



Australian Government
Department of Home Affairs

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ACTIVITY WORK PLAN

MULTICULTURAL PEAK BODY PROJECT FUNDING: AFESA Community Languages Australia Incorporated

Grant Activity Name	Language, Leadership, and Inclusion - A Roadmap for Strengthening Multicultural Australia		Grant Activity ID	4-KP4EK9S	
ACTIVITY DETAILS					
Activity Start Date	27 May 2025	Activity End Date	31 August 2029	Total Activity Funding	1,200,000.00 (GST exclusive)
Activity Requirement:	<p>Engagement and support to members, including state and territory peak bodies, to build capacity and capability. Key activities including but not limited to:</p> <ul style="list-style-type: none">Facilitate a Community of Practice with Community Language School grant recipients.Deliver capacity and capability training <p>Enquiries, investigations, and provision of impartial, well-informed information and advice to the Australian Government on priority matters. Key activities including but not limited to:</p>				

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	<ul style="list-style-type: none"> • Map needs and priorities of community language schools • Provision of advice to inform policy matters in relation to community language schools 			
This Activity Work Plan covers the following period	Activity Work Plan Start Date	27 May 2025	Activity Work Plan End Date	30 June 2029

Focus area 1: Community Languages

Objective/Stage	Deliverable	Timeframes	Measures of Success
List objectives/requirements which clearly relate to the outcomes of the Activity	Specify the scope of the deliverable/requirement	Specify the timeframe for delivery	Specify the success metrics for the deliverable/requirement, including quality expectations

Strengthen support for community languages	<p>Conduct national mapping of community language needs and priorities:</p> <ul style="list-style-type: none"> • Conduct a national audit of existing community language programs and infrastructure • Survey stakeholders, including language schools, teachers, and community leaders • Identify gaps and emerging needs (e.g. digital learning tools, regional support) • Design and launch a national survey tool (Jul–Aug 2025) • Conduct targeted focus groups (Sep–Oct 2025) • Prepare and publish a national mapping report (Dec 2025) 	<p>July–December 2025</p>	<p>Completion of the mapping report submitted to the Department; positive stakeholder feedback</p>
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Initiative:

This initiative aims to develop a comprehensive understanding of the community languages landscape in Australia, highlighting strengths, identifying gaps, and guiding targeted interventions.

Activities in Detail:

- **Design and Launch a National Survey Tool:**
Develop a bilingual online and paper-based questionnaire for community language schools and associations to collect data on student numbers, curriculum, staffing, facilities, and needs.
- **Targeted Focus Groups:**
Facilitate structured discussions in each state/territory with stakeholders (teachers, parents, students, cultural leaders) to gain qualitative insights.
- **Mapping Report:**
Publish a report highlighting current strengths, needs, and geographic disparities, which will serve as an evidence base for future policy and funding.

Build sector capacity	Deliver training and professional development to state/territory peak bodies: <ul style="list-style-type: none"> • Deliver professional development and governance workshops • Develop toolkits for sustainable management and advocacy • Facilitate peer learning exchanges between states • Design a National PD Framework (early 2026) • Run annual training sessions in each jurisdiction (2026–2028) • Publish toolkits and resources on the project website 	2026–2027	5+ workshops delivered annually; participant satisfaction rates above 85%
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Initiative Explanation:

This initiative will enhance the professional and organisational capacity of state/territory peak language bodies to ensure sustainability and growth.

Activities in Detail:

- **National PD Framework Development:**
Co-create a training framework tailored for administrators and educators covering governance, child safety, curriculum development, grant writing, and digital tools.
- **Workshops and Webinars:**
Host interactive sessions in both physical and online formats. Topics may include leadership, digital transition, inclusive teaching strategies, and school management.
- **Resource Toolkits:**
Develop downloadable guides and templates (e.g., policies, budget planners, curriculum checklists) to be shared on a central online platform.

Enhance collaboration among language bodies	Establish and coordinate a national Community of Practice: <ul style="list-style-type: none"> • Bring together leaders from language organisations nationally • Share practices, innovations, and policy insights • Co-develop solutions to shared challenges (e.g., teacher retention, volunteer recognition) • Create an online collaboration portal (Jan 2026) • Host quarterly virtual and annual face-to-face forums • Document CoP insights and deliver an annual summary to the Government 	January 2026–June 2029	Quarterly meetings held; collaborative outputs produced and reported
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Initiative Explanation:

The CoP will be a peer-learning network where leaders of community language organisations can share strategies, challenges, and innovations.

Activities in Detail:

- **Online Portal Setup:**
Launch a secure, user-friendly platform for ongoing discussions, file sharing, and collaborative problem solving.
- **Quarterly Meetings:**
Convene virtual forums around key themes (e.g., bilingual education, volunteer recruitment) featuring expert speakers and case studies.
- **Annual Summit:**
Organise an in-person national forum where the CoP presents findings and co-creates national strategy recommendations.

