

Balonne Shire Council Welcoming and Attraction Strategy

DRAFT

MAKE OUR PLACE
Your Place

BALONNE SHIRE
QUEENSLAND

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Mayors Foreword

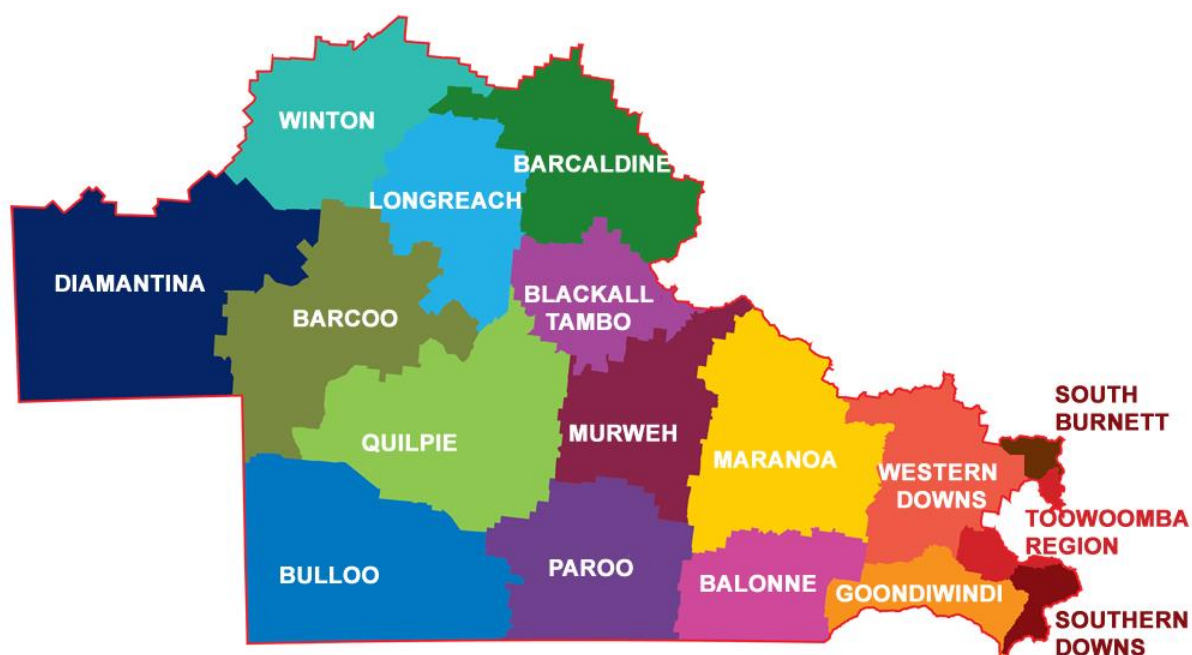
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Acknowledgement of Country

Balonne Shire Council would like to acknowledge the Traditional Custodians of the land on which we work, live and play. We would like to pay our respects to Elders past, present and emerging.

Introducing the Balonne Shire

The Balonne Shire is located in Queensland, about 500km inland from the state capital, Brisbane, and sits just above the New South Wales border. Our Shire serves as a bridge between the expanse of the great outback to its west, and the Great Dividing Range and capital to its east. The border towns of Hebel and Mungindi also serve as gateways to New South Wales.



The Balonne Shire is home to around 4500 residents. The local government area comprises seven communities, all uniquely situated on waterways - St George, Thallon, Dirranbandi, Bollon, Nindigully, Mungindi and Hebel. Many of our residents also live out of town and call rural properties home.

The Shire covers over 31,000km², encompassing beautiful and diverse landscapes. One of the unique aspects of the area, is that each town is situated alongside a river, which provides the water that flows onto our productive agricultural land and accommodates activities like boating, and fishing that are popular with locals and visitors alike.

Our towns are known for their rich history, friendly locals, variety of wild -life, wide open spaces, and relaxed country lifestyle.

