Welcoming Cities

MONASH University

MONASH MIGRATION AND INCLUSION CENTRE

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Planning for Welcoming & Inclusive Communities

Guidelines for regional growth

1.   Introduction

These guidelines are designed to help regional and remote communities—in partnership with service providers, development authorities and the three tiers of government—to attract, retain and support migrants so that they may flourish in Australia.[1]

Regional migration can stimulate economic growth and revitalise communities, while offering new migrants opportunities to integrate into Australian society. However, not all regional destinations are the same. Like cities, regional areas have diverse community, social and economic profiles. This is why a place-based, community-driven approach to migration and settlement – that considers the unique characteristics of each regional location – is critical. This will give local communities and migrants every chance to enjoy economic development and social cohesion.

The Monash Migration and Inclusion Centre (MMIC) and Welcoming Cities have developed this resource to help communities assess the readiness of local stakeholders to welcome new arrivals to the community and to inform the design of regional migrant settlement initiatives. This project has been supported by the Queensland Government through the Department of Local Government, Racing and Multicultural Affairs.

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1   We broadly adopt the ABS definitions of 'regional' and 'remote' for this publication, which is based on 'the calculated road distances to the nearest service centres.' We acknowledge the importance of allowing communities to self-define their classification as regions.

Methodology

Commencing in 2018, the MMIC research team conducted a review of available evidence on regional migrant settlement. We developed a dataset of key settlement indicators from secondary sources including the Australian Bureau of Statistics and Queensland Government Statistician's Office (an updated version of these can be found in Appendix D). We applied these data to several sites in Queensland to develop four migrant settlement scenarios (van Kooy, Wickes and Ali 2019).

In the second phase of research we consulted with stakeholders from state and federal government departments, councils and shires, and with service providers working with multicultural communities. The research team developed draft guidelines that were informed by these consultations and a review of existing tools and local government strategies. These were circulated for review and feedback, before being finalised for distribution.

Using the guidelines

This document is written with local stakeholders in mind: councils, community groups, volunteers, service providers, regional development authorities, employers, business associations, and multicultural organisations. Each have a role to play according to the characteristics and needs of their settlement destination. The guidelines can be adapted to different regional contexts, but ultimately it is up to local actors to determine the specific directions of planning and implementation.

The guidelines are organised to highlight the:

- principles underpinning successful regional migrant settlement
- steps for 'making it work,' with focus questions for reflection and discussion among regional stakeholders
- methods and tools for implementing migration programs.

This is a living document. We encourage regional stakeholders to remix, adapt and add to the guidelines to meet the needs of their local communities. We also encourage feedback and suggestions (please use the contact details at the end of this document).

2. Regional migration: the opportunity

Federal governments have made several attempts to encourage greater levels of regional settlement, including the allocation of visas for regional areas (see Appendix A for further information on current policy incentives in Australia). Commentators have noted that these incentives align with the proposed 'win-win' scenario and aim to provide the opportunity to achieve 'mutual economic prosperity' for migrants and regional communities (Parr 2019; Remeikis 2015; SCoA 2016; Taylor 2005). Migration can help revitalise regional infrastructure, services and townships. New arrivals can stem population decline, which may be occurring due to ageing or out-migration from regional areas. Similarly, local workforces and businesses can be renewed through the arrival of skilled and unskilled migrant workers who address regional labour and skills gaps.

According to the Settlement Council of Australia (2016, p. 4), the social benefits of regional settlement are also clear:

While many regional areas of Australia can be miscast as insular, there is a growing willingness to welcome new people into regional communities, and much to be gained in doing so, increasing the social capital and richness of a particular community.

Given the agricultural base of many regional economies, migrants may also be attracted to 'country living,' according to the Regional Australia Institute (RAI and Scanlon Foundation 2018, p. 8):

Many migrants [...] would preference rural or regional Australia above a major city, because of a strong desire to engage in farming activities. For many, this desire to connect with the land is more important than securing a specific type of employment or cost of living.

For migrants, regional destinations may offer more attainable land and home ownership than major metropolitan areas, as well as new and existing businesses to invest in. Regional towns can be a better lifestyle choice for some migrants than the city due to smaller, more intimate and supportive residential communities, with a 'more relaxed lifestyle, less competition for employment and lower costs of living' (SCoA 2016, p. 4). Regional areas can be places for migrant families to gain a foothold in Australian society, presenting multigenerational social and economic opportunities.

What is settlement?

Overall, settlement is achieved when the needs and aspirations of migrants and their families meet the resources and expectations of host communities. When migrants have the opportunity to improve their circumstances (through non-discriminatory employment or education, for example) in environments that provide cultural safety and freedom of expression, they are more likely to feel settled. Similarly, when local residents experience the benefits of community and workforce diversity, and feel that their own lifestyles are improved by the participation of migrant communities, it is more likely that migrant settlement has been successful.

The Australian Government (2018, p. 6) considers settlement as 'the period and process during which migrants and humanitarian entrants become active and independent participants in their new country.' This period generally reflects the first five years of settlement dating from the initial arrival in Australia.

Local stakeholders are likely to be interested in migrants' specific and practical contributions to the community, especially through employment or entrepreneurship. Migrants who are able to work or start their own business, gain educational qualifications and communicate in English are typically considered to be 'settled' and 'integrated' in regional as well as urban contexts (Collins, Krivokapic-Skoko & Monani 2016).

Other dimensions of settlement are more complex and multifaceted than these quantifiable outcomes. The wellbeing of migrants, like any other community, is dependent on good physical and mental health, stable and satisfactory housing, physical safety, economic security and freedom of movement (Curry et al. 2018; Joyce & Liamputtong 2017; Massey & Parr 2012; Wood et al. 2019). Social connection and inclusion is also a key underpinning factor for migrants who are attempting to establish themselves in a new setting (Correa-Velez et al. 2013).

Managing risks for the win-win scenario

There are many arguments supporting the potential benefits of regional migration, but there are also inherent risks to be considered.

It is critical that potential risks be identified and addressed explicitly in consultation and planning. These could be related to local attitudes, perceptions, economic and labour market conditions, or social infrastructure.

Compared to metropolitan areas with greater proportions of overseas-born residents, migrants could feel isolated from their own cultures, religions or language groups in regional areas (Radford, Wilding, Moran & Boese 2018). Cultural isolation may be compounded by geographical distance in remote rural towns, and by the limitations of technology infrastructure such as mobile phone reception and internet connectivity. Regardless of how welcoming a regional community may be, new migrants may have trouble adjusting without a 'cultural home' for support, or connectivity to loved ones in other places. In these cases, the long-term viability of regional migration can be compromised.

Small regional communities that have little experience supporting and interacting with different cultures may feel uncomfortable with, or threatened by, migration programs initiated by government or other stakeholders (Carrington & Marshall 2008; Schech 2014). Some local residents may perceive their sense of social security or cultural identity to be under threat from new arrivals. This perception can be exacerbated by negative public or media portrayals of migrant groups. These conditions play out at the neighbourhood level and in the labour market (Curry, Smedley & Lenette 2018), threatening successful integration.

