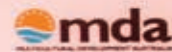




I'm proud  
to be a  
welcoming  
Queenslander



CREATE WELCOME  
www.mdald.org.au

MULTICULTURAL AUSTRALIA  
**ANNUAL REPORT**  
**2018-2019**



MULTICULTURAL  
AUSTRALIA  
*it's who we are*

OPERATIONAL OVERVIEW





**Multicultural Australia acknowledges the traditional custodians of all the lands on which we meet, work and live. We recognise that this land has always been Aboriginal and Torres Strait Islander land and always will be.**

We pay our respects to Aboriginal and Torres Strait Islander Elders—past, present and emerging—and recognise the immense cultural and linguistic strength and diversity that has existed on this land for tens of thousands of years.

Every day, we work to welcome new Australians from across the world. As we do this, we acknowledge the history and current realities of our First Nations people and understand our individual and collective responsibilities towards the achievement of justice, equality and reconciliation.

Multicultural Australia, and the multicultural communities we work closely with, realise that understanding the past helps us shape a better future for all. We commit to learning from the knowledge, traditions, stories, spirituality and experiences of Aboriginal and Torres Strait Islander peoples.

We, who come from many places, acknowledge the welcome offered to us by the traditional custodians of this land, the world's oldest living culture. We express our desire for deeper connection with Australia's First Nations people, as we learn to live on their land.

Multicultural Australia respects and values Australia's First Nations peoples' enormous resilience, courage, determination and often unrecognised contributions to the country's social and economic development. We walk together in solidarity, in the shared pain of the past and in the shared hope for the future.

# Contents

<b>Acknowledgement of country</b>	<b>2</b>
<b>Strategic Pillar - Inclusive and Prosperous Communities</b>	<b>5</b>
Settlement Success	6
Prosperity	15
Collaborative Communities	18
<b>Strategic Pillar - Changing the Conversation</b>	<b>20</b>
Impact and Influence	21
Community of Interest	23
Valuing Partnerships	30
<b>Strategic Pillar - Keeping Fit for the Future</b>	<b>34</b>
A Shared Future	35
Inspired Leadership	36
Building Capability	37
Resourced for Success	39
<b>Financial performance</b>	<b>40</b>

## In Volume I you will find:

Welcome

Purpose, vision and values

Highlights

Our performance

Strategic Plan 2019-2022

Our leadership





**TELSTRA**  
HELPING ALL QUEENSLANDERS  
THRIVE IN A CONNECTED WORLD



08 9410 0000  
www.telstra.org.au





*Strategic pillar*

# Inclusive and prosperous communities

We will develop communities where all feel valued, safe and where others will be drawn to live.



**Settlement Success**



**Prosperity**



**Collaborative Communities**



# Settlement Success

**Multicultural Australia will deliver settlement services beyond our clients' expectations, working with them to realise their aspirations and foster their ability to prosper. Our services will be centred on evidence-based practice and shaped by client and community voices.**

## Humanitarian Settlement Program

### In 2019

3468

new refugees were welcomed and supported, including:

953

refugees settled in Brisbane

282

refugees settled in Cairns by our subcontractor Centacare

976

refugees settled in Logan/Gold Coast

932

refugees settled in Toowoomba

325

refugees settled in Townsville through our subcontractor TMSG

30%

of clients had achieved employment upon graduation from the HSP

Multicultural Australia is privileged to have responsibility for every refugee accepted into Queensland under the Humanitarian Settlement Program (HSP) and we take this very seriously. We understand the importance of establishing strong foundations in the first few months after arrival to overall settlement success. Multicultural Australia helps humanitarian arrivals build the skills and knowledge they need to become self-reliant and contributing members of our community.

Through this program, Multicultural Australia works with people for up to 18 months post-arrival. Our holistic approach to settlement sees our teams combine the strengths, experience and skills of tertiary-qualified case managers, trainers, and employment and housing experts with the extensive cultural wisdom and linguistic knowledge of bi-cultural support workers from over 60 different countries who speak over 74 languages. We work alongside people to identify their aspirations and goals for their new life because we know that understanding what matters to people is integral in their journey to become successful and engaged members of the Australian community.

Our model, based on years of sector experience and the latest research in best practice, has a strong focus on achieving independence through English,

education and employment. We help new Queenslanders find education and training programs, and connect them with the job market through Multicultural Australia's employment program and external Job Active providers. We also assist those who want to establish a small business.

Multicultural Australia partners with Queensland Program of Assistance to Survivors of Torture and Trauma (QPASTT), Refugee and Asylum Seeker Immigration Legal Service (RAILS) and the World Wellness Group to deliver our HSP settlement service.

Multicultural Australia delivers HSP services in Brisbane, Toowoomba and the Gold Coast. In Townsville and Cairns we subcontract to Townsville Multicultural Support Group (TMSG) and Centacare Cairns.

The HSP is funded by the Department of Home Affairs and supported by the Department of Human Services, Department of Social Services, TAFE Queensland, Queensland Health and Department of Education Queensland.

## Settlement Orientation

Multicultural Australia takes pride in assisting new Queenslanders from around the world learn about the things that make Australian culture unique. During their first six weeks, refugees engage in an orientation life skills program to learn about Australian culture, share stories and connect with their local communities and services. The sessions help them feel at home with topics such as navigating the health and education systems, using public transport, managing money, understanding Australian law, renting property and accessing social supports. We develop learning material in-house, tailored to the needs of specific cohorts of people from many different cultural backgrounds, in collaboration with other services.

Our highly skilled trainers and bi-cultural workers are passionate about education and work together, using a range of innovative audio, visual, digital and hands-on resources to create an optimal learning environment for every student.

Helping people understand the range of practices and services in Queensland is collective work. The nationally recognised success of our life skills and orientation programs relies on our strong partnerships with organisations like the Queensland Police Service, QPASTT, Centrelink, Brisbane South Primary Health Network, Welcome 360 and the Queensland Ambulance Service.

The program is funded by the Department of Home Affairs under the Humanitarian Settlement Program.



### Client feedback on our settlement orientation classes

100%

of our life skills clients surveyed across Brisbane and Logan felt welcomed at the sessions

99%

said the classes were useful or very useful

New Queenslanders graduate from their settlement program at a special ceremony as part of the 2019 Welcome Sports Festival.





### In 2019

1,524

new Queensland households supported into long term accommodation

100%

of our housing clients supported into independent leases after initial support

### In 2019

100%

of our UHM young people participated in our education workshops, including cooking, budgeting, nutrition, and navigating healthy relationships and self confidence

88%

remained in the same placement throughout the year

83%

participated in sport and recreation activities

## Housing

Multicultural Australia understands that successful accommodation outcomes are not simply about finding safe and affordable places to live. The right home is a foundational step towards becoming part of the broader Queensland community. It contributes to a sense of stability, welcome, acceptance and belonging. Multicultural Australia assists people to understand their rights and responsibilities and become conscientious and valued tenants. We understand that cultural communities may need to remain close and connected and also that settlement locations must have enough resources to meet the needs of new residents.