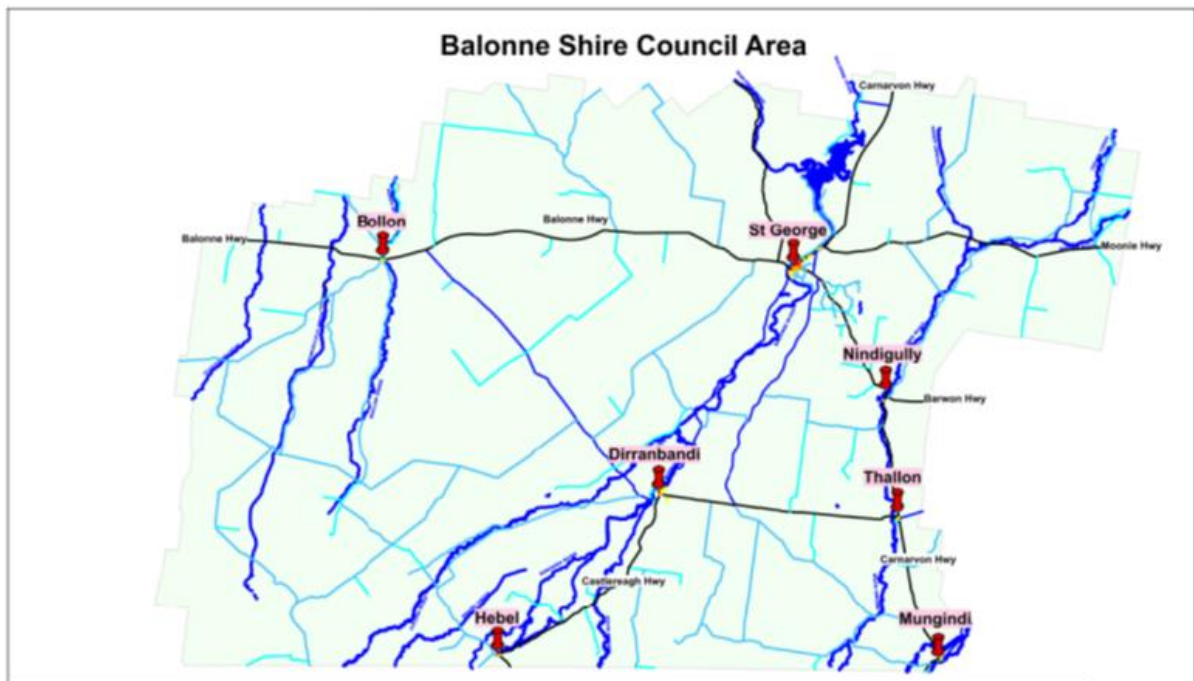
Traditionally, the Shire's economy has been built around agriculture sector led by cotton, grain, and sheep and cattle production. We are currently seeing exciting growth in the tourism industry, as well as the horticulture sector off the back of successful crops such as grapes, onions, and garlic.

The Shire hub, St George, sits at the intersection of six highways, with both goods and visitors constantly flowing into the region thanks to these great overland transport links. We are also serviced by the St George airport, and regular Rex Airlines flights.

Balonne Shire is already a very diverse and multicultural community. This strategy recognises that fact and seeks to build upon it by identifying other opportunities to grow our Shire.

Background and vision behind the Balonne Welcoming and Attraction Strategy

The Department of Children, Youth Justice and Multicultural Affairs (CYJMA) (formerly the Department of Local Government, Racing and Multicultural Affairs) identified population decrease in regional areas as a key concern, and saw a need to encourage people to move to regional areas to reverse this trend. Balonne Shire Council was given the opportunity to partner with CYJMA for a three (3) year pilot to become a *Welcoming Shire* and attract new residents to the Balonne. Paroo and Bulloo Shires are also part of the Celebrating Multicultural Queensland Regional Partnership Project and are investigating similar opportunities in their areas.



Why Balonne Shire got involved in this project

Like many rural areas across Australia, Balonne Shire is grappling with the ongoing challenge of population decline. According to the Australian Bureau of Statistics, 500 residents left the shire between 2011 and 2019. The ongoing decline has been influenced by factors such as our ageing population, families leaving town due to the past eight years of drought.

The drought and associated contraction in the agricultural sector, has created a flow-on effect resulting in fewer professionals like teachers staying in or moving to the district and ultimately a drop in service provision. The reduction in services makes the Balonne Shire a less attractive place to live, compounding the challenge of attracting and retaining residents to combat population decline.

Balonne Shire Council recognises that we cannot continue to lose residents at this rate and that we must work to find sustainable solutions to this problem.

At the same time, there has been growth and innovation in some sectors, thanks in part to a turn to more favourable weather conditions in early 2020, that has continued throughout 2021. These improved seasons have brought much needed water into the local catchments and in turn created growth in the agricultural sector, contributing to growth in the local jobs market.



Throughout 2020 and 2021, the COVID-19 crisis and related border closures created a serious unskilled labour shortage throughout 2020-21 with overseas, and interstate workers unable to get to the Shire. Council, and other local businesses have struggled to fill shortages in the skilled and unskilled labour market.

In the first half of 2020, we saw over 50 jobs advertised for three months or more. This trend has continued in 2021 and been further exacerbated by COVID-19 border restrictions.

