed and endorsed within The Plan, with the next action plan due to be developed in the second half of 2024.
7. There are 62 actions to be completed over years 1 and 2. Of these, 20 actions were for implementation during year 1, a further 20 actions are for implementation during years 1 and 2 and the remaining 22 actions to commence in year 2.
8. This report outlines progress and outcomes achieved from January-December 2023. Future reports will reflect the full-year implementation of strategic actions.
9. The Plan January-December 2023 Implementation Overview is attached to this report. Progress has been recorded against all first or multi-year actions and this will inform priority setting work planned for the second year of the Action Plan.

KEY MATTERS

10. Key achievements across the four priority actions include:

Responsive Services

- Initiated the installation/accessibility of Council's multicultural services in 50+ languages via the CoB website - Accessibility Menu.
- Delivered updated printed/online 2023 and 2024 versions of the 'All of Us' calendar and the intercultural services directory.
- In partnership with the Ballarat Regional Multicultural Council (BRMC) and various service providers, facilitated the delivery of 11 migrant welcome morning teas complemented with 6 Ballarat welcome bus tours. Total reach: 690 participants.
- Facilitated the delivery of the pilot intercultural competency training for front facing CoB staff. A new access, equity and inclusion presentation was also launched as part of a revised induction program for new staff.
- Promoted Ballarat businesses that accommodated diverse workers/suppliers and linked potential migrant employees to these businesses.

Active Citizenship

- Progressed the development of the intercultural garden after consultations were undertaken in February 2023 with the Intercultural Advisory Committee. Following the Intercultural Garden Council Report, area plans have been updated, the site surveyed, power and water connected, and a project manager appointed who will oversee the contractual work for the development of the garden.
- Supported 6 major activities including an international research initiative featuring Ballarat initiated by the Intercultural Cities Australian National Network (ICANN).
- Provided updated diversity and multicultural data from the 2021 census to inform the Ageing Well Strategy and presented these to a range of teams to assist develop place-based programs including Libraries and Learning Hubs, Early Years, Youth and Families, Emergency Management, Community Development and Strategic Planning. External organisations were also updated on local diversity data including the Ballarat Regional Multicultural Council, Grampians Public Health Unit and Ballarat Community Health.
- Celebrated the 35th anniversary and renewal of the Ballarat-Inagawa Sister City Agreement in Japan in August with a Council delegation led by the Mayor. Associated activities that were delivered in accordance with the Sister City Agreement are the postcard exchange program, online Inagawa-Ballarot schools exchange program and the Japanese speech contest.
- Celebrated the 20th anniversary and renewal of the Ballarat-Ainaro Friendship City Agreement in Timor-Leste Ainaro in September with a Council delegation led by the Mayor. Another celebration initiated by the Ballarat Friends of Ainaro Committee (BFACC) followed in Ballarat on 28 November for the observance of the 20th anniversary of the Friendship City. BFACC also initiated an Ainaro playground project and has progressed with work commencing in November.

- Supported 'peace building' through the Compassionate Ballarat Network and completed the installation of 2 peace poles at Sebastopol Primary School (2022) and at the Phoenix College (2023).
- Provided opportunities for cultural exchange and learning for children and young people at the Ballarat Libraries Little Languages Program. 28 sessions have been delivered, 944 participants in attendance.
- Other training opportunities provided by the Ballarat Libraries included the following:
 - 10 Aboriginal and Torres Strait Islander themed workshops; and
 - 16 cultural diversity themed workshops and information sessions.
- Partnered with the Victorian Parks Association to facilitate the second intake of the Nature Stewards program on 2 September to 18 November. There were 20 participants in 2022 in the first program and an additional 20 participants in the 2023 program. The 10-week initiative is an introductory education program for adults which was designed to enable everyday people to discover more about their local environment, connect with others in the community, and learn how to support nature at home and through local volunteering.

Leadership and Advocacy

- Delivered and resourced the intercultural ambassador program and explored collaborative opportunities to maximise their community reach. The intercultural ambassadors participated in/delivered the following:
 - 12 planning and development workshops
 - 9 training workshops resourced by CoB
 - 56 events across the community (Harmony Fest, National Days, Refugee Week)
 - 22 speaking engagements including citizenship ceremonies
 - 38 activities supported in partnership/collaboration with various organisations.
 - 2 cultural groups established (Afghan and Malaysian)
 - 2 businesses established (Flying Chillies and Kazan Central Asian Kitchen)Total reach: 2,000 participants
- Engaged extensively with communities to:
 - Assist with grant writing for events or projects;
 - Support them in events management;
 - Provide information on risk management;
 - Link them to various agencies to support their projects/events.
- The following groups were directly supported to progress their events or projects and were in some cases assisted by the intercultural ambassadors:
 - Nepalese group;
 - 2 Filipino associations;
 - 2 Chinese associations;
 - 4 Indian associations;
 - Bangladeshi group;
 - Tamil group;
 - Afghan group;
 - Italian group;
 - Irish group;
 - African group; and
 - Aboriginal groups.

- Resourced/provided administrative assistance to the following:
 - 7 Koorie Engagement Action Group (KEAG) meetings
 - 6 Intercultural Advisory Committee (IAC) meetings
 - 12 Ballarat Friends of Ainaro Committee (BFACC) meetings
- Observed a co-design process as a CoB standard in planning major events such as Survival Day Dawn Ceremony, Cultural Diversity Week-Harmony Fest, Refugee Week, Apology Day, NAIDOC Week, Reconciliation Week. The participation of various multicultural groups in the Begonia Festival Parade is another co-designed process observed in the creation of the parade concepts and design.
- Co-delivered the Roads to Reconciliation - Activating Multicultural Victoria initiative on 2 November. This was delivered in partnership with Federation University and provided a masterclass in advocacy principles with reference to Indigenous-led activism via case studies. The workshop aimed to seek recognition of the gap that exists in many multicultural communities between opportunity and aspiration. The goal is to bring to the table emerging multicultural leaders, who are often under-represented in leadership and governance spaces across the country. Past and current multicultural/intercultural ambassadors and members of the Intercultural Advisory Committee were in attendance with a total of 21 participants.

Maximising and Valuing Diversity

- Collaborated in the delivery of the following events:
 - Survival Day Dawn Ceremony (26 January) – 1500 participants
 - Anniversary of the National Apology (13 February) – 55 participants
 - National Sorry Day (26 May) – 60 participants
 - Reconciliation Week (30 May) – 60 participants
 - NAIDOC Week (4 July) – 110 participants
 - Aboriginal Torres Strait Islander Children's Day (4 August) – 80 participants
 Approximate reach: 1,865 participants
- Delivered the following events with the multicultural sector:
 - Cultural Diversity Week – Harmony Fest community initiatives (18-26 March)
 - Covered 22 community events – 4190 participants
 - Refugee Week (20 June) – 80 participants
 Approximate reach: 4,270 participants
- Celebrated Ballarat's diversity advantage by acknowledging the contributions of 25 volunteers/individuals, organisations and businesses who made valuable contributions to our intercultural community through an Intercultural Recognition Awards Night on 23 March at the Ballarat Town Hall.
- Delivered the following flag raising ceremonies in collaboration with Civic Support:
 - St. Patrick's Day (17 March) – 45 participants
 - Harmony Day (21 March) – 76 participants
 - Republic Day Italy (2 June) – 47 participants
 - Pakistan Independence Day (14 August) – 40 participants
 - India Independence Day (15 August) – 60 participants
 - Timor-Leste Independence Day (28 November) – 40 participants
 - Philippines Rizal Day (30 December) – 320 participants
 Total: 8 flag raising events, approximate reach: 628 participants.

- Supported the delivery of the following significant cultural events:
 - Lunar New Year (22 January) – 500 participants
 - Holi Festival (8 March) – 300 participants
 - Sri Lanka New Year (1 April) – 350 participants
 - Ramadan (21 April) – 150 participants
 - Ganesh Festival #1 (31 August) – 1500 participants
 - Ganesh Festival #2 (22-24 September) – 1500 participants
 - Onam-Keralites (9 September) – 600 participants
 - Onam-Malayalee (26 August, 10 September) – 600 participants
 - Mooncake Festival (11 September) – 350 participants
 - Mooncake Festival #2 (11 September) – 200 participants
 - Diwali #1 (5 November) – 650 participants
 - Diwali #2 (28 October) – 650 participants
 - Nepalese (4 November) – 200 participants
 - Bangladesh (25 November)
- Total: 16 events, approximate reach: 7,550 participants.
- Promoted the attendance of mainstream community members in all culturally and linguistically diverse (CALD) driven events. There has been a total reach of approximately 15,000 participants who attended CALD driven events in 2023.
11. The Intercultural Plan 2023 Implementation Overview provides evidence of activity which overall, indicates a productive year and significant progress made towards the delivery of the Plan's 4 Priority Areas.
12. In the next year of the plan, officers will continue with year 1 and year 2 actions as outlined in the Plan.

OFFICER RECOMMENDATION

13. That Council:

- 13.1 Receive and note the report on the work undertaken in year one to progress the actions in the City of Ballarat Intercultural Plan 2022-26.**

ATTACHMENTS

1. Governance Review [8.2.1 - 3 pages]
2. Intercultural Plan Outcomes Overview [8.2.2 - 7 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Intercultural Plan (the Plan) 2022-26 was developed in association with the Inclusion Framework and simultaneously with other four-year plans and strategies including the Ballarat Disability Access and Inclusion Plan, LGBTIQ+ Inclusion Plan and the Ageing Well in Ballarat Strategy.
2. Alignment with the Community Vision and Council Plan (specifically Goal 2: A healthy, connected and inclusive community), strategies and policies are explicit throughout the Plan, and builds upon the work of the previous Intercultural Strategic Plan.
3. The Plan also contributes to the City of Ballarat's collective work towards inclusion through its alignment to the seven actions of the Inclusion Framework.
4. Other key alignments include:
 - Municipal Health and Wellbeing Plan 2021-2031
 - Community Infrastructure Plan 2021-2036
 - Municipal Early Years Plan 2022-2026
 - Community Engagement Framework
 - Libraries and Learning Strategy 2022-2027
 - Gender Equality Action Plan 2021-2025
 - Active Ballarat Strategy 2020
 - Ballarat Integrated Transport Action Plan 2020
 - Ballarat Creative City Strategy 2019
 - Ballarat Event Strategy 2018-2028
 - Active Women and Girls' Strategy 2018

COMMUNITY IMPACT

5. Ballarat is becoming a more culturally and religiously diverse community with 1 in 9 people/11% of the population born overseas, 7% speaking a language other than English and 4% practising a non-Christian faith.
6. Actions that contribute to increased cultural awareness, access and inclusion are beneficial not only to people from migrant backgrounds but for the whole community as these enhance intercultural understanding, harmony and peace.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. There are no specific economic sustainability implications identified.

FINANCIAL IMPLICATIONS

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

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LEGAL AND RISK CONSIDERATIONS

10. The Plan aligns to the principles outlined in the Multicultural Victoria Act 2011 recognising that citizenship is central to multiculturalism including the observance of The Multicultural Access and Equity Policy Guide 2018.
11. It is considered that the Plan will address issues in reference to the following:
 - *Charter of Human Rights and Responsibilities Act 2006*
 - *Equal Opportunity Act 2010*
 - *Racial and Religious Tolerance Act 2001*
 - The People of Australia – Australia’s Multicultural Policy 2011
 - National Anti-Racism Strategy 2012
 - *Age Discrimination Act 2004*
 - *Disability Discrimination Act 1992*
 - *Disability Act 2006*
 - *Sex Discrimination Act 1984*

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

13. The Inclusive Ballarat engagement process took place between early April and early May 2022, with close to 1000 people providing input across a range of different engagement tools.
14. Engagement with the City of Ballarat staff and the Intercultural Advisory Committee members was instrumental in developing the two-year action plan.
15. Bi-monthly engagement occurs with the Intercultural Advisory Committee to review progress with the implementation of the two-year action plan.
16. Other community engagement has also occurred across the year to inform individual actions within the Plan.

GENDER EQUALITY ACT 2020

17. There are gender equality implications identified for the subject of this report.
 18. The implementation of actions has been underpinned by the recommendations from the Gender Impact Assessment undertaken for the Intercultural Plan including:
 - Applying a gender lens that recognises the importance of safety, barriers to inclusive programming and the diversity of multicultural communities and individuals.
 - Seeking to improve inclusion more broadly.
 - Using broader training such as access, equity and inclusion onboarding and intercultural competence/cultural awareness training to improve outcomes.
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- Collaborating with the Inclusive Ballarat Working Group wherever possible.
- In addition, a Gender Impact Assessment was undertaken during planning for the Intercultural Garden Project.
- The recommendation from this Gender Impact Assessment has guided the engagement and planning for this project and will continue to influence its delivery.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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Intercultural Plan Implementation Overview						
Year One - 2023						
Plan Priority	List of year one / two actions	Year/s	Lead, other teams	Status	Key Achievements	Inclusion Plan Action Common Areas for Action (CAA)
Priority	Action	Year/s	Responsible teams / business units	Status	Key Achievements	Inclusion Plan Action Common Areas for Action (CAA)
Responsive Services	Develop and implement guidelines to ensure that information provided by the City of Ballarat is inclusive and accessible	1	Media and Coms Customer Services Social Inclusion Business Improvement	Delivered in full	The City of Ballarat website now offers a multilingual option via its Accessibility Menu covering 50+ languages. It features a walkthrough on how to change the website to a preferred language and can be accessed at: https://fb.watch/myNwsaX0R	CAA: Provide welcoming and inclusive services and programs
Responsive Services	Provide information about Council services and programs on platforms and in formats that are accessible for Aboriginal and culturally, linguistically and religiously diverse communities.	1 + 2	Intercultural Services Media and Coms Social Inclusion	Ongoing	Council services and relevant information are shared maintained and updated via Facebook accounts of the City of Ballarat: Intercultural Ambassador Program (IAP), Koorie Engagement Action Group (KEAG), Ballarat Friends of Ainaro Committee (BFACC), Harmony Fest Ballarat. Various information on programs and services are also provided at the CoB Libraries, Customer Services, Ballarat Community Health, BRMC, Wadawurrung, BADAC.	CAA: Connect our community
Responsive Services	Update Council's Intercultural Services Directory on a yearly basis	1 + 2	Intercultural Services Media and Coms	Delivered in full	The Intercultural Services Directory has been updated, printed and on-line copies have been made available to the community, agencies, service providers, CoB related services and offices across Ballarat. The directory can also be accessed via the CoB website.	CAA: Connect our community
Responsive Services	Publish and provide easy access to Council's 'All of Us' yearly calendar	1 + 2	Media and Coms Intercultural Services	Delivered in full	5000 copies of the 'ALL of US' Calendar 2023 have been distributed across communities, agencies in Ballarat and beyond. Also available via the City of Ballarat website.	CAA: Connect our community
Responsive Services	Collaborate with the Ballarat Regional Multicultural Council (BRMC) and other settlement agencies in the provision of migrant welcome activities and access to settlement services information	1 + 2	Intercultural Services BRMC	Delivered in full	11 Migrant Welcome Teas were delivered in partnership with the Ballarat Regional Multicultural Council (BRMC). Welcome activities and sharing of information by service agencies are provided to new migrants to facilitate access. Total reach - 550 participants 6 Ballarat Welcome Bus Tours were delivered to show new migrants around Ballarat and to visit different offices of service providers. Total reach - 140 participants Working partners for the above programs are: Ballarat Community Health, The Orange Door, Victoria Police, Fire Rescue Victoria, Grampians Health, CAFS, BGT, Ballarat Grampians Community Legal Service.	CAA: Provide welcoming and inclusive services and programs
Responsive Services	Facilitate the implementation of Council's Reconciliation Action Plan	1 + 2	Social Inclusion	Ongoing	Following the appointment of Council's Aboriginal Community Liaison Officer in May, support was provided around the redevelopment of the Reconciliation Action Plan and associated initiatives in support of reconciliation such as: Survival Day Dawn Ceremony, National Apology Day, NAIDOC Week and Reconciliation Weeks. Strategic partnerships/collaborations with registered First Nation Organisations were significant in the successful delivery of key events.	CAA: Provide welcoming and inclusive spaces
Responsive Services	Advocate for improved public transport, appropriate food services, access to social activities of diverse elderly, migrants, and refugees	2	Advocacy Social Planning Ageing Well	Delivered in full	Delivered Migrant Welcome Morning Tea during Senior's Week to engage CALD elderly community members, existing and new migrants and refugees. They were engaged in various health, wellbeing and recreation activities, were provided information on various services and a walkthrough to accessing these services. At the Sebastopol Library, The Nightingale (2013) in Mandarin was shown on 12 October and The Lunch Box in Hindi was shown on 19 October. Improved bus services was a key advocacy project for council which covered multiple media releases and community survey of needs.	CAA: Listen to our community
Responsive Services	Co-deliver Migrant Welcome to Country initiatives with settlement agencies to create intercultural relationships and networks and an understanding of Aboriginal and Torres Strait Islander Peoples' culture	1	Intercultural Services & BRMC	Delivered in full	Acknowledgement to Country has been delivered in all events and activities driven by Intercultural Services. Awareness of the importance of the Acknowledgement has increased within CoB, and also observed by the Ballarat Regional Multicultural Council (BRMC) and associated agencies within the multicultural sector before most of their meetings and events.	CAA: We will lead and advocate
Responsive Services	Strengthen advocacy support relating to Council's commitment as a Refugee Welcome Zone by building partnerships and working collaboratively with local community groups and service providers to enhance support for refugees settling in Ballarat	1	Intercultural Services & BRMC	Delivered in full	The City of Ballarat is an active member of the Local Government Mayoral Taskforce supporting People Seeking Asylum Network whose goal is to advocate to Federal Government for the provision of permanent residency visas for Refugees and Asylum Seekers. Support has been provided in various initiatives such as: 4 Taskforce Meetings, Palm Sunday Walk for Justice for Refugees on 2 April. Submissions were also provided to the Australian Government on the Multicultural Framework Review. CoB has advocated for refugees for years and in particular, supported Neil Para and his family to be granted residency status having lived in Ballarat for the last 10 years. Neil Para's Advocacy Walk from Ballarat to Canberra for himself and other refugees was instrumental for him and his family to be granted residency/work rights in September. CoB celebrated Neil's success by tendering a civic reception.	CAA: We will lead and advocate
Responsive Services	Audit existing inclusivity training practices and resources available	1	People and Culture	Ongoing	Training practices audit has commenced and will be progressed further in 2024.	CAA: We will build organisational knowledge and capacity

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Responsive Services	Establish baseline data from staff regarding cultural identity, languages spoken, LGBTIQ+ identity, gender, Aboriginal and Torres Strait Islander identity and disability to understand the diversity of the organisation	1	People and Culture	Not yet commenced	CoB is going through the final stage of selecting a preferred Human Resource Information System (HRIS). This new system will be integrated by March 2024 and will have the ability to capture tailored staff demographic information. Since it has been recognised that not all staff will be comfortable to enter their demographic information into the HRIS system. The Inclusive Communities Reference group will look into developing an all staff anonymous survey to capture this data.	CAA: We will build organisational knowledge and capacity
Responsive Services	Develop an organisational Language Services Policy	1 + 2	Media and Coms Business Improvement Intercultural Services	Delivered in full	The City of Ballarat website features a Multicultural Language Services which was installed by integrating a language switcher tool as an add-on to the current accessibility tool provided by Userway. The site can be translated into 50+ languages to give non-English speakers a more inclusive and accessible browsing experience. Live site translations are extremely valuable for people from culturally and linguistically diverse backgrounds.	CAA: We will provide welcoming and inclusive services and programs
Responsive Services	Develop and implement general inclusivity training for new staff as part of the onboarding process	1	People and Culture	Ongoing	In February, a new Access, Equity and Inclusion presentation was launched as part of a revised induction program for all new staff members joining the organisation. To date, 84 new staff members have completed the training this year. In line with CoB's commitment to Reconciliation, Aboriginal Cultural Competency Training was rolled out across the organisation in 2023. 641 completed the five-module course, equating to 54% completion of the organisation.	CAA: We will commit to building organisational knowledge and capacity
Responsive Services	Develop a model of training that provides both general and specific training as required	2	People and Culture Intercultural Services	Ongoing	Training modules and workshops that were delivered to the Intercultural Ambassadors took the form of the formal CoB on-boarding Orientation. Modules focused on Volunteerism, Equal Opportunity, Media and Communication, Project Management, Community Development, and Intercultural Competence. Through a co-design process, other workshops were identified in accordance to need, responses to issues in the community and leadership in general. A peer learning process was also conducted. The Ambassadors are expected to share or apply their learning experiences to their own communities and to come up with small projects that address community needs.	CAA: We will lead and advocate
Responsive Services	Facilitate the delivery of Cultural Awareness / Intercultural Competence Training for Council staff, public interface agencies and industry	2	People and Culture Youth Development	Ongoing	Facilitated the delivery of the pilot Intercultural Competency Training to 30 CoB staff members. Said training has been scheduled for delivery to all CoB customer service front facing staff. 12 Youth Services staff attended the BADAC Cultural Awareness Training at the BADAC Culture & Therapeutic Support Centre on Main Road, Ballarat. The training included a tour of the venue and having Aboriginal Elders joining the participants.	CAA: We will provide welcoming and inclusive services and programs
Responsive Services	Include standards for accessible, inclusive and safe facilities in City of Ballarat's Community Infrastructure Guidelines	1	Engaged Communities Infrastructure	Ongoing	A consultant has been appointed to work on the development of the Community Infrastructure Guidelines which is due to be completed by end of 2023.	CAA: We will provide welcoming and inclusive services and programs
Responsive Services	Explore current facility audit tools and ways to incorporate more inclusive assessments	1	Social Planning Social Inclusion	Ongoing	Site visits have been undertaken to note areas where inclusive access symbols or signages will be installed such as 'Welcome' in different languages. Further consultation with Council Committees will be undertaken in 2024 to seek ideas relating to inclusive access of facilities.	CAA: We will provide welcoming and inclusive services and programs
Responsive Services	Review accessibility and inclusivity of City of Ballarat facilities, such as the libraries, early years services, Ballarat Aquatic and Lifestyle Centre and the Art Gallery	1 + 2	Health and Social Planning	Delivered in full	The Ballarat Aquatic and Lifestyle Centre (BALC) has developed a Community Engagement Plan. In relation to culturally diverse engagement, Ali an Iranian swim teacher has been employed. In 2 and 9 December, BALC held 2 Youth Swim Survival Workshops for migrants.	CAA: We will provide welcoming and inclusive spaces
Responsive Services	Acknowledge and promote businesses that accommodate diverse workers / employees / suppliers	2	Economic Growth Intercultural Services	Delivered in full	There are two Ballarat businesses namely: Mercure and MaxiTrans that have proactively sought to recruit migrants. To date there are at least 60 newly arrived migrants employed at Maxitrans.	CAA: We will connect our community
Active Citizenship	Partner with the Australian Electoral Commission (AEC) to deliver voter's education sessions	2	Intercultural Services & BRMC	Ongoing	The Australian Electoral Commission (AEC) is aware that CoB in partnership with BRMC will initiate an AEC facilitated Voter's Education Workshop prior to the election of Councillors in 2024.	CAA: We will lead and advocate
Active Citizenship	Promote information sessions regarding Councillor candidacy	2	Intercultural Services	Not yet commenced	The Victorian Electoral Commission have confirmed their support to complete the delivery of this action by 2024.	CAA: We will lead and advocate
Active Citizenship	Deliver the Intercultural Garden	1 + 2	Community Infrastructure Social Planning	Ongoing	Community Consultations were completed in 23-28 February. A Community Engagement Report went up to Council followed by the presentation of updated site plans to the Intercultural Advisory Committee. The site has been surveyed, power and water connected, a Project Manager appointed to facilitate the contractual work on the development of the garden.	CAA: We will listen to our community
Active Citizenship	Complete the accreditation processes for the Intercultural Cities Program and Welcoming Cities Network	2	Intercultural Services	Not yet commenced	Accreditation processes for the Intercultural Program will commence by 2024.	CAA: We will lead and advocate
Active Citizenship	Deliver and support network membership initiatives of Intercultural Cities – Asia Pacific Region such as meetings, training, global exchanges / conferences, research, Intercultural Summits	1 + 2	Intercultural Services	Delivered in full	Supported 6 Intercultural Cities Australian National Network (ICANN) Meetings. Assisted in the delivery of the Intercultural Cities International Conference held 9-10 March at Swinburn University, Melbourne. Facilitated the Consultations of the ICC Comparative Research highlighting 4 Cities: Mildura, Ballarat, Quebec and Spain. Attended the ICC-City Talks: ICC Index for Policy Design, from Data to Strategy, Inclusive Public Space: Is Placemaking the Solution?, Anti-Rumours Strategy. Supported 10 Welcoming Cities Network Meetings in 2023. Attended the Welcoming Cities Symposium on 10-11 March.	CAA: We will connect our community