Multicultural Australia uses an innovative

housing model to achieve this balance. We identify appropriate locations for new arrivals, support them to enter the rental market and secure long-term housing where they can thrive and belong. Recent research (Collins, J., Reid, C., Groutsis, D., Watson, K., Kaabel, A., Hughes, S., 2019) suggests that this balance has been overwhelmingly achieved in Queensland with refugees reporting above the national average that their neighbours are friendly, with most stating that they have not experienced racism and their neighbourhood is a good place to bring up children.

## Unaccompanied Humanitarian Minors Program

Raising confident, resilient, healthy and happy children and young people is challenging in the best circumstances. Unaccompanied minors are refugees who arrived in Australia without their parents. They have experienced significant hardship, trauma and loss. The highly skilled and experienced care team of our Unaccompanied Humanitarian Minors (UHM) Program provides a home environment where children and young people can feel safe, respected, supported and protected. We identify and nurture the talents and goals of children and young people – whether it be playing basketball, attending school for the first time as a teenager or making friends in a new country.

Strong, positive relationships are at the core of our work. It allows for healing, growth and the development of independent living skills. This year, we delivered culturally appropriate support to 18 extraordinary children and young people across Brisbane and the Gold Coast, nurturing their aspirations, promoting independent living skills, inspiring active citizenship and supporting their connection with family, peers and community. Our team focuses on the development of crucial life skills, self agency and resilience to enable a successful transition to adulthood and independent living.

The UHM program is funded by the Department of Home Affairs.



## Supporting People Seeking Asylum

Those seeking asylum often live 'in limbo' while they await their visa outcome. In some cases, people have been waiting over seven years for their visa status to be resolved. In the meantime, they face significant economic and social challenges. Our Status Resolution Support Services (SRSS) team provides crucial case management to people seeking asylum while their refugee status is being resolved.

We connect support services to individuals and families, helping them to independently access medical services, employment, education and community connections. Our goal is to ensure that clients can get more than just their basic needs met. We want to support them to live well and explore their aspirations while they wait.

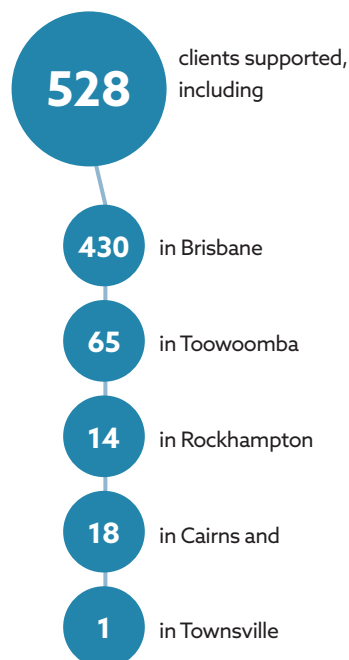
Given the recent tightening policy environment, where some clients and families have exited the program without income support, our team has ensured that not one client has been left destitute.

Ensuring appropriate employment outcomes for 95% of these clients, and independent living with access to mainstream services for all, our case managers have worked hard to create alternative opportunities for these clients to live well while they live in extraordinary circumstances.

In 2019, we supported 60 refugees from Nauru with Australian life skills, learning about our First Nations people and culture, how to navigate important systems and services, and opportunities to build their social networks. This was achieved through one-to-one casework and organising regular group gatherings for these individuals and families.

Multicultural Australia's SRSS program is funded by the Department of Home Affairs.

### In 2019



## Settlement Engagement and Transition Support

### In 2019

1,716

clients supported across Brisbane, Moreton Bay, Wide Bay, Sunshine Coast, Rockhampton and Toowoomba

20

group sessions delivered, covering housing, health, tax and domestic violence

87%

of clients reported satisfaction with services received and felt that we listened to them and understood their issues

75%

of clients said their knowledge or skills had improved and felt they were better equipped to manage issues

217

young people (aged 12-24) assisted with individual support

100%

of confidence-building workshop participants said they felt more confident talking to people after the session and 90% said they felt more confident solving problems

There are moments in our lives when we all need a little extra support. Our Settlement Engagement and Transition Support (SETS) program works with refugees and other migrants, who have been living in Australia for less than 5 years, achieve successful lifelong settlement. Our case managers work to increase people's capacity to contribute and participate in Australia's social and economic life.

Our SETS program offers intake and triage services, information workshops as well as comprehensive one-on-one support to individuals, families and youths. This support is provided by degree-qualified case managers and focuses on identifying and working toward client goals. Their work is supported by interpreters and cultural advisors, engaged to ensure services are culturally appropriate.

We recognise the unique needs and challenges that young people of refugee background face in settling into a new

country. Our Youth Settlement team supports newly arrived young people to improve their social participation, personal and economic well-being, independence and community connectedness. As well as providing direct case management support to young people, we work in partnership with eight schools across Brisbane to provide culturally sensitive settlement support to young people during their first five years in Australia. We deliver a range of workshops and sessions on topics including employment, education, leadership and confidence-building.

We operate SETS from Multicultural Australia offices in Brisbane, Toowoomba and Rockhampton, outreach centres in Caloundra and Hervey Bay, and in high schools across the greater Brisbane region. The SETS program is funded by the Department of Home Affairs.





## Community Support Program

One of the most heart-wrenching consequences of being a refugee is the forcible separation of a person from their family and loved ones. The Community Support Program (CSP) gives Australian community members an opportunity to sponsor an applicant for a place in the annual refugee intake. Sponsors ensure their applicant has settlement support and employment pathways on arrival in Australia. They are most often the relatives or friends of applicants, willing to meet the financial, settlement and practical requirements of the new arrival.

As an Approved Proposing Organisation (APO), Multicultural Australia supports CSP sponsors with an initial assessment of eligibility and referrals to a migration

agent. We help sponsors and applicants navigate the administrative requirements of the program, such as gathering required evidence, documents and employment plans for applicants. We also facilitate communication and preparation of overseas applicants and provide settlement support on arrival.

Multicultural Australia subcontracts to RAILS and Salvos Legal Humanitarian to provide specialised migration advice and application preparation for humanitarian claims.

In 2019, the first visa for 5 individuals was granted through our CSP service.

### In 2019

Since becoming an APO in March 2018:

- 430** community enquiries responded to
- 65** formal expressions of interest received under the CSP
- 14** potential sponsors supported to meet CSP obligations



## Refugee and Asylum Seeker Early Childhood Pilot Program

We believe passionately in the importance of early childhood education for all children and the value of increasing the early childhood education sector's capacity to engage refugee and asylum seeker children. Through our work with educators, we are assisting early childhood education and care (ECEC) services to become more inclusive, culturally aware and welcoming for asylum seeker children, enhancing the early education environment for everyone.

