CITY OF BALLARAT

LGBTIQA+ Inclusion Plan 2027–2031

Proudly working with and for our community



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

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

—



A Message from the Mayor and CEO

A Ballarat where all people feel welcome, valued and connected is what we strive for every day. We know that a strong sense of belonging is fostered through the places we gather, the services we provide and the ways we support one another as a community. In developing this strategy, LGBTIQA+ community members shared their thoughts on how the City of Ballarat can continue to support them to participate fully in community life and feel a sense of belonging.

Since the introduction of our first LGBTIQA+ Strategy in 2022, Ballarat has made significant progress. From Pride Month activities and more inclusive programming across our facilities to the establishment of the LGBTIQA+ Advisory Committee, these achievements reflect a shared commitment to creating welcoming spaces and opportunities for all.

We look forward to building on these strengths over the next four years as we continue to support our LGBTIQA+ community to connect, participate and thrive.



Cr Tracey Hargreaves
Mayor, City of Ballarat



Evan King
CEO, City of Ballarat

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Purpose and Scope of this Plan

The City of Ballarat recognises that diversity strengthens our community and that everyone should be able to participate in civic, social, cultural and economic life with dignity, safety and a sense of belonging. The LGBTIQA+ Inclusion Action Plan provides a strategic framework to advance inclusion, equity and visibility for LGBTIQA+ people, while embedding inclusive practices across City of Ballarat policies, services, workplaces and community initiatives.

LGBTIQA+ people are a valued and diverse part of the Ballarat community. This includes people of all sexual orientations, gender identities, gender expressions and variations of sex characteristics, as well as people whose experiences are shaped by intersecting identities, cultures and backgrounds. While significant progress has been made towards equality, many LGBTIQA+ people continue to encounter discrimination, exclusion, and barriers that impact their wellbeing, participation and opportunities to thrive.

The City of Ballarat, alongside communities across the Grampians region, acknowledges that many of these barriers are the result of historical and contemporary systems, practices and social attitudes that have not always recognised, affirmed or responded to the needs of LGBTIQA+ people. Meaningful and sustained action is required to address these inequities and support a community where LGBTIQA+ people are visible, respected and able to contribute fully to community life, leadership and decision-making.

Purpose

This Plan establishes a whole-of-city approach to strengthening inclusion, equity and belonging for LGBTIQA+ communities. It provides a coordinated framework for identifying barriers, building organisational capability and fostering environments where people can safely and authentically be themselves. The Plan informs activities across the City of Ballarat, including governance, strategic planning, service delivery, employment, communications, community engagement and partnerships.

Despite growing recognition and acceptance, LGBTIQA+ people can still experience barriers that limit participation and affect their safety, wellbeing and sense of belonging.

These barriers may include, but are not limited to:

- Discrimination, prejudice, harassment, and vilification
- Lack of visibility, recognition, and representation in community settings
- Limited access to inclusive and affirming programs, services and facilities
- Barriers to workplace participation, career development, and economic opportunity
- Difficulties accessing safe, affirming and culturally responsive information and support
- Social stigma, assumptions, unconscious bias, and exclusionary practices.

> "Inclusion in community means everyone feels safe, respected, and able to participate fully without needing to hide who they are."
>
> LGBTIQA+ community member.

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Many of these barriers are embedded within systems, services, policies and community expectations that have historically centred majority experiences.

Alongside these structural barriers, attitudes and behaviours play a significant role in shaping people's experiences, influencing whether LGBTIQA+ individuals feel welcomed, respected, safe and valued within their communities.

Through this Plan, the City of Ballarat seeks to strengthen inclusion across all areas of the city and work collaboratively with community members, service providers and regional partners to build a Ballarat where LGBTIQA+ people experience genuine equity, participation and belonging.

