

The Welcoming Cities Standard



Welcoming Cities

Welcoming Cities acknowledges and pays respect to the traditional custodians and ancestors of this country, and the continuation of their cultural, spiritual and ceremonial practices.

We respectfully acknowledge the past and present Traditional Owners of the land, the Aboriginal and Torres Strait Islander peoples, and respect their culture and identity, which has been a continuum with the land and sea for generations.

We have a role to play in achieving a just Australia in which Aboriginal and Torres Strait Islander peoples' rights as First Peoples are recognised and respected.

Welcoming Cities also seeks to engage local Aboriginal and Torres Strait Islander people as leaders in welcoming activities.

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Diversity is our reality.

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Australia is one of the most culturally and linguistically diverse nations in the world.

Australia's First Peoples represent more than 250 language groups and the oldest living and continuous culture. More than a quarter of Australians were born overseas, and almost half of all Australians have at least one parent born overseas.

We speak more than 200 languages, and languages other than English are spoken by more than one-fifth of the population.

Amid this diversity, we enjoy relative harmony. Our standards of living and social cohesion rank among the highest in the world. However, the benefits of migration and multiculturalism are not being enjoyed by all.

We are a nation of disparate narratives. Australia's population and economic distribution are polarised, with communities experiencing rapid growth or stagnating and declining.

The continued success of multicultural Australia will depend on our ability to embrace diversity, foster social cohesion and build economic success in the face of complex population challenges.

Inclusion is a choice.

The social, cultural, economic and civic challenge lies in how communities embrace diversity and harness its strengths. Of all tiers of government, local governments are best placed to understand the complexity and diversity of their communities and facilitate a whole-of-community approach.

The Welcoming Cities Standard supports local councils and their communities in advancing Australia as a welcoming, prosperous and cohesive nation.



An updated Standard

The Welcoming Cities Standard is a living document that guides our work and remains relevant in changing times.

The Welcoming Cities Standard is a living document that guides our work and remains responsive in changing times.

A lot has changed since *The Welcoming Cities Standard* was first launched in 2018. Then, Welcoming Cities had 16 members. At the start of 2024, it has 84, representing almost 50% of Australia's population. In those six years, Australia has grown by over 1.5 million people. Two Federal elections, the #MeToo and #BlackLivesMatter movements, the COVID-19 pandemic and a failed referendum have influenced our sense of identity and cohesion of our communities.



In 2018 we could barely imagine how important *The Welcoming Cities Standard* would be in advancing council plans, leveraging new initiatives and shining a light on leading practice.

Throughout that change, the demands, expectations and responsibilities of local government have grown; the updated Standard reflects this.

The review and updates to *The Welcoming Cities Standard* retain much of the 2018 version. However, we have revised the language and intent to ensure we maintain pace with local, national and global change.

We are excited to share this revised version of the Standard. We will continue to ensure *The Welcoming Cities Standard* is a useful tool to advance leading practice and to create an Australia where all people can contribute and thrive.

Welcoming Cities

Vision

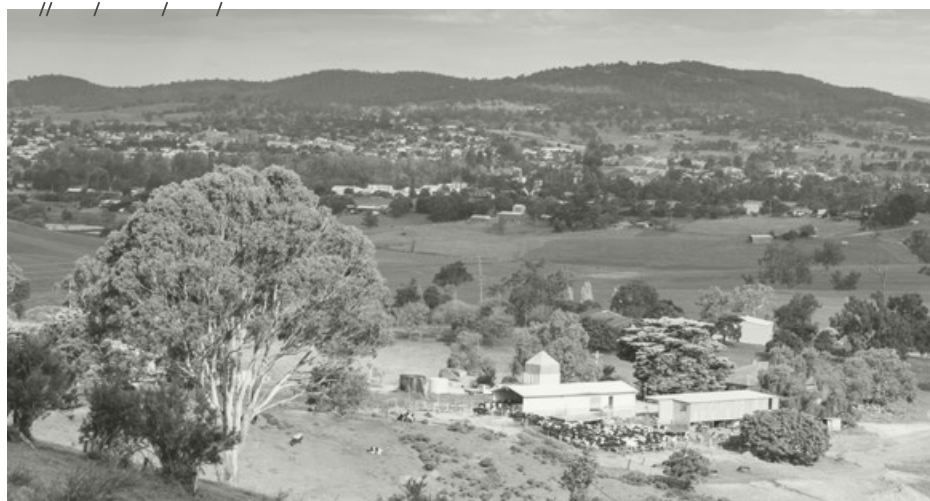
A network of welcoming and cohesive cities and regions where everyone can belong and participate in social, cultural, economic and civic life.

