

Partnering Agreement

Yarra Ranges Council
ABN 21 973 226 012

and

Dandenong Ranges Community Cultural Centre Inc (trading as Burrinja)
ABN 23 672 833 616

and

for the period 1 July 2022 to 30 June 2026

Partnering Agreement

Dated

Parties

| The Parties set out in Item 1 of Schedule 1.

Background

- A. The Organisation operates, and provides cultural services at, Burrinja Cultural Centre, (the **Service**).
- B. Council agrees to assist the Organisation in implementing the Service through provision of the Funds.
- C. The Organisation agrees to implement the Service subject to the terms and conditions in this Agreement.

This Deed Witnesses

1. Definitions and interpretation

1.1 Definitions

In this Deed unless expressed or implied to the contrary:

Additional Clauses means the clauses (if any) specified in Item 6 of Schedule 1.

Agreement means this funding deed between Council and the Organisation, including its schedules.

Budget means the Organisation's budget for the Service as described in Schedule 4.

Claim means any cause of action, allegation, claim, demand, debt, liability, suit or proceeding of any nature however arising and whether present or future, fixed or unascertained, actual or contingent or at Law (including negligence) in equity, under statute or otherwise.

Confidential Information means information that is by its nature confidential and which is designated as confidential and includes the terms of this Agreement but does not include information which is or becomes public knowledge other than by a breach of this Agreement or any other confidentiality duty or obligation.

Dispute means a dispute in relation to or about this Agreement.

Further Term means the further term identified in Item 5 of Schedule 1.

Funds means the total amount to be contributed by Council to the Organisation for the Service as specified in Schedule 4.

Initial Term means the period specified in Item 4 of Schedule 1.

Insolvency Event means where the Organisation:

- (a) becomes unable to pay its debts when they become due;
- (b) enters into any arrangement between itself and its (or any class of its) creditors;
- (c) ceases to carry on business;
- (d) has a mortgagee enter into possession or dispose of the whole or any part of its assets or business;
- (e) enters into liquidation or any form of insolvency administration; or
- (f) has a receiver, receiver and manager, a trustee in bankruptcy, an administrator, a liquidator, a provisional liquidator or other like person appointed to the whole or any part of its assets or business.

Key Performance Indicators (or KPIs) means the Key Performance Indicators identified in Schedule 10.

Laws includes:

- (a) the common law and equity;
- (b) any statute, act of Parliament, proclamation, order in Council, regulation, rule, by-law, ordinance, subordinate legislation or other regulatory measure; and
- (c) any certificate, licence, permit, authorisation, accreditation, code of practice, code of conduct or other requirement which is issued under an instrument referred to in paragraph (b).

Loss means any loss, damage or liability, cost or expense (including legal expenses on a full indemnity basis) of any kind suffered or incurred, whether in connection with a Claim or otherwise, or agreed to be paid by way of settlement or compromise.

Outcomes means the outcomes, events, activities and results of the Service as described in Schedule 5.

Personnel means employees, agents, officers, contractors and subcontractors including their representatives or volunteers.

Service Location means the location at which the Service is to be carried out as specified in Schedule 5.

Purpose means the purpose or purposes for which the Funds may be used by the Organisation as set out in Schedule 4.

Representative means the persons specified in Item 8 of Schedule 5 or, any other person where Council or the Organisation has notified the other party that its Representative has changed to that person and it has provided contact details for that person.

Service means the service described in Item 2 of Schedule 1 as amended and agreed from time to time..

Start Date means the date specified in Item 3 of Schedule 1.

Tenancy Agreement means any lease, licence or other tenancy agreement between Council and the Organisation.

Term means the Initial Term and any Further Term agreed by the parties under clause 2.

2. Period of Agreement

- 2.1 This Agreement starts on the Start Date and continues for the Initial Term, unless terminated earlier in accordance with this Agreement or extended under clause 2.2.
- 2.2 The parties may, by agreement in writing before the expiry of the Initial Term, extend the term of this Agreement for the Further Terms.
- 2.3

3. Purpose of the Partnering Agreement

The purpose of this Agreement is to:

- 3.1 establish a mutually beneficial alliance between the Organisation and Council for the period of the Agreement to ensure effective planning, development and delivery of the Service;
 - 3.2 establish performance objectives and indicators to guide the Service which are in accordance with Council's corporate goals and to assist both parties to measure the performance of the Service;
 - 3.3 assist Council in collecting agreed data and information for the purpose of its own Service planning;
 - 3.4 provide opportunities for Council to clearly understand the business of the Service including programming, administrative issues and the communities in which the Service operates; and
 - 3.5 define the financial and other support that Council will provide to the Organisation over the Term.
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4. Principles of Service

Council and the Organisation will reasonably seek to ensure that the Service operates in a manner which:

- 4.1 considers the dignity, privacy, worth, independence and basic human rights of individuals;
 - 4.2 builds the capacity of the community involved in the Service, allowing the community to better address its concerns, issues and needs;
 - 4.3 makes available information to the public about the operation of the Service, including inquiry and complaint procedures;
 - 4.4 provides a safe working environment;
 - 4.5 takes account of equal opportunity principles;
 - 4.6 facilitates the participation of individuals within the Organisation in decision making; and
 - 4.7 utilises linkages with other Services.
-

5. Commitment to Partnering

Council and the Organisation demonstrate their mutual commitment to the Agreement through:

- 5.1 support from Council through reasonable and appropriate access to relevant Council records, information or members of staff to assist the Organisation to carry out the Service;
- 5.2 funding assistance from Council for the Term and subject to the funding program policy at the time;
- 5.3 a commitment from the Organisation to diligently provide the Service to the best of its ability in accordance with the terms and conditions of this Agreement;
- 5.4 a commitment from the Organisation to notify Council immediately of any situation of which the Organisation is aware that might prevent the Service from being provided or the Organisation being unable to carry out any of its obligations under this Agreement;

- 5.5 a commitment from the Organisation that it will notify Council immediately of any circumstance that might give rise to a Claim against Council or where any person has suffered loss or injury for which it is alleged that Organisation is responsible;
 - 5.6 a commitment from the Organisation that it will obtain Council's consent to provide services not provided for in this Agreement;
 - 5.7 a commitment from the Organisation that it will at all times have regard to the purposes and objectives of Council in undertaking the Service.
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6. Legal Incorporation

- 6.1 The Organisation must maintain itself as an incorporated not for profit organisation under the provisions of the *Associations Incorporation Reform Act 2012*.
 - 6.2 The Organisation must maintain its statement of purposes and rules in a form that ensures:
 - 6.2.1 that its aims and objectives are relevant to the provision of the stated purpose of the grant funding;
 - 6.2.2 that the operation of the management structure is conducted in a way that is transparent, and accountable; and
 - 6.2.3 that membership of the Organisation's committee or other management structure reflects a capacity to provide the Service and closely liaises with related community groups and sponsors of the Organisation.
 - 6.3 The Organisation must notify Council at least 21 days prior to its Annual General Meeting so that a representative of Council can attend. Whether a Council representative attends the Annual General Meeting or not is at the discretion of Council.
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7. Relationship between the Parties

7.1 No Legal Relationship

No party to this Agreement has the power to obligate or bind any other party. Nothing in this Agreement will be construed or deemed to constitute a partnership, joint venture or employee, employer or representative relationship between any of the parties. Nothing in this Agreement will be deemed to authorise or empower any of the parties to act as agent for or with any other party.

7.2 Several and Joint Liability

If the Organisation consists of 2 or more parties, this Agreement binds each of them severally and jointly.

7.3 Agency

The Organisation must not:

- 7.3.1 hold itself out as being an agent of Council or being in any other way entitled to make any contract on behalf of Council or to bind Council to the performance, variation, release or discharge of any obligation; or
- 7.3.2 hold out its Personnel, or allow its Personnel to hold themselves out, as being employees or agents of Council.

7.4 No Restriction of Council's Powers

This Agreement does not fetter or restrict the powers or discretions of Council in relation to any powers or obligations it has under any Act, law, regulation or local law that may apply to the Service or the Organisation.

7.5 No Waiver

No -

7.5.1 time or other indulgence granted by Council to the Organisation;

7.5.2 variation of the terms and conditions of this Agreement; or

7.5.3 judgment or order obtained by the Organisation against Council -

will in any way amount to a waiver of any of the rights or remedies of Council in relation to the terms of this Agreement.

8. Payment and Use of Funds

8.1 Subject to this Agreement, Council will pay the Funds to the Organisation in accordance with Schedule 4.

8.2 The Organisation agrees to apply the Funds solely for the Purpose.

8.3 The Organisation is responsible for undertaking the Service as described in 5. This includes achieving the Outcomes in accordance with the Budget.

8.4 Council shall provide all reasonable advice and expertise to the Organisation in financial management and the preparation of the Budget, at the Organisation's request.

8.5 The Organisation must meet any shortfall for the Service should the Budget be exceeded.

8.6 Council may withhold, withdraw or require the Organisation to repay some or all of the Funds if the Organisation has not met its obligations under this Agreement.

8.7 The Organisation agrees that any part of the Funds paid to it under this Agreement that is not expended upon expiry or termination of this Agreement must be repaid to Council within seven days of the expiry or termination of this Agreement.

9. Taxes

The Organisation is responsible for paying all taxes incurred or arising relating to this Agreement or any transaction contemplated by it or otherwise relating to the Service.

10. Financial Arrangements

10.1 The Organisation must keep and maintain proper and accurate accounts and records relating to the Service, including the allocation of the Funds.

10.2 The Organisation must submit to Council any financial statements as described in Schedule 5.

11. Assets

- 11.1 For the purposes of this clause 11, "Asset" means a chattel or other item of personal property, as opposed to an interest in real property.
- 11.2 Assets purchased by the Organisation with the Funds will be the property of the Organisation unless otherwise agreed in writing. The Organisation must keep the Assets well maintained and in a state of good repair.
- 11.3 When the Organisation wishes to dispose of an Asset purchased in whole or in part with the Funds, or which has been acquired from Council, and the value exceeds \$2,000, the Organisation must first apply to Council for approval of the disposal, which approval may be given or withheld or given subject to conditions at Council's absolute discretion.
- 11.4 In the event this Agreement is terminated under clause 25 or at the end of the Term of the Agreement, Council may, in its discretion, require the Organisation to transfer ownership of any or all such Assets back to Council. In this event, the Organisation must deliver the Assets to Council in good condition.
- 11.5 Assets purchased with the Funds must be registered by the Organisation in an asset register to be made available to Council on request.
- 11.6 The Organisation will be solely responsible for obtaining contents and other insurance in respect of Assets purchased with the Funds.

12. Accounts

The Organisation will hold the Funds in a reputable financial institution in the name of the Organisation.

13. Planning and Evaluation

The Organisation will provide for planning, development and self-evaluation on an ongoing basis in consultation with consumers and Council. Planning includes the assessment of the Service, the identification of priority needs and evaluation of the achievement of the stated objectives as detailed in Schedule 5.

14. Service Reviews and Key Performance Indicators

- 14.1 The Organisation must meet and ensure compliance with the Key Performance Indicators.
- 14.2 Council may carry out Service reviews to determine the extent to which the Organisation is meeting the Key Performance Indicators and to assess the required level of resources as described in Schedule 5.
- 14.3 The review form in Schedule 8 may be used by Council in reviewing the Service.

15. Reports

- 15.1 The Organisation must provide reports on the Service to Council as described in Schedule 5.
- 15.2 The Organisation must immediately notify Council if it experiences an Insolvency Event.

16. Confidentiality

- 16.1 The Organisation must not, without the prior written approval of Council, disclose to any person other than Council, any Confidential Information in the performance of the Service. In giving written approval Council may impose terms and conditions as it deems are appropriate.
- 16.2 Subject to clause 16.3, Council must not, without the prior written approval of the Organisation, disclose to any person other than the Organisation, any Confidential Information.
- 16.3 Council may disclose the name of the Organisation, the amount of the Funds and an overview of the Service purpose to any person at any time.
- 16.4 This clause 16 does not expire on the expiration or termination of the Agreement.

17. Personnel

- 17.1 The Organisation must:
- 17.1.1 ensure an appropriate level of Personnel are in attendance at the premises in order to adequately undertake the Service;
 - 17.1.2 properly supervise its Personnel;
 - 17.1.3 provide its Personnel with at least the minimum relevant award conditions;
 - 17.1.4 use reasonable endeavours to ensure that its Personnel are suitably qualified, experienced and trained for the tasks they are required to do; and
 - 17.1.5 comply with equal opportunity and affirmative action legislation requirements at all times, including in the engaging of Personnel.
- 17.2 All activities relating to the employment of staff, the engagement of Personnel and administration of the Service are the sole responsibility of the Organisation in relation to the Service. The Organisation and its Personnel are not staff of Council by virtue of this Agreement.
- 17.3 The Organisation is solely responsible for the conduct of its Personnel.
- 17.4 The Organisation will be responsible for all payments and annual subscriptions to any employer association or body for the provision of industrial advice.

