



Ballarat Regional  
Multicultural Council Inc.

ABN 24 776 744 519

# Ballarat Welcome Centre Today

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## Making a Diversity Hub at Sacred Heart Convent

Prepared by Ann Foley BRMC June 2018

BRMC's architect, Ammon Beyerle refers to agonism in the process of place-making. \* Agonism implies a deep respect and concern for the other; indeed, the Greek agon refers most directly to an athletic contest oriented not merely toward victory or defeat, but emphasizing the importance of the struggle itself—a struggle that cannot exist without the opponent. Victory through forfeit or default, or over an unworthy opponent, comes up short compared to a defeat at the hands of a worthy opponent—a defeat that still brings honor. An agonistic discourse will therefore be one marked not merely by conflict but just as importantly, by mutual admiration...—Political theorist Samuel Chambers[5)

# Mission

Prospering in Diversity

# Vision

This strategically located Welcome Centre takes a Ballarat iconic site to a new significance. It becomes a diversity hub that invites and enables migrants, including refugees and asylum seekers, to participate and discover how to engage optimally in the economic, social and cultural life of Ballarat.

A range of business and community services are created and staffed with a commitment to diversity. Through innovation, training and incubation onsite migrants overcome isolation, language and cultural bias. Ballarat Welcome Centre attracts many locals and visitors as well as migrants, catalyzing successful regional settlement and promoting intercultural awareness.

Sharp regional population growth, exponentially increasing cultural diversity and high level of communications and transport connectivity in Ballarat mean the Ballarat Welcome Centre will be a leading edge of changing community and will help to shape the character of 21st century Ballarat and region.

# Alignment

- Destination Ballarat 2015-2020
- BRMC Strategic Roadmap 2017-2020
- City of Ballarat Intercultural Plan 2017-2020
- Victorian Government Multicultural Policy Statement: Victorian and Proud of It
- Victorian African Communities Action Plan May 2018
- Racism, It Stops With Me!
- More than Gold – Committee for Ballarat 2018

# Values

- Multicultural and intercultural
- Innovation and enterprise
- Collective impact
- Global connection and Inclusion

Underpinning these values of Ballarat Welcome Centre are strategies:

## Human Story-making

Ethos, services and activities are people-centered and are dynamic, educational and intercultural. The centre is a diversity hub. Learning, multiple languages, robust discourse and co-location of culturally diverse activities and enterprises drive intercultural awareness and global connection.

## Catalysing Environment

The old convent classrooms, meeting rooms, exhibition, kitchen, residential and prayer spaces created over 150 years ago are repurposed as an environment to leverage skills and social capital of migrants and refugees. The place mitigates isolation, English language barriers or the cultural or unconscious bias of local institutions or markets.

## Connecting ...

- Large multi-storied site with NBN-connected business space
  - Capacity for entrepreneurs and other users to co-locate, with support services on site.
- Prominent location in Bakery Hill/Est Ballarat
  - Connects people easily with other strategic nodes in Ballarat, including the emerging Fed Unit Tech hub and Go hub in the CBD.
- Proximity to the capital city of Melbourne, an hour from domestic and international airports
  - Well located to act as a gateway and attraction for visitors to the region.

## Diversify

This place leverages diversity by recognizing and valuing lived experience from elsewhere. Unfamiliar culture and languages are in fact global connectedness. The challenge is to recognize and activate cultural capital' through culturally competent enterprises and training and innovations a Diversity Hub benefits the regional economy and promotes social harmony.



# Threshold Statement

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At the most significant eastern gateway from Melbourne, Ballarat Welcome Centre transforms the former Sacred Heart convent school site into a 21<sup>st</sup> century diversity hub steadily working towards implementing multicultural and intercultural services, accommodation, hospitality, learning and training opportunities.

A key need of new migrants is to gain a sense of belonging and an understanding of Australian culture, in both the social and the work environment. People arrive with an eagerness to contribute to their new home, global connections, high motivation to work and a higher than average entrepreneurship potential.

Ballarat community is curious about increasing diversity and many people seek connection with new migrants, as well as connection their own heritage. City of Ballarat intercultural plan, community business and sporting leaders encourage inclusion and recognize the contribution, potential and talents of migrants. Increasingly people also express empathy for the extreme hardship and difficult journey of asylum seekers and refugees.

