



BALLARAT INTERCULTURAL CITY STRATEGIC PLAN 2018–2021



intercultural cities
cités interculturelles



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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 examines 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 2018–2021 celebrates our city's 'diversity advantage' and the significant contributions made by successive waves of migrants to the municipality. This Strategic Plan details how the 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 2018–2021 reinforces the City of Ballarat's commitment to its various ethnic communities through leadership and advocacy. It recognises that it has a significant role to play in promoting wellbeing, empowering and providing opportunities for everyone regardless of their cultural, linguistic or religious backgrounds. In effect, this Strategic Plan will guide the City of Ballarat in facilitating the delivery of both responsive and proactive 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, community engagement and consultation with City of Ballarat's staff, stakeholders, CALD groups and other organisations.

The 2018–2021 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 development of Ballarat. These include the Multicultural Ambassador Program, which trains and supports individuals to represent their communities and build their capacity. The Multicultural Information Place (MIP) located at the Ballarat Library, where individuals can volunteer. Through the MIP Desk, existing and new migrants can be assisted to build their skills and networks by gaining information regarding various services that they can access. In addition, the Intercultural Employment Pathways (IEP) Program is yet another initiative that is creating real career outcomes for migrants and refugees. Plus, Harmony Fest – an annual intercultural celebration which brings people of various cultures together to celebrate Ballarat's diversity.

Our recent membership to the Council of Europe's Intercultural Cities Programme commits the City of Ballarat to working meaningfully and strategically to bring people 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 2018–2021 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.**

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’

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 facilitate inclusive engagement and collaboration with its culturally, linguistically and religiously diverse communities.

2. Introduction

The City of Ballarat's Intercultural City Strategic Plan 2018-2021 provides direction for the 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 2018–2021 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 the 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 that are not to the individual's or 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 2009–2014
- value and promote the advantages of cultural diversity
- engage CALD community members to provide leadership to support the 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 the City of Ballarat to create an interculturally enriched community.

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

- **Multicultural Australia – United, Strong Successful – Australia's Multicultural Statement 2017:** enshrines the principles of multiculturalism and provides a 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. It seeks a safe and secure Australia; a 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 behaviour 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 the 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 in which the 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. Community needs that arise during the life of this encompassing 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 75per cent 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 22 nations were represented on the Ballarat goldfields. Thus, Ballarat was one of the most cosmopolitan cities in the world at that time.

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, the 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, Filipino, Sudanese, Togolese, Pakistani, Thai and other people from African, Asian and Middle Eastern backgrounds.

This significant 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 the City of Ballarat's services and programs are culturally appropriate, sensitive as well as inclusive, to enhance the wellbeing of all 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 our indigenous communities, immigrants including refugees and asylum seekers
- **Ballarat Multicultural Ambassador Program:** aimed at enhancing community awareness and fostering social acceptance rather than social tolerance 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 immigrants including refugees and asylum seekers with their settlement needs

- **Destination Ballarat White Paper 2016:** aimed at making Ballarat a leading regional settlement destination through existing, well-embedded capabilities, coordinated and integrated approaches to strategic planning of various agencies
- **Reconciliation Action Plan 2014–2017:** 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
- **Ballarat Friends of Ainaro Community Committee (BFACC):** aimed at promoting education, mutual respect, municipal cooperation and working with the community to achieve economic, social and environmental sustainability for the people of Ainaro, Timor-Leste.

The Cultural Diversity Strategic Plan 2009–2014 and its Action Plan were further progressed in 2015–2016 and have now been fully realised. The extent of the goals that were achieved were presented to the community at the Ballarat Multicultural Summit 2014 (Summit Report 2014, Strategic Outcomes - page 5). This Intercultural City Strategic Plan 2018–2021 aims to scaffold 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 the City of Ballarat



This Strategic Plan is aligned to the City of Ballarat's 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, socially connected and values a powerful sense of community. Cultural diversity is relevant to all areas of the City of Ballarat. Business units across the organisation will work with the Cultural Diversity area to implement the identified actions in this Strategic Plan.

The City of Ballarat employs specialist staff to support cultural diversity in the organisation and in the community - the role of the Intercultural City Coordinator 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.