Intersectionality and inclusion

The City of Ballarat recognises that LGBTIQA+ people are not a homogenous group and may experience multiple, intersecting forms of discrimination and exclusion. Experiences of inclusion and participation can be influenced by factors such as age, disability, First Nations identity, cultural, religious and linguistic background, socioeconomic status, geographic location, and migration experience. These intersecting identities can create unique barriers and opportunities, requiring approaches that are responsive to the diverse experiences and needs of LGBTIQA+ communities.

Creating a genuinely inclusive community means more than welcoming diversity. It involves fostering environments where LGBTIQA+ people feel safe, respected, represented and able to participate fully in community life. This includes equitable access to services, programs, facilities, decision-making processes, and opportunities for connection and contribution. Achieving inclusion requires addressing structural and social barriers, challenging discrimination and embedding diversity, equity and belonging into policies, practices and community spaces so that all people can thrive as their authentic selves.

Our commitment

As the level of government closest to the community, local government has the greatest opportunity to lead tangible change in attitudes and practices that discriminate against or disadvantage LGBTIQA+ community members.

The City of Ballarat is committed to creating a community where LGBTIQA+ people feel safe, valued, visible, and connected. While progress has been made, barriers to inclusion, participation and belonging continue to affect many LGBTIQA+ people, particularly those experiencing multiple forms of disadvantage. Through leadership, partnership and ongoing engagement with LGBTIQA+ communities, this Plan will guide actions that strengthen equity, celebrate diversity and embed inclusion across City of Ballarat policies, services, programs and public spaces. We are committed to taking practical actions to support everyone who lives in the municipality to be able to participate fully in life and to feel welcome, included, accepted, visible and heard.

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Our Approach

About the LGBTIQA+ Advisory Committee

The City of Ballarat is committed to ensuring that the voices, experiences and expertise of LGBTIQA+ communities help shape the decisions that affect them. The LGBTIQA+ Advisory Committee (the Committee) was established in 2021 to provide community-informed advice on matters relating to inclusion, equity, and belonging for LGBTIQA+ people across the municipality. The Committee includes people with lived and living experience of being LGBTIQA+, community representatives, advocates and individuals with professional expertise in LGBTIQA+ inclusion.

Drawing on the diverse perspectives of its members, the Committee helps the City of Ballarat better understand the opportunities, challenges and emerging issues affecting LGBTIQA+ communities. It provides advice on policies, plans, services and initiatives, advocates for inclusive practice, and supports a stronger organisational understanding of LGBTIQA+ experiences. The Committee also contributes to the ongoing implementation and evaluation of the LGBTIQA+ Inclusion Plan, helping to ensure actions remain informed by community needs and aspirations.

Principles

These principles are informed by the City of Ballarat **Health and Wellbeing Plan 2021-2031** and guide the way we work, make decisions and engage with LGBTIQA+ communities. They reflect our commitment to creating a community where diversity is valued, inclusion is embedded in everyday practice, and all LGBTIQA+ people feel safe, visible, respected and able to participate fully in community life. Together, these principles provide the foundation for the actions and priorities outlined in this Plan.



Equity

We recognise that LGBTIQA+ communities are diverse, and that people's experiences are shaped by many aspects of their identity and circumstances. While everyone deserves the opportunity to participate fully in community life, not everyone starts from the same position. We are committed to identifying and addressing barriers that impact LGBTIQA+ people and creating opportunities that support equitable outcomes. This includes ensuring our policies, services, programs, facilities and decision-making processes are responsive to diverse experiences and support people to feel valued, respected and able to thrive.

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Inclusion

Inclusion is about creating a community where LGBTIQA+ people feel a genuine sense of belonging. It means fostering environments where diversity is recognised, respected and celebrated, and where people can be themselves without fear of discrimination or exclusion. We are committed to creating spaces, services and opportunities that are welcoming and affirming, and to challenging attitudes, assumptions and practices that can prevent people from participating fully in community life. Inclusion is both an ongoing commitment and a shared responsibility.