The counter-scenario to mutual economic benefit in regional areas is that newly-arrived migrants can introduce competition for jobs. Depending on the skills profile of migrants, regional labour markets may experience an oversupply of available workers in certain segments, thus disadvantaging those already unemployed or underemployed (Johnston, Vasey & Markovic 2009) . Where low-skilled jobs are already scarce, an emphasis on attracting skilled migrant workers may be more strategic (DIBP 2014).

Similarly, regions already experiencing social or economic inequalities may find that attracting some migrant groups increases demand for social services or low-cost housing (Correa-Velez, Spaaij & Upham 2013; Curry et al. 2018). All new arrivals eventually become local consumers and make contributions to the local economy, but settlement strategies should consider any strain on local service infrastructure and should avoid exacerbating existing social inequalities in the region.

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A resource to support community aspirations

These guidelines for developing a regional migration strategy can help Australia's regions take control of their own migration experiences and develop initiatives that meet their own visions of the win-win scenario. Local stakeholders are at the forefront of making regional migration work, and these guidelines aim to assist them in developing well-designed programs.

In reviewing the literature on regional migration, we found that rigorous evaluations of projects claiming the win-win scenario were limited, and that much of the evidence was anecdotal. Yet a number of key factors for successful regional settlement emerged:

- place-based, community-driven planning and consultation
- sustained employment pathways (career options rather than 'just a job')
- accessible and culturally appropriate services, housing, transport and communications infrastructure
- supportive local civil society organisations
- a culture of welcome in the receiving community.

Although they vary from place to place, these factors remain interdependent. When attention is paid to each dimension, the chances for sustainable long-term settlement are improved, resulting in social, cultural and economic benefits for migrants and local communities.

The following sections are designed to guide development of regional strategies based on the identified factors for successful settlement.

3. Initiating a local settlement strategy

Developing regional migration opportunities involves the consideration of several principles. Drawing on the literature review for the first stage of this project, the following principle-level statements are offered for consideration by stakeholders involved in regional migration initiatives:

Place-based, community-driven processes

Each stage of the process should be validated with reference to the needs, interests and capacities of the community and the local area. Migration that is driven by local leadership but that does not have the buy-in of local residents may encounter resistance or risks at later stages. The guidelines suggest approaches for bringing different segments of the community along in this process.

Understanding the skills, aspirations and needs of migrants

Developing a profile of interested and potential new migrants is an important part of the consultation step. Long-term, sustainable settlement depends on an appropriate fit between the settler and the destination.

Australia receives permanent migrants (including refugees) of all ages from a range of countries, across dozens of different visa categories, and with a variety of employment skills and experience. Local stakeholders can improve settlement outcomes by understanding the different barriers and enablers for different migrant groups.

Building, adapting and strengthening local services

Eligibility for mainstream Commonwealth Government services varies considerably across migrant groups. For example, settlement services are available to humanitarian entrants for up to five years post-arrival, while skilled migrants do not have access to most of these services. Accessibility is also highly variable across regional contexts, particularly remote areas. Creative solutions are needed at the local level to meet the needs of incoming migrant groups while servicing those in need within resident communities. This principle is addressed in the planning step.

Seeking regional, state and federal support

Regional stakeholders can seek a range of funding options, technical support and strategic advice from organisations with broader mandates and jurisdictions. For example, membership-based peak bodies like the Settlement Council of Australia can connect local stakeholders to organisations with an understanding of migrant settlement needs. State government multicultural commissions or departments may offer grants for community projects that develop local capacity to settle and integrate new migrants. A list of relevant organisations is provided in Appendix C.

Coordinating advocacy for policy reform and investment

The individuals and organisations involved in helping migrants settle in regional areas have an opportunity to contribute to the design of practical policy reforms. The collective experience of these stakeholders can be enhanced by coordinating advocacy efforts. This could take the form of policy networks or working groups, forums and conferences, or the development of joint policy submissions. Though not necessarily applicable in all cases, the voices of experience from the local level are critical to shaping future policy direction. For example, the Regional Development Australia Darling Downs and South West region recently held a workshop on making migrant settlement work. Similarly, the Welcoming Cities annual symposium provides opportunities for governments at the local, state and Commonwealth level to share what works in creating and sustaining cultures of welcome in regional and metropolitan areas.

Keeping these principles in mind, we propose three steps to aid the development of regional migration settlement strategies:

**STEP 1
Assessment**   **STEP 2
Consultation**   **STEP 3
Planning**

Local stakeholders can customise and adapt these steps. The level of detail, investment of resources and length of time required will depend on the size and scale of migration initiatives being planned. These three steps, including focus questions, methods, tools and projected outcomes for regional migration programs are detailed in the following sections.

Documenting findings, evidence and outcomes

It is important that lessons learned along the way are documented for the benefit of local stakeholders. Other regional groups can also benefit from the experiences and knowledge emerging from settlement initiatives.

Building and maintaining quality evidence on regional migrant settlement is critical to securing new sources of funding and can influence changes in state or federal government policy. The planning stage should clearly articulate how findings, evidence and outcomes are to be captured, documented and evaluated.

Step 1

Assessment

The first step in the development of regional migration strategies is designed to help local stakeholders build on their existing knowledge and develop a detailed assessment of the region—its opportunities, residents, resources and challenges—and forecast options into the future. This step requires reflection on a number of questions to develop a common understanding among regional stakeholders and is based on detailed data analysis and dissemination.

Focus questions

- What critical data are needed to understand the local context? Do we have access to this information/where can we find it? Who could assist in sourcing this data?
  - › What are the most relevant demographic, social and economic trends to consider?
  - › Who lives in our community? What cultures and religions are already present?
  - › How remote is our community? For whom might this be a preference or problem?
  - › Are there existing migrant or culturally and linguistically diverse (CALD) communities in the area?
  - › What is the cost of living for individuals/families in the region?
  - › What jobs are available, what businesses are for sale and what skills does the region need to attract?
  - › Are there significant spatial or socioeconomic inequalities between existing resident groups?
  - › Are people moving away from our region to metropolitan centres? Why? Are there 'brain drain' effects? Are young people moving to the city for education and economic opportunities?
  - › What are the environmental attributes of our region and which migrant group preferences or interests do these attributes suit?
- What services, infrastructure and support are present, and what are the gaps?
  - › What is the capacity of organisations involved in health, education, employment, communications, transportation, housing, child and family services, youth, etc.?
  - › What is the capacity of existing service providers to support new arrivals (e.g. financial, technical, cross-cultural capacities)?
  - › Where are critical services/infrastructure located? Are they within the Local Government Area (LGA) or are they some distance away?
  - › What cultural and religious institutions are present in the LGA?