Governance and Coordination

- Establish a National Project Steering Group with all consortium members
- Quarterly coordination meetings to track implementation and adjust strategy

- Annual review and refinement of the Activity Work Plan

Monitoring and Evaluation

- Use a Results Framework aligned with grant KPIs
- Collect baseline, midline, and endline data
- Engage an external evaluator to ensure an independent assessment of outcomes

Communications and Visibility

- Develop a communications strategy with multilingual content
- Launch and maintain a project website and social media presence
- Share success stories, newsletters, and stakeholder updates quarterly

Provision of advice to inform policy matters in relation to community language schools	The provision of information and guidance to Government to inform future policy direction in relation to community language schools.	July 2026-June 2029	Advice provided as required and requested.
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Consortium Members Engagement

Consortium Member	Role in Project	Engagement Strategy
Community Languages Victoria (VIC)	Lead coordination partner; provide strategic oversight and local delivery in Victoria.	Serve as national coordinator; host planning workshops; lead resource development and pilot activities; facilitate statewide teacher surveys and contribute to evaluation processes.
NSW Federation of Community Language Schools Inc. (NSW)	Major implementation partner; scale PD and CoP initiatives across a large, diverse network.	Co-design training content, run large-scale PD sessions; facilitate statewide teacher surveys and contribute to evaluation processes.
Community Languages Western Australia Inc. (WA)	Regional innovation partner; contribute to needs mapping and resource adaptation for remote/rural contexts.	Participate in focus groups and CoP; pilot digital resource adaptations; support translation and localisation of toolkits.
Community Languages Schools South Australia (SA)	Major implementation partner, community voice and evaluation partner; represent multilingual family perspectives.	Coordinate parent/stakeholder feedback groups; co-lead storytelling and success case documentation; participate in annual review processes
ACT Community Language Schools Association (ACT)	Policy and advocacy partner; support national strategy alignment.	Provide input on national policy briefs; co-host Community of Practice sessions on governance and inclusion; lead federal engagement submissions.
Ethnic Schools Association Queensland (QLD)	Capacity building partner, lead volunteer and youth engagement strategy.	Host webinars on youth participation, support school leadership mentoring, and facilitate CoP sessions on sustainability and volunteerism.

Consortium Members Engagement

Consortium Member	Role in Project	Engagement Strategy
Community Languages Tasmania Inc. (TAS)	Champion smaller-state and regional priorities	Deliver qualitative insights via focus groups; co-develop recommendations for regional access; trial remote PD delivery models.
Community Languages Northern Territory Inc. (NT)	Inclusion and cultural heritage partner; highlight Indigenous and cross-cultural intersections.	Provide contextual knowledge and feedback; represent remote community needs in all planning forums; inform culturally responsive toolkit development.

Risk Management (please note any predicted risks and related mitigation strategies)

Risk	How the risk will be managed
Inconsistent stakeholder engagement across jurisdictions	Establish local coordinators and leverage consortium partners' networks
Delays in deliverables due to unforeseen circumstances	Include buffer periods in project timelines and hold monthly review meetings
Difficulty in measuring impact	Use mixed methods evaluation (quantitative & qualitative) and regular progress tracking

Detailed Budget Breakdown (2025–2029)

Project: Language, Leadership, and Inclusion - A Roadmap for Strengthening Multicultural Australia

Total Grant: \$1,200,000 (excl. GST)

Year	Strengthen Support	Build Sector Capacity	Enhance Collaboration	Project Mgmt and Administration	Total
2025	\$175,000.00	\$35,000.00	\$0.00	\$40,000.00	\$250,000.00
2026	\$25,000.00	\$105,000.00	\$60,000.00	\$100,000.00	\$290,000.00
2027	\$25,000.00	\$105,000.00	\$60,000.00	\$100,000.00	\$290,000.00
2028	\$12,500.00	\$70,000.00	\$60,000.00	\$80,000.00	\$222,500.00
2029	\$12,500.00	\$35,000.00	\$20,000.00	\$80,000.00	\$147,500.00

Deliverable	Sub-Activities	Estimated Budget	Details
Strengthen Support for Community Languages	National survey development & deployment Focus groups (in-person & online) Mapping report production	\$250,000	<ul style="list-style-type: none"> ● Survey platform development + translation: \$40,000 ● Consultant/facilitator fees for focus groups: \$50,000 ● Travel and venue hire for focus groups: \$30,000 ● Report writing, editing, publishing: \$40,000 ● Stakeholder engagement and coordination: \$30,000 ● Admin, tech, and logistics: \$60,000
Build Sector Capacity	National PD framework design Annual training sessions in each state/territory Development of toolkits and guides	\$350,000	<ul style="list-style-type: none"> ● Framework co-design consultants: \$45,000 ● Training delivery (8 jurisdictions x 3 years): \$160,000 ● Toolkits/resource development: \$50,000 ● Online platform and webinar costs: \$30,000 ● Facilitator & speaker fees: \$40,000 ● Evaluation, feedback collection: \$25,000
Enhance collaboration among language bodies	Communities of Practice portal development and maintenance Quarterly virtual forums Annual National Summit	\$200,000	<ul style="list-style-type: none"> ● Online portal setup and IT support: \$50,000 ● Quarterly virtual meetings (12): \$24,000 ● Expert speaker/guest facilitation: \$30,000 ● Annual summit logistics (travel, venue, catering): \$60,000 ● Documentation and reporting: \$36,000
Project Management & Administration	Staff salaries (Project Officer, Coordinator) Consortium coordination	\$400,000	<ul style="list-style-type: none"> ● Salaries (FTEs across 4 years): \$250,000 ● Admin/Finance support: \$40,000 ● External evaluator (mid and endline): \$40,000 ● Communications, Marketing, Branding, Website and Social Media: \$30,000 ● Insurance, Audit, IT: \$40,000

Deliverable	Sub-Activities	Estimated Budget	Details
	Communications & reporting External evaluation & feedback		

This Activity Work Plan is to be finalised, or reviewed and renewed, by the Activity Work Plan End Date specified above.

AFESA Community Languages Australia

Department of Home Affairs

Signed for and on behalf of

Fahry Abubaker

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Position

Executive Officer

Acting Director, Multicultural Grants

Date

08 / 07 / 2025

08 / 07 / 2025