Visibility and Representation

Visibility and representation are essential to creating a community where LGBTIQA+ people feel recognised, valued and included. When people can see themselves reflected in leadership, decision-making, public spaces, communications, events, services and community life, it reinforces a sense of belonging and demonstrates that diversity is welcomed and celebrated. We are committed to increasing the visibility of LGBTIQA+ communities, ensuring diverse experiences and identities are represented, and creating opportunities for people to be seen, heard and acknowledged. Through positive representation and meaningful recognition, we can challenge stereotypes, reduce stigma and help foster a community where everyone feels they belong.

Community Participation

Meaningful participation occurs when LGBTIQA+ people have opportunities to contribute, connect, lead and influence decisions that affect their lives. We recognise the value of lived experience and the importance of creating pathways for people to actively engage in community life. By supporting participation, leadership and representation, we strengthen social connection, foster belonging and ensure a broader range of voices help shape a more inclusive Ballarat.

Collaboration

Creating an inclusive community requires partnership. We are committed to working alongside LGBTIQA+ communities, local organisations, service providers, advocates and allies to better understand community experiences and aspirations. Through ongoing dialogue, shared learning and genuine collaboration, we can develop policies, programs and initiatives that are informed by lived experience and responsive to community needs. Strong relationships help build trust, improve outcomes and ensure our work remains relevant and accountable.

Evidence-Based Decision Making

Our decisions will be informed by community voices, lived experience, research, data and leading practice. We recognise that meaningful change is strongest when it combines evidence with the knowledge and expertise of those directly affected. By listening to LGBTIQA+ communities and drawing on a range of information sources, we can better understand barriers, identify opportunities and continually improve the way we plan, deliver and evaluate our work.

Safety

Safety is fundamental to participation, wellbeing and belonging. We acknowledge that many LGBTIQA+ people continue to experience discrimination, harassment and exclusion, which can impact their health, wellbeing and ability to engage in community life. We are committed to fostering environments where people feel safe, respected and supported to be themselves. This includes promoting inclusive practices, challenging discrimination and creating spaces where diversity is visible, valued and welcomed.

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Our Community Profile



Around 1 in 10 Ballarat residents identify as LGBTIQA+

Approximately 9.6% of Ballarat residents identify as LGBTIQA+, equating to around 11,000 people, a proportion significantly higher than the Victorian average reported at the time.*



Ballarat is home to one of regional Victoria's **largest LGBTIQA+ communities.***



58%

of LGBTQ+ Victorians have experienced unfair treatment based on their sexual orientation.^



77%

of trans and gender diverse Victorians have experienced unfair treatment because of their gender identity.^



Just over 2 in 5

LGBTIQA+ employees are out of work, highlighting ongoing barriers to disclosing identity in the workplace.†



3 in 4

LGBTIQA+ Australians have experienced a mental health condition, highlighting the impacts of discrimination, stigma and exclusion.~



38%

Victorians identify as having a disability or long-term health condition.^



1 in 3

LGBTQ+ people from multicultural backgrounds report unfair treatment based on their ethnicity, culture or heritage.^



66%

of LGBTQA+ young people have experienced harassment because of their sexuality or gender identity.†



LGBTIQA+ people are significantly **less likely to participate in organised sport‡**



40%

of LGBTIQA+ people have experienced discrimination in sporting settings.‡



LGBTIQA+ people in rural and regional areas face **higher levels of discrimination** and fewer inclusive supports.

*Sources: *Victorian Population Health Survey 2017: health.vic.gov.au/population-health-systems/victorian-population-health-survey.*
^Pride in our future: Victoria's LGBTIQA+ strategy 2022–32: vic.gov.au/pride-our-future-victorias-lgbtiqa-strategy-2022-32.
†Writing Themselves In 4, La Trobe University: latrobe.edu.au/arcshs/work/lgbtiq-health/writing-themselves-in-4.
‡Free To Exist: vichealth.vic.gov.au/sites/default/files/2024-05/Free_to_Exist_Report_2024.pdf.
~National Action Plan for the Health and Wellbeing of LGBTIQA+ People 2025-2035: health.gov.au/resources/publications/national-action-plan-for-the-health-and-wellbeing-of-lgbtiqa-people-2025-2035