Table 1. Assessment framework

Method	Components	Tools and examples	Outcomes
Data collection & analysis	• Collate and assess demographic, economic, social, spatial indicators • Review existing documents, plans and strategies (council, business associations, etc.) for examples of situational analyses and assessments already completed • Develop spatial/community maps where relevant	• Suggested publicly available secondary data (see Appendix D)	• Critical data and indicators are collated in a shareable format for a wide audience • Database can be updated periodically or added to when new information comes to hand
Service & stakeholder mapping	• Assess availability and quality of existing services (see Assessing service quality, below) • Identify gaps, funding and capacity issues • Assess cultural competence of service providers and their experience working with people from diverse cultural and linguistic backgrounds	• Directory of mainstream/specialised services for different migrant/visa classes • FECCA 2019, Cultural Competence in Australia: A guide • CEH 2012, A framework for Cultural Competence.	• Service directory and list of possible partners/contributors is developed. Can be used in subsequent stages to identify champions and assign responsibilities • Appraisal of local cultural competency among service providers
Regional profile	• Describe the regional lifestyle in this location • Assess economic conditions (cost of living, affordability of housing etc.) • Assess connectivity and proximity (to nearby towns/other regions) • Note place and space elements (e.g. housing, green space/parks, transport, natural resources etc.) • Consider community experience with migrants/multicultural communities over time	• Data to assess the regional profile (Appendix D) • Regional LGA websites as a source for lifestyle information (e.g. Toowoomba; Shepparton)	• Regional profile is drafted for feedback and consultation with wider community in Step 2.
ID opportunities and risks	• Develop preliminary assessment of strengths, weaknesses, opportunities and risks (SWOR) based on data and existing council/community plans	• SWOR analysis template (Appendix E)	• Initial SWOR analysis lays foundations for planning a migration program • Opportunities can be converted into strategic aims/objectives • Risks can be addressed in a risk mitigation plan as detailed in Step 3.

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Method	Components	Tools and examples	Outcomes
Disseminate information to key local stakeholders	Stakeholders may include: • local government • settlement service providers • business community and chambers of commerce • informal and formal community organisations • migration agents • education and training providers • law enforcement • housing authorities • community foundations • state and federal members of parliament	• Holding roundtables • Developing information portal • Program updates and policy briefs	• Involved stakeholders have a shared awareness of community trends (short, medium and longer term scenarios) and critical areas where migration could present opportunities or risks

Assessing service quality

Consider the range of service domains that migrants may need access to, including:

- employment and brokerage services for jobseekers

- small business training and mentoring support

- vocational education and training (RTOs)

- distance learning/education and e-learning

- skills recognition options

- training on workplace relations, rights, tax and employment laws

- volunteering options

- language training—formal, e.g. AMEP, and informal language classes or tutoring/practice sessions

- employment-focused English training

- interpreting and translation services

- accreditation options for community members e.g. NAATI

- legal and law enforcement services

- housing and accommodation

- tenants' rights and responsibilities.

When assessing regional destinations, it is necessary to consider how suitable local services are for new migrants and people from CALD backgrounds. Regional centres and rural towns have varying levels of service availability. Some federal government services may be accessible in the town or within driving distance. Where these services do not exist, local government and community organisations may fill gaps and draw on volunteer support to help residents in need. Some services may also be delivered via phone, teleconferencing or tele-health models.

Regional providers may need to adapt and modify existing service approaches to meet the needs of people from a diversity of cultural, ethnic, religious and national backgrounds and identities. This might include training in or awareness of:

- migrant communities' cultural backgrounds and sensitivities
- the support needs of specific groups e.g. refugees
- accessibility and affordability for people facing disadvantage
- equality of service and treatment across cultural and linguistic groups
- strong referral networks among key stakeholders.

Tools for assessing cultural competence are listed in Table 1. Assessment framework, in this document.

Services also need to be accessible from residential areas, affordable for families that may be relying on income support, and culturally appropriate. Settlement service providers in nearby regions may be best placed to advise on these issues, and could potentially offer training to staff and practitioners.

[Settlement service] Providers in regional areas are crucial in helping migrants and refugees to overcome the obstacles that threaten successful settlement. To that extent, they are required to play a more active role in the lives of new arrivals in regional areas, where existing migrant communities are less likely to be established, and certain infrastructure and services may be less developed than in metropolitan centres (SCoA 2016, p. 6).

Step 2

Consultation

Meaningful consultation establishes the foundations for trust between key stakeholders throughout the rest of the migration program:

Community engagement and targeted information provision are a prerequisite for ensuring that new and emerging communities are safe, can make informed decisions about their options and have a clear understanding of their rights, entitlements and responsibilities (FECCA 2015, p. 19).

Building on the knowledge baseline established in Step 1, the consultation phase draws on the data collected and extends it by gathering community insights, experiences and opinions. Consultation should be genuinely responsive to the concerns of local residents and of potential migrant arrivals, rather than a compliance measure.

Focus questions

- Who are the internal and external stakeholders with whom we need to consult? Who could/should be involved in delivering or supporting migration programs?
  › Who is 'the community'? What subgroups or segments are there? Who is engaged/disengaged/indifferent to the role of migration in the area?
  › How can residents be sure their views are being heard and respected; how can this flow into the next stage of preparation?
  › Are there differences of opinion? Between whom, and why?
  › How do First Nations people feel about the possibility of new migrants settling in the area? How can they lead, participate and be supported in welcoming new arrivals?
  › What do local businesses and employers need; what skills, experience or attributes could add value to their workforce? What do business owners want?
- What is our vision? What do we want to achieve by encouraging migration? For example, do we want to:
  › nurture a community attitude of inclusion? Demonstrate our commitment to humanitarianism/helping refugees?
  › build community pride in the town/region?
  › bring more diversity into the region?
- What limitations are there to consider in our region?
- What do migrants want? What are their aspirations and ambitions? How does this fit with the profile of our region?
  › Will migrants want to stay in the long term? What can we offer them now and in future?
  › What kind of settlement destination does our region represent?
  › What are the opportunities for short-term or long-term residence? What are the opportunities for individuals vs family units?
- How can we find a good match between our region and the needs of migrant communities?

Table 2. Consultation framework

Method	Components	Tools and examples	Outcomes
Community conversations	• Gather and document community views, attitudes and interests • Capture ideas, suggestions, experiences, concerns of local residents • Understand what might help or hinder migration initiatives • Assess level of understanding among local residents of different cultures and migration streams to Australia • Engage in conversations with any local Aboriginal and Torres Strait Islander communities; seek elders' guidance on ways of developing decision-making processes and of planning for the future	• Consultation techniques: Surveys, focus group discussions, community meetings, town halls, informal/street conversations • Methods paper: ACELG 2011, Local Government and Community Engagement in Australia • Moore et al. 2016, Community engagement: A key strategy for improving outcomes for Australian families • VMC 2018, Civic Participation Kit	• In-depth, shared understanding of community interests and concerns • Different segments of local population have their views heard and considered • Ideas are developed for planning stage—what can be achieved, who can contribute, etc.
Consult with migrants, ethno-specific and multicultural organisations	• Gather views and perspectives of migrant groups on regional areas • Understand the migration process, pathways and journeys • Understand aspirations and ambitions for themselves, families, careers etc. • Identify unique skills and attributes of different migrant cohorts (e.g. not all migrants are willing to work in unskilled jobs, so consider the skills profile/experience of different migrant groups) • Collect information and stories about different cultures	• WA Office of Multicultural Interests 2014, Engaging Culturally and Linguistically Diverse Communities: A guide for the Western Australian Public Sector • AIFS 2015, Working with culturally and linguistically diverse (CALD) adolescents	• Documented understanding of migrant community interests/aspirations • Identify potential migrant groups and stakeholders who can facilitate transition
ID local champions, supporting stakeholders and resources	• Identify champions and supporters from within the community e.g. service providers, volunteers, advocates and culturally diverse institutions • Identify metro-based organisations (e.g. settlement service providers and multicultural associations) who could provide useful links to migrant communities currently in the city, and information about their needs and job aspirations	• AMES and Deloitte Access Economics 2015, Small Towns Big Returns: Economic and social impact of the Karen resettlement in Nhill • Barrie, H, Wasserman, R, & McDougall, K 2018, Murray Bridge: A blueprint for good migrant settlement • Feist, H, Tan, G, McDougall, K, & Hugo, G 2014, Enabling Rural Migrant Settlement: A Case Study of the Limestone Coast	• List of supporters and champions who can play key roles in migration program, such as steering or working groups and other coordination mechanisms

