



GLENORCHY CITY
Where ideas happen.

GCC Multicultural Framework Report



29 June 2017

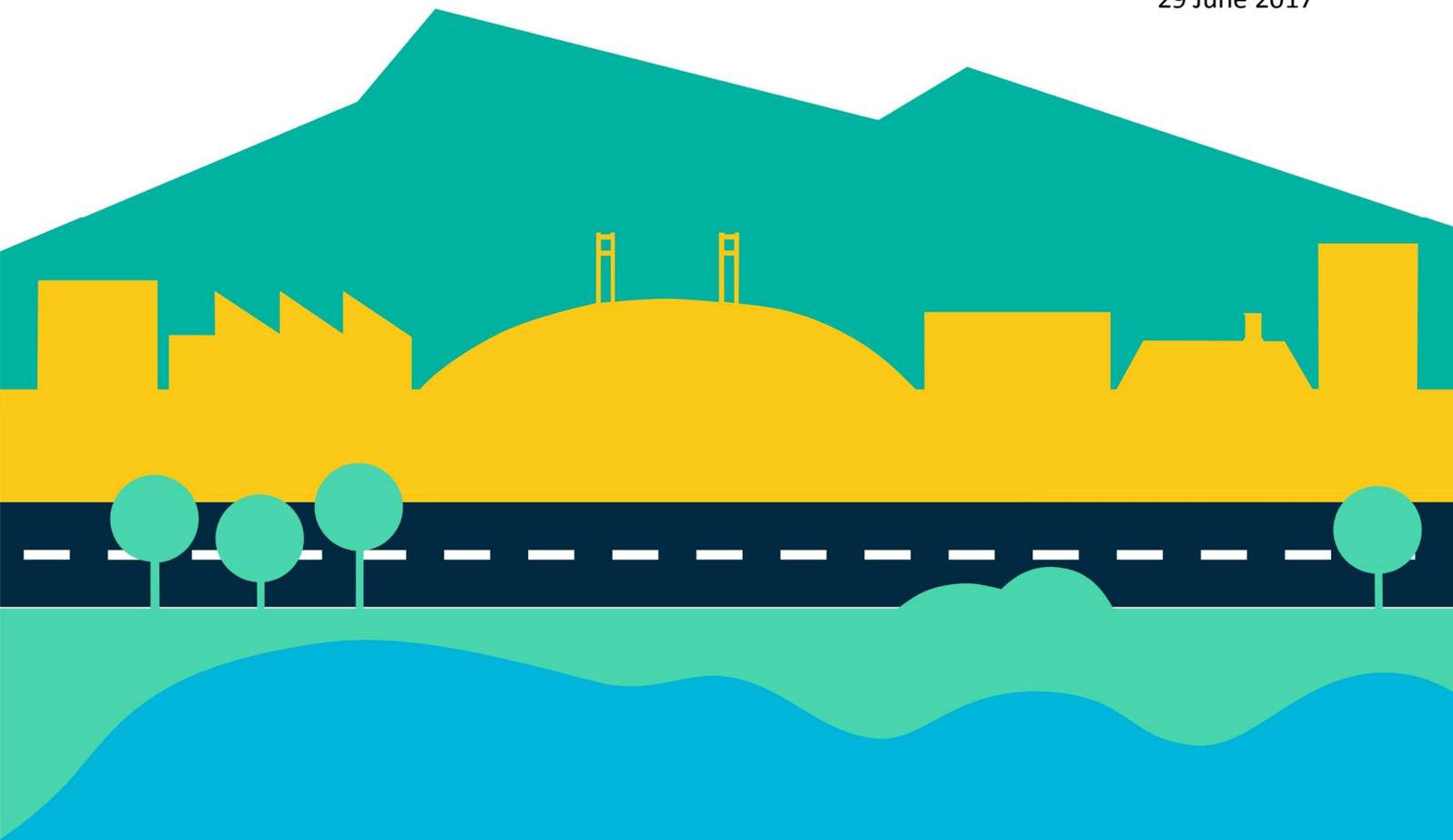


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Executive Summary

Glenorchy City Council (GCC) as a municipality has experienced a significant and consistent increase in new migrants (particularly humanitarian entrants with complex needs) settling in the local government area, complementing already established multicultural groups.

