

# BALLARAT



Our Cultural Diversity  
Strategy 2009-2014





## 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 different cultural groups. People from diverse backgrounds communicate, understand and learn from each other and establish ‘connections’. All these ‘connections’ spur creativity, innovation and growth by bringing together people of all cultures for the benefit the community.

‘Ballarat: an inclusive intercultural city’ is a community that looks at what its people already have in common. We may all come from different backgrounds and cultures, but as a community, we share the same schools, businesses, work places, recreation spaces and much more. Our intercultural city builds on the concept of ‘all of us’ living together in a vibrant, diverse and harmonious community.

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# 1. Message from the CEO



The City of Ballarat Cultural Diversity Strategy 2009-14 recognises and embraces our city's increasingly diverse population. It acknowledges the challenges our migrant population face and celebrates the many cultural benefits they bring to our community.

Ballarat is home to many culturally and linguistically diverse (CALD) communities which each make a significant contribution to our city. These communities bring life experiences, innovative ideas as well as technical, investment and entrepreneurship skills. Importantly, they enrich the social, civic and cultural fabric of our community.

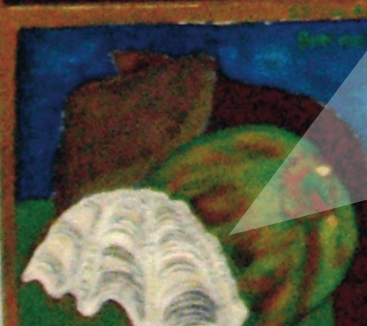
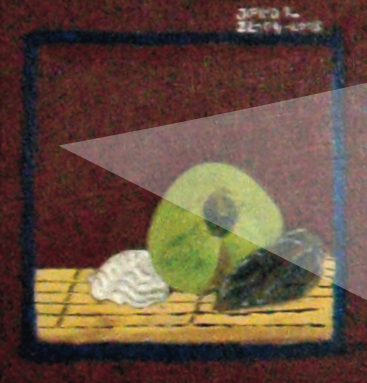
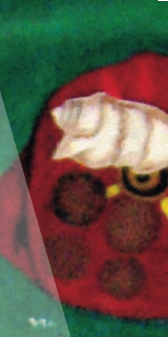
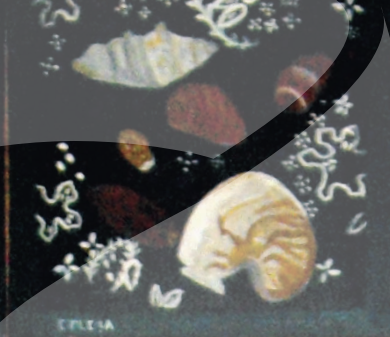
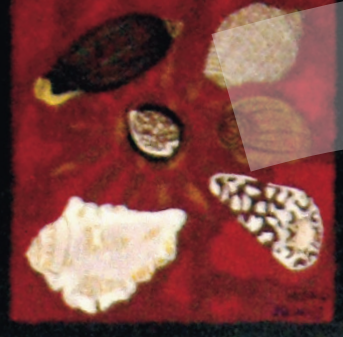
With growing diversity comes opportunities and challenges that require a strategic approach by Council.

The City of Ballarat Cultural Diversity Strategy provides direction to Council to guide effective planning, partnership development and community participation and engagement. It reinforces Council's commitment to advocate, strengthen, support and engage its multicultural communities.

The Strategy has been developed following a significant research, community engagement and participation process with Council staff, stakeholders, CALD groups and organisations.

The Strategy has identified a number of actions to enhance and promote inclusiveness and the overall wellbeing of our CALD communities. These actions will be implemented over the next five years.

I commend the Cultural Diversity Strategy 2009-14 to you and look forward to seeing Council work collaboratively with both the community and various stakeholders to ensure Ballarat is a harmonious, inclusive and connected community into the future.



## 2. Executive Summary

The overall goal of the City of Ballarat's Council Plan 2009-13 is 'to help sustain growth and to strengthen communities both now and into the future'.

In 2009, Council identified the need to develop a Cultural Diversity Strategy and action plan to sustain and strengthen its continuously growing multicultural communities. The Strategy is about effective planning and providing culturally appropriate services that will meet the diverse needs of the community.

In 2006, there were 84,385 people living in Ballarat. Of those:

- 7.9% were born overseas. Main countries of birth were: United Kingdom, Netherlands, New Zealand, India, Germany, China, Italy, USA, Philippines and Croatia;
- half were from non-English backgrounds; and
- 67.6% arrived in Australia prior to 1991.

In 2008, 744 new migrants arrived in Australia and are now living in Ballarat. They came from 69 countries including India, Britain, China and Sudan.

The Cultural Diversity Strategy affirms Council's commitment to its multicultural communities. It demonstrates Council's acknowledgement of the significant contributions made by successive waves of old and new migrants to the municipality. Council recognises it has an important role to play in promoting wellbeing and providing opportunities for everyone regardless of their cultural, linguistic, or religious backgrounds. In effect, the Strategy will guide Council in facilitating inclusion and intercultural communication, celebrating diversity and welcoming people of all cultures.

The Strategy was developed through research and an extensive and integrated process of community engagement. Community members and stakeholders, together with Council staff provided input into setting key priorities and corresponding actions. Through this process, the Strategy is built on four priority areas:

- responsive service delivery
- leadership and advocacy
- celebrating and valuing diversity
- sustaining the intercultural city

Under each key priority area, thirty action areas that cover a set of Council initiatives have been developed. Implementation of these actions involves a number of departments across Council and a range of key partnerships with the community, service providers, businesses and government organisations.

The Strategy is intended to be a 'living' document that will be monitored and reviewed to ensure it remains responsive to identified needs. An Intercultural Advisory Committee made up of community members will be established to assist Council by providing support and advice on key issues. A full review of the Strategy will be undertaken every second year and will consider positive changes that can be implemented to improve the actions streams.

The City of Ballarat's Cultural Diversity Strategy 2009-14 provides a comprehensive roadmap to encourage an inclusive, harmonious, intercultural community that welcomes people from all walks of life. It provides the practical steps to ensure sustained growth and strengthened communities both now and into the future. All of Us – 'Ballarat: Today, Tomorrow, Together'.

### City of Ballarat Vision Statement for Cultural Diversity

**"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 statement for cultural diversity by providing leadership, advocacy and culturally inclusive services. This will be achieved through communication, exchange, interaction, understanding and learning that facilitates inclusiveness and engagement with its culturally and linguistically diverse (CALD) communities.





### 3. Introduction

The City of Ballarat's Cultural Diversity Strategy provides direction for Council, together with the community and various stakeholders over the next five years. This Strategy is about pursuing and enhancing the social, economic, cultural, and environmental health and wellbeing of the city's CALD communities.

This Strategy has been developed in response to Ballarat becoming increasingly a culturally diverse community. The Strategy and cultural diversity is considered an important part of Council's ongoing services because:

- cultural diversity enriches a community by promoting social justice, equality and new ideas;
- cultural diversity encourages individuals to be adaptive to change and boosts economic prosperity; and
- evidence indicates that people from CALD communities experience inequalities in health and social exclusion<sup>1</sup>.

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

- articulate a vision and set goals for the Ballarat community;
- acknowledge the importance of diversity within the municipality;
- provide leadership and direction to Council by identifying opportunities to enhance / promote inclusiveness and wellbeing of its CALD communities;
- guide effective planning, partnership development and community participation / engagement; and
- reinforce Council's commitment to advocate, strengthen, support and engage its CALD communities.

This Strategy is underpinned by the following Federal and State Government legislation and policies:

- Racial Discrimination Acts 1975 and 1982;
- Victorian Multicultural Act 2004 which enshrines the principles of multiculturalism and provides a rationale for this Strategy;
- Multicultural Victoria Amendment Act 2008; and
- Victorian State Government's new multicultural policy 'All of Us', which focuses on a whole-of-government and a whole-of-community approach to multiculturalism.

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



## My Career

**Karin Franck, South Africa**  
Medical education officer who is interested in promoting the benefits of a culturally diverse Ballarat.

### 3.1 Background

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<sup>1</sup>.

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. At this time, Ballarat was a culturally diverse community and while 75 per cent were British subjects, there was also a significant Chinese population, as well as European Jewish, Germans, Russians, Polish, Danish, Italian, French, Americans and Canadian people<sup>1</sup>. At least 16 nations, other than Australians, 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, Holland and from southern Europe settled in Ballarat. Consistent with the integration policies of the times, these groups became part of the fabric of the community and their experiences as migrants were largely forgotten. In 2008 the experiences of migrants who settled in Ballarat during the 1940s and 1950s was the focus of a Polish exhibition presented at the Ballarat Gold Museum<sup>2</sup>.