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| Method	Components	Tools and examples	Outcomes
	• Identify targets for liaison at state/federal government levels, bureaucracies and departmental heads, and other targets for public communication/advocacy		
Establish collaboration and implementation mechanisms	• Steering committees, working groups, volunteers, paid consultants, etc. • Regular meetings, information/email updates, teleconferences etc.	See above	See above

Step 3

Planning

Plans for attracting migrants to regional areas are multifaceted.
They should aim to:

- build and nurture a culture of welcome in the local community
- address long-term sustainability issues
- evaluate outcomes, share lessons learned with local stakeholders.

Once stakeholders have established a detailed understanding of the local area through assessment and consultation, it is time to start developing a plan of action. Like other steps in the process, the time and resources required to prepare a strategy will depend on the size of the location and the number of stakeholders involved. A very small town might develop a good strategy in one or two days, while a larger regional centre could take several weeks or months of planning to get it right:
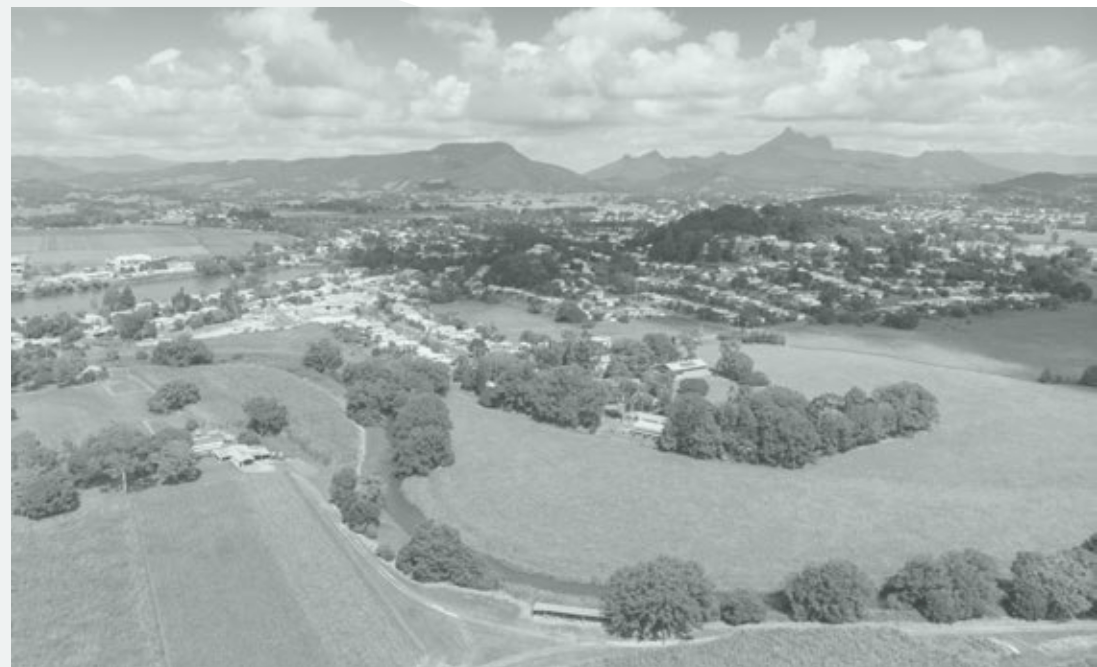
Planning for regional settlement can be complex. Flexible and innovative approaches are often needed. Make contact with your local settlement service providers and settlement grants providers and attend coordination meetings. Seek information and advice from local government authorities, regional development authorities and ethno-specific settlement organisations (DSS 2017, p. 6).

Building a welcoming community is a crucial step to planning and preparing for migrant settlement. Welcoming new arrivals is a whole-of-community responsibility. The approaches outlined below are important for everyone in the community—not just new arrivals. Mutual understanding should be developed to avoid negative outcomes:

Social cohesion issues in [regional areas] require the development of strategies to foster positive attitudes towards multiculturalism and community harmony. It is important that targeted and coordinated strategies to tackle discrimination and racism are developed at community, government and private sector level and are implemented through community education and culturally competent service delivery (FECCA 2015, p. 19).

If the wider community is engaged in evaluation planning from the beginning, the process can result in shared continuous improvement, learning and capacity-building. Evaluation is a term often associated with auditing or financial accountability. However, a more holistic understanding of evaluation is that it is a valuable opportunity for stakeholders to reflect on their experiences, to provide feedback on actions and outcomes, and to further develop their knowledge.

Monitoring and evaluation are also central to the development of an evidence base on regional migrant settlement that will become an advocacy resource for future programs and local initiatives.

As the settlement program is implemented and evaluated over the short-term, stakeholders may consider how the results can be maintained, replicated or scaled-up over the long-term. If results appear promising and the program is delivering on anticipated outcomes, the community may choose to continue and grow the activities to welcome more new arrivals. Migrants who have successfully settled in the region can act as ambassadors, inviting friends and relatives to consider resettling in the area. As time passes the focus of the initial migrant cohort also needs to turn to retention and long-term settlement.

Focus questions

- What changes might be required to the 'way things are done here' to welcome and include new migrant arrivals?
  - › Is the community prepared for more cultural and migrant diversity?
  - › How can the local community share information with and give advice to new arrivals?
  - › Which local leaders can serve as advocates and champions for resettlement?
  - › How can the community help to break down stereotypes?
  - › How can local residents be educated about the cultural differences of migrants?
  - › What intercultural competencies are required to facilitate good neighbourly relations?

- What does short/medium/long-term success look like? How will we know we have achieved this? What indicators could be used?
  - › At which points in the life of the program should we be collecting data/information? What forms of data (qualitative/quantitative)? From where can valid data be sourced and collected, and using what methods?
  - › What are the experiences of migrants who have moved, stayed or left since the program started? What are their perspectives and recommendations?
  - › What do local residents think of the program? What have been their experiences of interacting with new arrivals and new communities?
  - › How many migrants (individuals/families) have moved into the region, for how long, etc.?
  - › How many jobs have been created/filled? How many training places or school enrolments have resulted from the program?

- Who should oversee and implement evaluation, and what skills/resources should they have to do so? How can the wider community be involved in evaluation processes?
  - › What are the feedback loops back to community and key stakeholders?