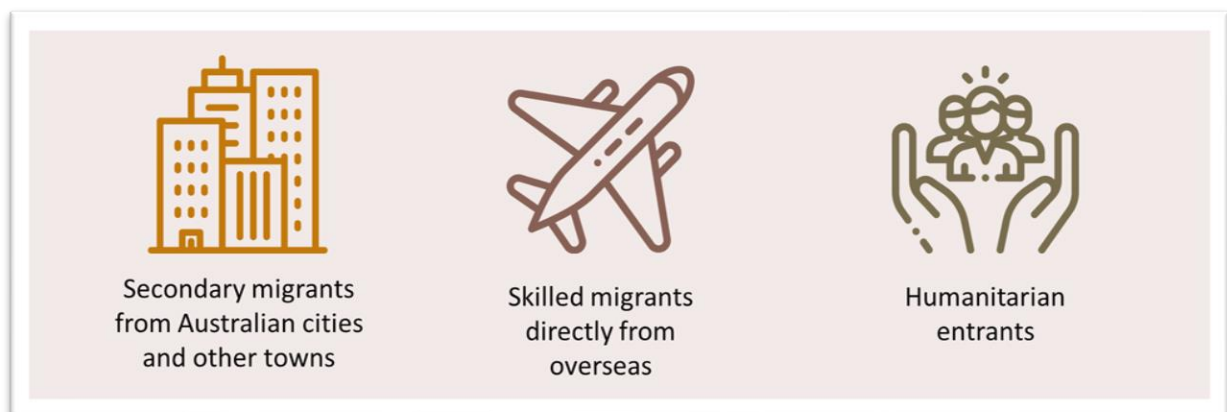
This strategy aims to create a framework that will encourage people to move to and stay in the Balonne Shire Council. Its primary goals are to:



This project will help make the Balonne Shire more sustainable and in turn boost our population, economy, and social interactions.

Who are we trying to attract?

When investigating the migrant opportunities, there are three categories:



Balonne Shire Council will primarily be focussing on attracting secondary migrants from Australian cities and other towns, and skilled migrants either from within Australia or directly from overseas. Council recognises that, with the current services available in this community, high-needs humanitarian entrants (e.g., refugees directly from overseas) are not a priority target group. It is, however, open to working with migrant support agencies to investigate welcoming low-needs humanitarian entrants, and those who meet existing skills shortages identified within the shire. The

community wants any secondary or skilled migrant who moves to any community in the Balonne Shire to build their lives here. It is important that the services are available to support the transition, and that the community is well prepared to welcome them.

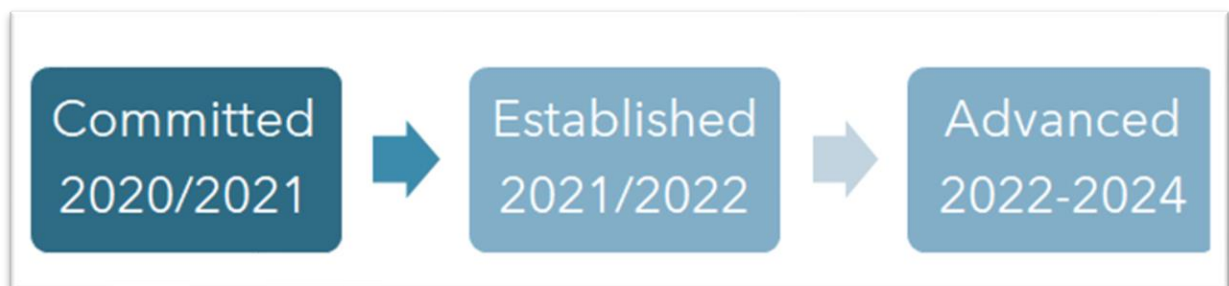
Welcoming Cities and the Welcoming Cities Standards.

Welcoming Cities is a national network that supports local governments to advance communities where everyone can belong and participate in social, cultural, economic, and civic life.

The Welcoming Cities Standard exists to provide councils and communities with a benchmark for what a successful welcoming and inclusive community looks like and guides the activities a community will undertake to become a Welcoming City. The Standard is organised under six categories:

- 1.0 Leadership**
- 2.0 Social and Cultural Inclusion**
- 3.0 Economic Development**
- 4.0 Learning and Skills Development**
- 5.0 Civic Participation**
- 6.0 Places and Spaces**

This strategy has linked these categories to proposed Balonne Shire Council community actions. Welcoming Cities have five (5) levels of accreditation. Balonne Shire Council is currently at the *committed* stage – in that we have “publicly stated our intent to champion the principles of welcoming and inclusion”. For further information on the levels that Balonne Shire Council is committed to meet, the assessment and accreditation table has been included in the appendix of this strategy.