Since the 1960s, there has been Federal Government approval of migration from a widening range of countries making Australia one of the most ethnically and culturally diverse countries in the world. Until about 15 years ago, rural and regional areas were often less diverse than metropolitan areas. Ballarat has become increasingly diverse with between 90 and 130 new migrants arriving to settle each year<sup>2</sup>. Migrant settlement trends suggest that new and emerging communities in Ballarat include Indian, Chinese and Sudanese people.

Of migrants who settle in Ballarat:

- 54% are part of the migration stream;
- 30% choose Ballarat to reunite with family; and
- 16% arrive under the humanitarian stream.

In addition, at any one time, hundreds of international students are studying at local universities and other specialised schools. A percentage of these students will become permanent residents following the completion of their educational studies.

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

*My OPPORTUNITIES*

**Mel Razmjoo, Iran/Persia**

Technical officer. "I love the freedom of living in Australia and learning with hard work, anything is possible."



## 3.2 Council's role

Local government is the level of government closest to the people. Local government 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<sup>3</sup>.

In recent years the City of Ballarat has demonstrated its support for cultural diversity through a number of initiatives including:

- **The Migrant Attraction and Retention Strategy** – aimed to address workforce skills gaps and needs across Ballarat through attraction and settlement of skilled migrants;
- **The Ballarat Multicultural Ambassador Program** – aimed to enhance community awareness and foster social acceptance of migrants in Ballarat; and
- **Ballarat Regional Settlement Project** – aimed to bring key service providers together to support new migrants in their settlement needs.

As the Migrant Attraction and Retention Strategy has now been executed, the Cultural Diversity Strategy aims to further build on the migration initiatives developed to date. Ballarat's emerging cultural diversity is now recognised as requiring a broader approach through a shift in focus from just skilled migrant attraction, to one of enhancing social capital and community strengthening.

Council initiated the development of this Strategy from an intercultural perspective that diversity is there to be embraced and harnessed. It means bringing more ideas, options and opportunities and ultimately a better quality of life for all. Council is committed to creating a community that is sustainable in terms of the social, economic, cultural and environmental wellbeing<sup>1</sup>.

This Strategy is aligned to the Council Plan 2009-13 which aims to help sustain growth and to strengthen communities, both now and into the future. It builds upon the People and Communities portfolio's goal of a '*safe, healthy, environmentally sustainable, innovative and well-serviced community... welcoming diversity and respecting others*'<sup>4</sup>. Cultural diversity is relevant to all facets of Council. Business units from across the organisation will be responsible for implementing the identified actions within this Strategy.

Council employs specialist staff to support cultural diversity within Council and the community. The role of the Multicultural Development Officer is to facilitate the development, execution and monitoring of this Strategy. The Multicultural Development Officer is the primary point of contact for community groups that represent CALD communities.

Other key Council staff linked to this Strategy includes:

- Business Unit Directors / Managers
- Team leaders
- Key responsible officers and staff
- Coordinator of Arts and Cultural Development
- Cultural Partnerships Officer
- Home and Community Care service staff

## My Experience

**Cathy Porter, Philippines**

Retail manager. "Experience is not what happens to you... it is what you do with what happens to you. Mabuhay!"



### 3.3 Strategic links to other Council plans

This Strategy is linked to the different services that operate within Council:

#### Growth and Economy

- Major Projects
- Economic Development
- Industry Development

#### Development and Infrastructure

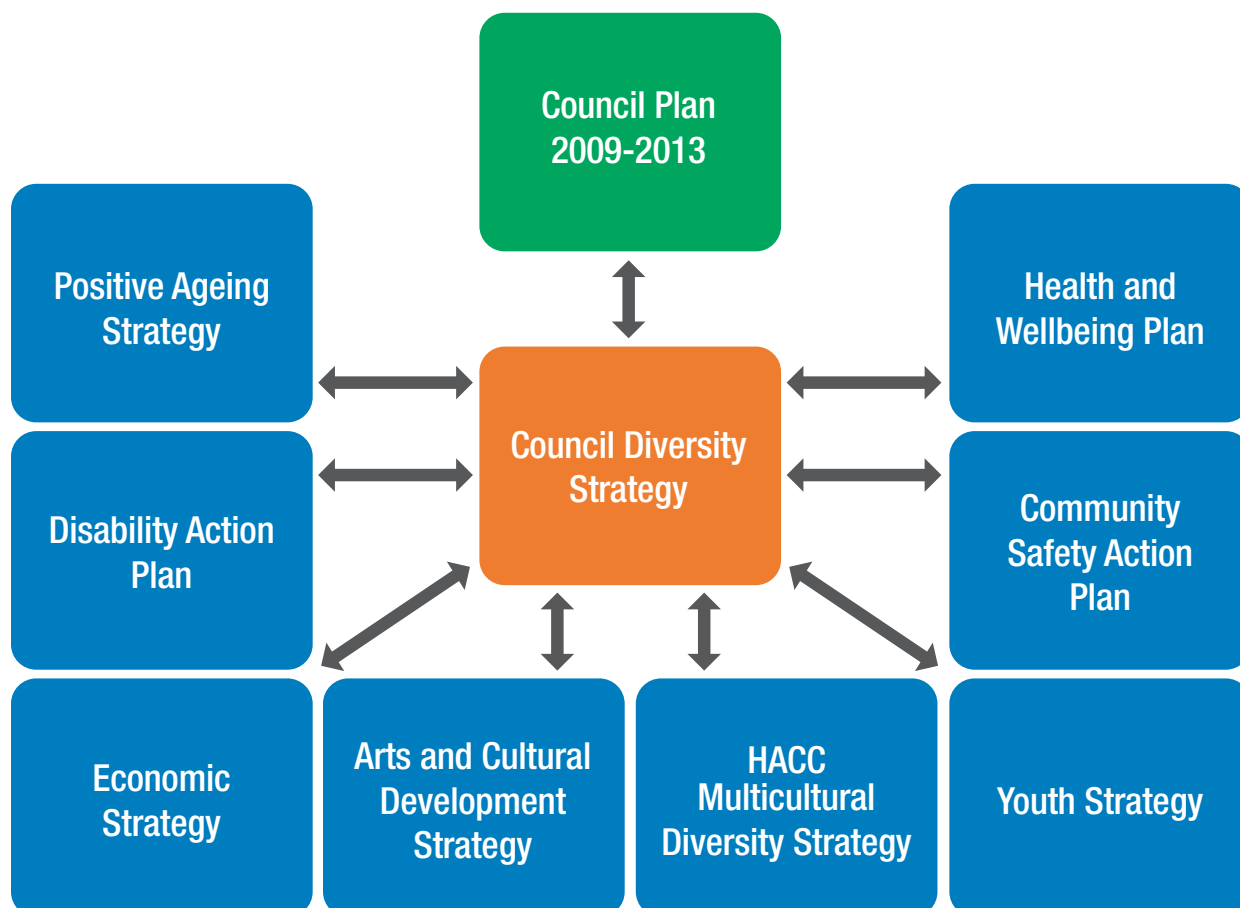
- Strategic Planning
- Infrastructure Delivery
- Sustainability

#### People and Communities

- Community and Development Services
- Family and Children's Services
- Youth Services
- Regulatory Services




#### Destination and Connections

- Tourism and Events
- Visitor Services
- Marketing and Strategic Communications
- Arts and Culture



### 3.4 Synergies with Federal and State Government policies

This Strategy is informed by Federal, State and Local Government policies and legislation. The following is an overview of the major relevant legislation and policies referred to which relate to the priority focus areas and actions included within this strategy.

	<h4>Federal Policy &amp; Legislation</h4> <ul style="list-style-type: none"><li>• Access and Equity Strategy 1985</li><li>• Human Rights and Equal Opportunity Act 1986</li><li>• Racial Discrimination Acts 1975 and 1982</li><li>• Charter of Public Service in a Culturally Diverse Society 1996</li><li>• <b>Multicultural Australia: United in Diversity 2003</b></li></ul>
	<h4>Victorian Policy &amp; Legislation</h4> <ul style="list-style-type: none"><li>• <b>All of us: Victoria's Multicultural Policy 2008</b></li><li>• A Fairer Victoria 2009</li><li>• Charter of Human Rights and Responsibilities 2006</li><li>• Racial and Religious Tolerance Act 2001</li><li>• Victorian Equal Opportunity Act 1995</li><li>• Valuing Cultural Diversity Strategy 2002</li><li>• Victorian Multicultural Act 2004</li></ul>
	<h4>Local Government Policy &amp; Legislation</h4> <ul style="list-style-type: none"><li>• <b>Local Government Act 1989</b></li><li>• Australian Local Government Association</li><li>• Municipal Association of Victoria</li><li>• Victorian Local Government Association</li><li>• National General Assembly 1996</li><li>• MAV Board Racial Tolerance Statement 1997</li></ul>

#### Multicultural Australia – United in Diversity aims to:

- promote community harmony;
- provide access and equity; and
- encourage productive diversity.