Ballarat is Australia's first Intercultural City, a Refugee Welcome zone and a Safe Haven destination. In each of these declarations by our Local Government there is acknowledgement and celebration of cultural capital inherent in diverse communities and a will to welcome people and offer opportunities for participation and cultural exchange. This is the intercultural environment and opportunity at the heart of Ballarat Welcome Centre.



## The First Year

BRMC, the multicultural peak organization in Ballarat and Central highlands faced down a dilemma in 2016 as the 8 year lease on premises at Golden Point could not be renewed and purchase was not supportable. That premises had already been identified as too far from the CBD and too small for delivery of BRMC current member services and proposed future vision. This created an opportunity.

The site at 145 Victoria was identified as the best new location to run and expand the multicultural peak services. In 2017 the occupancy at the Centre was provided by owner Tina Banitska to BRMC on a month to month basis with a view to a long term lease that would enable development of a hub of community multicultural activities. Since then BRMC has established office headquarters in the three storey western wing.

Additional uses in the initial phase have included BRMC member meetings, events and seminars, markets, exhibitions, yoga lessons, leadership and sector forums and other social gatherings. The site offers generous indoor and outdoor spaces for these activities so has potential to be a very effective and welcoming community place.

BRMC entered this occupancy with willingness to collaborate on work to make the rest of the building safe and functional and to assist the owner where possible to ensure compliance with Council and building code requirements. Works undertaken by BRMC during this time include significant cleaning and maintenance, hazard testing, clearing rubbish, coordinating power and heating repairs. This has been both voluntary and paid work. It has been a spirited and enthusiastic start.

# Services

BRMC now offers onsite services including CALD seniors support, Seniors social hub, community volunteer English tutor program, settlement support program for new migrants, Tele link, home visiting, Ballarat migration advice service and referrals, volunteer training and community meetings space. Ballarat member organizations. Strategic networks are also supported through the venue. Ballarat Regional Settlement Advocacy Committee (BRSAC) and Ballarat Refugee and Asylum Seeker Support Network (BRASSN) and the Employment Education Action Group hold regular meeting.

Through projects and sublets, arts activities have also been established. An Artist in Residence program has been implemented. The first was located in one upstairs dance studio which was upgraded and curated as a site for Fotobiennale 2017. This installation by Polish-born Australian artist, Aldona Kmiec, *In The Process of Healing*, attracted over 830 visitors. In 2018 the residency is a working studio for painter, Andrew McIlroy who will exhibit at the Biennale of Australian Art (Boa) exhibition and will hold open studios in late 2018. BOAA and Fotobiennale both seek to utilize the site for biannual exhibitions. Ballarat. South Sudanese artist Paulo Adiang is establishing life drawing classes. Arts Alive community group has expressed interest in studio space and peer workshops.





BRMC's Twilight Markets in November 2017 and January, February and March 2018 attracted more than 1500 visitors and 16 convent tours were conducted for over 200 participants at the Twilight tours. Women's Health Grampians also held an exhibition installation of the *It Takes courage* women's group in November 2017 attracting hundreds of visitors from the twilight market. The Ballarat Italian choir held the first concert in the chapel in March 2018 attracting 80 guests. This concert was recorded by Rex Hardware and is available on YouTube.

BRMC members, arts practitioners, businesses and community sector organisations are currently booking regular and one-off events at the site. Sublets have generated an average 68 bookings monthly. BRMC has invoiced \$12k for the Welcome Centre in this period. This does not cover the outgoings on the site but BRMC intends that the Centre be self-sustaining financially within 5 years and that the increasing revenue from sublets and consultancies on the site will strengthen and build BRMC's independence and viability while maintaining alignment with BRMC objectives and strategic roadmap.



# Highlights

The Welcome Centre site is already a local landmark of historical significance that attracts both visitors and locals to view and use the remarkable indoor and outdoor spaces, including business offices, Chapel event space , Intimate grotto room, kitchens, performance and exhibition studios, walled garden and cloisters cafes and markets, meeting rooms and studios.