18. Access

- 18.1 The Organisation must provide to Council or other appropriate nominees upon reasonable written notice by Council access to the Service Location and to the Organisation's records relating to the Service including accounts and financial records to allow an audit of the use of the Funds.
- 18.2 In particular, the Organisation must cooperate fully and in a timely manner with any auditor (whether internal or external) of Council or any government inspection agency who wishes to audit the Organisation's performance of its obligations under this Agreement.

19. Compliance with Laws

The Organisation must comply with all relevant Acts, laws and regulations of the State of Victoria and the Commonwealth of Australia and comply with all requirements made or notices or orders given by any governmental, semi-governmental, municipal, health, licensing or other authority with jurisdiction or authority in connection with the provision of the Service, the Service Location and the use and occupation of the Service Location.

20. Occupational Health & Safety

20.1 General Occupational Health and Safety

The Organisation must inform itself of and comply with all occupational health and safety policies, procedures or measures implemented or adopted by Council.

20.2 Organisation OH&S Management System

20.2.1 The Organisation must establish and implement an occupational health and safety management system which ensures compliance with all duties of an employer under the *Occupational Health and Safety Act 2004 (OH&S Management System)*.

20.2.2 The OH&S Management System must be updated each year.

20.2.3 The Organisation must implement the OH&S Management System throughout the Term.

20.3 Compliance with the Occupational Health and Safety Act and Regulations

20.3.1 The Organisation must comply with the requirements of the *Occupational Health and Safety Act 2004* and its Regulations.

20.3.2 The Organisation must ensure that their Personnel are aware of their obligations under the *Occupational Health and Safety Act 2004* and its Regulations.

20.4 The Organisation is obligated to provide and maintain, as far as is practical, a working environment for its employees and members of the public, that is safe and without risk to health.

20.5 Council requires that the Organisation or any sub-contractor that may be engaged for the Service will have a similar dedication to the safety of its workers and members of the public who may be affected by the services.

21. Child Safe Standards Clause and Reporting Requirements

21.1 Yarra Ranges Council is committed to being a child safe organisation and has zero tolerance for child abuse and neglect. We recognise our legal and moral responsibilities in keeping children and young people safe from harm and promoting their best interests.

21.2 Yarra Ranges Council is an applicable organisation under the Child Wellbeing Safety Act (2005) and meets its legal responsibilities under the Child Safe Standards and the

Reportable Conduct Scheme, through its Child Safety and Wellbeing Policy and related child safe measures.

- 21.3 As an organisation who also falls under the above legislation, we require Burrinja to commit to a zero tolerance of child abuse and to meet the requirements as a Child Safe organisation. This includes having clear reporting processes to report incidents of misconduct, reportable conduct and child abuse.
- 21.4 The Organisation is therefore required to develop and implement a range of Child Safe Standard measures (as outlined in the attached Child Safe Partnerships Assessment) including a child safe policy, a statement of commitment to child safety and to put in place a clear code of conduct that establishes clear expectations for appropriate behaviour with children and young people. implementing child safe practices where relevant and appropriate.
- 21.5 The Organisation must also confirm its contractors / partners working directly with children/ young people, are also meeting their legal obligations under the Child Wellbeing and Safety Act and implementing and documenting child safe practices where relevant and appropriate.
- 21.6 Council requires the Organisation complete the Child Safe Partnerships Assessment provided at Schedule 9.
- 21.7 Child safe information can be found at the following websites:
<https://www.yarraranges.vic.gov.au/Community/Family/Children-and-Young-Peoples-Safety-Everyone%E2%80%99s-Business>
<https://ccyp.vic.gov.au/child-safety/being-a-child-safe-organisation/>
<https://ccyp.vic.gov.au/assets/resources/CSSGuideFinalV4-Web-New.pdf>

22. Insurance and Liability

22.1 Insurances

The Organisation must, at all times during the Term, be the holder of current policies of insurance with a reputable insurer, as described in Schedule 7.

22.2 Workers' Compensation

The Organisation must -

22.2.1 itself effect; and

22.2.2 ensure that each of its sub-contractors' effects –

a WorkCover policy of insurance complying with the provisions of the *Workplace Injury Rehabilitation and Compensation Act 2013* in respect of all its employees.

22.3 Payment and Production of Policies

The Organisation must pay all insurance premiums at least 14 days before the due date for payment and produce to Council copies of the certificate of currency.

22.4 Failure to Insure

If the Organisation fails to comply with its obligations under clauses 22.1, 22.2 or 22.3, Council may immediately terminate this Agreement.

If this Agreement is terminated under clause 22.4, clause 25.4 will, to the extent that it is applicable, operate as if the termination had been made by Council under clause 25.1.

22.5 Organisation responsible for the Service

The parties acknowledge that the Organisation is solely responsible for carrying out the Service (including the costs associated with conducting the Service). Council's liability is limited to paying the Funds as required by this Agreement. Council is in no way liable for the acts or omissions of the Organisation or its Personnel.

22.6 Indemnity

The Organisation must indemnify, keep indemnified and hold harmless Council, and its members and staff, from and against all actions, Claims, losses, damages, penalties, demands or costs (including, without limitation, all indirect losses, consequential losses and legal costs on a full indemnity basis) consequent upon, occasioned by or arising from its performance or purported performance of its obligations under this Agreement, including, without limitation, any acts or omissions of the Organisation's sub-contractors, agents and employees.

23. Voluntary Suspension of Service

The Organisation must advise Council immediately of any decision to suspend the Service in part or in whole, including the reasons for the decision. Council may, at its sole and absolute discretion, suspend payment of the Funds for the period of the Service suspension.

24. Amendment

The terms of this Agreement, including any Schedules or other attachments, may be varied by agreement in writing by both parties.

25. Termination

25.1 Default By Organisation

If the Organisation defaults in the performance or observance of any obligation it has under this Agreement or delivers the Service or part of the Service in an unsatisfactory manner, Council may, without limiting any other rights that Council may have, give notice to the Organisation to show cause why the powers contained in this clause should not be exercised.

Such notice must:

25.1.1 not be unreasonably given;

25.1.2 state that it is a notice under this clause; and

25.1.3 specify the default on the part of the Organisation upon which it is based.

If, within 7 days after receipt of the notice, the Organisation fails to show, to the satisfaction of Council, that the default will be rectified and this Agreement will be satisfactorily complied with in accordance with its terms, Council, without prejudice to any other rights that it may have under this Agreement or at common law against the Organisation, may:

25.1.4 suspend payment under this Agreement; or

25.1.5 terminate this Agreement.

25.2 Termination by Notice

Council may terminate this Agreement at any time for any reason by giving the Organisation one (1) month notice.

25.3 Organisation's Right To Terminate

If, within 14 days of any period for payment stated in the Annexure, Council has failed to pay to the Organisation any amount due under clause 8 (other than an amount being the subject of a Dispute under this Agreement); the Organisation may by notice to Council either suspend the Service or terminate this Agreement.

25.4 Payments On Termination

If this Agreement is terminated under clauses 25.1, 25.2, 24.3 or otherwise:

- 25.4.1 the Organisation must repay to Council within 30 days any part of the Funds that remain unexpended at the date of termination;
- 25.4.2 the Organisation must provide to Council within 30 days the reports referred to in clauses 10.2 and 15 completed so far as is practicable having regard to the date of termination; and
- 25.4.3 no further monies shall be payable to the Organisation in connection with this Agreement.

25.5 Insolvency Of Organisation

If the Organisation being a company or other body corporate experiences an Insolvency Event, or in the case of an incorporated association, takes or institutes, or has taken or instituted against it, any action or proceeding having as its object the cancellation of the incorporation of the Organisation, Council may terminate this Agreement immediately and clause 25.4 shall, to the extent that it is applicable, operate as if the termination had been made by Council under clause 25.1.

26. Dispute Resolution:

26.1 Notice of Dispute

In the event of any Dispute arising between Council and the Organisation, either during the period of this Agreement or after the termination, abandonment or breach of this Agreement, as to any matter or thing connected with this Agreement or arising under this Agreement, Council or the Organisation may give to the Representative of the other party notice of the dispute or difference.

Such notice must:

- 26.1.1 not be unreasonably given;
- 26.1.2 indicate that it is a notice under this clause; and
- 26.1.3 give sufficient details of the dispute or difference as to enable the party receiving the notice to ascertain the nature of the dispute or difference alleged.

26.2 Alternative Dispute Resolution

Within 7 days of the receipt of any notice of dispute under clause 26.1 by either party, the Representative of each party must meet to discuss ways of resolving the dispute or

difference. The Representatives may resolve the dispute or difference themselves or refer the dispute or difference to any form of alternative dispute resolution procedure on which they agree. The Representatives must be authorised by the parties to resolve the dispute or difference on their behalf should this prove to be practicable.

27. Acknowledgement and publicity

27.1 Acknowledging Council's support

27.1.1 The Organisation must acknowledge the partnership with, and financial contribution given by, Council in all publications, promotions and advertising of the Service and at all activities or events held in connection with the Service.

27.1.2 Without limiting clause 27.1.1, the minimum acknowledgement will involve:

- (a) use of Council's corporate logo on all printed and electronic material generated during the course of the Service for publicity purposes;
- (b) inclusion of Council's corporate logo on signage at all activities and events in connection with the Service;
- (c) inviting Council representatives to attend key activities and events in connection with the Service; and
- (d) acknowledging Council's support in any speeches that are given during the course of the Service.

27.1.3 Any acknowledgement of Council must be in accordance with the guidelines contained at Schedule 6 and in a manner that is first approved by Council prior to public release.

27.2 Reputation

The Organisation must not do or omit to do anything which may:

27.2.1 damage, bring into disrepute or ridicule Council; or

27.2.2 attract public or media attention which may be prejudicial or otherwise detrimental to Council.

28. Notices

Any notice required or permitted to be given in relation to this Agreement will be sufficiently given by a party if in writing and delivered personally or sent by pre-paid security post or facsimile to the other party at the address indicated in this Agreement.

29. Change of Address

When either party changes its address, it will notify in writing the other party within seven (7) days.

30. Occupation of Council Property**30.1 Compliance with Tenancy Agreement**

Where the Organisation provides the Service on Council property the Organisation must comply with the provisions of any Tenancy Agreement. Where there is any inconsistency between the provisions of this Agreement and a Tenancy Agreement then the provisions of the Tenancy Agreement will prevail.

30.2 End of Tenancy Agreement

In the event that a Tenancy Agreement ends for any reason, Council may terminate this Agreement. If the Tenancy Agreement is terminated by Council in response to the Organisation's default, then clause 25.4 will operate as if termination was made in accordance with clause 25.1.

31. Additional Clauses

The Organisation must comply with the Additional Clauses.

32. Entire understanding

This Agreement contains the entire understanding between the parties as to its subject matter and supersedes any previous agreements or understandings between the parties in connection with its subject matter.