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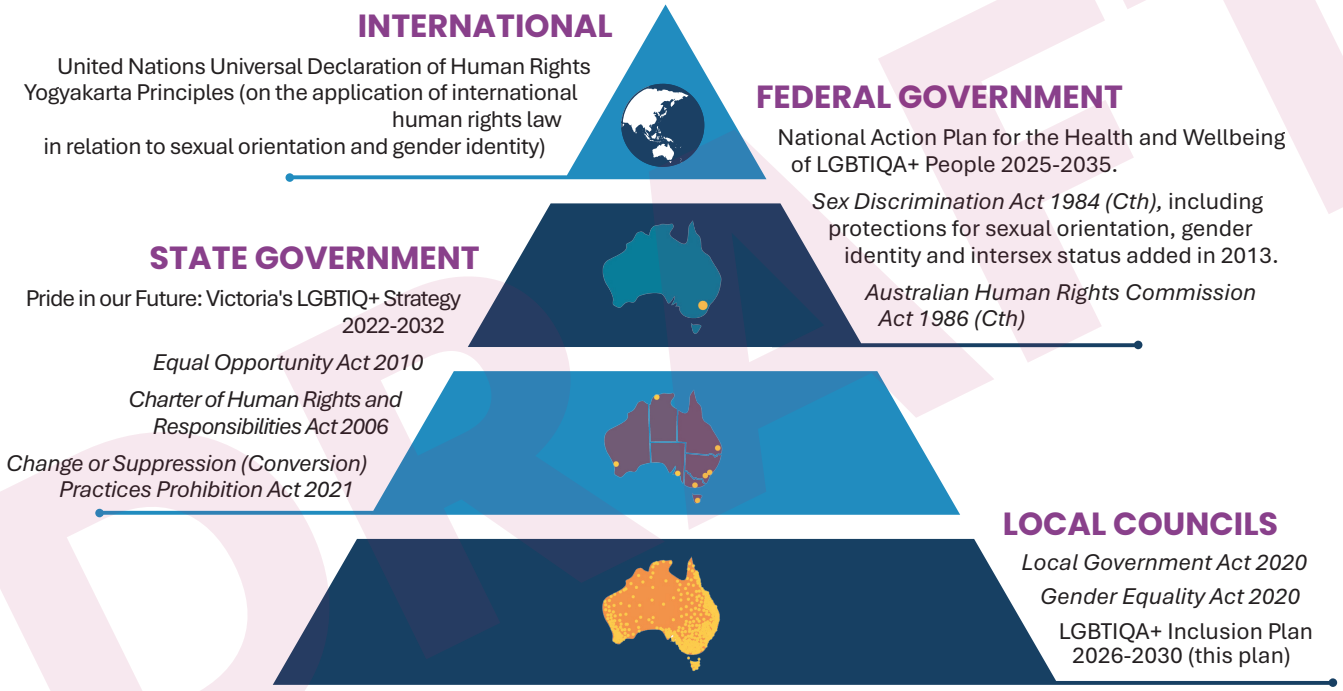
Key Policies and Legal Requirements

All levels of government play an important role in advancing the rights, safety and inclusion of LGBTIQA+ people through legislation, policy, leadership and service delivery. Local government has a unique responsibility to translate national and state commitments into practical actions that reflect local priorities and community needs. Through advocacy, partnership and inclusive practice, the City of Ballarat can help create environments where LGBTIQA+ people feel safe, respected, visible and able to participate fully in community life. This Plan provides a framework for embedding these commitments across City of Ballarat policies, services, programs and public spaces, while contributing to broader efforts to advance equity, inclusion and human rights for LGBTIQA+ communities



The *Local Government Act 2020* recognises the importance of community engagement, participation and responsive decision-making. The Act requires councils to engage with their communities and ensure that people affected by decisions have opportunities to participate meaningfully in shaping them. These principles support the City of Ballarat's commitment to working alongside LGBTIQA+ communities to create policies, services and public spaces that are inclusive, equitable and reflective of community needs.