- How can recently arrived migrants be supported to integrate successfully into the community over the longer term?
  - › Are there sufficient community resources to continue assisting multicultural groups?
  - › Is chain/repeat migration from the same/similar groups possible?
  - › How can migrants be supported to maintain connections with family and community members in cities, other states and overseas?

- What funding is available, and what sources of funding need to be found, to make the initiative(s) work?

Table 3. Planning framework

Method	Components	Tools and examples	Outcomes
Define aims/ objectives	• Set strategic objectives, key strategic or priority activities, performance measures, output & outcome indicators and targets (see Appendix F) • Consider realistic scale of program and timeframes for achievement • Consider staggering/implementing programs in phases, starting small and growing over time • Consider that strategies to attract migrants to regional areas (e.g. visa incentives) may be different from those focused on long-term settlement and retention (opportunities for family reunion, sense of belonging, career pathways etc.) • Identify sources of funding	• Greater Dandenong, People Seeking Asylum and Refugees Action Plan 2018-21 • Victoria State Government 2019, Local Government Better Practice Guide: Planning and Reporting 2018-19 • Queensland Government 2018, Performance Management Framework: Strategic Planning Toolkit • NSW Government 2013, Integrated Planning and Reporting Guidelines for local government in NSW	• Local migration strategy, aligned to conventions for strategic planning at community level • Defined actions and responsibilities with attached timeframes and funding sources/requirements
ID target groups for migration	• Demographic characteristics (age, family structure, etc.) • Economic attributes (skills, education/work aspirations) • Settlement pathways/intentions (new/recently arrived, secondary migrants, etc.) • Primary (i.e. new arrivals to Australia), secondary (i.e. moving from within Australia) or other migration • Anticipated service and support needs (consider higher-need groups e.g. refugees vs others e.g. skilled) • Determine groups who may be ready to move in the short, medium or longer term • Obtain biographical information of prospective migrant families to assess needs (e.g. housing and schooling requirements) (RAI and Scanlon Foundation 2018)	• RAI 2019, Steps to Settlement Success: A Toolkit for Rural and Regional Communities	• Defined target audience for attraction & retention approach, which can be shared with settlement stakeholders and service providers in metro areas

Method	Components	Tools and examples	Outcomes
ID resources & services needed	• Funding: government, private, grants, awards, etc. • Technical, advisory and human resource support (e.g. consultants, interpreters/translators, multicultural specialists, council peers) • Identify cross-cultural awareness training and learning opportunities for key stakeholders in the community • Training on unconscious bias, intercultural understanding and exchange	See above	• Plan for addressing knowledge and capacity gaps at the local level • Plan integrated into local government plans and budgets
Risk management	• Develop plans/actions to address each possible risk (e.g. forecast labour market changes, price increases, supply/demand issues, staff turnover, funding changes, volunteer fatigue) • Develop plans to address limited access to cultural and religious institutions, experiences of torture or trauma, racism, labelling and stereotyping (FECCA 2015)	See above	• Risk management plan to accompany overarching strategy
Welcoming strategies	• Develop welcome kits for new arrivals about the settlement destination • Develop information packs for the resident community about new arrivals (histories, cultures, customs, etc.) • Communicate to residents clearly about migration program objectives, targets and timeframes; seek feedback and buy-in where appropriate • Facilitate cross-cultural exchange opportunities (events, exposure/weekend visits etc.) • Community activities, cultural celebrations, awareness-raising and welcome events • Leverage local media for communication and publicity (consider use of ethnic media channels to target specific cultural groups) • Promote inclusion and diversity through local sporting and recreation facilities	• Welcoming Cities 2019, The Welcoming Cities Standard • City of Greater Bendigo 2019, 2019 Welcome Resource • Gladstone Regional Council 2017, Gladstone Region: The Region of Choice • DSS 2016, Beginning a Life in Australia: Welcome to Australia • City of Greater Bendigo 2017, Cultural Diversity and Inclusion Plan 2016-2019 • City of Boroondara 2015, Cultural Diversity Plan 2014-18 • DSS 2018, Community Information Summaries • Australian Human Rights Commission 2015, Building Social Cohesion in our Communities • Centre for Multicultural Youth 2009, Inclusive Local Government • SydWest Multicultural Services 2016, Stories of Making Australia Home	• Welcome kits/information resources distributed to migrants on arrival • Community preparedness: different subsections of the community are informed and aware of the particular attributes and needs of prospective/new migrant arrivals • Orientation and integration into the local area is (or can be) led by local residents/community organisations, evolving organically or without direction

Method	Components	Tools and examples	Outcomes
Sustainability & growth	• Source and disseminate information about funding/grant opportunities, volunteer services, sources of support, places to go for advice • Explore interest in community sponsorship/visa sponsorship options for refugees and families • Consider employer-led programs to sponsor migrant workers from different backgrounds • Identify options for local businesses to encourage workers to stay; e.g. opportunities for training, promotions, salary increases, awards, and supporting employees to bring family members to Australia (RAI and Scanlon Foundation 2018) • Nurture volunteer support networks and incentives to develop chain migration • Maintain links back to the city (and ethno-cultural groups elsewhere); ensure migrant connectivity to their communities physically and virtually	• Links to grant websites, bulletins and e-newsletters, key agencies and resources (see Appendix G)	• Lead agencies and key stakeholders are able to maintain program's momentum and continue funding/supporting from a variety of sources • Turnover and fatigue of supporting stakeholders/staff/volunteers is minimised through continual renewal of support networks and organisations
Evaluation & learning	• Interview stakeholders, hold focus group discussions, gather testimonies, disseminate surveys, questionnaires, analyse administrative data, government records and databases, make field observations, photography/video etc. • Benchmark migrant indicators against general population • Record social indicators—English language proficiency, participation in education, training and community life, and citizenship • Record economic indicators—job, income, level of debt, satisfaction with job and housing • Record personal wellbeing indicators—physical and mental health, self-esteem, relationships • Record other indicators—transport, access to services, income source, sense of belonging in Australia and being treated well, lack of discrimination, freedom of cultural and religious expression (DSS 2017, p. 10)	• Welcoming Cities 2019, Standard and Accreditation • Department of Immigration and Citizenship 2007, Evaluation of skilled migration to the Riverina • Piper, M 2017, Refugee Settlement in Regional Areas: Evidence-based good practice • DSS 2016, Guide to Supporting Settlement in Regional Australia	• Evidence is captured and disseminated • Community reflects on progress and lessons learned • Program success and lessons can be demonstrated to internal/external stakeholders • Shared knowledge development and capacity-building

Appendices

Appendix A

Policy incentives for regional migration

Several attempts have been made by federal governments to encourage regional settlement. Schemes such as the State-Specific and Regional Migration programs (SSRMs) and Skilled Independent Regional (SIR) visa, were created in the mid-1990s. They were designed to channel migrants into particular regions with acute labour shortages (Boese 2010). Policy incentives to boost regional populations and labour markets through immigration have since followed these directions, including clearer permanent residency pathways for migrants and lower salary requirements for employers (Hugo 2014).

More recently, the federal government has imposed extra conditions within immigration schemes, such as Safe Haven Enterprise Visa (SHEV). This visa offers temporary humanitarian protection to refugees under the condition that they work or study in a nominated regional area (Dufty-Jones 2014).

