



**BALLARAT**  
**INTERCULTURAL CITY**  
**STRATEGIC PLAN 2017 - 2021**







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## DEFINING AN INTERCULTURAL CITY

*The Intercultural City* is where 'diversity' is deemed to be the norm. It is a place where there is communication, interaction and exchange between diverse cultural groups. People from various backgrounds communicate, understand and learn from each other and establish 'connections'. All these 'connections' spur understanding, creativity, innovation and growth by bringing people of all cultures together for the benefit of the whole community.

'Ballarat: an inclusive intercultural city' is a community that looks at what its people already share. We may all come from diverse backgrounds and cultures, but as a community, we share the same schools, businesses, work places and public spaces. Our intercultural city builds on the concept of mutual respect and 'shared values' of freedom, democracy, social inclusion, the rule of law and equal opportunity.

## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

City of Ballarat respectfully acknowledges the Wadawurrung and Dja Dja Wurrung people as Traditional Owners and custodians of the land on which we work and live, and pays respect to their Elders past and present.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country, and value their contribution to a diverse community.



# 1. Message from the Mayor



The City of Ballarat's Intercultural City Strategic Plan 2017- 2021 celebrates our city's 'diversity advantage' and the significant contributions made by successive waves of migrants to the municipality. This Strategic Plan details how City of Ballarat works in partnership with culturally and linguistically diverse (CALD) communities to meet the challenges associated with immigration and settlement.

This Intercultural City Strategic Plan 2017- 2021 reinforces City of Ballarat's commitment to its multicultural communities through leadership and advocacy. It recognises that it has a significant role to play in promoting wellbeing and providing opportunities for everyone regardless of their cultural, linguistic or religious backgrounds. In effect, this Strategic Plan will guide City of Ballarat in facilitating the delivery of responsive services, promoting inclusion and intercultural exchange, celebrating diversity and welcoming people of all cultures.

Ballarat's culturally diverse communities bring a wealth of global skills, experiences and innovative ideas. They enrich the social, civic, economic and cultural fabric of our intercultural city.

Ballarat's growing diversity presents numerous opportunities to enhance social cohesion. The planning of employment, leadership and community information programs builds upon the strengths of our culturally, linguistically and religiously diverse communities. Through community partnerships and engagement, all members of our community can participate in the development of Ballarat.

This Strategic Plan builds on the success of the 2009 -14 Cultural Diversity Strategic Plan. It has been developed following continuous research and community engagement with City of Ballarat staff, stakeholders, CALD groups and other organisations.

The 2017- 2021 Strategic Plan identifies key actions that will enhance and promote social cohesion and inclusion of our CALD communities and the contributions they make to the wellbeing of Ballarat. These include the Multicultural Ambassadors Program which trains and supports individuals to represent their communities and build their capacity; the Multicultural Information Place at the Ballarat Library where individuals can volunteer and build their skills and networks; the Intercultural Pathways: Education, Employment and Entrepreneurship Program that is creating real career outcomes for migrants and refugees; and Harmony Fest – a yearly intercultural celebration.

Our recent membership of the Council of Europe's Intercultural Cities Programme commits City of Ballarat to working to meaningfully and deliberately bring together migrants and existing communities to engage in dialogue and create relationships. Along with the Intercultural City Strategic Plan this will create a stronger and more harmonious Ballarat.

I am delighted to endorse our Intercultural City Strategic Plan 2017– 2021 and look forward to Council's continued collaboration with our community and stakeholders to build on Ballarat's success in developing an inclusive and cohesive community. A proud city that is **bold, vibrant and thriving.**

A handwritten signature in blue ink, reading "Samantha McIntosh". The signature is fluid and cursive.