Welcoming and engaging with these communities is a key responsibility for the Council. While GCC would like to address the increasing number of requests for support from these communities, adequate resourcing (financial and human) in this area is not available at this time. In reality, without a focused resource for the multicultural community to connect with, Council is missing the opportunity to build a trusting relationship with these groups. Subsequently, Council needs to put in place a structure that provides transparency of decision-making and enhance the support it can provide while enabling community members to become more involved.

Within Council's current resources, there are still opportunities where GCC can demonstrate its commitment to embracing cultural diversity in the community and the positive value it brings, as well as improving current engagement practices. These include:

1. Formally commit to become a member of the global Welcoming Cities (<https://welcomingcities.org.au>) network;
2. Building on best practice by implementing a Multicultural Ambassadors program. This allows the multicultural community to identify, plan and implement key initiatives that are meaningful to them and to the Glenorchy community as a whole, while also developing key workforce skills and networking opportunities; and
3. Addressing resourcing issues within the Community Development team in order to overcome the barriers caused by an over-stretched workforce. This will enable Council to better meet the requirements of the multicultural community in their stated request to have greater access to Council staff and to see improved engagement practices from Council.

By establishing a multicultural framework, Council can assess all requests for assistance in a transparent manner, ensuring that support is linked to GCC organisational and community goals.

Background

GCC recognised that more structure was required if it was to adequately address the needs of the multicultural community within the constraints of its current funding and resourcing model. Highlighting the need for a Multicultural Framework, GCC was able to access a small grant from the Department of Premier and Cabinet to facilitate the development of a multicultural framework, inclusive of widespread consultation with the community.

A Multicultural Framework Working Group was established to provide direction and oversight to this work. Membership of this group included:

- Manager, Community and Customer Service, GCC;
- Co-ordinator, Community Development, GCC;
- Co-ordinator, City Strategy and Economic Development, GCC; and
- Three representatives from the Glenorchy Cultural Diversity Advisory Committee.

The guiding principles of this Working Group were to:

- Create a clear statement of the benefit of multiculturalism to our community and the reason Council invests resources in this area;
- Ensure that a regular mechanism allows multicultural community members to be better connected and integrated into the Glenorchy community;
- Develop a process that involves all migrants (newly arrived through to established) to find solutions and better community connections;
- Ensure Council and staff are informed of the progress of the Working Group; and
- Maintain the confidentiality of all the information provided to the Working Group.

The objectives of the Multicultural Framework were to review GCC's existing structures and internal committees that work with multicultural groups and subsequently develop a framework to guide GCC in relation to priorities and actions for supporting multicultural activities in line with best practice.

Snapshot of Glenorchy

The most recent census in 2016 identified that Glenorchy was a city rich in cultural diversity. With a population of over 46,000 people:

- 21.1% were born overseas (up from 15.9% in 2011);
- 9.7% speak a language other than English (up from 7.4% in 2011);and
- 4.9% identify as Aboriginal or Torres Strait Islander, (up from 4.2% in 2011).

This is timely data that demonstrates increased cultural diversity in the Glenorchy community has continued its projected growth, and future council planning needs to take into account the unique needs of the multicultural communities that call Glenorchy home.

Similarly, research conducted by Deloitte on behalf of the Scanlon Foundation (Welcoming Cities) indicates that in the next 35 years, migration to Australia will:

- Drive employment growth, potentially up to 15.7%;
- Contribute up to \$1.6 trillion to the Australian GDP; and
- Lead to an increase of up to 60.4% of the population with a university education.

It has also been speculated that by 2050, each migrant will on average deliver 10% more value to the Australian economy than existing residents¹. Welcoming more migrants to the Glenorchy community makes sense economically, culturally and socially.

“Local councils in partnership with local community agencies and businesses are best placed to understand the complexity and nuances within their communities. They are also best placed to leverage the social and economic ideas and innovation that comes from being welcoming and inclusive.”

Source: <https://www2.deloitte.com/au/en/pages/public-sector/articles/welcoming-cities.html>

¹ <https://welcomingcities.org.au/the-economic-impact-of-migration/>

GCC recognises the economic and cultural value that the multicultural community brings to the area. Local councils, local business and civic organisations are the vital links to ensuring that whole communities feel connected and prosper.

Glenorchy celebrates and acknowledges its cultural diversity via a range of programs and activities, including the very popular Moonah Taste of the World Festival, and its evident support of national programs such as 'Racism: it stops with me', Harmony Day, Refugee Week, exhibitions at the Moonah Arts Centre, cultural awareness training for all staff, promotion of multicultural events to the community and its Cultural Diversity Advisory Committee.

