

GLENORCHY CITY COUNCIL MULTICULTURAL COMMUNITY SPACES PLAN



GLENORCHY CITY
Where ideas happen.

Version Control

Version	Date	Author	Description
FINAL	04/10/2016	Plan C and Pearler	FINAL

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Acronyms

Abbreviation /acronym	Explanation
AFL	Australian Football Club
CBD	Central Business District
CPTED	Crime prevention through environmental design
DSS	Department of Social Services (Commonwealth Government)
GCC	Glenorchy City Council
HSS	Humanitarian Settlement Services
KGV	King George V Precinct
LGA	Local Government Area
LINC	Libraries in Tasmania
MAC	Moonah Arts Centre
MCC	Moonah Community Centre
MCOT	Multicultural Council of Tasmania
MONA	Museum of Old and New Art
MRC	Migrant Resource Centre
N/A	Not applicable
Old MAC	Old Moonah Arts Centre, also known as the Hopkins Street Centre.

Acronyms continued...

PA	Public address system
PCYC	Police Citizens Youth Club
State	Tasmania
Study Area	Glenorchy City Council LGA
Target group 1	Emerging and newly arrived multicultural groups
Target group 2	Young people from multicultural groups
Target group 3	Established multicultural groups
TBC	To be confirmed
WIFI	Wireless internet access
YMCA	Young Men's Christian Association

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Executive Summary

Project Background

Glenorchy City, located in the northern part of the Greater Hobart Region, is characterised by its high representation of multicultural communities arising from historic and recent waves of migration. The Tasmanian Government provided funding to Glenorchy City Council (GCC) to develop the *Multicultural Community Spaces Plan (Plan)*. The *Plan's* purpose is to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities in Glenorchy that will support their community, cultural and religious activities.

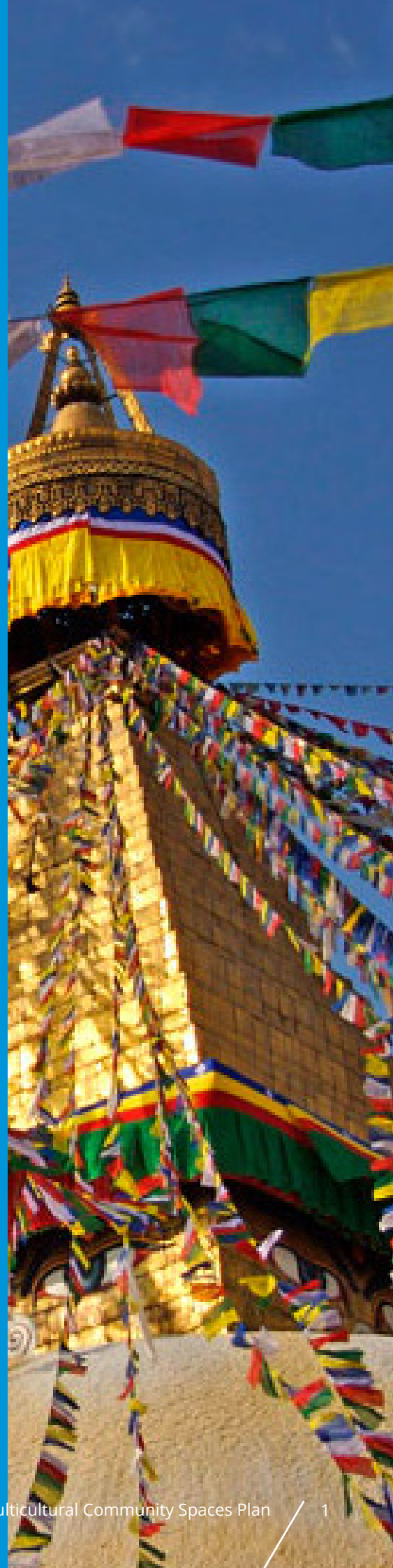
Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014). Retention of migrants through better access to and provision of spaces also plays a strategic role in encouraging groups to continue to reside in Hobart, which in turn supports state population growth and diversity objectives, as well as providing other community benefits.