Balonne Shire Welcoming and Attraction Goals

*“If you want to travel fast, travel alone. If you want to travel far, travel together”
African proverb.*

Actively engaging with and encouraging migrants to move to our region is new for the Balonne Shire Council. For this strategy to succeed we need to focus on key goals that can be achieved, in partnership with community and others.

GOAL	STAKEHOLDERS/ PARTNERS	MEASURES OF SUCCESS
100 new people living in the Balonne Shire Council (including 30 new school aged children) by 2024.	Care Balonne Welcoming Cities Department of Premier and Cabinet Catholic Care Access Schools across the BSC	Annual school attendance figures (ongoing) Annual Cultural Audit (self-reporting survey sent out to all households in Shire to gather information on multiculturalism) Attendance at Council’s annual Welcoming Event Compare 2021 and 2026 Census data to track Shire’s population, and demographic changes over medium-term.
Each town across the Balonne Shire has a Welcoming Club* by 2024, promoting inclusion in community as core principles (* or this becomes a core role of an existing group)	CWA groups across the region Dirranbandi RTC Progress Associations St George and District Chamber of Commerce Welcoming Cities Regional Sporting Clubs Regional Arts clubs/Organisations CYJMA Churches and religious groups	Welcome packages distributed The cultural awareness and diversity of the region is celebrated through new annual events and greater participation of culturally and linguistically diverse communities in existing events. Continue to complete annual Cultural Audit (multicultural community survey) and maintain data on cultural and linguistic diversity within the shire.
Over next two years, 30 permanent job vacancies are filled by new residents because of actively targeting other regions/ towns/ cities to encourage a move to BSC. Over next four years, reduction in number of permanent positions advertised for longer than six months. Existing businesses purchased or new business started by new residents	Existing good news stories – e.g. O’Brien Toyota, Moonrocks, Balonne Shire Council etc. Local Businesses Council Industry/Business Groups (e.g., Fruit and Vegetable Growers Association, St George and District Chamber of Commerce, etc.)	Case studies of success Reduction in number of permanent job vacancies advertised for more than six months Number of businesses changing hands to/started by new residents.

Barriers to Success

We recognise that there will be barriers to the Balonne Shire’s welcoming and attraction efforts. One is the appetite of businesses to employ, and support migrants. Another is the ongoing availability of migrants, a factor heavily impacted by COVID-19 border restrictions. The level of services, amenities and general liveability of our shire is another. The pull of capital cities, where migrants can connect more easily with member of their diaspora is another factor to consider. These challenges are worth noting, and will continue to evolve over time, however, should not overshadow the potential positive benefits this strategy seeks to create for the Shire.

Action Plan

To achieve the goals outlined above, Balonne Shire Council have developed an Action Plan informed by community consultation, the Welcoming Cities standards, and the Celebrating Multicultural Queensland Partnership Project.

Action items identified within this plan generally fall into two categories – Welcoming and Attraction or Increasing Diversity and Inclusivity. Our Welcoming and Attraction actions include initiatives like creating Welcoming Resources, and the “Make Our Place Your Place Campaign.” These actions are outward facing and aimed at attracting new residents to the shire.

Actions that fall into the category of Increasing Diversity and Inclusivity include the Cultural Audit and Celebrating Our Cultures events. They are targeted at ensuring our community is well prepared to receive new residents, and actively celebrates the diversity that already exists within the Balonne.