Our dedicated staff are working in partnership with 35 ECEC services across Brisbane, Logan and Toowoomba, supporting over 100 children from refugee and asylum seeker backgrounds. We have provided ECEC services with mentoring, bi-cultural support, professional development opportunities and connections with other stakeholders within the culturally and linguistically diverse community. We worked with ECEC services to address

challenges families face in navigating the enrolment process and supported refugee and asylum seeker families engage with ECEC services. Retention rates have been high as children and families feel a sense of belonging in their early childhood settings. Educators feel more confident to work with children from refugee and asylum seeker backgrounds, and they report increased confidence in exploring inclusive practices with their teams. The success of this pilot has resulted in Multicultural Australia's 'Kindy Pilot' program being extended for a further 12 months.

The Refugee and Asylum Seeker Early Childhood Pilot Program is funded by the Department of Education Queensland.

### In 2019

- 35** early childhood education centres supported
- 30+** professional development sessions delivered
- Over 150** bilingual visual and audio resources developed and provided to support educators
- 100+** children from 18+ different cultural backgrounds engaged in the pilot
- 90%** retention rate of children in the pilot regularly attending kindergarten

## In 2019

4,915

students from 10 countries supported (one-on-one and group support)

42

students accessed intensive support services

91

workshops delivered

17,600

average monthly Facebook reach

195

students contributed 1,980 volunteer hours to Queensland

## Student Support Services

Multicultural Australia supports international students to navigate and enhance their study life and experience in Queensland. We offer free and independent information, referral and support services. Students access confidential case management services, skills workshops, mentoring, events, volunteering and employment.

Due to demand from students, we particularly focused on employment-related workshops, delivering more than 30 this year. We also facilitated volunteering opportunities for international students—a great way for students to connect with Queensland communities.

In Brisbane, our services are delivered through the Brisbane Student Hub (BSH) at the Brisbane Multicultural Centre and from the Brisbane Square Library. The BSH is funded by Trade and Investment Queensland through Study Queensland, in partnership with Study Brisbane and with support from the Brisbane City Council. We also lead the delivery of student support services in the Gold Coast and Cairns in partnership with Study Gold Coast, Study Cairns and Centacare Cairns.





## Migrant Youth Vision Project

We want recently arrived young people to be fully engaged members of the community. Our Migrant Youth Vision Project (MYVP) helps young people from refugee and migrant backgrounds to gain employment, education, training and community connections. We use a partnership model to connect young people with employers and job opportunities, mentoring, vocational training and further education, sports and community activities.

With AFL Queensland, we developed the AFL Diversity Umpiring Pilot Program introducing 16 young people to an Australian sport, and providing them with theoretical and practical umpire training. The training was supplemented with paid work experience in AFL's junior leagues and tournaments. The program has a strong focus on personal values, self-belief and practical solutions.

With Australian Catholic University, we developed Kicking Goals Together (KGT) combining a soccer competition with employment skills development and training for youth from refugee and migrant backgrounds and international students. 49% of KGT participants found paid employment or progressed into tertiary or vocational training after completing the program. 100% of participants said the program increased their peer networks and sense of belonging in Queensland.

The MYVP program is funded by the Department of Home Affairs and delivered in partnership with Welcome to the Game (Welcoming Australia), with support from the Islamic Council of Queensland and the Queensland African Communities Council.



### In 2019



## Regions of Welcome – the Toowoomba experience



Multicultural Australia has been settling newcomers in Toowoomba since 2011. More recently, we have settled over 1,500 Yazidis, who are thriving in Toowoomba since fleeing genocide in Iraq.

Recent research is demonstrating the success of refugee settlement in Toowoomba compared with other locations. Multicultural Australia is an industry partner in the Australian Research Council's linkage project, 'Settlement outcomes of Syrian-conflict refugee families in Australia.' The research by the University of Technology Sydney, Western Sydney University and the University of Sydney found that Toowoomba is leading the state in positive settlement experiences for newcomers—feeling safe and happy in their new communities, feeling satisfied with their experiences at schools and TAFE, and finding it easy to make friends.

Multicultural Australia's settlement model focuses strongly on a client's aspirations, enabling independence through employment, and facilitating newcomers' belonging with their new communities.

We are very pleased that research is finding evidence of the effectiveness of this approach.

We continue to work closely with key Toowoomba stakeholders and businesses to continue the successful settlement experience. The Toowoomba Regional Council has led a community culture of welcome for many years, becoming a Refugee Welcome Zone in 2013. In 2019 we supported Tambo Teddies, the creators of handcrafted sheepskin teddy bears in outback Queensland, to create a regional sewing hub where refugees are helping revitalise this iconic business, solving labour shortages that were impeding the business's growth. Tambo Teddies was awarded the 2019 Multicultural Queensland Award for Business.

A human face of this settlement success is Jankey, a Yazidi who arrived in Australia in 2017. Jankey has found work at the iconic Weis ice cream factory and in 2019 he and his family became one of the first Yazidis to purchase their own home in Toowoomba.



### Toowoomba leading the way in settlement

In recent research, Toowoomba performed the strongest of refugee adults surveyed in Queensland reporting that people in their neighbourhood were friendly.

All refugees surveyed in Toowoomba said Queensland was a safe place to settle.

Toowoomba refugees had the most success in understanding Australian ways and culture with 83% finding it easy to understand Australian ways and culture.

*Collins, J., Reid, C., Groutsis, D., Watson, K., Kaabel, A., Hughes, S. (2019), Settlement experiences of recently arrived refugees from Syria, Iraq and Afghanistan in Queensland in 2018: Full Report, Centre for Business and Social innovation, UTS Business School: Sydney.*

- ◀ Toowoomba Mayor Paul Antonio meets with new Queenslanders at the opening of the Toowoomba Multicultural Centre.



# Prosperity

**We recognise that meaningful work is a critical factor in settlement success.** Multicultural Australia will develop potent employment strategies that enable our clients to prosper and contribute to their communities. Importantly, these strategies will also help Australia build strong economies and communities. By investing in newcomers, we invest in Australia.



## Employment

New migrants come with many transferrable skills that are vital to our economy. In fact, Deloitte estimates that the Queensland economy could benefit by \$250 million over 10 years by better accessing the skills of migrants and refugees. However, new migrants may find Australia's workplace culture very different and challenging. It can be hard for them to break into the job market with no local experience.

In 2019, we refined our employment strategy by consolidating one employment team across the entire organisation

while engaging a more client-centred approach to substantially increase client employment outcomes. Our employment advisors assess the skills, experiences and personal circumstances of new refugees and migrants to create personalised and practical career paths. Multicultural Australia continues to engage business partners across targeted sectors to create employment opportunities for our clients. We deliver job readiness programs, coaching and mentoring for new arrivals, as well as post-placement support to smooth their transition into sustainable employment.



**...the Queensland economy could benefit by \$250 million over 10 years by better accessing the skills of migrants and refugees.**



## In 2019

45

new arrivals began or completed a placement

20

participants gained employment after completing their placement, 15 with their placement host

68%

of participants have been engaged in work or study after completing Work & Welcome

## Work & Welcome

The Work & Welcome program is Multicultural Australia's flagship employment initiative helping new arrivals gain their first paid work in Australia while enriching the workplaces that host them. The program allows new arrivals to showcase their skills and qualifications, gain local experience and develop their confidence to gain ongoing employment in Australia.