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Active Citizenship	Gather diversity and intercultural relations data to inform policy formulation in all contexts, not only within designated 'multicultural' spheres	2	People and Culture	Delivered in full	Provided updated diversity and multicultural data from the 2021 census to inform the Ageing Well Strategy and presented to various teams to assist develop place-based programs including: Libraries and Learning Hubs, Early Years, Youth and Families, Emergency Management, Community Development and Strategic Planning. External organisations were also updated on local diversity data including Ballarat Regional Multicultural Council, Grampians Public Health Unit and Ballarat Community Health.	CAA: We will commit to building organisational knowledge and capacity
Active Citizenship	Support Council's Sister City relationship with Inagawa-cho (town), Japan	1 + 2	Intercultural Services	Ongoing	A Council delegation flew to Japan to celebrate and renew the 35th Anniversary of the Ballarat-Inagawa Sister City Agreement in August. Activities delivered in accordance to the Sister City Agreement are: Postcard Exchange Program; Online Inagawa-Ballarat Schools Exchange Program and the Japanese Speech Contest.	CAA: We will connect our community
Active Citizenship	Support to Council's Friendship City Agreements with Ainaro in Timor Leste, Nanjing in China, Kunshan Province in China, Jiangjin City in China, Yang Zhou Municipality in China, and Peterborough in the United Kingdom	1 + 2	Intercultural Services Civic Support	Ongoing	A Council delegation flew to Timor-Leste to celebrate and renew the 20th Anniversary of the Ballarat-Ainaro Friendship City in September. Followed by a Ballarat celebration on 28 November. The Ainaro Playground project of BFACC commenced in November and has progressed with the development of the fencing and shelters. CoB/Mayor has been in active communication with another Friendship City - Kushan Province since September.	CAA: We will connect our community
Active Citizenship	Support 'Peace Building', collaborate and facilitate connections with cultural groups, Compassionate Ballarat and Mayors for Peace	2	Intercultural Services	Delivered in full	Supported the installation of 2 Peace Poles at Sebastopol Primary School and at the Phoenix College. Other "Peace Building" initiatives supported were: Ballarat Afghan Action Group-Vigil for young Hazara Women, Book launch of Iranian Refugee Behrouz Boochani - Freedom Only Freedom, Book launch of Abbas Nazari - After the Tampa which was hosted by the Ballarat Afghan Group.	CAA: We will lead and advocate
Active Citizenship	Explore potential for strengthening coordinated employment strategies to attract migrant workers to the region through Ballarat Regional Settlement Advocacy Committee	2	Economic Growth Intercultural Services	Ongoing	The Intercultural Services team has been working and supporting the BRMC Employment Program by introducing potential participants and linking employment and education contacts that can provide referrals to training and employment opportunities.	CAA: We will provide welcoming and inclusive services and programs
Active Citizenship	Promote businesses that recognise and support migrants in the community	1		Delivered in full	CoB Economic Growth has partnered with Host International and Regional Opportunities Australia on the Ballarat Industry Mentoring Program which aimed to match Ballarat business mentors with migrants looking for employment in their field. This program is now complete. Commerce Ballarat engaged the Department of Jobs, Skills, Industry and Regions and Home Affairs to deliver workshops to Ballarat businesses focussed on the State's Visa Nomination Program. Work + Stay was engaged to visit Ballarat in December to meet with potential businesses interested in partnering with them and to connect migrants within Australia to meet employers in their preferred industry and providing them with support in their new community.	CAA: We will connect our community
Active Citizenship	Collaborate with other services and agencies to support participation in intercultural activities such as arts, sport and recreation	1	Recreation Services Creative Cities BRMC	Ongoing	Intercultural Services has worked closely with Western Bulldogs to support the attendance and participation of multicultural youth, men and women to their AFL Footy games,	CAA: We will provide welcoming and inclusive services and programs
Active Citizenship	Explore opportunities for local employers to engage with potential migrant employees	2	Economic Growth	Delivered in full	McCallum and Mercure Hotel are examples of local employers who have engaged with potential migrant employees. MaxiTRANS have just employed more than 64 skilled migrants from the Philippines.	CAA: We will connect our community
Active Citizenship	Enhance awareness and understanding through training on environmental sustainability issues including environment, biodiversity, water, waste and climate change	2	Environment Sustainability	Delivered in full	The City of Ballarat partnered with the Victorian Parks Association to facilitate 2 Nature Stewards Program on in 2022 and on 2 September to 18 November. There were 40 participants to the 10-week introductory education program for adults which was designed to enable everyday people to discover more about their local environment, connect with others in the community, and learn how to support nature at home and through local volunteering. Participants also met and learned from passionate environmental experts, including Traditional Owners, City of Ballarat Sustainable Environment officers, CSIRO staff, volunteers and industry representatives.	CAA: We will provide a diverse and inclusive workplace
Active Citizenship	Provide opportunities for cultural exchange between children and young people such as through Library story times, school holiday programs or youth services activities.	2	Library Services Youth Services BRMC FY&CS	Delivered in full	The Ballarat Libraries - Little Languages Program provide opportunities for cultural exchange and learning for children and young people: 28 sessions delivered; 944 participants. 10 Aboriginal and Torres Strait Islander themed education workshops/programs and 16 Cultural Diversity themed programs/information sessions were facilitated to an approximate reach of 500.	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Deliver and resource the Intercultural Ambassador Program, and explore collaborative opportunities for maximising the role and the reach of Intercultural Ambassadors across communities and sectors	1 + 2	Intercultural Services	Delivered in full	The Intercultural Ambassadors have participated/delivered the following: 12 Planning & Development Workshops 9 Training Workshops which were resourced by CoB 56 Events across the community (Harmony Fest, National Days, Refugee Week) 22 Speaking Engagements including Citizenship Ceremonies 38 Activities supported in partnership/collaboration with various organizations. 2 Cultural Groups established (Afghan & Malaysian) 2 Businesses established (Flying Chillies and Kazan Central Asian Kitchen) Total Reach: 4,000 participants	CAA: We will lead and advocate
Leadership and Advocacy	Promote social, cultural, education and training activities that highlight intercultural learning and exchange driven by government, other local government areas and service agencies	2	Library Services Youth Services BRMC Eureka	Delivered in full	The Ballarat Libraries have promoted social, cultural, education and training activities that highlight intercultural learning through their delivery of various programs. The CoB Youth Services, BRMC, and Eureka have partnered with Intercultural Services in its delivery of various strategic initiatives such as: Harmony Fest, migrant welcome, education and employment programs.	CAA: We will provide welcoming and inclusive services and programs

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Leadership and Advocacy	Mentor, collaborate and link diverse groups to other agencies to facilitate delivery of their events and activities	1	Intercultural Services	Delivered in full	Extensively engaged with communities to assist with grant writing for their events or projects. The groups directly supported to move forward with their events or projects and assisted by Intercultural Ambassadors are: Nepalese Group, 2 Filipino Associations, 2 Chinese Associations, 4 Indian Associations, Bangladeshi Group, Tamil Group, Afghan Group, Italian Group, Irish Group, African Group and the Aboriginal Groups.	CAA: We will listen to our community
Leadership and Advocacy	Promote community group governance training opportunities for CALD people and groups	1 + 2	BRMC Emergency Management	Delivered in full	Supported BRMC in the delivery of Multicultural Dialogue on 7 October which focused on Emergency Planning - For the Community, By the Community. This initiative engaged multicultural leaders for them to take part in preparing and responding to emergencies and disasters. This action is about bringing their voices at the table for them to be heard.	CAA: We will listen to our community
Leadership and Advocacy	Deliver 'Preventing Violence Against Women' Workshops to the Intercultural Ambassadors, City of Ballarat's Intercultural Services committee members and community leaders.	2	Intercultural Services Women's Health Grampians	Delivered in full	Delivered 'Preventing Violence Against Women and Children' to the Intercultural Ambassadors. Other workshops delivered by Women's Health Grampians were shared in CoB social media/networks for the general public to access or for CoB staff or committee members to attend.	CAA: We will lead and advocate
Leadership and Advocacy	Resource Council's Koorie Engagement Action Group (KEAG), Intercultural Advisory Committee (IAC), Ballarat Friends of Ainaro Community Committee (BFACC) to enable them to facilitate individual and joint activities	1 + 2	Koorie Engagement	Delivered in full	Provided administrative assistance to 7 Koorie Engagement Action Group Meetings (KEAG). Resourced 6 Intercultural Advisory Committee (IAC) Meetings in 2023 Resourced 12 Ballarat Friends of Ainaro Committee (BFACC) Meetings in 2023	CAA: We will listen to our community
Leadership and Advocacy	Support the Ballarat Interfaith Network and other public interfaith initiatives / engagement within and beyond Ballarat	1	Intercultural Services	Delivered in full	Supported the delivery of the following events/initiatives: United Nations World Interfaith Harmony Week on 1 February - 88 participants; Interfaith Friendship Walk - Cultural Diversity Week - 101 participants; Interfaith Cemetery Walk on 18 November - 30 participants. Approximate Reach: 219 participants	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Engage regularly with culturally diverse groups and to keep them updated with Council actions and initiatives, services and publications	1 + 2	Intercultural Services	Delivered in full	The Intercultural Services team has extensively engaged with the 29 multicultural groups in Ballarat. Support and advocacy actions have also been extended to refugee, asylum seekers and new emerging communities. The team has dedicated support for most events, initiatives and programs delivered by various groups and multicultural service providers. The CoB Heritage team has undertaken the following in accordance to inclusive and diverse policy/engagement with multicultural groups: Several community consultations on strategic heritage projects; networking with Historical Societies and making contact with key stakeholders that use/own heritage listed buildings in Ballarat; completion of a master list of places with no HO protection with a focus on less appreciated places representing migrants and minorities has been completed.	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Develop and implement guidelines to ensure City of Ballarat engagement practices are accessible and inclusive	1	Engaged Communities	Ongoing	An 'Inclusive Engagement Checklist' is now available on the CoB Engagement Hub with another checklist to help people make their Engagement Resources more accessible. Data on demographics are captured through a questionnaire in the hub to identify those who were engaged from a diverse range of voices.	CAA: We will listen to our community
Leadership and Advocacy	Develop pathways for people from diverse communities to be involved in Council engagement processes	1 + 2	Engaged Communities	Ongoing	Stakeholder mapping through Council's engagement planning processes ensure that diverse communities are heard. CoB is moving to a new engagement platform by delivering surveys in language and providing language tools for people to access and read information in various languages.	CAA: We will listen to our community
Leadership and Advocacy	Promote networking opportunities with National, State, Local Government, Service Agencies, and Industry such as: BRMC, Victorian Local Government Multicultural Issues Network, Victorian Multicultural Commission (VMC), VMCRRegional Advisory Committee, Asylum Seeker Resource Center (ASRC), Committee of Ballarat, Salvation Army and Uniting Care	1	Intercultural Services	Delivered in full	Networking opportunities/attendance in meetings have been undertaken with the following organisations and agencies: 10 BRMC Meetings and Planning Days 8 Victorian Local Government Multicultural Issues Network 5 Victorian Multicultural Commission- Regional Advisory Committee 1 Committee of Ballarat 2 Salvation Army and Uniting Care 2 Refugee Council of Australia 28 Total meetings attended	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Co-deliver Anti-Racism Training with partners of Council to staff and community leaders and groups	2	People and Culture	Ongoing	Delivered the Roads to Reconciliation - Activating Multicultural Victoria initiative on 2 November. This masterclass in advocacy principles with reference to Indigenous led activism via case studies was delivered in partnership with Federation University. The aspiration is to bring to the table emerging multicultural leaders, who are often under-represented in leadership and governance spaces across the country. Past and current Multicultural Ambassadors and members of the Intercultural Advisory Committee (21) were in attendance.	CAA: We will lead and advocate
Leadership and Advocacy	Release a clear statement that takes a stance against racism and discrimination	1	Intercultural Services	Ongoing	The statement 'Racism Stops with Me' has been displayed in venues operated by the CoB Sports and Recreation Unit. Further discussions to enhance awareness against racism is being undertaken further in 2024 across CoB units.	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Co-design/deliver events and cultural celebrations, spearheaded by CALD community leaders	1	Intercultural Services	Delivered in full	A co-design process has been observed as a CoB standard in planning major events such as: Survival Day Dawn Ceremony, Cultural Diversity Week-Harmony Fest, Refugee Week, Apology Day, NAIDOC Week, Reconciliation Week. The participation of various multicultural groups to the Begonia Festival Parade is another co-design process observed in the creation of parade concepts and designs.	CAA: We will provide welcoming and inclusive services and programs
Leadership and Advocacy	Review City of Ballarat's Anti-Discrimination and Anti-Harassment Policy	1	Intercultural Services People and Culture	Ongoing	The Anti-Discrimination and Anti Harassment Policy is undergoing a process of review to extend to 2024. On 30 May a pilot workshop: Cultural Exchange: An anti-racism Allyship Workshop for Local Government was delivered to 32 front facing CoB staff from various units. The workshop was facilitated by the Western Bulldogs Diversity Culture Exchange Team in partnership with Local Government professionals. The Lesson Plan was co-designed with Intercultural Services which included an Introduction to Intercultural Competence. Delivery of additional Cultural Competence Training will follow in 2024.	CAA: We will provide a diverse and inclusive workplace

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Leadership and Advocacy	Review recruitment and onboarding processes for work placement, employment and volunteer roles at the City of Ballarat to identify areas for improvement	1	People and Culture	Ongoing	The CoB recruitment and onboarding practices are currently being reviewed as part of a partnership project with Womens Health Grampians to ensure that practices are inclusive and accessible for women who are living with a disability.	CAA: We will provide a diverse and inclusive workplace
Leadership and Advocacy	Review City of Ballarat's human resources and workplace policies to ensure they are inclusive	1	People and Culture	Delivered in full	The CoB Equal Opportunity, Discrimination, Harassment, Vilification and Victimisation procedure is currently being implemented to: - support staff and clearly outline that CoB will not tolerate unlawful discrimination or harassment, sexual harassment, vilification or victimisation at work or in work-related environments. Unacceptable conduct may be subject to review and disciplinary action in proven cases. - ensure merit-based employment, compliance with employment law and to inform staff of their rights and responsibilities. This confirms CoB's commitment to safe fair practice, and the requirement that everyone is to be treated with dignity and respect. This procedure also provides essential information about the obligation to prevent, identify and eliminate any unlawful discrimination and harassment, sexual harassment, vilification or victimisation. This procedure details the accountabilities of all staff and informs supervisors and managers of their additional responsibilities given they oversee others and make decisions on behalf of the organisation.	CAA: We will provide a diverse and inclusive workplace
Leadership and Advocacy	Seek opportunities to showcase diversity in Council staffing	1 + 2	People and Culture	Ongoing	In February 2023 a new Access, Equity and Inclusion presentation was launched as part of a revised induction program for all new staff members joining the organisation. To date, 84 new staff members have completed the training this year.	CAA: We will provide a diverse and inclusive workplace
Leadership and Advocacy	Explore partnerships across Council to adapt the 'Diversity Atlas' as a tool to measure Council's diversity agility	2	People and Culture	Not yet commenced	Further discussions relating to the collection of CoB staff diversity will be pursued with Gender Works (CoB consultant) in 2024.	CAA: We will commit to building organisational knowledge and capacity
Maximising and Valuing Diversity	Deliver Aboriginal and Torres Strait Islander events on dates of significance such as Survival Day Dawn Ceremony, Anniversary of the National Apology, National Sorry Day, Reconciliation Week, Aboriginal and Torres Strait Islander Children's Day and NAIDOC Week	1 + 2	Social Inclusion	Delivered in full	The following events were successfully delivered: Survival Day Dawn Ceremony - 26 January - 1500 participants Anniversary of the National Apology - 13 February' - 55 participants National Sorry Day - 26 May - 60 participants Reconciliation Week - 30 May - 60 participants NAIDOC Week - 4 July - 110 participants Aboriginal and Torres Strait Islander Children's Day - 4 August - 80 participants Approximate Reach: 1,865 participants	CAA: We will provide welcoming and inclusive services and programs
Maximising and Valuing Diversity	Deliver Cultural Diversity Week – Harmony Fest community initiatives, Refugee Week, National Day Flag Ceremonies, cultural and interfaith events of significance	1 + 2	Intercultural Services	Delivered in full	The following events were successfully delivered: Deliver Cultural Diversity Week – Harmony Fest community initiatives - 18-26 March covering 22 community Events - 4190 participants Refugee Week - 20 June - 80 participants Total Reach: 4,270 participants	CAA: We will provide welcoming and inclusive diversity and programs
Maximising and Valuing Diversity	Recognise the efforts of existing volunteers and promote volunteering opportunities for emerging and established CALD community members	2	Intercultural Services	Delivered in full	As part of celebrating Ballarat's diversity advantage, a total of 25 volunteers/individuals, organisations and businesses who made a valuable contribution to our Intercultural Community were recognised in an Intercultural Recognition Awards Night on 23 March at the Town Hall.	CAA: We will lead and advocate
Maximising and Valuing Diversity	Feature multicultural elements in major Council events such as Begonia Festival, Heritage Week and Summer Sundays	1	Art and Events	Delivered in full	3 Intercultural Acts were featured in Summer Sundays namely: Queen of Hearts Mariachi, Amadou Suso, DeborahN; *Welcome to Country was by a Wadawurrung Traditional Owner 8 Multicultural entries joined the Begonia Festiva namely: The Chinese Australian Cultural Society Ballarat Inc., Ballarat African Association, Ballarat Indian Association, Virasat e Punjab Ballarat, Afghan Ballarat Community, Ballarat Thai Association, Filipino/Australian Association of Ballarat Inc., Ballarat Region Indonesian Community. \$2,000 grants were provided to each of the following: - the Afghan Ballarat Community to enhance their parade entry, turning their walking entry into a float entry which won the Mayor's Choice Award and to BADAC (Ballarat and District Aboriginal Cooperation) to add their entry. *Begonia Festival featured First Nations' content: The Festival Team worked with the Wadawurrung Corporation to create a new, major content piece for the festival. A large and striking 'Begonia' signage installation in the Ballarat CBD was created by a local First Nations artist. Celebrity First Nations chef Mark Olive was engaged including the use of local First Nations products included in his cooking demonstrations. 2 Multicultural acts were featured in the Winter Festival namely: DJ Bobby M (British-Indian) and DJ Vico (Colombian).	CAA: We will provide welcoming and inclusive services and programs
Maximising and Valuing Diversity	Build the skill base of CALD groups by facilitating training in employment interviewing, job-readiness, technology for all ages, Australian workplace culture, community safety and mental health.	2	Economic Growth BRMC	Delivered in full	Supported the Community Employment Connectors Program which is driven by the Ballarat Regional Multicultural Council support CALD Victorians to secure suitable and sustainable employment. This program offers training and other support services to help migrants to be 'job ready', meet other like-minded job seekers for support and friendship and also to assist participants to navigate potential barriers to employment including lack of childcare, limited English language and Visa constraints.	CAA: We will connect our community

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<p>Maximising and Valuing Diversity</p>	<p>Enhance intercultural understanding and interaction, cultural awareness, networking, and cooperation by supporting celebrations across cultures – flag raising activities, observances of national and significant cultural / religious days such as Ramadan, Harvest Festival, Festival of Lights, Chinese New Year etc.</p>	<p>1 + 2</p>	<p>Intercultural Services Civic Support</p>	<p>Delivered in full</p>	<p>The following flagraising ceremonies were delivered in cooperation with Civic Support: St Patrick's Day- 45 attendees (17 March), Harmony Day - 76 attendees (21 March), Republic Day Italy - 47 attendees (2 June), Pakistan Independence Day - 40 attendees (14 August), India Independence Day - 60 attendees (15 August), Timor-Leste Independence Day - 40 attendees (28 November), Philippines Rizal Day - 320 attendees (30 December) 8 total Flagraising Events Approximate Reach: 628 participants Supported the delivery of the following significant cultural events: Lunar New Year - 500 attendees (22 January), Holi Festival - 300 attendees (8 March), Sri Lanka New Year - 350 attendees (1 April), Ramadan - 150 attendees (21 April)'23 Ganesh Festival #1 -1500 attendees (31 August'22) Ganesh Festival #2 -1500 - attendees (22-24 September), Onam-Keralites - 600 attendees (9 September), Onam-Malayalee - 600 attendees (10 September) (26 August), Mooncake Festival - 350 attendees (11 September) #2 200 - attendees (11 September), Diwali - 650 attendees (5 November) #2 650 - attendees (28 October), Nepalese - 200 attendees (4 November), Bangladesh (25 November) 16 - Total Events; Approximate Reach: 7,550</p>	<p>CAA: We will provide welcoming and inclusive services and programs</p>
<p>Maximising and Valuing Diversity</p>	<p>Establish a cultural learning program for communities to come together, share, learn, contribute, and connect. Such a program could emerge in collaboration with Council teams responsible for the Active Ballarat Strategy, Creative City Strategy, and Environment strategies.</p>	<p>2</p>	<p>Intercultural Services Creative Cities, BALC, Creative City, Environment</p>	<p>Ongoing</p>	<p>There has been a conscious effort to apply the Intercultural Methodology of bringing together people and communities such as CoB staff, Committee members, volunteers and groups to share ideas, learn from each other, contribute and connect to deliver projects/programs, participate in strategic consultation or to deliver various events. Examples are: the engagement of multicultural staff at BALC, the establishment of the African Women's Shop at the Bridge Mall, consultation and engagement of Aboriginal community members and artists in programs delivered at the Ballarat Art Gallery and Eureka Centre. Creative Cities Projects highlighted: -Jay Van Nus a local artist that is of Indigenous and Chilean background and was engaged to complete the Art Gallery of Ballarat temporary art mural in November. Jay was showcased as part of our UNESCO display in the Town Hall highlighting the creative practice of young local artists. - Devika Das exhibited in Unicorn Lane with her Stuck in the Colony which looked at the impact of British rule on her home country and the people of India and other countries colonised by the British (January) - Emerging artist Fabienne Margaritte exhibited at the Art Space Ballarat in April/May with works inspired by Eastern European folk tales that were shared with her by her family as a young child. - Successful applicants to the Creative Inspiration Grant (each recipient received \$1000 to support their creative practice or projects) included: Katherine Green (Artist from Europe working in fashion) Modupe Oyekanmi Multicultural Creative Women Centre for Multicultural Youth Sandra Minchin-Delohery (Irish mixed media artist) Lani Casey (Young Indigenous Aerial artist). -Women of the Well (opened 4 August) - the Women of the Well shopfront is a combined effort of Creative City working with external groups across the city to support refugee women, predominantly from Africa, to create their own shopfront and businesses. There have been many different community organisations involved and it represents an important moment for the growth for the sector. CRAFT LAB INITIATIVES 2023: Japanese ceramicist Koji Hoashi was one of the local artists commissioned to make a series of ceramic dinnerware as part of the first Great Takeaway event. Kossalii are French and South Korean makers who were invited to be part of the selected demonstrators at Craft Lab. Over two weekends they Camille and Jaewoo showcased their printmaking and leather work practice to visitors to the event. As part of the Craft Lab program they were also introduced to Craft Victoria and received professional development opportunities and ran workshops for the community to attend. Alisa Tanaka King (Japanese Australian) and Genevre Becker (Canadian) had their works showcased as part of the Craft Lab central display. Creative Ballarat also ran training and professional development programs that were open to all artists, makers, performers, creatives that live, work or study in Ballarat ranging from Photography workshops to marketing and branding and supporting small creative businesses. -Alisa Tanaka King (Japanese Australian) and Genevre Becker (Canadian) had their works showcased as part of the Craft Lab central display. -Sandra Minchin-Delohery (Irish mixed media Artist) -Lani Casey (Young Indigenous Aerial artist) Women of the Well (opened 4 August 2023) - the Women of the Well shopfront is a combined effort of Creative City working with external groups across the city to support refugee women, predominantly from Africa, to create their own shopfront and businesses. There have been many different community organisations involved and it represents an important moment for the growth for the sector. CRAFT LAB 2023 – -Japanese ceramicist Koji Hoashi was one of the local artists commissioned to make a series of ceramic dinnerware as part of the first Great Takeaway event. -Kossalii are French and South Korean makers were invited to be part of the selected demonstrators at Craft Lab. Over two weekends they Camille and Jaewoo showcased their printmaking and leather work practice to visitors to the event. As part of the Craft Lab program they</p>	<p>CAA: We will provide a diverse and inclusive workplace</p>