Current Reality - Where are We Now?

Migration to Glenorchy

Glenorchy City and the Greater Hobart Region has long been a destination for overseas migrants, with high levels of European migrants arriving since the 1950's. Recently a rise in migrants from South East Asia, Central and West Asia, and Africa, representing almost one third of arrivals in the Greater Hobart Region, have settled in the Glenorchy LGA.

Glenorchy's high levels of cultural diversity is not evenly distributed across the LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities, including West Moonah, Moonah, Glenorchy, Lutana-Derwent Park, Montrose, and Chigwell.



Overseas migrants settle in Australia through the skilled, family and humanitarian migration programs. A large number of arrivals settled in Glenorchy and the Greater Hobart Region between January 2010 and December 2014 were from humanitarian programmes.

Multicultural Services

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) programme and delivered by external service providers including CatholicCare Tasmania, Migrant Resource Centre (Southern Tasmania) (MRC), and Red Cross Tasmania.

Multicultural Council of Tasmania (MCOT), a peak body run as a voluntary not-for-profit, also advocates for the rights and interests of multicultural groups in Tasmania.

Target Groups

Target groups were established to focus planning and consultation activities for the *Plan* most effectively under available project resources as directed by the project steering committee, and include:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been in the local area for less than five years.
- **Target Group 2** — Young people (aged 13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development.
- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support community, cultural, religious and faith-based activities, including groups generally settled for five years or longer, some groups that own and manage their own spaces and those seeking to develop facilities. It is important to note that individuals from some groups included in Target Group 3 continue to arrive to the present day





Current Use and Provision

A high level assessment identified how target groups' space and facility needs are currently being accommodated. The following spectrum of spaces was identified:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, such as schools and other State-owned/controlled assets, privately owned spaces, and sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all target group needs are currently being met, with varying barriers to participation between groups.

Facility Audit

Audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA. Audit criteria were informed by the project steering committee to supplement standard community planning and architectural criteria. Key findings indicated:

- Five (5) GCC facilities were considered **suitable**, with immediate capacity to support multicultural groups, including Moonah Community Centre (MCC), Old MAC, Cresswell Beakley Stand (Level 3), Berriedale Hall and Chigwell Barn.
- Four (4) non-GCC owned facilities were identified as **potentially suitable** to meet needs, included Glenorchy Masonic Hall, Cosgrove High School, Glenorchy Primary School and German Club.

A number of additional spaces and facilities were identified that could not be audited within the scope of the study, or sat outside of the study area, but could accommodate the needs of multicultural groups. Additional guidance on these is provided in project recommendations.

Desired Future – Where Do We Want To Be?

Community Engagement

The three target groups were engaged through five separate but linked consultation programs that engaged 91 participants in total, representing approximately 24 different multicultural groups. There were an additional 14 groups contacted several times by the project team who did not participate in engagement.

Outcomes of the engagement program for each target group are summarised in the table below.