Mission

Supporting local councils and community leaders to leverage the ideas and innovation that come from being welcoming and inclusive.

Objectives

1. Receiving communities are welcoming and actively engage with migrant and refugee communities.
2. Local councils have comprehensive plans and active messaging for cultural diversity and inclusion in policy, multi-sector engagement, activities and economic development approaches.
3. Local councils and community stakeholders have networks and resources that facilitate effective planning for welcoming and inclusion.
4. Local councils are committed to facilitating a whole-of-community approach to building social and cultural inclusion, economic engagement and civic participation.



Welcoming Cities supports local councils and community leaders through a network built around:

Local councils participate as **members** of the Welcoming Cities network, while community organisations, businesses and other government agencies can get involved as **supporters**. Both members and supporters access key offerings of the network.

Building social cohesion requires contribution and collaboration from all community stakeholders, and the role of local councils is to invite and facilitate this interaction.



Knowledge Sharing

Supporting local governments to access evidence-based research, resources, policies and case studies.



Partnership Development

Facilitating and resourcing multi-sector partnerships to maximise learning, reach and impact.



Celebrating Success

Recognising local governments that demonstrate leading practice and innovation in welcoming efforts.



Standard + Accreditation

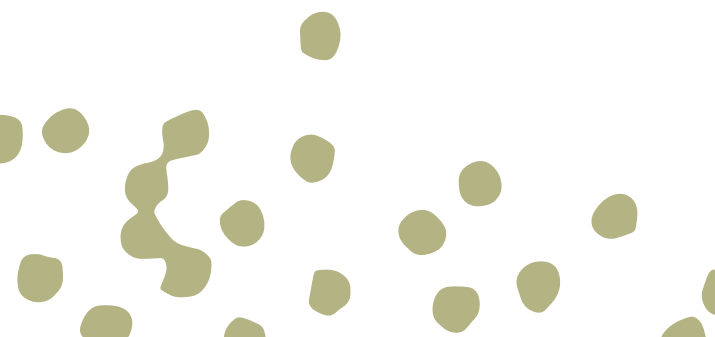
Setting the National Standard for cultural diversity and inclusion policy and practice in local government.





Our Mission

Supporting
local councils and
community leaders
to leverage the ideas
and innovation that
come from being
welcoming and
inclusive.



Scope

The Welcoming Cities Standard is a central element of the Welcoming Cities network. The Standard establishes the framework for local councils to:

1

benchmark their cultural diversity and inclusion policies and practices across the organisation

2

identify where and how further efforts could be directed

3

assess progress over time.

The other elements of the network support as well as enhance the purpose of the Standard.



The Standard is applicable to all local councils in Australia.

This includes cities, shires, towns and municipalities. Councils can access and progress through the Standard according to their capacity and resources. We describe these stages (from lowest to highest) as **Committed, Established, Advanced, Excelling** and **Mentoring** (see Assessment and Accreditation, p. 30).

The extent to which local councils measure their activity against the Standard will be based on their understanding of their community's needs. It is noted that local councils are already addressing elements of the Standard. The Standard validates existing efforts and recognises the connections to fostering cultural diversity and inclusion.

The main focus of the Standard is to support migrant, multicultural and refugee communities locally. However, it is recognised that other diverse groups are represented in each category. **We also recognise the important and complementary work of various standards, plans, charters and networks.** For example, Reconciliation Actions Plans, Age-friendly Cities, Child-friendly Cities, and Rainbow Tick. *The Welcoming Cities Standard* seeks to intersect with, rather than duplicate, their efforts.

Terms and Definitions

For the purpose of this document, the following terms and definitions apply.