Other programs delivered by Council include, leadership of the 'Hear Our Voices' Multicultural Women's Gathering capacity building project, and a youth leadership program for multicultural students delivered at local high schools. Where possible, Council also endeavours to work in partnership with other service providers such as the Migrant Resource Centre (which has recently relocated from Hobart to Glenorchy), Catholic Care Migrant Support Program, Red Cross, Save the Children, and the Multicultural Council of Tasmania. Council is also a member of the Networking for Harmony group facilitated by the Hobart City Council.

A key achievement for Council last year was the adoption of the Multicultural Community Spaces Plan, offering solutions spaces required by local multicultural groups for community, cultural and religious activities. Established with a grant from the Tasmanian State Government, a new Multicultural Hub established in Moonah is a key deliverable of this Plan. The Multicultural Community Spaces Plan also identified the need for a Multicultural Framework.

Why support multiculturalism?

Multiculturalism is defined by the Australian Department of Social Services (DSS) as the cultural and ethnic diversity of contemporary Australia. Multiculturalism has defined Australia since European settlement.

Encouraging and supporting the settlement of many cultures to a community brings an array of opportunities. From economic development through the creation of new businesses and subsequent employment through to social and cultural benefits, multiculturalism adds immeasurable value to a community, particularly one that makes migrants feel safe and welcome.

“The Tasmanian Government recognises that the knowledge, skills and contacts of migrant and multicultural communities are a key asset for Tasmania’s social and economic development. People bring strong work ethics, skills and experience to the workplace, and make a major contribution to life in the arts, sport, science, research, business and the community. Moreover, global cultural and commercial connections can enhance trade and investment opportunities for all Tasmanians.”

Source: (DPAC Multicultural Policy 2014)

The State Government also has a Population Growth Strategy with a target of 650,000 people living in Tasmania by 2050. It has identified 50 actions to deliver sustained, balanced population growth based on three areas:

- Job creation and workforce development: we will facilitate job creation and identify current and future employment opportunities to inform investment in education and training, and migration attraction strategies.
- Migration: we will actively pursue and facilitate overseas and interstate migration to Tasmania and encourage Tasmanians living elsewhere to come home.
- Liveability: we will build and promote Tasmania's liveability and foster a culture which is vibrant, inclusive, respectful and supportive.²

² <http://www.stategrowth.tas.gov.au/populationstrategy>

The key theme that flows through this strategy is that migration becomes a key tenet to reducing the impact of an ageing population. Government requires a balance of working and non-working age population so as to provide services to Tasmanians at the expected levels. To achieve this requires a coordinated approach from state and local governments, settlement services, education providers and local business. The potential for GCC to work with the State Government to promote settlement in the Glenorchy area aligns closely with the local community's ideas that were documented in the City of Glenorchy Community Plan 2015-2040.

This major consultation process articulated the vision and goals for a multicultural policy for Glenorchy, which included:

- To continue to welcome new arrivals from all countries;
- To work with new arrivals to build on the multicultural traditions in the GCC community through arts, food, music and shared experiences;
- To raise awareness of cultural diversity; and
- To show pride in the multicultural community by celebrating cultural diversity.³

With this mandate from the community, GCC needed to define how it will support these goals, within the constraints of current funding and resources.

³ City of Glenorchy Community Plan 2015-2040

Multiculturalism in Glenorchy

To gain a better understanding of the needs of the multicultural community in Glenorchy, and to confirm existing data collected from previous consultation processes, a multi-faceted approach to consultation was undertaken. This combined face-to-face meetings with individuals and groups, communities and service organisations, as well as anonymous online surveying.

Where does GCC shine?

There was great acknowledgement of the current efforts Glenorchy makes in highlighting and supporting the multicultural communities.

- The annual Moonah Taste of the World festival is seen as a key tenet to creating an appreciation for the value diverse cultures bring to the municipality, attracting in excess of 14,000 people each year;
- Citizenship ceremonies are conducted with a warm, authentic consideration of multicultural needs which engages both the current community and new arrivals with over 250 people receiving their citizenship each year in Glenorchy;
- The 'Hear our Voices' program provides a valuable outlet for the often unheard female voices in the community to express their fears, concerns and hopes for the future with around 100 women attending each annual gathering held since 2014;
- Since 2003 the Cultural Diversity Advisory Committee has been an opportunity for Council to consult with the multicultural community; and
- The Multicultural Hub, soon to be established in the old Moonah Arts Centre in Hopkins Street, has been acknowledged by the community as a very positive sign of Council support for the multicultural community.