Target Groups	Key Consultation Outcomes
Target Group 1: Emerging and Newly Arrived Multicultural Groups	<ul style="list-style-type: none"> • Old MAC is the preferred space for development of a potential multicultural hub for smaller scale events and activities (up to 200 people) • Other GCC-owned spaces and facilities (e.g. MCC) would also be required to meet the likely demand for cultural and faith based activities, particularly on weekends, afternoons and evenings • Non-GCC owned spaces and facilities are also needed to meet the potential demand for larger scale (above 200 people) activities, include Royal Hobart Showgrounds, School facilities (i.e. Cosgrove High School) and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs)
Target Group 2: Young People	<ul style="list-style-type: none"> • Level 3, Cresswell – Beakley Stand was identified as the preferred location for a drop-in youth facility offering after school, weekend and holiday programming, supported by MRC (as a tenant in KGV), and GCCs youth team • YMCA Glenorchy have expressed interest in providing programs for young people from multicultural backgrounds, which will be further explored in the implementation of the Plan • Sports clubs in the KGV Precinct could also deliver sports activities programming for young people with multicultural backgrounds
Target Group 3: Established Communities	<ul style="list-style-type: none"> • Other GCC-owned spaces and facilities (e.g. MCC) could meet some of the potential demand for cultural or faith based activities, particularly on weekends, afternoons and evenings. • Facilities owned / leased by other multicultural groups potentially including Italian Club, German Club, Polish Club, and Australian Croatian Club which may have excess capacity for similar purposes. • There are a range of barriers that prevent multicultural communities accessing appropriate spaces including: cost to hire, insurance, awareness of spaces, literacy and capacity challenges within some communities. • Specific groups are interested in developing their own facilities for religious and faith-based purposes including Sikh and Hindu groups.

Action Planning – How Do We Get There?

Recommendations

Target Groups	Recommendations
<p>Target Group 1: Emerging and Newly Arrived Multicultural Groups</p>	<ul style="list-style-type: none"> • GCC to provide use of the existing Old MAC building to become a dedicated multicultural hub for the next five years as a transitional space for Target Group 1 – Emerging and Newly Arrived Migrants and other multicultural groups use, at the lowest cost possible, provide maintenance, and potentially minor capital works • Identify a provider from the multicultural service sector to manage and operate the facility through an Expression of Interest (EOI) process, including dedicated human resources (on a part-time or casual basis) • GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) through a dedicated community development program • Funding to support implementation will be sought from all levels of government
<p>Target Group 2: Young People</p>	<ul style="list-style-type: none"> • Provide the Cresswell-Beakley Stand (Level 3) as a supported, part time youth space to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services, managed by MRC • Continue engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct • Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED considerations, connectivity to Glenorchy CBD and to address other relevant planning, design and management issues
<p>Target Group 3: Established Communities</p>	<ul style="list-style-type: none"> • Develop solutions to reduce the barriers to entry and increase access to community spaces and facilities for all multicultural groups, through: <ul style="list-style-type: none"> - Service providers brokering outcomes between groups and space providers through the community development program described in the Plan Appendices - Providing GCC-owned facilities for as low a cost as possible - Cost effective insurance cover, possibly held by the sector or by GCC, to enable increased ad hoc usage by target groups - Communications and information materials to promote opportunities - Development of a website for information and/or online / digital (application based) booking system • Establish a forum with relevant stakeholder groups to explore the issues and barriers to the development of places of worship for faith-based communities • Support the establishment of a whole of government approach to facilitate the development of places of worship in the Greater Hobart Region that clarifies a preferred development approach and manages community concern

1. Introduction

1.1 Project Background

Glenorchy City Council's (GCC) Local Government Area (LGA) is located in the northern part of Greater Hobart Region. Historically, multicultural groups and migrants have chosen to live in Glenorchy since European settlement in the 1870's, with further waves of migration since the 1950s.

Glenorchy continues to be a popular destination for multicultural groups to the present day, with a number of humanitarian and other migrant entrant groups settling in the local area over the last ten years.

In February 2014, the Tasmanian Government announced the release of funding for GCC to develop the Multicultural Community Spaces Plan (*Plan*). The *Plan* aims to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities to support community, cultural and religious activities.

Funding for the development of the *Plan* followed an unsuccessful bid to develop a Sikh Temple in the local area after a series of meetings with local community groups and politicians. This encouraged local and state governments and the sector to look more closely at the spatial community space needs and barriers facing local multicultural groups.

At a state level, the retention of multicultural groups within Tasmania is supported as a key objective to growing the state's population and diversity.

GCC commissioned Plan C and Pearler, Community Planners and Architects, to prepare the Plan.