**Cr Samantha McIntosh**  
**Mayor of Ballarat**

## **City of Ballarat Vision Statement – Ballarat the Intercultural City**

**‘An inclusive intercultural community that celebrates diversity and is welcoming to people of all cultures’**

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### **Organisational Goal**

The City of Ballarat will progress its vision of being an intercultural city by providing leadership, advocacy and culturally inclusive services. This will be achieved through communication, exchange, interaction, understanding and learning that facilitates inclusive engagement and collaboration with its culturally, linguistically and religiously diverse communities.

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## 2. Introduction

**This City of Ballarat's Intercultural City Strategic Plan 2017-2021 provides direction for City of Ballarat in planning for the needs of its diverse groups, in consultation with the community and stakeholders over the next five years. This 2017- 2021 Strategic Plan is about building social inclusion by pursuing and enhancing the social, economic, cultural, health and wellbeing of the city's culturally and linguistically diverse (CALD) communities.**

This Strategic Plan has been developed in response to Ballarat becoming an increasingly culturally diverse community; it is an important framework for City of Ballarat's ongoing services:

- cultural diversity enriches and strengthens a community through the promotion of social justice, equality and the exchange of global ideas
- cultural diversity is a resource where individuals are supported to adapt to change, to be innovative, entrepreneurial and productive, thereby boosting the city's economic prosperity
- evidence indicates that people from CALD communities experience discrimination, inequalities in health outcomes and social exclusion; which create social outcomes which are not to the individual's nor to Ballarat's advantage.

A whole-of-Council approach was taken in the development of this Strategic Plan, which aims to:

- continue building on the success of the Cultural Diversity Strategic Plan 2009-14
- value and promote the advantages of Cultural Diversity
- engage CALD community members to provide leadership to support City of Ballarat to create culturally inclusive policies and programs

- develop and enhance collaboration between CALD communities, organisations and businesses to further Ballarat's economic, social and cultural fabric
- engage CALD members to work with Council to create an interculturally enriched community.

This Strategic Plan is underpinned by these Federal and State Government policies and legislation:

- **Multicultural Australia – United, Strong Successful – Australia's Multicultural Statement 2017:** enshrines the principles of multiculturalism and provides rationale for this Strategic Plan. This policy renews and reaffirms the Government's commitment with a clear message on the values and responsibilities that underpin Australian society: safe and secure Australia; shared vision for the future; encouraging economic and social participation of new arrivals; harnessing the advantages of our diversity and shared national interest; continuing to build harmonious and socially cohesive communities.
- **Victoria's Multicultural Policy Statement 2017:** provides a 'whole of government framework' that recognises and values the cultural, racial, religious and linguistic diversity of the people of Victoria. This policy is underpinned by the Victorian Values Statement: one law for all; discrimination is never acceptable; freedom to be yourself; a fair go for all; it is up to us to contribute to a Victoria we can be proud of.

- **Racial and Religious Tolerance Act 2001:** prohibits behavior that incites or encourages hatred, serious contempt, revulsion or severe ridicule against another person or group of people because of their race and/or religion.
- **Equal Opportunity Act 2010:** all Victorian Government departments and service providers have a positive duty to take reasonable and proportionate measures to identify and eliminate discrimination.
- **Charter of Human Rights and Responsibilities Act 2006:** sets out the basic rights of Victorians to live with freedom, respect, equality and dignity; and requires public authorities to act compatibly with the Charter.

In addition, the Strategic Plan draws from:

- The Australian Intercultural Standards and Index: identifies the baseline quality of City of Ballarat's activities to promote intercultural relationships between all members of the Ballarat community in the following identified areas: education; neighbourhoods, public services, employment and labour market, cultural life, public space, intercultural mediation, language, public sphere, open and international outlook, intercultural competence, welcoming new arrivals, leadership, citizenship and representation, economic collaboration, entrepreneurship, economic development, anti-discrimination.

- The Ballarat City Council Benchmarking Report: City of Ballarat undertook a benchmarking exercise which provided information about the quality of services and programs in relation to those offered by 80 Intercultural Cities around the world. The Benchmarking Report positioned Ballarat **1st** amongst cities with 15% of residents born overseas and scored an aggregate Intercultural City Index of **84%**. Ballarat has been ranked **2nd** among cities with less than 200,000 inhabitants.