Key City of Ballarat officers promote inter-cultural practice in program delivery. Working across different units include:

- Business Unit Directors and Executive Managers
- Key Responsible Officers and Staff
- Library Leadership Team and Staff
- Cultural Partnerships Officers
- Cultural Diversity Officers
- Intercultural Employment Pathways Program Officers and Consultants
- 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 the City of Ballarat:

**Council
Strategic
Plan
2017-2021**

**Intercultural
City Strategic
Plan**

- Reconciliation Action Plan 2014-2017
- Municipal Early Years Strategy 2017-2021
- Youth Development Framework 2016-2021
- Community Engagement Framework 2016
- Our People, Culture and Place - Heritage Plan 2016-2030
- Municipal Emergency Management Strategy 2014-2016
 - Sturt Street Gardens, Ballarat, Victoria Conservation and Landscape Management Plan 2007
 - Recreation Strategy 2014
- Strategic Strategy for Ballarat Library 2012-2017
- Disability Access and Inclusion Strategy 2015-2017
 - Economic Program 2015-2019
- Positive Ageing Framework 2015-2018
- Art Gallery of Ballarat Strategic Plan 2014-2018

4. Ballarat's changing and diverse community

4.1 Census snapshot:



Total population of Ballarat at August 2016

101,686

From the 2016 Census **9.6%** (9655 people) were **born overseas** and of these **5.4%** (5,499) spoke a **language other than English** at home **1.4%** (1,470) identified as Aboriginal or Torres Strait Islander

A further **6,963 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

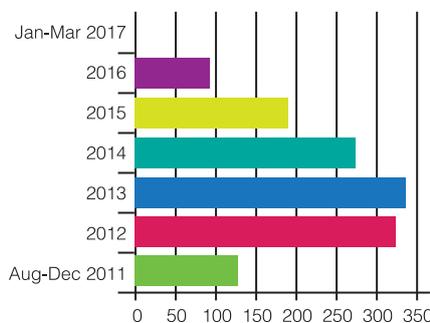
There are immigrants in Ballarat from at least **89 different countries**
219 ancestries

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** (2,080), **India** (860), **New Zealand** (763), **China** (717), **Netherlands** (537), **Philippines** (415), **Scotland** (355), **Germany** (288), **USA** (233), **South Africa** (210), **Malaysia** (183), **Italy** (179)

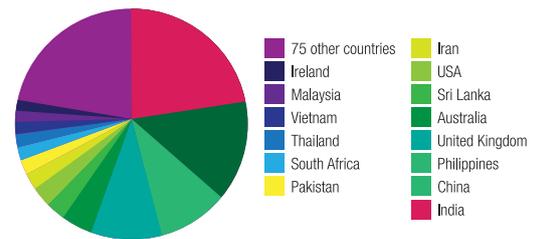
Main countries of birth for people moving to Ballarat since 2011: **China** (369), **India** (284), **Philippines** (181), **United Kingdom** (180), **New Zealand** (113)

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**

710 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

City of Ballarat Multicultural Ambassadors 2016–2018



Alisa Ma
(China)



Maggie Liu
(China)



Nikki Foy
(Australia)



Rebecca Bo
(South Sudan)



Rod Serojales
(The Philippines)



Sadiki Mukasa
(Congo)



Yvonne Paulina
Davis
(The Netherlands)



Syed Muhammad
Sami
(Pakistan)



Tuyet Yeardley
(Vietnam)



Sid Tegally
(Mauritius)

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 were 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 - listed as 'Partners in Action' in this plan - 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 established and new 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, the 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, delivery of local services
2. Increase cultural competence of Council staff and service providers

Key Priority Area 2 Active Citizenship

Goal

Create opportunities for CALD people with other communities to exercise their rights and responsibilities to influence public life

Objectives

1. Make Ballarat a place where people fulfill their rights and responsibilities
2. Create opportunities for CALD people with other communities to exercise their rights and responsibilities to influence public life

Key Priority Area 3 Leadership and Advocacy

Goal

Engage CALD communities and other residents in finding solutions to addressing specific community needs

Objectives

1. Build capacity of CALD and other residents to advocate to Council in relation to their needs
2. Represent and support CALD communities and other residents on issues impacting them to governments and the broader 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, sports and recreation opportunities
2. Provide opportunities for all residents and visitors to enjoy an intercultural, cosmopolitan Ballarat

7. Critical Success Indicators



The 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 through cross-unit collaboration across program development and delivery
- 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, such as engagement with the Ballarat Regional Advocacy and Settlement Committee (BRSAC) in project delivery
- 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 the City of Ballarat and the community.

8. Implementation and Evaluation

The Intercultural City Strategic Plan 2018–2021 will provide the City of Ballarat with the necessary framework to achieve 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 also 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. The 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.

The City of Ballarat's Cultural Diversity team will also:

- provide support, advice, training resources and information to assist the City of Ballarat and stakeholders
- promote the Strategic Plan throughout the organisation and the community
- monitor and review the Strategic Action 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 the City of Ballarat to achieve quality outcomes in all key priority areas of this Strategic Plan.