Anne Casey / New Humans of Australia

accessible information

Information that is culturally sensitive and available to communities in many languages, including simple Australian English and in formats relying on icons, symbols and images to convey content and meaning. Distribution is via a wide range of channels and mediums including digital, in-language radio, community media, traditional media, printed materials, and via trusted agents within communities.

culturally diverse groups

Individuals, groups and communities that are indicative of the cultural and linguistic diversity of people in the local council area.

local council/s

The local government authority (LGA) that is being assessed against the Standard.

migrant/s and refugee/s, migrant and refugee communities

Individuals of any immigration status born overseas. They can include culturally and linguistically diverse (CALD) people, refugees, people seeking asylum, and temporary or permanent residents.

receiving community/ies

All Australian-born residents not covered under the definition of *migrant* and *refugee* community. This includes Indigenous communities and previous generations of migrants and refugees. It is noted that migrant and refugee communities can also form part of receiving communities. This language hopes to be inclusive of that.

social cohesion

The willingness of members of a society to cooperate with each other in order to thrive and prosper. Social cohesion broadly incorporates five domains:

- belonging
- social justice and equity
- participation
- acceptance and rejection legitimacy
- worth.

social inclusion

The act of enabling all groups of people within a society to have a sense of belonging and to be able to participate in community life. It is based on fundamental values of equity, equality, social justice and human rights, as well as on the principles of diversity and belonging.

substantive equality

Principles that seek to address systemic discrimination in service delivery, recognising that policies and practices put in place to suit the majority of clients may appear to be non-discriminatory but may not address the specific needs of certain groups of people. In effect they may be indirectly discriminatory, creating systemic discrimination.

volunteering

Time willingly given for the common good and without financial gain. Included are activities that are ad hoc, informal, non-organised, private or within small communities.

a Welcoming City

A local council that has committed to, communicated, planned, built and/or sustained a welcoming community, and is assessed against the Standard as such.

First Nations peoples

'Peoples' is used to acknowledge the plurality and diversity of Aboriginal Peoples, and that there exist hundreds of different Nations, languages, cultures and territories. 'First Peoples' is a collective name for the original Peoples of Australia and their descendants and is often used interchangeably with Aboriginal Peoples. 'First Nations' and 'First Peoples' are terms which recognise the international law status and the ongoing un-ceded sovereignties of First Peoples. Adapted from UniSA (2021) Yurirka: Proppa Engagement with Aboriginal Peoples.

residents

a broad definition, including FIFO workers, fruit pickers and other transient workers temporarily living in the community.

Our Vision

A network
of welcoming and
cohesive cities
and regions where
everyone can belong
and participate
in social, cultural,
economic and
civic life.



A Guide to Reading the Standard

The Standard is organised under the following six (6) categories:

- 1.0 Community 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

Each **category** contains **principles**, **criteria** and **indicators** that can be applied by a local council through existing or new policies and practices.

The Standard is also framed around the local council as a facilitator of community stakeholders. It is expected that criteria will often be met through the support of, or collaboration with, local stakeholders.



1.0

Community Leadership

A Welcoming City leads by example. Inclusive leadership from the local council and other community members sets the tone for others to follow.

A Welcoming City respectfully acknowledges the past and present Traditional Owners and Custodians of this land – the First Nations peoples. The council actively works to achieve reconciliation by strengthening relationships between First Nations peoples and non-Indigenous community members.

Through communications, strategic plans, policies, partnerships, events and initiatives, a Welcoming City recognises and promotes the value of diversity and inclusion within the local community. The council works to embed and advance welcoming work through all its operations, services and community activities, and to involve people from both receiving and migrant communities in this work.