But what else does the multicultural community need?

As part of the Interim Report for the Multicultural Framework, it identified that for the framework to be consistent with the needs of the community, certain tasks were required. This included:

- To confirm the priority of issues that have already been collated with the multicultural community;

- To develop an assessment tool to prioritise community requests and allow Council to clearly articulate what it is able to provide in regards to financial and other resource assistance;
- To document reference points to other service provision partners or stand-alone organisations who have the capacity to assist new and permanent migrants to the greater Hobart region; and
- To identify and prioritise other activities Council could be involved in and improve its engagement practices if further resources (both financial and people) were made available.

The survey results confirmed information gathered in face-to-face meetings. The priorities for the multicultural communities in Glenorchy were education, housing and employment.

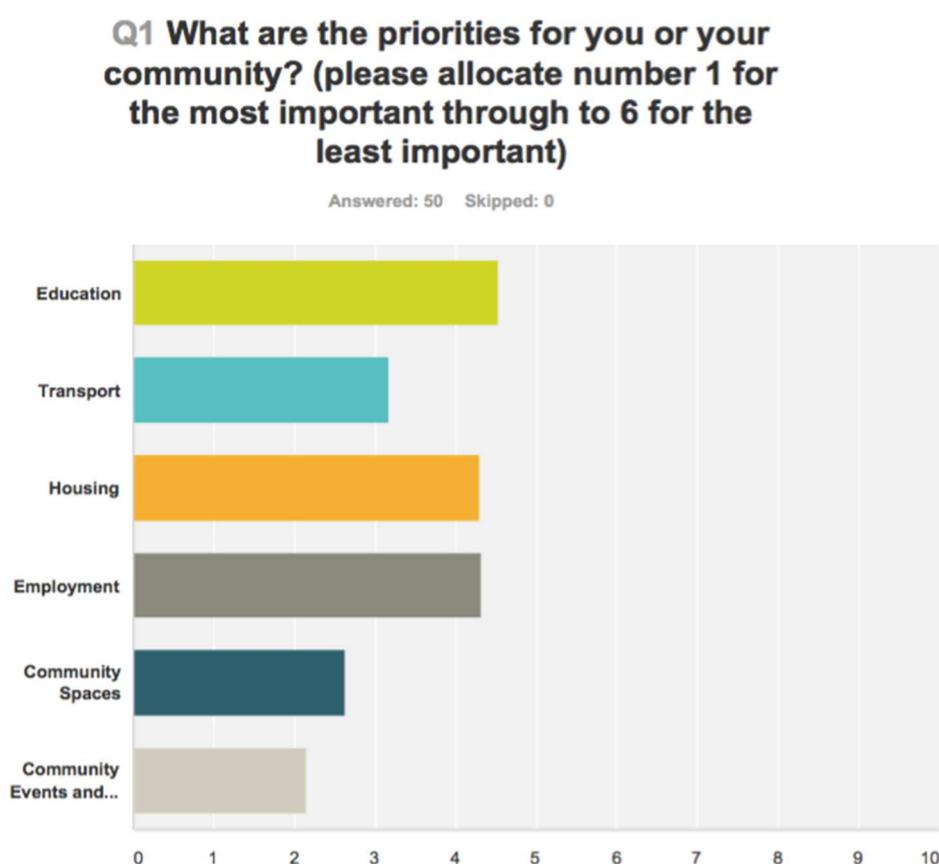


Figure 1: Summary of multicultural community priorities in Glenorchy

This aligns with what we understand about the challenges new arrivals face. A lack of recognised education or qualification often results a low socio-economic status for multicultural families. Without the essential knowledge for daily living in Australia, but also the capacity (via education and employment) to improve their housing situation, it is challenging for multicultural members of the community to effectively improve their current situation. The full survey results, including this list of priorities, could be the themes that the Multicultural Ambassadors may choose as a focus for one of their projects. The availability of this data will provide recent research to help grow their understanding of the issues that face new arrivals in the Glenorchy area.