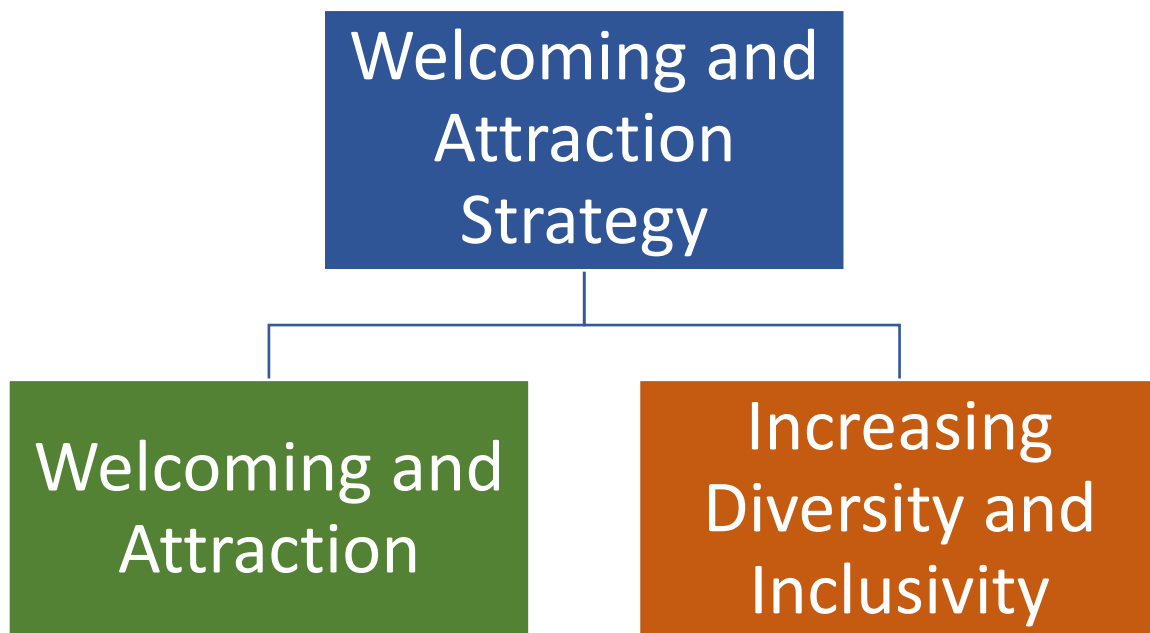


Figure 1 One Strategy, Two Parts

Action Plan

Outcome	Action	Link to Welcoming Cities Standards	Responsibility	Timeframe
Have a project steering committee	Set up a steering committee with members from each town and some key stakeholders	1.0 leadership	Council to call for Expression of Interest and set up the steering Committee	6 months (June – December 2021)
Welcoming resources to be available to all newcomers.	Encourage all businesses to put the new resident handbook with their job advertisements. Have a welcome pack at available at Council for all newcomers Distribute welcome pack through schools and hospital. Look into ways of getting the resources overseas	2.0 Social and Cultural Inclusion	Council to do up welcoming pack and make the digital version of the new residents' handbook available for all businesses. Businesses to include link into their job applications. Council to Connect with official embassies	Resources to be made available within 6 months. (December 2021) Ongoing* (*beyond end of CMQ Regional Partnership Funding)
Being welcoming	Each community to be welcoming to new residents (e.g., Buddy system, welcoming group, welcoming event)	2.0 Social and cultural inclusion	Community	1 year to set up (June 2022) – ongoing*
Cultural training	Training to businesses and community around cultural and diversity integration and engagement including hiring and working with a Cultural and Linguistically Diverse person Indigenous Cultural Training	4.0 Learning and skill development	Council to engage in training	1 year (July 2021- June 2022) 2 years (July 2021 - December 2022)

Attracting new members to the community	Make our place your place A try before you buy weekend Sister towns Stories and case studies via podcast, video Partnering with migrant support services (e.g., Catholic Care, Multicultural Australia, etc.)	2.0 Social and cultural inclusion	Council and community	2 years (Now until December 2022) and ongoing*
Further education Courses and apprenticeships to be made available	Country university Encourage more TAFE and course providers to utilise our Country university space Bringing Education and Schools Together (BEST) program and Look into the needs for specific courses	4.0 Learning and skills development	Council to work with Chamber of commerce around BEST program. Council to advocate to Department of employment, small businesses, and training.	3 years (2024)
Meet Welcoming Standards	Get to Advanced Stage of accreditation in line with the Welcoming Cities Standard	1.0 Leadership	Council	3 years (2024)
Housing availability	Look into temporary housing availability and opportunities Look into rent to buy schemes	6.0 Places and spaces	Council to advocate	3 years (2024)
Relocation and incentives to move to the Shire	Tax breaks Relocation grants	5.0 Civic Participation	Council to advocate	3 years (2024)
Transportation	Investigate community-led transport solutions (e.g., buses, school transportation) Increased transportation into the shire	5.0 Civic participation	Council to advocate and look for grants	3 years (2024)
Training and Education opportunities	With Country university starting up in the Balonne shire, we need to investigate more localised and specific courses to suit the skills in the Balonne Shire	4.0 Learning and skill development	Council to advocate	3 years (2024)
Celebrating Cultures of the Balonne Shire	Celebrate the cultures of the Shire with Displays and little events throughout the year and by making current events more inclusive. Every year do a welcoming event	2.0 Social and cultural inclusion	Council, schools, and community	ongoing

Change the wording	Instead of migrants, talk about new community members	1.0 Leadership	Council and Community	ongoing
Build connections with key stakeholders to allow for the success in the program	Build connections with: DEBST Welcoming cities Housing and real estate CYJMA Employment agencies Relocation agencies Migrant support services	1.0 Leadership	Council	ongoing
Create meeting spaces	Create spaces where locals and new residents can enjoy leisure activities together e.g., community gardens Will require consultation on needs and external grant applications	6.0 Places and Spaces	Community and Council	ongoing

Conclusion

For the Balonne Shire to remain a thriving region we need this strategy to succeed. Community supports the work needed to encourage population growth in the shire. Uniting around achievable and common goals will see the future of businesses, families and community inclusion strengthen.