The development of this Strategic Plan has involved research, policy analysis and an intercultural community engagement process to ensure it reflects the needs and aspirations of the CALD communities living in Ballarat. Issues that arise during the life of this Strategic Plan will be responded to in the context of the identified priorities, goals and objectives.

## 3 Background to our Intercultural City

**The Ballarat region has a rich and diverse history that has shaped who we are today. Long before white settlers arrived, the region was home to at least 25 Aboriginal tribes known as the Wathaurong people** (Redwood K. 2009).

In 1835, the first Anglo-Saxon pastoralists began to arrive. The discovery of gold in 1851 led to a dramatic influx of people seeking their fortune; while 75% were British subjects, there was also a significant Chinese population, as well as European Jewish, Germans, Russians, Polish, Danish, Italian, French, Americans and Canadians (Redwood K. 2009). At least 16 nations were represented on the Ballarat goldfields.

In the twentieth century, the Federal Government's immigration program and post war reconstruction resulted in one million new settlers arriving in Australia. By 1955, hundreds of migrants from the United Kingdom, Poland, the Netherlands and Southern Europe had settled in Ballarat. Consistent with the integration policies of the time, these groups became part of the fabric of the community and their experiences as migrants were largely forgotten (Redwood K. 2009).

Since the 1960s, Federal Government approval of migration from a widening range of countries has made Australia one of the most ethnically and culturally diverse countries in the world. As recently as 15 years ago rural and regional areas were often less diverse than metropolitan areas, however Ballarat has become increasingly diverse with between 90 and 130 new migrants arriving to settle each year (Redwood K, 2009). Migrant settlement trends suggest new and emerging communities in Ballarat include Indian, Chinese and Sudanese people.

This demographic change has seen an evolving social, economic and cultural fabric across the municipality; a positive outcome for Ballarat. However, with growth comes the responsibility for ensuring City of Ballarat's services and programs are culturally appropriate and inclusive to enhance the wellbeing of CALD communities.



## 3.2 The Role of Council

Local government is the level of government closest to the people; it has the greatest opportunity to lead the development of inclusive and equitable policies and strategies that recognise, respect and value cultural, linguistic, ethnic and religious diversity.

It must work to ensure cultural diversity is used as an advantage to assure community harmony, a sense of belonging and a place for all.

In recent years, the City of Ballarat has demonstrated its support for cultural diversity through several initiatives and programs, including:

- **Cultural Diversity Strategic Plan 2009-14:** aimed at sustaining and strengthening its continuously growing multicultural communities
- **Multicultural Information Place – Ballarat Library:** aimed at providing information on numerous services and programs that are available for migrants
- **Ballarat Multicultural Ambassador Program:** aimed at enhancing community awareness and fostering social acceptance of migrants in Ballarat
- **CALD Education and Employment Pathways (CEEP) Program:** aimed at addressing education and employment gaps through the provision of various pathways such as training, further university education, volunteering and employment
- **Ballarat Regional Settlement and Advocacy Committee:** aimed at bringing key service providers together to attract and support new migrants with their settlement needs

- **Destination Ballarat White Paper 2016:** aimed at making Ballarat a leading regional settlement destination through existing, well-embedded capabilities, and coordinated and integrated approaches to strategic planning of various agencies.
- **Reconciliation Action Plan 2014-17:** aimed at meeting Council's commitment to supporting the reconciliation process and closing the gap in disadvantage between Aboriginal and Torres Strait Islander peoples and other Australians
- **Koorie Engagement Action Group (KEAG):** aimed at bringing a group together to enhance the opportunities for Aboriginal and Torres Strait Islander residents of Ballarat to contribute, participate and benefit from Ballarat's community life