1.1

The local council publicly acknowledges First Nations peoples as Australia's Traditional Owners, actively works to achieve reconciliation engage local First Nations communities in culturally appropriate welcoming activities. Demonstrated by:

- | | |
|-------------|---|
| 1.11 | The council is taking deliberate steps towards achieving reconciliation with First Nations communities. |
| 1.12 | The council formally acknowledges First Nations peoples in policies, initiatives, communications and at public events. |
| 1.13 | Documented standard practices are embedded across council business to ensure Traditional Owners are consulted and collaborated with to inform policies and initiatives. |
| 1.14 | The council is respectfully and mindfully partnering with First Nations peoples to provide non-Indigenous peoples with opportunities to learn about local history, First Nations knowledge and culture, and the ongoing impacts of colonialism. |

1.2

The local council communicates welcoming messages and strives to be welcoming in internal and external communications. Demonstrated by:

- | | |
|-------------|---|
| 1.21 | Welcoming and inclusive language is embedded in the council's public resolutions, communications, plans, policies and practices. |
| 1.22 | Communications content contains messaging that conveys the community-wide benefit of cultural diversity and inclusion and the benefits of migration and settlement. |
| 1.23 | The council presents public narratives that showcase the experiences and contributions of migrants and refugees. |

1.3

The local council leads and supports initiatives that nurture connections between migrant and refugee and receiving communities. Demonstrated by:

- | | |
|-------------|--|
| 1.31 | The council proactively and publicly welcomes new migrants and refugees and supports activities that bring migrant, refugee and receiving communities together. |
| 1.32 | The council facilitates opportunities for representatives of migrant, refugee and receiving communities to discuss community issues of mutual interest openly and respectfully. |
| 1.33 | Council invites local Aboriginal and Torres Strait Islander Elders and communities to partner, co-design and participate in a range of activities that bring migrant refugee and receiving communities together. |

1.4

The local council prioritises and resources welcoming and inclusion work across the organisation. Demonstrated by:

- | | |
|-------------|---|
| 1.41 | Sufficient resources are allocated across the council's staffing and operations to support welcoming and inclusion work. |
| 1.42 | The council's leadership actively supports the principles of inclusiveness, openness, respect and acceptance of all cultures. |

2.0

Social and Cultural Inclusion

People who live in a Welcoming City feel safe, accepted and included in their community.

The local council encourages diverse cultural expression and facilitates positive relationships between migrant, refugee and receiving communities: recognising that our myriad of cultures, heritage and backgrounds are strengths that add value to social and cultural life.

A Welcoming City's policies, plans and practices reflect and respond to the diversity of the people who make up the local community.

All residents have equitable opportunities to access community information and services and participate in local activities and decision-making processes. Residents feel welcome to fully express their cultural identity. People are confident that their voice will be heard, and their needs understood, regardless of their culture, heritage or background.

2.1

The local council ensures that its policies, plans and practices reflect and respond to the diversity of the community. Demonstrated by:

- 2.11** Demographic data is being collected and analysed to build an intersectional understanding of the cultural, religious, age, gender and linguistic composition of the local community. This data is used to inform council decision-making.
- 2.12** The council takes a proactive role in preventing and addressing racism in the community.
- 2.13** There are clear policies and procedures in place to address complaints of racism or discrimination in council programs, services and facilities.

2.2

The local council facilitates diverse cultural expression through a range of public activities and observances. Demonstrated by:

- 2.21** The council actively supports, organises and promotes events and activities that represent the diversity of the local community.
- 2.22** Programs and initiatives that bring together diverse cultures and support opportunities for cultural expression and intercultural understanding are being actively supported and delivered.

2.3

The local council ensures that different language groups in the community have equitable access to information and services. Demonstrated by:

- 2.31** The council uses local demographic data to assess language needs and provide critical information and updates in the most-needed languages.
- 2.32** Information guides about council services are available in the priority languages within the local community.
- 2.33** Accredited translators and interpreters are engaged to assist with council services and events when required.
- 2.34** Council staff are aware of the need for interpreting services, and how to use and access them.
- 2.35** Processes are in place to ensure that council information is provided to community members in clear, plain language.
- 2.36** A universally accessible council feedback and complaints process is in place.
- 2.37** Community members are provided with accessible information and support around dispute resolution and local by-laws.
- 2.38** The council advocates on behalf of its community to other tiers of government and associated agencies, to ensure that essential information and services (such as emergency management and health information) are accessible to migrant and refugee communities, including via non-traditional methods.

Continued over...