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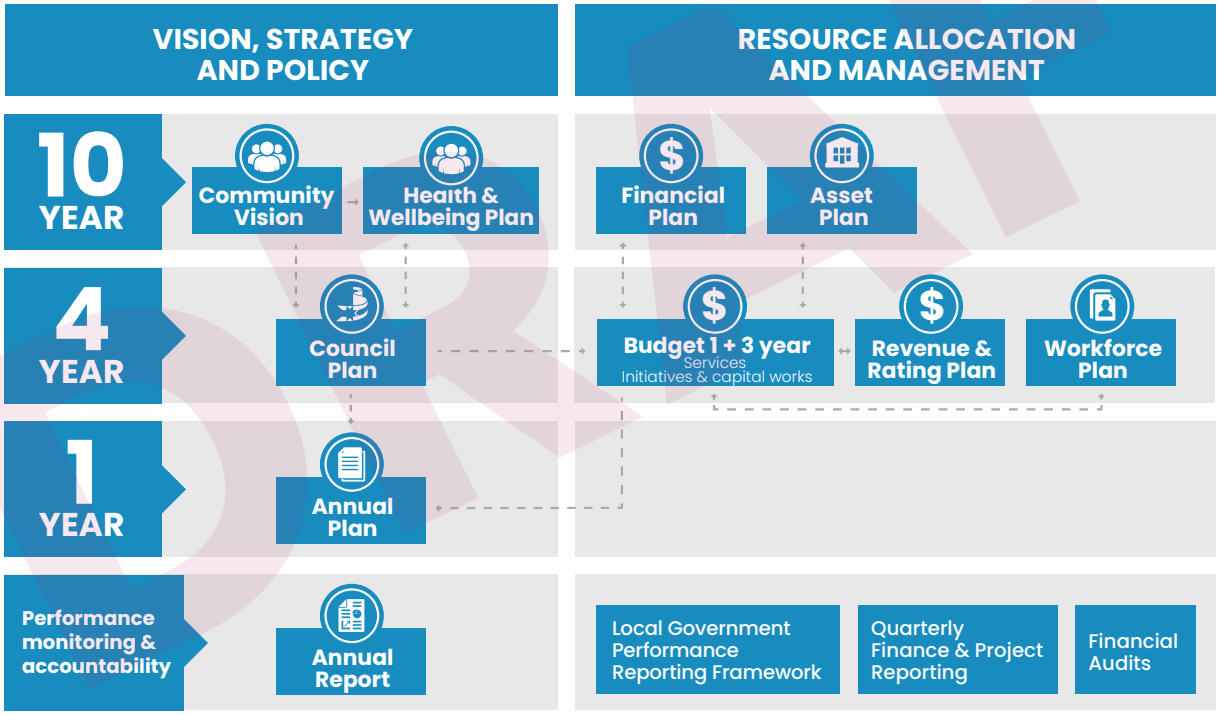
The City of Ballarat's Role in Advancing Access and Inclusion

The City of Ballarat recognises that creating an inclusive community is a shared responsibility that requires leadership, accountability and ongoing action. As a provider of services, infrastructure, programs and public spaces, Council has a significant influence on how people experience community life and whether they feel welcomed, represented and able to participate.

The LGBTIQA+ Inclusion Plan is a key component of the City's strategic approach to inclusion and wellbeing. Embedded within the Integrated Strategic Planning Framework, it guides Council's efforts to strengthen safety, visibility, belonging and equity for LGBTIQA+ communities.

Rather than viewing inclusion as a standalone initiative, the City of Ballarat is committed to embedding LGBTIQA+ inclusion across policies, planning, service delivery, engagement and organisational culture. This approach supports more responsive decision-making, strengthens community outcomes and helps build a city where diversity is valued as a source of strength.