Corporate organisations support the Work & Welcome program through a sponsorship scheme, giving new refugees or migrants a 12-week paid work opportunity. Participants gain real life work experience and an opportunity to continue their employment with the host organisation. The program enables organisations to diversify their workplace and engage a talent pool that they may not access with mainstream recruitment. Between 2017-2019, a one-off grant of \$170,000 provided

by Multicultural Affairs demonstrated that resourcing staff to support this innovative program can yield major dividends. That funding resulted in \$1,275,000 in earnings for 75 Work & Welcome participants.

We also work with more than 25 independent schools to identify employment opportunities for new refugees and migrants, supported by in-kind donations by staff.



## In 2019

1419

We supported 1,419 parents from diverse backgrounds, including:

515

clients of Aboriginal and/or Torres Strait Islander descent

126

parents from culturally and linguistically diverse backgrounds, including 88 refugees

Though immediate employment is not the goal of the program, 20% of our parents have already found jobs and will exit the program while another 57% are on clear pathways to employment including studying for a qualification.

## ParentsNext

ParentsNext helps struggling parents imagine and achieve a brighter future for themselves and their families. Multicultural Australia assists unemployed parents of children under six to develop skills, build confidence and be job-ready when their youngest child starts school. This assistance helps the most vulnerable parents provide a more prosperous future for their family.

Delivering services across 14 sites in the Darling Downs, Fitzroy and Townsville regions, we help parents set short and long-term goals for their future and find activities that move them towards their goals. This might include learning to drive, getting assistance with housing or mental health, studying or looking for work.

ParentsNext is funded by the Department of Employment, Skills, Small and Family Business.



## Skilling Queenslanders for Work

Skilling Queenslanders for Work (SQW) assists new arrivals to develop their skills, prepare for the workforce and gain ongoing employment. Multicultural Australia successfully delivered SQW programs across Queensland, working with registered training organisations, community organisations and business partners to help clients gain local qualifications and work placement opportunities.

For example, in Rockhampton the Multicultural Australia team delivered Tucker Time, our food rescue traineeship. We partner with the Salvation Army to nourish hungry families at low or no cost. Our trainees work in a commercial kitchen each day cooking economical meals and practising their catering skills. The skills the trainees develop prepare them well for future employment in the hospitality industry. Tucker Time was supported by Rockhampton Regional Council with training supplied by Central Queensland University.

The programs also provide a unique platform for staff to support students with mental health, drug and alcohol, domestic violence and homelessness issues—an essential key ingredient to the success of the program.

SQW is funded by the Queensland Department of Employment, Small Business and Training.



### In 2019

5

paid traineeship programs in Brisbane, enabled a total of 86 clients to gain certificate qualifications, including:

12

paid traineeships with Queensland Rail achieved a Certificate I in Construction

24

paid traineeships with Caboolture Historical Village achieved a Certificate I in Construction

25

paid biodiversity traineeships in the Wolston and Centenary areas achieved a Certificate I in Conservation and Land Management

13

participants completed a Certificate II in Business Administration

12

participants completed a Certificate II in Multicultural Teacher's Aide

In Rockhampton, we provided **3** traineeships and **2** community work skills projects to **99** students and trainees, including Aboriginal and Torres Strait Islander people and new refugees

Our employment outcomes exceeded program KPIs.



# Collaborative Communities

We will collaborate with stakeholders, partners, community groups and community service providers to build a network of welcoming and inclusive organisations and communities across Queensland where all newcomers will feel inspired to contribute and grow.

## Redbank Plains Community Centre

The Redbank Plains Community Centre offers a safe, welcoming and inclusive place for all residents of Redbank Plains and immediate vicinity. This is an ethnically rich and diverse area. We strive to enrich the Redbank Plains community by reducing social isolation, developing a tangible sense of community and enabling families to thrive.

The Centre's first year has been focused on engaging community and stakeholders, determining community strengths and identifying potential revenue streams. We undertook a social impact assessment with Ipswich City Council to track the impact of the Centre and identify key themes in the community to target with services and programs.

We partnered with more than 35 local service providers with outreach services and projects, and staged various events to address community needs. Our activities reflected the diversity of our community, with opportunities for community members to engage with people from various cultural, gender, age and socioeconomic backgrounds and form many positive new relationships. More than 300 people and many community and service organisations attended the Centre's first birthday celebration.

The Centre is managed by Multicultural Australia and is an initiative of the Ipswich City Council and the Queensland Government.

### In 2019

6,954

total visits to the Centre, with visitors from 82 countries of origin

116

service providers involved with Centre programs and events

29

registered volunteers supported the Centre's work





## Community Development

True inclusion can only occur when the whole community signs up to create a welcoming environment where everyone can belong. We involve the local community to help culturally and linguistically diverse Queenslanders connect with their local communities, other cultural communities and First Nations people, and share their culture, skills and experiences.

We collaborate with 17 Welcome Hubs in local communities across Brisbane—local community organisations that want to welcome their newest neighbours. Through cultural conversations, storytelling, training, International Women's Day events, Harmony Day celebrations, community festivals and forums, we find ways for people to connect and participate in the social and economic life of Queensland. Apart from making new friends and social connections, they discover pathways to training and employment, understand more about their local community, and learn about local supports and services.

Our Welcome Hub work is funded by the Community Action for a Multicultural Society initiative of Multicultural Affairs (Department of Local Government, Racing and Multicultural Affairs).

Australians old and new have been profoundly impacted by their Welcome Hub experiences:

*"I learned about the incredible courage and resilience of refugees."*

*"I was awed by the inspiring joy that they had and how they saw everything as a new opportunity."*

*"I want to meet more Aboriginal people, because they are the owners of the land."*

*"I felt that I am not isolated in foreign country and I have many friends that we could celebrate together and connect."*



### In 2019

1,000+

people participated in our cultural conversations

1,700+

community members attended Welcome Hub events

## Community Funding Program

Each year, new communities seek grant funding to achieve their goals, whether it be putting on a major cultural event or kick-starting a business. For many new communities, the funding process can be a daunting and overwhelming experience. Our Community Funding Advisor works alongside Queensland's diverse communities, building their confidence and capabilities to seek funding from government, philanthropic and industry sources. The aim is to empower our newest

communities so they can meet their aspirations for life in Queensland.

Multicultural Australia provides information on grants, grant preparation workshops and one-on-one application support. We have been delivering this service for over 14 years, supported by the Queensland Government through Multicultural Affairs (Department of Local Government, Racing and Multicultural Affairs).

### In 2019

Over \$600,000 in grants for community clients supported by our Community Funding Advisor

275

instances of one-on-one grant assistance

45

new grant opportunities identified for communities

Over 14,500 people reached on social media about funding opportunities

*Strategic pillar*

# Changing the conversation

We will seize opportunities to advance a multicultural Australia, creating welcome and a strong sense of belonging for newcomers.



**Impact and Influence**



**Community of Interest**



**Valuing Partnerships**



# Impact and Influence



**Multicultural Australia will strive for impact and aim to be a voice of influence to advance multiculturalism.** Our work will use the best evidence and our impact will be measurable, so we know we are making a positive difference.