Acknowledgements

The BSC acknowledges all the community members across the community of the Balonne Shire who have embraced this work. We would like to specifically acknowledge those who have been part of the consultations across the Shire.

Individual	Representing:
Paula Hetherington, Leanne Brummell, Veronica Kostaschuk, Annette Woodrow, Chris Lamb, Anne Marie Gielis, David Moon, Susan Schwerin, Sarah Southern, Gayle Lancaster, Margaret Castles, Shannon Turley, Shirley Marshall	St George
Victoria Nancarrow, Lynden & Marilyn Goddard, Barb & Blue Turner, Lisa Voyser	Bollon
Bill Willis, Lena Brosnan, Gina Vuniulin, James Spierenburg, Liz Hill, Michael Hetherington	Thallon
Barb McMillan, Kim York, Jane O'Shannessy, Leanne O'Driscoll, Andrea Killen	Dirranbandi
Samantha O'Toole, Bill Winks, Richard Lomman, Robyn Fuhrmeister, Ian Todd, Scott Scriven, Rod Avery	Balonne Shire Councillors
Dani Kinnear, Garnet Radford, Jane Cornish	Balonne Shire Council staff

There are also several agencies at a regional, state, and federal level supporting this work:

Partner	What they provide (to the partnership: \$, people, etc.)	What they need
CYJMA	Funding and support	Access to evaluation Good news stories
Welcoming Cities	Support and standards to become a Welcoming City	Evidence of meeting the standards Case studies
Department of Premier and Cabinet	Support, and partnerships through the advancing regional Qld forums Want to do a case study on the project	Voices from the community Case studies Access to evaluation
St George Chamber of Commerce	Business Support and partnership	Support
Catholic Care	Migrant support	Support
Access	Migrant and job shortages support	Support
Care Balonne	Support	Support

Appendixes

Community Consultation Summaries:

Welcoming, Attraction and Retention Goals, Strengths, Opportunities and Challenges

In August 2020 Council carried out consultation in the communities throughout the shire to gain their input into the Welcoming and Attraction Strategy. They were asked to identify welcoming, attraction and retention goals, strengths, opportunities, and challenges relevant to their town and community.

Bollon – Friday 21st August

Goals	Opportunities	Strengths	Retention opportunities
Diverse education opportunities TAFE / online Create job opportunities Increase economy Transportation opportunity Have a sister town Growth and stability Whole community is welcoming Formation of a welcoming group	Hotel and pubs doing training/ apprenticeships Good quality remote education Mechanic needed Growth A viable town A place to call home More ideas and opportunities A safe and very relaxed and quiet place to live	True community Support Medical clinic – support and access to health services Accommodation Primary school (kindy to yr. 6) Tennis club, polocrosse, camp draft, fishing Space A chance to join in with all community groups and to teach us about their culture New opportunities. Safe environment Peace Hope A beautiful patch of QLD Fantastic bird population	Provide what they need \ want e.g., jobs, education facilities, health By encouraging them to come here Financial incentives Continual opportunities / assistance Ownership of the community Employers – help them to be welcoming “key welcomers who make a difference each day” Community garden = opportunities to connect / share / learn

Benefits	Challenges	Welcoming opportunities	Attraction Opportunities
<p>New people to talk to Will have a mechanic Secure greater economic activity in existing town business Potential increase in workforce New business establishment (e.g., mechanical, tyre repair etc.) yard maintenance, gardening More children to keep the school open Cultural awareness and education If their money is spent in the town, more businesses might be successful. The town lives!</p>	<p>Housing Not enough jobs for existing kids / people who live here School to yr. 6 Transport – must have a car Access to internet – connectivity Medical assistance limited (counselling, allied health) etc. No central community support hub where new families can freely attend to seek help Advanced awareness to problems of small communities in isolation No chemist in town - \$8 on mail to get medication but if someone is going to St George - can pick up parcels if chemist is notified Phone Telstra is the main one Employment – the female side needs to be thought of in this process – the “man” may fit in and be happy, but the woman “needs” to be just as “happy as the man Our water is very hot from bore</p>	<p>Whole community needs to be welcoming – how people know Sister cities – within Aus. external Have rental properties available Welcoming event or festival Welcoming pack for new members Smile more Have someone from community pair with family to help them settle and to talk over any problems or just be a friend.</p>	<p>Stories / case studies of families who live here Real stories Videos for online and social media, showcasing our lifestyle Translated resources for overseas migrants Safe place Word of mouth Radio Social media Podcast Connect with gardening groups Come for a weekend / holiday to be a part of a try before you buy</p>