City of Ballarat integrated strategic planning framework



Thematic plans

Reviewed every 2 years

- Reconciliation Action Plan

Reviewed every 4 years

- Ageing Well Plan
- Intercultural Plan
- Disability Access and Inclusion Plan
- Municipal Early Years Plan
- Youth Strategy
- **LGBTIQA+ Inclusion Plan (this plan)**



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How We Developed This Plan

To inform the development of the 2027-2031 LGBTIQA+ Inclusion Plan, the City of Ballarat undertook a broad community engagement process between 1 and 30 June 2026. Aligning with Pride Month, the engagement created opportunities for LGBTIQA+ people, community groups, service providers and allies to contribute their lived experiences, identify ongoing challenges and help shape priorities for the next four years.



Who we wanted to hear from

We sought input from:

- LGBTIQA+ community members across Ballarat
- Families, allies and support networks
- Community organisations, service providers and local stakeholders
- People with diverse lived and living experiences, recognising the importance of intersectionality
- The wider Ballarat community

What we asked

We asked people to share their experiences and ideas by focusing on:

What are your everyday barriers and challenges?

We asked people about their experiences of safety, inclusion, visibility and belonging, and how these experiences influence participation in community.

What opportunities are there to strengthen inclusion?

We asked community members to identify the changes, actions and areas of focus that would have the greatest impact on inclusion, safety, visibility and belonging for LGBTIQA+ people over the next four years.

What does an inclusive Ballarat look like?

We invited people to describe their vision for a community where LGBTIQA+ people feel safe, respected, represented and connected, and to share what is already working well and where improvements could be made.

The engagement process provided valuable insights into the experiences, needs and aspirations of LGBTIQA+ communities. These findings have helped shape the priorities and actions within this Plan, ensuring they are informed by community voices and focused on creating meaningful and lasting change.

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What we heard

Key Messages

Safety requires more than symbols

LGBTIQA+ people want to feel safe, welcome and respected in all aspects of community life. While visible signs of support are important, community members told us that genuine inclusion requires consistent action, inclusive practices and environments where discrimination is actively challenged. Safety is strengthened when staff, volunteers, leaders and community members have the knowledge, confidence and tools to support LGBTIQA+ inclusion.

Community connection and belonging matter

Many people value the opportunities Ballarat provides for connection and celebration, but community members highlighted the importance of strengthening social connections, supporting community-led initiatives and creating opportunities for people to find a sense of belonging. For some, particularly those who are newly out, socially isolated or living at the intersection of multiple identities, connection can be a critical protective factor for wellbeing.

Visibility makes people feel seen

Community members want to see LGBTIQA+ people represented and celebrated throughout the year, not only during Pride events and days of significance. Visibility through communications, public spaces, events, arts and culture helps foster belonging, challenge stigma and demonstrate that LGBTIQA+ people are a valued part of the Ballarat community.

One community, many experiences

LGBTIQA+ communities are diverse and people's experiences of inclusion are not the same. Community members highlighted the importance of recognising the unique experiences of trans and gender diverse people, First Nations people, culturally diverse communities, people with disability, older adults, young people and families. An intersectional approach is needed to ensure inclusion efforts respond to diverse needs and experiences.

Inclusion needs to be embedded, not added on

Community members want LGBTIQA+ inclusion to be considered from the outset of planning, decision-making and service delivery, rather than being treated as a standalone initiative or afterthought. Embedding inclusion across policies, programs, facilities, engagement and organisational culture creates more consistent and sustainable outcomes for the community.

Education and leadership drive cultural change

Discrimination, misinformation and assumptions continue to impact the experiences of some LGBTIQA+ people. Community members identified education, awareness raising and visible leadership as essential to creating lasting cultural change. Local government has an important role in setting expectations, promoting inclusion and working alongside community partners to foster a culture of respect, understanding and belonging.

> "[Inclusion means the] opportunity to share, participate and be welcome regardless of any personal circumstances or identities."
>
> LGBTIQA+ Community member.