The Welcome Centre built environment echoes the striking architectural forms and versatility of other visionary place-making projects. Like Daylesford Convent Gallery and the Abbotsford convent this place offers a generous and emblematic site for diverse opportunities for entrepreneurs, artists, hospitality and events, settlement services, language, cultural celebrations and business enterprises.

This distinctive site offers three storeys of connected buildings and private grounds with capacity to host diverse indoor and outdoor events. The Welcome Centre project has started already with an impetus from collective effort in the multicultural and settlement communities and a collaborative community spirit.



Office Headquarters of Ballarat Regional Multicultural Council and its strategic networks are located at the site, including regional settlement advocacy networks, migrant settlement services, social and support services, language tutoring and enterprise incubators, Migrant English and community mentoring services.

BRMC has consulted community members and partners at various fora during its first twelve months occupancy to determine whether the development is feasible and in alignment with its strategic objectives.<sup>i</sup> Those settings included some formal consultations including: General member meetings of BRMC June 2017 and May 2018; Leadership Ballarat Western Region Workshop September 2017; Listening posts at BRMC Welcome market March 2018

- Community Meetings for member associations
- Multicultural meals to be shared
- Cooking demonstrations and functions
- Prayer and faith practice
- Art and cultural practice
- Conversation groups
- Language lessons
- Volunteer training and peer support gatherings
- Co-office and hot desk facilities
- Internet access
- Markets
- Outdoor gatherings
- Studio space
- Office space
- Accommodation
- Performance space
- Music, dance and toga practice
- Happy Place Youth gatherings.

#### Mille Feuille Collaboration (many layers)<sup>ii</sup>

The mille feuille project is a partnership project with Melbourne University and Here Studio<sup>iii</sup>. This collaboration further developed community consultations with a four day immersive field trip to the convent involving occupation by sixteen architecture students and their lecturers in a studio intensive. The students continue to work on masterplans and individual projects for the Ballarat Welcome Centre and will present their work in Melbourne and in Ballarat in late July.

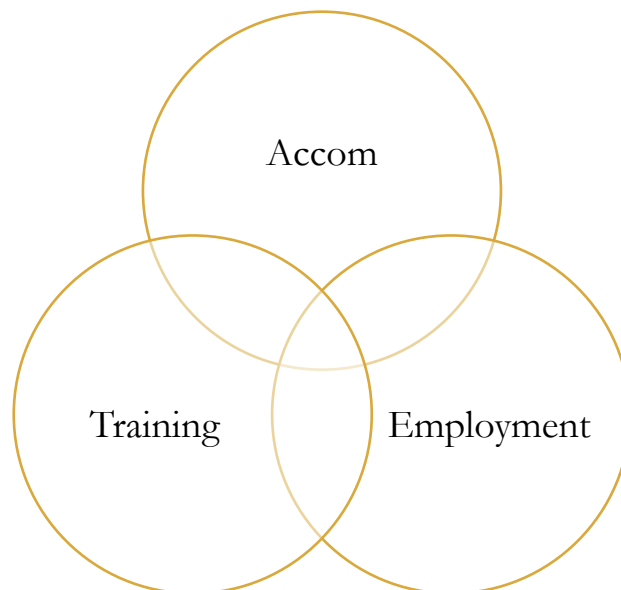
An innovative partnership with Here Studio architects and Melbourne University is contributing to a design and planning process to realise the potential of the site. Extensive consultation was undertaken by the students and here Studio in the first half of 2018. BRMC and Melbourne University collaborated to conduct a four day intensive live-in program in March 2018. Students were required to consult extensively with community members and prepare four Masterplan proposals as well as sixteen project plans focusing on particular parts of the site or themes.

This project has highlighted and delineated potential and constraints of the site. Here Studio has now been engaged through State government funding to design and implement and capital funding from university of Melbourne through their Myer foundation Place-making project. The funding will be used to install all-abilities access toilets, a registrable kitchen and access ramps. They will also analyse the building works plan proposals with an initial feasibility report.

## Critical Projects

The next phase of capacity building at the Ballarat Welcome Centre will engage community in innovative projects to address critical service and support for new migrants, especially refugees and asylum seekers. The site provides a place that can coordinate initiatives that increase employment pathways, training opportunities and a vibrant interconnected hub. Specific projects planned for the site are

- Stepping Stones business incubation for CALD and older women;
- Accommodation modelled on the Madgas hotel training ground
- Governance and leadership programs for emerging CALD communities



# Context

Ballarat is in a phase of intense growth and diversification in its population and economy. The city and region are experiencing high growth and labor needs in building, hospitality, Tourism, manufacturing, technology, government, community service sector, education and emerging industries. New skilled, enterprising and connected newcomers will be crucial to successful growth.