The Cultural Diversity Strategic Plan 2009-2014 and its Action Plan was further progressed in 2015-16 and has now been fully realised. This Intercultural City Strategic Plan 2017-2021 aims to build further on the initiatives and programs developed to date. Ballarat's emerging cultural diversity is now recognised as requiring a broader social inclusion approach

## 3.2 The Role of Council



This Strategic Plan is aligned to the City of Ballarat Plan 2017- 2021 which aims to stimulate liveability, prosperity, sustainability and accountability now and in the future. It builds on the Liveability portfolio's goal of *a safe, healthy, environmentally sustainable, innovative and well-serviced community*. One that is welcoming, inclusive and socially connected and values a powerful sense of community. Cultural diversity is relevant to all areas of Council. Business units across the organisation will work with the Cultural Diversity area to implement the identified actions in this Strategic Plan.

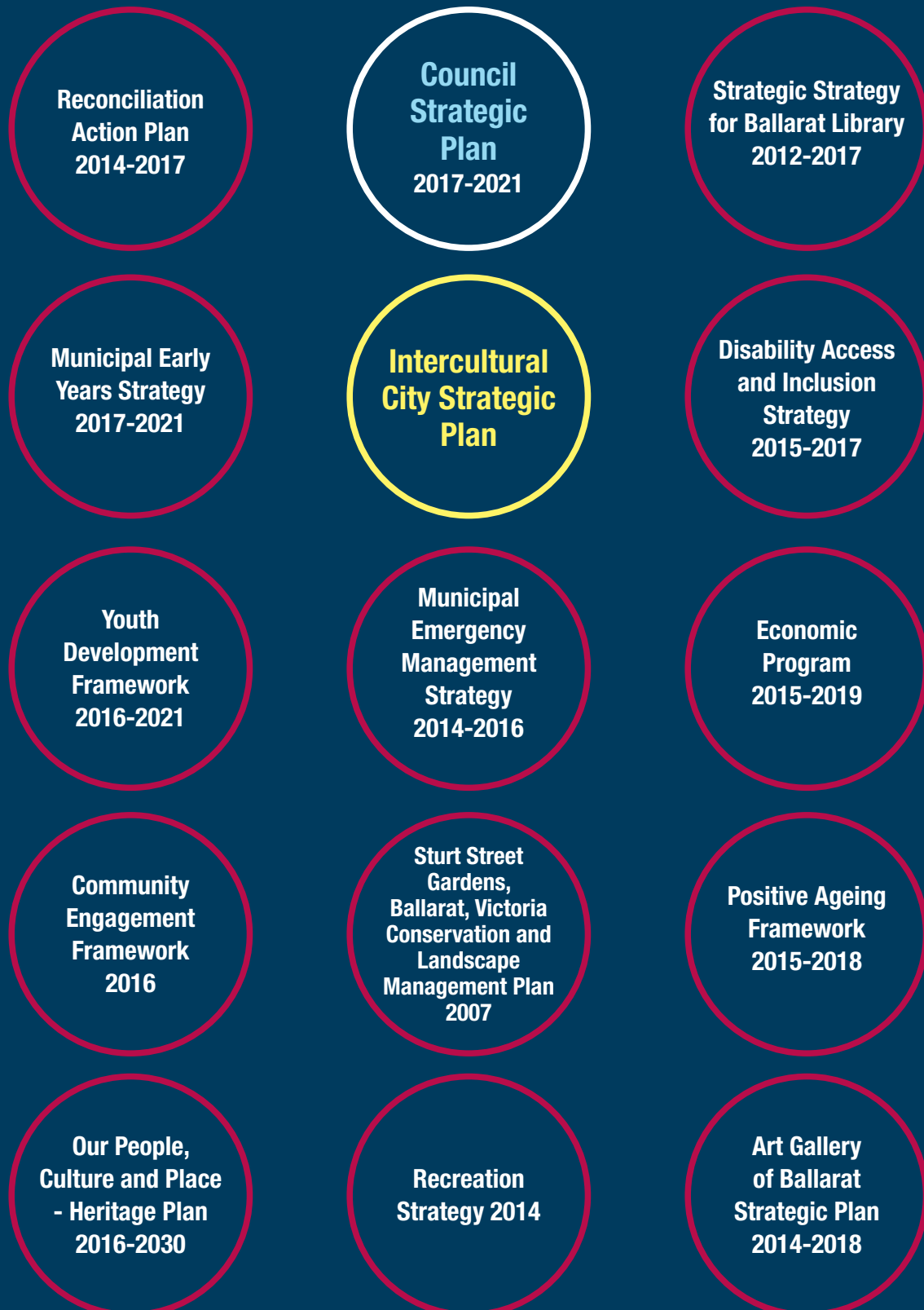
City of Ballarat employs specialist staff to support cultural diversity in the organisation and in the community; the role of the Coordinator Cultural Diversity is to facilitate the development, execution, monitoring and evaluation of this Strategic Plan. The Cultural Diversity unit is the primary point of contact for community groups that represent CALD communities.