At first glance, these elements may be considered outside of local government’s power to influence. There were, however, many opportunities listed in the survey responses identified how Council could be more active and involved, and ultimately contribute to the identified high level needs of the multicultural community. These included:

- More engagement from Council and more active resourcing, such as a dedicated cultural diversity officer and resourcing specific to multicultural needs;
- A diversity statement from Council, linked to more visible displays of acceptance such as multi-lingual signage;
- More public statements from Glenorchy, describing how it is a welcoming city for all cultures, celebrates diversity and values the contribution that many cultures make to the community;
- A greater variety of communication activities, such as:
 - Council open days;
 - Forums;
 - Engagement with multicultural leaders in their “space”, not Council’s;
 - More visible displays of acceptance, such as multilingual signage, public art programs and more social spaces for multicultural communities to engage with the city;
 - Spending more time with schools to create awareness about inclusion and diversity;
 - Using the Council website and other forms of social media to engage with communities;
 - Offering of a greater range of free activities, such as preventative health opportunities; and
 - Promotion of the benefits of multiculturalism with business.

There were many ideas proposed through the consultation process. However, Council’s capacity to deliver any change within the constraints of current resourcing, (estimated to be less than one day per week) is impossible. It therefore requires a more structured approach to identifying how it will deliver services to meet the needs of the community through a multi-faceted approach of internal resourcing, partnering and empowering the multicultural community to take a leadership role in creating the change they want to see in Glenorchy.

Glenorchy would be a more welcoming city if it led other employers to employ people from other cultures

Source: Feedback from Multicultural Framework survey May 2017 – anonymous

Best practice for multiculturalism in local government

The Multicultural Council of Tasmania (MCOT) released “Local Government and best practice in multicultural policy and programs” in September 2015. It identified key activities that promote a sense of inclusion. While GCC delivers many key initiatives (such as those listed on page 8 of this document), there is still more that is required to support the multicultural community in the area.

As Glenorchy continues to experience an increase in both the population and the diversity of multicultural communities⁴ it needs to identify how it can allocate its limited staffing, financial and infrastructure resources most effectively. While the Cultural Diversity Advisory Committee has provided a long and respected representation of the multicultural communities to Council, best practice in local government suggests that this needs to evolve, so as to create new structures that are designed to create enduring change and respond appropriately to identified needs.

Similarly, without a clear statement of acceptance of multiculturalism, and key actions to back up these statements, Glenorchy is at risk of not meeting the needs of its community. In order to deliver to best practice, Glenorchy needs to put in place three initiatives:

1. a dedicated response to becoming a Welcoming City;
2. a Multicultural Ambassador’s program to provide the multicultural community with more input into the key initiatives they see for the Glenorchy Community; and
3. Increased resourcing aligned with meeting holistic multicultural inclusion needs.

A multicultural framework will guide how these initiatives will operate.

“Share examples from other communities that have embraced multiculturalism and showcase the community and economic benefits that can be gained through diverse community engagement. Events/activities that allow for the sharing of knowledge and skills and the exchange of ideas to establish understanding regarding the assess and potential of multiculturalism”

Source: Feedback from Multicultural Framework survey May 2017 - anonymous

Principles of Glenorchy City Council's Multicultural Framework

In developing its Multicultural Framework, GCC had the four guiding principles from its Community Plan 2015-2040:

1. To be a leader in welcoming migrants to the community and respecting that the local Aboriginal people are central in this process;
2. To commit to supporting migrants in the municipality for the long term;
3. To work collaboratively with other service providers, acknowledging that a collective approach will assist a greater number of people with diverse needs; and
4. That openness and transparency of decision-making creates trust in Council.⁵

Glenorchy would be a more welcoming city by having a regular council open day every few months for people to come in and learn more about what the council does and how it supports its residents

Source: Feedback from Multicultural Framework survey May 2017 - anonymous

There is a role for GCC to educate the community as a means of reducing non-acceptance, anti-social and discriminatory behaviour. Council must demonstrate support for the multicultural community, but within the constraints of its objectives (which is to serve the whole of the Glenorchy community) and resourcing. However, it can be proactive in offering alternatives.

By putting a multicultural framework in place, GCC will have a clear sense of direction for guiding policy and service delivery and be clearer that current resources – both financial and staffing – are being used as efficiently and effectively as possible. It must allow for transparency of decision-making but should also be flexible enough to meet changing and emerging needs from the multicultural community. The diversity of these groups – from the long-established to new arrivalsof many cultures, age groups, varying settlement needs and experiences – creates a challenge for Council to meet the needs of all.