#### Victoria's Multicultural policy, 'All of Us' aims to:

- advance equality;
- support cultural, linguistic and religious diversity;
- foster unity and promote harmony; and
- boost economic advantage.

#### Local Government Act aims to:

- improve the overall quality of life in the local community;
- ensure that services and facilities provided by the Council are accessible and equitable; and
- support and promote events and programs such as Harmony Initiatives and Cultural Diversity Week.



## 4. Ballarat's changing and diverse community

*'As a Ballarat resident for 16 years, I have observed that Ballarat has gone through a dynamic process of change. This has influenced the development of policies, services, models of practice and incorporated into the thinking and development of plans or strategies. As such, I suggest the need to respect the different cultural groups in Ballarat and to consider their diversity in responding to their needs in the development of a Cultural Diversity Strategy. I think it is important to acknowledge the history and experiences of past migration, too.'*

(Peter Rademaker, Ballarat resident).

Census data describes the socio-demographic attributes of the Ballarat population at a single point in time effectively providing a 'snapshot in time'<sup>5</sup>.

Our Census snapshot

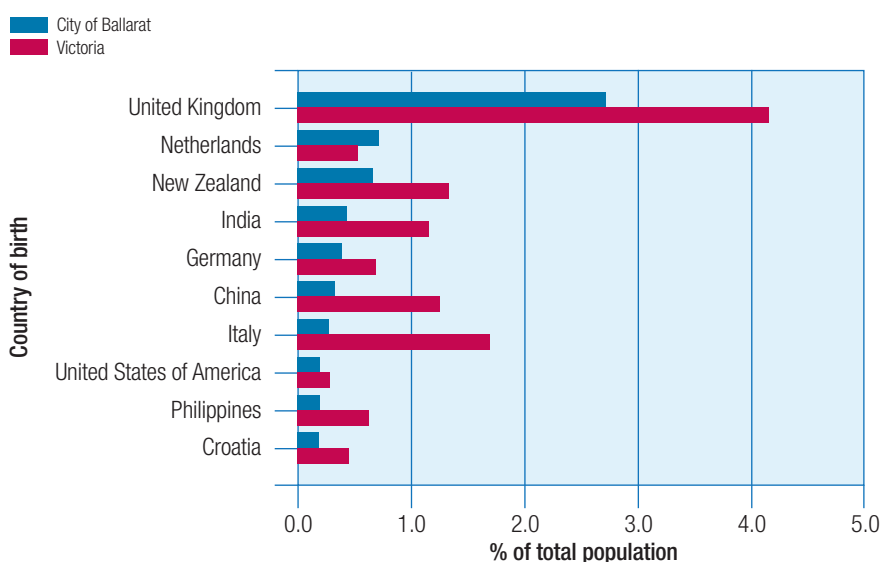
- 84,385 people were living in Ballarat in 2006
- 7.9% (6,643 people) were born overseas and half (3,412) were from non-English speaking backgrounds
- Main countries of birth (other than Australia) were: United Kingdom, Netherlands, New Zealand, India, Germany, China, Italy, USA, Philippines and Croatia (see Figure 1)
- 3.3% of people living in Ballarat speak a language other than English at home
- Main languages spoken (other than English) were: Italian, Mandarin, German, Greek, Dutch, Croatian, Cantonese, Filipino (Tagalog), Hindi, Japanese
- 4% (268) of people born overseas were not proficient in English
- 67.6% (4,489 people) from overseas arrived in Australia prior to 1991
- Catholic, Anglican, Uniting Church, Presbyterian and Reformed Church are the major religious denominations in Ballarat

### 4.1 Country of birth – Ballarat / Victoria comparison

In Ballarat, 7.9% of the population were born overseas, and 4% of this number were from non-English speaking backgrounds, compared with 23.9% and 17.4% respectively for Victoria overall. Figure 1 shows the top ten countries of birth (other than Australia) for the 6,643 people born overseas and living in Ballarat in 2006.

Figure 1.

Country of birth (top 10), City of Ballarat and Victoria, 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)



My Lifestyle

**Fleur D'Souza, India**  
Ensuring multiculturalism is a productive and positive experience for all.

## 4.2 Our settlement snapshot (June 2008)

### Recent settlement data

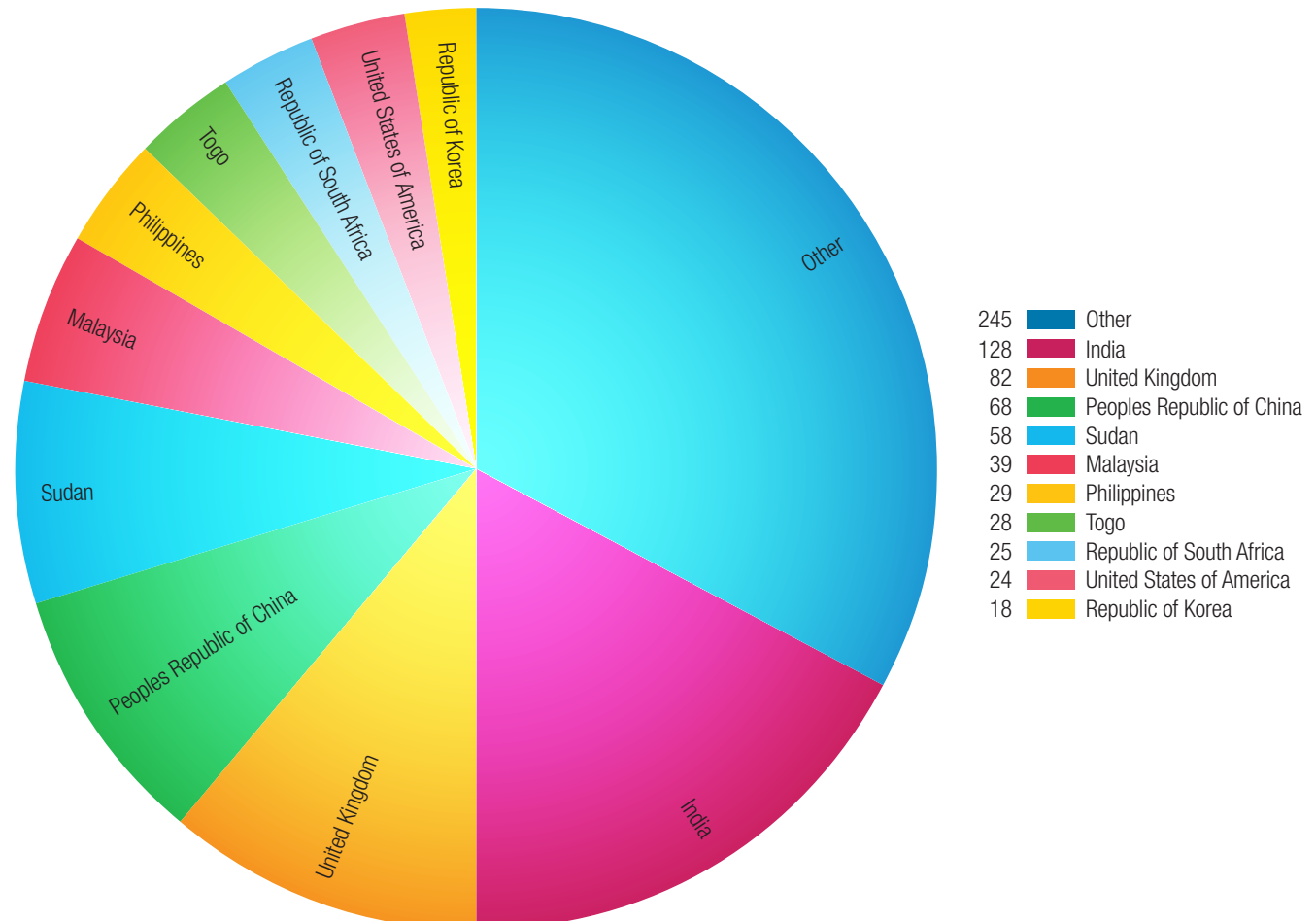
A complimentary data set to the Census is the settlement database provided by the Department of Immigration and Citizenship. This database captures demographic information about the recent arrival of migrants and their current place of residence<sup>6</sup>. The majority of migrants settling in Ballarat in the past 15 years came under the Skilled Migration Stream, which supports the local economy by bringing specific expertise in sectors of strong demand. Family reunion makes up the second major migration stream.