The estimated population of City of Ballarat is 107,647. According to the 2016 census 9,652, (9%) people residing in the City of Ballarat were born in another country, 18% of who arrived between 2011-2016. Approximately 5% speak a language other than English at home. The percentage of overseas arrivals from non-English speaking countries increased by 1% (5624) between the two most recent censuses. The highest growing populations between 2011-2016 were from non-English speaking background - the population of Indian born residents increased by 378 people to total 869 residents, the population of Chinese born residents increased by 308 to total 717 residents, and the number of Philippine born residents increased by 225 to total 415.

Between the ten year period 2008 - 2017, 99 humanitarian arrivals and 808 Family visa arrivals settled in the City of Ballarat. More than double the number of women, 536, than men, 272, arrived on family visas. The top five countries of birth for humanitarian entrants for this 10 year period was Togo, Iraq, Ghana, Sudan and Benin. Family visa entrants reflect the general overseas born population in Ballarat, with the most popular countries being: China, Philippines, United Kingdom, India and Thailand. This data only reflects initial settlement and not those who come on family visas or move to Ballarat.

In addition, Ballarat has a high population of secondary migrants and international students. It is also a designated Safe Haven Enterprise local government area. Whilst some SHEV holders have already moved to Ballarat, a greater move of SHEV holders can be expected due to pull factors such as: employment opportunities, commutable distance to Melbourne, lifestyle and available social support.



# SWOT

The large site requires master planning and significant feasibility assessment. BRMC has partnered with Here Studio and the Melbourne Design School in a Studio consultation and design project that included consultations with community and development of plans and specific designs for the site. Students will present their work at a public event in Ballarat

BRMC has also developed feasibility and risk assessments following the community consultations and has begun project planning in collaboration with the owner, tin Banitska. An initial SWOT exercise by the BRMC Leadership Portfolio working Group identified the following:

<p><b>STRENGTHS</b></p> <p>Prominent site          Versatile site with legacy of convent          Private grounds          NBN connected          Multi storey and many connected spaces          Community seeks space          Business centre suitability          Precedents are encouraging: ASRC Innovation hub, Abbotsford convent, Nhill welcome house, Convent Gallery Daylesford          Supportive Owner          Recognised Ballarat historical site valued by Ballarat community</p>	<p><b>WEAKNESSES</b></p> <p>Old site with costly upgrade and upkeep          Complex building with need for re- design          Not Wi-Fi friendly          Wall can be off-putting and limited access to grounds          Cost vis a vis revenue is high due to building condition</p>
<p><b>OPPORTUNITIES</b></p> <p>Diversity hub strategic link to Tech hub and Arts hub          Multiple services- educational, accommodation, events, enterprise and business centre, arts          Long-term tenure and option to buy          Partnership with Melb uni Design School and Myer foundation Place-making Project          Regional support for a diversity hub          State government support for capacity building          Local networks support Destination Ballarat</p>	<p><b>THREATS</b></p> <p>Governance challenges complex and could fail          Financial over commitment          Local government zoning and development constraints          Costs will discourage members from using the site</p>

From 2018 to 2020 the Centre this will develop as an outstanding multicultural and community centre through an integrated site. It will add value to the neighborhood and local economy through unique community engagement, including language training and educational services, social enterprise, cultural and arts training and events, regular community educational events

From 2020 onwards the Centre will have established the financial independence to function as a self-sustaining intercultural business. Ballarat Welcome Centre will be known as the regional centre for excellence in cultural competency, migration and settlement support, migrant opportunities and a positive catalyst and enabler for the other multicultural and intercultural initiatives in the region.