⁵ City of Glenorchy Community Plan 2015-2040

Deliverable 1 – Membership of the Welcoming Cities Network

The Welcoming Cities network, a key initiative of the Scanlon Foundation, would provide Glenorchy with a sound foundation for supporting its approach to multiculturalism, while working towards the National Standards for Welcoming Cities in Australia. The program provides opportunity for knowledge sharing, partnership development, local government standards and accreditation and a national award program to celebrate success. This is also a platform to encourage local businesses in the city to become partners as well.

Importantly, becoming a Welcoming City formally acknowledges the Traditional Owners and Indigenous elders as the original custodians of the land and respect local Aboriginal and Torres Strait Islander people as leaders in welcoming activities.

Becoming a Welcoming Cities member would demonstrate that Glenorchy City Council is committed to improving the service it provides to the multicultural community.

The efforts towards membership are not onerous, however it does require a dedicated resource to ensure the appropriate mechanisms are in place to achieve membership. It is considered that membership can be achieved within the existing resources, however maximising the opportunities of being part of this program would be a greater challenge without an increase in dedicated multicultural resourcing.

Deliverable 2 – Multicultural Ambassadors program

A key opportunity, and a program recognised nationally as best practice, would be to introduce a Multicultural Ambassador program at GCC. This would allow members of many cultural communities to nominate representatives to focus on key initiatives they believe bring value to the whole Glenorchy community. The process of being an ambassador would also provide opportunity for participants to plan for their initiative, learn the process of putting together a budget bid, and then delivering a planned program of work with a focus on outcomes dedicated to making a difference for the multicultural groups as well as the whole Glenorchy community.

The ambassador program meets many of the community's requirements: a focus on issues that are relevant to them, a "work experience" program to develop skills and networking opportunities, and demonstrates Council's commitment in a very public way to working collaboratively with the multicultural community.

The Ambassador program could operate in the following manner:

Action	Timeframe
Nominations for Multicultural Ambassadors	August
Cultural Diversity Advisory Committee to act as selection panel for the first Multicultural Ambassadors	Selection panel appointed August
Multicultural Ambassadors to be nominated from their communities with six chosen based on a presentation they make to the panel about an initiative they would like to lead in Glenorchy	Ambassadors selected September
Selected ambassadors to research their initiative and prepare a budget bid for Council, if required	September - December
Budget bid assessed/approved	December - May
Projects commence	July
Projects delivered during the following financial year	July – June
Nominations for new Multicultural Ambassadors	August
Former Ambassadors to act as selection panel for new ambassadors	Selection panel appointed August
New ambassadors selected	September

Multicultural Ambassadors should also play a key role in the Glenorchy community. The work they will be performing should entitle them to be recognised at formal ceremonies, such as Australia Day and citizenship ceremonies.

Their work, since it will be planned and budgeted for as part of the annual Council budget cycle, can also be reported to the Council. These roles are not funded; rather it is an opportunity to committed members of multicultural groups to receive coaching and mentoring from Council staff in planning and delivering a project, an opportunity to develop key employment skills and a greater understanding of the workings of local government.

“Share examples form other communities that have embraced multiculturalism and showcase the community and economic benefits that can be gained through diverse community engagement”

Source: Feedback from Multicultural Framework survey May 2017 – anonymous

This approach would, over a period of 12 months, transition the Cultural Diversity Advisory Committee away from its current structure, which is not necessarily the best method of including newly arrived communities, to provide a more direct capacity for all cultures to be more involved in directing multicultural activities in Glenorchy. However, the members of this Committee deserve to be recognised publicly for the service they have given the community, and similarly invited to formal ceremonies for acknowledgement of their service to their communities and to Glenorchy.

Deliverable 3 – Increase resourcing dedicated to multicultural community support

GCC's current resourcing dedicated to multiculturalism is insufficient given the burgeoning need for greater work in this area, as identified by feedback received via a survey conducted in May 2017 and in conversations with community groups and service providers. This is also supported by statements in the Community and Strategic Plans. It is expected that the soon-to-be-released 2016 Census data will also evidence the continued growth of multicultural communities in Glenorchy. Currently, there is no dedicated cultural diversity officer position in Council, and the Community Development Coordinator performs some tasks with a multicultural focus, but only within the confines of their broader role.

There is currently a role within the Community Development team which is funded 0.6FTE (with a focus on access and ageing support). To increase this role to 1.0FTE would provide an extra two days per week whereby multicultural issues can be given more attention. This would include greater engagement with the community – being able to attend outside of normal working hours meetings, holding forums, and supporting specific multicultural programs in the community. Council will also need to consider factoring in to budget considerations additional funding to cover the costs of specialist bi-cultural workers and interpreters who are more increasingly needed to assist Council officers engage with all communities in the city.