The key points listed below (Figure 2) refer to new migrants arriving in Australia between July 2003 and June 2008 and were living in Ballarat as of June 2008:

- 744 new migrants arrived in Australia between July 2003 and June 2008 and were living in Ballarat as of June 2008
- 39% did not speak English or had poor English proficiency
- People came from 69 different countries
- 20% children (0-12 years), 26% young people (12-24 years), 52% adults (25 to 55 years) and 2% seniors (56 years or over)
- 49% female (365) and 51% (379) male.

Figure 2.

Country of birth (top 10) of migrants arriving in Australia between July 2003 and June 2008 and currently living in Ballarat



Source: Department of Immigration and Citizenship



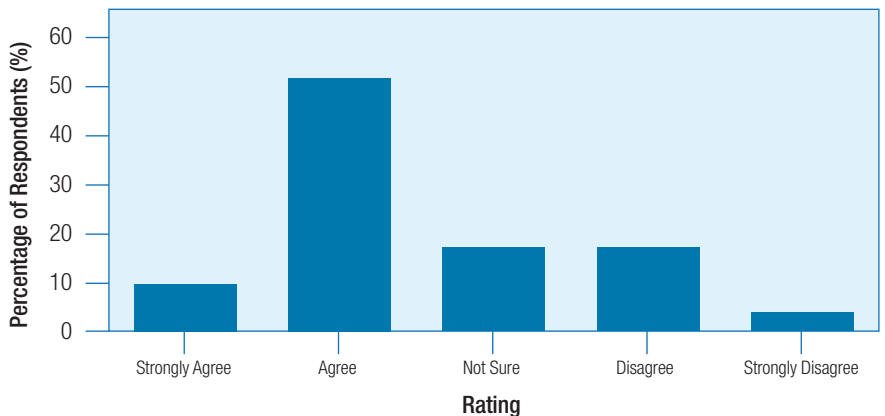
### 4.3 Ballarat community perceptions about diversity

Through the development of this Strategy, research information has indicated that there are mixed perceptions about cultural diversity within the Ballarat community. Two recent community surveys have captured these perceptions and validates the need to develop this Strategy. One survey conducted in 2007 indicated that 89.3% of a random sample of adults living in Ballarat agreed “that it is a good thing for a society to be made up of people from different cultures”. This was very similar to the figure for Victoria whereby 89.4% of a random sample of adults agreed with this statement. (based on a random sample of 24,000 adults living in Victoria and 1,500 people aged 18+ living in Ballarat in 2007)<sup>8</sup>.

The ‘Ballarat Community Survey 2007-2008: Preliminary Analysis Report’ provides some insight into residents’ views about cultural diversity in contemporary Ballarat. The survey asked residents “Living in Ballarat, do you feel that Ballarat is a multicultural place?” (Figure 3). Of the 997 respondents:

- 60% indicated that they either agreed or strongly agreed that they felt Ballarat was a multicultural place;
- 20% of respondents indicated that they disagreed or strongly disagreed; and
- less than 17% indicated that they were not sure<sup>7</sup>.

Figure 3.

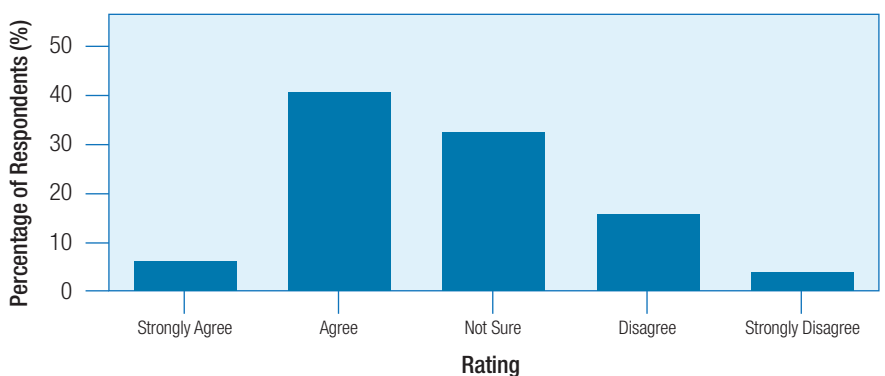


Source: Atherley, K.M. 2009, Ballarat Community Survey 2007-2008: Preliminary Analysis Report, The University of Western Australia

Residents were also asked “Living in Ballarat, do you feel that people of all cultures are accepted?” (Figure 4). Of the 1001 respondents:

- 45.6% indicated that they either agreed or strongly agreed with this statement;
- less than 20% of respondents disagreed or strongly disagreed; and
- 32.4% were not sure<sup>7</sup>.

Figure 4.



Source: Atherley, K.M. 2009, Ballarat Community Survey 2007-2008: Preliminary Analysis Report, The University of Western Australia



## 5. Community engagement

An extensive community engagement process was undertaken in the development of this Strategy and is outlined in Table 1. The process included the following actions:

- An internal consultation workshop with nine Council officers was held on 11 May 2009. An additional five Council officers were consulted individually in relation to their respective areas.
- An External Reference Group was convened to discuss the key actions of this Strategy. Made up of key stakeholders, the group represented a range of sectors including: ethno-specific services, community services, health, education and employment (refer Appendix 4). The group identified the priority areas and the actions component of the strategy. Two drafts of the strategy were reviewed by the reference group prior to public feedback.
- A number of consultations with key stakeholders and CALD communities took place in the 12 months leading up to the completion of this Strategy. These sessions focussed on both informing Ballarat residents about the development of this Strategy and invited feedback through discussions about CALD issues and current service availability.
- Data collection and evaluation of programs including the Multicultural Ambassador Program and Regional Humanitarian Settlement Pilot.

**Table 1.**

Type of Engagement (refer Appendix 5)	Participation / Activity	Timeline 2008-09	Participation / Response
Involve	The University of Western Australia – Ballarat Community Survey	2007 - 2008	1017 survey responses
Involve	Community Indicators Victoria Survey	April 2007	1595 survey responses
Consultation / Involve	Multicultural Think Tank	May - June 2008	253 participants
Involve	Ballarat Multicultural Ambassador Program (program evaluation)	July 2008	20 participants
Involve	Regional Humanitarian Settlement Pilot Program (program evaluation)	January 2009	48 stakeholders consulted
Inform	Filipino Association AGM	February 2009	45 attendees
Consultation	Ballarat Regional Multicultural Council Committee of Management	9 February 2009	Seven Executive Committee Members
Consultation	Three Central Highlands Regional Settlement Planning Committee Meetings	February - June 2009	14 Settlement Service Providers
Consultation	Three Ballarat Regional Multicultural Council Cultural Committee Meetings	February - June 2009	26 representatives / cultural groups and BRMC Members
Consultation	Ballarat Regional Multicultural Council: Refugee Support Service Network and Central Highlands Cultural Network	February - April 2009	10 Settlement Service Providers
Inform	African Association Executive Committee	April 2009	Seven attendees
Inform	University of Ballarat International Students	April 2009	40 attendees
Inform	Ballarat African Association (AGM)	11 April 2009	45 attendees
Involve	Individual internal department meetings	April – June 2009	Five attendees
Consultation	Ballarat Youth Council	May 2009	12 attendees
Involve	Internal department meeting	May 2009	Nine attendees (across Council)



# 6. Cultural Diversity principles

The following principles underpin this Strategy and have been adapted from the Council Plan's Principles of Practice:<sup>4</sup>

- 1. Council will advocate and foster a harmonious, inclusive and connected community
- 2. Council will demonstrate leadership and will maintain transparent dialogue and exchange with its CALD communities that are respectful of all views and opinions
- 3. Council will think and act strategically whilst being receptive that cultural diversity is a source of innovation, creativity, opportunity and growth
- 4. Council will maintain a supportive and responsive attitude to its CALD communities to access programs, services and facilities
- 5. Council's key decisions will be based on engaging its CALD communities and stakeholders and clearly communicating the rationale for those decisions

## Key Priority 1:

Responsive service delivery

Goal:

Provide services and programs that are appropriate and accessible to CALD communities

Objectives:

- 1. Ensure Council information is accessible to CALD communities
- 2. Deliver inclusive Council services to CALD communities

## Key Priority 2:

Leadership and advocacy

Goal:

Support the needs of CALD communities

Objectives:

- 1. Advocate on behalf of CALD communities
- 2. Engage with partners and the community

## Key Priority 3:

Celebrating and valuing diversity

Goal:

Promote unity and harmony within the Ballarat community

Objectives:

- 1. Encourage intercultural / interfaith dialogue, exchange and understanding
- 2. Undertake inclusive community activities, events, consultations and engagement

## Key Priority 4:

Sustaining the intercultural city

Goal:

Boost economic advantage by harnessing and enhancing the skills of existing and new migrants

Objectives:

- 1. Promote the benefits of cultural diversity to the municipality
- 2. Identify opportunities that boost economic advantage



## 7. Priority areas

### 7.1 Critical success indicators

Council will achieve successful implementation of this Strategy by:

- allocating resources;
- developing a whole-of-Council approach to cultural diversity;
- supporting and empowering of Council staff to respond to CALD communities;
- ongoing monitoring and evaluation of the Strategy and reporting back to Council and the community;
- building partnerships with internal and external stakeholders; and
- informing, consulting, engaging and evaluating processes to be observed with CALD communities.