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				<p>were also introduced to Craft Victoria and received professional development opportunities and ran workshops for the community to attend. (photo of Kossalii attached)</p> <p>-Alisa Tanaka King (Japanese Australian) and Genevre Becker (Canadian) had their works showcased as part of the Craft Lab central display.</p> <p>Creative Ballarat also ran training and professional development programs that were open to all artists, makers, performers, creatives that live, work or study in Ballarat ranging from Photography workshops to marketing and branding and supporting small creative businesses.</p>	
Maximising and Valuing Diversity	Promote Council's strong advocacy and public support to key multicultural groups through visible signage and posters, 'Welcome' in different languages and 'Racism it Stops with Me' during public and sporting events	2	Libraries Community Infrastructure	Ongoing	<p>Have met with the Manager Community Infrastructure Planning and the Sports and Recreation Manager to discuss the possibility of installing "Welcome" in different languages to include 'Racism it Stops with Me' signages in sport and recreation, community spaces and libraries. This is due for implementation in 2024.</p> <p>CAA: We will provide welcoming and inclusive spaces</p>
Maximising and Valuing Diversity	Explore communication strategies to promote the attendance of mainstream community members to attend CALD driven events	2	Media and Comms Intercultural Services	Delivered in full	<p>The CoB Media and Communication Unit has extensively supported and assisted the Social Inclusion/Intercultural Services Units in all their media and communication requirements to promote the attendance of mainstream community members in all CALD driven events. There has been a total reach of approximately 15,000 participants who attended all CALD driven events in 2023. Noteworthy, is the support in the provision of the installation of the web-based CoB Language Services.</p> <p>CAA: Wa will provide welcoming and inclusive services and programs</p>

Inclusion Framework Common Areas of Action	%
1. Building organizational knowledge and capacity	5%
2. Lead and advocate	16%
3. Provide a diverse and inclusive workplace	10%
4. Provide welcoming and inclusive spaces	9%
5. Provide welcoming and inclusive services and programs	31%
6. Listen to our community	12%
7. Connect our Community	17%

Action Plan Overview	%
Delivered in Full	55%
Ongoing	37%
Not Yet Commenced	6%
Strategy- Priority Areas	
1. Responsive Services	
'I can access the services and programs I need easily'	
2. Active Citizenship	
'I can participate in public life'	
3. Leadership and Advocacy	
'The City of Ballarat is recognised as a strong advocate for CALD communities'	
4. Maximising and Valuing Diversity	
'The City of Ballarat partners with the community to acknowledge and celebrate the various contributions of our CALD communities'	

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8.3. INTERNATIONAL TRAVEL - ATTENDANCE UCCN CREATIVE CITIES CONFERENCE

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

PURPOSE

1. The purpose of this report is to seek consideration of City of Ballarat's representation at the XV UNESCO Creative City Annual General Meeting in Braga, Portugal from 1-5 July 2024.
2. Officers recommend that a Councillor along with a City of Ballarat Officer be sent to the Annual General Meeting (AGM) to represent the work of Ballarat as a UNESCO Creative City, and report on the first four years of our UNESCO designation and on the outcomes of the sub-network meeting to be held in Ballarat from 23-25 May 2024.

BACKGROUND

3. Ballarat is a UNESCO Creative City of Crafts and Folk Art. The City was awarded the designation in 2019 with identified expectations of participation in network meetings, hosting of events, application of creative programs and reporting.
4. This designation focuses our City's attention on the development of a resilient and sustainable creative sector, with a specific focus on crafts, folk art, ceramics, textiles and placing First Nations people first in the retracing of lost skills.
5. The actions required to maintain our UNESCO designation have been captured within Creative City Strategy Implementation Plans, ensuring that the City of Ballarat integrates activity and maximises resources.
6. The designation requests that Mayors, Councillors, or Senior Officials of each city attend the UNESCO Creative City AGM.
7. Over 350 representatives from over 250 countries attend the UNESCO Creative Cities AGM.
8. The AGM is held once a year (except in case of force majeure) by one of the Creative Cities. All member cities of the network are advised to take part in these meetings. Regular participation at the UCCN AGM is identified as being 'compulsory' when reporting.
9. Ballarat submitted its first UNESCO Creative City monitoring report in 2023 and the opportunity to travel to Braga will provide a chance to present the outcomes of the report on the international stage.

KEY MATTERS

10. Ballarat has not attended the AGM since being awarded the designation in 2019. The AGMs were moved online or cancelled due to COVID.
11. 2023 was the first AGM Ballarat was expected to attend with Council approving travel for the Mayor and a Council Officer (R107/23), however political instability saw the Istanbul, Türkiye, event cancelled at the last minute.
12. UNESCO Creative Cities Network Annual Conferences offer a unique opportunity to strengthen the ties between cities from around the world and serve as a platform to define the strategic objectives of an expanded and well-balanced network.
13. The anticipated costs for the trip to Braga is estimated at \$10,700 for two return flights, accommodation, visas and transfers (arrive 30 June 2024 and depart 5 July 2024). This provides for attendance by a Councillor and a Council Officer.
14. The basis for the request for Councillors' travel is in accordance with the Council Expenses Policy and the Officers' travel in accordance with the Travel and Related Expenses Procedure.
15. A travel report is required to be provided following international travel (as per the Council Expenses Policy).

OFFICER RECOMMENDATION

16. That Council:

16.1 The Council approve attendance for the Mayor and a Council Officer to represent Ballarat at the XV UNESCO Creative City Annual General Meeting in Braga, Portugal – 1-5 July 2024.

16.2 Note that a Council report will be provided following the international travel.

ATTACHMENTS

1. Governance Review [8.3.1 - 2 pages]
2. How do the UNESCO Creative Cities work [8.3.2 - 5 pages]
3. Requirements of UNESCO Creative City designation [8.3.3 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Aligns to Council Plan (2021-2025)
 - a. Goal 5 – A strong and innovative economy and city
 - b. Strategic Objective 7 – Ballarat as creative city - “Enhance the reputation of Ballarat as a creative city”
2. Aligns to Creative City Strategy (2019 – 2030):
 - a. Goal 2 – Ballarat is a city where artists and creatives can sustain professional careers and prosper.
 - b. Action 13 – Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and the development of their creative practice.

COMMUNITY IMPACT

3. The impact of representation at the UNESCO Creative Cities AGM directly exposes our creative practitioners and industries to the world. Ballarat will be reporting on the achievements and outcomes of the local creative sector to date, introducing services, skills and outputs to the wider UNESCO Creative Cities network. Council will act as an advocate for practitioners and industry, working to secure opportunities for skill share, exhibition and residencies.
4. The City of Ballarat has forged a positive reputation for supporting our creative practitioners. Attendance at the UNESCO Creative Cities AGM will be a strong statement of our commitment to the sector.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. It is considered that there are no climate emergency implications within this report.
6. It is considered that there are no environmental sustainability implications within this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. It is considered that attendance at the UNESCO Creative Cities AGM will have both direct and indirect impact upon the creative sector’s economic sustainability. The UNESCO Creative City Network provides many economic opportunities.
8. To date we have received opportunities for our creative sector to:
 - a. Exhibit their work internationally
 - b. Be invited to apply for international residencies
 - c. Attend and present at international level conferences

FINANCIAL IMPLICATIONS

9. There are budgeted costs associated with this report. The cost of flights and accommodation to Braga, Portugal (arrival date of 30 June, meeting commences 1 July and concludes 5 July 2024) is approximately \$10,700.

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LEGAL AND RISK CONSIDERATIONS

10. The UNESCO Creative City designation, secured in 2019, includes the express direction that cities attend the Annual General Meeting in person. Non-attendance is detailed in the reporting framework and cities run the risk of having their designation removed.
11. The Annual Conference is held once a year (except in case of force majeure) by one of the Creative Cities. All member cities of the Network are advised to take part in these meetings. Attendance is outlined in all materials as being mandatory. Mayors are specifically invited to attend with importance placed upon the cultural interchange and mayoral forums.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

13. Council has consulted directly with the Victorian Creative Cities Network (VCCN) of Bendigo, Geelong and Melbourne. Feedback from those who have attended in the past has been strongly in favour of cities sending a delegate.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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1. WHAT IS THE UNESCO CREATIVE CITIES NETWORK?

The UNESCO Creative Cities Network (UCCN) was created in 2004 to promote cooperation with and among cities that have identified creativity and innovation as key drivers for a more sustainable and inclusive urban development. With the designation of 66 new creative cities in October 2019, the Network assembles 246 members worldwide across seven creative fields: Crafts and Folk Arts, Design, Film, Gastronomy, Literature, Media Arts and Music.

As a UNESCO flagship cities programme, the UCCN provides its member cities the opportunity to work and learn from each other on using culture and creativity as a driver for sustainable development. Through sharing experiences, knowledge and best practices; building new and strengthening existing cooperation, the Network encourages and inspires member cities to construct and implement local policies and actions that aim towards sustainable development as regards to economic, social, cultural and environmental aspects.

2. HOW DOES THE UCCN WORK?

UCCN Secretariat

The Secretariat is administered by UNESCO that ensures the Network's management at the global level. It proposes and leads strategic and programmatic initiatives. It provides support to member cities through guidance, capacity building materials and opportunities for participation and collaboration, as well as promotes the Network's visibility through communication and advocacy, particularly at the international level. The Secretariat also implements the designation process and convenes the Network's Annual Conference (together with the Host City) and other meetings as appropriate.

Sub-Networks

The 7 sub-networks, corresponding to the 7 creative fields, provide a thematic focus for member cities to develop their cultural and creative assets and competitiveness, and facilitate knowledge exchange and experience with other member cities. The different creative fields should be considered as lever for a more holistic development vision, cross-cutting cultural and creative domains. The sub-networks monitor progress and identify key trends and opportunities within their respective field.

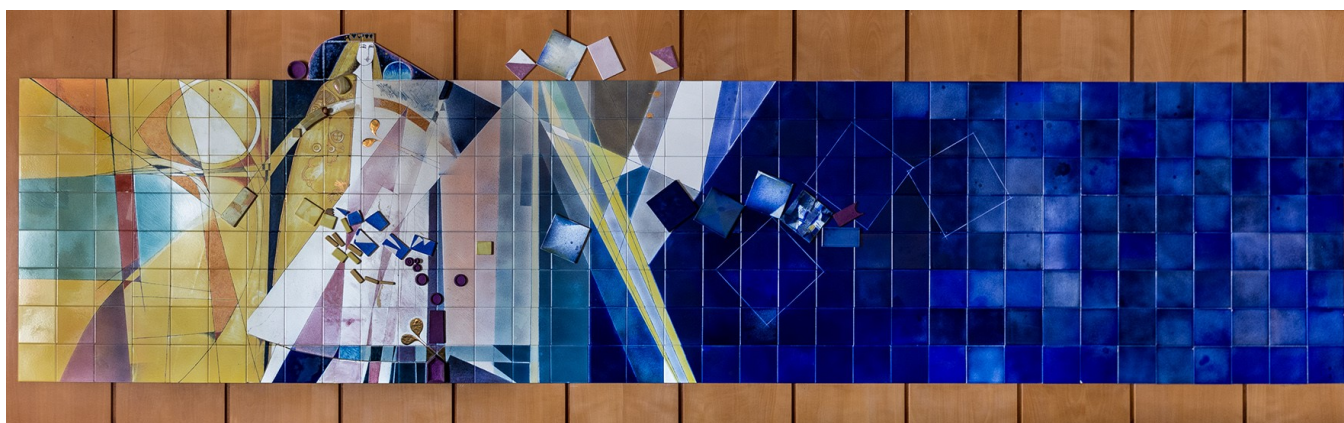
Coordination Committee

The Coordination Committee acts as a liaison between UNESCO and the 7 sub-networks. It is composed of representatives of each sub-network, namely the Coordinator and the Deputy Coordinator, designated by their fellow member cities for a two-year mandate. The Committee collaborates with the UCCN Secretariat on questions related to different functioning aspects of the Network.

3. HOW DOES THE NETWORK HELP MY CITY?

Becoming a UNESCO Creative City provides your city with strategic positioning and opportunities to stimulate local policies and action towards creativity, and strengthen regional and international outreach and impact. Being part of the UCCN represents a genuine added value, allowing your city to:

- ▶ Nurture and strengthen international cooperation between cities that have recognized creativity as a strategic factor of their sustainable development;
- ▶ Strengthen its national, regional and international profile and impact, by providing visibility for your innovative policies, strategies and activities towards creativity and sustainable cities;
- ▶ Increase its regional and international attractiveness to economic investors and stakeholders, skilled creative professionals or visitors, and facilitate the mobilization of financial resources from the public and private sectors;
- ▶ Network with fellow Creative Cities through joint events and common projects, to stimulate cross-fertilization, share knowledge and know-how, and build partnerships;
- ▶ Build momentum on creativity by putting the spotlight on your creative sector as a driving force, mobilizing all stakeholders including the public and private sectors, and nurturing dialogue between local authorities, professional organizations, academia and the creative community;
- ▶ Propel its local creative field and communities to nurture an encouraging policy and economic environment, and further connect creative professionals and local creative businesses to international networks and markets; and
- ▶ Connect to the international development agenda through UNESCO, obtaining opportunities of illustrating your cities experiences and good practices at the international level to reinforce your city's image and outreach.



4. HOW CAN MY CITY FULFILL ITS POTENTIAL AS A CREATIVE CITY?

As a UNESCO Creative City, you are now an active representative of the Network's mission and objectives to raise awareness of the power of culture and creativity in building sustainable cities. This commitment lies within the framework of the United Nations 2030 Agenda for Sustainable Development. Being part of the UCCN provides your city with a stronger voice at the international level, to take part in global discussions on creativity and sustainable cities, as well as promote the recognition of your innovative initiatives by other cities and the international community. Your city can leverage and fulfill the Network's mission in a number of ways:

- ▶ Develop, pool, and share knowledge and good practices, highlighting the contribution of culture and creativity in building more sustainable and inclusive cities; and increase their outreach through the UCCN website – download the [Event Form](#) to be sent to the UNESCO Secretariat;
- ▶ Take an active part at both the Network and sub-network level to monitor major trends in your respective creative field (Crafts and Folk Art, Design, Film, Gastronomy, Literature, Media Arts or Music), identify new challenges and opportunities and build a strategic approach, while working transversally with other creative fields' sub-networks to foster cooperation and synergies;
- ▶ Reflect and translate key objectives of the 2030 Agenda in local development strategies and policies, as well as encourage Research & Development in the fields of culture, creativity and innovation to contribute to the international sustainable development agenda;
- ▶ Engage in co-development cooperation with cities from the Global South, notably those from under-represented regions in the Network, to foster exchange, solidarity, experience and knowledge sharing;
- ▶ Promote your creative community by enhancing its capacities and possibilities, including involvement in international programmes, and mobility through artistic residencies sited in other Creative Cities; and
- ▶ Convene various actors, stakeholders and partners and mobilize resources of different natures in the framework of the Network at different levels.

5. WHAT IS THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT?



The 2030 Agenda is a plan of action for people, planet and prosperity adopted in 2015 by the international community. It outlines a vision for a more sustainable future, as one that is equitable, inclusive, peaceful, and environmentally friendly. Its 17 Sustainable Development Goals (SDGs) and 169 targets provide guidance for strategic policy design and implementation at the local, national and international levels.

For the first time, culture and creativity have been recognized as powerful enablers for sustainable development. The role of culture is particularly highlighted in SDG 11 to “make cities and human settlements inclusive, safe, resilient and sustainable”, but also, transversally, in other SDGs on social inclusion, job creation, urban resilience or environmental protection.

Since the adoption of the 2030 Agenda, UNESCO's key priority is to facilitate Member States through its programme and activities in achieving the 17 SDG Goals and targets at various levels.

Cities have been widely recognized as key actors and contributors to the implementation of the international sustainable development agenda. For UNESCO, the UCCN and its member cities are key partners to operationalize the 2030 Agenda at the urban level. Creative Cities are emerging as hubs of experimentation that lead to innovative and successful models of sustainable development. Innovative urban solutions are essential source of new ideas and inspiration in dealing with global challenges of our time, be it economic, social and environmental. To learn more: [2030 Agenda for Sustainable Development](#)

6. WHAT IS MY CITY'S MAIN RESPONSIBILITY AS A UCCN MEMBER?

The designation as a UNESCO Creative City is certainly a recognition of your city's cultural assets and creative vibrancy as a driver of its sustainable development. It only represents the starting point of a long-term journey to move even further in fulfilling its potential. As any member-based organization comes with responsibilities, your city is expected to:

- ▶ Implement activities directly in line with the 2030 Agenda for Sustainable Development and the Network's Mission Statement, outlining the UCCN collective vision and common objectives;
- ▶ Report every four years on the implementation of its past quadrennial action plan via the Membership Monitoring Report (MMR) to take stock of the main achievements, challenges and opportunities as a member city. As a new member to the Network your first MMR should be submitted in 2023; To get familiar with this exercise, [click here](#).
- ▶ Participate in each UCCN Annual Conference, the most important gathering of the Network, bringing member cities together with the participation of mayors, focal points and other relevant stakeholders. The event will enable you to network with other cities around the world, share your experience and learn from others, and seed for future collaboration and co-development;
- ▶ Consider providing a financial support to the Network through the UCCN's voluntary Financial Contribution Mechanism in which member cities are invited to take part according to their respective situation and capacities;
- ▶ Participate actively in your subnetwork's activities, including its annual gatherings, and consider applying for the Coordination Committee to assist the UCCN Secretariat in liaising with the member cities and stimulating activities in each creative field;
- ▶ Communicate actively and regularly with the UCCN Secretariat to disseminate information and initiatives undertaken locally and internationally with a view to promoting knowledge and experience developed in the Network; and
- ▶ Participate in selecting the Host City of the UCCN Annual Conference organized by the UCCN Secretariat.

7. WHAT ARE THE MAIN EVENTS AND ACTIVITIES FOR THE MEMBER CITIES?

The Network regularly organizes and attends various events to further strengthen international cooperation and co-development between member cities. As emphasized above, members of the Network are strongly recommended to attend these important activities as well as proactively enrich the Network by organizing and participating in various city led events. Among which, the most important regular events organized in the framework of the Network are:

- ▶ **Annual Conference**, which is held once a year (except in case of force majeure) by one of the Creative Cities voted by the members. It offers a unique occasion to strengthen the ties between cities from around the world and serves as a platform to define the strategic objectives of an expanded and well-balanced Network. The next Annual Conference, under the theme *Creativity, Path to Equality*, will be held from 13 to 17 July 2020 in Santos, Brazil, during which a special integration session will be organized for the new members. Delegates from your city are highly recommended to attend this Conference to be able to better understand the Network and lay ground for the establishment of your city's future collaborations and activities.





► **The Mayors' Forum** is an annual event currently organized on the occasion of the Annual Conference. It is a prime platform for Mayors to showcase and share their cities' vision and local policies and actions with their counterparts, city delegates and other stakeholders. It is highly encouraged that mayors, deputy/vice mayors from the newly designated cities participate in this dedicated event to enrich their experience and deepen their understanding of the Network during the Annual Conference.

Further information on the above mentioned events will be provided to the member cities in due course.

- In addition to these events, the sub-networks and member cities also carry out various events and projects guided by the vision and objectives of the Network. Information about these events are shared by the Secretariat via email, news items, and call for applications/entries/papers published regularly on the [UCCN website](#).

Meanwhile, the UNESCO Secretariat regularly provides opportunities of participation to member cities in major international events and activities organized by UNESCO or other partners on diverse subjects related to cities and urban development.

CONTACT

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Communication, Cities and Events Unit

Culture Sector, UNESCO

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75352 Paris 07 SP France

Email: creativecities@unesco.org

Website: en.unesco.org/creative-cities



About us › Reporting & monitoring

Reporting & monitoring

One of the main objectives of the UNESCO Creative Cities Network (UCCN) is to function as a laboratory of ideas and innovative experiences intended to capitalize on the full potential of culture and creativity for sustainable urban development.

To this end, every four years member cities are required to produce a **Membership Monitoring Report** intended to:

- Demonstrate their steadfast commitment towards the implementation of the UCCN Mission Statement both at the local and international level;
- Renew their engagement through the presentation of an action plan for the following four years;
- Obtain insights into the impact of the designations; and
- Encourage the development of research and case studies on the concepts and experiences of the creative cities.

The gathering and distribution of information will contribute to more effectively charting progress, showcasing the concrete achievements of the UCCN, highlighting effective policies, strategies and partnerships and supporting evidence-based formulation and implementation of new action plans while alerting to emerging issues regarding the role of culture and creativity in sustainable urban development.



The **Membership Monitoring Guidelines**, which offer guidance for the preparation of the reports, were adopted in the IX Annual Meeting held in Kanazawa (Japan) in 2015. [Click to consult the Membership Monitoring Guidelines \(revised in 2021\)](#).

KEY FACTORS TO CONSIDER DURING THE PREPARATION OF AN APPLICATION

In the preparation of an application to the UNESCO Creative Cities Network, it is highly advised that applicant cities carefully consider the following factors:

- **Participatory process:** the preparation and formulation of the application must be led by the municipality and should result from a participative process involving relevant stakeholders and partners of the public and private sectors as well as civil society.
- **Forward-looking approach:** the cultural heritage and current creative assets of the applicant city should be the pillars to build a consistent and progressive action plan, which contributes to the sustainable urban development of the city in line with the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals.
- **Inclusive sustainable development:** UNESCO Creative Cities foster sustainable urban development building on culture and creativity as levers to achieve development goals. In this context, when formulating their activities and programmes of the action plan, applicant cities are required to demonstrate their engagement to the implementation of the 2030 Agenda for Sustainable Development notably at the city level, building on an inclusive and transversal approach encompassing the economic, social and environmental dimensions.
- **Long-term commitment:** cities should take note that the designation as a UNESCO Creative City implies a continuous and active commitment towards UNESCO's value and mandate, as well as the implementation of the UCCN's objectives as outlined in the Mission Statement. In particular, applicant cities must be committed to preparing and consistently implementing their action plans, regularly reporting on their achievements through the quadrennial Membership Monitoring Report, actively participating in the UCCN Annual Conferences, as well as supporting and contributing to activities undertaken by UNESCO and the UCCN Secretariat through direct participation and/or voluntary contributions, amongst others.
- **Sustainable action plan, capacities and resources:** the application should include a proposed strategy for the city, accompanied by a four-year action plan setting out specific projects and initiatives at the local and international level to be implemented following the possible designation. The action plan should also provide detailed indications of priorities, capacities and resources (both financial and human). The expected outcome and impact of the proposed initiatives and projects to be undertaken by the city (if designated) will be subject to an evaluation through the aforementioned monitoring and reporting process.
- **Exchanges and cooperation:** exchanges among member cities are critical for the development, reinforcement and credibility of the Network. It is therefore important for applicant cities to demonstrate both their commitment and capacities to develop collaborative activities and initiatives at the national, regional and international level with UNESCO and other UCCN member cities.

8.4. EUREKA CENTRE ANNUAL VISION REPORT

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Anthony Camm – Manager Eureka Centre

PURPOSE

1. This report addresses progress on the execution of the '2030: A Vision for the Eureka Centre (the Vision), which was adopted by Council on 11 December 2019 (R325/19).
2. It précisés the intent and purpose of the Vision and explains how the Eureka Centre has embedded the Vision's strategic recommendations into its service delivery and business planning.