## Practice Innovation

Multicultural Australia believes that how we work is as important as what we do. We employ passionate, creative, value-aligned people who are committed to best practice and we foster a culture of continuous improvement. We invest in research and pride ourselves on embedding evidence-based practices and quality in all our work. We provide professional development opportunities for staff and encourage them to extend their skills beyond the boundaries of specific roles. This year, professional development sessions for staff included suicide prevention, family and domestic violence, economic inclusion, incidental

counselling (co-facilitated with QPASTT), ethics and working with vulnerable children. Our staff accessed 58 internal and external practice development sessions.

We support staff to further their learning in post-secondary and other learning institutions, connect them with best practice and sector research and encourage skills development and knowledge exchange within the community sector. We have strong partnerships with universities in Queensland and interstate, collaborating on training, research and student learning.

## Settlement Research

Settlement research combines two of Multicultural Australia's passions, and we were proud to partner in a number of key sector projects this year. Settlement research assists us to further enhance our evidence base on refugee experiences and outcomes, and include a 'client voice' in our service design, delivery and practice. We are an industry partner in the Australian Research Council's linkage project 'Settlement outcomes of Syrian-conflict refugee families in Australia' with the University of Technology Sydney (UTS), Western Sydney University (WSU) and the University of Sydney (USyd).

Initial findings from this research look very positive for Queensland, with the regional settlement of humanitarian entrants in Toowoomba a success highlight. In response to Toowoomba's success as a welcoming region and to better understand the opportunities for refugees and local communities outside major centres, Multicultural Australia commissioned research from the Centre for Policy Development on the development of a secondary migration model for Toowoomba and surrounds.



**This year, professional development sessions for staff included suicide prevention, family and domestic violence, economic inclusion, incidental counselling, ethics and working with vulnerable children.**



## Statewide Stakeholder Collaboration

Multicultural Australia is engaging in collaboration with a difference. As lead provider of the HSP in Queensland, we have a unique opportunity to better understand the systemic issues faced by refugees in their settlement journey. We believe that systemic change is not the task of any single organisation or government department. It requires a high level of collaboration. Multicultural Australia is collaborating with other settlement service providers and stakeholders in the health, mental health, education and employment sectors to improve settlement outcomes for newly arrived Queenslanders. We do this by facilitating regular Local Area Collaborative (LAC) meetings in Cairns, Townsville, Brisbane, Logan/Ipswich and Toowoomba that strive to shift participants from talk to action using a data-informed,

outcomes focused methodology. LAC communities are working collectively to identify and action solutions for local issues, whilst creating a platform for addressing state and national issues that impede settlement success.

Truly collaborative processes that respect local knowledge and relationships are not quick-fix solutions. They require long-term investment in the people we serve and Multicultural Australia is proud of our commitment to this process. LAC outcome data has been presented to the Prime Minister's review into integration, employment and settlement outcomes for refugees and humanitarian entrants and has been used by Multicultural Affairs to inform the development of the next Queensland Government Multicultural Action Plan.



## Impact Measurement

Multicultural Australia strives for impact. We are committed to using evidence and impact measures so that we know we are making a positive difference in the lives of the people we serve.

Measuring outcomes helps us identify the evidence of our work. It also allows us to maintain our commitment to continuous improvement by highlighting areas that need to adapt or change. We have successfully used results based accountability (RBA) as a methodology

for capturing the outcomes of our work in the Refugee and Asylum Seeker Early Childhood Pilot Program and identifying 'turn the curve' issues in the Local Area Collaboratives. The next step on this journey is to begin to implement RBA across other areas of the organisation. We are excited by the possibilities this brings and look forward to sharing this journey with our sector partners.

# Community of Interest



We recognise the importance of a community of interest to influence and advance multiculturalism in Australia, built through our services, programs, social businesses, events and celebrations.

In 2019, we continued to build active communities across Queensland who share our passion for welcoming newcomers, supporting diversity and inclusion, and celebrating who we are as a multicultural state.

## Welcome Sports - join in, play on, belong

Welcome Sports was founded on the recognition that sport is a powerful medium in which to grow welcoming communities, where all people have a chance to forge new relationships and gain a sense of belonging. After just one year, Welcome Sports is kicking some major goals.

The Footy for Newly Arrived Families program offered opportunities for newly arrived refugees to learn Australian Rules Football, create connections and make friends through AFL clubs across Brisbane. The program engages up to 80 new refugee and migrant players and their families from our settlement and youth programs. 26 volunteers and ambassadors from AFL Queensland helped to facilitate the program, creating more welcoming community sporting clubs and offering greater opportunities for newly arrived Queenslanders to get involved in club-based sport.

Welcome Sports successfully secured a \$50,000 grant from the Department of Home Affairs to deliver the Footy for Newly

Arrived Families program in partnership with AFL Queensland and the Brisbane Lions. This was in addition to \$228,000 in grant funding from the Queensland Government to upgrade the Leyshon Park facility. We also secured a grant of \$15,000 from the Brisbane City Council to deliver the Welcoming Females Football initiative.

Welcome Sports is a unique sporting hub formed from a partnership between Multicultural Australia and the El Salvador Soccer Club.

In 2019, Welcome Sports was announced as a community partner of the Brisbane Roar.



### In 2019

80

new refugee and migrant players joined AFL clubs across Brisbane

60%

growth in the Junior Football Program, with 200 new juniors to the club including 8 young refugees and asylum seekers

11

employment and training opportunities created by Welcome Sports for Multicultural Australia clients and international students





## Major Events

### LUMINOUS Lantern Parade

In 2019

1500

people walked in the parade, representing over 60 corporate, government and community sponsors and over 40 community groups

38,000+

people signed up to watch the parade and world music concert

54,000

Queenslanders registering their interest on Facebook

93%

of attendees surveyed felt an increased sense of welcome and belonging through engaging in LUMINOUS

Multicultural Australia's LUMINOUS Lantern Parade has become one of the state's iconic events where Queenslanders can stand together and make a powerful statement of 'welcome' to newly arrived refugees and migrants, so they feel a sense of inclusion and belonging. It is one of the largest events in Queensland Week and promotes Queensland as a state where everyone feels welcome and our diversity is recognised as a strength.

This year we reached our largest audience in the history of the event, growing from 15 people walking in our first parade to over 38,000 Queenslanders signing up to watch the spectacular display of welcome.

In 2019, our LUMINOUS gold sponsor was Suncorp and other major partners were the Queensland Government and the Brisbane City Council.

SBS's Ricardo Gonçalves emceed the LUMINOUS sponsors function.













## MOSAIC Multicultural Festival

The MOSAIC Multicultural Festival invites all communities to embrace the rich cultural contributions we all bring to Queensland.

MOSAIC offered an estimated 12,000 festival-goers the opportunity to interact with many cultures through art, music, dance, performance and food. Over 80 different cultures were represented by more than 360 artists and presenters in a program across two stages and interactive demonstrations, such as the 'cultural kitchen' tent and an interactive youth space.