## 8. Implementation and evaluation

This Cultural Diversity Strategy will provide Council with the framework necessary for achieving outcomes for its CALD communities in the next five years. The People and Communities portfolio is the lead business unit that will advocate and facilitate the implementation of the Strategy. As a whole-of-Council approach has been adopted, each business unit will be responsible for delivering and evaluating the objectives and actions of the Strategy.

Council 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 action plan. The Strategy will adopt some elements of existing Council strategies where relevant and appropriate to CALD programs and services.

Council's Multicultural Development Officer will also:

- provide support, advice, training resources and information to assist Council and its stakeholders;
- promote the Cultural Diversity Strategy throughout Council and the community; and
- monitor and review the plan annually.

The Strategy is intended to be a 'living' document. It will be monitored and reviewed annually by the People and Communities portfolio to ensure it remains responsive to identified needs. A full review will be undertaken every second year and will consider positive changes that can be implemented to improve the Strategy.

An Intercultural Advisory Committee will be established to assist Council to provide support and advice on key cultural issues in order to support the implementation of the Strategy.



*My Home*

**Kwami Assimadi, Togo**

Studying for a graduate diploma in mining.  
"I call Ballarat home and no longer feel like a stranger."





## 9. Partners in action

Community, business and government partnerships will play a crucial role in supporting Council to achieve quality outcomes in all key priority areas of this Strategy. All actions listed in the plan will involve the engagement of all external partners to Council.

Council acknowledges the following government, non-government entities, communities, service providers and various committees / organisations who are all potential partners in implementing our Cultural Diversity Strategy.

Adult Multicultural Education Services  
Australian Catholic University  
Ballarat & District Aboriginal Co-operative  
Ballarat Community Health Centre  
Ballarat Health Services  
Ballarat Regional Multicultural Council  
Ballarat Youth Council  
CAFS Ballarat  
Central Highlands Cultural Network  
Central Highlands Primary Care Partnership  
Central Highlands Regional Settlement Planning Committee  
Central Highlands Sports Assembly  
Centrelink  
Confucius School Committee  
Department Human Services  
Department Immigration & Citizenship  
Department of Education & Early Childhood Development  
Department of Education, Employment and Workplace Relations  
Department of Innovation, Industry and Regional Development  
Department of Planning & Community Development  
Ethnic Communities' Council of Victoria  
Eureka Commemorative Advisory Committee  
Eureka Stockade Memorial Park Committee  
Federation of Ethnic Communities' Council of Australia  
Global Skills for Provincial Victoria Coordinators  
Highlands Local Learning and Employment Network  
Inagawa Board of Education  
Inagawa International Association  
Municipal Association of Victoria  
Non English Speaking Background Links  
Refugee Support Service Network  
Regional Arts Victoria  
The Courier  
University of Ballarat  
University of Ballarat SMB Campus  
Vic Health  
Victoria Police  
Victorian Employers' Chamber of Commerce and Industry  
Victorian Local Government Multicultural Issues Network  
Victorian Multicultural Commission  
Victorian Regional Ethnic Council



## OUR FUTURE

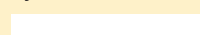




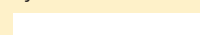
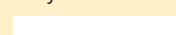
**Eileen and Chippy Rivera, Philippines**  
Arrived in Melbourne before moving to Ballarat in July 2009. Music promoters and big supporters of Indie music.





# 10. Cultural Diversity Action Plan 2009-14

## Priority 1: Responsive Service Delivery

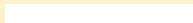

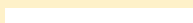
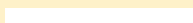


**Goal:** Provide services and programs that are appropriate and accessible to CALD communities

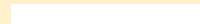
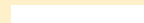
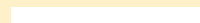
	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
1.	Provide and promote printed and electronic multilingual copies of key Council information i.e. brochures, signs, fact sheets, website in other languages	<ul style="list-style-type: none"> <li>• Increase in number of Council information distributed</li> <li>• Availability of a broader range of translated information / resources</li> </ul>	ONGOING 5yrs + 
2.	Provide training and resources to relevant Council staff to access interpreter and related services	<ul style="list-style-type: none"> <li>• Increased number of staff accessing interpreter services or information on translating resources</li> <li>• Increased number of non-English speaking residents accessing interpreting / translation services</li> </ul>	SHORT 1-2yrs 
3.	Network with other local government agencies to combine resources in the development of a multicultural communication / translation portal	<ul style="list-style-type: none"> <li>• Establishment of a translation portal, website developed</li> <li>• Increased use of translation services by Council staff and CALD communities</li> <li>• Broader range of translated information services utilised by CALD groups</li> </ul>	SHORT 1-2yrs 
4.	Develop Council's capacity to address the needs of CALD communities by: <ul style="list-style-type: none"> <li>• providing staff with cultural awareness training</li> <li>• reviewing recruitment and selection processes</li> <li>• enhancing Council's employee induction program</li> </ul>	<ul style="list-style-type: none"> <li>• Induction program incorporates cultural diversity issues and needs</li> <li>• Staff cultural awareness training has been implemented and evaluated</li> <li>• Increase in staff knowledge and skills about cultural diversity</li> <li>• Increased number of CALD residents applying for employment positions</li> </ul>	SHORT 1-2yrs 
5.	Advocate for an integrated approach in settlement planning and service delivery through the Central Highlands Regional Settlement Committee to: <ul style="list-style-type: none"> <li>• ensure the availability of adequate educational services e.g. English classes</li> <li>• improve employment and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of support to the Central Highlands Regional Settlement Planning Committee</li> <li>• Increased number of focused responses to settlement needs by Central Highlands Regional Settlement Planning Committee sub-committees</li> <li>• Increased number of new migrants assisted by the Central Highlands Regional Settlement Planning Committee in education, training and employment</li> </ul>	LONG 4-5yrs 
6.	Incorporate responsive and culturally appropriate services and programs in future key Council policies	<ul style="list-style-type: none"> <li>• Culturally responsive and appropriate services are incorporated in Council programs</li> <li>• Increased cultural awareness in program planning across Council units</li> </ul>	ONGOING 5yrs + 
7.	Review Council's Community Grants policy and programs to ensure that they are accessible to CALD communities	<ul style="list-style-type: none"> <li>• Increased number of enquiries and applications from CALD community groups</li> <li>• Increased number of successful applications from CALD community groups</li> <li>• Increased number of non-CALD applications that demonstrate inclusion of CALD communities as part of their projects</li> </ul>	MEDIUM 4-5yrs 

	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
8.	Ensure appropriate Council resourcing to meet the requirements for evaluating the Cultural Diversity Strategy	<ul style="list-style-type: none"> <li>Cultural Diversity Strategy evaluation framework developed and implemented</li> </ul>	LONG 4-5yrs 
9.	Strengthen the link between the Home and Community Care Services and CALD initiatives	<ul style="list-style-type: none"> <li>Increased number of coordinated CALD activities / events with Home and Community Care Services</li> </ul>	MEDIUM 3-4yrs 