2.4

The local council understands where structural inequalities and barriers exist and advocates to improve access and inclusion for local communities wherever possible. Demonstrated by:

- | | |
|-------------|---|
| 2.41 | Community members are being referred by council to accessible information about preventative health and wellbeing programs, public health risks and community activities. |
| 2.42 | The council advocates for more accessible and inclusive community outcomes when advising stakeholders involved in developing local community housing and affordable housing initiatives for migrant and refugee communities. |
| 2.43 | The council advocates for and advises transport services and associated stakeholders to identify accessible, safe and affordable transportation services for migrant and refugee communities. |
| 2.44 | The council collaborates with local police to proactively identify and address concerns local migrant and refugee communities may have about policing. |
| 2.45 | The council is collaborating with local police to build positive connections through community liaison, outreach and information sessions. |
| 2.46 | The council advocates to other tiers of government about inequalities affecting local residents. Advocacy topics include, but are not limited to, visa conditions, migration regulations, access to justice, affordable health care and social safety nets. |
| 2.47 | Diverse communities are being considered and consulted in local climate change-related emergency preparedness and recovery activities. |

2.5

The local council embeds broader diversity and inclusion approaches across the organisation. These approaches recognise that First Nations peoples, women from migrant and refugee backgrounds, younger and older people from migrant and refugee backgrounds, people living with disability, and people who identify as LGBTIQ+ often face additional barriers. Demonstrated by:

- | | |
|-------------|--|
| 2.51 | Cross-departmental initiatives and strategies within the council intentionally seek to address specific barriers to access and inclusion. The additional challenges of intersectional disadvantage in policy and practice are also being actively addressed. |
|-------------|--|

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

3.0 Economic Development

An inclusive economy relies on the active participation of all residents, including new arrivals.

A Welcoming City recognises that people of all backgrounds contribute unique talents and experiences to grow and support the local economy.

A Welcoming City employs a diverse workforce and facilitates access to opportunities for employment, business development and entrepreneurship.

3.1

The local council employs a workforce that is inclusive and diverse. Demonstrated by:

- 3.11** The council captures demographic data about its workforce, including whether people from diverse backgrounds are represented in leadership and decision-making roles.
- 3.12** Barriers such as unconscious bias, which may limit diversity, equity and inclusion in the council's employment practices, are being identified and addressed.
- 3.13** The council emphasises the value of a diverse workforce and encourages applicants from diverse backgrounds to apply.
- 3.14** Innovative approaches are being used to ensure that council job opportunities are promoted to a broad and diverse range of potential applicants.
- 3.15** The council provides work experience and other opportunities to help migrants and refugees overcome barriers to Australian experience.

3.2

The local council's approach to local business sourcing and contracting reflects and responds to the diversity of the community. Demonstrated by:

- 3.21** Barriers preventing local businesses from accessing council tendering and contracting opportunities are being actively identified and addressed.
- 3.22** The council ensures that its procurement policies and practices support inclusive decision-making and identifies opportunities to engage local suppliers from across the full diversity of the community.

3.3

The local council partners with the local business community to identify strategic opportunities for economic development and encourage local jobs for local people, including for people from migrant and refugee communities. Demonstrated by:

- 3.31** The council partners with employers, local chambers of commerce, financial institutions, employment services, and relevant community organisations to identify opportunities and needs for future planning and investment.
- 3.32** The council works with employers, local chambers of commerce and other relevant community-based organisations to identify and address barriers to local employment.
- 3.33** Information about work rights and services is being shared and promoted to support migrant and refugee workers.

3.4

The local council supports both receiving and migrant and refugee communities to advance economic development opportunities. Demonstrated by:

- 3.41** The council facilitates networking events, business development workshops, mentoring and other activities that grow local skills, knowledge and commerce and are accessible to all community members.
- 3.42** The council supports and promotes cultural initiatives and activities that enhance the visitor economy by drawing visitors to the community.

4.0 Learning and Skills Development

A Welcoming City promotes a culture of inclusive, lifelong learning and knowledge sharing within its community and through council-run facilities.

Individuals and communities are empowered and strengthened because there are ample opportunities to learn new skills, access education and vocational training, volunteer and pursue personal development.



4.1

The local council works closely with community facilities such as libraries and community centres to support learning and inclusion for migrant and refugee communities.