Other City of Ballarat key officers linked to this Strategic Plan include:

- Business Unit Directors and Executive Managers
- Key Responsible Officers and staff
- Library Leadership Team and staff
- Cultural Partnerships Officers
- Cultural Diversity Officer
- Intercultural Pathways Project Officers
- Economic Development Officers
- Urban and Social planners
- Open Space planners

## 3.3 The Intercultural Strategic Plan links to other City of Ballarat Strategies / Plans

This Strategic Plan is linked to the different services that operate in City of Ballarat:





# 4. Ballarat's changing and diverse community

## 4.1 Census snapshot:



Total population of Ballarat at August 2016

**101,686**

From the 2016 Census **9.5%** (9655 people) were **born overseas** and

**57%** (5,499)

spoke a **language other than English** at home

**1.4%** (1,470) identified as Aboriginal or Torres Strait Islander

A further

**696 residents**

(6.8% of total population)

**did not state which country they were born in**

so cannot be included in the data

**52%** are female

**48%** are male

There are migrants in Ballarat from at least

**89 different countries**

**7%** of migrants are **aged 0-14**

**9%** are **aged 15-24**

**29%** are **aged 25-44**

**13%** are **aged 45-54**

**29%** are **aged 55-74** and

**12%** are **aged 75 and over**

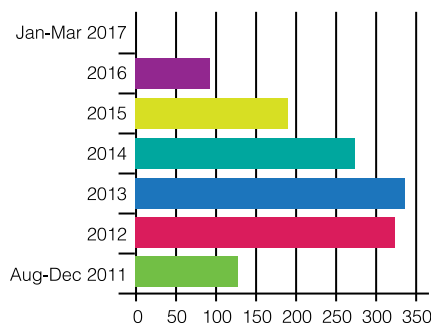
Main countries of birth other than Australia were:

**England** (2080), **India** (860), **New Zealand** (763), **China** (717), **Netherlands** (537), **Philippines** (415), **Scotland** (355), **Germany** (288), **USA** (233), **South Africa** (210), **Malaysia** (183), **Italy** (179)

Main countries of birth for people moving to Ballarat since 2011:

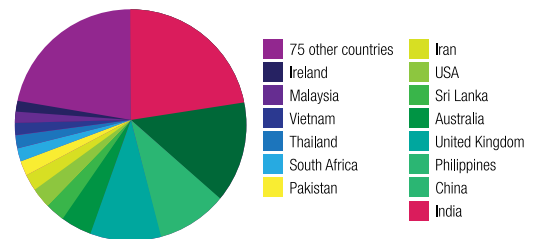
**China** (369), **India** (284), **Philippines** (181), **United Kingdom** (180), **New Zealand** (113)

**Figure 1:** Number of migrants arriving and settling in Ballarat by year



**5.4%** of people living in Ballarat **speak a language other than English** at home

**Figure 2:** Country of birth (top 4) of migrants arriving in Australia between August 2011 and March 2017, and currently living in Ballarat