BACKGROUND

3. The Vision represents the strategic advice of the past Eureka Centre Advisory Committee, which was established to guide the transition from the Museums of Australian Democracy at Eureka (M.A.D.E.) to the new Eureka Centre, which opened in April 2018.
4. The Eureka Stockade is central to the identity of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the National Heritage-listed Eureka Stockade Memorial Park. Eureka Centre is within the park's boundary.
5. The Eureka Centre orientates visitors and communicates the Eureka story through interpretation within the museum and throughout the park. These two distinct parts of the visitor experience ground the legendary event in a tangible experience culminating in an encounter with one of Australia's most significant destination objects, the Eureka Flag.
6. To achieve the intent of the Vision, an ongoing focus on interpreting and sharing the history and legacy of the Eureka Stockade in an engaging and accessible way is required. The Vision also seeks to create a place where diverse community connections are created, celebrated, and shared. This is achieved through a growing suite of public programs, new education and community partnerships, a viable commercial cafe, and the co-location of library and historical research services through the Ballarat Research Hub at Eureka.

KEY MATTERS

7. The Eureka Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The Vision's Mission is in three parts:
 - To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.
 - To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.

- To be the pre-eminent custodian of the Eureka legacy and a respected cultural institution.
8. The Vision presents a series of Strategic Recommendations expressed as aspirational statements, grouped into three categories: *Place*, *Partnerships and Advocacy*, and *Programming*. Within the three categories there are 28 strategic recommendations expressed as aspirational statements. Of these recommendations, all but three have significant outcomes ascribed to them.
 9. The three strategic recommendations yet to be substantially progressed are:
 - (Partnerships and Advocacy, strategic recommendation 6): The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.
 - (Place, strategic recommendation 5): Eureka Centre has completed its third stage redevelopment to resolve the building's limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.
 - (Partnerships and Advocacy, strategic recommendation 5): Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.
 10. A response to these three high level strategic recommendations will be investigated in the medium to long term period of the Vision. The two strategic recommendations relating to the building's redevelopment will be addressed in the coming 12 months. Initial planning is underway to ascertain both the potential for an extension of the upper part of the building (above the museum) and to establish a business case to identify new opportunities this development will present.
 11. The Vision is pitched at a high strategic level to inspire creative realisation. While these aspirational statements are not readily measurable, a Report Card has been developed to present outputs and outcomes across the 28 strategic recommendations.
 12. The Report Card illustrates how the Vision is guiding the Eureka Centre, including increasing its community reach and relevance and its financial viability. It includes descriptive and qualitative information that shows the way the Vision has informed a profound period of change at the Eureka Centre, in terms of audiences engaged, programs presented, and partnerships developed.
 13. In addition, the Report Card includes statistical analysis that shows steady and substantial growth in visitation due to the diversification of the Eureka Centre's visitor experience offering and the broadening of its services to appeal to both Ballarat residents and incoming tourists.
 14. Incoming visitor attendance is on the rise with independent travelers, tour groups, and school groups from across Australia visiting to engage with this foundational moment in Australian history. Local audiences with a passion for history and heritage are now well established as a core audience due to the expansion of public programs.

15. Highlights includes:

- In 2022-23, total visitation was 46,378 – a 45% increase on the 2018-19 figures.
- In 2023-24, total visitation is on track to reach over 55,000.
- Paid visitation has increased from 13,821 visits in 2019-20 to 22,048 visits in 2022-23 – a 59% increase.
- The Eureka Centre has achieved continuous year-on-year monthly increases in visitation since April 2022 (with the exception of September 2023).
- Ballarat residents receive free entry to the Eureka Centre’s Museum. The uptake continues to prove popular and, at the seventh month mark in 2023-24, represents 10% of total visitation.
- Income received from shop sales in 2022/23 exceeded \$119,000 – a 36% increase since 2018-19.
- Income received from museum tickets in 2022/23 was \$94,588 – a 39% increase since 2018-19, despite a halving of ticket prices.
- In 2023-24, eighteen public lectures and panel discussions will be presented, in addition to exhibitions, workshops, children’s activities, and musical performances.
- Lectures and panel discussions are recorded and available on You Tube. There are currently 79 videos available on the Eureka Centre’s channel.

16. Almost six years on from the opening of the Eureka Centre in April 2018, the Report Card presents a formative period of institutional renewal, financial consolidation and sustained growth that bodes well for its future.

OFFICER RECOMMENDATION

17. That Council:

17.1 Note the progress completed towards the execution of ‘2030: A Vision for the Eureka Centre’.

ATTACHMENTS

1. Governance Review [8.4.1 - 2 pages]
2. 2030 - A Vision for the Eureka Centre [8.4.2 - 20 pages]
3. Eureka 2024 Vision Report Card [8.4.3 - 30 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report aligns with;
 - a. City of Ballarat Council Plan 2021 – 2025, Goal 5 A strong and innovative economy and city,
 - b. 2030: A Vision for the Eureka Centre (the Vision).

COMMUNITY IMPACT

2. The Eureka Centre connects visitors to the Eureka story and the Eureka Stockade Memorial Park, considered to be the site of the 1854 Eureka Stockade where the rebellion took place. Home to the Eureka Flag, one of Australia's most compelling historic artifacts, the Centre allows our community to explore the social history and cultural impact of the Victorian gold rush. The Eureka story continues to shape and define Ballarat.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate or environmental sustainability implications with this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. There are no economic sustainability implications with this report.

FINANCIAL IMPLICATIONS

5. The Eureka Centre continues to operate within its ascribed budget each year, there are no financial implications with this report.

LEGAL AND RISK CONSIDERATIONS

6. There are no legal or risk implications with this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. Council resolved to appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference to develop a Vision for the Eureka Centre. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

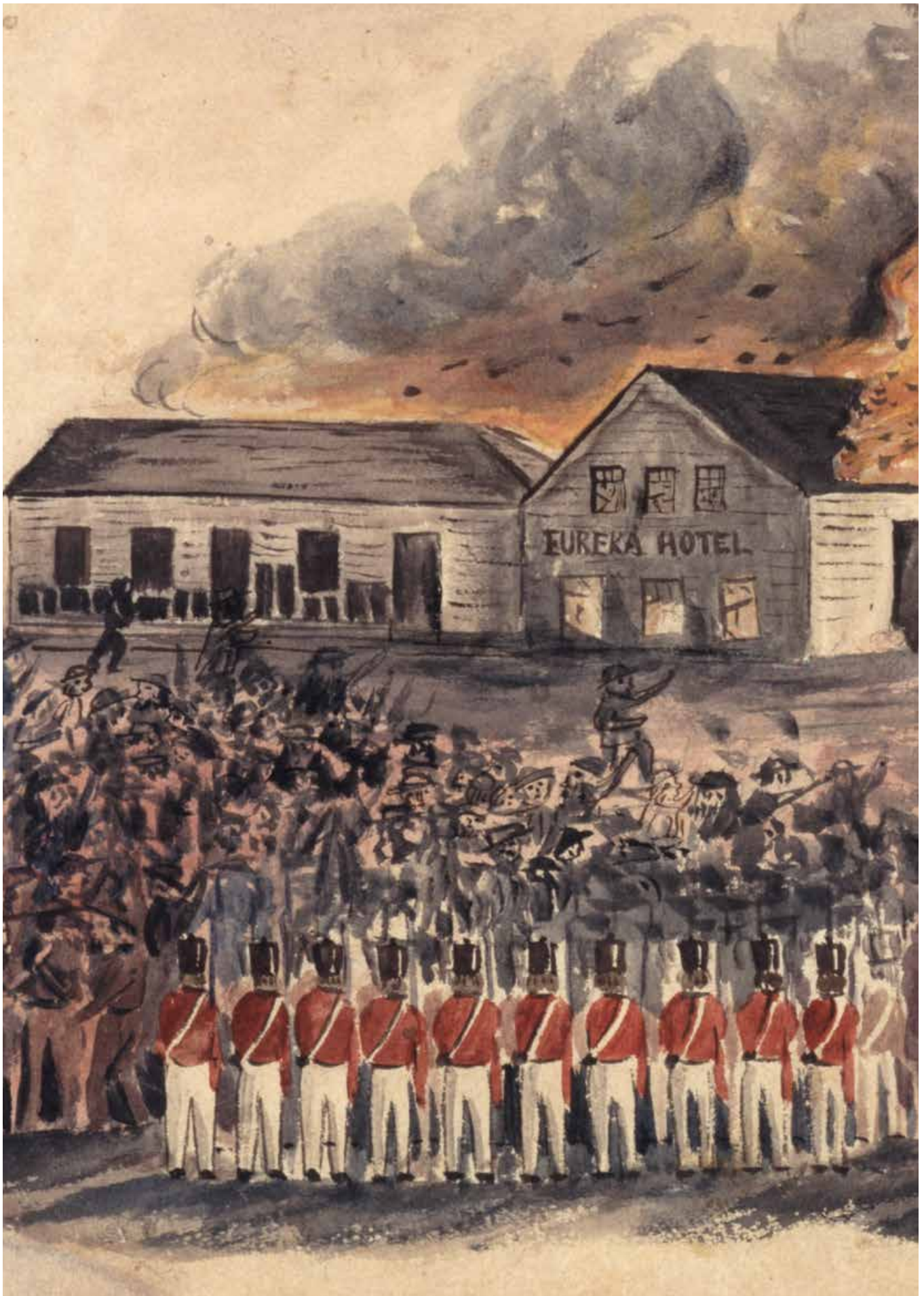
PROCUREMENT COLLABORATION

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2030: A VISION FOR THE EUREKA CENTRE

The City of Ballarat 2019



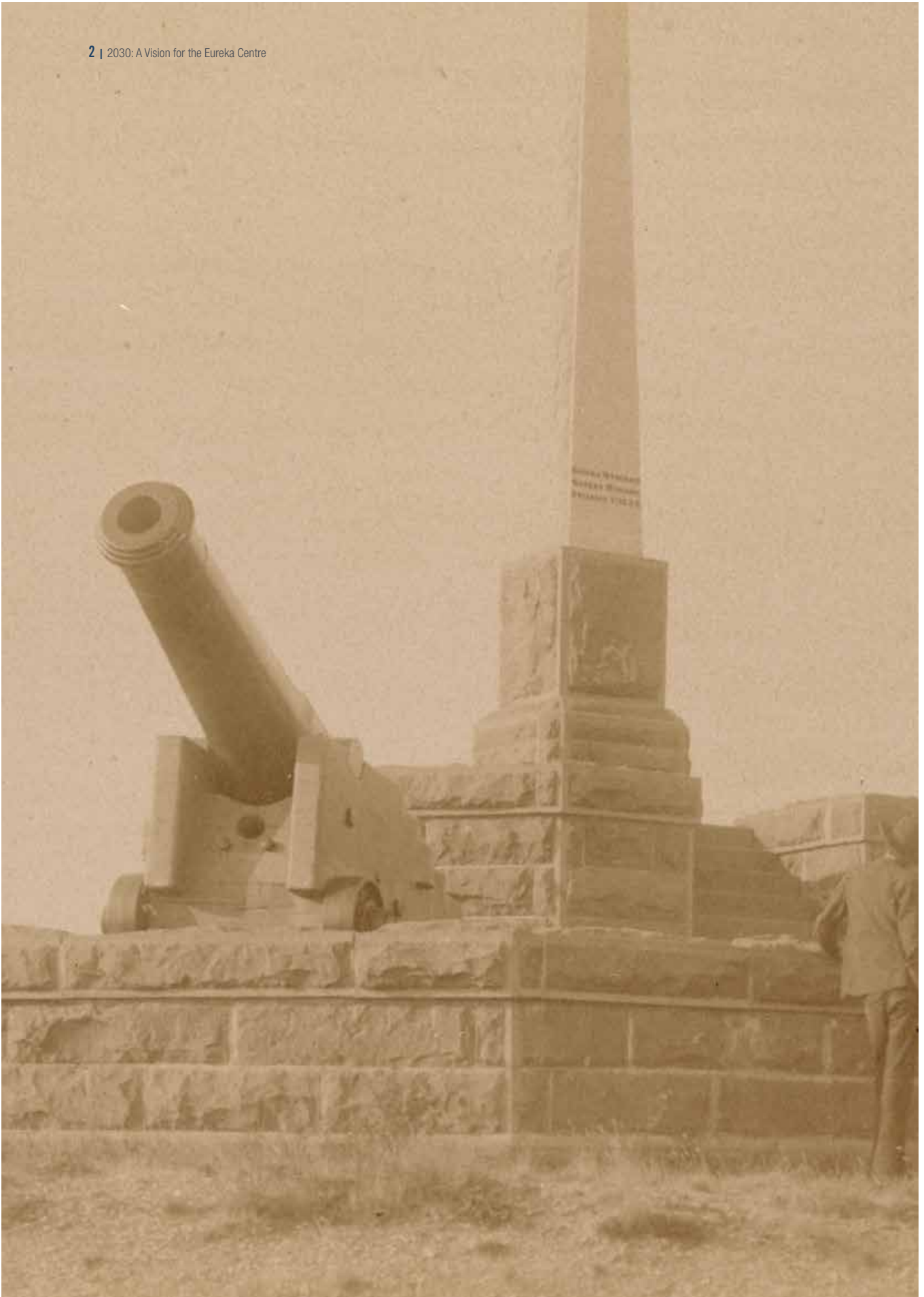


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Adjacent image: 'Eureka Riot 17th October' 1854, original artwork, C. Doudiet, Art Gallery of Ballarat.

2 | 2030: A Vision for the Eureka Centre



EXECUTIVE SUMMARY

The Eureka story is at once a profound and compelling Australian and global story. It is a touchpoint in Australia's history, designated as a place in time where the foundations of Australian democracy were laid. Eureka is seen as the embodiment of hope and struggle in the face of adversity and has become a beacon for equality, unity and the right to a fair go, which now lies at the heart of the Australian spirit and identity. Its broad appeal to different sets of values, aspirations and ideals has ensured it continues to endure and resonate even after several generations.

Eureka's deep resonance in the Australian imagination underpins '2030: A Vision for the Eureka Centre'. The 2030 Vision imagines a successful and financially sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life. It presents strategic advice from the Eureka Centre Community Advisory Committee, which was established by the City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E).

The Eureka Centre opened in April 2018 and is the third iteration of a museum / interpretation centre on the purported location of the Eureka Stockade since 1998. Visitors connect with the Eureka story through its interpretation within the Eureka Centre's museum and throughout the site, known as the Eureka Stockade Memorial Park. The site is the principal artefact of the historical event. The Eureka Centre, through its museum, is its key witness. The museum is charged with engaging audiences through both the story and site with integrity and credibility.

The City of Ballarat received extensive expert and community input to establish a fresh, new strategic direction for a museum and visitor experience at the National Heritage Listed Eureka Stockade Memorial Park. This compelling 2030 Vision sets a viable strategic direction that honours the Eureka story and is more fitting for a cultural institution and historical site of national and global significance.

The 2030 Vision is aligned to the Interpretation Plan, which was developed simultaneously. Together, these two guiding documents will inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives.

Adjacent image: "The famous 'Eureka Stockade', Ballarat, December 1854" c.1889-1891, C. Rudd, State Library Victoria.



BACKGROUND

THE SITE

The legacy of the 1854 Eureka Stockade is central to the identity of the City of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the Eureka Stockade Memorial Park. The Eureka story is communicated at this site through interpretation within the Eureka Centre's museum and throughout the park, which together ground the legendary event in a tangible experience.

The Eureka Stockade Memorial Park was established in the late 1800s on the purported site of the battle and its significance is recognised through its inclusion on the National Heritage List. The park has been subject to ongoing commemoration that reflects community interest in the multilayered, contested and much-loved Eureka story. It is equally used as a place for community recreation and congregation.

Presently, people come to Eureka to pay homage to an important moment in Australian history and all that it has come to represent. The site is embedded with recreational and interpretative elements, but does not readily invite solemn reflection or encourage pilgrimage. There are opportunities to deepen the visitor experience through evoking feelings of awe and reverence when journeying through the site. A more profound connection between the site and the building is needed, with the museum's interpretative elements incrementally revealing the Eureka story in the build-up to a meaningful encounter with the destination artefact, the Eureka Flag.

Since 1998 a landmark building has occupied this significant and sensitive site and three iterations of an interpretation centre or museum have been delivered there, in an attempt to harness the popular interest in Eureka and to support the growth of Ballarat's visitor economy. These include the Eureka Stockade Centre (1998-2011) and the Museum of Australian Democracy at Eureka (M.A.D.E) (2013-2018). In March 2018 the City of Ballarat closed the independently operated M.A.D.E, transitioning immediately into a Council owned and operated service known as the Eureka Centre.



STRATEGIC CONTEXT

In February 2018, Ballarat City Council resolution R43/18 resolved to appoint a 'Eureka Centre Consultative Committee' to support the transition from M.A.D.E. to the new Eureka Centre (Appendix 1).

The following committee members were appointed to the committee:

Councillors	Mayor Cr Samantha McIntosh (Chair)
	Deputy Mayor Cr Jim Rinaldi
	Cr Daniel Moloney
Community Representatives	Fred Cahir – Associate Professor Aboriginal History, Federation University
	Ron Egeberg – Past Director, Eureka Stockade Centre
	Serena Eldridge – Industry & Development Manager, Visit Ballarat
	Samantha Fabry – Heritage consultant
	Ross Haby – Past Executive Director, Committee for Ballarat (until May 2019)
	Mary-Rose McLaren – Associate Professor, College of Arts & Education, Victoria University
	Phillip Moore – Past President, Eureka's Children

The Eureka Centre Community Advisory Committee is a skills-based group established for one year. It first met on 16 October 2018 with its first planning session on 1 December 2018. Members were appointed to establish a committee with a range of skills and experiences. The committee was asked to work with Council officers to develop strategic advice to Council.

The committee was tasked with developing strategic recommendations to support the Eureka Centre's long-term sustainability as a visitor attraction and community service. Through a series of strategic workshops, the committee reviewed past iterations of the Eureka Centre (refer to Appendix 2), assessed its current strategic and operating context and focused on developing a fresh future direction.

Above image: 'Swimming Pool, Eureka Stockade, Ballarat, VIC.' 1920, Rose Stereograph Co., State Library Victoria.



APPROACH

To develop the vision and recommendations, the Eureka Centre Community Advisory Committee participated in three workshops.

The second and third workshops were informed by data received through the community consultation process that supported the development of the Interpretation Plan for the Eureka Centre and its site. Community feedback was received through a community survey and community drop-in sessions (Appendix 3). The committee was mindful to ensure that community views and ideas were considered and included in the development of its strategic recommendations.

Following the third workshop, the committee met to fine-tune the draft recommendations and develop these into the format of the 2030 Vision.

WORKSHOP 1: DECEMBER 2018

The 'generative' workshop provided an opportunity for committee members to contribute to the Eureka Centre Interpretation Plan. This included a deep dive into the Eureka story, a look at the current situation for the Eureka Centre as well as an audience analysis and stakeholder mapping exercise.

WORKSHOP 2: MARCH 2019

Building on the outcomes from the first workshop, the 'vision' workshop gave committee members an opportunity to explore feedback from the community (survey and drop-in sessions) and with that in mind, articulate their aspirations for the Eureka Centre and Eureka Stockade Memorial Park. This resulted in the development of a vision statement with a supporting narrative.

WORKSHOP 3: JUNE 2019

The 'recommendations' workshop provided an opportunity for committee members to contribute ideas that would enable their vision for the Eureka Centre and Eureka Stockade Memorial Park to be achieved. These ideas have been developed into strategic recommendations with the aim of building the reputation of the Eureka Centre and Eureka Stockade Memorial Park which in turn will drive growth and financial sustainability:

Above image: Eureka Centre, courtesy Graham Denholm.



PURPOSE

Following the closure of the Museum of Australian Democracy at Eureka (M.A.D.E) and reopening of the Eureka Centre in 2018, the City of Ballarat sought extensive expert and community input and advice. This process of wide peer and stakeholder engagement was essential to ensure that the third iteration of a museum / interpretation centre, on the site of the National Heritage Listed Eureka Stockade Memorial Park, since 1998, is underpinned by a compelling and viable strategic vision.

The 2030 Vision provides an aspirational pathway for the Eureka Centre that is focused and ambitious, while remaining practical and realistic. It is future-focused and concerned with the Eureka Centre’s growth in financial sustainability, reputation and reach. It acknowledges that building the Eureka Centre’s reputation is critical in both attracting visitation in a competitive cultural tourism marketplace and securing future support in a dynamic and competitive fiscal and funding environment.

The 2030 Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The document is pitched at a high strategic level to inspire creative realisation through strategic and business planning leading to the delivery of programs and services that embody its aspirations.

The Eureka Centre 2030 Vision will inform strategic and business planning over the coming decade. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the 2030 Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.



2030 VISION AND INTERPRETATION PLAN

The 2030 Vision and Interpretation Plan work in tandem to guide ongoing strategic and business planning.

The 2030 Vision includes a commitment to deep and memorable audience engagement with the Eureka story, but its strategic aspirations cover a wider range of areas. These include leadership, business management, stakeholder engagement, audience development, curatorship, education, advocacy, funding, programming, branding and marketing, audience development, site management and major projects.

Importantly, the 2030 Vision presents aspirational statements invulnerable to changes in the Eureka Centre’s operating context (e.g. staff attrition, organizational changes, political cycles). This provides a confident way forward for the Eureka Centre’s development and growth as a significant and sustainable cultural intuition and community hub.

The Interpretation Plan’s purpose is to develop audiences through engaging storytelling, appropriate and consistent interpretation, communication and presentation of the history of Eureka and interpretation and preservation of its material culture and cultural landscapes. It inspires how we engage communities through telling the Eureka story and highlighting the heritage values of its historic site. The plan will directly inform curatorship, scholarship, public programming, education and cultural landscapes management at the Eureka Centre.



IMAGINING THE FUTURE

By 2030 the Eureka Centre is a successful, respected and sustainable cultural institution and visitor attraction. It is nationally recognised as a dynamic and bold cultural institution, deeply embedded in the culture of Eureka and profoundly connected to the communities it serves.

There are few events in Australian history that can match the Eureka rebellion in its dramatic impact on the social and political fabric of the nation as we know it. As the site of this formative event and the current home of its principal artefact, the Eureka Flag, the Eureka Centre and the Eureka Stockade Memorial Park are places to connect with Eureka's multilayered, contested and much-loved story.

Eureka Centre shares a passionate and poignant human story of hope, struggle and profound victory from defeat. It embraces the Eureka Stockade's contested history and powerfully connects to its purported site. The appropriation of the Eureka Stockade, and especially the Eureka Flag, as a symbol by competing political causes and social groups is explored, providing entry points for diverse audiences. Competing voices are accommodated and programming is exciting and sometimes provocative as a result. Eureka Centre provides a forum for dangerous ideas.

By 2030 the Eureka Centre is embraced as the principal custodian of the Eureka legacy. It is respected for its engaging exhibitions and programming, innovative creative projects and lauded curatorship and scholarship. Its reputation has been transformed in the museum and education sectors, the cultural tourism industry and amongst government and philanthropic organisations.

Eureka resonates in Australia's national story and existing, widespread public awareness is harnessed to deepen audience engagement and grow visitation. With an enhanced reputation, the Eureka Centre and the Eureka Stockade Memorial Park is respected in the cultural tourism marketplace as a popular destination for Australian and international tourists and a beloved cultural and community asset for the local community.



VISION STATEMENT

Eureka will resonate with community and visitors through compassionate, respectful and innovative storytelling at the site

UNDERSTANDING THE VISION STATEMENT

RESONATE

Our vision involves the creation of experiences that have long-term resonance with the Ballarat community and visitors. We want the community and visitors to have an emotional reaction to, and feel an emotional connection with, the Eureka story that is told at the Eureka Centre and its site. We want the centre and park to have a physical, emotional, intellectual and social 'cut-through'. The community and visitors will feel a strong sense of pride and will understand the importance of the Eureka story locally, nationally and internationally. The centre and park will become an important 'shrine' and a place of pilgrimage.

COMMUNITY AND VISITORS

Our vision involves creating experiences that draw local, regional, national and international visitors. The centre and park will become a destination in itself. The local community has a great deal of pride in the site and the way it presents. The centre and park draws students and researchers. The stories and experiences resonate with a diverse range of people and the experience is personalised to account for that diversity and the multicultural aspects of the Eureka story. The site is accessible to all and is connected to other visitor experiences in Ballarat and beyond.