## Priority 2: Leadership and Advocacy

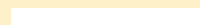



**Goal:** Support the needs of CALD communities



	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
10.	Support, encourage and welcome new and emerging CALD communities through the following: <ul style="list-style-type: none"> <li>New Resident Program (including New Residents Functions and New Residents Welcome Booklet)</li> <li>Citizenship Ceremonies</li> <li>Attraction and Retention Program</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of CALD residents attending New Residents' Functions</li> <li>New Residents Kit has been developed and publicised to CALD communities</li> <li>Increased number of new Residents Kits distributed and services utilised by CALD communities</li> <li>Migrant attraction and retention initiatives implemented</li> </ul>	ONGOING 5yrs + 
11.	Demonstrate support to Ballarat's CALD communities by signing the Victorian Multicultural Commission Community Accord	<ul style="list-style-type: none"> <li>Community Accord signed by Councillors, senior Council officers, staff and community leaders.</li> <li>Increased community awareness and understanding of the Community Accord</li> </ul>	SHORT 1-2yrs 
12.	Network with federal, state and local ethnic community Councils to share CALD specific information and resources	<ul style="list-style-type: none"> <li>Evidence of Council involvement in network meetings, workshops and training</li> <li>Increased current information and resources available for CALD communities</li> </ul>	ONGOING 5yrs + 
13.	Advocate on behalf of Ballarat's CALD communities through Council representation on: <ul style="list-style-type: none"> <li>Victorian Multicultural Commission Standing Committee</li> <li>Victorian Local Government Multicultural Issues Network (VLGMIN)</li> </ul>	<ul style="list-style-type: none"> <li>Regular participation at network meetings / activities and input into policy and planning</li> <li>Evidence of CALD specific issues / needs being addressed as the result of representation on committees</li> <li>Increased exchange of resources with other Victorian Local Government areas</li> </ul>	ONGOING 5yrs + 
14.	Establish a peak Intercultural Advisory Committee to assist Council to: <ul style="list-style-type: none"> <li>provide support and advise on key cultural and interfaith issues</li> <li>implement the Cultural Diversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of an established committee that has a broad representation of ethnic diversity</li> <li>Increased range of CALD community feedback given to Council</li> <li>Increased responsiveness from Council to address CALD specific issues and needs</li> </ul>	SHORT 1-2yrs 
15.	Work in partnership with services / organisations to provide settlement and employment programs within the region through the Ballarat Workforce Participation Project	<ul style="list-style-type: none"> <li>Evidence of increased number of CALD residents skilled / trained / employed as direct result of the Ballarat Workforce Participation Project</li> <li>Reduction in local skills shortage vacancies</li> <li>Evidence of increased partnerships / networks supporting settlement and employment programs</li> </ul>	SHORT 1-2yrs 

	Actions	Success Measures	Timing
16.	Demonstrate leadership through collaborative partnerships with key stakeholders and projects	<ul style="list-style-type: none"> <li>Evidence CALD residents engaged in Council projects</li> <li>Evidence of increased partnerships with community organisations</li> <li>Increased number of CALD residents participating in community projects</li> </ul>	ONGOING 5yrs + 
17.	Participate in networks that facilitate coordinated approaches to education, employment and training	<ul style="list-style-type: none"> <li>Increased number of education, employment and training programs developed</li> <li>Evidence of Council support to networks</li> </ul>	MEDIUM 3-4yrs 
18.	Continue to support and strengthen Council's partnership with ethnic groups through the Ballarat Regional Multicultural Council (BRMC)	<ul style="list-style-type: none"> <li>Evidence of increased Council support to Ballarat Regional Multicultural Council</li> <li>Increased communication and engagement between Council and the Ballarat Regional Multicultural Council</li> </ul>	ON-GOING 5yrs + 

### Priority 3: Celebrating and Valuing Diversity

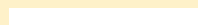
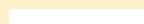
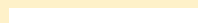
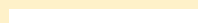
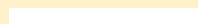
**Goal:** Promote unity and harmony within the Ballarat community

	Actions	Success Measures	Timing
19.	Coordinate, promote and support community celebrations and events / activities to encourage intercultural understanding, appreciation and harmony through community events: <ul style="list-style-type: none"> <li>Arts in the Park</li> <li>Eureka Music Festival</li> <li>Cultural Diversity Week</li> <li>Harmony Initiatives / Day</li> <li>Refugee Week</li> <li>Begonia Festival</li> <li>Ballarat Seniors Festival</li> </ul>	<ul style="list-style-type: none"> <li>Number of community events held</li> <li>Increased number of harmony initiatives / events undertaken</li> <li>Increased CALD participation in community events / activities</li> <li>Increased range of ethnic diverse activities within events</li> </ul>	ONGOING 5yrs + 
20.	Acknowledge the traditional custodians of the land in events and activities	<ul style="list-style-type: none"> <li>Messages incorporated into key speeches</li> <li>Attendance of Council staff at significant events / initiatives</li> </ul>	ONGOING 5yrs + 
21.	Create community 'awareness' of 'Ballarat: An inclusive Intercultural City' through the promotion of the following: <ul style="list-style-type: none"> <li>Cultural Diversity Strategy</li> <li>Ballarat Workforce Participation Project</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Diversity Strategy developed, adopted and promoted</li> <li>Cultural Diversity Strategy actions are implemented</li> <li>Skilled CALD migrants employed by local businesses</li> </ul>	MEDIUM 3-4yrs 
22.	Encourage CALD communities to utilise Council facilities for ethno-specific events	<ul style="list-style-type: none"> <li>Increased awareness of Council facilities within the CALD community</li> <li>Increased use / patronage of Council facilities by CALD residents</li> </ul>	SHORT 1-2yrs 

	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
23.	Develop a Multicultural Ambassadors' Program that establishes a strong link between Council and the multicultural community	<ul style="list-style-type: none"> <li>• Committee established with regular attendance and active participation</li> <li>• Evidence of increased CALD community input / advice given to Council</li> <li>• Increased links developed between Council and CALD Communities</li> <li>• Evidence of Council action in response to issues / needs identified through the Multicultural Ambassador Program</li> </ul>	SHORT 1-2yrs 
24.	Support interfaith initiatives within the community to promote harmony and inclusion	<ul style="list-style-type: none"> <li>• Evidence of increased community awareness and acceptance of different religious beliefs and practices</li> <li>• Number of interfaith initiatives established</li> <li>• Increased links between community and religious services</li> </ul>	MEDIUM 3-4yrs 

## Priority 4: Sustaining the Intercultural City

**Goal:** Boost economic advantage by harnessing and enhancing the skills of existing and new migrants

	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
25.	Continue to promote cultural, economic and goodwill exchanges with Ballarat's Friendship and Sister Cities	<ul style="list-style-type: none"> <li>• Increased links between Ballarat community and Sister / Friendship Cities</li> <li>• Number of staff and student exchanges between the Sister / Friendship Cities Communities Ballarat</li> </ul>	ONGOING 5yrs + 
26.	Develop a Workforce Participation Project to attract skilled and business migrants to Ballarat	<ul style="list-style-type: none"> <li>• Workforce Participation Project Business Plan developed and implemented</li> <li>• Evidence of skill requirements identified by employers</li> <li>• Evidence of increased number of migrants residing and / or employed as a result of the Workforce Participation Project</li> <li>• On-going funding received to resource and extend the project</li> <li>• Evidence of stronger links between service agencies and employers</li> </ul>	MEDIUM 3-4yrs 
27.	Promote Ballarat's significance as a tourist destination for CALD groups	<ul style="list-style-type: none"> <li>• Evidence of increased CALD tourist number as a result of tourism campaign</li> <li>• Regular positive profiles/articles promoting Ballarat within multilingual publications</li> </ul>	ONGOING 5yrs + 
28.	Advocate and work with all levels of government, business, industry and the community to promote Ballarat's status as being an Intercultural City	<ul style="list-style-type: none"> <li>• Evidence of various meetings attended and outcomes achieved</li> <li>• Increased participation and interest in Ballarat business networks and trader groups by CALD businesses</li> </ul>	ONGOING 5yrs + 
29.	Develop a training plan to advance employment and skills opportunities in Ballarat	<ul style="list-style-type: none"> <li>• Development of training plan</li> <li>• Evidence of partnerships and projects undertaken with employment and education providers</li> <li>• Number of CALD residents participating in employment / training programs</li> </ul>	ONGOING 5yrs + 

	<b>Actions</b>	<b>Success Measures</b>	<b>Timing</b>
30.	Encourage and support international students' involvement into the Ballarat community	<ul style="list-style-type: none"> <li>• International students will have an increased awareness of the various community services available to them</li> <li>• Increased involvement of international students in community activities</li> <li>• Evidence of reduced isolation between international students and the community</li> <li>• Evidence of work and settlement of former international students in Ballarat</li> </ul>	ONGOING 5yrs + <input type="text"/>



## My Growth

**Linel Franck, South Africa**  
Full time student who enjoys building new relationships and enabling a harmonious community.