Signing Page

Executed by the parties as a deed:

<p>Signed, sealed and delivered for and on behalf of</p> <p>Dandenong Ranges Community Cultural Centre Inc ABN 23 672 833 616</p> <p>Name</p> <p>Position</p> <p>Date</p>	<p>..... (signed)</p> <p>..... Signature of witness</p> <p>..... Print full name of witness</p>
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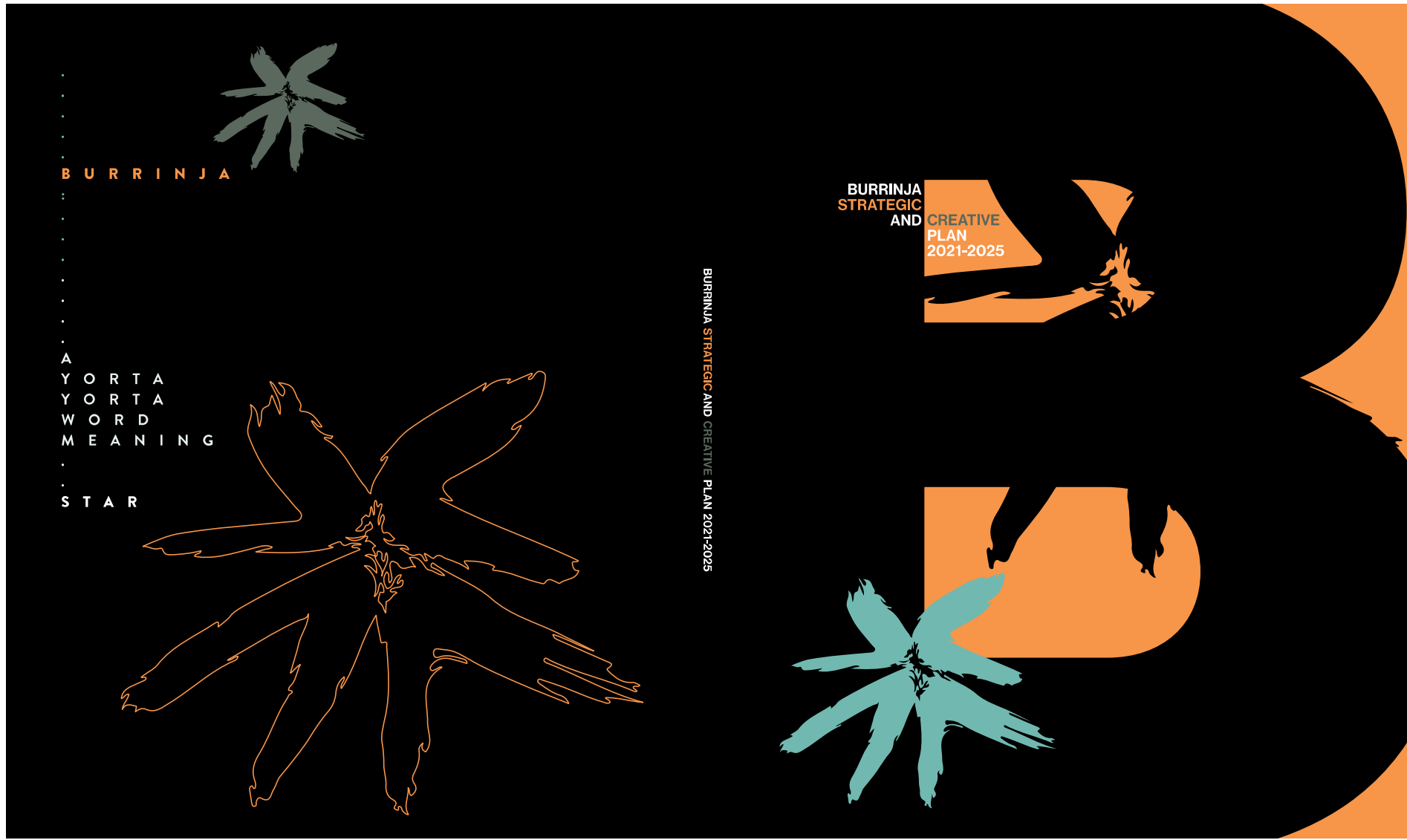
<p>Signed, sealed and delivered for and on behalf of</p> <p>YARRA RANGES COUNCIL ABN 21 973 226 012</p> <p>Name</p> <p>Position</p> <p>Date</p>	<p>..... (signed)</p> <p>..... Signature of witness</p> <p>..... Print full name of witness</p>
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Schedule 1 Agreement Details

Item	Description	Details
1.	Parties	<p>Name Yarra Ranges Council ABN 21 973 226 012 Address PO Box 105, Lilydale, 3140 Contact Jenny Davies Short name Council</p> <p>Name Dandenong Ranges Community Cultural Centre Inc ABN 23 672 833 616 Address Burrinja, 351 Glenfern Road UPWEY VIC 3158 Contact Gareth Hart Short name the Organisation</p>
2.	Service	Operation of Burrinja Cultural Centre, as further described in Schedule 5 and Schedule 2 and as amended and agreed to from time to time.
3.	Start Date	1 July 2022
4.	Initial Term	Four (4) years
5.	Further Terms	Two Further Terms of One (1) Years.
6.	Additional Clauses	NA

Schedule 2

Burrinja Strategic and Creative Plan 2021-2025





BURRINJA

A
YORTA
YORTA
WORD
MEANING

STAR

burrinja

ACKNOWLEDGEMENT OF COUNTRY

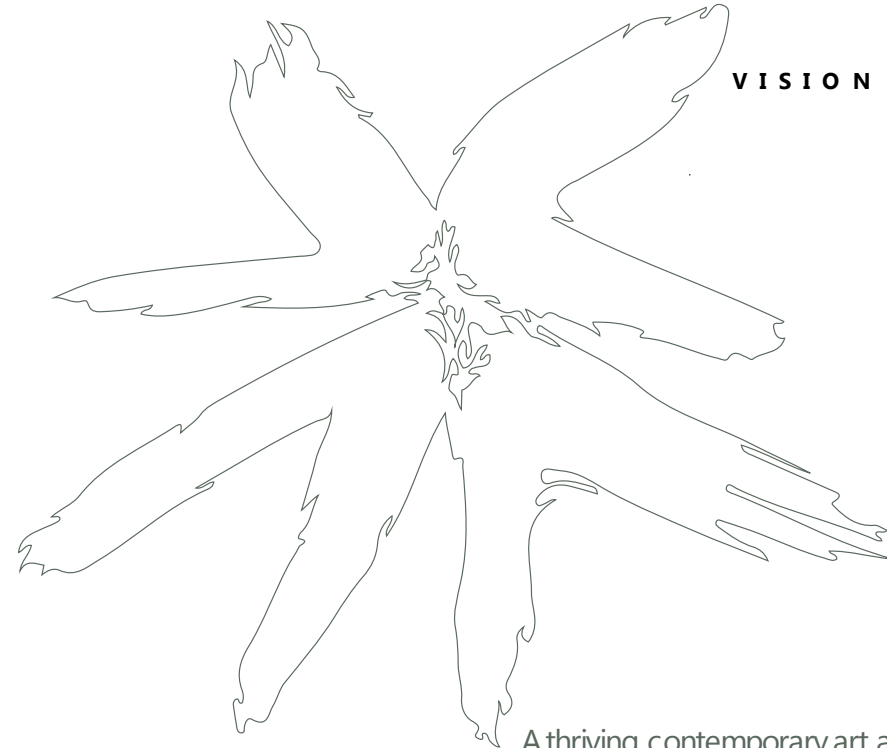
Burrinja acknowledges the Traditional Owners, the Wurrundjeri and Boon Wurrung people of the Kulin Nation, on whose land we live and work. We pay our respects to Elders past, present and emerging, and extend our respect to Aboriginal and Torres Strait Islander people from all nations of this Land.

Within the broad context of this country, we cannot inhabit any building or operate enterprise, without acknowledging the ongoing impacts of colonisation and dispossession that our First Nations communities' experience.

Burrinja has a dedication and a responsibility to support and listen to First Nations cultures, given the foundational history of our organisation and its the commitment to the peoples of the surrounding areas.

BURRINJA HAS A DEDICATION AND A RESPONSIBILITY TO SUPPORT AND LISTEN TO FIRST NATIONS CULTURES

Burrinja acknowledges that local resident and Yorta Yorta artist Lin Onus played an instrumental role in the community advocacy that led to the establishment of a cultural centre in the very building we occupy to this day. Onus, alongside a ground swell of community support, advocated for the owner of the building not to sell the property for commercial gain but to save it for community use as a cultural centre. In recognition of this history, family approval was sought and subsequently granted to call the centre 'Burrinja', a Yorta Yorta word meaning 'star'. Burrinja was Lin Onus' nickname. We acknowledge and thank Onus' significant contribution.



A thriving, contemporary art and performance culture, that invites participation, tells important narratives and champions creative expression.

burrinja

PURPOSE

To facilitate enriching creative experiences in our community and across the Dandenong Ranges.

MISSION

Burrinja creates a place where community and culture meet, within the stunning environment of the Dandenong Ranges. We strive to encourage community members to live creatively, whether as audience members, art-makers or through exploring their cultural and creative identities. Honoring its history of community-grass root activism Burrinja aims to achieve lasting impact by activating art and culture to question, explore and challenge contemporary issues pertinent to the Dandenong Ranges and beyond. We embed appreciation of and learning from First Nations culture across the organisation's practices and programming. Burrinja seeks to champion the creative voices of our community with a focus on those that often remain unheard.



**BURRINJA SEEKS
TO CHAMPION THE
CREATIVE VOICES OF
OUR COMMUNITY WITH
A FOCUS ON THOSE
THAT OFTEN REMAIN
UNHEARD**

VALUES

where
community
and
culture meet

OBSESSED WITH ART

FOCUSSED ON COMMUNITY

SEEKING IMPACT

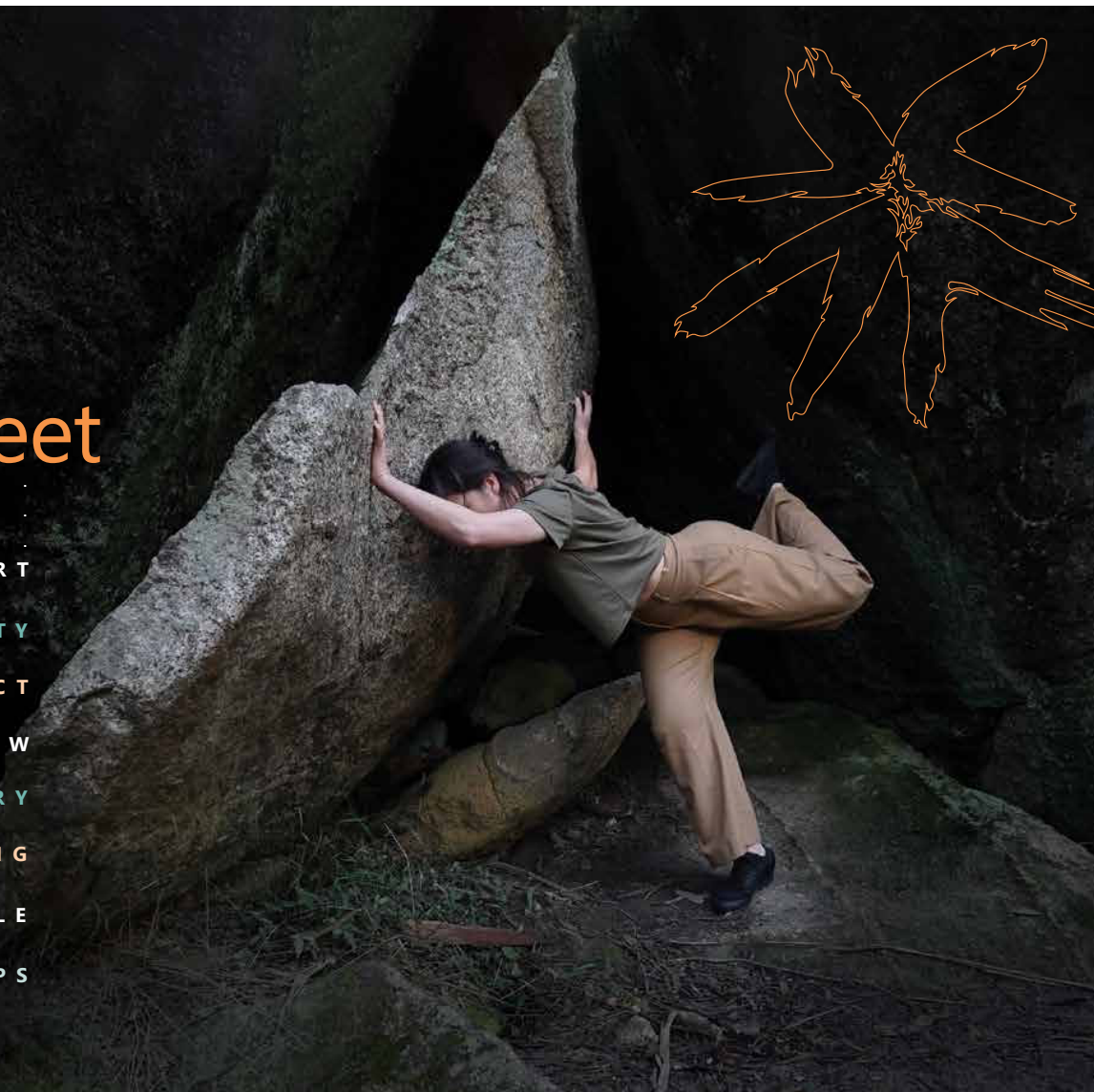
INVESTED IN TOMORROW

INFORMED BY HISTORY

CONTINUOUSLY LEARNING

SOCIALLY RESPONSIBLE

STRONGER THROUGH PARTNERSHIPS



This strategic plan strives to take advantage of opportunities arising for greater partnership work with both intra-sector and cross-sector organisations, a growing vibrant creative community and growing regional cultural tourism throughout the region.