COMPASSIONATE AND RESPECTFUL

Our vision involves the compassionate telling of stories from different perspectives in a way that seeks to support a deeper understanding of, and empathy with, the circumstances that led to the Eureka Stockade and its aftermath. This includes telling the story from an indigenous perspective as well as a multicultural perspective that acknowledges the 22 nations represented. The Eureka Centre and Eureka Stockade Memorial Park is respectful of the truth and of the different perspectives that prevailed at the time of the Eureka Stockade and acknowledges the contested aspects of the Eureka story.

INNOVATIVE

Our vision involves exciting experiences that embrace current museum trends and practices. We want the Eureka Centre and Eureka Stockade Memorial Park to create a 'spark' in those that visit. New and emerging ideas, practices and technologies will be used to tell the Eureka story in a challenging and fearless way.

STORYTELLING

Our vision involves telling the Eureka story in a way that connects and integrates the site with other visitor experiences in Ballarat and beyond. To that end, our vision involves a great deal of collaboration with other relevant sites. The stories we tell should affect people. There should be a level of emotional engagement with the stories. Our vision involves the activation of all five senses in a logical journey, flow and navigation that starts at a striking point-of-entry and ends with the Eureka Flag.



MISSION

To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.

To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.

To be the pre-eminent custodian of the Eureka legacy and a respected national cultural institution.

Above image: the Eureka Flag 2019.



STRATEGIC RECOMMENDATIONS

The following strategic recommendations are expressed as ‘aspirational statements’ (aligned with the vision statement and mission).

The recommendations are grouped into three categories:

Place, Partnerships & Advocacy, Programming

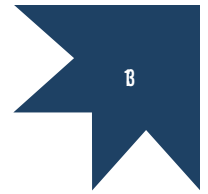
PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.
2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the ‘destination object’ – the Eureka Flag.
3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.
4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.
5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the playground and monuments.
6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right, as well as a means of exploring the Eureka Stockade’s contested narratives and alleged locations.
7. Eureka Centre has completed its third stage redevelopment to resolve the building’s limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.
8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.
9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

STRATEGIC RECOMMENDATIONS

PARTNERSHIPS & ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.
2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.
3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.
4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.
5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.
6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.
7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.
8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.
9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.



STRATEGIC RECOMMENDATIONS

PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.
2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.
3. The Eureka story is told through multilayered perspectives reflecting the diversity of goldfields life, broadening the Eureka narrative for contemporary audiences to include a stronger focus on the experiences of Aboriginal people, women, children and the many migrant groups present on the goldfields.
4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principle custodian and advocate of the history of the Eureka Stockade.
5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading-edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.
6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.
7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g: The Ballarat Reform League Charter) that have been procured (or reimagined) to broaden the interpretive offering and audience engagement.
8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.
9. The Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.
10. The Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

14 | 2030: A Vision for the Eureka Centre

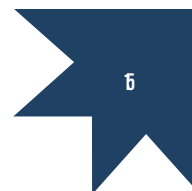
APPENDIX 1

COUNCIL RESOLUTION

Council resolves to:

1. Note the findings of the M.A.D.E Feasibility Study.
2. Acknowledge the effort and hard work of the M.A.D.E staff and Board in establishing and running the facility.
3. Instruct the City of Ballarat CEO to progress the following alternative option with the intent of ensuring the cost-effective operation of the Eureka Centre:
 - Reduce funding with rolling reductions over future years;
 - Bring operation of the facility under the direct management of the Development and Planning Directorate (which includes the portfolio areas of arts, culture, tourism, heritage and placemaking) within the COB making use of existing systems and processes; disband the Board and current governance arrangements and wind-up the company;
 - Retain the primary focus as a centre dedicated to telling the Eureka story and its enduring link to the identity of Ballarat and retain the Flag for continued public access;
 - Appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference endorsed by Council;
 - Further develop successful community use (including current library service, programming and relocation of appropriate research facilities), supporting a profitable café, well used theatre and satellite visitor service;
 - Develop and action a fundraising plan which includes advocacy for State and Federal funding and private investment;
 - Investigate the reinstallation of the iconic Flag Sail; and
 - Using the input of the Centre's Consultative Committee, rebrand the facility to incorporate the word Eureka.

Moved: Cr Samantha McIntosh CARRIED
Seconded: Cr Daniel Moloney (R43/18)



APPENDIX 2

HISTORY OF EUREKA INTERPRETATION CENTRES AT THE SITE

Eureka Centre was established in April 2018 at the site of the National Heritage listed Eureka Stockade Memorial Park. Eureka Centre is the third iteration of a museum / interpretation centre on this site.

The first interpretive facility, the Eureka Stockade Centre opened in 1994, and was based in a newly constructed and award-winning building by Phillip Cox Architects. Doubling as a visitor information centre, this iteration was focused on education and site interpretation, with few authentic artefacts on display. At the time, the Eureka Flag - the key artefact linking the site to the story - was housed at the Art Gallery of Ballarat. Attracting around 40,000 visitors, Sovereign Hill relinquished management of the Eureka Centre to the City of Ballarat. Management consultants were employed to reimagine the Eureka Stockade Centre with the hope of attracting higher visitation to bolster the visitor economy and improve the return on the investment made by the City of Ballarat and the Victorian and Australian governments.

The upgraded facility was re-branded as M.A.D.E: Museum of Australian Democracy at Eureka and opened in 2012. The relocation of the Eureka Flag was successfully negotiated with the Art Gallery of Ballarat. A secure and fire-proof room was designed specifically for the contemplation, interpretation and memorialisation of the Eureka Flag. A substantial multimedia interpretative exhibition was established to connect the story of the Eureka rebellion to the broader international quest for democracy. One of the key criticisms of M.A.D.E was that the Eureka story became lost in this wider international reflection on democracy and the struggle for equal rights. The circular panel of interactive screens focused on Eureka, but the remainder of the space more broadly focused on democracy. Positioned as featuring state-of-the-art technology, this technology was soon outdated as personal computer technology became widely available through the uptake of tablets and smart phones.

In 2017, Ballarat City Council commissioned a feasibility report to review the impact of its investment in the annual operation of M.A.D.E. This report was considered by Council in February 2018. Council resolved to close M.A.D.E and to resume operation as a Council facility (Appendix 1). The Eureka Flag was retained and in April 2018 Council opened the Eureka Centre.

A transition plan was put in place to update the permanent exhibition to move away from M.A.D.E's wider democracy theme towards a dedicated focus of the Eureka story. The transition process began in April 2018, informed by a Council resolution that provided a context in which to deliver immediate change. The Manager Eureka Centre commenced in September 2018 and the Eureka Centre Consultative Committee held its first formal meeting on 1 December 2018.

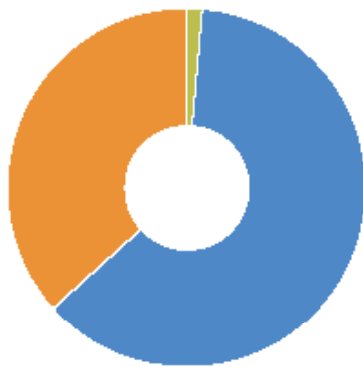
The new Eureka Centre is charged with building a stronger connection to the history of the Eureka Stockade and the historic site in which the museum is located. With this dual visitor attraction / community focus, it is expected that the Eureka Centre will provide a better value proposition for Council and the community. Its core business is built around an interpretive/ museum experience that is responsive to its historic site and the events and legacy of the Eureka Stockade. Beyond the immediate transition, ongoing investment in curatorial services is required to ensure the Eureka Centre remains competitive in the cultural tourism market. Education Programs have been successful and sustainable in past iterations and remain so. The introduction of the Ballarat Research Hub at Eureka (BRHAE) connects the heritage research community to Eureka and establishes a new source of visitation.

APPENDIX 3

COMMUNITY SURVEY OUTCOMES

SURVEY RESPONDENTS (186)

GENDER



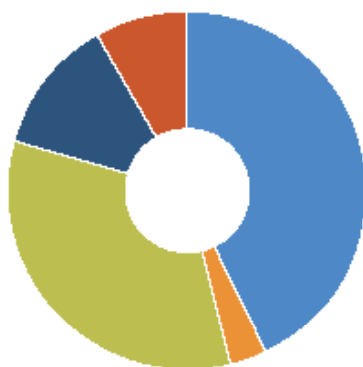
- Female: 115
- Male: 68
- Prefer not to say: 3

AGE



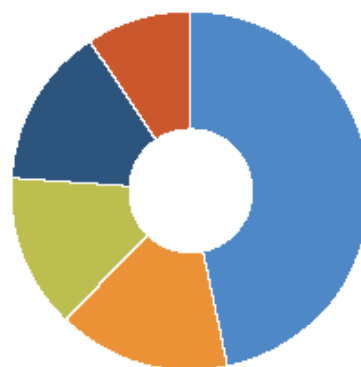
- Under 25: 22
- 26-40: 24
- 41-55: 40
- 56-70: 64
- Over 70: 36

PRIMARY CONNECTION

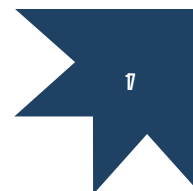


- Current/former residents: 80
- Work in/visit Ballarat regularly: 6
- Value the Eureka story generally: 62
- Family link with Eureka story/Ballarat: 23
- Work in a related field: 15

VISITATION



- Occasionally when there's something new: 91
- Visit regularly: 30
- Visit Stockade Gardens but not Eureka Centre: 27
- Take visitors: 23
- Never visited: 18



LOVE – TOP RESPONSES

1. Pivotal in Australian national identity and ideals of a 'fair go' for everyone
2. Linear/chronological retelling
3. Birth of democratic ideals in Australia
4. Breaking social barriers to effect political change and reform
5. Ordinary people rising up against oppression and struggling for better life
6. Shaping Ballarat's physical environment and popular culture
7. Iconic status of flag as national symbol
8. Stories of individual people
9. Impact of goldfields' migration on social and cultural diversity
10. Role of women and female suffrage
11. Contested nature of the story with multiple perspectives

IMAGINE – TOP RESPONSES

1. Representation and interpretation of the Eureka Stockade structure
2. Interactive and sensory interpretation
3. Experience that reinforces sense of awe and reverence
4. Focus on local and national context first
5. Stories about real people that represent goldfields' diversity
6. Create an active, year-round community recreation and learning hub
7. Balance traditional museum approach with other events and activations
8. Better connections with other institutions and public transport
9. Maintain Gardens as they are with no new built structures
10. Integrate experience between Flag and Park
11. Real museum with culturally valuable objects

RETAIN – TOP RESPONSES

1. Gardens' open landscape, trees, lake BBQ facilities and playground
2. Keep flag at Eureka Centre
3. New name and purpose of Eureka Centre
4. Eureka Centre, monument, canons and H McKay Hall
5. Permanent café/restaurant open at night
6. Revolving public programs drawing on all spaces, inside and out

EUREKA CENTRE BALLARAT



2024 REPORT CARD

2030: A VISION FOR THE EUREKA CENTRE

The City of Ballarat 2024



'2030: A Vision for the Eureka Centre' was developed to capture strategic advice from the Eureka Centre Community Consultative Committee, established by the City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E.) to the Eureka Centre, which opened in April 2018.

The aim of the 2030 Vision is to *"inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives"*.

In the Executive Summary to the 2030 Vision, its purpose is described as follows:

The 2030 Vision imagines a successful and financially sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life.

Since the Vision was adopted by Council in December 2019, the Eureka Centre has adopted it as its guiding strategic document. The performance of the Eureka Centre has continued to improve across a range of measures, achieved with close reference to the Vision. Areas of improvement include substantial visitation growth, increased public program delivery and financial sustainability. These positive outputs are

captured in this Report Card with reference to their alignment to the Vision's strategic recommendations.

2030 is just under six years away and the Eureka Centre is continuing to grow, develop and connect with communities. This has been achieved with a reduced cost impost on Council, including through new and growing income streams. A positive and exciting future is unfolding for the Eureka Centre, as aspired to in the 2030 Vision. While most of the strategic recommendations are being addressed, there are some ambitious recommendations, such as expanding the building upwards, that require further investigation to determine their viability and long-term value. This concept will be explored further this year.

The 2030 Vision presents 38 Strategic Recommendation across three categories – **Place, Partnerships & Advocacy** and **Programming**. The strategic recommendations underpin service delivery at the Eureka Centre, reflected through actions across internal business, marketing, and merchandising plans. The strategic recommendations form the basis of the 2023 Report Card and are reported against with reference to the delivery of these business plan actions.



PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka commemorative program delivered, December 2023, including accessible and inclusive programming on Eureka Sunday.

Continuation of Ballarat Libraries' Storytime, Play and Sing and special events.

BRHAE delivers 9 monthly research workshops and two rare book displays.

Ballarat East Neighbourhood House yoga, Alexander Technique and Auslan workshops presented.

Café continues operation.

Eureka Centre delivers programming for Harmony Fest, Ballarat Heritage Festival and NAIDOC.

12,000 copies of the A5 printed seasonal program distributed twice yearly.

Eureka Education team engaged by Health and Social Planning and Sustainability Victoria to delivered funded Sustainability in Schools workshops, May-August 2023.

In August 2023, Grade 5 and 6 students at St James Parish Primary School completed a youth-led Sustainable Solutions project, which was run by the City of Ballarat with the support of Resource Smart Schools, the Eureka Centre Education team and VicHealth

Eureka Education team delivers workshops for City of Ballarat Youth Ambassadors culminating in the 'Speak Up!' public outcome, March 2024.

School holiday children's workshops continue, 4 events and summer showbag.

9 annual Talking History lectures presented by historians.



4 | 2030: A Vision for the Eureka Centre

2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the 'destination object' – the Eureka Flag.

2023/24 23/24 (1 July 2023 to 31 January 2024)

A prominent entry wall mural designed and installed, connecting the Eureka story and site, introducing a Wadawurrung perspective and acknowledgement of Country.

On-site and online Education Programs delivered, ongoing.

Eureka Centre has joined with the Art Gallery of Ballarat and academic researchers from the Australian National University and Federation University to develop new approaches to using art and museum objects in civic education. The project 'Difficult Objects: Museums, Cultural Mediation and Deliberative Democracy', was launched at a panel discussion on 3 December 2023.

Conservation Management Plan for the Eureka Stockade Memorial Park underway, including a conservation assessment of the historic 1884 Eureka Stockade Monument.

3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.

2023/24 23/24 (1 July 2023 to 31 January 2024)

4151 students participated in Education programs from 1 July 2023 to 31 January 2024 (on track to achieve 7116 in 23-24).

A prominent entry wall mural designed and installed, connecting the Eureka story and site, introducing a Wadawurrung perspective and Acknowledgement of Country, as well as reflecting on different Eureka historical perspectives. Features a reproduced painting by Wadawurrung Aunty Marlene Gilson.

'Constellation: forming the flag' – a temporary exhibition by five textile artists in response to the Eureka Flag, until 20 August 2023.

School holiday workshops.

Eureka Commemorative Program, including accessible and inclusive programming on Eureka Sunday.



5 | 2030: A Vision for the Eureka Centre

4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Conservation Management Plan for the Eureka Stockade Memorial Park underway, including a conservation assessment of the historic 1884 Eureka Stockade Monument.

Review of wayfinding signage in the Eureka Stockade Memorial Park with signage renewal by mid-2024 to guide visitors more effectively between the historical site and the Eureka Centre.

Each Eureka Centre visitor receives either a general or children's Visitor Guide to encourage exploration of the Eureka Stockade Memorial Park and Eureka sites of significance throughout Ballarat and beyond.

5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the playground, and monuments.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Each Eureka Centre visitor receives either a general or children's Visitor Guide to encourage exploration of the Eureka Stockade Memorial Park.

Eureka Day wreath laying at historic monument, December 2023 with local political representatives.

Eureka Sunday program includes live music and activities in the park, December 2022.

Signage and wayfinding renewal project underway and will be completed by mid-2024.



6 | 2030: A Vision for the Eureka Centre

6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right, as well as a means of exploring the Eureka Stockade's contested narratives and alleged locations.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Visitor guide connects the Eureka Centre to many sites relevant to the Eureka story.

Street flags and banners connect people to the Eureka site.

Signage and wayfinding renewal project to be completed mid-2024.

Business case will be developed to further examine the potential to maximise the Eureka Stockade location to connect audiences to the wider Ballarat Eureka story (Refer also to Partnerships and Advocacy, action 5.)

7. Eureka Centre has completed its third stage redevelopment to resolve the building's limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.

2023/24 23/24 (1 July 2023 to 31 January 2024)

A scoping study of the potential for the building of a second story and a business case to determine strategic opportunities will commence in mid-2024 (Refer also to Partnerships and Advocacy, action 5.)

8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Lilly's at Eureka café operating 7 days a week.



9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Total annual visitation from 1 July 2023 to 31 January 2024 of 32,430 (on track to achieve 55,500 visitors in 2023-24)

4151 students participated in Education programs from 1 July 2023 to 31 January 2024 (on track to achieve 7116 in 23-24)

Lilly's at Eureka café operating 7 days a week.

Public Record Office Victoria's Ballarat Archives Centre based at the Ballarat Research Hub at Eureka (BRHAE)

BRHAE Historical Research Workshops presented in partnership with Ballarat Archives Centre (Public Record Office Victoria).

2023/24 program (including scheduled):

11 lectures

7 panel discussions

4 exhibitions.

3 BRHAE display

4 children's workshop

2 musical performances

9 BRHAE workshops

Partnership programming with Ballarat Libraries and Ballarat East Neighbourhood House.



PARTNERSHIP AND ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions in December 2023.

Eureka Centre Manager is a fortnightly guest on ABC Ballarat.

BRHAE historical research training programs developed in partnership with PROV.

2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Collaboration with Sovereign Hill in delivering onsite annual teacher Professional Development sessions in December 2023.

BRHAE Historical Research Workshops presented in partnership with Ballarat Archives Centre (Public Record Office Victoria).

Public Record Office Victoria's Ballarat Archives Centre based at the Eureka Centre.

Eureka Centre has joined with the Art Gallery of Ballarat and academic researchers from the Australian National University and Federation University to develop new approaches to using art and museum objects in civic education. The project was launched at a panel discussion on 3 December 2023.

Ballarat is announced as the location for the Australian Museum and Galleries Association National Conference in September 2024, and Eureka Centre Manager is appointed Chair of the Conference Programming Committee.

Talking History program of 9 annual lectures features academics in the history field.

Public Programs features academics from institutions including University of Melbourne, Monash University, LaTrobe University, Federation University Australia, Deakin University, UTS Sydney and Australian Catholic University.

Public Record Office Victoria's Ballarat Archives Centre based at the Eureka Centre.



3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Victorian Goldfields World Heritage Bid panel discussion to be held at Eureka Centre on 22 May 2024 for Ballarat Heritage Festival.

Conservation Management Plan for the Eureka Stockade Memorial Park, including a conservation assessment of the historic 1884 Eureka Stockade Monument is underway with consultants engaged.

Each Eureka Centre visitor receives either a general or children's Visitor Guide to encourage exploration of the Eureka Stockade Memorial Park and Eureka sites of significance throughout Ballarat and beyond.

Continuing to build awareness of the significance of the Victorian goldrush through an extensive series of public programs, with most focussed on the gold rush period and Eureka. 2023/24 program (including scheduled):

11 lectures

7 panel discussions

4 exhibitions.

3 BRHAE display

4 children's workshop

2 musical performances

9 BRHAE workshops

4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka Centre Manager is Secretary, AMaGA Victoria committee, and Program Chair for the AMaGA National Conference to be presented in Ballarat, 17-20 September 2024.

9 BRHAE historical research workshops presented March to November annually.

Talking History program of 9 annual lectures to connect with history academics and local history stakeholders.

Eureka Centre is the secretariat of the Ballarat Museums Network.

Collaboration with Ballarat Libraries on the delivery of BRHAE services and other library programs and services.



5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.

2023/24 23/24 (1 July 2023 to 31 January 2024)

A scoping study of the potential for the building of a second story and a business case to determine opportunities will commence in mid-2024 (Refer also to Place, action 7.)

6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.

2023/24 23/24 (1 July 2023 to 31 January 2024)

A response to this high-level strategic recommendation will be investigated, and advice elevated for discussion and consideration.

7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Bus routes maintained.

8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka Centre's Education Inursion program, 'Our Flags: Australian Symbols', delivered to 894 grade 3&4 primary school students (727 face-to-face & 170 online) between 1 July 2023 – 24 February 2024.

Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions in December 2023.

79 videos produced featuring Eureka Centre public programs archived and available on YouTube (as of February 2024).



9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.

2023/24 23/24 (1 July 2023 to 31 January 2024)

'Constellation: forming the flag' features work by Ballarat-based First Nations artist, until 20 August 2023.

A prominent entry wall mural featuring a reproduced painting by Wadawurrung Elder, Aunty Marlene Gilson, shared a Wadawurrung perspective on Eureka. It was launched with an 'in conversation' event between Aunty Marlene Gilson and curator Kiri Smart, 8 July 2023.

Ballarat artist Paul Lambeth's exhibition of photographs of Ballarat East presented from 26 August 2023 to 31 March 2024, presented as part of the Ballarat International Foto Biennale.

Ballarat musicians Meraki Minds and Coda Chroma perform at Eureka Sunday, 3 December 2023.

Central Goldfields-based artist Flossie Peitsch present Eureka-themed 'Apronstrings' exhibition from 6 April-15 September 2024.

10 local speakers contributed to the 2023-24 program (includes scheduled).



PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Wadawurrung Elder and artist, Aunty Marlene Gilson in conversation with curator Kiri Smart, 8 July 2023 to mark NAIDOC Week.

A panel discussion to mark the 100th anniversary of radio in Australia, chaired by ABC broadcaster Jonathan Green on 23 November 2023.

Thomas Keneally AO presented the Peter Tobin Oration, 1 December 2023 speaking about the Eureka Stockade.

'Difficult Objects: Museums, Cultural Mediation and Deliberative Democracy' panel discussion on 3 December 2024 with speakers from the Australian National University and Federation University Australia.

Professor Andrew Markus AO in conversation about the challenges facing multiculturalism on 21 March 2024.

Distinguished historian Marilyn Lake AO speaks about colonial radicalism and democratic equality on 17 May 2024 for Ballarat Heritage Festival.

2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka Centre's Education Incursion program, 'Our Flags: Australian Symbols', delivered to 894 grade 3&4 primary school students (727 face-to-face & 170 online) between 1 July 2023 – 24 February 2024.

'Constellation' exhibition; five artist's make textile art in response to Eureka Flag, until 20 August 2023.

Central Goldfields-based artist Flossie Peitsch present Eureka-themed 'Apron strings' exhibition from 6 April-15 September 2024.



4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principal custodian and advocate of the history of the Eureka Stockade.

2023/24 23/24 (1 July 2023 to 31 January 2024)

2023/24 program (including scheduled):

11 lectures

7 panel discussions

4 exhibitions.

3 BRHAE display

4 children's workshop

2 musical performances

9 BRHAE workshops

Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions in December 2023.

Eureka Centre Education team delivered the youth-led 'Sustainable Solutions' project to 42 students from St James Parish Primary School. The project was a partnership with the City of Ballarat Community Development team, with the support of Sustainability Victoria and VicHealth.

Talking History program continues (9 talks) featuring academics and experts.

Thomas Keneally AO presents the Peter Tobin Oration, 1 December 2023.

4 workshops delivered by Eureka Education team to City of Ballarat Youth Ambassadors culminating in the 'Speak Up!' public outcome, March 2024.

BRHAE Blog continues (6 posts annually).

Two exhibition catalogues published.



14 | 2030: A Vision for the Eureka Centre

5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.

2023/24 23/24 (1 July 2023 to 31 January 2024)

As of February 2024, the Eureka Centre Facebook page had 2,851 followers.

In the period of 1 July 2023 to 17 February 2024, the Eureka Centre Facebook page had a post reach of 386,666 people.

Online Education Programs

Eureka Education App project completed with programs delivered to students via tablets.

6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka Day and Eureka Sunday programming, December 2023.

7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g.: The Ballarat Reform League Charter) that have been procured (or reimaged) to broaden the interpretive offering and audience engagement.

2023/24 23/24 (1 July 2023 to 31 January 2024)

A significant number of historical items from the collection and on loan are on display in the main interpretative exhibition.