## 11. References

1. City of Ballarat, 2007, Municipal Public Health Plan (Health and Wellbeing Plan), 2007-2009
2. Redwood, K. 2009, 'A Short History of Migration to Ballarat' and 'City of Ballarat Cultural Diversity Issues Paper,' Kate Redwood Consulting
3. Municipal Association of Victoria, 2007 *Statement of Commitment to Cultural Diversity*
4. City of Ballarat, 2008, Council Plan 2008-2013
5. Australian Bureau of Statistics, Census of population and housing, 2006 (enumerated data) <http://www.id.com.au/profile/Default.aspx?id=210>
6. Settlement Data Base, July 2003 to June 2008, Department of Immigration and Citizenship
7. Atherley, K.M. 2009, *Ballarat Community Survey 2007-2008: Preliminary Analysis Report*, Kim M. Atherley, PhD Candidate, The University of Western Australia, Unpublished Report, 20 April 2009
8. Community Indicators Victoria, the McCaughey Centre, VicHealth Centre for the Promotion of Mental Health and Community Wellbeing. [http://www.communityindicators.net.au/wellbeing\\_reports/ballarat](http://www.communityindicators.net.au/wellbeing_reports/ballarat)
9. Rademaker, P. 2009, Multicultural Ambassador – Ballarat resident
10. All of Us, 2009, Victoria's Multicultural Policy
11. Local Government Act 1989
12. Planning and Engaging with Intercultural Communities, 2006, Academy for Sustainable Communities



*My Passion*

**Charles Zhang, China**

Loves being “part of the furniture” in Ballarat.  
“Never looked back.” Self employed and  
community volunteer who loves basketball.



## 11.1 Appendix 1.

### Definitions of terms and concepts

#### Asylum Seekers

Asylum seekers are people who have applied for protection and are awaiting a determination of their status. Asylum seekers seek refugee status after arrival in Australia. Most enter as visitors or students.

#### CALD

The Australian Bureau of Statistics (ABS) defines cultural and linguistic diversity (CALD) by three variables:

- country of birth
- language other than English spoken at home
- English language proficiency

#### Census Data

Census data describes the socio-demographic attributes of the Ballarat population at a single point in time effectively providing a 'snapshot in time'<sup>1</sup>.

#### Ethnic

Of or pertaining to a self-identified group that retains its customs, language, and social views.

#### Home and Community Care (HACC)

The Home and Community Care (HACC) Program provides funding for services which support frail older people, younger people with disabilities and their carers. These services provide basic support and maintenance to people living at home and whose capacity for independent living is at risk, or who are at risk of premature or inappropriate admission to long-term residential care.

#### Immigrant / Migrant

The broad definition of immigrant / migrant is a person who has citizenship in one country but who chooses to enter a different country to set up a permanent residence.

#### Intercultural City

A city where people from diverse cultures communicate, understand, learn and live together peacefully and constructively to develop a sense of community and belonging.

#### Interpreting / Translation

The main difference between interpreting and translation is an interpreter translates orally, while a translator interprets written text. Both interpreting and translation require a certain interest in language and deep knowledge of more than one tongue.

#### Migrant Attraction and Retention Strategy

An initiative to attract migrants to live, work and raise a family in Ballarat.

#### Multicultural Ambassadors

The City of Ballarat Multicultural Ambassador Program was established as an outcome of the 2005 Migrant Attraction and Retention Population Strategy (MARS). The role of the Ambassadors is to conduct meaningful participation and engagement relative to their areas of expertise and spheres of influence within their communities that extends into the wider community.

The Ambassadors will be supported to be "Ambassadors in Place" where they are able to best enhance their ability to promote and advocate for an intercultural community

#### Multiculturalism

Multiculturalism is the doctrine that several different cultures (rather than one national culture) can co-exist peacefully and equitably in a single country.

#### Refugees

A refugee is a person who is subject to persecution in their home country and who is in need of resettlement. The majority of applicants who are considered under this category are identified by the United Nations High Commissioner for Refugees (source: ABS).

#### Social capital

Social capital comprises the networks, shared values and understandings between people that enable individuals and groups to trust each other and work together (OECD 2001).

#### Unity / Harmony

Unity is referred to as the state or quality of being one; singleness.

## 11.2 Appendix 2.

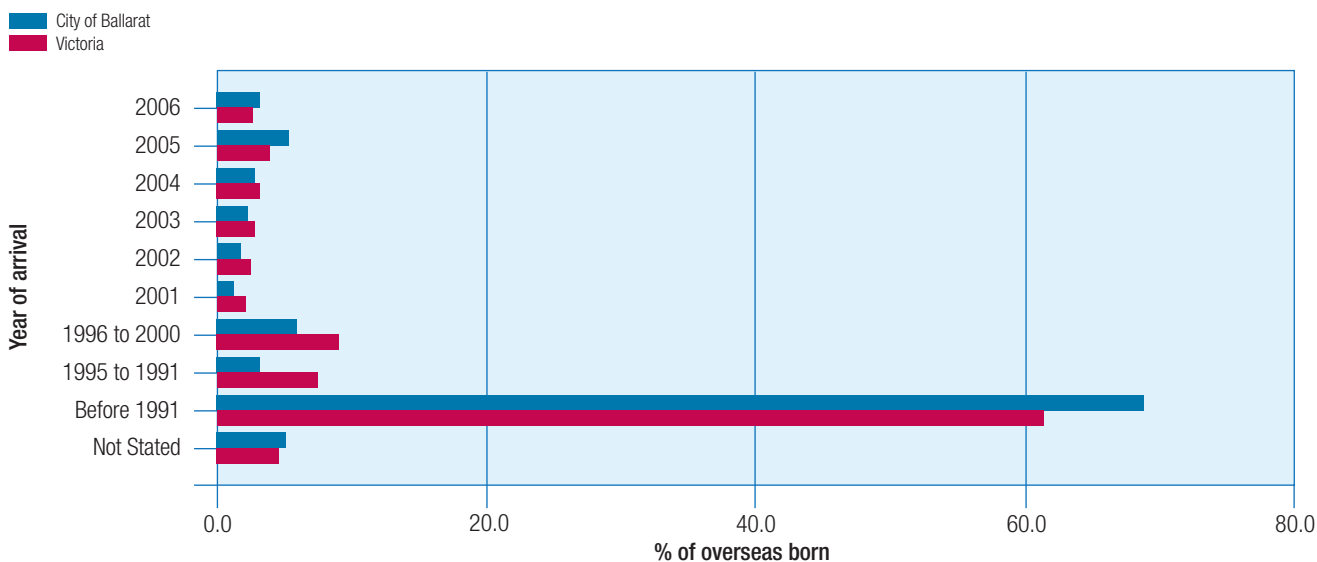
### Further Demographic Information

#### Time of arrival

67.6% (4,489/6,643 people) of people living in Ballarat and born overseas arrived in Australia prior to 1991 (Figure 1).

Figure 1.

Year of arrival in Australia, City of Ballarat and Victoria, 2006 (usual residence data)



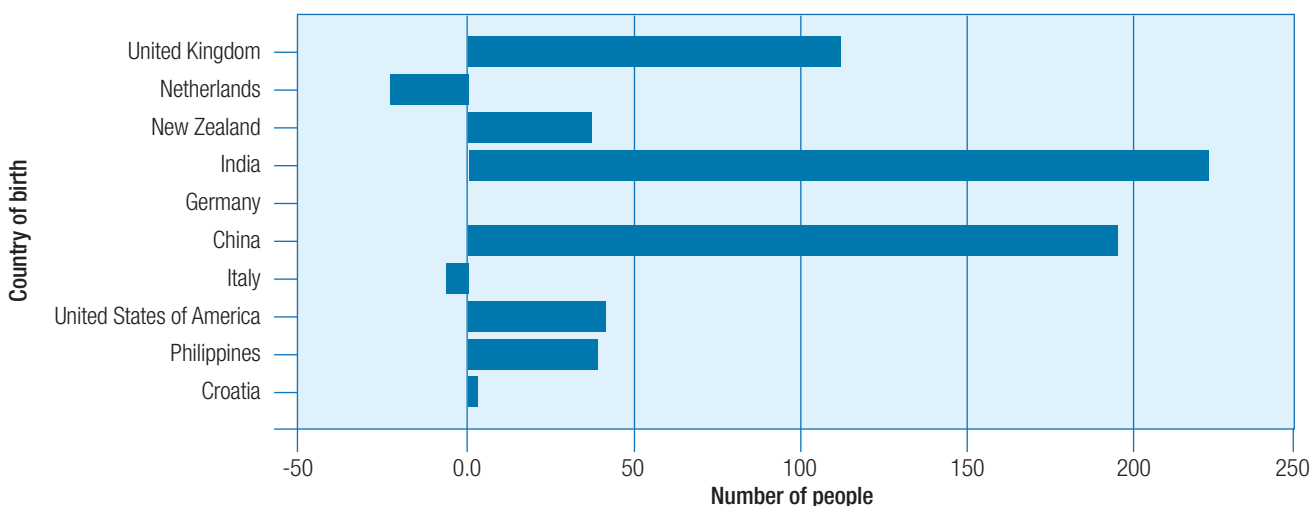
Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (usual residence)

The most significant difference between the 2001 and 2006 census for Ballarat was in relation to change in country of birth (Figure 2):

- India (+223 persons)
- China (+196 persons)
- United Kingdom (+114 persons)

Figure 2.