Demonstrated by:

- | | |
|-------------|--|
| 4.11 | The council advocates for and supports programs and initiatives that connect migrant and refugee communities to existing support services including education, health and settlement services. |
| 4.12 | Local libraries provide access to collections that reflect the diversity of the community |
| 4.13 | Library programming responds to the diversity of the community |
| 4.14 | Learning and skills development opportunities are being provided for children and young people from migrant and refugee communities through collaboration with local playgroups and early learning services. |

4.2

The local council encourages and facilitates learning and skills development opportunities that enable people from migrant and refugee communities to participate in community life.

Demonstrated by:

- | | |
|-------------|---|
| 4.21 | The council provides referrals and support to help members of migrant and refugee communities to learn and practise English. |
| 4.22 | Council initiatives actively encourage and support migrant and refugee and receiving communities to share their history, ideas, knowledge and experience to grow mutual cultural understanding. |
| 4.23 | Council staff receive ongoing professional development that increases their ability to engage with and respond appropriately and effectively to the needs of a culturally diverse community and that also values First Nations communities. |

4.3

The local council supports people from both receiving and migrant and refugee communities to celebrate and participate in volunteering. Demonstrated by:

- | | |
|-------------|--|
| 4.31 | The council identifies and supports volunteering opportunities that bring people from migrant and refugee and receiving communities together to encourage dialogue and foster relationships. |
| 4.32 | The diverse range of contributions from volunteers throughout the local community are being recognised and celebrated, including informal and non-traditional forms of volunteering. |

5.0 Civic Participation

In a Welcoming City, all residents are encouraged to participate in council elections, decision-making, community groups, events and forums.

The community thrives because there are ample opportunities for citizens to engage in civic life and community activities. Civic leadership reflects the diversity of the community.

5.1

The local council creates opportunities for members of both migrant and refugee and receiving communities to actively contribute to strategic and community planning processes. Demonstrated by:

- 5.11** People from migrant and refugee and receiving communities are encouraged and supported to contribute to the development, implementation and review of council policies and plans.
- 5.12** Community representatives advise council on issues relating to migration, settlement and the representation of marginalised communities.
- 5.13** The council uses inclusive decision-making processes, including participatory processes, to ensure that the perspectives of both migrant and refugee and receiving communities are being represented and considered.

5.2

The local council advances civic participation among both receiving and migrant and refugee communities. Demonstrated by:

- 5.21** Accessible information about the role and responsibilities of local government, and civic participation opportunities, is available to all citizens, including new arrivals.
- 5.22** Culturally diverse groups are actively encouraged and supported to participate in public forums and council meetings.
- 5.23** The council promotes and facilitates opportunities for representatives from culturally diverse groups, including young people and seniors, to participate in all council advisory committees and reference groups.
- 5.24** The council initiates and supports opportunities for people from both migrant and refugee and receiving communities to take up civic leadership roles.

5.3

The local council supports and celebrates the attainment of Australian citizenship. Demonstrated by:

- 5.31** The council shares information with migrant and refugee communities that explains the pathways and processes for obtaining citizenship.
- 5.32** The council hosts and promotes public ceremonies to acknowledge and celebrate local migrants and refugees who become Australian citizens.

5.4

The local council encourages and assists all eligible residents to enrol to vote and participate in elections. Demonstrated by:

- 5.41** The council works with the relevant Electoral Commission to educate local community members to enrol and vote in local, state and federal elections.
- 5.42** The council works with the relevant Electoral Commission to educate non-citizens about their eligibility to vote in council elections.
- 5.43** The council works in collaboration with relevant stakeholders to educate residents from diverse backgrounds about how to run as candidates in council elections.

6.0

Places and Spaces

A Welcoming City contains public spaces and facilities that enhance liveability, social cohesion and inclusion for all residents.

A Welcoming City engages with diverse communities to ensure that urban planning and design processes for public spaces are responsive to community needs and that all residents can easily use those places to share and celebrate their cultures.

By incorporating inclusion, diversity and accessibility principles into the design and function of local places and spaces, the council is supporting everyone in the community to feel safe and valued. Once the existing barriers to access have been removed, local people can develop a deeper sense of belonging.