Multicultural Australia celebrated 20 years of settlement in Queensland with 'The Story of Us' documentary series,

Indigenous and refugee panel discussions, music and spoken word performances and digital storytelling workshops. We design the MOSAIC program to feature new and emerging artists and performers from Queensland's diverse communities as well as established Queensland bands.

Strong partnerships enable us to stage MOSAIC, and in 2018 our major event partners were Suncorp, the Queensland Government and the Brisbane City Council. Suncorp also provided a substantial volunteer workforce, offering unique hands-on experience for their staff in working with diverse community members engaged in the multicultural program of events.

### In 2019

12,000

Up to **12,000** people attended the MOSAIC festival

360

artists, presenters and stallholders from over **80** cultures showcased diversity and contributed to the Queensland economy

47

organisations were supported to grow their businesses through food, craft and information stalls

94%

of those surveyed at MOSAIC agreed that cultural diversity is good for Queensland



## World Refugee Day



'Our Journey' is Multicultural Australia's annual World Refugee Day event in the heart of Brisbane, staged with the support of the Brisbane City Council. It acknowledges the journey, resilience and strength of refugees and asylum seekers and the contributions they make to Queensland. Events like this offer the broader public opportunities to find out more about the real experiences of refugees through interesting and fun art, performances and community events. We want the community to better understand the experiences of refugees, embrace wellbeing and respect for new arrivals, and advocate for them in their own lives.

The event attracted an audience of more than 2,000 people in the heart of Brisbane and offered them an opportunity to enjoy music and dance performances, and hear from refugee artists through poetry, spoken word and storytelling. A display of photos and settlement stories from many diverse communities that now call Brisbane home also offered the audience a chance to learn more about refugee experiences.



## Cultural Training

Multicultural Australia's cultural training helps the employees of government, corporate and community organisations understand and relate to the experiences of new migrants and refugees. Collaborative workshop-style sessions using storytelling and other activities provide trainees with skills to use in everyday interactions with people whose cultural background may be different from their own.

More than 1,000 people attended our 49 cultural training sessions across Brisbane, Toowoomba, Sunshine Coast, Ipswich and Moreton Bay. 25 organisations requested tailored training and we partnered with Suncorp, Queensland Rail, the University

of Queensland and the Queensland Ombudsman to deliver training for their staff and students.

Feedback from our cultural training continues to be very positive. We can see the impact that cultural training is having in the responses of individuals and organisations to the needs of people from diverse backgrounds.





## Volunteering

Multicultural Australia admires the extraordinary work of a host of committed and passionate individuals who believe in the value of our work and help us to create welcome for new Queenslanders. Volunteers provide critical support to Multicultural Australia's work and events, helping new arrivals connect to their local communities and gain a sense of belonging. Our volunteering program assists refugees and migrants in their settlement journeys, reducing loneliness and isolation, increasing community engagement, and promoting civic and economic participation.

Our volunteering program focuses on matching the interests and passions of people in the Australian community with

those of people who are newly arrived. Many volunteers are refugees and migrants who have settled into Queensland life and want to 'give back' to the system that helped them.

Volunteers tirelessly support newcomers with homework support, career mentoring, conversational English, driving lessons, job search support, as well as practical assistance like repairing bicycles, computers and laptops. They help clients develop social connections and friendships, practise their language skills and learn more about their new communities. Their support helps our clients perform better at school and become more confident and independent.

### In 2019

166

active volunteers gave more than **7,800** volunteer hours, worth over **\$200,000**

35%

increase in volunteer applications this year without advertising





# Valuing Partnerships



**Multicultural Australia will value and grow our strategic partnerships across a wide range of sectors to promote our vision and help us deliver conversation-changing programs, events and celebrations.** Our relationships will focus on building leadership that creates a positive social movement for change.

## Strategic Partnerships

Multicultural Australia is investing in building strategic and deliberate partnerships with the corporate, sports and arts sectors to achieve greater impact in creating a more welcoming, diverse and inclusive Queensland.

### In 2019

30

Suncorp staff received cultural capability training

184

volunteer hours delivered by Suncorp staff at our major events

22

refugees enjoyed mentoring from Suncorp staff

9

9 refugees employed by Suncorp

## Suncorp

On Harmony Day 2019, we launched our partnership with one of Queensland's largest companies, Suncorp. This partnership supports financial inclusion and resilience of people from culturally diverse backgrounds by providing refugees and migrants with financial literacy training, employment, career mentoring and job readiness support.

Suncorp is also our major sponsors for LUMINOUS and MOSAIC. This partnership and corporate leadership was recognised this year when Suncorp received the 2019 Minister's Choice Award at the Multicultural Queensland Awards.



Multicultural Australia CEO Kerrin Benson and Suncorp CEO for Banking and Wealth David Carter launch the partnership on Harmony Day 2019.

## Brisbane Lions and AFL Queensland

As the Brisbane Lions community partner, Multicultural Australia is building inclusion and belonging through sport. The partnership engages diverse communities who would not usually be involved in Australian Rules football.

In 2019, we supported the Brisbane Lions to stand in solidarity with the Islamic community and acknowledge the grief and loss from the Christchurch attacks. With the Brisbane Lions and the Islamic Council of Queensland, we welcomed 500 members of the Islamic community to the AFL season opening match between the Brisbane Lions and the West Coast Eagles. With widespread community engagement, this event was a pivotal moment demonstrating the power of sport to bring people together and offer welcome and belonging.

Multicultural Australia is a partner with Brisbane Lions on their major facility development, The Reserve at Springfield. In 2019, planning works started for a state-of-the-art sports and community arena that

will be the home ground of the Brisbane Lions' women's team and provide services and facilities for diverse communities.

Our vision for The Reserve is to create a unique and vibrant precinct where diverse communities can access community programs, child and family services, meeting and training spaces, onsite sports development programs and social enterprises. We look forward to 2021 when the arena will be open for business.

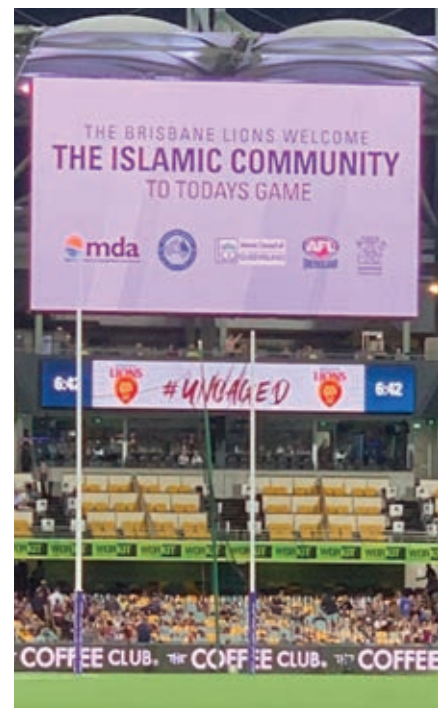
“  
**Sport to me is something that has always been inclusive and speaks its own language. It's a community, to be accepted no matter your race or gender.**”

Sabrina Frederick-Traub, Brisbane Lions player and Welcome Sports Ambassador.