In 2019 the government of Prime Minister Scott Morrison announced a national population plan, which includes the introduction of Regional Provisional Visas and the expansion of Designated Area Migration Agreements (DAMAs). Both schemes are designed to encourage more migrants to settle and remain in regional areas. The plan also declares federal commitments to investing in community hubs, multicultural grants, sport and other engagement programs to help migrants 'become established and integrated in their communities' (Australian Government 2019).

However, there remains no whole-of-government regional migration strategy that incorporates the roles of state and local governments, service providers, community organisations or other important players. The Morrison population plan signals a focus on the regions, but there are few tangible goals, and it mostly refers to existing programs. We note, however, a promising development through the Council of Australian Governments, which recently flagged plans to develop a 'National Population and Planning Framework' and 'Regional Ministers' Forum' to 'deliver better economic and social outcomes' for regional Australia (COAG 2019).

In the absence of a national multi-stakeholder strategy, it typically falls to regional stakeholders to lead the development of their own migration programs through engagement with target communities (Boese & Phillips 2017; Piper 2017; McDonald et al. 2008; Bosswick & Heckmann 2007; RAI 2018). Local stakeholders have long taken the lead on incentives and support for regional migration, with documented examples in towns like Nhill (AMES Australia & Deloitte Access Economics 2015), Shepparton (Moran & Mallman 2015), Warrnambool (Broadbent, Cacciattolo & Carpenter 2007), Murray Bridge (Barrie, Wasserman & McDougall 2018) and the Limestone Coast (Feist, Tan, McDougall & Hugo 2017). In these and other examples, local government and service providers have led the process, in partnership with community organisations and with the support of local residents, local integration champions and volunteers.

Appendix B

Snapshot of migrants in regional Australia

The distribution of Australia's overall and overseas-born populations has remained significantly skewed towards urban centres and major metropolitan areas. Census data suggests the proportion of urban dwellers is increasing over time: in 2006, 69 per cent of the total population lived in major cities; by 2016, it had risen to 71 per cent. Among the overseas-born population, the proportional increase was similar (see Figure 1).

Figure 1. Population (overseas-born) by remoteness area, 2006-2016
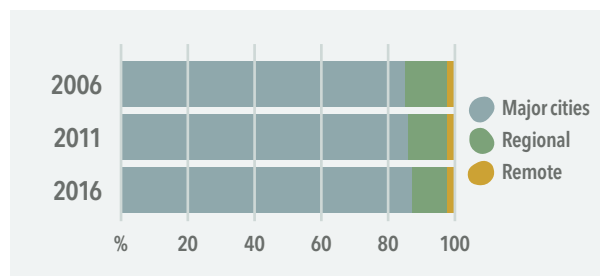
Source: Census 2016

Among permanent migrants in the 2016 Census who lived in a regional or remote area of Australia,[1] the majority held either skilled visas (57 per cent) or family visas (35 per cent) (see Figure 2). Nearly three-quarters (74 per cent) had arrived in Australia in the 10 years before Census night 2016 (see Figure 3), and nearly two-thirds (65 per cent) were between the ages of 20 and 49 years (see Figure 4).

Figure 2. Migrant population in regional and remote Australia by permanent visa type, 2016
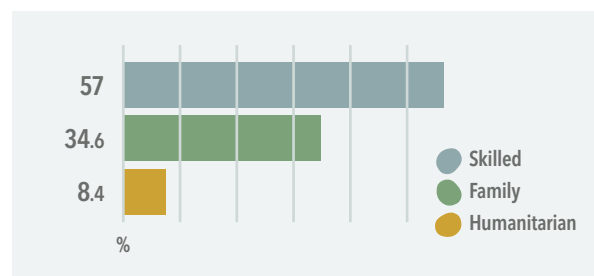
Figure 3. Migrant population in regional and remote Australia by year of arrival in Australia, 2016
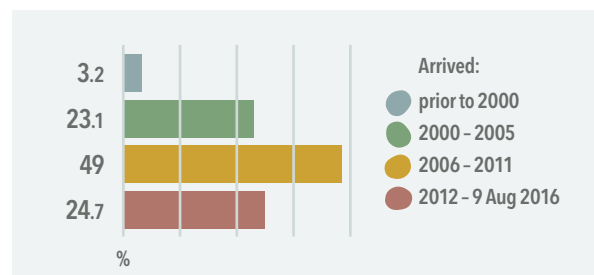
Figure 4. Migrant population in regional and remote Australia by age groups, 2016
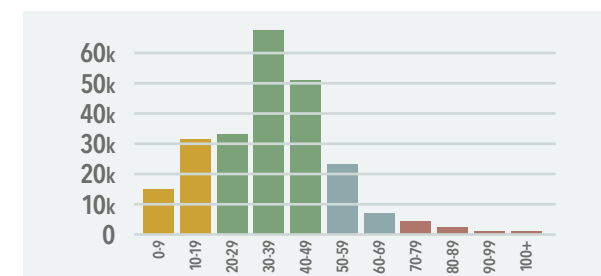
Employment statistics for permanent migrants in regional and remote Australia show that nearly one-third (30 per cent) are technicians, trades workers or labourers, and one-quarter (26 per cent) are professionals (see Table 4).

Source for Figures 2, 3 and 4: Australian Census and Migrants Integrated Dataset (ACMID) 2016

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1   To calculate the number of people living in regional or remote Australia, we used the ABS classification of Remoteness Structure, which distinguishes between major cities, inner regional, outer regional, remote and very remote regions of Australia. For more information see: www.abs.gov.au/websitedbs/d3310114.nsf/home/remoteness+structure.

Table 4. Occupation of permanent migrants in regional and remote Australia, 2016

Occupation	#	%
Professionals	35,278	25.7%
Technicians and trades workers	20,718	15.1%
Labourers	20,649	15.1%
Community and personal service workers	18,905	13.8%
Managers	15,593	11.4%
Clerical and administrative workers	11,386	8.3%
Sales workers	8,961	6.5%
Machinery operators and drivers	5,566	4.1%

Source: Australian Census and Migrants Integrated Dataset (ACMID) 2016

At the time of the last Census, around one-third (34 per cent) of employed permanent migrants in regional Australia worked in tertiary services such as health care, accommodation and food services, while only 9 per cent worked in primary industry—agriculture, forestry, fishing and mining (see Table 5).