## Keys to Success

Ballarat Welcome Centre is intercultural and intersectional. The community member base of BRMC and its migration and advocacy networks ensure a community driven project. The private sector partnership with owner,

- Tina Banitska creates an effective business model for converting a convent into a thriving cultural centre and can be both a mentor and advisor to the Ballarat Welcome Centre
- The place-making partnership with Here Studio and university of Melbourne design School have brought design creativity and rigour ensured a profoundly inclusive co-design process incorporating many community and emerging community voices.
- The BRMC role in driving strategic advocacy for migration and settlement and increasing membership ensures a strong web of community, business and government members willing to engage in multicultural activities at the centre that will attract.
- The large site with its beauty and legacy of educational services will encourage people to work together and create a training and employment and enterprise hub that are iconic, both as a Ballarat site of significance and as a mutli-faceted centre.
- It is evident now that a robust governance structure and business plan are pre-requisites to the large investment and multifaceted business activity proposed for the site

## Description of Business

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### Company Ownership/Legal Entity

Ballarat Regional Multicultural Council Inc. is an incorporated Association constituted under the Associations Incorporations Act 2008. BRMC is negotiating a five-year lease on the site with an option to renew for a further five years and first option to purchase. This creates a stable foundation for the Welcome Centre with capacity to offer long term sub-leases and incubate new enterprises and partnerships on site.

The owner, Tina Banitska, supports the enterprise and brings to the project a rich vision for an arts centre and her own direct business experience as proprietor and creator of the Daylesford Convent Gallery, a centre of excellence for arts, events and ceremonies. As the child of migrant's refugees Tina has a strong commitment to the vision of the Ballarat Welcome Centre. Her innovation and creativity at the Daylesford Gallery provides a blueprint for business nurturing of diverse art and culture, as well as a training ground for migrant employees.

The main Members of BRMC are 28 diverse cultural associations from well established, developing and emerging communities. The recent strategic plan and strategy espoused in Destination Ballarat also honours the Aboriginal traditional custodians, the Wadawurrung, and heeds their welcome to migrants and refugees:

## Location

The location of the Ballarat Welcome Centre is crucial to its success. Already a significant site in Ballarat's history the former convent site is undergoing a transformation to a contemporary place that complements the technology and arts hubs located nearby in the central business district. This diversity hub provides the third point for a strategic triangle in this important regional city. Location advantages include:

- The main highway entrance to the Ballarat CBC with a highly visible street frontage
- One hour from the Melbourne International Airport
- Central and within a few minutes walking distance from shopping centre, central business district
- Easily accessible by public transport, including a bus stop immediately outside the centre.
- An established Ballarat landmark with a historic and social importance for almost 150 years
- Secure outdoor gardens and courtyards protecting people from the noise and traffic of the main road
- Extensive cloisters and courtyards add to the amenity of the building on the site

## Interior

The convent site is a beautiful and inspiring historic building with potential as a multifunctional centre with integrated but diverse multicultural services, activities and events. It is surrounded by a high brick wall which creates a sense of privacy and security as well as containing noise within the site.

## Hours of Operation

BRMC headquarters is open business hours Monday to Friday. After hours and weekend use of the facility is regular, with over 68 bookings each month in the first full month of subletting in May 2018 and peaking at 850 people visiting the Fotobiennale Exhibition in 2017.

BRMC Member and partner use of the building extends these hours as needed. Community demand for event space now includes regular scheduling of events outside business hours, weekends and holidays

## Products and Services

Partnerships that have already been established to promote the use of the site:

- Office Headquarters of Ballarat Regional Multicultural Council and its strategic networks including regional settlement advocacy networks, migrant settlement services, social and support services, language tutoring and enterprise incubators
- Heartspace drop-in and service centre for culturally and linguistically diverse seniors seeking company, support or assistance with My Aged Care
- Fotobiennale Venue August to September 2017 welcoming over 830 visitors to 'In the Process of ' an immersive photographic and sculptural installation of local Polish-born photographer, Aldona Kmiec.
- Coco Sounds choir drumming and musical events each week and regular drumming and voice workshops have been conducted throughout 2018
- Artist in Residence Project 2018: current artist Andrew Mcillroy, established Australian contemporary painter
- 'It takes Courage' Family violence Prevention women's focus and project group of Women's Health Grampians has conducted workshops and exhibited in the Centre in 2017 and 2018
- Biennale of Australian Art (BoAA) exhibition partners under negotiation for August –September 2018
- Here Studio Architecture Firm and University of Melbourne Design School conducted a four day Studio intensive in June 2018 to consult community on devising master plans and specific projects for the site. This project is also part of a Myer Foundation funded national project on Place making
- Brotherhood of St Laurence Stepping Stones Project business incubator project in planning phase for migrant and refugee women's business incubator course in 2018/19
- Victorian Multicultural Leadership Program implementation booked for July to October 2018
- BRMC community volunteer tutoring program: Training, supporting and matching 45 volunteer tutors with migrants for One-on-one English tuition and conversation