Main languages spoken (other than English):

**Mandarin, Filipino, Tagalog, Punjabi, Hindi, Italian, Dutch, Cantonese, German, Arabic, Japanese, Greek**

**7.4%** (710) of people born overseas were **not proficient in English**, the largest group (**27%**) spoke **Mandarin**

**52%** (4,985 people) of residents living in Ballarat and born overseas, **arrived in Australia after 1996**

Since 2011, **67%** of migrants came through the **skilled migration** stream, **32%** came through the **family migration** stream and **2%** came through the **humanitarian** stream

**Catholic, Anglican, Uniting Church, Presbyterian** and **Reformed Church** are the major religious denominations in Ballarat

## 5. Community Engagement and Consultation



**An extensive community engagement process has been undertaken to inform the development of this Strategic Plan. The process included the following actions:**

- Internal consultation workshops held with 20 Multicultural Ambassadors bi-monthly from January 2016 to December 2016
- Consultations with the Intercultural Advisory Committee in relation to the Cultural Diversity Strategy – Action Plan 2014 – 2016 were tabled in the meeting agendas held bi-monthly from January 2016 to December 2016
- A Multicultural Summit was convened on 6 August 2014 to discuss the key actions of this Strategic Plan. Made up of key stakeholders, the group represented a range of sectors including: ethno-specific services, community services, health, education and employment agencies. The group identified the priority areas and the action component of this Strategic Plan
- Several consultations with the Ballarat Regional Settlement and Advocacy Committee (BRSAC) made up of key stakeholders and CALD communities took place in the 12 months leading up to the completion of this Strategic Plan. These sessions focussed on informing Ballarat residents about the development of this Strategic Plan and invited feedback through discussions about CALD issues and current service availability
- Data collection and evaluation of programs including: Multicultural Ambassador Program, CALD Education and Employment Pathways Program and the BRSAC research paper Destination Ballarat: A Leading Regional Settlement Destination.

## 6. The Intercultural City Strategic Plan

In the development of this Strategic Plan, City of Ballarat played an active role in working with the community and in promoting successful and inclusive partnerships. Actions were in the context of ‘collaborative approaches to achieve collaborative impact’ which reflect the realistic aspirations of the community and of our various stakeholders.

### Key Priority Area 1 Responsive Services

#### Goal

Provide services / programs with easy access points for CALD and newly arrived communities

#### Objectives

1. Enhance coordination and delivery of local services
2. Increase cultural competence of Council staff and service providers

### Key Priority Area 2 Active Citizenship

#### Goal

Engage CALD people to exercise their rights and responsibilities to participate in public life

#### Objectives

1. Make Ballarat a place where people fulfill their rights and responsibilities
2. Support CALD communities to participate in governance and all aspects of public life

### Key Priority Area 3 Leadership and Advocacy

#### Goal

Support the needs of CALD communities

#### Objectives

1. Build capacity of CALD residents to advocate to Council in relation to their needs
2. Represent and support CALD communities on issues impacting them to governments and the boarder community.

### Key Priority Area 4 Maximising and Valuing Diversity

#### Goal

Celebrate the ‘diversity advantage’ of the Ballarat Intercultural City

#### Objectives

1. Enhance CALD community participation in social, employment, education, training, arts and recreation opportunities
2. Provide opportunities for all residents and visitors to enjoy an intercultural, cosmopolitan Ballarat



## 7. Critical Success Indicators



### City of Ballarat will achieve successful implementation of this Strategic Plan by:

- developing a whole-of-organisation approach to building intercultural relationships and social cohesion
- supporting and empowering City of Ballarat staff to engage in genuine intercultural consultation with CALD people and all communities in the municipality to understand the issues, opportunities and challenges of living in Ballarat
- building long term partnerships / collaborations with government, agencies, community groups, organisations and local businesses
- allocating resources to implement the Strategic Action Plan and to deliver effective, tailored programs to meet needs of local CALD communities
- providing resources to areas identified in the Intercultural Cities benchmarking report as opportunities for enhancement
- ongoing monitoring and evaluation of the Strategic Plan and its outcomes, and reporting back to Council and the community.