Table 5. Industry of employment of permanent migrants in regional and remote Australia, 2016

Industry	#	%
Health care and social assistance	28,783	21.6%
Accommodation and food services	16,171	12.1%
Retail trade	10,938	8.2%
Manufacturing	10,502	7.9%
Education and training	10,081	7.6%
Public administration and safety	7,524	5.7%
Construction	7,052	5.3%
Agriculture, forestry and fishing	7,027	5.3%
Professional, scientific and technical services	6,857	5.1%
Administrative and support services	4,894	3.7%
Other services	4,658	3.5%
Mining	4,428	3.3%
Transport, postal and warehousing	4,368	3.3%
Wholesale trade	2,787	2.1%
Financial and insurance services	1,615	1.2%
Arts and recreation services	1,608	1.2%
Electricity, gas, water and waste services	1,523	1.1%
Rental, hiring and real estate services	1,255	0.9%
Information media and telecommunications	1,080	0.8%

Source: Australian Census and Migrants Integrated Dataset (ACMID) 2016

One-fifth (20 per cent) of employed permanent migrants in regional Australia were in the lowest skill category of jobs (Skill level five), which is equivalent to Certificate I qualifications or compulsory secondary education. However, consistent with the proportions of skilled migrants, around 45 per cent of all employed permanent migrants in regional Australia were in the highest skill level occupations (one and two) requiring a diploma or bachelor's degree level of education (see Figure 5).[2]

Figure 5. Occupation skill level of migrants in regional and remote Australia, 2016
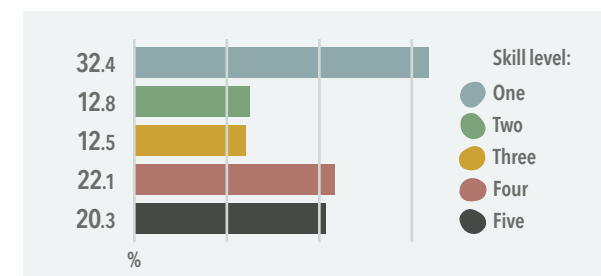
Source: Australian Census and Migrants Integrated Dataset (ACMID) 2016[3]

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2   For more information about how the ABS classifies the skill levels of occupations, see: www.abs.gov.au/ausstats/abs@.nsf/0/598C2E23628BB8FDCA2575DF002DA6B8?opendocument
3   Rounded to nearest whole number.

Appendix C

Relevant organisations

Name	Type	Category
Department of Social Services	Australian Government	Government department
Department of Human Services	Australian Government	Government department
Department of Home Affairs (incorporating Immigration, Citizenship, Migrant Services and Multicultural Affairs)	Australian Government	Government department
Jobactive employment services	Australian Government	Service provider
Regional Development Australia	Australian Government	Network
Regional Australia Institute	National NGO	Network, Policy and advocacy
Settlement Council of Australia	National NGO	Peak body
Multicultural Youth Advocacy Network (MYAN)	National NGO	Peak body
Federation of Ethnic Communities' Councils of Australia (FECCA)	National NGO	Peak body
Refugee Council of Australia	National NGO	Peak body
National Settlement Policy Network (SPN)	National network	Policy and advocacy
AMES Australia	National NGO	Service provider
Multicultural Development Australia (MDA)	National NGO	Service provider
Settlement Services International (SSI)	National NGO	Service provider
Australian Red Cross	National NGO	Service provider
Migration Council of Australia	National NGO	Advocacy
Welcoming Australia	National NGO	Network, service provider
Community Hubs Australia	National NGO	Service provider
Regional Opportunities Australia	National NGO	Service provider
Centre for Multicultural Youth (CMY)	National NGO	Policy and advocacy
AgriFutures Australia	National	Peak body

Appendix D

Available Data Sources

Table 6. Useful secondary data sources

| Name	Type	Links
ABS TableBuilder	ABS statistics; generates customisable tables; Census and other datasets included	ABS TableBuilder
ABS Data by region	Search available ABS data by region (LGA, SA2-4, etc.)	ABS Data by Region
Data.gov.au	Federal government and national open data sets (searchable)	Data.gov.au
State government statistics	State-level open data sets (searchable)	VIC, NSW, QLD, WA, NT, SA, TAS, ACT
.idcommunity demographic resources	LGA-level statistical analysis across a range of social, economic and other domains	.idcommunity
Primary Health Networks (PHN) data	Themed health data to assist Primary Health Networks across Australia	PHN data
Council websites	Local councils typically publish strategic plans, corporate plans, economic development plans, population attraction marketing collateral (e.g. brochures), investment attraction marketing collateral and other useful materials	Various, e.g.: Toowoomba Region City of Greater Bendigo

denisbin/Flickr

Table 7. Local/regional indicators to consider when assessing settlement readiness

Domain	Indicator	Source	Item	Links	Notes for SWOR
Migrant population profile	Permanent settlers by visa type (since 2009)	DSS	–	Settlement reports	Indicates local experience with migration
	Total migrant population by visa type (subclass)	ACMID	VISAP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Overseas-born population	Census	BPLP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Year of arrival in Australia (ranges)	Census	YARRP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Top countries of birth	Census	BPLP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Australian citizenship and internal migration	Census	CITP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Language spoken at home (LOTE)	Census	LANP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Proficiency in spoken English	Census	ENGP	ABS TableBuilder | Glossary	Indicates local experience with migration
	Temporary resident (skilled visas)	DoHA	BP0014	Temporary Work (Skilled) visa	Indicates local experience with migration
Demographic profile	Age distribution (in 10-year groups)	Census	AGEP	ABS TableBuilder | Glossary	Ageing an opportunity for young migrants Youth 'bulge' flags possible competition for entry-level jobs
	Age and sex estimates	ABS	–	Regional population	High child or aged dependency ratios indicate demand for specific services
	Level of highest educational attainment	Census	HEAP	ABS TableBuilder | Glossary	Low education suggests competition for entry-level jobs
	Aboriginal and/or Torres Strait Islander peoples	Census	INGP	ABS TableBuilder | Glossary	Tends to be higher disadvantage High % indicates need for support/resources
	Population growth and density (ERP change)	ABS	ERP	Regional Population Growth	Highlights population growth trends
	Population projections	State	–	Varies by state	Decline an opportunity for revitalisation Growth suggests competition & pressure on infrastructure
	One parent families w/ dependent children	Census	RLHP	ABS TableBuilder | Glossary	Indicator of disadvantage
	Teen births	State	–	Varies by state	Indicator of disadvantage + demand on services
	Tenure type (occupied private dwellings)	Census	TEND	ABS TableBuilder | Glossary	Indicator of rental availability