The Eureka flag on loan from the Art Gallery of Ballarat and managed as per loan agreement.

'Constellation: forming the flag' - five textile artists respond to the Eureka Flag, until 20 August 2023.

A prominent entry wall mural designed and installed featuring a reproduction of Auntie Marlene Gilson's 'Eureka' painting (from the Eureka Centre collection) unveiled in July 2023.

Museum in a Box handling collection education program continues.



8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Victorian Goldfields World Heritage Bid panel discussion to be held at Eureka Centre on 22 May 2024.

Conservation Management Plan for the Eureka Stockade Memorial Park, including a conservation assessment of the historic 1884 Eureka Stockade Monument is underway with consultants engaged.

Visitor Guide includes information about Eureka heritage sites in Ballarat and beyond.

Preparations underway for a larger commemorative program to mark the 170th anniversary in December 2024, incorporating partner programming and shared promotions.

9. Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Ballarat East Neighbourhood House programming partnership continues.

City of Ballarat Active Ageing classes in Pilates and Tai Chi.

Engagement of local historians and creatives to create programming, ongoing. 10 local speakers contribute to the 2023-23 program.

Ongoing cooperation between Eureka Centre and Ballarat Libraries in the delivery of services (eg BRHAE, book collection) and presentation of programming.

Programming partnerships with ABC Friends Victoria (Nov 23) and Ballarat and District Irish Association (May 24).



10. Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

2023/24 23/24 (1 July 2023 to 31 January 2024)

Eureka Day and Eureka Sunday programming, December 2023.

2023/24 program (including scheduled):

11 lectures

7 panel discussions

4 exhibitions.

3 BRHAE display

4 children's workshop

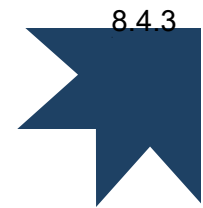
2 musical performances

9 BRHAE workshops

'Constellation: forming the flag' - five textile artists respond to the Eureka Flag, April 2023.

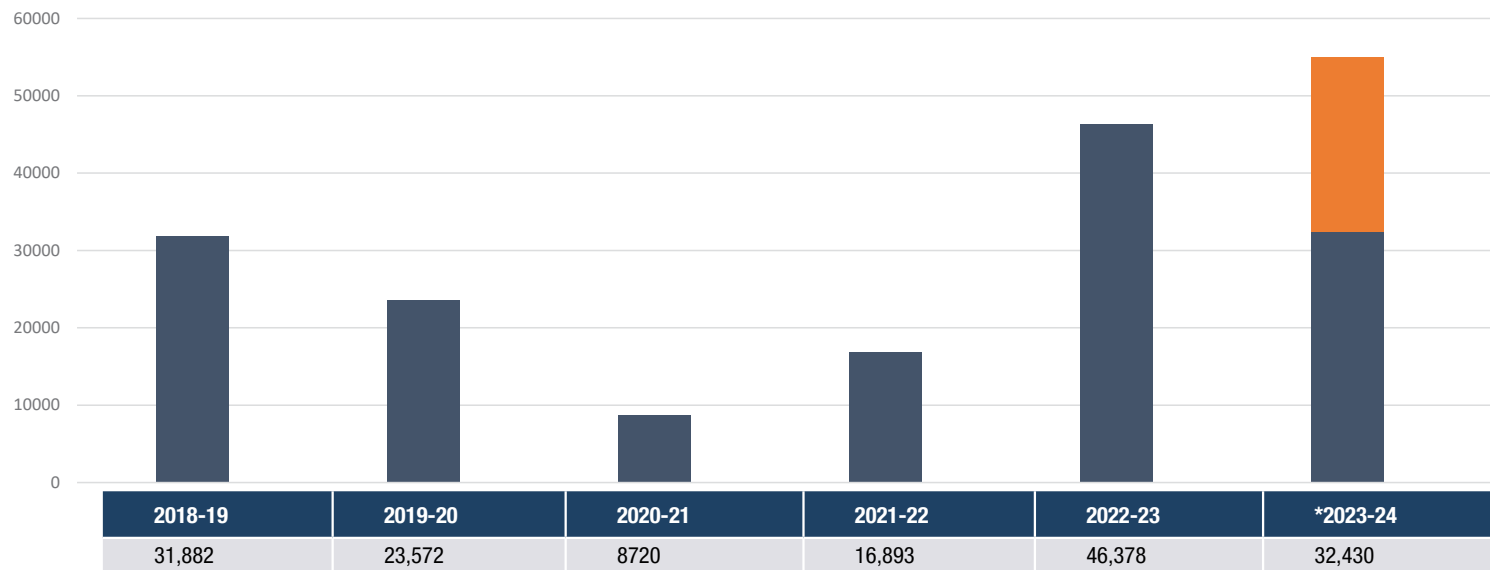
A prominent entry wall designed and installed featuring a reproduction of Aunty Marlene Gilson's 'Eureka' painting mural to introducing a Wadawurrung interpretative perspective to Eureka.

Eureka Centre has joined with the Art Gallery of Ballarat and academic researchers from the Australian National University and Federation University to develop new approaches to using art and museum objects in civic education. The project was launched at a panel discussion on 3 December 2023.



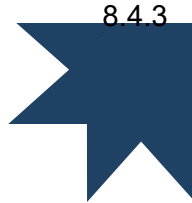
EUREKA CENTRE VISITATION

TOTAL VISITATION BY FINANCIAL YEAR

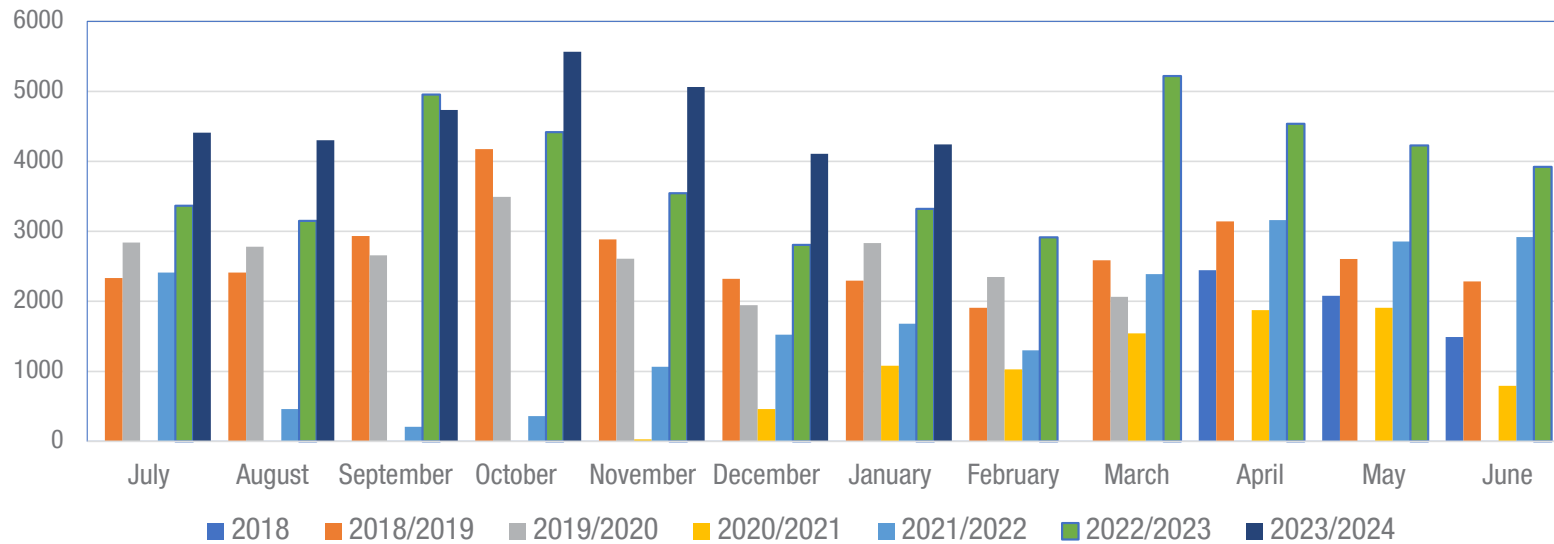


Notes:

- 2018-19 was the Eureka Centre's first year of operation.
- Covid lockdowns resulted in lower visitation from March 2020 through until 2022.
- *2023-24 figures are from 1 July 2023 to 31 January 2024. On track to achieve 55,500 visitors – as indicated in orange.



TOTAL VISITATION BY MONTH



2018-19

Total annual visitation of 31,882, followed by COVID-19 lockdowns disrupting visitation.

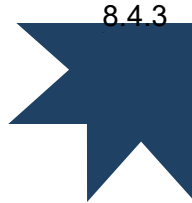
2022-23

Total visitation (from 1 July 2022 to 30 June 2023) of 46,378.

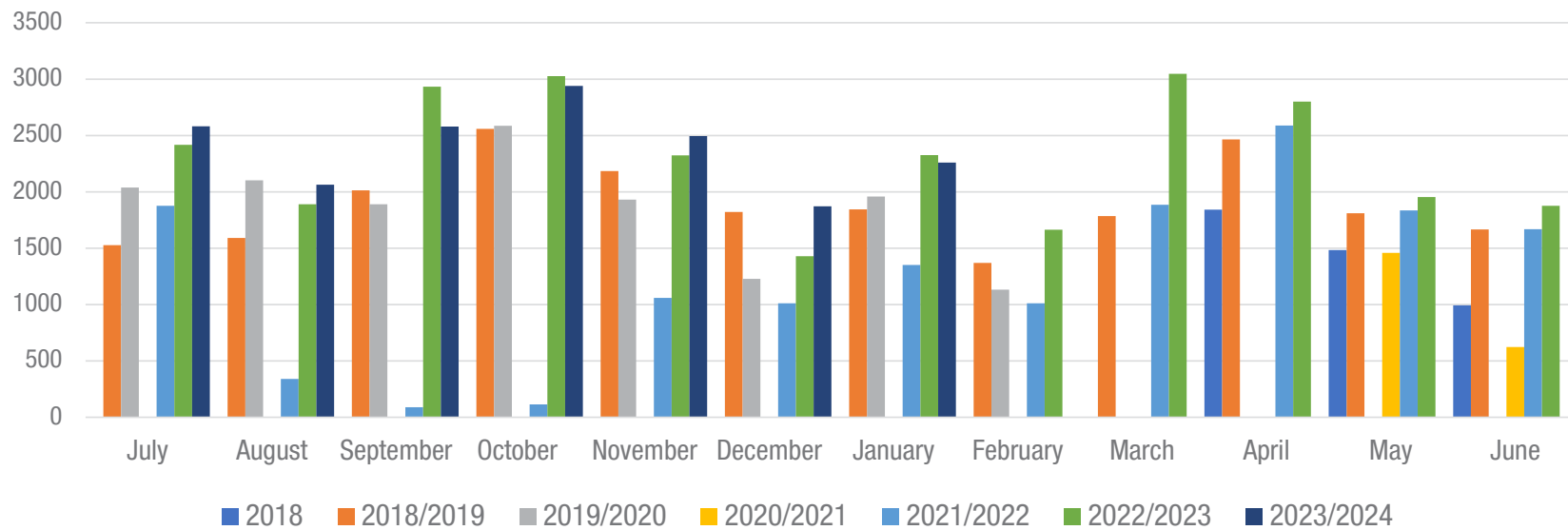
2023-24

Total visitation to date from 1 July 2023 to 31 January 2024 of 32,430 (on track to achieve 55,500 visitors).

There has been continuous year-on-year monthly visitation growth since April 2022 (except in September 2023).



ALL PAID ENTRY VISITATION



2018-19

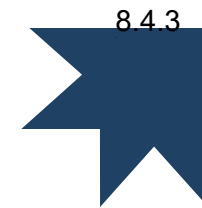
Total annual paid visitation of 22,634.

2022-23

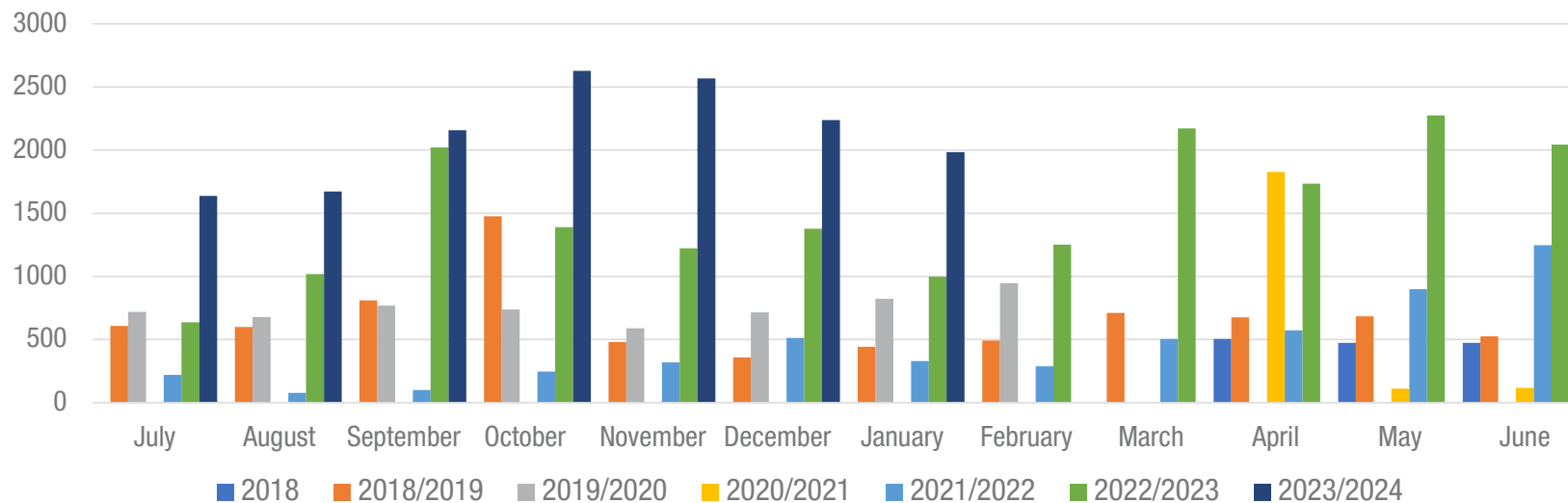
COVID-19 lockdowns disrupt visitation.

2023-24

Total paid visitation to date from 1 July 2023 to 31 January 2024 of 16,789 (on track to achieve 28,781 visitors).



ALL FREE-OF-CHARGE ENTRY VISITATION



2018-19

Total annual free-of-charge entry visitation of 7,867

2022-23

Total annual free-of-charge visitation of 18,140.

2023-24

Total free-of-charge visitation to date from 1 July 2023 to 31 January 2024 of 14,886 (on track to achieve 25,518 visitors)

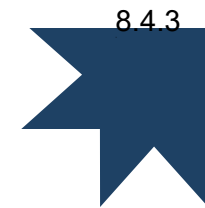
Free of charge visitation has increased by 130% between 2019-20 and 2023-24. This is due to a range of site activations, notably the delivery of public programs and community activities since 2019, and the opening of commercial café in May 2022.



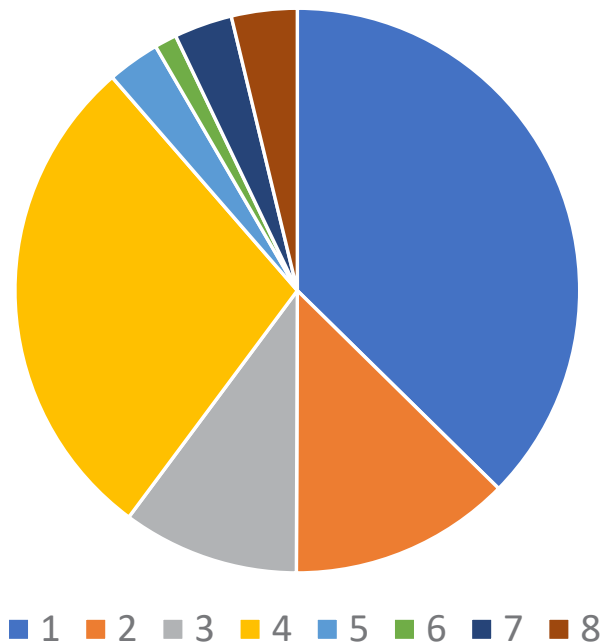
REASONS FOR VISITING



- Paid visitation has increased from 13,821 visits in 2019-20 to 22,048 visits in 2022-23 – a 59% increase.
- Statistics indicate that paid visitation at the end of the 2023-24 financial year is likely to be around the same level as 2022-23.
- City of Ballarat residents are granted free entry to the Eureka Centre’s Museum. The uptake continues to prove popular and, at the seventh month mark in 2023-24, represents 10% of total visitation.
- The Education Program has been most challenged in the post-COVID period with many schools rethinking their approach to on-site excursions. In response the Eureka Centre has offered incursion programs to local schools, as well as online programs. These programs represent 4% of visitation in the 2023-24 year-to-date. The Education program therefore accounts 17% of visitation.
- While only attracting 3% of visitors, the Ballarat Research Hub at Eureka, a four-day a week service, generates enormous goodwill from historical and family research community in the community and beyond.
- Lilly’s at Eureka café is a private business that has operated from the Eureka Centre since May 2022. Overlooking the grounds of the Eureka Stockade Memorial Park, it makes an important contribution to the overall visitor experience. The café has also proven a popular social space for local residents.



REASONS FOR VISITING 2023-24 (until 31 January 2024)



- 1. Paid Museum entry 37%
- 2. Education Program (per student) 13%
- 3. Local free museum entry 10%
- 4. Free of charge 28%
- 5. Ballarat Research Hub at Eureka 3%
- 6. Venue Hire 1%
- 7. Bus tours 3%
- 8. Online/Incursion Education Programs 4%

TOTAL ATTENDANCES: 32,430

(1 July 2023 to 31 January 2024)

Total paid entry is 16,789. (e.g. paid museum entry, education programs and tours).

Total free of charge entry is 15,641. (e.g. public programs, café, research hub, giftshop, amenities, venue hire)

Total annual visitation from 1 July 2023 to 31 January 2024 of 32,430 (on track to achieve 55,500 visitors in 2023-24).



2023 VISITOR INTERCEPT SURVEY

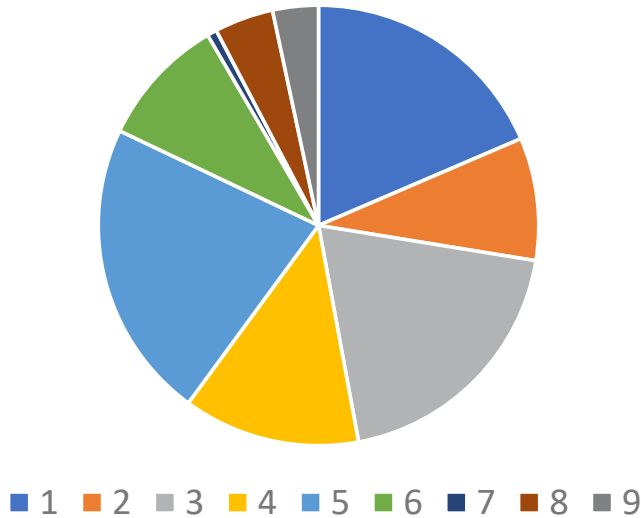


A survey was carried out on seven days each month, from Monday to Sunday, from January to April 2023. This survey provides a more detailed capture of the motivation of visitors to the Eureka Centre than achieved through ticketing and head counts.

While most surveyed visitors stated they were making a general visit (22%), the vast majority were seeking a personal connection to the story and site of the Eureka Stockade. 19% indicated they were visiting to see the Eureka Flag, and a further 19% to see the Eureka Interpretative Exhibition. Most responses indicate that the various aspects of the Eureka Stockade are the main reason for their visit.



2023 VISITOR INTERCEPT SURVEY



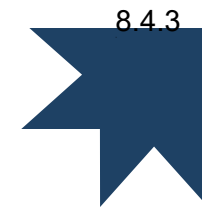
Main reason for visiting:

1. To see the Eureka Flag 19%
2. To visit the Eureka Stockade Memorial Park (the site of the Eureka Stockade) 9%
3. To view the Eureka Centre Interpretative Exhibition 19%
4. To research or learn about Eureka 13%
5. To make a general visit 22%
6. Interested in Australia History 10%
7. To attend a public program 1%
8. To visit the café 4%
9. To enjoy the park 3%

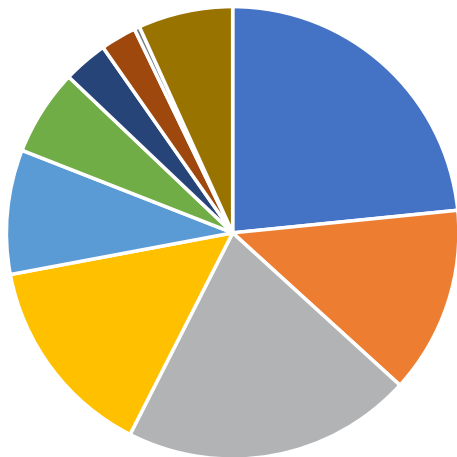
TOTAL ATTENDANCES: 1,135

Findings include:

- When asked 'Did the Eureka Centre provide most of what you were hoping to do or see', 94.66% answered 'yes'.
- When asked 'Taking everything into account, how would you rate your overall experience', 56% of respondents were Very Satisfied and 39% were Quite Satisfied.
- 43% of visitors indicated they were in Ballarat for another reason and decided to visit the Eureka Centre. 40% indicated the Eureka Centre was one of their reasons for visiting Ballarat.
- 48% of Eureka Centre visitors also visited Sovereign Hill. 31% also visited the Art Gallery of Ballarat, 25% visited the Ballarat Wildlife Park and 21% were in Ballarat for a festival or event.
- 46% of visitors were Extremely Satisfied and 41% were Very Satisfied with the way information was presented at the Eureka Centre.
- When asked, 'Have you seen, heard, or read about the Eureka Centre in the last three months', 28% indicated they were recommended to visit by someone they know. 16% were informed by the Ballarat Information Centre and 11% through Eureka Centre marketing and promotions.
- 29% also indicated they had not 'seen, heard, or read about the Eureka Centre in the last three months.' This may reflect the Eureka Stockade's strong organic brand and its enduring place in the popular imagination of Australians. Rather than being drawn by marketing and promotions, a visit to the site of the Eureka Stockade is long hoped for 'bucket list' experience or personal pilgrimage, and this is confirmed by staff observations.
- 66% of visitors to the Eureka Centre indicated they lived 25km outside of Ballarat and would stay in Ballarat overnight.



MUSEUM VISITATION PLACE OF ORIGIN 2023-24



■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10

- 1. Metro Melbourne 23%
- 2. Regional Victoria 13%
- 3. NSW 21%
- 4. Queensland 15%
- 5. South Australia 9%
- 6. Western Australia 6%
- 7. ACT 3%
- 8. Tasmania 2.7%
- 9. NT 0.03%
- 10. International 7%

(1 July 2023 to 31 January 2024)

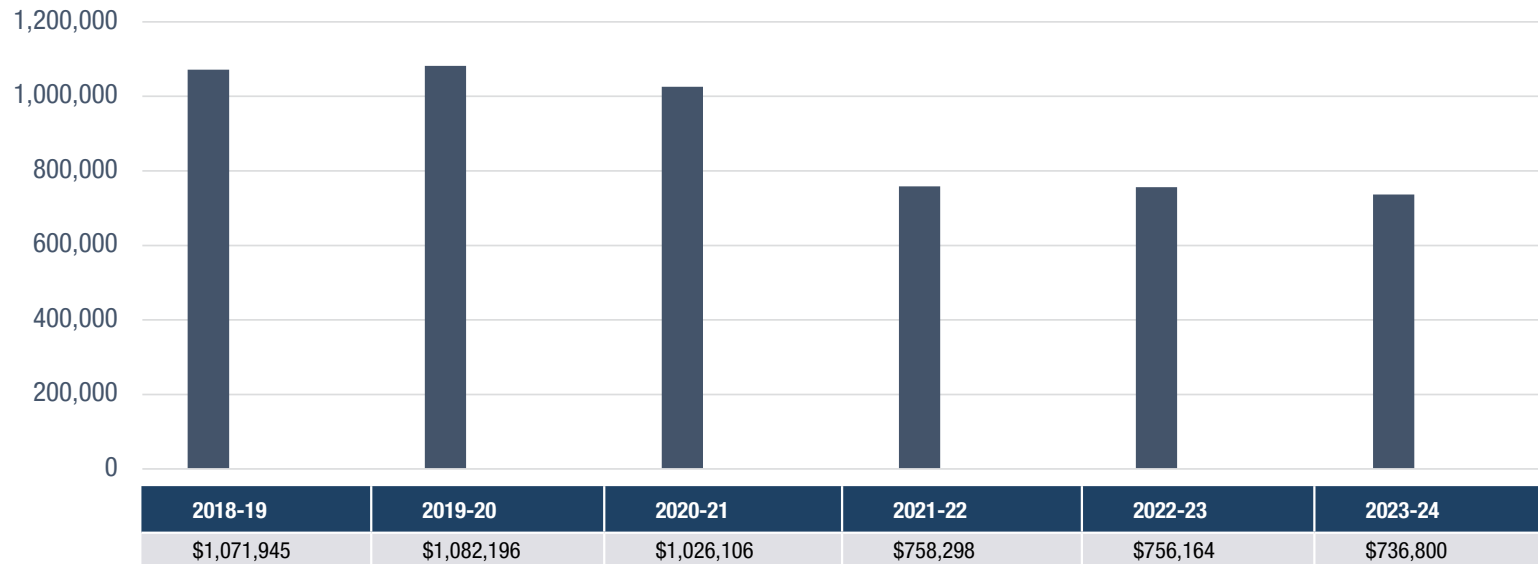
Victorian visitation remains consistent. Visitation from Queensland and Western Australia continues to grow.