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Plan Priority Areas

Feedback gathered through the development of the 2026-2030 LGBTIQA+ Inclusion Plan was analysed and grouped into key themes that reflect the experiences, needs and aspirations of LGBTIQA+ communities in Ballarat.

Safe, Welcoming and Inclusive Environments

Create places, spaces, services and experiences where LGBTIQA+ people feel safe, respected and able to participate fully in community life. Foster inclusive practices that move beyond visibility to genuine belonging.

Representation, Communication and Celebration

Increase the visibility and representation of LGBTIQA+ people across Council communications, events, services and public spaces. Celebrate diversity and promote positive stories that reflect the richness of LGBTIQA+ communities.

Community Connection and Capacity Building[

Strengthen opportunities for LGBTIQA+ people to connect, participate and contribute. Support community leadership, local networks and initiatives that build resilience, wellbeing and a sense of belonging.

Leadership, Partnerships and Accountability

Embed LGBTIQA+ inclusion across Council planning, decision-making and service delivery. Work collaboratively with community, organisations and partners to drive meaningful change and measure progress.



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How this Plan Works

OUR VISION			
Our 4 Priority Areas	**Working Together** (how we will create change)	**Taking Action** (how this plan will be delivered)	**Measuring our Impact**
The following priority areas have been informed by feedback from LGBTIQA+ people, community groups and sector partners. They represent the key opportunities for City of Ballarat to advance inclusion and address barriers to participation, safety and belonging over the next four years: • Safe, Welcoming and Inclusive Environments • Community Connection and Capacity Building • Representation, Communication and Celebration • Leadership, Partnerships and Accountability	• Seeking guidance and input from the City of Ballarat's LGBTIQA+ Advisory Committee. • Engaging with LGBTIQA+ community members, allies and stakeholders throughout the life of this Plan to ensure lived experience informs our work. • Building strong partnerships with community organisations, advocacy groups, government agencies, businesses and service providers. • Taking a whole-of-city approach to advancing LGBTIQA+ inclusion across all areas of our work. • Embedding LGBTIQA+ inclusive practices into City of Ballarat's engagement, planning, decision-making and service delivery. • Strengthening staff knowledge, confidence and capability to create inclusive, safe and welcoming environments for LGBTIQA+ people.	• Embedding the actions of this Plan across Council's work and services. • Regularly tracking progress and identifying opportunities for improvement. • Reviewing and evaluating progress each year in partnership with the City of Ballarat's LGBTIQA+ Advisory Committee. • Sharing progress with Council and the community through an annual LGBTIQA+ Inclusion Plan Report Card.	• Percentage of annual actions completed. • Growth in partnerships, collaboration and engagement with LGBTIQA+ communities and organisations. • Evidence of LGBTIQA+ inclusive practices being embedded across City of Ballarat policies, planning and services. • Increased participation of LGBTIQA+ people in community programs, events and decision-making opportunities. • More inclusive communication, engagement and consultation processes. • Increased staff capability and confidence to support LGBTIQA+ inclusion. • Reduced barriers to participation, employment and leadership opportunities. • Greater visibility and recognition of LGBTIQA+ people and communities across Ballarat. • Positive feedback from LGBTIQA+ community members on their experiences of inclusion, safety and belonging.

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Our Action Plan

The LGBTIQA+ Inclusion Action Plan has been shaped by the voices, experiences and aspirations of LGBTIQA+ community members, allies, service providers and stakeholders. Through consultation and engagement, community members shared what helps them feel safe, connected, visible and included in Ballarat, as well as the barriers that continue to impact participation and wellbeing.

The Plan includes 17 strategic actions across four priority areas, designed to strengthen inclusion, celebrate diversity and create a community where LGBTIQA+ people can thrive. These actions focus on fostering safe and welcoming environments, increasing visibility and representation, strengthening community connection, building organisational capability, supporting advocacy and leadership, and promoting understanding and respect across the wider community.

Together, these priorities establish a roadmap for creating a Ballarat where LGBTIQA+ people feel valued, respected and able to participate fully in community life. The Plan provides a whole-of-City of Ballarat framework to guide decision-making, service delivery, community development, communications, events, employment practices and civic leadership over the next four years.