Progressing the Strategy forward in Bollon

1. An active community is a happy community
2. Spaces and places to meet
3. Further education opportunities

Dirranbandi – 17th August

Goals	Opportunities	Strengths	Retention opportunities
Thallon has done a great job with Fijian families That new members to town / community contribute through purchasing real estate / starting a business / stake their claim / flag... Government funding for services (driver by population) Diversity the community Vibrant community Town sustainability	Usable space Aged care Training opportunities Water Increase in customer base Opportunity on the land (rain) Wide range of job opportunities (different) Solar farm Government sector Assn and community groups Cultural festivals (culture in the bush) Community bus (social and business) Everyone joins in for activities (events) Local base of migrants Proximity to big cities Subsidised accommodation	NBN Safe and peaceful environment COVID 19 free Open arms welcome Space / clean air Good health, great hospital, no waiting, bulk billing Small school classes Affordable housing Freedom and safety	Acknowledge the cliques that happen in town Kids are happy Migrants to invest in the community” Community events Engaged at all levels Mentor or body to accompany early on Jobs and education opportunities

Benefits	Challenges	Welcoming opportunities	Attraction Opportunities
More people = more funding for services Economic growth Sustainability Diversity Workforce	Transport - Community bus Finance – renting and buying Aged / care support / access? Childcare to allow people to work Internet Mobile coverage	Big welcoming events Educate the whole community e.g., specific culture profile, stories True family friendly events – alcohol free and for all classes, socio economic groups Signage	CVC – VR system (training) Promotional videos Ambassadors (lived in Dirranbandi and current) Brochures in migrant reception centres in targeted languages Annual event

Aged care	Too much alcohol attended to community events Employment opportunities Limited infrastructure – water dependent Need to have “buy or develop” business ideas	Translation support	Big Dirranbandi sign (current signs are beautiful!)
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Progressing the Strategy forward in Dirranbandi

1. Spaces and places to meet
2. Cultural Education for the whole community
3. Education and job opportunities

Thallon 18th August 2020

Goals	Opportunities	Strengths	Retention opportunities
Encourage people to come taxation (advocacy) Relocation grant Incentives Families (children) Vibrant community Community minded Affordable housing Connectivity – telecommunications, digital Community sporting infrastructure Ball games Volleyball	We have jobs for people Professionalism and economic prosperity of our towns Small town, no cost or time to get to work/ school Brewarrina example of rehabilitation centres Future inland rail hub – warehousing Easy to get schooling Transport – local	School bus going from 34 – 8 Jobs Job availability and surety to fall back on if lose jobs on farms Housing Friendly small community with access to primary school and bus to high school Husbands and wives Welcome and befriend them, invite to things Space	Childcare needs to be available to parents Be friendly to them Role and involvement / place in community Backpackers – change rules to let them stay longer – visa issues Encourage engagement

Benefits	Challenges	Welcoming opportunities	Attraction Opportunities
<p>Hopefully, children for the school – high school age kids on farms for the bus</p> <p>Fill jobs that are available</p> <p>Vibrant energy and new ideas</p> <p>People competing for jobs</p>	<p>Drought impacts communities both migrant families and others</p> <p>People leaving if no farm work</p> <p>Housing</p> <p>Liveability in towns; -</p> <p>Water</p> <p>Fuel (no unleaded, diesel a bit expensive)</p> <p>Pub only place in town to get anything</p> <p>High school @ St George needs to be a reliable and good option for schooling – boarding schools</p> <p>Need to avoid creating cultural clashes</p> <p>State land – no 1 -10 acre blocks</p>	<p>Consider extended families</p> <p>Communal cultures</p> <p>Be friendly</p> <p>Anyone welcome, we need people</p> <p>Knowledge – understanding cultures</p>	<p>Locals talk to visitors</p> <p>Network and charm</p> <p>Video stories – e.g., Tourism 2020 with Sally Rigney videos</p>