“The best way to reach communities is to employ bi-cultural workers who can go out and connect”

Source: Feedback from Multicultural Framework survey May 2017 - anonymous

The Framework

Figure 2 that follows identifies the framework in action. As a service provider to the entire Glenorchy Community, Council must operate under the agreed goals, policies and programs it has committed to deliver.

Through consultation, the needs of the multicultural community have been identified, but these must be assessed in regards to staffing implications. Council must measure how it is progressing in meeting these needs and set itself a timeframe for review, to ensure it is meeting community requirements in the timeframe expected.

Through increased resourcing, both in staffing levels and financial contributions, GCC can more accurately plan, deliver and communicate with the multicultural community.

Through membership of the Welcoming Cities program, GCC will be able to benchmark it's progress towards supporting multicultural communities, in alignment with it's Multicultural Framework.

The multicultural ambassadors program builds on the good work provided by the Cultural Diversity Advisory Committee and delivers tangible direction for making great ideas a reality in the Glenorchy Community.

In addition, an assessment tool has been developed to enable Council to be transparent in the way that it selects chosen programs to support, advocate, lead, or not. This tool will also be a key aspect of assisting the multicultural ambassadors determine whether their ideas for projects will receive Council endorsement and support.

GCC Supporting Structures	What	When	Impact	Result
Community Plan GCC Strategic Goals	Join Welcoming Cities Program	December 2017	Can be delivered within existing resources	<ul style="list-style-type: none"> • Increase in number of migrants choosing to settle in Glenorchy • Capacity to benchmark GCC cultural diversity and inclusion policies and practices • Clarity of vision for next steps for being a welcoming, multicultural community
GCC Annual Plan Council Policies and Programs Multicultural Framework	Multicultural Ambassadors Program	Ambassadors selected: September 2017 Projects Commence: July 2018	0.2 FTE or 1 day per week ongoing	<ul style="list-style-type: none"> • Improved focus on projects of multicultural significance to the community • Increased perceived value for the multicultural community from the projects delivered • Improved future planning (both financial and resource) for GCC to respond to requests for assistance
	Increased GCC resourcing for multicultural activities	2018-19 budget onwards	0.2 FTE or 1 day per week ongoing	<ul style="list-style-type: none"> • Increased capacity for GCC to support multicultural community needs • Increase in staff involved in multicultural activities • Increase in diversity of work for community development staff

Figure 2 – Framework in Action

Recommendations

The Multicultural Framework is an opportunity for GCC to acknowledge that it has heard what the local community requires and subsequently can demonstrate with integrity the actions it will put in place to support these requirements. It is recommended that GCC:

1. Formally commit to become a member of the global “Welcoming Cities” network;
2. Implement best practice in providing a key support to multicultural community initiatives by transforming the Cultural Advisory Committee to be the first selection panel for the proposed Glenorchy Multicultural Ambassadors program;
3. Instigate a Multicultural Ambassadors program at Glenorchy, developed by the current Cultural Diversity Advisory Committee members and other representatives of different multicultural communities:
 - a. Ambassadors to be appointed for a 2 year period;
 - b. Ambassadors to prepare a plan, inclusive of budget (if required) for a key initiative with assistance from Glenorchy Council Officers;
 - c. Use the Multicultural Framework Assessment tool to select projects that can be supported by Council; and
 - d. Successfully supported or funded projects to be delivered by the Multicultural Ambassadors, with the support of Council and other ambassadors; and
4. Increase community development staffing by the appointment of a dedicated cultural diversity officer at 0.4FTE or 2 days per week to ensure a wider focus on multicultural community support in Glenorchy.