Table continues over page

Domain	Indicator	Source	Item	Links	Notes for SWOR
Economy & labour market	Headline employment figures	LMIP	–	Labour Force Region	Indicators of economic health
	Population by Labour Force Status (15+)	LMIP	–	Labour Force Region	Unemployment/disengagement, disadvantage
	Employment by Industry Time Series	LMIP	–	Labour Force Region	Industry focus & prevalence of FT/PT jobs
	Regional employment projections	State	–	Varies by state	Differences between subregions
	Youth unemployment	State	–	Varies by state	Indicator of disadvantage/job competition
	Employment status/distribution by occupation	LMIP	–	Labour Force Region	Prevalence of skilled/unskilled jobs
	Smoothed LGA unemployment rates	DESSFB	–	Small Area Labour Markets	Unemployment trends
	Internet Vacancy Index	LMIP	IVI	Vacancy Report	Labour market health & job availability
	Employment projections by industry	LMIP	–	Employment Projections	Future employment growth by region (labour need)
	Business entries & exits	ABS	–	Counts of Australian Business	Business survival rates/employment opportunities
	Migrant employment status by visa type	ACMID	Various	ABS TableBuilder	Glossary	Migrant local labour force engagement
	Migrant employment by industry/occupation	ACMID	Various	ABS TableBuilder	Glossary	Migrant local labour force engagement/type
	Journey to work (distance)	Census	–	Commuting to Work	Distance from residence to place of work - i.e. remoteness of jobs
	Primary mode of transport to work	Census	MTWP	ABS TableBuilder	Glossary	Reliance on private transportation
Inequality & disadvantage	SEIFA Index of Relative Socioeconomic Disadvantage (IRSD)	Census	SEIFA	SEIFA Indices	Composite indicator of disadvantage
	Household income	Census	HIED	ABS TableBuilder	Glossary	Low household income = possible disadvantage
	Disengagement from work/education	Census	EETP	ABS TableBuilder	Glossary	Possible demand on services/welfare
	Developmental vulnerability of children	AEDC	–	AEDC Data Explorer	Family disadvantage; demand on family services
	Unpaid childcare responsibilities	Census	CHCAREP	ABS TableBuilder	Glossary	Diminished capacity to work within household
	Unpaid assistance to persons with disability	Census	UNCAREP	ABS TableBuilder	Glossary	Diminished capacity to work within household
	Volunteer work	Census	VOLWP	ABS TableBuilder	Glossary	Indicator of civic participation
	Housing and housing costs	Census	RNTRD	ABS TableBuilder	Glossary	Indicator of household stress (compare with urban areas)
	Estimated homelessness	Census	–	Estimating homelessness	Indicator of disadvantage

Domain	Indicator	Source	Item	Links	Notes for SWOR
Services & infrastructure	Government payments and concessions	DSS	–	DSS Payment Data	Indicates welfare take-up/possible dependency
	Clients presenting for emergency accommodation	State	–	Varies (state health services)	Demand on welfare/emergency services
	Persons needing assistance with core activities	State	–	Varies (state health services)	Demand on health and disability services
	Number of reported offences	State	–	Varies (state Police)	Community safety & security indicator
	Offences against the person	State	–	Varies (state Police)	Community safety & security indicator
	Police cautions	State	–	Varies (state Police)	Community safety & security indicator
	Patient episodes of care for mental/behavioural issues	State	–	Varies (state health services)	Demand on health and mental health services
	DV order breaches: domestic violence	State	–	Varies (state health services)	Demand on welfare/emergency services
	Voting patterns	AEC	–	Election results	Indicator of community political climate
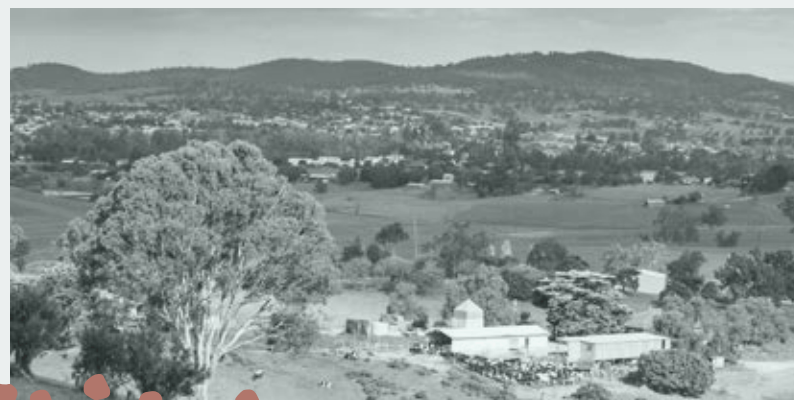
Appendix E

Strengths, Weaknesses, Opportunities and Risks (SWOR) analysis template

Table 8. Example analysis based on secondary data for anonymised region

Strengths	Weaknesses	Opportunities	Risks
• Council is interested in supporting migrant settlement in the area • Low rental costs may suit immediate/short-term relocation and temporary migrant residence • Consultations indicated a number of active churches that could be willing partners on resettlement initiatives • Investment has been made in sporting facilities across the region in recent years, which could support development of social capital • Low proportions of developmentally vulnerable children may reflect strong education and primary care standards in the region	• Lack of available public transport in the area suggests that private transportation would be required for any new migrants • While rental costs are low, house purchase prices are high, which may hinder settlement opportunities • Health services in the region are over-subscribed with long waiting lists • Mental health issues could exclude humanitarian migrants with specialist trauma or counselling needs • Nearest TAFE or university institutions are approximately 250 km away	• Local businesses struggle to find qualified and experienced workers, with professional roles needing to be filled • Available data suggests that future employment opportunities are likely to be in tertiary service industries	• Population is already growing—would not suit a big influx of new migrants • With nearly one-quarter of the population under the age of 15, a youth unemployment problem could be created with too many new school-age migrants • Industry 'boom & bust' cycles, particularly in mining and construction, may create risks for sustainability of migrant employment • Relative monoculturalism and political conservatism may need to be managed in the event that culturally diverse and visibly different migrants commence relocation

Appendix F

Glossary of common strategy terms

Term	Description
Strategic objectives	Statement(s) of what the strategy aims to achieve within a projected timeframe. Describes a desired future state. There may be multiple strategic objectives, but one or two is most manageable. Also sometimes called 'aims' or 'goals'.
Key strategic activities	Priorities that, in addition to 'business as usual', will most contribute to the achievement of the strategic objective(s). They may exist for the life of the strategy or may be shorter in duration.
Actions	Clearly identified actions or tasks to be undertaken by a named individual or team. Targets should be set for delivery.
Input	A resource or action utilised to conduct an activity. e.g. budget, staff or asset that is supplied in order to deliver a service.
Output	The tangible product of service delivery e.g. a service delivered, action taken or decision made.
Outcome	The impact of the delivery of service e.g. increased awareness, developed partnerships or network, improved health, education or employment.
Indicators	Also known as key performance indicator (KPIs), representing a measurement of progress towards achieving objectives. Describes what will be measured or monitored to ensure that the objective has been achieved. May be qualitative (e.g. 'participants report positive feedback') or quantitative (e.g. # of participants in suitable housing, # of workshops held, etc.). Indicators can also be set at the output level.
Targets	Pre-determined level for a performance indicator. The reason for setting a certain target level should be recorded.

Source: Adapted from (MAV 2016)

Appendix G

Key resources and programs

- [Harmony Day](#)
- [Refugee Week](#)
- [National Settlement Framework](#)
- [SCoA National Settlement Services Outcome Standards](#)
- [MYAN National Youth Settlement Framework](#)
- [Humanitarian Settlement Program (HSP)](#)
  › [Adult Migrant English Program (AMEP)](#)
  › [Settlement Engagement and Transition Support (SETS) Program](#)
  › [Skills for Education and Employment (SEE)](#)
- [Community Development Grants](#)
- [Stronger Communities Programme](#)
- [Fostering Integration Grants](#)
- Foundation for Rural and Regional Renewal – [community grants](#)
- [New Business Assistance with NEIS (New Enterprise Incentive Scheme)](#)
- [Vocational Education and Training (VET) resources](#)
- National Rental Affordability Scheme
- [Community Grants Hub](#)
- [training.gov.au](#)
- [Trades Recognition Australia](#)
- [VETASSESS](#)
- [Community Refugee Sponsorship Initiative](#)

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Welcoming Cities facilitate diverse cultural expression and support residents to participate in the community.