6.1

The local council ensures that public spaces and facilities are safe and accessible to all residents. Demonstrated by:

- 6.11** Culturally diverse communities are involved in the design of public spaces to ensure the council creates public spaces and community facilities that promote health and wellbeing, are accessible and inclusive, and respond to community needs and aspirations.
- 6.12** The council ensures that both receiving and migrant and refugee communities are involved during urban planning processes.
- 6.13** Public spaces have signage, where needed, that is accessible for the migrant and refugee communities.

6.2

Public spaces and facilities encourage community interaction and facilitate diverse cultural expression and celebration. Demonstrated by:

- 6.21** Migrant and refugee communities are supported to use public facilities and spaces for cultural celebrations and intercultural connection.
- 6.22** The council supports public art and artists that reflect the diversity of the community.

6.3

The local council recognises Aboriginal and Torres Strait Islander and migrant and refugee heritage in public spaces and places. Demonstrated by:

- 6.31** Council partners with First Nations peoples to ensure that public spaces and places include acknowledgement of First Nations people, stories, significant events and languages.
- 6.32** Public art and cultural storytelling initiatives are being supported by the council to enhance public spaces and facilities.

6.4

The local council works with local clubs and facilities to ensure they represent the diversity of the community.

- 6.41** Local clubs are being supported to create inclusive and welcoming environments.
- 6.42** The local council works with community and recreational facilities (including swim centres and gyms) to advocate for and provide inclusive programming.
- 6.43** Local sport and recreation facilities are inclusive, adaptable and responsive to the diversity and needs of the community.



To cater for the diversity of local councils, and their communities, **The Welcoming Cities Standard** has a range of entry and accreditation levels.

There is no obligation or requirement for councils to progress through the accreditation levels. However, accreditation expires (and can be renewed or progressed) every three years.

Assessment and Accreditation

Level	Description	Assessment
 Committed WELCOMING CITY	<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>	<p>Welcoming Cities Commitment Form signed by either the Mayor or CEO</p>
 Established WELCOMING CITY	<p>An Established Welcoming City has taken action 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>Mandatory criteria and indicators across all six categories of the Standard are met. (Mandatory criteria are 1.1, 2.1, 3.1, 4.1, 5.1 and 6.1.)</p> <p>A Welcoming Cities assessor verifies the application.</p>
 Advanced WELCOMING CITY	<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>Mandatory criteria and indicators across all six categories of the Standard are met. Plus additional indicators to a total of 60% of all indicators (45/76).</p> <p>A Welcoming Cities assessor verifies the application.</p>
 Excelling WELCOMING CITY	<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>Mandatory criteria and indicators across all six categories of the Standard are met. Plus additional indicators, to a total of 95% of all indicators (70/76).</p> <p>A Welcoming Cities assessor verifies the application.</p>
 Mentoring WELCOMING CITY	<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</p> <p>A Welcoming Cities assessor verifies the application.</p>

Accreditation Scoring Rubric

Evidence category:

Council policy/plan/framework evidence

Compliance Level/s:

1. No compliance

No evidence of the existence of a relevant policy/plan/strategic framework.

2. Low compliance

A relevant policy/plan/strategic framework is in the planning or development phase.

3. Partial compliance

There is a relevant and current policy/plan/strategic framework, but no plans for review exist; there is no clear party responsible and/or desired outcomes detailed.

4. High compliance

The relevant policy/plan/strategic framework is current and regularly reviewed, spanning (at least) the three-year Accreditation period.

Key responsibilities and/or intended stakeholders are defined, along with desired outcomes/measures.

5. Full compliance

The policy/plan/strategic framework is embedded in various functions in the council.

Policies are active across a range of functions/departments in the council.

As well as responsibilities being defined, there is advocacy from senior leaders within the council (e.g. endorsement by the mayor or senior councillors).

Evaluation practices exist to continuously improve policy.

Evidence category:

Implementation evidence

Compliance Level/s:

1. No compliance

No evidence of implementation of relevant policy.

2. Low compliance

Implementation is in the planning or development phase.