To bring these priorities to life, the City of Ballarat will develop and implement annual action plans that identify specific initiatives, projects and deliverables. These actions will translate the Plan's strategic objectives into practical outcomes that strengthen inclusion, belonging and equity for LGBTIQA+ people across Ballarat. Progress will be monitored and reported annually to ensure accountability and continuous improvement.

> "It would be nice to have safe and inclusive environments to be ourselves and not feel like we are getting in the way or being judged for who we are."
>
> LGBTQIA+ Community Member.

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Our Action Plan

Priority Area	Strategic Actions
Safe, Welcoming and Inclusive Environments 	1. Improve the inclusiveness, accessibility and safety of City of Ballarat facilities, services and customer experiences for LGBTIQA+ communities. 2. Support community-led and partner-led initiatives that strengthen safety, belonging and wellbeing for LGBTIQA+ people in Ballarat. 3. Through collaboration, advocacy and partnership, enable greater access to welcoming and inclusive community spaces for LGBTIQA+ people.
Community Connection and Capacity Building 	4. Support opportunities for LGBTIQA+ people to connect, participate and build meaningful community networks. 5. Support equitable opportunities for LGBTIQA+ people to participate, connect and experience a sense of belonging and wellbeing, with particular attention to communities facing additional barriers to inclusion. 6. Support connected, resilient and empowered LGBTIQA+ communities through opportunities for participation, leadership development, volunteering and community capacity building. 7. Strengthen the inclusion, visibility and participation of LGBTIQA+ businesses and business owners across Ballarat. 8. Work with local sporting clubs and organisations to strengthen LGBTIQA+ inclusion, participation and representation in sport and recreation.
Representation, Communication and Celebration 	9. Strengthen and grow Ballarat Pride Month as a celebration that promotes inclusion, connection, visibility and community participation, while supporting local businesses and enhancing Ballarat's appeal as an inclusive visitor destination. 10. Recognise and celebrate LGBTIQA+ communities through significant dates, community events and cultural celebrations. 11. Strengthen Ballarat's reputation as a welcoming and inclusive destination for LGBTIQA+ residents, tourists and events. 12. Support community and City of Ballarat led arts, cultural and creative initiatives, including partnerships with cultural institutions, that contribute to the visibility, inclusion and celebration of LGBTIQA+ people in Ballarat 13. Manage Ballarat Pride's website and social media channels as trusted, accessible sources of information and community connection.
Leadership, Partnerships and Accountability 	14. Support the ongoing operation of the LGBTIQA+ Advisory Committee to inform decision-making, provide advice on emerging issues and contribute to monitoring the delivery of the Inclusion Plan. 15. Embed LGBTIQA+ inclusion across City of Ballarat planning, decision-making, policies, service delivery and workforce capability. 16. Showcase City of Ballarat as an employer of choice through inclusive and accessible recruitment and retention practice. 17. Strengthen regional partnerships, leadership and collaboration to improve inclusion outcomes for LGBTIQA+ communities.

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Measuring and Reporting the Success of This Plan

The City of Ballarat is committed to being transparent and accountable in delivering this Action Plan. Progress will be reported annually to Council and shared with the community through a range of channels, including the Ballarat Pride webpage, Ballarat Pride social media platforms and the LGBTIQA+ community newsletter.

Annual reporting will highlight achievements, key outcomes, emerging priorities and progress towards the actions outlined in the Plan. This will help demonstrate how our commitments are creating positive change for LGBTIQA+ communities across Ballarat.

Ongoing engagement with LGBTIQA+ community members, the LGBTIQA+ Advisory Committee, community organisations and key stakeholders will inform our monitoring and evaluation processes. Through these partnerships, we will continue to review our progress, learn from community feedback and identify opportunities to strengthen inclusion, belonging, visibility and participation throughout the life of the Plan.

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All information correct at time of publication.
October 2026

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