Change in country of birth (top 10), City of Ballarat, 2001 to 2006 (enumerated data)



Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (enumerated)

## Language

The proportion of the population that speaks a language at home other than English measures the degree to which different ethnic groups and nationalities are retaining their language.

Overall, 92.3% of the Ballarat population spoke English only, and 3.3% spoke a non-English language (either exclusively, or in addition to English), compared with 74.3% and 20.6% respectively for Victoria overall.

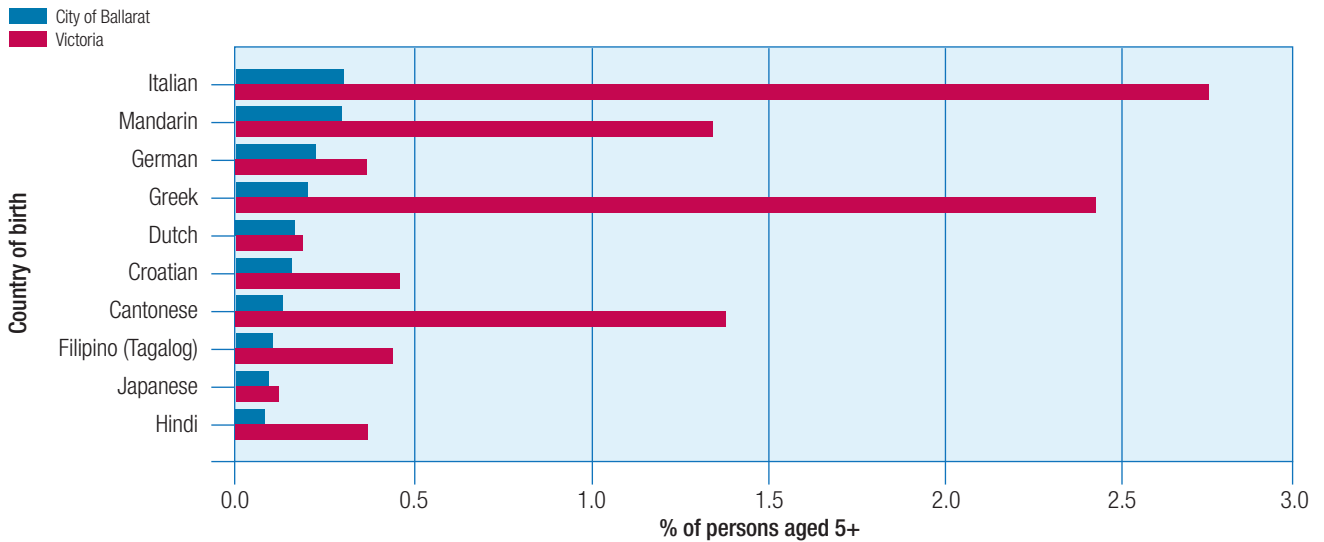
The dominant language spoken at home, other than English, is Italian, with 0.3% of the population, or 242 people speaking this language (Figure 3).

The largest changes in the spoken languages of the population in City of Ballarat between 2001 and 2006 are those speaking:

Mandarin (+179 persons), and, Dutch (- 69 persons).

**Figure 3.**

**Language spoken at home (top 10), City of Ballarat and Victoria, 2006 (enumerated data)**



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (enumerated)

## 11.3 Appendix 3.

### List of Ballarat's Multicultural Associations

Asian-Australian Association of Victoria Inc (Central Highlands)  
Australian-East Timor Association (Ballarat Branch)  
Ballarat Sudanese Association  
Ballarat African Association  
Ballarat Togolese Association  
Ballarat Sri Lankan Association  
Central Highlands Cultural Network  
China Community Committee (Ballarat)  
Chinese Community Associations Inc (Ballarat)  
Chinese Australian Cultural Society, Ballarat.  
Circolo Pensionati Italiani Ballarat  
Cornish Association of Victoria- (Ballarat Branch of the )  
Croatian Association (Australian)  
Dutch 50s+ Club (Ballarat)  
Dutch Karnival Club Ballarat  
Filipino / Australian Association of Ballarat Inc.  
German – Austrian Association  
Hellenic Orthodox Community of Ballarat (Greek Association)  
Indian – Australian Association  
International Students – University of Ballarat  
Irish Association (Ballarat)  
Italian Association (Ballarat)  
Japan Community Committee (Ballarat)  
L'Alliance Francaise De Ballarat Et District Inc.  
Latin American Languages Group of Western Victoria  
Polish Association of Ballarat  
Polish Seniors Club (Ballarat)  
Russian Community  
Scottish Country Dance Group (Ballarat)



## My Journey

### **Koang Pan Jock, Sudan**

Disability support worker who loves helping to connect migrants with the Ballarat community. "Share and enjoy!"

## 11.4 Appendix 4.

### **Cultural Diversity Strategy External Reference Group**


Evie Dichiera	Child and Family Services (CAFS)
Wendy Draayers / Pam Anderson / Andrew Dower	Highlands Local Learning Employment Network
Frank Williams	Ballarat Regional Multicultural Council
James O'Meara	University of Ballarat
Effie Litras	Department of Education and Early Childhood Development
Peter Rademaker	Department of Planning and Community Development
Tracey Wilson	Ballarat Health Services
Ebony Ferrier / Julian Harvey	Department of Human Services
Richard Dove	Victoria Police
Leigh Skelton	Central Highlands Sports Assembly

### **City of Ballarat**

Carolyn Barrie	Director People and Communities
Pete Appleton	Manager Community Development
Frances Salenga	Multicultural Development Officer
Eddie Hadzig	Rural Access Coordinator
Sally Bodenham	Community Planning and Research Officer

## 11.5 Appendix 5.

### IAP2 Public Participation Spectrum

Increasing Level of Public Impact 				
Inform	Consult	Involve	Collaborate	Empower
<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution	To place final decision-making in the hands of the public
<b>Promise to the public:</b>	<b>Promise to the public:</b>	<b>Promise to the public:</b>	<b>Promise to the public:</b>	<b>Promise to the public:</b>
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide
<b>Example tools:</b>	<b>Example tools:</b>	<b>Example tools:</b>	<b>Example tools:</b>	<b>Example tools:</b>
<ul style="list-style-type: none"> <li>• fact sheets</li> <li>• web sites</li> <li>• open houses</li> </ul>	<ul style="list-style-type: none"> <li>• public comment</li> <li>• focus groups</li> <li>• surveys</li> <li>• public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• workshops</li> <li>• deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• citizen advisory committees</li> <li>• consensus-building</li> <li>• participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• citizen juries</li> <li>• ballots</li> <li>• delegated decisions</li> </ul>

## 12. Useful Resources

### **Ballarat City Council**

Tel: (03) 5320 5500

Web: [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)

### **Ballarat Regional Multicultural Council**

Tel: (03) 5337 0700

Web: <http://www.brmc.org.au/>

### **Victorian Multicultural Commission**

Tel: (03) 9208 3184

Web: [www.multicultural.vic.gov.au](http://www.multicultural.vic.gov.au)

### **Municipal Association of Victoria**

Tel: (03) 9667 5555

Web: [www.mav.asn.au](http://www.mav.asn.au)

### **Victorian Local Government Association**

Tel: (03) 9347 2233

Web: [www.vlga.org.au](http://www.vlga.org.au)

### **Victorian Equal Opportunity and Human Rights Commission**

Tel: (03) 9281 7111

Web: [www.eoc.vic.gov.au](http://www.eoc.vic.gov.au)

### **Department of Immigration and Citizenship**

Tel: 131 881

Web: [www.immi.gov.au](http://www.immi.gov.au)

### **Ethnic Communities Council of Victoria**

Tel: (03) 9349 4122

Web: <http://www.eccv.org.au/>

### **Federation of Ethnic Communities' Councils of Australia**

Tel: (02) 6282 5755

Web: <http://www.fecca.org.au/>

### **Department of Innovation Industry and Regional Development**

Tel: (03) 9651 9999

Web: <http://www.diird.vic.gov.au>



My Community

**Mona Hatwal, India**

Trainer and employment consultant.

“Ballarat is a community with extraordinary generosity.  
One of the best lifestyles to work, play and live.”

Cultural Diversity Strategy 2009-14  
City of Ballarat

People and Communities  
City of Ballarat  
October 2009

For copies of this document contact:  
Customer Services  
The Phoenix Building,  
25 Armstrong St South  
Ballarat VIC 3353

Telephone: 03 5320 5500  
TTY (text phone): 03 5320 5890  
Fax: 03 5320 5832

Please contact Council's Multicultural Development Officer  
for information in languages other than English:

Telephone: 03 5320 5180  
Fax: 03 5320 5823  
Mobile: 0438 018 227