3. Partial compliance

Some activities exist, but these may be irregular, isolated or have only partially defined target groups; they could be made better to meet the needs of target audiences.

4. High compliance

There are a range of established activities, with clearly defined target audiences and outcomes. Activities are tailored to meet the needs of intended stakeholders.

Reference groups or project leads have responsibility for delivery, and evaluation measures may be present.

5. Full compliance

Practices are normalised as part of daily operations and have been proven successful in meeting the needs of stakeholders. There is evidence that any content is accessed and used by target audience(s).

An evaluation process exists to improve desired outcomes.

There may be a history of implementation, with demonstrated actions and outcomes.



Richard Melick / Unsplash

Advisory Committee

With thanks to the Advisory Committee members who have supported the revision to *The Welcoming Cities Standard*.

[Chair] Dr Faiza El-Higzi OAM,
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Anthea Hancocks, Scanlon Foundation

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Bank of Australia

Aleem Ali, Welcoming Australia

Rana Ebrahimi, Multicultural Youth
Advocacy Network (MYAN)

Rebecca Wickes, Griffith University

Peter Morris, Reconciliation Australia

Kathryn Arndt, Victorian Local
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Trudi Bartlett, Business Lead, NBN Co
Darling Downs and South West region

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Acknowledgements

Welcoming Cities is an initiative of Welcoming Australia funded by the Scanlon Foundation.

Thank you to the numerous people and organisations who have contributed to the development of The Welcoming Cities Standard.

We would particularly like to acknowledge the contributions and advice from:

Australian Human Rights Commission

Australian Multicultural Council

Cities of Migration

Deloitte Australia

Federation of Ethnic Communities' Councils of Australia

Immigration New Zealand

Monash University

Municipal Association of Victoria

Office of Multicultural Interests, Western Australia

Reconciliation Australia

Refugee Council of Australia

Regional Australia Institute

Settlement Council of Australia

Victorian Government

Welcoming America

VicHealth

We would like to thank the members of the Technical Committee who have provided in-depth feedback and helped to shepherd the Standard to this point:

Sana Ashraf, ACT Government

Susana Ng, City of Sydney

Myfanwy Mogford, City of Salisbury

Tracey Grosser, Tatiara District Council

Alesano Schuster Nakhid, MBIE, New Zealand Government

Shabaz Fattah, City of Darebin

Nikki Williams, City of Greater Bendigo

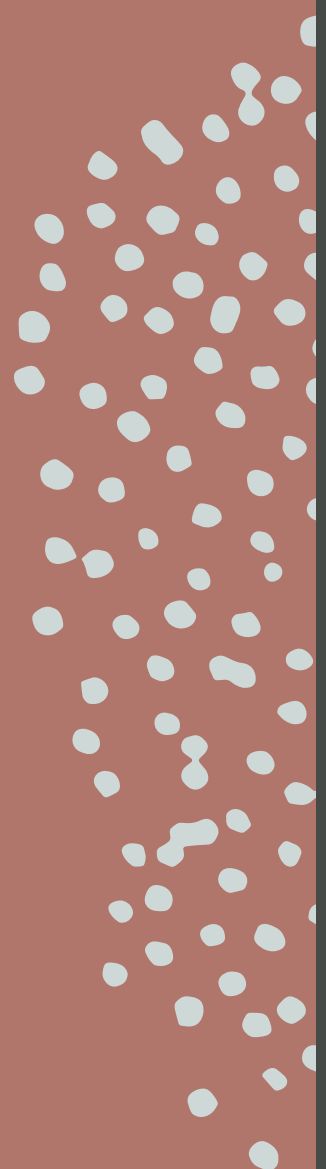
Salwa Dastgeer, City of Greater Bendigo

Kelli Brown, Department of Children, Youth Justice and Multicultural Affairs – Queensland Government

We would like to thank **Nicole Gollan**, of Nik&Co for providing feedback on the Standard as a cultural consultant.

Welcoming Cities would like to thank our dedicated team, particularly **Bel Schenk**, for their hard work in drafting, incorporating feedback and redrafting this standard.

Standards are living documents that reflect societal understanding of good practice for a given sector or industry. As such, the Standard will evolve over time.



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