- 12 context
- 21 swot analysis
- 22 community consult and input
- 23 defining community
- 24 in partnership with yarra ranges council + summary

strategic plan

burrinja

CONTEXT

History Burrinja was born out of community grass roots activism that led to the establishment of a community-focussed cultural centre in the Dandenong Ranges. From humble beginnings Burrinja has seen over 20 years of continual growth through creative, community and cultural programs, embedding the organisation within the local cultural landscape.



**THIS LEGACY OF
LONGSTANDING
CULTURAL CREATION
AND COMMUNITY
COLLABORATION
SETS THE SCENE FOR
THE ENVIRONMENT,
CREATIVE PRACTICE,
AND COMMUNITY TO
COME TOGETHER IN
UNEXPECTED AND
DELIGHTFUL WAYS**

In 2021 Burrinja is poised to take the next step in its creative journey. Having undergone two major redevelopments in the previous 12 years (a \$10m theatre build, and a recent \$3m gallery and studio refurbishment), establishing a highly skilled team, delivering an ambitious creative program and implementing strict operational processes, Burrinja's next creative journey is informed by this legacy. The region is recognised for both its stunning natural beauty, and its long history of creative practice and activation. This legacy of longstanding cultural creation and community collaboration sets the scene for the environment, creative practice, and community to come together in unexpected and delightful ways.

Burrinja humbly acknowledges the context of operating on stolen Aboriginal land within this country, and recognises the responsibility that comes within this context.





BURRINJA HUMBL Y ACKNOWLEDGES THE CONTEXT OF OPERATING ON STOLEN ABORIGINAL LAND WITHIN THIS COUNTRY, AND RECOGNISES THE RESPONSIBILITY THAT COMES WITHIN THIS CONTEXT.

CONTEXT

Current Burrinja's contextual landscape is changing. New challenges demand rethinking and refocusing our collective effort as a sector.

This Strategic Plan was developed and produced during the period of the COVID-19 pandemic, which saw intense social restrictions placed upon our community, our industry and our organisation. The arts industry is still navigating the impacts of the COVID-19 situation. Seen in this light, it is clear that the future provides little certainty and that as an organisation we need to remain flexible and responsive to a changing future.

**THE RELATIONSHIP
BETWEEN CREATORS
AND COMMUNITY
HAS CHANGED AND
REQUIRES A NEW WAY
OF WORKING.**

Our recent experience of COVID-19 lockdowns demonstrated the power of art to provide community support and enabling a shared experience to be given a platform. However, the way in which artists create work, the way in which communities engage with work and the way in which arts organisations support the relationship between creators and community has changed and requires a new way of working.



Burrinja's future is enabled through active participation in the arts by communities, heightening important social and cultural narratives, and by moving beyond a goods and service model towards an experience economy.

CONTEXT

Future This Strategic Plan outlines, for the next four years, the future focus and direction of the organisation. A major outcome of the Strategic Plan is to enhance connection, creativity and support in the face of future challenges.

This future focus aims to engage our community in the deeper social conversations around issues such as global social inequalities, the climate crisis, local leadership and the health of communities. We recognise these issues on a global scale, and seek to address them at a local level. Through our creative program we will redefine how Burringja connects with and supports local creative practice, knowing that by doing so we support the mental health, interpersonal connections and social resilience of our communities.

Burringja's future is enabled through active participation in the arts by communities, heightening important social and cultural narratives, and by moving beyond a goods and service model towards an experience economy.

The Strategic Plan is underpinned by both a Creative Plan and a Business Plan. The Strategic and Creative Plans have been informed by in-depth community consultation with artists and numerous community groups, partners and stakeholders. This Strategic Plan extends, refines and formalises much of the work of the organisation over the past two decades, and articulates how Burringja plays an integral role in developing and supporting a thriving creative community oriented towards the future.



THIS FUTURE FOCUS AIMS TO ENGAGE OUR COMMUNITY IN THE DEEPER SOCIAL CONVERSATIONS AROUND ISSUES SUCH AS GLOBAL SOCIAL INEQUALITIES, THE CLIMATE CRISIS, LOCAL LEADERSHIP AND THE HEALTH OF COMMUNITIES.

The core purposes of this strategic plan are to: -

- a) articulate Burringja's vision, mission and reflect its values for the future
- b) empower and inspire staff, volunteers, the board and the community to deliver Burringja's programs
- c) invite all stakeholders to join the Burringja journey enabling art and culture to thrive in the Dandenong Ranges
- d) to position Burringja as a leader in contemporary Community-engaged practice within the Victorian Creative Industries



SWOT ANALYSIS

A full SWOT analysis was undertaken as part of developing this Strategic Plan.

This strategic plan builds on Burrinja's long history of creative and cultural practice in the region, its highly skilled dedicated staff and volunteer team and a recent and significant redevelopment of its facilities. It works towards addressing some of the weaknesses identified such as the organisation's heavy reliance on one major source of funding, community awareness of Burrinja's programs and its physical location. Most excitingly this Strategic Plan strives to take advantage of opportunities arising for greater partnership work with both intra-sector and cross-sector organisations, a growing vibrant creative community and growing regional cultural tourism throughout the region.

'INCLUSION, DIVERSITY AND ACCESS ARE NOT SIMPLY BUZZ WORDS, THEY PROVIDE MEANINGFUL WAYS IN WHICH BURRINJA CAN CONTRIBUTE TO A COMMUNITY AND DRIVE LONG FORM CULTURAL CHANGE'

COMMUNITY CONSULTATION AND INPUT

In developing this plan, Burrinja undertook extensive community consultation in 2020. We would like to thank all of those who contributed to this process and offered their valuable perspectives.

This involved:

- focus groups with local community, trader and cultural organisations;
- in depth workshops with board, staff and volunteers;
- conversations with key funders and peak bodies;
- critical conversations sessions with our stakeholders;
- and a major artist consultation

After much listening, synthesizing and distillation of the consultation process, a number of key ideas emerged. These include articulations around how art is a key element of life within the region (the community hold a strong desire for art to be part of their everyday life, and for distinctive creative experiences locally); the significant role Burrinja plays within the community and further afield (Burrinja is seen as a Peak Body for the region, as a launching pad into other industries and communities, and a place where leadership is both shown and developed); the vital role that our unique natural environment plays for our artists and community (local residents are connected to and proud to call this region home); and the potential for Burrinja to lead a creative response to future needs (the climate crisis, the health crisis, natural disasters).

22



**BURRINJA TAKES AN EXPANSIVE VIEW
OF COMMUNITY THROUGH THIS WE
UNDERSTAND THAT COMMUNITIES ARE
NOT SINGULAR, AND ANY COMMUNITY IS A
COLLECTION OF DISPARATE AND DIVERSE
PARTS, NOT A HOMOGENOUS MONOCULTURE**

DEFINING COMMUNITY

Burrinja takes an expansive view of community. Through this we understand that communities are not singular, and any community is a collection of disparate and diverse parts, not a homogenous monoculture. We understand community to be the coming together of two or more people, with a shared purpose, set of values, or desire for experience. Not a shared postcode.

As such, Burrinja's community consists of our audiences, local artists, creative friends further afield, partner organisations, and the local residents who share a belief in, advocate for and support the ongoing presence of art in the hills. Our community comes together through sharing these values. As the creative playground of the region, if you play here, you are part of our community.

We understand our impact within a broader regional and national context. Whilst we operate within the Dandenong Ranges, we acknowledge that we are part of a larger community that supports the power of arts and creativity to positively change our lives.

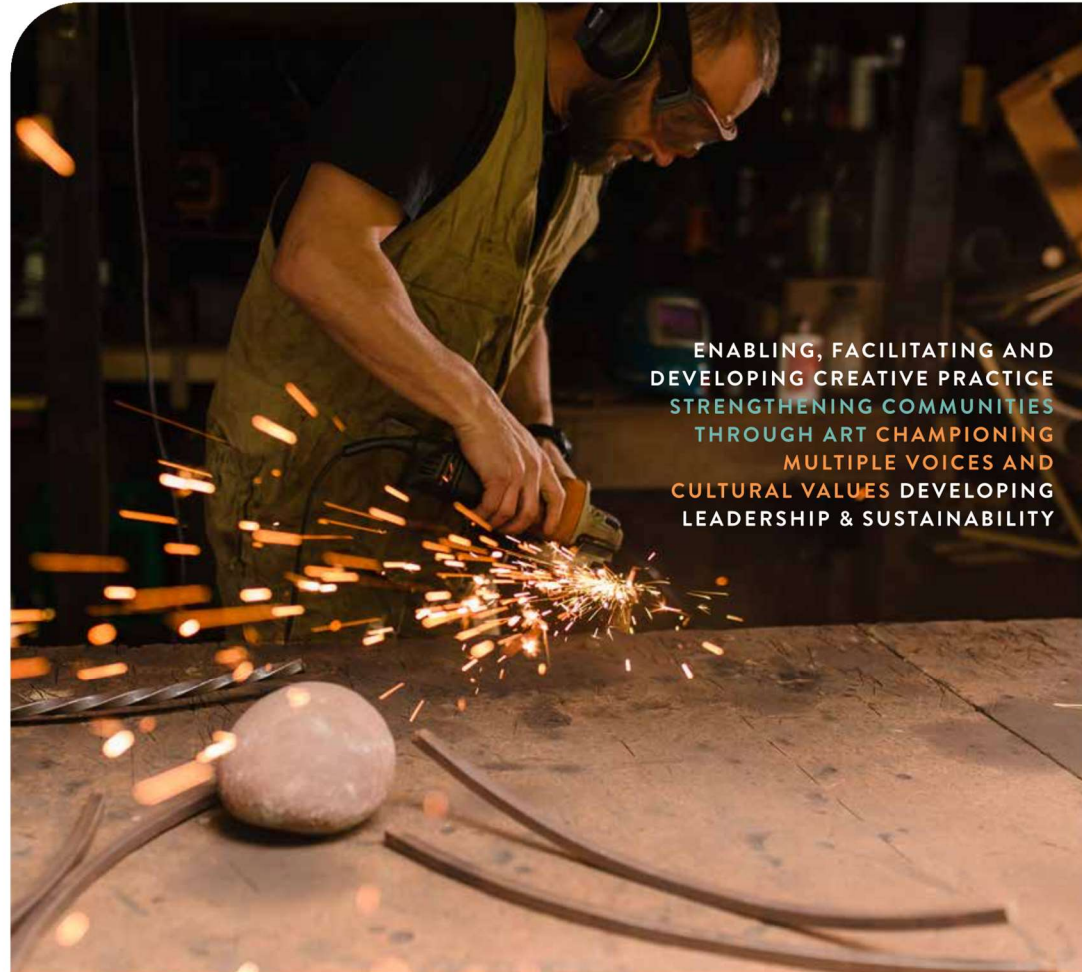
IN PARTNERSHIP YARRA RANGES COUNCIL

Burrinja is an independent Incorporated Association and registered Charity overseen by a Board of Management. Our operations and programs are enabled through a range of supports, one of these being a significant quadrennial partnership and lease agreement with Yarra Ranges Council. Through this support Burrinja delivers creative programming, cultural services, advocacy and leadership on behalf of Yarra Ranges Council in the region. In developing the 4 year Strategic Plan for Burrinja we acknowledge Yarra Ranges Council's Creative Communities three strategic areas of People and Experience, Production and Industry and Place and Environment to ensure that the social, civic and cultural impacts of both organisations are amplified across the entire Yarra Ranges region.

IN SUMMARY

In distilling our desktop, in person conversations, speculative research and community consultation, we bring attention to four key focus areas in this strategic plan. These focus areas will drive the organisation forward, keep the organisation accountable, and will enable our vision, embody our purpose, adopt our themes, and respond to the insights of our SWOT analysis:

- Enabling, facilitating and developing creative practice
- Strengthening communities through art
- Championing multiple voices and cultural values
- Developing leadership & sustainability



ENABLING, FACILITATING AND
DEVELOPING CREATIVE PRACTICE
STRENGTHENING COMMUNITIES
THROUGH ART CHAMPIONING
MULTIPLE VOICES AND
CULTURAL VALUES DEVELOPING
LEADERSHIP & SUSTAINABILITY

1

FOCUS ONE

ENABLING, FACILITATING & DEVELOPING CREATIVE PRACTICE

As the creative heart of the Dandenong Ranges, Burrinja positions artists and their practice as central to a thriving creative ecology. We do this by supporting artists to make, develop and share their work on the walls, floors, stage, pages and screens of both Burrinja and other arts organisations. We encourage the community to engage in and develop their own creativity, through the delivery of participatory workshops, engaging events, and cultural development projects. Further, Burrinja brings together a suite of partnerships from within and outside of the local creative ecology.