## 8. Implementation and Evaluation

**The Intercultural City Strategic Plan 2017- 2021 will provide City of Ballarat with the necessary framework for achieving outcomes for CALD communities over the next five years. The Community Development Division - Learning and Community Hubs is the lead business unit that will advocate for and facilitate delivery of this Strategic Plan. As a whole-of-organisation approach has been adopted, associated City of Ballarat business units will be responsible for delivering and evaluating the objectives and actions of the Strategic Plan.**

An annual Action Plan will be developed against the four identified key priority actions of the strategic plan to guide specific program actions that need to be initiated. City of Ballarat will work in partnership with the community, government and non-government agencies, business / industry and the education sector to develop and implement appropriate responses to the Strategic Plan. The Strategic Plan will adopt some elements of existing City of Ballarat strategies where relevant and appropriate, to facilitate delivery of intercultural programs and services.

City of Ballarat's Cultural Diversity team will also:

- provide support, advice, training resources and information to assist City of Ballarat and stakeholders
- Promote the Strategic Plan throughout the organisation and the community
- monitor and review the Strategic Plan annually.

This Strategic Plan is intended to be a 'living' document. It will be monitored and reviewed each year by the Community Development - Learning and Community Hubs team to ensure it remains responsive and relevant. A full review will be undertaken every second year and will consider positive changes that could improve the Strategic Plan.

The Intercultural Advisory Committee has been established to provide support and advice on key intercultural issues and to enhance the implementation of this Strategic Plan.

## 9. Partners in Action

**Community, business and government partnerships will play a crucial role in supporting City of Ballarat to achieve quality outcomes in all key priority areas of this Strategic Plan.**

City of Ballarat acknowledges the following government, non-government entities, communities, service providers and various committees / organisations which are all potential partners in implementing Intercultural City Strategic Plan 2017-2021.

Australian Catholic University	Department of Education and Training	Multicultural Ambassadors – City of Ballarat
AFL Goldfields – Indigenous and Multicultural Steering Committee	Department of Economic Development, Jobs, Transport and Resources	Mt Clear College
Ballarat Community Health Services	Ethnic Communities’ Council of Victoria	Office of Multicultural Affairs and Citizenship
Ballarat & District Aboriginal Co-operative	Federation of Ethnic Communities’ Council of Australia	Refugee Support Service Network
Ballarat Friends of Ainara Community Committee	Federation University	Regional Development Victoria
Ballarat Neighbourhood Centre	iGen Foundation Limited	Rotary Club of Alfredton
Ballarat Health Services Ballarat Regional Multicultural Council	Inagawa Board of Education	Rotary Club of Wendouree Breakfast
Ballarat Regional Multicultural Council	Inagawa International Association	Settlement Humanitarian and Refugee Enhancement Working Group
Ballarat Regional Settlement and Advocacy Committee	Intercultural Cities Network	The Courier
CAFS Ballarat	Intercultural Advisory Committee – City of Ballarat	The Miner
Central Highlands Sports Assembly	Koorie Engagement Action Group	Victoria Police
Centre for Multicultural Youth	Koorie Services Hub	Victorian Local Government Multicultural Issues Network
Centrelink	Local Government Victoria	Victorian Multicultural Commission
Department of Human Services	Municipal Association of Victoria	VMC – Regional Advisory Committee
Department of Immigration and Border Protection	Multicultural Arts Victoria	Voice FM - 99.9
		AFL Western Bulldogs
		Women’s Health Grampians