1.2 Project Methodology

1.2.1 Planning Process

Data was gathered from a variety of sources in preparation of the *Plan*, both primary and secondary, through the activities listed below:

1. Review of background information
2. Audit of facilities in the existing network
3. Engagement with internal and external stakeholder groups, including:
 - Elected representatives and GCC officers
 - Steering Committee Members comprising multicultural service sector and representatives from three levels of government
 - Representatives from local multicultural community groups
4. Drafting of Action and Implementation Plans
5. Plan review and adoption

1.3 Plan Structure

The *Plan* is structured to reflect the four stages of community planning, and includes the following sections:

Section 2: Current Reality – Where are we now?

Section 3: Desired Future – Where do we want to be?

Section 4: Action Planning – How do we get there?

Section 5: Implementation Plan – Are we getting there?

Detailed outcomes and other resources arising from the project are provided as appendices in a separate volume to further support the *Plan*'s recommendations, and include:

- **Appendix A:** Background to the Multicultural Services Sector
- **Appendix B:** Facilities Audit
- **Appendix C:** Community Engagement
- **Appendix D:** Facilities Upgrades and Approaches
- **Appendix E:** Places of Worship
- **Appendix F:** Brokering Access to Spaces
- **Appendix G:** Stakeholder Database



2. Current Reality

Where are we now?