“

**Not only did we get some wonderful feedback from the Islamic community, a number of our members reached out to us to share how much they had enjoyed sharing the match experience with our guests from the Islamic community.**”

Andrew Wellington, Chairman of the Brisbane Lions Football Club.





## Citizenship Ceremony

Multicultural Australia hosted a citizenship ceremony with the Brisbane Lions, AFL Queensland, Queensland Human Rights Commission and Multicultural Affairs, which saw 50 people from 29 countries receive their Australian citizenship. The candidates were invited to form a guard

of honour for the Brisbane Lions players as they took to the field for an AFL game. It was a unique opportunity for the new Australians to experience Aussie Rules football alongside fans and spectators and feel warmly and publicly welcomed into their community.





## La Boite Theatre Company

Multicultural Australia supported La Boite Theatre Company to deliver 'The Village in-School' with Yeronga State High School. The program created a dialogue with 60 students about multiculturalism and inclusion as an extension of the very successful immersive theatre production, The Village. The students worked creatively on projects dealing with themes of belonging, home, the future, their refugee and asylum seeker experience, and what it means to live in Australia. Students of all ages participated, telling their stories of migration through a sound installation, a recorded to-camera performance piece,

and a script reflecting on their thoughts about the world.

The feedback on the program was impressive. Teachers responded that they'd never heard students articulate their thoughts and feelings so clearly. The students said their work with the artists changed their perspective and made their class work more engaging. It opened their minds to new possibilities. They felt challenged, but also heard. The results of this program will inform future school engagement programs that promote inclusion through the arts.



## Queensland Community Alliance

Multicultural Australia is a foundational member of the Queensland Community Alliance (QCA), a network of faith groups, charities, unions, community organisations and ethnic associations working together for the common good. The QCA brings people together to work on issues of shared concern. It aims to achieve positive change through people power.

Change starts with the community sharing stories about pressures and Multicultural Australia works to ensure diverse individuals and communities have a voice in this process. We have built deep relationships between a range of

community organisations and the QCA. We also work with community groups and associations to raise their understanding of community organising.

In 2019, the QCA achieved commitments from the Brisbane City Council and the Queensland Government to fix a dangerous intersection outside the Prince Charles Hospital. The Queensland Government is also delivering on its promise of a government-led free apprenticeships initiative.



### In 2019

27

organisations in the QCA

1000

Queenslanders participating in Alliance actions

24

diverse community members attended the Brisbane Northside Employment Forum to share employment related pressures, including representatives from the Karen, Syrian, Iranian and Anyuak communities

950

stories collected from our community members as part of the 2019 'listening cycle', which will form the basis of QCA action in 2019-20

*Our three strategic pillars*

### 3. Keeping fit for the future

We will invest in the right skills, knowledge and technology to achieve our vision. We will invest in social business opportunities that help us shape a better future for all.



**A Shared Future**



**Inspired Leadership**



**Building Capability**



**Resourced for Success**

# A Shared Future

Across Multicultural Australia we share a vibrant vision for our future and the futures of the clients and communities we serve. We will develop clear pathways for sustainable growth opportunities while remaining agile and responsive to emerging needs.

## Welcome Residential

Welcome Residential is Brisbane's first social enterprise real estate agency, where we provide affordable housing to Brisbane tenants, including refugee families, and invest our profits in local community initiatives. It offers landlords a way to effortlessly give back to their communities.

Since launching in 2017, we have grown our rent roll to 124 properties, providing a professional, high quality property management service. We have been able to provide homes for many of our newest Queenslanders, housing refugees in 27% of our properties. In 2019, we ventured into sales, opening the door to greater returns that we can reinvest in Multicultural Australia's work supporting clients and communities.

In 2019, we formed a partnership with the real estate agency Hutton & Hutton, an experienced and award-winning local real estate agency with a strong social conscience. Hutton & Hutton will deliver direct real estate services under a co-brand with Welcome Residential. Under this new business model, Multicultural Australia will be able to generate greater social and economic returns for our clients and our communities. Welcome Residential will continue to provide housing options for refugees and asylum seekers, and enable property owners and investors to contribute to our work of welcoming new Queenslanders.

### In 2019

124

properties managed by Welcome Residential

27%

of our properties home to refugee clients

5%

of our housing stock accessible to low income earners

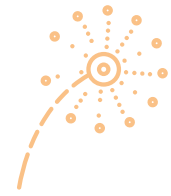
94%

of rooming accommodation stock accessible to low income earners





# Inspired Leadership



**Multicultural Australia leads with character and love. We will invest in developing a new generation of leaders who act with conviction, compassion and curiosity.** Finding the 'third way' is embedded across our organisation, enabling us to respond to challenges with creative solutions and innovation.

## Leadership, Culture and Staff Satisfaction

At Multicultural Australia, we believe that shaping a better future for all requires strong and positive leadership guided by vision and foresight, wisdom and courage, and partnership and collaboration. This drives our deep commitment to investing in leadership development for our staff. We have deliberately defined our organisational culture and values and we recruit and develop staff in relation to that cultural framework.

Our staff and community leaders have attended the Executive Challenge Academy's courses and events at foundational and executive level for over 6 years. This investment has returned significant outcomes, including strong cross-sector partnerships where program participants have come together to directly address significant community issues. Investment in cross sectorial leadership development has also aided considerably in opening up dialogue with government agencies and other not-for-profits, helping them to better understand the needs of people from diverse backgrounds.

Results of our annual staff satisfaction survey inform continuous improvement strategies across all our client and corporate services. This year, 84% of staff participated in the survey and scored Multicultural Australia highly on the following statements:

- I am enthusiastic about my job
- I am proud to tell people I work for Multicultural Australia
- I understand how my job contributes to the goals of Multicultural Australia
- I have confidence in the ability of my manager
- We show up for our clients, staff and community

Areas where staff reported we can improve relate to managing people through change and improving information technology systems and processes. These areas are now built into our people and technology strategies.



# Building Capability



We invest in our people. Multicultural Australia will recruit and retain skilled individuals, including leading professionals, who share our core values. We are committed to helping them reach their full potential. We will embrace staff using their experiences to advance our shared agenda and we will stay connected through our alumni program.



## Recruitment and Retention

In 2019, we further increased the diversity of skills in our workforce to meet the changing needs of our programs and strategic objectives.

We appointed a Senior Manager for Employment, who is developing employment strategies that will enable our clients to thrive and contribute to their communities. We appointed a Communication and Mobilisation Manager, who will implement a communication strategy for building a supporter base that champions an inclusive, multicultural Australia. In 2019, we also created a new role, Executive Manager for Innovation and Sustainability, to lead new social business

opportunities that support the sustainability of our organisation whilst promoting our client goals.

Targeted recruitment strategies saw us welcome new staff with expertise in employment and accommodation services in our Brisbane, Logan and Toowoomba teams. Employees with new skill sets have been recruited to service the growing number of ParentsNext programs delivered in the Darling Downs and Rockhampton regions. We also introduced a Graduate Case Manager role level to provide opportunities for qualified human service graduates to start their careers.