Appendix 1 – Multicultural Framework Assessment tool

Received Request	Rating	Is this a request for financial funding?	Rating	Type of Request	Rating	Impact of Request	Rating	Value of Request	Rating	Does this request require further consultation?	Rating	Does the request align with GCC's strategic plan?	Rating	Does the request align with the Community Plan priorities?	Rating	Does the request align with other Council policies or programs?	Rating	Is there a partnership opportunity?	Rating	Can GCC partner with other entities to support this request?	Rating	What is the community impact of the request?	Rating
Unplanned/ad hoc from an individual/group	1	yes	1	Lead responsibility	1	Direct financial contribution	1	Difficult to quantify	1	yes	1	No alignment	0	No alignment	0	No alignment	0	No partnership opportunity	1	No	3	Doesn't impact Glenorchy City Community	0
Request received from another service provider	3	no	5	Coaching	3	Promotion	3	Greater than \$10,000	1	no	5	Aligns with 1 strategic community goal	1	Aligns with 1 community plan goal	1	Aligns with 1 policy/program	1	Collaboration opportunity	3	Yes	5	Affects one multicultural community	3
Planned/identified by Council inclusive of budget	5			Advocating	5	Access to staff time	3	Greater than \$5,000, less than \$10,000	1			Aligns with some strategic community goal	3	Aligns with some community plan goals	3	Aligns with some policies/programs	3	Collaboration and financial partnership	5			Affects multiple multicultural communities	4
						Production of materials - printing	4	Greater than \$1,000, less than \$5,000	2			Aligns with all strategic community goals	5	Aligns with all community plan goals	5	Aligns with all policies/programs	5			Affects the whole GCC community	5		
						Access to facilities	4	Greater than \$500, less than \$1,000	3														
								Less than \$500	5														
Result		Decision		Type of support						References		Strategic Goals		Community Plan Goals		Council Policies and Programs							
any rating that includes 0		Cannot support										Building Image and Pride		Creating a strong economy - jobs, investment, CBD revitalisation		Youth strategy							
		Support		via partnership with other service organisation(s)								Making Lives Better		Creating an arts and cultural hub		Safer Communities Plan							
				via access to GCC staff								Open for Business		Supporting and celebrating diversity		Customer Service Charter							
				via financial contribution								Valuing our Environment		Building city pride, appearance and reputation		Community Engagement Strategy							
												Leading our Community		Providing a safe city - open spaces, community and recreational facilities		Welcoming Cities							

Appendix 2 - Consultation

The multicultural framework online survey was specifically sent to the following contacts with a request for them to extend it widely through their networks. GCC also had a link to the survey on its website.

- Special Committees of Council:
 - Cultural Diversity Advisory Committee
 - Safer Communities Committee
- Migrant Resource Centre (MRC)
- Multicultural Council of Tasmania (MCOT)
- Red Cross
- Catholic Care Migrant Support Program
- Save the Children
- Department of Premier and Cabinet (DPAC) – Multicultural Liaison distribution list
- Hear Our Voices Gathering Working Group members – including Save the Children Multicultural Playgroup, Hobart Womens Shelter (HWS), Royal Hobart Hospital Multicultural Liaison Officer, MRC workers and bi-cultural workers.
- Bhutanese community group
- Afghani Hazara community group
- Filipino community group
- Greek community group
- Ukranian community group
- Italian community group
- Polish community group
- Tasmanian Ethiopian community
- Karen Community
- Tas Tafe – Adult Migrant English Program

- Interagency Networks:
 - Health Promotion South Team at Department of Health and Human Services (DHHS)
 - Glenorchy Action Interagency Network (GAIN) for families and children
 - Linkages – Aged and Disability Network
 - Youth Action Network Glenorchy (YANG)
- Schools:
 - Cosgrove High School
 - Ogilvie High School
 - Glenorchy Primary School
- Internal Consultations:
 - Acting Director Community, Economic Development and Business
 - Acting Manager City Strategy and Economic Development
 - Coordinator Community Planning and Inclusion
 - Community Development Team
- Face-to-face meetings were also held with specific groups, including a Muslim women's group and leaders from different communities.

References

Glenorchy City Council website, www.gcc.tas.gov.au

City of Glenorchy Community Plan 2015-2040

Glenorchy City Council (2016) Multicultural Community Spaces Plan

Welcoming Cities website, www.welcomingcities.org.au

Tasmanian Multicultural Policy 2014,
http://www.dpac.tas.gov.au/divisions/csr/policy/Policy_Work/multicultural_policy

Tasmanian Population Growth Strategy 2015

<http://www.stategrowth.tas.gov.au/populationstrategy>

Multicultural Council of Tasmania, paper: *“Australians today: landmark research into multiculturalism 2016 by the Scanlon Foundation”* 27 September 2016, Summary of Table Discussions

Deloitte - <https://www2.deloitte.com/au/en/pages/public-sector/articles/welcoming-cities.html>

Quotes throughout the document have been sourced from the survey responses provided the Multicultural Framework survey issued to the list of stakeholders at Appendix 2.



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