Our actions below are further explored in detail in our creative and business plans.

Focus area	4 year impact	Actions
Enabling, facilitating and developing creative practice	The Dandenong Ranges is recognised as a culturally vibrant, progressive and creative community, that tells the stories of its locality and peoples and contributes to an important national creative dialogue.	Programming an annual creative program across theatre, gallery, digital and public spaces, that tell critically-engaged narratives
		Support the creative development of artists and their practice through presentation and commissioning of new work, as well as provision of studio making and co-working spaces
		Deliver programs that prioritise the active engagement, participation and leadership of communities in arts and cultural activity
		Develop networking initiatives that invite collaboration from within and outside of the arts industry and creative community, particularly leaning upon strong local connections with other creative organisations

2

FOCUS TWO

STRENGTHENING COMMUNITIES THROUGH ART

Burrinja believes that creative communities are connected communities, and this connection supports the growth of social cohesion and resilience especially in the face of hardship or crisis. Art brings us together, creates opportunity to explore our shared experience, and presents opportunities for community to express and articulate what matter most to them. Through this, the mental, physical and collective health of our community is strengthened. Burrinja's program facilitates the coming together of people in the special places we inhabit: the Burrinja building, our natural environment and our local civic spaces.

Our actions below are further explored in detail in our creative and business plans.

Focus area	4 year impact	Actions
Strengthening communities through art	A community that uses art to drive cultural and social change in the Dandenong Ranges, contributes to ongoing social connection, is healthier, and has greater capacity to navigate crisis	Facilitate the coming together of community members through participatory and engaging creative events and workshops
		Position Burrinja as a central community hub for connection: via venue use, cafe, working spaces and programs, for those within and beyond the creative sector
		Facilitate social, community and cultural connections through the delivery of relevant and resonant local programming
		Support and amplify opportunities for community leadership and active participation in society

3

FOCUS THREE

CHAMPIONING MULTIPLE VOICES
AND CULTURAL VALUES

Burrinja is committed to supporting, amplifying and listening to the voices that are often under-heard or unheard in our community. We understand that inclusion, diversity and access are not simply buzz words, they provide meaningful ways in which Burrinja can contribute to a community and drive long form cultural change. Our program brings marginalised voices and perspectives into the centre of conversation, practice and operations within the creative industry. Our actions below are further explored in detail in our creative and business plans.

Focus area	4 year impact	Actions
Championing multiple voices and cultural values	Greater social justice, representation & empathy seen in our community, facilitated through the creative arts	Commit to increased programming of marginalized and underheard voices and practices in our annual program (First Nations, People Of Colour, lgbtqia+, all-abilities)
		Amplify underheard voices through strong partnerships with diverse social-impact organisations
		Supporting, collaborating and taking leadership from First Nations communities and artists
		Continue to develop as a culturally safe organisation

4

FOCUS FOUR

DEVELOPING LEADERSHIP
& SUSTAINABILITY

Burrinja understands the need to support leadership both within the organisation and within the community. Coupled with our commitment to sustainability, this focus allows us to invest in the growth of both the organisation and the sector –locally and regionally. As a leader in our local arts ecology, we understand the tacit responsibility that comes with our work. We seek to work within an ethical framework of leadership, that enables good governance, strong community support, contribution to a sustainable future, and shared leadership in support of a stronger community. We strive for continual minimisation of our carbon footprint, and explore a range of options to ensure sustainable futures driven by community-level activism and action. Our actions below are further explored in detail in our creative and business plans.

Focus area	4 year impact	Actions
Developing leadership & sustainability	Both Burrinja and the community have stronger resources and capacity (financial, cultural, environmental) to support ambitious creative projects and meet the demands of the future	Ensure sustainability of operational resources (financial, human, physical)
		Implement rigorous systems of operation for the organisation, including planning, impact-evaluation, risk management, governance, strategic planning and digital opportunities
		Facilitate opportunities for community driven leadership through creative projects, and develop the leadership capacity of our creative community
		Continual review, monitor and adoption of greener practices



Building upon a long legacy of creative activation, support and programming, our creative plan is enabled by the significant infrastructure of our building, strong partnerships within community, and the experience of our staff and volunteer team



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40 cultural development
42 events and participation
44 burrinja as a regional peak body

creative plan
burrinja

C O N T E X T

Burrinja's Creative Plan 2021-2025, outlines a framework for our creative activities, outputs and impacts over the next four years.

Building upon a long legacy of creative activation, support and programming, our creative plan is enabled by the significant infrastructure of our building, strong partnerships within community, and the experience of our staff and volunteer team.

The creative plan articulates how our programs, projects and creative activities meet Burrinja's four strategic foci, of:

- Enabling, facilitating and developing creative practice
- Strengthening communities through art
- Championing multiple voices and cultural values
- Developing leadership & sustainability

We adopt a broad, place-based approach, where our creative identity is influenced by the people, practice and narratives of this region.

The localism embedded in this approach means we both connect and contribute to regional and national trends in creative practices, whilst maintaining a sense of place: by supporting artists, audiences and projects that creatively engage, reflect and extend Burrinja's place in the cultural landscape.

Our Creative Plan capitalises on Burrinja's strength achieved over many years. These include a purpose built 400 seat theatre, a flexible black box space, newly refurbished gallery spaces, private & shared artist studios, workshops & participatory activity, and a legacy of community festivals and events that champion local culture with large impact.



WE ADOPT
A BROAD,
PLACE-BASED
APPROACH,
WHERE OUR
CREATIVE IDENTITY
IS INFLUENCED BY
THE PEOPLE, PRACTICE
AND NARRATIVES
OF THIS REGION



**BURRINJA'S
CREATIVE PLAN IS
UNDERPINNED BY
AN AWARENESS OF
AND COMMITMENT
TO THE POWER OF
FIRST NATIONS
CREATIVE VOICES
IN THIS COUNTRY.**

Burrinja's Creative Plan is underpinned by an awareness of and commitment to the power of First Nations creative voices in this country. Burrinja seeks to embed and pay attention to the knowledges and practices of First Nations Artists throughout our entire creative program. Over the next four years, Burrinja's creative activity is realised through four key areas:

Presentation

Of new & existing critically engaged work, across venue, events & public spaces and public spaces

Practice

Supporting the development of creative practice and entrepreneurship for our creative community

Production

Taking a leading role in the production and creation of locally developed / relevant and resonant work

Participation

Participation in the arts through venue use, workshops, and participatory programs

CREATIVE PRINCIPLES

- prioritising marginalised and underheard voices through our program
- broadening the experience of art beyond passive engagement
- supporting narratives that reflect and amplify a local experience
- programs delivered in partnership and enhanced through collaborations
- centering community participation and involvement through active participation
- our decisions are driven by desire for positive impact

VISUAL ARTS

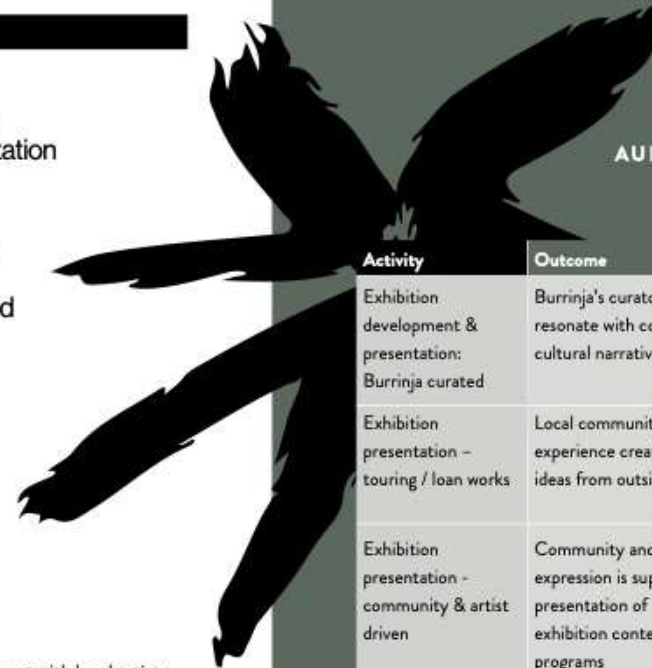
Burrinja's visual arts program creates conversation, engagement and social change through the presentation of exhibitions, participatory experience and public programs. Through this, artists are supported to present ambitious visual art work and audiences are encouraged to engage with practice that sparks critical engagement with ideas. Burrinja is recognised as a leader in community based curatorial practice.

KEY RESOURCES:

- Professional galleries within Burrinja (Burrinja galleries, aerie galleries, ancillary presentation spaces)
- Management of the McLeod Gift Collection
- Ownership and management of Burrinja Collection
- Collection storage facility
- Staff expertise

KEY DIRECTIONS OVER NEXT FOUR YEARS:

- Create and curate visual arts offerings in our gallery spaces, that connect with local artists, narratives, people and places
- Expand the audience experience of visual arts practice, through participatory experiences of artwork, public programs and events
- Support projects that amplify the contemporary social narratives of this time
- Engagement and employment of First Nations Creative worker(s) to contribute to our direction and vision
- Capitalise on our newly redeveloped spaces, through the availability of significant loan works from other institutions.
- Actively seek opportunity to showcase the McLeod Gift Collection & Burrinja Collection
- Support the development of new digital work and modes of digital delivery



ARTISTS ARE SUPPORTED TO PRESENT AMBITIOUS VISUAL ART WORK AND AUDIENCES ARE ENCOURAGED TO ENGAGE WITH PRACTICE THAT SPARKS CRITICAL ENGAGEMENT WITH IDEAS

Activity	Outcome	Strategic Plan alignment
Exhibition development & presentation: Burrinja curated	Burrinja's curatorial projects resonate with contemporary social cultural narratives	Enabling, facilitating and developing creative practice Championing multiple voices and cultural values
Exhibition presentation – touring / loan works	Local community is able to experience creative and cultural ideas from outside the region	Championing multiple voices and cultural values
Exhibition presentation - community & artist driven	Community and creative expression is supported through the presentation of locally developed exhibition content and public programs	Enabling, facilitating and developing creative practice Strengthening communities through art Championing multiple voices and cultural values Developing leadership & sustainability
Management of collections	First Nations artworks and artifacts from the McLeod Gift collection, (in collaboration with Yarra Ranges Council) and artworks in the Burrinja collection are conserved and preserved.	Strengthening communities through art Championing multiple voices and cultural values
Exhibition of collection works	Creating and facilitating conversation around First Nations creative practices and cultures	Championing multiple voices and cultural values Developing leadership & sustainability

PERFORMANCE AND LIVE ART

Burrinja's performance program has a distinct identity as one that champions contemporary performance in exceptional places including our theatre, civic spaces and outdoors. The organisation is recognised as a producer and enabler of new live art and performance. Through our program, our audiences experience a range of work featuring local, regional and national voices that tell powerful stories.

KEY RESOURCES:

- 400 seat professional theatre – Burrinja Theatre
- 80 seat cabaret style performance space – The Lyre Room
- Outdoor spaces within community
- Staff expertise



KEY DIRECTIONS OVER NEXT FOUR YEARS:

- Presentation of high calibre professional performance on our stages and in our spaces
- Support of local artists through residency, venue-use and commissioning opportunities
- Delivery of skills and capacity development for local artists
- Actively connecting our local artists to the broader performance and live art sector
- Experimentation with live art experiences in public spaces and contexts
- Partner with other arts organisations to support the production and presentation of new work

Activity	Outcome	Strategic Plan alignment
Presentation of annual theatre season	Community and audiences have access to high calibre, engaging performance arts events within the region	Strengthening communities through art Championing multiple voices and cultural values
Commissioning new performing arts works	Local stories and local ideas are supported to come alive and be shared through new productions and practices	Enabling, facilitating and developing creative practice Strengthening communities through art Championing multiple voices and cultural values
Presentation of performance work in alternative spaces	The community is exposed to incidental art and creative practice in our public, civic and digital spaces.	Strengthening communities through art Championing multiple voices and cultural values
Community performance program	Community cultural expression is supported through participation in professional theatre experiences by local schools, performance arts groups, and community groups	Enabling, facilitating and developing creative practice Strengthening communities through art Championing multiple voices and cultural values
Presentation of music events – gigs, festivals, etc	The calibre of the local music industry is showcased, celebrated and supported, and the community have access to exceptional music experiences	Enabling, facilitating and developing creative practice Championing multiple voices and cultural values

CULTURAL DEVELOPMENT

Burrinja's Cultural Development activity creates greater social connection and cohesion. Our communities are given opportunity to meaningfully participate in creative projects, leading to greater community leadership. This in turn creates avenues for distinct cultural experiences that drive tourism and audience engagement from further afield.