Multicultural, intercultural and interfaith services offered onsite already utilize community spaces, or meetings, events and workshops currently averaging 68 bookings per month and expected to triple in the next six months.

Community consultation and co-design has been enhanced by a productive partnership with Here Studio and University of Melbourne Mille Feuille Project exploring the place making through The Melbourne School of Design Place-making course for third and fourth year architecture students. This project has consulted community users and produced a masterplans and multiple design projects

A summary of existing and planned events has been compiled and provided to City of Ballarat Planning Division as part of an Outline Development Plan (ODP). The ODP provides an outline of intended activities and seeks Council endorsement of those activities under existing zoning and

Figure 1.

Intended Uses of the Ballarat Welcome Centre – extracted from the Outline Development Plan submitted to City of Ballarat in January 2018

<b>ACTIVITY CATEGORY</b>	<b>Itemised</b>	<b>RESOURCES, PEOPLE AND NATURE OF ACTIVITY</b>
<b>Administration</b>	<i>BRMC Headquarters  Ballarat Regional Settlement Advocacy Network HQ</i>	<i>10 core staff delivering multicultural support, settlement services, classes, community mentoring and social and hospitality events. Regular Executive and working group meetings of 5-20 participants. Regular  Regular committee meetings of 20- 30 members and regular networking and professional development sessions of 10-35 participants</i>
<b>Offices</b>	<i>Welcome Business Hub Welcome co-office Enterprise hub Welcome Business Entrepreneurs Incubator Welcome Work Experience Welcome Migration Services Visit Ballarat Tours Ballarat Multicultural Association Member offices</i>	<i>NBN resourced small business incubator Banks of laptop and device ready hot desks for visiting and occasional users Site based business and services will offer student placements and internships Migration advices services offering client advice Bus trips offering day visits and potentially overnight stays to familiarise visitors with Ballarat Ballarat member groups meeting and event spaces such as governance sessions, planning groups, networking meetings, cultural education and arts classes for children and adults</i>
<b>Community Education</b>	<i>Welcome Migrant English Program Welcome Community Mentoring Service for new arrivals Language Learning Centre Arts Masterclasses Cultural competency Training</i>	<i>Community volunteer tutor and mentor training and coordination for one on one and group sessions Member Associations hold classes in home language for members on evenings and weekends Practical arts classes and masterclasses and artist talks Cultural competency training for mainstream organisations and other community and business entities</i>
<b>Employment and Training</b>	<i>Workplace Learning Student placements Volunteering Internships</i>	
<b>Faith and Interfaith</b>	<i>Prayer Rooms - multifaith</i>	<i>A room that can be utilised for reflection or faith practice by members, tenants or visitors</i>
<b>Functions</b>	<i>Exhibitions Weddings Music, Dance, Theatre and Film showings</i>	<i>Fotobiennale Museum exhibits of convent history Member exhibits of migration journeys and experience and artefacts</i>
<b>Conferences</b>	<i>Planning Days Mediations Community Information Days Business and professional breakfasts, meetings and seminars series</i>	<i>Conferences and planning days may be booked in various rooms Members and firers may book connected meeting rooms that require breakout spaces Kitchen facilities and meeting spaces will accommodate gatherings of member associations and others enjoying the congenial and reflective atmospheric</i>
<b>Events and Performances</b>	<i>Diwali Eid Chapel Chamber Music Series Contemporary Dance/Artist in-residence</i>	<i>A full day celebration incorporating performances, speeches, food and religious observance Classical, jazz and contemporary music series in the chapel space Contemporary dance is a vehicle for expressing cultural and migration stories and artists in residence can deliver</i>