Progressing the Strategy forward in Thallon

1. Digital Connectivity
2. Attraction of Families via videos or extended family
3. Fill Job Shortages

St George

Goals	Opportunities	Strengths	Retention opportunities
<p>We respect all elders of our community – indigenous, nonindigenous</p> <p>19 cultures in the region??</p> <p>Cultural calendar – celebrations each month</p> <p>Looking at everything with an inclusive lens</p> <p>Care value inclusion – physical access etc.</p> <p>Reduce the hidden language</p> <p>History of the region is known</p> <p>Harmony</p> <p>Realistically to maintain / grow community</p>	<p>Cultural audit</p> <p>Schools</p> <p>Employment</p> <p>Lifestyle balance</p> <p>Opportunities to work from home</p> <p>New skills</p> <p>New things to talk about</p> <p>Maintain a town by maintaining a critical mass – schools, medical</p>	<p>Welcome arms – invite to event; walk in with someone</p> <p>A safe place to live</p> <p>A great community to live in</p> <p>Safety</p> <p>A nice place to create a new life where you be self sufficient</p> <p>Education P – 12</p> <p>Eventually – university options</p> <p>Life balance = work from home</p>	<p>Get them involved</p> <p>School a great way to connect people</p> <p>Opportunities – employment, learning, training</p> <p>Things for 18 – 25 yrs. once left school if not going on to Uni</p> <p>Country Uni</p> <p>Inviting community</p> <p>Employment</p> <p>Marry a local</p>

Benefits	Challenges	Welcoming opportunities	Attraction Opportunities
<p>Diversity</p> <p>Develop flexible and creative idea with new / fresh eyes</p> <p>More people / more teachers / more businesses</p> <p>Viable business</p> <p>Sharing cultural</p> <p>Helps with geography lessons – learning where countries and people are / come from</p>	<p>New business opens, people feel threatened – how do we handle or manage this? Small communities worry about competition</p> <p>Housing – is there enough, does rent go up?</p> <p>Have people who already live here been educated on this plan.</p> <p>Is there a brake? If it is not working, can we half the project?</p> <p>We have lots of associations - combine where possible – dilute, volunteer burnout</p>	<p>Take people to events e.g., football, netball, buddy program</p> <p>Remind community that were all secondary migrants other than first nations</p> <p>Have elder also welcome people to community</p> <p>Stories from different country – kids story book</p> <p>Councils meet and greet, including all groups, associations etc.</p> <p>Us vs them sport comps etc. (fun!!)</p>	<p>Be friendly and welcoming</p> <p>Send videos</p> <p>What businesses do we need?</p> <p>River</p> <p>Meet and greet</p> <p>Do research</p> <p>Fishing</p> <p>Gardening</p> <p>Stories and books</p> <p>Cultural audit</p>

	<p>Locals being looked over for outsiders' jobs Will it stop the pacific seasonal workers? Transport to older main centres Health services, is there enough? Wife often "buys in" but what for working women = happy</p>	<p>Inclusive approaches / lens over every facet of society Flexible thinking Use above people as champions Bring locals with – what is the buy in</p>	
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Progressing the Strategy forward in St George

1. Cultural Education
2. Local champions
3. Education and job opportunities

Welcoming Cities Standard

Welcoming Cities Standard - https://welcomingcities.org.au/wp-content/uploads/2019/07/WelcomingCitiesStandard_June2019_web.pdf

Welcoming Cities 5 levels of assessment & accreditation:

Accreditation Level	Description	Assessment
Committed	<p>A Committed local council has publicly stated their intent to champion the principles of welcoming and inclusion.</p> <p>Committed local councils join a network of like-minded peers and gain the benefit of support and experience to chart their progress and identify the next steps towards becoming a Welcoming City.</p>	Welcoming Cities Commitment Form
Established	<p>An Established Welcoming City has acted towards becoming a more connected and cohesive community.</p> <p>Established Welcoming Cities have cemented their status as a key member of the network and driver of cultural change. They have a clear assessment of their current position.</p>	<p>Self-Assessment Criteria and indicators of Category 1.0 (Leadership) are met and verified by Welcoming Cities.</p>
Advanced	<p>An Advanced Welcoming City is celebrating success in initiatives and policies that foster economic, social, and cultural inclusion.</p> <p>Advanced Welcoming Cities are projecting their reputation as a leader of the sector and are prominent members of the network.</p>	<p>Peer Assessment Criteria and indicators of the following categories are met: 1. Leadership 2. Social and Cultural Inclusion 3. Economic Development An accredited Mentoring Council verifies the assessment.</p>
Excelling	<p>An Excelling Welcoming City is setting and achieving targets across its full range of services and partnerships.</p> <p>Excelling Welcoming cities are achieving at a high level and serve as an example of success for other councils.</p>	<p>External Assessment Criteria and indicators of ALL categories are met. An approved Welcoming Cities assessor verifies the assessment</p>
Mentoring	<p>A Mentoring Welcoming City is confidently embedding the framework and its principles across the organisation.</p> <p>Mentoring Welcoming Cities lead the sector by example, lending their considerable expertise to build the capacity of their peers.</p>	<p>Achievement of Excelling level and submission of Mentoring Application An approved Welcoming Cities assessor verifies the application.</p>