KEY RESOURCES:

- Private artist studios
- Aerie Co-working space, including studio & office equipment
- Public spaces within community
- Staff expertise

KEY DIRECTIONS:

- Design and delivery of two participatory cultural development projects (co-designed with community)
- Development of leadership program, enabling greater community ownership and management of events
- Co-ordination of Burrinja's flagship Cultural Develop projects, the Aerie Creative Ecology, Dandenong Ranges Open Studios
- Supporting community driven creative projects



BURRINJA'S CULTURAL DEVELOPMENT ACTIVITY CREATES GREATER SOCIAL CONNECTION AND COHESION. OUR COMMUNITIES ARE GIVEN OPPORTUNITY TO MEANINGFULLY PARTICIPATE IN CREATIVE PROJECTS, LEADING TO GREATER COMMUNITY LEADERSHIP

Activity	Outcome	Strategic Plan alignment
Digital projects - commissions	New ideas and new modes of presentation are explored through digitally created artworks	Enabling, facilitating and developing creative practice Championing multiple voices and cultural values Developing leadership & sustainability
Delivery of major Cultural Development projects	The unique cultural stories of the region are developed and shared to both local and visiting audiences	Enabling, facilitating and developing creative practice Strengthening communities through art Championing multiple voices and cultural values Developing leadership & sustainability
Management of Aerie Artist Studio program	Artists are supported to develop and extend their practice, connect with new audiences, and engage in new collaborations with other artists	Enabling, facilitating and developing creative practice Strengthening communities through art

EVENTS AND PARTICIPATION

Burrinja supports the active engagement of communities in creative modes of practice, be that through workshops, public programs or major events. The events supported by Burrinja enable communities to connect and support each other through art, whilst building community strength. Burrinja believes that actively engaging in the arts brings purpose, pride and joy to our lives.

KEY RESOURCES:

- Burrinja theatre, galleries and workshop spaces
- Public presentation spaces
- Staff expertise

KEY DIRECTIONS:

- Expanding Burrinja's participatory program through the delivery of workshop series
- Creation of public events/festivals, as resources and funding become available
- Embedding learning opportunities within the organisations creative program
- Investing in & supporting the development of creative and community leadership through the arts
- Working collaboratively across Burrinja's artform focus (visual arts, education, performance arts, cultural development, digital)



THE EVENTS SUPPORTED BY BURRINJA ENABLE COMMUNITIES TO CONNECT AND SUPPORT EACH OTHER THROUGH ART, WHILST BUILDING COMMUNITY STRENGTH. BURRINJA BELIEVES THAT ACTIVELY ENGAGING IN THE ARTS BRINGS PURPOSE, PRIDE AND JOY TO OUR LIVES

Activity	Outcome	Strategic Plan alignment
One off creative events (music programs, festival, contemporary art program, etc)	The unique cultural stories of the region are developed and shared to both local and visiting audiences	Enabling, facilitating and developing creative practice Strengthening communities through art Championing multiple voices and cultural values
Creative workshops: youth	Long term appreciation of art and creativity is cultivated for our local young people	Enabling, facilitating and developing creative practice
Creative workshops – First Nations Education	Appreciation of and respect for First Nations cultures and creative practice is enhanced for our community	Enabling, facilitating and developing creative practice Championing multiple voices and cultural values
Creative workshops - adults	Positive mental, physical, community and inter-personal health outcomes through participation in the arts	Enabling, facilitating and developing creative practice Strengthening communities through art
Professional Development program (for artists)	Artists of the region become more integrated with the broader sector, and develop sustainable careers	Enabling, facilitating and developing creative practice Developing leadership & sustainability

BURRINJA AS A REGIONAL PEAK BODY

As the creative heart of the Dandenong Ranges, Burrinja plays a significant role in championing the creative practice of the region enabling it to serve as a role model for other cultural communities. Burrinja's creative plan is underpinned by a strong, connected sector: locally, regionally and nationally. As such, Burrinja continually seeks to elevate the practices of local artists, and heighten the impact of our creative program, through administration, advocacy and leadership within the sector.

KEY RESOURCES:

- Burrinja business operation, structure and Insurance
- Burrinja office spaces and equipment
- Staff expertise and connections to sector

KEY DIRECTIONS:

- Strong connections with broader Victorian Creative Industry
- Support of and investment in local leadership
- Provision of administration and support for local artists to realise ambitious projects

BURRINJA CONTINUALLY SEEKS TO ELEVATE THE PRACTICES OF LOCAL ARTISTS, AND HEIGHTEN THE IMPACT OF OUR CREATIVE PROGRAM, THROUGH ADMINISTRATION, ADVOCACY AND LEADERSHIP WITHIN THE SECTOR

Activity	Outcome	Strategic Plan alignment
Supporting community Cultural projects through partnership arrangements and auspicing services	The unique cultural stories of the region are developed and shared to both local and visiting audiences	Strengthening communities through art Developing leadership & sustainability Enabling, facilitating and developing creative practice
Delivery of leadership development program and provision of support for local leaders	Strong local leaders equipped with enhanced skills for creative project delivery	Strengthening communities through art Developing leadership & sustainability
Creative Sector integration	Burrinja recognised as a cultural leader of the region	Enabling, facilitating and developing creative practice Developing leadership & sustainability
Advocacy of local creative industry and artists	Our local artists have greater opportunity to share their unique cultural stories and creative practices beyond of the region	Strengthening communities through art Developing leadership & sustainability
Collaboration with impact-aligned organisations outside of the Creative Industries	Communities outside the creative industries experience the positive benefits and impacts of participating in the arts	Strengthening communities through art

**BURRINJA
STRATEGIC
AND CREATIVE
PLAN
2021-2025**

Burrinja Cultural Centre
Wurundjeri Country
Cnr Glenfern Road and Matson Drive
Upwey VIC 3158

www.burrinja.org.au

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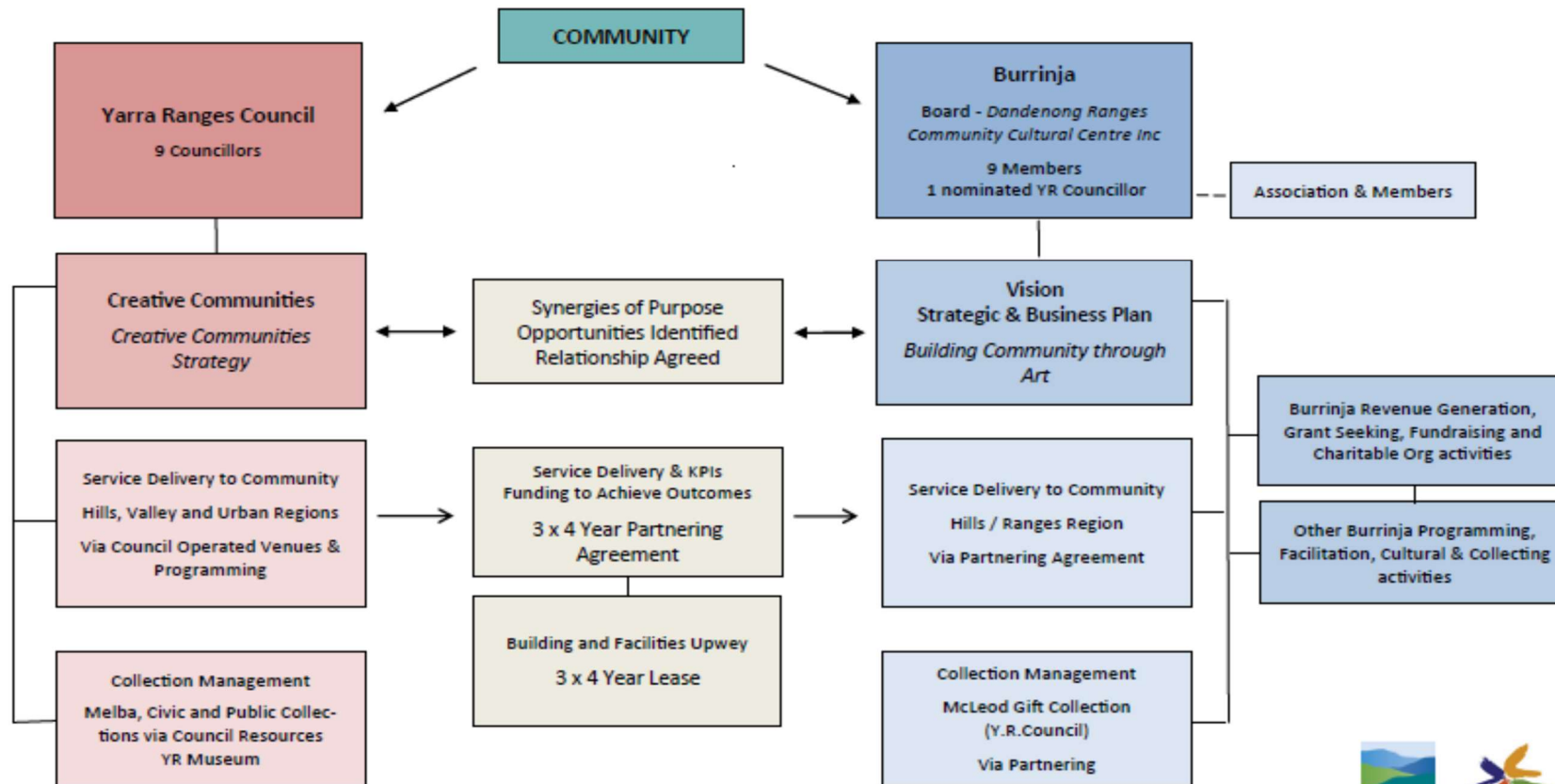
Page 2: Cathy Ronalds, page 4: Christine Wood, page 7: Gareth Hart, feat. Anthony Breslin
Page 8: Vanessa White, feat. Gilsen Ozer
Page 10: Cathy Ronalds
Page 13: Cathy Ronalds
Page 14-15: Gareth Hart, feat. 'Legacy: Reflections on Mabo' exhibition at Burrinja curated by Umbrella Studio Contemporary Arts
Page 19: Cathy Ronalds, feat. Melchior Martin
Page 20: Burrinja, feat. Melbourne Reef exhibition
Page 23: Ariel Haviland, feat. Iván Sikić and Ian Michael
Page 25: Cathy Ronalds, feat. Just Sculpture
Page 30: Cathy Ronalds, feat. Jacqui Grace
Page 33: Cathy Ronalds, feat. Janny Rowe
Page 34: Cathy Ronalds, feat. Greg O'Toole
Page 41: Darren Clarke feat. Kat Mrow & Angela Dexter



**AS THE CREATIVE HEART OF THE
DANDENONG RANGES, BURRINJA
PLAYS A SIGNIFICANT ROLE IN
CHAMPIONING THE CREATIVE
PRACTICE OF THE REGION ENABLING
IT TO SERVE AS A ROLE MODEL FOR
OTHER CULTURAL COMMUNITIES.**

Schedule 3 Partnership Relationship

Yarra Ranges Council - Burrinja Partnership Relationship



Schedule 4 Funding Details

1. **Amount of Funds**

Year 1 (2022/23)	\$592,885*
Year 2 (2023/24)	Year 2 + Rate Capping*
Year 3 (2024/25)	Year 3 + Rate Capping*
Year 4 (2025/26)	Year 4 + Rate Capping*

*Annual increases are in line with Rate Capping set annually by the Victorian State Government

2. **Funding Purpose**

The funds may only be used to:

- undertake the Service, including personnel and running costs for operating Burrinja Cultural Centre and the costs of providing cultural activities, events, exhibitions, performances, training and advocacy; and
- carry out any other relevant activity or initiative as set out in Schedule 5.

3. **Funding Payments**

The Funds will be paid to the Organisation in four equal quarterly payments per annum, in the months of July, October, January and April of each year during the Term of the Agreement.

Schedule 5 Service Details

1. Service Description

Council owns the premises known as the Burrinja Cultural Centre. This premises is leased to the Organisation, subject to the terms and conditions of an executed lease agreement.

The Organisation runs the Centre and provides cultural services and activities at Burrinja, delivering the successful ongoing operation of Burrinja Cultural Centre as a living, vibrant and welcoming community cultural centre. Activities supporting this outcome are set out in further detail in the Strategic Plan 2021-25 at Schedule 2 and as amended by agreement from time to time. The Organisation is supported in delivering the Service by Council funding, including the Funds under this Agreement.