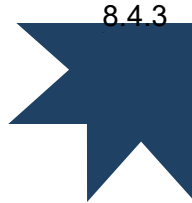
There has also been a large increase in international tourists in the first half of 2023-24.



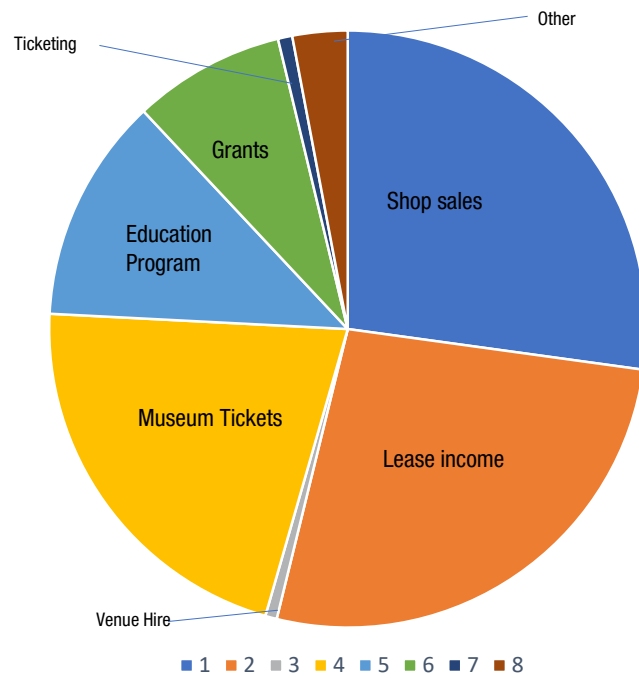
BUDGET

EUREKA CENTRE OPERATING BUDGET



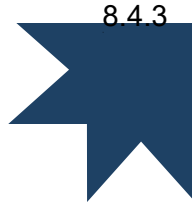


INCOME 2023-24 (until 31 January 2024)

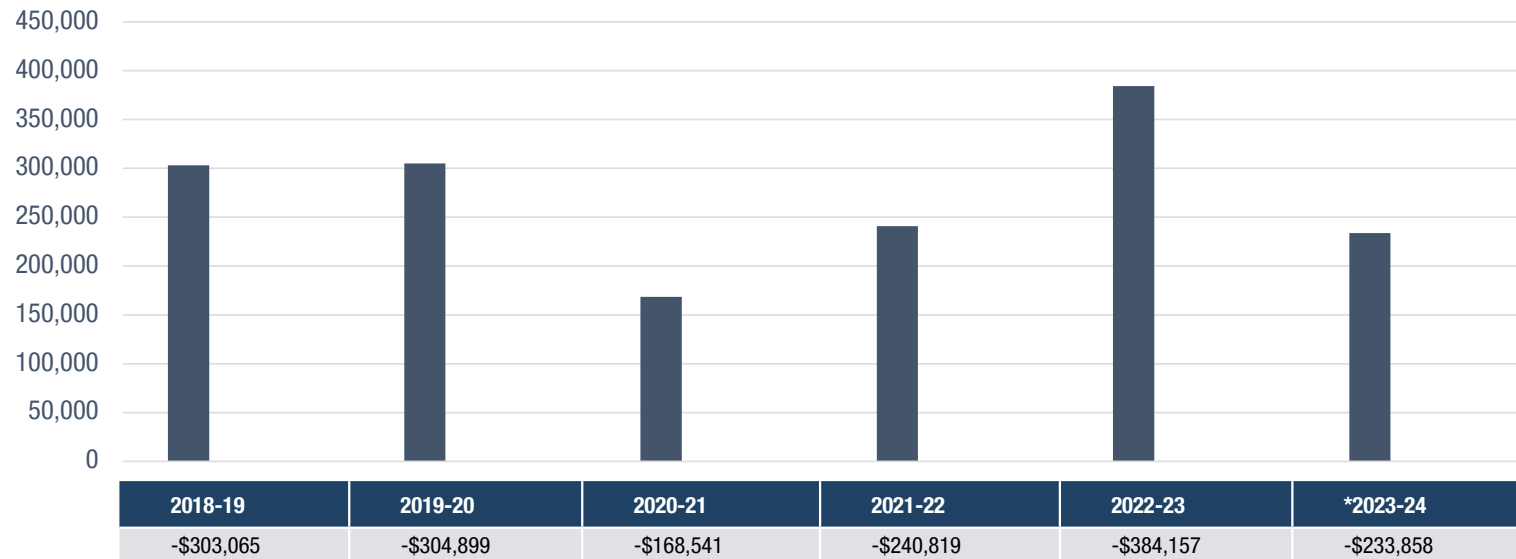


1. Shop sales -\$65,380.22 – 27%
2. Lease Income -\$64,103.88 – 27%
3. Venue Hire -\$1504.10 – 1%
4. Museum tickets -\$51,394.41– 21%
5. Education Program -\$29,341.70 – 12%
6. Grants -\$19,797.63 – 8%
7. Ticketing -\$1865.48 – 1%
8. Other -\$7170.58 – 3%

TOTAL: \$240,558.00
(1 July 2023 to 31 January 2024)



TOTAL ANNUAL INCOME



Notes:

- * 2023-24 figures are from 1 July 2023 to 31 January 2024.
- Income from March 2020 to 2022 reduced due to COVID lockdowns and reduced visitation.



**EUREKA
CENTRE
BALLARAT**



8.5. GROWTH AREAS QUARTERLY UPDATE

Division: Development and Growth
Director: Natalie Robertson
Author: Fiona Koutsivos – Principal Planner

PURPOSE

1. The purpose of this report is to provide an update on the progress of rezoning the proposed growth areas to Urban Growth Zone (UGZ) and the project plan including timeframes for the Growth Areas Framework Plan.

BACKGROUND

2. On 23 February 2022, Council resolved (R14/22) to:
 1. Apply to the Minister for Planning in accordance with section 8A(2) and (3) of the *Planning and Environment Act 1987* to obtain authorisation to prepare Amendment C221ball to the Ballarat Planning Scheme, by:
 - a. Rezoning the growth areas to the Urban Growth Zone in accordance with Attachments E, F and G; and
 - b. Preparing a policy amendment which introduces a new 'Housing Framework Plan' to support the next phases of planning.
 2. If authorised by the Minister for Planning under section 8A (2) and (3) of the *Planning and Environment Act 1987*, exhibit Amendment C221ball to the Ballarat Planning Scheme in accordance with the notice requirements under section 19 of the *Planning and Environment Act 1987*.
 3. Commence preparation of a Precinct Structure Plan for the northern growth area following application of the Urban Growth Zone.
 4. Notes that the Ballarat Housing Strategy should ultimately be the mechanism to determine the extent of future growth and infill development across Ballarat.
 5. Authorise the Director Development and Growth to make minor changes to the planning scheme amendment documentation as required.
 6. Notes that the 'Growth Areas Framework Plan' will be prepared to establish the most appropriate sequencing of Precinct Structure Plan preparation for the western and north-western growth areas, aligned to sustainable development principles and the likely or planned construction of infrastructure and community facilities to support well planned and sustainable communities.
 7. Report back to Council, quarterly, on the progress of the rezoning to UGZ and the project plan including timeframes for the Growth Areas Framework Plan.
3. This report relates to point 7 of the resolution which seeks an update on the rezoning of the UGZ and a project plan including timeframes for the Growth Areas Framework Plan.

KEY MATTERS

Ballarat North Growth Area

4. On 22 June 2023, the Department of Transport and Planning (DTP) approved the amendment to rezone the core area of the Northern Growth Area and facilitated the preparation of the Ballarat North Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) by the Victorian Planning Authority (VPA), as the planning authority, appointed by the Minister for Planning.
5. The remaining extent of the growth area (expanded area) is subject to further investigation by the VPA before it can be rezoned.
6. VPA have been working with external consultants to undertake a range of technical background reports including integrated water management (IWM), historical heritage and land capability assessments. These reports also assess the merits of the expanded area.
7. The technical reports will provide recommendations on whether the expanded area should be included in the PSP and, as a result, be rezoned. Once these technical reports are finalised, the VPA will work closely with DTP to determine the inclusion of the expanded area.
8. Council officers are currently working with the VPA to review the technical background reports and determine how best to implement the innovation pathway items.
9. VPA are currently preparing the next phase of the PSP process. A co-design workshop is expected to be held between March and June 2024 (pending the completion of technical background reports). Council officers from various departments will be invited to this workshop where the VPA will present a high-level land use plan for initial comment.
10. No immediate urban development will occur in the Ballarat Northern Growth Area until the PSP and DCP have been prepared and incorporated into the Ballarat Planning Scheme. It is expected that the PSP will be gazetted in mid-2026.

Infrastructure Growth Alignment Framework

11. On 31 August 2022, the former Minister for Planning requested that the VPA prepare a high-level strategic review of Ballarat's proposed greenfield land including the western and north-western growth areas as well as urban renewal areas. This report will be known as the Infrastructure Growth Alignment Framework (IGAF).
12. The purpose of the IGAF is to provide a clear strategy for:
 - Future staging and sequencing of residential growth opportunities to ensure the projected population growth over 15 years can be accommodated for;
 - Clear directions on where growth should occur;
 - An evaluation of growth projections within the municipality;
 - A high-level look at land capability;
 - Service limitations;
 - Infrastructure costs;
 - Market trends;
 - An infrastructure review; and
 - The need for any upgrades to accommodate population growth.

13. The VPA have advised the City of the following:
- A brief on the IGAF to the Minister for Planning anticipated to be finalised in February by the VPA.
 - At this stage, the initial release will be internal to Government and Council only but the VPA will endeavour to keep the public informed where required.
 - As the IGAF is a pilot project, the VPA are working with the Department of Transport and Planning to assess how this document can best be used/implemented to benefit Ballarat and potentially in other regional cities.
 - The IGAF may also be reviewed following the release of the Plan for Victoria.

Growth Areas Framework Plan

14. Officers are progressing background technical work that will inform the Framework Plan. This includes a community and recreation infrastructure assessment, infrastructure servicing strategy (including analysis on transport, drainage, integrated water management and utility needs), economic feasibility and a retail analysis.
15. It is expected that these reports will be completed in early 2024.
16. Officers are currently preparing the draft Framework Plan which comprises of a report with plans/maps. The timing of the completion of the Framework Plan is subject to finalisation of the technical reports.
17. Consultation will need to occur prior to the preparation of a planning scheme amendment to incorporate the Framework Plan into the planning scheme.
18. Officers are therefore aiming to present a report to Council Planning Committee in the coming months to seek Council's endorsement of the draft Framework Plan for community consultation.

OFFICER RECOMMENDATION

19. That Council:

19.1 Note the contents of this update report.

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the relevant Council strategies and policies. This report has been prepared with specific reference to the Ballarat Planning Scheme and Ballarat Strategy 2040.

COMMUNITY IMPACT

2. This report is an update on a broader project which has and will continue to require community and stakeholder engagement.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. PSPs in Council's growth areas will seek to implement measures that will respond to the climate emergency and manage environmental sustainability implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. Rezoning of Ballarat's new growth areas is considered to be of state significance to facilitate urban growth, which will bring forward economic activity associated with all facets of the land development process including planning, building and construction activity.
5. The Council resolution R14/22 from the 23 February 2022 will also assist in the City's post-COVID19 economic recovery through providing housing stock and construction activity over the medium and long term.

FINANCIAL IMPLICATIONS

6. This report is a progress update and has no financial implications.
7. It is noted that Council's proposal to undertake a staged roll-out of the growth areas will stage Council's financial responsibilities associated with the construction of community and other infrastructure projects.

LEGAL AND RISK CONSIDERATIONS

8. The Ballarat Planning Scheme and the *Planning and Environment Act 1987* were considerations in this report.

HUMAN RIGHTS CONSIDERATIONS

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

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COMMUNITY CONSULTATION AND ENGAGEMENT

10. This report is an update on a broader project which has and will continue to require community and stakeholder engagement.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

8.6. AMENDMENT C240BALL – NOTICE OF AMENDMENT TO COUNCIL RESOLUTION

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Kellie Jantzen – Coordinator Strategic Planning

PURPOSE

1. The purpose of this report is for Council to determine a position on a Notice of Amendment to Council resolution (R197/23) of 13 December 2023 to ensure appropriate direction is given to refer the amendment to the Minister for Planning for a decision.

BACKGROUND

2. At its meeting on 13 December 2023, Council resolved to:
 1. ***Split Ballarat Planning Scheme Amendment C240ball into three parts being:***
 - a. ***Part 1 – Apply the Heritage Overlay to Mossmont House and Garden at 1207 Winter Street, Buninyong, St Marks Anglican Parsonage at 201 Melbourne Road, Brown Hill, ‘Victory House’ at 742 Geelong Road, Canadian, Holmes Street Residential Precinct including 7,9,11,13,15,17,19 Holmes Street, Ballarat Central and delete the expired interim heritage control known as HO224 that relates to the former Eureka Lead Sluicing Shed at 113 Lofven Street, Nerrina.***
 - b. ***Part 2 – applies to the John Pearce Miners Cottage at 89 Magpie Street, Golden Point***
 - c. ***Part 3 – applies to the Selkirk Bourndale House and Garden at 618 Howitt Street, Ballarat North***
 2. ***Adopt Ballarat Planning Scheme C240ball Part 1 as exhibited in accordance with Section 29 of the Planning and Environment Act 1987.***
 3. ***Abandon Amendment C240ball (Part 2).***
 4. ***Adopt Amendment C240ball (Part 3) and revise the Heritage Overlay to the ‘Bourndale’ Selkirk House, known as 618 Howitt Street, Ballarat North, to reduce extent of the Heritage Overlay to apply only to proposed Lot 1 and the landowner prepares to Council’s satisfaction the updated relevant Statement of Significance and Heritage Citation.***
 5. ***Submit Amendment C240ball (Part 3) to the Minister for Planning for approval.***
 6. ***Remove the expired Interim Heritage Overlay to the Eureka sluicing shed in Nerrina associated with Amendment C240ball (Part 1).***
 7. ***Authorise the Director Development and Growth to undertake administrative changes to Amendment C240ball Part 1, Part 2 and Part 3 associated planning controls that do not change the intent of the control***
 8. ***That City of Ballarat engages with Sovereign Hill to prepare an interpretation plan for the site to acknowledge the importance of the former Mine manager’s residence to the history of the locality.***

3. The Council resolution (R197/23) fails to refer Part 1 to the Minister for Planning for approval.
4. Therefore, part 5 of Council resolution (R197/23) of 13 December 2023 will be amended to state '**Submit Amendment C240ball (Part 1 and Part 3) to the Minister for Planning for approval**'.
5. It is found that the Council resolution (R197/23) fails to reference the abandonment of Part 2 as being in accordance with Section 28 of the *Planning and Environment Act 1987*.
6. Therefore, part 3 of Council resolution (R197/23) of 13 December 2023 will be amended to state '**Abandon Amendment C240ball (Part 2) in accordance with Section 28 of the Planning and Environment Act 1987**'.

OFFICER RECOMMENDATION

7. That Council resolves to:
 - 7.1 Adopt the Notice of Amendment to Council resolution (R197/23) of 13 December 2023.
 - 7.2 The Notice of Amendment to Council resolution (R197/23) of 13 December 2023 will amend the wording with regards to the following two items of the resolution:
 - (a) **Abandon Amendment C240ball (Part 2) in accordance with Section 28 of the Planning and Environment Act 1987.**
 - (b) **Submit Amendment C240ball (Part 1 and Part 3) to the Minister for Planning for approval.**

ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with Council's Vision, Council Plan, Strategies and Policies.

COMMUNITY IMPACT

2. The amendment will have positive social and community impacts by seeking to protect and retain identified heritage fabric which has significance importance to the course or pattern of Victoria's cultural history, demonstrating the principal characteristics of a class of cultural places and objects and special association with the life or works of a person, or group of persons, of importance in Victoria's history.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. This amendment does not raise any direct climate emergency issues or environmental sustainability implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

5. The amendment process will not have any significant financial implications to Council with the exception of the usual cost associated with the planning scheme amendment process.

LEGAL AND RISK CONSIDERATIONS

6. The amendment does not raise any legal risks or concerns of note. Section 9(1) of the *Local Government Act 2020* states that a Council must - in the performance of its role - give effect to the overarching governance principles of the Act.
7. This includes Section 2 which states that: c) the economic, social, and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted, (d) the municipal community is to be engaged in strategic planning and strategic decision making, f) collaboration with other Councils and Governments and statutory bodies is to be sought' and, g) the ongoing financial viability of the Council is to be ensured.
8. The Amendment gives effect to the overarching governance principles by identifying land suitable for heritage protection subject to a robust assessment.
9. The *Planning and Environment Act 1987* (the Act) sets out the framework for the use, development, and protection of land in Victoria in the present and long-term interests of all Victorians.

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10. The Amendment seeks to identify land suitable for heritage protection and manage new development through the planning scheme controls to minimise impacts to the heritage fabric of the place.
11. Divisions 1 and 2 of Part 3 of the Act set out the procedure for planning scheme amendments and the relevant provisions in relation to the notification of planning scheme amendments including the process for public submissions and the consideration of those submissions by the planning authority or an appointed panel. The recommendations set out in this report are consistent with the Act.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

13. The amendment was exhibited in accordance with the *Planning and Environment Act 1987* which includes a requirement to give notice to all affected landowners, occupiers and prescribed Ministers, notices in the local newspapers and the Victorian Government Gazette.
14. Details of the community consultation and engagement have been provided in an earlier Council report.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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8.7. AUDIT AND RISK COMMITTEE BIENNIAL REPORT

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. The purpose of this report is to present Council with the Audit and Risk Committee's Biennial report for the period 1 July 2023 to 31 December 2023.

BACKGROUND

2. The Biennial Audit and Risk report provides the details of activities and progress of the Audit and Risk Committee against the endorsed workplan for the period 1 July 2023 to 31 December 2023
3. Regular reporting to Councillors and the community is a key principle of transparency and good governance.

KEY MATTERS

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

OFFICER RECOMMENDATION

5. **That Council:**
 - 5.1 **Receive and note the Audit and Risk Committee Biennial report for the period 1 July 2023 - 31 December 2023.**

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. Biennial report to Council July - December 2023 [8.7.2 - 7 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

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Audit and Risk Committee Biannual Report July – December 2023



In accordance with section 54(5) of the *Local Government Act 2020*, the Audit and Risk Committee presents its biannual audit and risk report that describes the activities of the Audit and Risk Committee (Committee). This report is for the period July 2023 – December 2023.

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

Area of Focus	Outcome
Compliance and Legislative Requirements	
Consideration of the impact on Council of the outcomes of integrity body reports	Regular updates provided to the Committee on the self-assessment and learnings from findings of integrity body reports.
Policy and Procedure List	An update on the review of the status of Council policies and procedures was presented to the 6 September 2023 Committee meeting. The Committee received and noted the report.
Councillor Expenses	The Committee received the Councillor expenses for 1 January 2023 – 30 June 2023 at the 6 September 2023 Committee meeting with the categories being: <ul style="list-style-type: none"> • Travel expenses • Car mileage • Childcare • Information and communication • Conference and training The Committee received and noted the report.
Instrument of Delegations	An update on the status of Council's Instruments of Delegation was provided to the Committee on 6 September 2023. The report detailed the delegations' names, the delegating entity (Council or CEO) and the date of approval. The Committee received and noted the report.
Gifts Register	The Committee received a report on 6 December 2023 which outlined the gifts received between 1 April 2023 – 30 September 2023. The report detailed the following information: <ul style="list-style-type: none"> • Date received • Title of gift • Recipient name • Recipient department • Gift status • Gift type • Gift value • Gift accepted or declined The Committee received and noted the report.