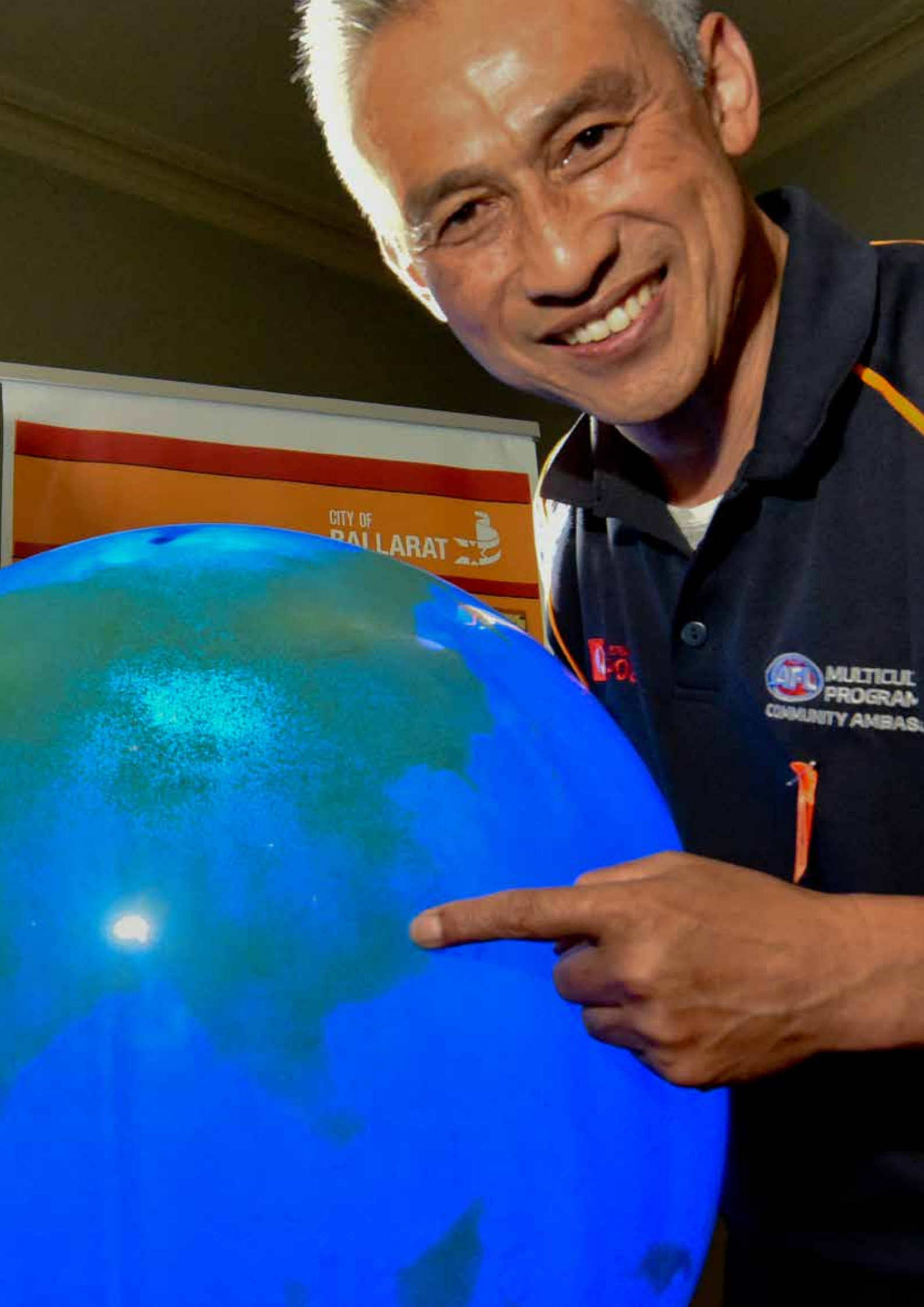
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3. *City of Ballarat Council Plan 2017 - 2021*
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6. *Redwood K., 2009 'A Short History of Migration to Ballarat' and 'City of Ballarat Cultural Diversity Issues Paper', Kate Redwood Consulting*
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