Council and the Organisation are committed to working co-operatively to plan, develop, facilitate and deliver a diverse range of creative cultural opportunities at Burrinja Cultural Centre for people who live, work or visit the Yarra Ranges municipal district.

2. Service Impact

Council engages in a partnership with Burrinja to ensure the effective provision of arts and cultural services to the 'Hills' communities of Yarra Ranges through the activation of the Burrinja Cultural Centre. This agreement recognises the aims of Council for arts and cultural development within the municipality as expressed through the Council plan, and within relevant Council vision, policy, strategy, business and management plans.

This Agreement also recognises and acknowledges the Organisation's vision – *Burrinja is at the heart of a thriving, contemporary art and performance culture, that invites participation, tells important narratives and champions creative expression.* – and the aims and purposes which support this vision, as described in the 'Burrinja Strategic Plan 2021-25' (Schedule 2).

3. Service Budget

The Service Budget is to be provided to Council by June each year.

4. Service Location

Burrinja Cultural Centre, 351 Glenfern Road, Upwey, Victoria.

5. Service Outcomes

In delivering the Service, Council and the Organisation will work together to encourage opportunities for cultural development and expression in Yarra Ranges, and encourage a sense of local identity and community participation in cultural activities through a range of strategies from project development to participation in cultural activities, events, exhibitions, performances, training and advocacy.

The primary proposed service outcome is the successful ongoing operation of Burrinja Cultural Centre as a living, vibrant and welcoming community cultural centre. The following additional items support that outcome:

- Provision of opportunities for artistic, cultural and environmental experiences
- Provision of opportunities for the development and facilitation of creative arts practice and enterprise, including cultural development
- Promotion, development and presentation of arts and culture in Dandenong Ranges
- Provision of cultural services and activities at Burrinja Cultural Centre as described in 'Burrinja Strategic Plan' (Schedule 2).

Council and the Organisation agree to recognise the diverse and unique character of the Yarra Ranges region, and to deliver services in a manner that is sensitive to both Indigenous and environmental issues.

5.1 Yarra Ranges Council McLeod Gift

The Organisation stores and manages the McLeod Gift Collection (hereafter 'Collection') to national museum standards on behalf of the owners of the Collection, Yarra Ranges Council, with the financial support to achieve this provided for in this Partnership Agreement.

The Service Location is the primary site of the Collection, notwithstanding temporary loan arrangements made for all or part of the Collection to tour elsewhere.

The Organisation has responsibility for undertaking the following in respect of the management of the Collection:

1. Exhibition of Collection: developing and promoting an on-going Burringa Gallery exhibition program
2. Curating the Collection to national museum standards as outlined in the Council Collection Management Plan
3. Utilising the Collection to fulfil The Organisation's visual arts strategy
4. Storage and management of the Collection to national museum standards
5. Promotion, marketing and touring of the Collection and exhibitions, including recognition of Yarra Ranges Council
6. Sourcing and application for funding to support promotion, marketing and touring of the Collection
7. Day-to-day operational security of the premises including gallery access, alarm maintenance, monitoring and other requirements as mutually agreed.
8. Identify and report Collection conservation issues and develop appropriate responses in conjunction with Council staff.
9. Report to Council on Collection management issues and data as agreed, including visitation numbers.
10. Maintain and manage Collection Catalogue as agreed. This item is to be reviewed in the life of the current Agreement.
11. Inform Council staff as soon as requests for outgoing loans are received and as a minimum at least 6 weeks in advance of loan date
12. Inform Council staff of future programming of the Collection, providing an opportunity for Council staff to jointly discuss future programming at least annually

Council has responsibility for undertaking the following in respect of the management of the Collection:

1. Finalise Council's Collection Management Plan with respect to management of the Collection and its long-term development
2. Maintain the physical structure of the storage and exhibition areas to national museum standards subject to available resources
3. Conduct valuation of the Collection on a regular basis
4. Insure the Collection to reflect current valuation
5. Work with the Organisation's staff to find appropriate responses to identified and agreed conservation issues
6. Work with the Organisation to source funding for restoration and conservation work

7. Meet with the Organisation's staff at least annually to discuss potential future programming of the Collection on site and at other venues

6. Service Reports and Reviews

- 6.1 The Organisation must report to Council in accordance with the requirements set out in Table 1.

Table 1

Requirements	Reporting Period	When
Financial and Program Update	Annual	Present at Council forum One month after Annual General Meeting
Audited Financial Statements	Annual	One month after Annual General Meeting
Reporting of meeting Key Performance Indicators (KPI's)	Annual	In Annual Report at time of AGM
Management Reports	Annual	In Annual Report at time of AGM
Meetings between designated Officers	Quarterly	July, October, January and April of each year.
Maintenance Review	As described in premises Lease agreement	As described in premises Lease agreement
Facility Review	As described in premises Lease agreement	As described in premises Lease agreement
Partnership Review	Over Initial Term and any Further Terms	At the end of the Initial Term and also at the end of any Further Terms

- 6.2 The Organisation must supply to Council its annual audited financial statements in relation to the Service, which has been certified by a qualified accountant who is a member of a registered professional accounting body in Australia (such as CPA Australia), or company auditor who is not a member or employee of the Organisation, within one month of the Organisation's Annual General Meeting (AGM).
- 6.3 The Organisation must identify within the annual audited statement all revenue raised as a consequence of conducting the Service.
- 6.4 The Organisation must send a representative to report to Council on its activities and give a financial and program update for the Service at an annual Council forum to be held at Burrinja Cultural Centre.

An overall evaluation of the Service, in the form of a Partnership Review, will be undertaken at the end of the Initial Term and, where the Agreement is extended by a Further Term, at the end of each Further Term.

7. Key Performance Areas

The primary service outcome is the ongoing operation of Burrinja Cultural Centre as a living, vibrant and welcoming community cultural centre. The following Key Performance Areas drive and support that outcome.

Key Focus Area activities are described in the 'Burrinja Strategic Plan 2021' as attached at Schedule 2, to be measured and described in annual Business Plan and via additional Council target measures. Council may carry out additional Service reviews to determine the extent to which the Organisation is meeting Key Performance Outcomes and to assess whether the service delivery and KPOs described continue to meet Council service requirements.

Item No.	Key Focus Area Indicator	Minimum Performance Requirement	Date
1	Enabling, facilitating and developing creative practice	Actions and measures outlined in Burrinja Partnership KPI's Schedule 10	Review Annually
2	Strengthening communities through art	Actions and measures outlined in Burrinja Partnership KPI's Schedule 10	Review Annually
3	Championing multiple voices and cultural values	Actions and measures outlined in Burrinja Partnership KPI's Schedule 10	Review Annually
4	Developing leadership & sustainability	Actions and measures outlined in Burrinja Partnership KPI's Schedule 10	Review Annually

8. Representatives

Council Representative	
Designated Officer	
The Designated Officer is the Council officer with day-to-day responsibility for liaising with the Organisation and ensuring that Council's responsibilities and obligations are met. The Designated Officer may exercise all of Council's functions, rights and powers under the Agreement on behalf of Council.	
Name	Jenny Davies
Title	Executive Officer Creative Communities
Address	PO Box 105, Lilydale VIC 3140
Telephone	03 9294 6679
E-mail	j.davies@yarraranges.vic.gov.au

Organisation Representative	
The Organisation's Representative	
The Organisation's Representative is the Organisation's representative who is responsible for liaising with the Council regarding the Organisation's performance of its obligations under the Agreement.	
Name	Gareth Hart
Title	Creative Director & CEO
Address	351 Glenfern Road, UPWEY VIC 3158
Telephone	03 9754 1509
Mobile	0467 193 893
E-mail	creativedirector@burrinja.org.au

Schedule 6 Acknowledgement of Council Support

YARRA RANGES COUNCIL ACKNOWLEDGEMENT GUIDELINES – Partnering Agreements

The Yarra Ranges Council logo is part of Council’s corporate identity, and should be used where a publication, program or event is sponsored by Council.

Published material

Display the Yarra Ranges Council logo on any advertising or promotional material as below. This might include, but is not limited to programs, flyers, banners, newspaper advertising or editorial, web pages etc. It should be no smaller than 3cm by 1.5cm along with one of the accompanying messages:

“Proudly supported by Yarra Ranges Council”

Proudly supported by



The following are basic guidelines for using the Yarra Ranges Council logo. Most importantly the Yarra Ranges logo may not be redrawn or altered in any way.

To ensure you use the logo correctly:

Do's ✓
The wording 'supported by Yarra Ranges Council' should appear in conjunction with the logo. Helvetica or Arial font should be used.
The logo is made up of two main components – the brand symbol (mountain range) and the logotype (name). These elements must always appear together.
While the vertical logo is Council’s primary logo, a horizontal option is available for use where the vertical option is not suitable.
Wherever possible, the logo should be reproduced in full colour. A Line Art or greyscale version may be used where a mono (one) colour logo is required. This should only be used in documents where black and white ink is used in the print production process, NOT in full colour documents.
To ensure the clarity of the Yarra Ranges logo is maintained, a minimum size of 20mm must be adhered to, specifically 20mm height for vertical option, or 20mm width for horizontal option.
Don't ✖
Do not compress, extend or distort the logo in any way – the proportions, spacing and positioning of the logo must remain constant
The logo must not be stretched out of proportion either vertically or horizontally.
Do not reproduce the logo text in any other typeface
Do not alter the colours of the logo

Do not rotate the logo
Do not infringe upon clear space or add any extra elements to the logo. The minimum clear space is the height of the 'Y' in 'Yarra Ranges'
Do not reproduce the logo on a photographic or illustrative graphic that does not provide sufficient contrast
Do not use the logo on a similar colour background. A white background is preferable
Do not copy the logo from the internet.
Do not use the logo if it appears pixelated or "blurry".

For an electronic copy of the logo or for further information:
Contact Yarra Ranges Council on 1300 368 333 and speak to the Designated Officer.

If appropriate:

1. Acknowledgement made in any speeches that are given.

An example of wording may be:

"We acknowledge the generous support of Yarra Ranges Council by allowing us the use of this venue"
2. Verbal acknowledgement made in any interviews to radio or newspapers.
3. Extend an invitation to the Mayor or Ward Councillor, depending on the nature of the event. The Mayor may attend events that have broad impact on the community of the Yarra Ranges. Ward Councillors may attend events that have an impact on the Ward they represent.
4. Council has pull up banners that may be borrowed. These may be displayed in a prominent location, which lets attendees know of Council's support.

Schedule 7 Certificate of Currency

The Organisation is required annually to provide Council with an up to date Certificate of Currency with the Council listed as an interested party for the following insurance covers:

Type of Insurance	Level of Cover Specified
Professional Indemnity	\$5 Million per claim
Public Liability	\$10 Million per claim
Property (including travelling exhibitions)	<p>Movable property</p> <p>At the discretion of the Organisation. Council recommends the level of insurance is appropriate to the value of contents identified in an annual inventory check.</p> <p>Travelling exhibitions</p> <p>In respect of travelling exhibitions, the Organisation is required to complete the Art Exhibition form. Valuations are to be sought where applicable. Excess on this policy is \$2,500 (payable in the event of a claim) and a \$50,000 sub limit for goods in transit. Council recommends that additional insurance be sought for goods in transit. Exhibitions that remain for a period longer than 12 months are not insured by Council unless a current valuation is obtained and a specific request to Council is made and accepted.</p> <p>The Organisation must contact Council's Risk Management officer at least two months prior to installing an insured exhibition.</p> <p>Cash. At the discretion of the Organisation. Council recommends the level of insurance sought by the Organisation is appropriate to the value of the float carried.</p>
Plant and Equipment	<p>Glass: Replacement Value</p> <p>Fire, Peril, Burglary and Accidental Damage At the discretion of the Organisation. Council recommends the level of insurance sought by the Organisation is appropriate to the value of contents identified in an annual inventory check.</p>
Fidelity Guarantee	Council recommends that the Organisation consider purchasing an insurance policy to cover against fraud, or employee theft and dishonesty.
Hiring the Service Location	When hiring the Service Location, the Organisation is required to seek evidence of insurance from the hirer. Alternatively, the hirer must take out the Council's casual hall hirers' policy of insurance.

Schedule 8 Partnership Agreement Review

Partnership Agreement Review

1. Agreement as to outcomes for the next Agreement Period.
2. Monitoring reporting arrangements.
3. Agreement review.

Date	Service Component	Comments
	Is the service described in the Agreement still the service desired?	
	Are there areas of the Agreement which have been the subject of confusion or misunderstandings between the parties throughout the year?	
	Are there any parts of the agreement which require review or renegotiation?	
	Does the service being provided reflect the goals and principles of the service described in the Policy documents of the Centre?	
	Are there any new policy developments from within funding organisations or the Council that should be reflected in the Agreement or are any developments anticipated?	
	Are there any trends within the target group which suggest that the service should be provided differently?	
	Do fees and charges need to be reviewed?	
	Are names and positions documented in the Agreement still relevant?	