### In 2019

397

employees in Multicultural Australia—192 permanent, 205 fixed term or casual

84%

staff retention rate

60

cultural backgrounds and 74 languages across our staff

69%

female and 31% male across our staff



## Multicultural Australia Alumni



We have a unique organisational culture, due largely to the passion and enthusiasm that staff have for their work and our goals. We deeply value our staff and the contributions they make to our clients and our organisation. We also know that members of our alumni are the greatest champions and ambassadors of our shared vision. We invite them to remain a member of the Multicultural Australia community, no matter where their personal and professional journeys lead them.

Our alumni initiative enables former staff to remain engaged and connected to their colleagues, including through all-staff social events, signature and special events, and updates on Multicultural Australia, the sector and our alumni. 359 former staff members are subscribed members of our alumni community.





# Resourced for Success



**We will use our resources responsibly and collaboratively, and we will invest wisely in secure, fit-for-purpose technologies that target our vision.** We take very seriously our stewardship of public funds and our responsibility to remain fit to lead this work into the future.

## Governance and Quality

We are proud of Multicultural Australia's reputation for investing in strong corporate governance, risk management and continuous improvement. We already do this work well, but we know we can always do it better. Our experienced team works across the organisation to build an understanding that good governance and quality practices lead directly to better outcomes for our clients.

Our focus is on collaboration, communication and learning. We aim to strike the right balance between

compliance with legal, regulatory and quality frameworks with the needs of our staff to have simple and efficient processes that minimise red tape. We also know that our commitment to compliant, modern and flexible systems inspire stakeholder confidence in our work. With Multicultural Australia, our funders, clients and communities know they are in safe hands.

In 2019, we maintained accreditations under the Queensland Government's Human Services Quality Framework and the ISO9001:21015 Quality Management

Standard. We focused on protecting client privacy with a detailed cyber security analysis and response plan. We also strengthened our risk management processes by aligning our practice with ISO Risk Guidelines. This empowers us to take smart, strategic risks that deliver client outcomes while ensuring our future sustainability.

## Finance

We recognise the responsibilities that come with being the financial steward of government funding and philanthropic, corporate and community support. Our goal is to deliver high quality programs and services that meet funding requirements and client needs, while ensuring the viability of our business model. We continually review our processes and procedures to maintain a healthy balance sheet and retained earnings.

This year, Multicultural Australia achieved solid financial performance in our core service delivery programs. Settlement, employment, youth, advocacy, international students and multicultural sector development programs all showed

good performances with an overall small operating surplus. The organisation experienced strong growth in revenue of 31% (or \$9.9 million) on the prior period. This positive result was due predominately to an increase in HSP client numbers as we continue to welcome our newest Queenslanders. We proudly invest in work that supports others who share our agenda.

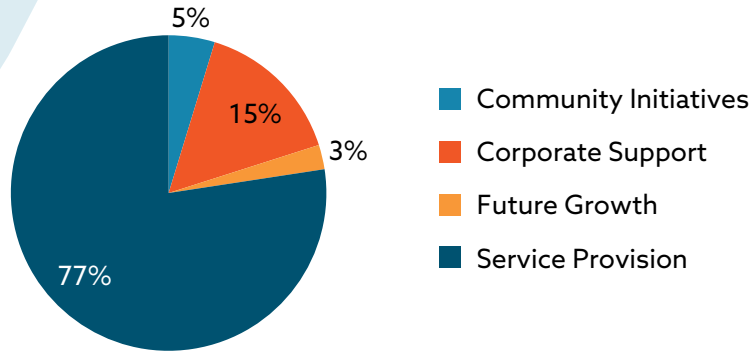
We continue to broaden our investment in new business areas with the commencement of Welcome Sports and the consolidation of Welcome Residential. As social businesses, they support our vision of creating a stronger and more inclusive community for everyone. Their performance and contribution to Multicultural Australia's

broader outcomes will be monitored closely in 2020.

This year, we continued our focus on efficiency and accountability. We are committed to using our resources responsibly while maximising positive community outcomes. For example, we ensure that our service delivery is properly supported whilst keeping support centre costs at an acceptably low percentage of our revenue. During the year we consolidated and relocated offices across south-east Queensland as we extended our reach to the Moreton Bay and Logan regions. Our aim is to ensure fit-for-purpose facilities are available to provide quality services to clients across Queensland.

# Financial performance

FY19 Expense Breakdown



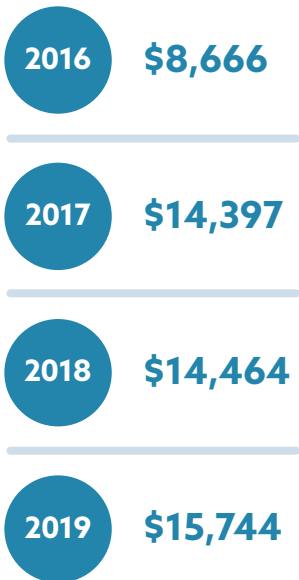
**\$41.6m**

Total Revenue for FY19

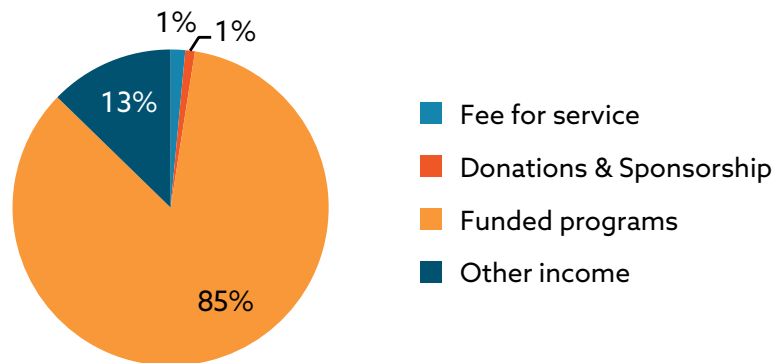
**2.86:1**

Asset to Liability Ratio

4 year cash flow trend (\$,000)



FY19 Revenue Breakdown



Revenue breakdown by funded programs

	2019 (\$'000)
Department of Social Services	\$24,687
Department of Home Affairs	\$5,552
Department of Education, Training and Employment	\$3,587
Other	\$1,482
<b>Total</b>	<b>\$35,307</b>







# MULTICULTURAL AUSTRALIA

*it's who we are*

[www.multiculturalaustralia.org.au](http://www.multiculturalaustralia.org.au)

**Head Office**

*Brisbane Multicultural Centre*  
28 Dibley Street  
Woolloongabba QLD 4102  
**07 3337 5400**

**Toowoomba Office**

107 Russell Street  
*(Entrance via Snell Street)*  
Toowoomba City QLD 4350  
**07 4632 1466**

**Rockhampton Office**

108 Alexandra Street  
Kawana QLD 4701  
**07 4921 2222**

**All offices**

**07 3337 5444 (fax)**  
[welcome@multiculturalaustralia.org.au](mailto:welcome@multiculturalaustralia.org.au)  
[www.multiculturalaustralia.org.au](http://www.multiculturalaustralia.org.au)