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Audit and Risk Committee Biannual Report July – December 2023

Disaster Recovery Testing and Implementation	<p>The Disaster Recovery Plan report was presented to the 6 September 2023 meeting. The report outlined the planned exercise along with proposed timelines.</p> <p>The Committee received and noted the report</p>																																										
ICT Strategy	<p>The ICT Strategy Progress report was presented to the 6 December 2023 meeting.</p> <p>The Committee received and noted the report.</p>																																										
HR Metrics	<p>The HR Metrics report was presented to the 6 December 2023 meeting. The report provided an update which included the below analytical data:</p> <ul style="list-style-type: none"> • Excessive leave • Absenteeism • New Hires • Turnover • Secondments • MySuccess Reviews Completed • Employee Learning and Development • Staff Numbers <p>The Committee received and noted the report.</p>																																										
Audit Recommendation Status Register	<p>The Audit Recommendation Status Register is a standing agenda item for every meeting. The report details the audit recommendations to be implemented and allows the Committee to monitor progress and oversight.</p> <table border="1" data-bbox="507 1149 1350 1843"> <thead> <tr> <th data-bbox="507 1149 632 1261">Audit Type</th> <th data-bbox="632 1149 916 1261">Audit Title</th> <th data-bbox="916 1149 1102 1261">Open at 1 July 2023</th> <th data-bbox="1102 1149 1198 1261">New</th> <th data-bbox="1198 1149 1350 1261">Open at 31 December 2023</th> </tr> </thead> <tbody> <tr> <td data-bbox="507 1261 632 1843" rowspan="10">Internal Audit</td> <td data-bbox="632 1261 916 1323">Accounting System Architecture</td> <td data-bbox="916 1261 1102 1323">2</td> <td data-bbox="1102 1261 1198 1323"></td> <td data-bbox="1198 1261 1350 1323">1</td> </tr> <tr> <td data-bbox="632 1323 916 1375">Asset Management</td> <td data-bbox="916 1323 1102 1375">7</td> <td data-bbox="1102 1323 1198 1375"></td> <td data-bbox="1198 1323 1350 1375">6</td> </tr> <tr> <td data-bbox="632 1375 916 1438">Asset Management – Buildings</td> <td data-bbox="916 1375 1102 1438">11</td> <td data-bbox="1102 1375 1198 1438"></td> <td data-bbox="1198 1375 1350 1438">4</td> </tr> <tr> <td data-bbox="632 1438 916 1525">Business Continuity and IT Disaster Recovery Planning</td> <td data-bbox="916 1438 1102 1525">4</td> <td data-bbox="1102 1438 1198 1525"></td> <td data-bbox="1198 1438 1350 1525">1</td> </tr> <tr> <td data-bbox="632 1525 916 1576">Child Safe Standards</td> <td data-bbox="916 1525 1102 1576">6</td> <td data-bbox="1102 1525 1198 1576"></td> <td data-bbox="1198 1525 1350 1576">3</td> </tr> <tr> <td data-bbox="632 1576 916 1664">Contract Management (Procurement Contracts)</td> <td data-bbox="916 1576 1102 1664">10</td> <td data-bbox="1102 1576 1198 1664"></td> <td data-bbox="1198 1576 1350 1664">9</td> </tr> <tr> <td data-bbox="632 1664 916 1715">Cyber Security</td> <td data-bbox="916 1664 1102 1715">4</td> <td data-bbox="1102 1664 1198 1715"></td> <td data-bbox="1198 1664 1350 1715">4</td> </tr> <tr> <td data-bbox="632 1715 916 1803">Developer Contributions (Finance and Assets)</td> <td data-bbox="916 1715 1102 1803">14</td> <td data-bbox="1102 1715 1198 1803"></td> <td data-bbox="1198 1715 1350 1803">10</td> </tr> <tr> <td data-bbox="632 1803 916 1843">Emergency Management</td> <td data-bbox="916 1803 1102 1843">0</td> <td data-bbox="1102 1803 1198 1843">6</td> <td data-bbox="1198 1803 1350 1843">6</td> </tr> </tbody> </table>	Audit Type	Audit Title	Open at 1 July 2023	New	Open at 31 December 2023	Internal Audit	Accounting System Architecture	2		1	Asset Management	7		6	Asset Management – Buildings	11		4	Business Continuity and IT Disaster Recovery Planning	4		1	Child Safe Standards	6		3	Contract Management (Procurement Contracts)	10		9	Cyber Security	4		4	Developer Contributions (Finance and Assets)	14		10	Emergency Management	0	6	6
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	Emergency Management	0	6	6																																							

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Audit and Risk Committee Biannual Report July – December 2023

		Follow-up: Asset Management (Roads)	1		1	
		Follow-up: Accounting System Architecture	1		1	
		Follow-up: IT Environment	3		0	
		Follow-up: Tendering and Contract Management	5		5	
		Human Resources Management Part A	8		3	
		Human Resources Management Part B	0	8	6	
		Management of Contaminated Land	14		14	
		Occupational Health and Safety – Staff	0	12	2	
		Procurement	7		7	
		Purchasing Cards	10		0	
		Property Portfolio Management – Leases and Licences	0	11	11	
		Total (Internal Audit)	107	37	94	
	Other		IBAC report	7	0	6
			VAGO Management Letter	26	4	16
	Total (Other)	33	41	22		
	Total Number	140		116		
Oversight of the monitoring activity of high-risk areas by Council	The Governance and Risk report was presented at the 6 September 2023 and 6 December 2023 Meeting. The reports included: <ul style="list-style-type: none"> • OHS performance data - incident reports, compensation claims, WorkSafe interactions, health and safety training conducted; • Data relating to insurance, fleet, public liability and property claims; • Compliance with the Road Management Plan, Tree Management Plan and Play Space Management Plan; • Insurance broker tender and insurance placements from 30 June 2023; • Data on Freedom of Information requests, privacy breaches and regulatory body complaints; • Fraud and corruption control; • Enterprise risk management update; • 2024 Local Government election. 					
	The Audit and Risk Committee received and noted the report.					
Chief Executive Officer Report	A report is provided by the Chief Executive Officer each meeting which provides an update on key items in the organisation.					

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Audit and Risk Committee Biannual Report July – December 2023

	<p><u>6 September 2023 Meeting</u></p> <ul style="list-style-type: none"> • Ageing Well department • Procurement Policy • Delivering a Better Ballarat campaign • Audit and Risk Committee independent recruitment • Commonwealth Games cancellation <p><u>6 December 2023 Meeting</u></p> <ul style="list-style-type: none"> • Procurement 101 training • Review of Procurement Policy • Rollout of Eftsure system • 2024/2025 budget engagement and development <p>The Committee received and noted the reports.</p>
Council Financial and Performance Reporting	
Council Plan	<p>The Council Plan quarterly report was presented to the 6 December 2023 meeting.</p> <p>The Committee received and noted the report.</p>
Quarterly Financial Report	<p>The Financial Report Summary was presented to the 4 October 2023 and 6 December 2023 meetings.</p> <p>The Committee received and noted the report.</p>
Risk Management and Fraud Prevention	
Risk Update	<p>The Enterprise Risk Action Plan (ERAP) was presented to the Committee on 6 September 2023 and 6 December 2023.</p> <p>At the 6 September 2023 meeting, it was noted that 7 actions were completed and at the 6 December 2023 meeting, 4 actions were completed.</p> <p>The Committee received and noted the report.</p>
Business Continuity Plan	<p>The Business Continuity Plan report was presented to the 6 September 2023 Audit and Risk Committee Meeting. The report provided an update on a scenario test that occurred on 23 August 2023.</p> <p>The Committee received and noted the report.</p>
Cumulative Spend Analysis and Procurement Integrity	<p>The Cumulative Spend Analysis and Procurement Integrity report was presented to the 6 December 2023 meeting.</p> <p>The cumulative spend analysis that was undertaken in relation to expenditure in 2022/23 financial year outlined recommendations to address cumulative spend non-compliance.</p> <p>The report also detailed two Procurement Policy breaches and actions taken to remedy the breaches.</p> <p>The Committee received and noted the report.</p>

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Audit and Risk Committee Biannual Report July – December 2023

Contract Management Update	<p>The Contract Management Update report was provided to the 6 December 2023 meeting. The report provided an update on the progress of the contract management audit actions and the approach to resolve the recommendations.</p> <p>The Committee received and noted the report.</p>
Asset Management Update	<p>The Asset Management Update report was provided to the 6 September 2023 and 6 December 2023 meeting.</p> <p>The reports provided progress updates made towards enhancing asset maturity within the organisation.</p> <p>The Committee received and noted the report.</p>
Operation Sandon	<p>The Operation Sandon report was presented to the 6 December 2023 meeting.</p> <p>The report provided an overview of the recommendations and the specific issues from which those recommendations arose in Casey Council and local government more broadly. A preliminary response for City of Ballarat in response to the report was considered.</p> <p>The Committee received and noted the report.</p>
Internal Audit	
Internal Audit Scopes	<p>Procurement Tendering</p> <p>The internal audit scope was presented to the 6 December 2023 Audit and Risk Committee meeting. The internal audit will commence in the week of 12 February 2024, and the objective is to review the adequacy of:</p> <ul style="list-style-type: none"> • Internal controls designed to prevent fraud and corruption, including management of conflict of interest; • Tendering policies and procedures; • The requirements and process for the preparation of tender documents; • The processes for tender advertising, submission and receipting and securing; • The process of tender evaluation and reporting; • The information management system used to manage tender process, including management of information security. <p>The internal audit will review the status of outstanding audit actions relating to prior procurement audit(s). The internal audit will focus on one significant, recent tender which has been selected in conjunction with management.</p> <p>The Committee endorsed the report.</p>
Internal Audit Reports	<p>Emergency Management</p> <p>The internal audit report was presented to the 6 December 2023 Audit and Risk Committee meeting. The internal audit was undertaken in the week of 31 July 2023 and the objective was to consider the adequacy and effectiveness of processes and controls surrounding:</p> <ul style="list-style-type: none"> • Communication, understanding, adequacy and effectiveness of Council's Emergency Management policies, procedures, and plans in place;

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Audit and Risk Committee Biannual Report July – December 2023

	<ul style="list-style-type: none"> • Education strategies in place to ensure residents are aware of their emergency management response responsibilities; • Council's framework and systems to capture, respond and report on community issues relating to emergency management; • Monitoring of compliance with processes; • Effectiveness of links to other key emergency response patterns; and • Capturing, reporting and following up lessons of emergencies which have occurred. <p>The final report provided findings and associated risk ratings and causes, with internal auditor recommended actions and management comments.</p> <p>There were 6 internal audit actions identified relating to emergency management team resourcing, large event response, training needs for emergency management and governance for MEMPC.</p> <p>Property Portfolio Management – Leases and Licences</p> <p>The internal audit report was presented to the 6 December 2023 Audit and Risk Committee meeting. The internal audit commenced in the week of 21 August 2023, and the objective was to review policies and procedures and arrangements in leases and licensing.</p> <p>The final report provided findings and associated risk ratings and causes, with internal auditor recommended actions and management comments.</p> <p>There were 11 internal audit actions identified relating to:</p> <ul style="list-style-type: none"> • Governance framework • IT system • Property register • Monitoring lease and licence agreements • Reporting • Management of overholding arrangements • Management of CPI Increase • Debtor management • Conflict of interest <p>The Committee endorsed the internal audit reports.</p>
<p>Internal Audit Status Report</p>	<p>The internal audit status report was presented to the 6 September 2023 and 6 December 2023 Audit and Risk Committee meetings.</p> <p>The Committee received and noted the reports.</p>
<p>Sector Issues Brief</p>	<p>Internal Audit (Crowe) Issues Brief was presented to the 6 September 2023 and 6 December 2023 Audit and Risk Committee Meetings. The report contains a summary of recent reports and publications by government agencies and other sources that may impact public sector agencies and local government.</p> <p>The reports were received and noted by the Committee.</p>

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Audit and Risk Committee Biannual Report July – December 2023

External Audit			
2022/23 Draft in Principle Financial Statements and Performance Statement	The 2022/23 Draft In Principle Financial Statements and Performance Statement was presented to the 4 October 2023 Audit and Risk Committee Meeting and recommended Council record its approval 'in principle'.		
VAGO Audit Update 2022/2023	The report was presented to the 6 December 2023 Audit and Risk Committee Meeting. The report provided an update on the status and amendments made to the Financial Report and Performance Statement for the year ended 30 June 2023. Additionally, the report provided the latest version of the Financial Report and Performance Statement for the year ended 30 June 2023. The Committee received and noted the report.		
Audit and Risk Committee			
Work Plan 2023 and 2024	The 2023 Work Plan was presented to the 6 September 2023 and 6 December 2023 Audit and Risk Committee meeting. The 2024 Work Plan was approved at the 6 December 2023 meeting.		
Assessment of Committee and Committee Member Performance	The Audit and Risk Self-Assessment Survey Results were presented to the 6 December 2023 meeting. The Committee received and noted the report.		
Biannual Report January – June 2023	The Audit and Risk Committee Biannual report was presented to the 6 September 2023 meeting. The Committee received and noted the report.		
2024 Meeting Dates	The Audit and Risk Committee approved the 2024 meeting dates at the 6 December 2023 meeting.		
Committee Attendance			
Committee Member	6 September 2023	4 October 2023	6 December 2023
John Watson (Chair)	✓	✓	✓
Tara Heard*	Not appointed to Committee	Not appointed to Committee	✓
Jason Hargreaves	✓	✓	✓
Jeff Rigby	✓	✓	✓
Cr Mark Harris	Apology	Apology	✓
Cr Amy Johnson	Apology	✓	Apology
Cr Des Hudson	✓	✓	✓
Committee Member Terms			
Committee Member	Appointment / Extension	Term end	
John Watson (Chair)	30 September 2022	31 December 2025	
Tara Heard*	26 October 2023	25 October 2026	
Jason Hargreaves	1 January 2023	31 December 2025	
Jeff Rigby	1 December 2023	31 December 2026	
Cr Mark Harris	13 December 2023	October 2024	
Cr Amy Johnson	13 December 2023	October 2024	
Cr Des Hudson	13 December 2023	October 2024	

*Tara Heard was endorsed as an independent member of the Audit and Risk Committee at the 25 October 2023 Council Meeting.

8.8. S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. The purpose of the report is to endorse the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Charyn Symes and Julian Pollard.

BACKGROUND

2. The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, under Council's delegation to the Chief Executive Officer. However, the appointment of authorised officers under the *Planning and Environment Act 1987* and the *Environment Protection Act 2017* cannot be delegated to the Chief Executive Officer and must be made by a resolution of Council.

KEY MATTERS

3. Charyn Symes holds the position of Strategic Planner. The *Planning and Environment Act 1987* requires Council to resolve the authorisation for the officer to undertake duties under that Act.
4. Julian Pollard holds the position of Senior Planning Officer. The *Planning and Environment Act 1987* requires Council to resolve the authorisation for the officer to undertake duties under that Act.

OFFICER RECOMMENDATION

5. **That Council:**
 - 5.1 **In the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, Ballarat City Council (Council) resolves that–**
 - a. **The members of Council staff referred to in the instrument attached be appointed and authorised as set out in the instrument.**
 - b. **The instrument comes into force immediately upon being signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.**

ATTACHMENTS

1. Governance Review [8.8.1 - 2 pages]
2. S11A Charyn Symes [8.8.2 - 2 pages]
3. S11A Julian Pollard [8.8.3 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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

Ballarat City Council

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

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

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

Charyn Symes

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

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

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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

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

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

Julian Pollard

By this instrument of appointment and authorisation Ballarat City Council -

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

It is declared that this instrument -

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

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

Signed by the Chief Executive Officer of Council

Date:

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8.9. OUTSTANDING QUESTION TIME ITEMS

Division: Corporate Services
Director: John Hausler
Author/Position: Stephen Wright – Administration Assistant Compliance

PURPOSE

1. This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from public question time.

BACKGROUND

2. The City of Ballarat Governance Rules section 3.7.1 calls for a standard agenda item at each Council Meeting that reflects unanswered questions from question time.

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Endorse the Outstanding Question Time Report.**

ATTACHMENTS

1. Outstanding Question Time Items [8.9.1 - 1 page]
2. QT1/24 Sean Mulcahy [8.9.2 - 1 page]
3. QT6/24 Frank Williams [8.9.3 - 2 pages]
4. QT8/24 Annette McMaster [8.9.4 - 1 page]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
28/2/2024 QT1/24	Completed	Sean Mulcahy	Whilst it is wonderful news that In The Know website now has an LGBTQIA+ tag for related events, could Council consider establishing an LGBTQIA+-themed itinerary on the Visit Ballarat website or an LGBTQIA+ page similar to the For The Family page?	Martin Darcy, Director Economy and Experience	Martin Darcy, Director Economy and Experience, provided a written response
28/2/2024 QT2/24	Open	Sean Mulcahy	Could Council please provide an update on its review of clause 74.3.6 of the Community Local Law 2017, following the officer's comment at the November 2023 meeting that Council was "looking at it from a legal perspective"?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, will provide a written response
28/2/2024 QT3/24	Open	Srini Bandla	<p>Question 1:</p> <p>Ballarat Council and CHW have not provided sewer infrastructure in Ballarat West PSP, which has hindered land development progress and exacerbated the housing crisis.</p> <p>Ballarat Council and CHW have failed to set aside and/or procure land for Sewer infrastructure (BK SPS) in Ballarat West PSP, more specifically in Bonshaw suburb.</p> <p>There are approximately 3000 Lots in Bonshaw to be unlocked and waiting for BK SPS infrastructure. Slow or no action from the council and CHW only makes the current housing affordability crisis worse and does not help the community.</p> <p>Can Council/CHW update on the progress of land acquisition for BK SPS and drainage infrastructure?</p> <p>Question 2</p> <p>There are planning permits issued for some estates in Bonshaw, which is part of Ballarat West PSP, but waiting for the Sewer Infrastructure. Purchasers of lots in these permitted estates are waiting for Council/CHW to provide solutions so that they can plan for their future housing.</p> <p>Does Council/CHW have any answers for these purchasers who want to make Bonshaw as their place of residence?</p>	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, will provide a written response
28/2/2024 QT5/24	Open	Mitzi McKenzie-King	Given the ongoing genocide being committed against the Palestinians and the fact that other councils across Victoria have taken a stand - will Ballarat council commit to calling for a ceasefire in Gaza?	Cr Des Hudson, Mayor	The Office of the Mayor will provide a written response
28/2/2024 QT6/24	Completed	Frank Williams	<p>Given last year was the 35th anniversary of the sister city relationship, I inspected the plantings at the Fiona Elsey Event and found that there are many dead branches and they were certainly in need of arboreal inspection. So, my questions relate to just that: will council inspect and remove the dead branches from the following for the Botanic Festival in March? In case people are not aware of where the plantings are:</p> <ul style="list-style-type: none"> •The first one is a Camphor tree that was planted by the magistrate throughout the Hyogo prefecture, and this was located behind the old Conservatory in the southern end of the gardens. •The second one is a Japanese Black Pine tree which was planted by Mayor Wagami and Mayor Steinmann in 1988. And this is on the eastern side of the gardens. •The third planting, often known as the boomerang gardens, have two White Pines, which are quite substantial, but they also had azaleas planted in that garden, and Councilors should be aware that the azaleas are the town flower of Inagawa-cho. So, will Council replace the azaleas and attend to the black and white pine trees in a timely manner? 	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment, provided a written response
28/2/2024 QT8/24	Completed	Annette (Kaye) McMaster	There is land further along Larter Street, I won't divulge exactly. Powercor, when you speak to them about it being crown land and nearer to the industrial estate and definitely not on back fences and not in clear view of houses, Powercor say that's mining, that's contaminated. Well, I would have thought that even Lake Esmond was all mining land. So, what's so different about the land along Larter Street that they can't put it nearer to an industrial estate where they've got 66 kV lines running right near?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 1 March 2024

Our Ref: MD:at:kg

Your Ref: QT1/24

Enquiries: (61) 03 5320 5500

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

Sean Mulcahy

Email: [REDACTED]

Dear Sean,

RE: PUBLIC QUESTION TIME ITEM – QT1/24

I refer to your question asked at the 28 February 2024 Council Meeting and provide the response below as presented at the Council Meeting.

Question

Whilst it is wonderful news that In The Know website now has an LGBTIQ+ tag for related events, could Council consider establishing an LGBTIQ+-themed itinerary on the Visit Ballarat website or an LGBTIQ+ page similar to the For The Family page?

Answer

We're really pleased to see you've noticed the change we made to the Ballarat In the Know website that we made last year, which provides local event organisers the option to select this event category tag every time they submit a new event to feature on the website.

To address the specific question about whether the team is considering establishing an LGBTIQ+ themed itinerary or landing page on Visitballarat.com.au, the answer is yes and it's a high priority. The Marketing Team are currently part-way through a redesign of the Visit Ballarat website to align with their new destination brand strategy, and a guide to safe spaces and events for the LGBTIQ+ community is something they've earmarked for development.

Thank you for your interest.

Yours sincerely

A handwritten signature in black ink, appearing to read "Martin Darcy". The signature is fluid and cursive, with a large loop at the end.

Martin Darcy
Director Economy & Experience

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 5 March 2024

Our Ref: BW:dt:bk

Your Ref: QT6/24

Enquiries: (61) 03 5320 5500

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



Dear Frank

**RE: PUBLIC QUESTION QT6/24 ASKED AT COUNCIL MEETING
HELD 28 FEBRUARY 2024**

I refer to your question asked at the Council meeting held on Wednesday 28 February 2024 as follows:

Given last year was the 35th anniversary of the sister city relationship, I inspected the plantings at the Fiona Elsey Event and found that there are many dead branches, and they were certainly in need of arboreal inspection. So, my questions relate to just that: will Council inspect and remove the dead branches from the following for the Botanic Festival in March? In case people are not aware of where the plantings are:

- *The first one is a Camphor tree that was planted by the magistrate throughout the Hyōgo prefecture, and this was located behind the old Conservatory in the southern end of the gardens.*
- *The second one is a Japanese Black Pine tree which was planted by Mayor Wagami and Mayor Steinmann in 1988. And this is on the eastern side of the gardens.*
- *The third planting, often known as the boomerang gardens, have two White Pines, which are quite substantial, but they also had azaleas planted in that garden, and Councillors should be aware that the azaleas are the town flower of Inagawa-Cho.*

So, will Council replace the azaleas and attend to the black and white pine trees in a timely manner?

Thank you for your question and your concern for the trees in the Ballarat Botanical Gardens. In answer to your queries, please be reassured that the entire Botanical Gardens has very recently (last week) completed a full inspection of our trees by an independent arborist.

As guided by the resultant report, urgent major tree works have had to be prioritised and have now been undertaken. The much smaller dead branches as you mentioned will also be addressed, but due to time constraints and the current Begonia Festival infrastructure build in progress, these works will occur following Begonia Festival.

Any structural pruning works to Pine trees are best done in Spring for optimal tree health.

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2.

Regarding your Azalea query, to my knowledge, the Boomerang Garden has not contained Azaleas for quite some years. As you've rightfully noted, the pines have grown in height substantially and this has created a largely 'full sun' aspect at ground level, which is no longer compatible with growing Azaleas that require more sheltered conditions.

Unfortunately to replant them in this same harsh location would likely lead to fairly rapid plant death.

We do however have a large Azalea collection nearby, just north of the boomerang garden, in a much more protected and shaded location, and we will be sure to relay this flowers significance to our important Inagawa connection.

Yours sincerely



Bridget Wetherall
Director Infrastructure & Environment

CC: Mayor and Councillors
Civic Support
Governance
Luke Ives, Executive Manager Operations
David Keighrey, Coordinator Gardens and Natural Resources
Donna Thomas, Curator Gardens and Nursery

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PO Box 655
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Telephone: 03 5320 5500
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Date: 4 March 2024

Our Ref: NR:kr

Your Ref: QT8/24

Enquiries: (61) 03 5320 5500

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

Annette McMaster

Email: [REDACTED]

Dear Annette,

RE: OUTSTANDING QUESTION TIME ITEM – QT8/24

We refer to your question asked at the 28 February 2024 Council Meeting.

Question 1

There is land further along Larter Street, I won't divulge exactly. Powercor, when you speak to them about it being crown land and nearer to the industrial estate and definitely not on back fences and not in clear view of houses, Powercor say that's mining, that's contaminated. Well, I would have thought that even Lake Esmond was all mining land. So, what's so different about the land along Larter Street that they can't put it nearer to an industrial estate where they've got 66 kV lines running right near?

Answer 1

This question was taken on notice and subsequently put to Powercor for a response. At this time City of Ballarat has not received a response, however, we continue to advise Powercor that Council's preference is to seek an alternative location.

Yours sincerely

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

Natalie Robertson
Director Development and Growth

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9. NOTICE OF MOTION

PURPOSE

1. A Notice of Motion was lodged by Cr Ben Taylor on 21 March 2024.
2. In accordance with rule 3.8.2 of the Governance Rules, the Notice of Motion was received and assessed by the Chief Executive Officer, then approved to proceed to the 27 March 2024 Council Meeting Agenda.
3. Formal notice was provided to Councillors on 21 March 2024 which was then recorded in the Notice of Motion Register by the Governance team.
4. **That Council:**
 - 4.1 **Call for a report to consider the adoption of the Mount Alexander Shire Council, Establishing Formal Positions of Council Policy, prepared in the City of Ballarat policy template, at the next council meeting.**

ATTACHMENTS

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



COUNCILLORS NOTICE OF MOTION FORM
 (In accordance with Chapter 3, Rules 3.8.1 and 3.8.2)

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Ben Taylor

DATE: 21/03/2024

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

Preamble:

In recent years, Council has been requested to state its position on specific matters that are being raised at a State, National and International political level by community or councillors through a Notice of Motion. Council is also receiving an increasing number of requests for support from other Councils within Victoria (most notably metropolitan Councils) and interstate.

Matters outside of the jurisdiction of council include referendums at Federal level, international matters over which Council has no legislated authority or responsibility, lacking a clear connection to City of Ballarat’s ratepayers and residents and therefore, to have relatively low direct impact on them. These matters include but are not limited to: War and conflicts; International treaties; recognition of countries as legitimate states; global climate and energy accords and other similar documents.

That Council:

Call for a report to consider the adoption of the Mount Alexander Shire Council, Establishing Formal Positions of Council Policy, prepared in the City of Ballarat policy template, at the next council meeting.

Signed:.....
 (Signature of Councillor)

Dated: 21st March 2024

Extracts from Governance Rules

3.8.1 Councillors may propose Notices of Motion

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

3.8.2 Notices of Motion

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

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

Office Use Only

Notice Received	Date: 21 March 2024
Notice <u>accepted</u> / rejected by CEO (please circle)	Date: 21 March 2024 Signature: <i>Evan King</i>
Notice given to Councillors	Date: 21 March 2024 Signature: <i>Evan King</i>
Date of Meeting	Date: 27 March 2024
Notice Number	2024/02

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

12.1 STRATEGIC LAND ACQUISITION

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Chris Duckett – Manager Sustainable Growth

(Confidential Report)

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the *Local Government Act 2020* (the Act). That is “confidential information ” that in accordance with section 3 of the act:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - i) relates to trade secrets; or
 - ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

13. CLOSE