Review completed by: _____

On behalf of: **Council of Yarra Ranges and
Dandenong Ranges Community Cultural Centre trading as Burrinja**

Dated: ____ / ____ / ____

Schedule 9 Child Safe Standards



Yarra Ranges Council - Burrinja Partnership Child Safe Standards Agreement

Yarra Ranges Council is committed to a zero-tolerance approach to child abuse, through actively promoting child safety and ensuring compliance with the Victorian Child Safe Standards.

As a Child Safe organisation, Council reviews all partnerships/contracts and grant applicants, who are undertaking work on behalf of Council that may involve direct or incidental contact with children and young people under 18 yrs.

Partners who have direct contact with children (see definition on page 4) **must** demonstrate compliance with all Victorian Child Safe Standards and read / understand Council's Child Wellbeing and Safety Policy available from [Council's Website](#).

For any further enquiries, please email: childsafe@yarraranges.vic.gov.au

Background Information

Creating child safe organisations is a key component of the Victorian Government's response to the report of the parliamentary inquiry into the handling of child abuse by religious and other non-government organisations (otherwise known as the 'Betrayal of Trust inquiry').

The report made a range of recommendations, including the need to better protect children from child abuse when they access services provided by organisations. The introduction of legislation including the *Child Wellbeing Safety Act (2005)*, Child Safe Standards (2016) and the *Reportable Conduct Scheme (2018)* create distinct legislative responsibilities for organisations. Yarra Ranges Council including many of its partners, contractors and grant recipients must comply as applicable organisations and businesses.

More information on the Standards and the Reportable Conduct Scheme can be found on the Commission for Children and Young People website or at <https://ccyp.vic.gov.au/child-safety/>

Agreement

I confirm that our activity/works involving direct contact with children and young people under the age of 18 will to be compliant with legislation and regulations relating to child safety including but not limited to the Child Wellbeing Safety Act (2005). In addition I agree to work in compliance with Yarra Ranges Council's requirements and /or Victorian Child Safe Standards.

Company Name:	
Contact Person:	
Signature	
Date	

Child Safe Standards Assessment Form

Highlighted below are requirements that your organisations/company must currently have in place.

1. Provide a short summary of how your organisation has met the requirement(s) for each standard
2. Select the correct response in Complied column

Partnership Officers will be requesting evidence as part of compliance monitoring.

Standard	Organisation Company has Direct Contact and/or is storing information	
	Requirement	Complied With – Y/N
Standard 1 There is an organisational culture of child safety , including through effective leadership arrangements	RESPONSE Examples: <ul style="list-style-type: none"> • <i>Management Committee/ Board has a dedicated Child Safety Officer / Committee</i> • <i>Child Safe Training is a requirement for Management Committee/ Board member</i> • <i>Child Safety is a standard agenda item on meetings</i> 	Please select
Standard 2 There is a child safe policy or statement of commitment to child safety	RESPONSE- Examples <ul style="list-style-type: none"> • <i>There is a Child Safe Policy or statement of commitment to child safety</i> 	Please select
Standard 3 A code of conduct sets clear expectations for appropriate behaviour with children	RESPONSE- Examples: <ul style="list-style-type: none"> • <i>There is a code of conduct that establishes clear expectations of staff, volunteers and committees for appropriate behaviour with children.</i> • <i>Processes are in place for reporting inappropriate behaviour of staff / volunteers. See Reportable Conduct Scheme.</i> 	Please select

Standard	Organisation Company has Direct Contact and/or is storing information	
	Requirement	Complied With – Y/N
Standard 4 Human resources practices reduce the risk of child abuse through screening, supervision and training of new and existing personnel.	RESPONSE- <i>Examples:</i> <ul style="list-style-type: none"> • Staff /volunteers have position descriptions / role statements that include child safety. • Regular recruitment screening for staff and volunteers involves Police Checks, Working with Children Checks and/or Identity checks • Training is provided on child safety and codes of conduct /appropriate standards of behaviour with children • Child safety issues and/or risks are identified and discussed at supervision and staff and volunteer meetings. 	Please select
Standard 5 Processes for responding to and reporting suspected child abuse	RESPONSE- <i>Examples</i> <ul style="list-style-type: none"> • Staff /volunteers are trained and can identify different types of child abuse • Management / staff / volunteers know / have easy access to the processes for responding and reporting suspected child abuse • Records are securely kept on child abuse incidents and reported appropriately. 	Please select
Standard 6 Measures to identify and reduce or remove risks of child abuse.¹	RESPONSE- <i>Examples</i> <ul style="list-style-type: none"> • Procedures to report suspected child abuse are displayed / easily available for service participants/ public • Age-appropriate staff /volunteer supervision of children is included in all activities/ programs. • Protocols are in place for any on-line direct contact with children/young people 	Please select

Standard	Organisation Company has Direct Contact and/or is storing information	
	Requirement	Complied With – Y/N
Standard 7 The participation and empowerment of children is promoted.	RESPONSE- <i>Examples</i> <ul style="list-style-type: none"> • <i>Staff / volunteers are implementing inclusive and accessible strategies for children from a Culturally or Linguistically Diverse, Aboriginal or Torres Strait Islander background, children who have a disability and/or identify as LGBTI+.</i> • <i>The voices and input of children are included in organisational planning.</i> 	Please select

Definitions – Situations involving children/ young people	
Direct Contact	Incidental Contact
<p>The work or service being procured or delivered involves <u>DIRECT</u> interaction with children as part of core service delivery and normal duties including:-</p> <ul style="list-style-type: none"> • Direct care/ supervision/ engagement with children under 18 years • Access to and storage of personal information /data regarding children and young person or their families • Programs/ activities may be delivered or undertaken in one or more of the following service types: <ul style="list-style-type: none"> ○ Children’s services, ○ Youth services, respite services, ○ Sport or recreation programs, ○ Festivals, ○ Concerts, ○ Leisure programs • Direct contact with children involves one or more of the following :- <ul style="list-style-type: none"> ○ Supervised ○ Unsupervised ○ Face to face ○ Verbal, written or electronic ○ In the absence of their parent or guardian • Consultation and engagement processes with children and young people 	<p>The work or service being procured or delivered is not child related, however <u>OCCASIONAL INTERACTION</u> with children is an intended expectation of the contract / partnership.</p> <p>Programs/ activities may be delivered or undertaken in or close to one or more of the following service types or settings:-</p> <ul style="list-style-type: none"> • Children’s services, youth services, respite services, sport or recreation programs, festivals, concerts, leisure programs. • Maintenance contractors in council buildings, parks etc. where children/young people may be present. • Construction contractors (e.g. road/ pathway construction) scheduled to work in close proximity / adjacent to council buildings, parks etc. where children/ young people are likely to be present. • Especially where there is possible / likely contact with children and young people who will be unsupervised.

Schedule 10 Partnership Agreement KPI

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
Enabling, facilitating, and developing creative practice	The Dandenong Ranges is recognised as a culturally vibrant, progressive and creative community, that tells the stories of its locality and peoples and contributes to an important national creative dialogue.	Programming an annual creative program across theatre, gallery, digital and public spaces, that tell critically engaged narratives	# projects / artists engaged annually	Annual data collection (internal)	Theatre Program, Exhibition program, events	35/100	35/110	40/120	TBC – all 25/26 KPIs will be developed in 2024/25 Financial Year, in line with the Organisation's next Strategic Plan (2025-29)	People & Experience
		Support the creative development of artists and their practice through presentation and commissioning of new work, as well as provision of studio making and co-working spaces	# new works supported to be made & presented through Burrinja program	Annual data collection (internal)	Visual arts work through exhibition program / residency program	80	90	90		Production & Industry
		Deliver programs that prioritise the active engagement, participation, and leadership of	# community members actively engaged in creative	Annual data collection (internal)	All program elements.	35000	39000	43000		People & Experience

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
		communities in arts and cultural activity	opportunities - total 15audience							
		Develop networking initiatives that invite collaboration from within and outside of the arts industry and creative community, particularly leaning upon strong local connections with other creative organisations	# connections local artist forge with other organisations / institutions	Annual data collection (internal)	Auspice projects, aerie, partnership projects, industry connections	15	15	15		Production & Industry
Strengthening communities through art	A community that uses art to drive cultural and social change in the Dandenong Ranges, contributes to ongoing social connection, is healthier, and has greater capacity to navigate crisis	Facilitate the coming together of community members through participatory and engaging creative events and workshops	# workshops & participatory events delivered annually	Annual data collection (internal)	workshops, classes, etc	80	80	90		People & Experience
		Position Burrinja as a central community hub for connection: via venue use, cafe, working spaces and programs, for those within and beyond the creative sector	% to which studios and coworking spaces are activated with use	Annual data collection (internal)		75	80	80		Production & Industry
		Facilitate social, community and cultural connections through the delivery of relevant and	% to which surveyed audience felt greater social	Audience survey, partnership project surveys	School season, venue activation, partnership	75%	80%	80%		People & Experience

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
		resonant local programming	connection due to Burrinja program delivery		ps, auspice projects					
		Support and amplify opportunities for community leadership and active participation in society	# community projects supported by Burrinja that result in community feeling a greater sense of active involvement in community life	Audience survey, partnership project surveys	School season, venue activation, partnerships, auspice projects	20	25	25		Place & Environment
Championing multiple voices and cultural values	Greater social justice, representation & empathy seen in our community, facilitated through the creative arts	Commit to increased programming of marginalized and underheard voices and practices in our annual program (Black, First Nations, People Of Colour, lgbtqia+, all-abilities)	# FN projects presented or supported	Annual data collection (internal)	Partnership projects, auspice projects, programming. Benchmark Yr 1 (BSD / collection / exhibition / theatre	6	7	8		People & Experience

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
					program x 3)					
		Amplify underheard voices through strong partnerships with diverse social-impact organisations	# marginalised voices (BIPOC, queer, FN, disabled) present in creative program	Annual data collection (internal)	All / across entire program	50 artists	60 artists	70 artists		People & Experience
		Supporting, collaborating and taking leadership from First Nations communities and artists	Employment of Indigenous arts workers and artists	Internal assessment		min 10 FN artists or contractors paid	12	14		Production & Industry
		Continue to develop as a culturally safe organisation	Increase in staff cultural literacy	Internal assessment	all - via internal survey	Deliver Cultural Literacy Training	Develop RAP, in consultation with staff, IAC and stakeholders	Implement RAP		Place & Environment
Developing leadership & sustainability	Greater social justice, representation & empathy seen in our	Ensure sustainability of operational resources (financial, human, physical)	Generate minimum surplus each year	Annual Audit	EOFY audit	Net profit for FY <\$5000	Net profit for FY <\$10000	Net profit for FY <\$30000		Production & Industry
			Review of Board capacities	Annual Board review	Skills Matrix	Annual review of	Annual review of	Annual review of		Production & Industry

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
	community, facilitated through the creative arts					board skills	board skills	board skills		
			Diversification of income sources	Internal reflection (annual report)	Diversify % balance between earned, government, private sector (philanthropic, fundraising, etc), membership grown	Annual Increase: Private giving 2% Earned income: 25% Membership relaunch, goal: 100 members	Annual Increase: Private giving 2% Earned income: 26% Membership growth: 5%	Annual Increase: Private giving 2.5% Earned income: 27% Membership growth: 5%		Production & Industry
		Implement rigorous systems of operation for the organisation, including planning, impact-evaluation, risk management, governance, strategic planning, and digital opportunities	Implement CI principles to review, update and maintain all policy and procedures	Internal process	All policies and procedures	Annual policy review by Board & exec	Annual policy review by Board & exec	Annual policy review by Board & exec		Production & Industry
		Facilitate opportunities for community driven leadership through creative projects, and develop the leadership capacity of our creative community	# opportunities for creative community to employ and development	Internal data collection	Auspice projects, mentorships, leadership development program	20	25	25		People & Experience

Focus Area	Four year impact	Actions	KPI / Measure	Measurement process	Program elements	Year 22/23 target	Year 23/24 target	Year 24/25 target	Year 25/26 target	Relation to YRC Creative Communities Strategy
			leadership skills, through community led activity							
		Continual review, monitor and adoption of greener practices	Reduction in Energy use, via exploration and adoption of greener technology, paper reduction.	Internal processes		1% annual reduction	1% annual reduction	1% annual reduction		Place & Environment