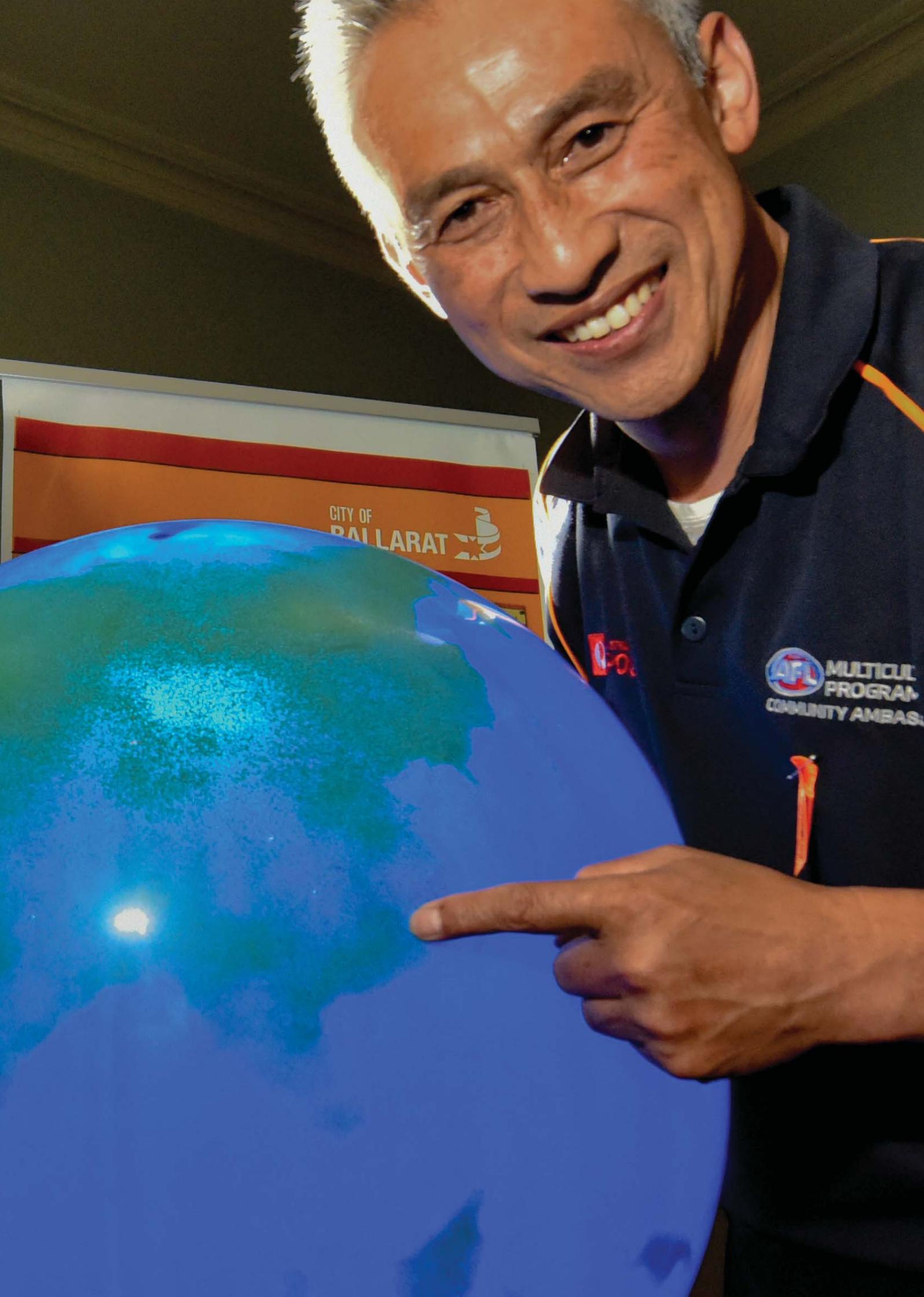
The City of Ballarat acknowledges the following government, non-government entities, communities, service providers and various committees/organisations which are all potential partners in implementing Intercultural City Strategic Plan 2018-2021.

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

10. REFERENCES

1. *Australian Bureau of Statistics, Census of Population and Housing, 2016*
2. *Building Social Cohesion in our Communities (Online Resource) Australian Centre of Excellence for Local Government for the Australian Human Rights Commission, 2015*
3. *City of Ballarat Council Plan 2017 –2021*
4. *Local Government Act 1989*
5. *Municipal Public Health and Wellbeing Plan 2013 –2017*
6. *Redwood K., 2009 'A Short History of Migration to Ballarat' and 'City of Ballarat Cultural Diversity Issues Paper', Kate Redwood Consulting*
7. *SCOA National Settlement Services Outcomes Standards, June 2015*
8. *Settlement Data Base, August 2011-June 2016, Department of Immigration and Border Protection*
9. *The Intercultural City Step by Step, Council of Europe, January 2013*
10. *Multicultural Australia 2017 – United, Strong, Successful – Australia's Multicultural Statement*
11. *Victoria's Multicultural Policy Statement 2017*





CITY OF
BALLARAT

AFL
MULTICULTURAL
PROGRAM
COMMUNITY AMBASSADOR