	<p>Christmas New Year's – Chinese, Persian, Fed uni and others White Night...Cultural diversity Week</p>	<p>Different cultural groups seek to celebrate their festival and faith days at the multicultural centre Multicultural communities participate in cross-city celebrations and the Welcome Centre becomes on site for multi-site celebrations</p>
Gallery	Multiple Art exhibition spaces	The convent entrance hall, garden, chapel and upstairs spaces are all potential rehearsal, exhibition, installation and performance spaces for multicultural projects and/or hirers of space
Museum	<p>Multicultural museum The convent museum</p>	BRMC members seek space for permanent storage and exhibition of cultural artefacts, recording and preservation of historic stories and legacy
Cafe	<p>Welcome Café Grotto Café Welcome Picnic Garden</p>	<p>A café space for members, tenants and visitors A grotto space adjacent to the Garden venue for member, playgroups, classes, gardening groups</p>
Commercial Kitchen and Bar	<p>Two commercial kitchens servicing: -Functions and Events -Multicultural Tucker -Residents and Volunteers Licensed Bar and/or Pop Up cocktail evenings</p>	Member hospitality events, cultural celebrations such as weddings, music events, multicultural tucker dinners
Retail	<p>Welcome merchandise Artworks Local Produce Diverse Delicious Cuisine Social Enterprise outlets e.g. Karen weaving Nhill</p>	
Accommodation	<p>Welcome to Ballarat studio accommodation Student accommodation Mentored accommodation and support for new arrivals</p>	

<b>Ballarat Regional Multicultural Council Strategic Roadmap 2017-2020</b>		
<b>Migration, Multicultural and Intercultural Services</b>	<b>Provide and promote services that empower culturally diverse people to participate and prosper</b>	<i>Define and develop best practice in migration and settlement services</i>
		<i>Enhance community mentoring and migrant English services</i>
		<i>Audit program services to improve staff and volunteer skills.</i>
		<i>Review and reform communication strategy and practice to ensure effective services to members and community.</i>
		<i>Develop expertise in cultural diversity training and referrals</i>
		<i>Develop and enhance culturally responsive services for ageing CALD population.</i>
<b>Regional leadership</b>	<b>Lead advocacy for successful migration and humanitarian settlement in the region</b>	<i>Lead and collaborate on capacity building initiatives across the region with targeted support to emerging communities</i>
		<i>Develop strategic intercultural and interfaith initiatives that enhance dialogue, connection and harmony in our whole community</i>
		<i>Strategically partner with BRMC Members, local businesses and community groups to promote social cohesion and economic opportunities</i>
		<i>Auspice emerging communities in social cohesion projects and economic initiatives and publish and promote their outcomes</i>
<b>Enterprise incubation</b>	<b>Catalyse and support multicultural capital and entrepreneurial activity</b>	<i>Develop key business and financial relationships to support a business hub at the Welcome Centre</i>
		<i>Identify opportunities to pilot and implement viable social enterprises with employment and training outcomes</i>
		<i>Establish and collaborate to promote entrepreneurial responses to critical settlement gaps in housing, service coordination and employment</i>
<b>Governance Excellence</b>	<b>Govern well and build strong business capability</b>	<i>Establish skills-based board and define portfolio responsibilities for Board members</i>
		<i>Assess implications and options for BRMC legal structure of the establishment of the Welcome Centre model</i>
		<i>Develop and implement a rebranding strategy</i>
		<i>Establish and monitor performance metrics for the board and staff</i>
		<i>Share strategy so that staff understand how they contribute to the BRMC vision and embed strategic activity into staff work plans</i>
		<i>Review and amend BRMC membership structure and services</i>

		<i>Develop a robust financial plan and budget</i>
		<i>Audit business systems to identify investment that may need to be made in the short-medium term</i>

## Measures

- *Settlement is easier (and we perform well against National benchmarks)*
- *More migrants are active participants in civic and economic life*
- *More migrants are employed, studying, volunteering and or/ starting enterprises*
- *More people in the Ballarat region embrace and capitalise on the benefits of cultural diversity*
- *Ballarat and region is recognised by government, and people from culturally diverse backgrounds as a good place to live*
- *We are stimulating new entrepreneurial activity that impacts positively on migrants and the economy*
- *We are a partner of choice for organisations wanting to make a positive impact on cultural diversity*

ii  
iii