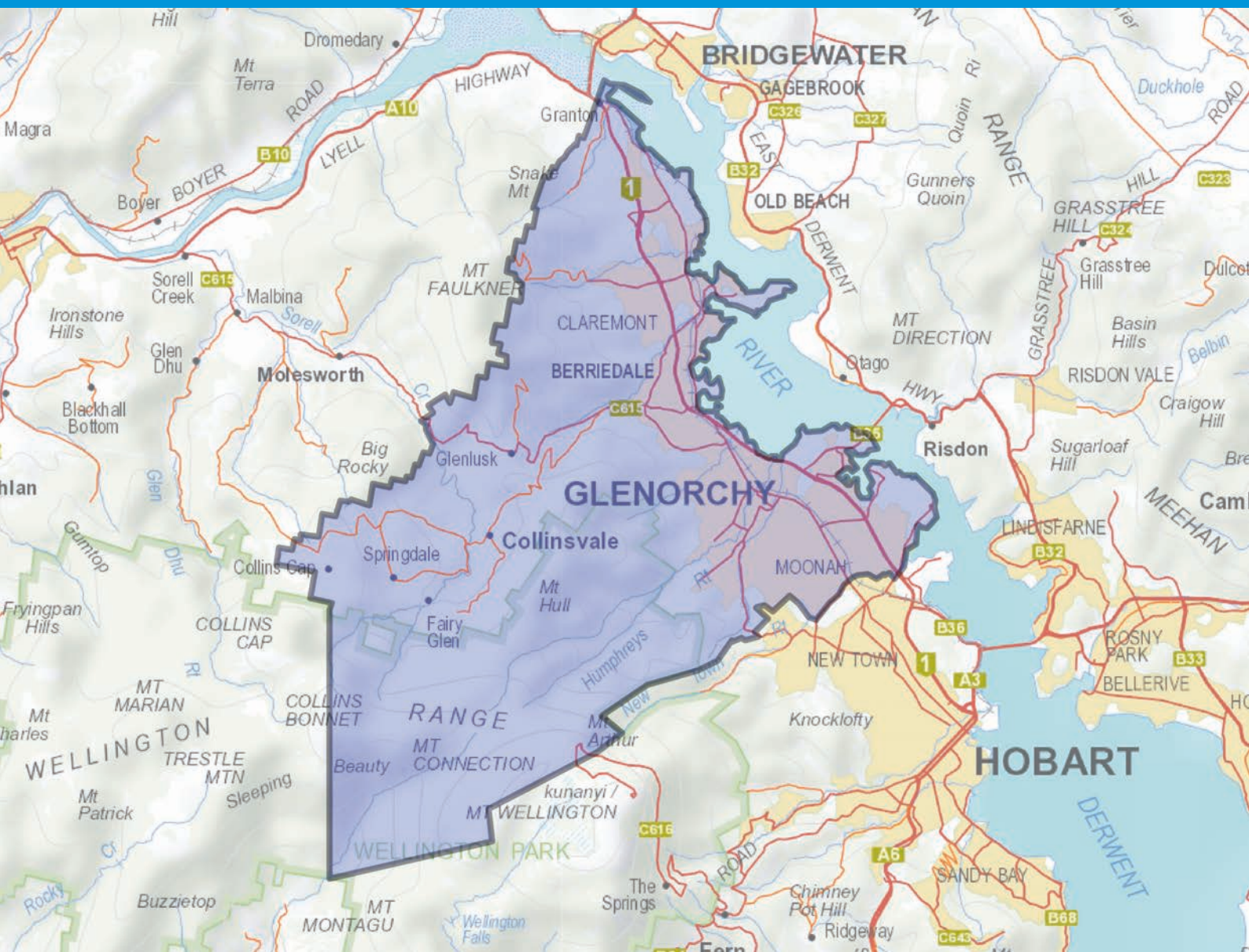


Figure 2.1: Glenorchy City Council Area

2.1 Study Area

Glenorchy LGA has the third largest population in the Greater Hobart Region, with an estimated residential population of 45,622 people at June 2014 (ABS, 2015), covering a total area of 120.9 km².

GCC's jurisdictional area includes the suburbs of Glenorchy, West Moonah, Moonah, Berriedale, Chigwell, Collinsville, Rosetta, Claremont, Lutana, Derwent Park, Goodwood, Collinsvale, Granton, Austin's Ferry, Montrose and sections of Wellington Park.

The Glenorchy LGA area is depicted in **Figure 2.1**.

2.2 Multicultural Communities

2.2.1 Cultural Diversity in Glenorchy

Glenorchy's community is characterised by high levels of multiculturalism¹, measured within this project by residents that speak a language other than English at home (LOTE), representing 7.4 % of the LGA population in June 2011, which was higher than the Greater Hobart Region (6.4%), and Tasmania as a whole (4.5%) (Profile Id, 2015).

However, cultural diversity is not evenly distributed across Glenorchy LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities. These include the suburbs of West Moonah (17.8%), Moonah (15.6%), Glenorchy (14.5%), Lutana-Derwent Park (10.7%), Montrose (10.5%), and Chigwell (10.3%) (GCC 2015a).

GCC celebrates multiculturalism through a number of programs and events such as the popular Moonah Taste of the World Festival, which has been held for the last five years in Benjafield Park in Moonah.

2.2.2 Migration to Glenorchy

Glenorchy City and the Greater Hobart Region has long been a destination for overseas migrants since European settlement in the 1870's and high levels of European migrants arriving since the 1950s.

In the past ten years, a rapid rise in migrants settling has been experienced, with 31.3% of overseas born people arriving between 2001 and 2011 (GCC, 2015b). A total of 1,199 migrants settled in the Glenorchy LGA between 2010 and 2015, representing 29.7% of arrivals in the Greater Hobart Region from regions and countries outlined below (DSS, 2015) (see **Table 2.1** and **Figure 2.1**).

Table 2.1: Migrant Arrivals – Regions, Countries and Ethnic and Cultural groups

Region	Countries	Additional Ethnic and Cultural Minority Groups Identified
South East Asia	Thailand	
	Bhutan	
	Nepal	
	Burma	Karen Community from Southern Burma
Central and West Asia	Iran	
	Afghanistan	Afghan-Hazara Community
	Pakistan	
Africa	Ethiopia	
	Eritrea	
	Democratic Republic of Congo	
	South Sudan	

¹ Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014).

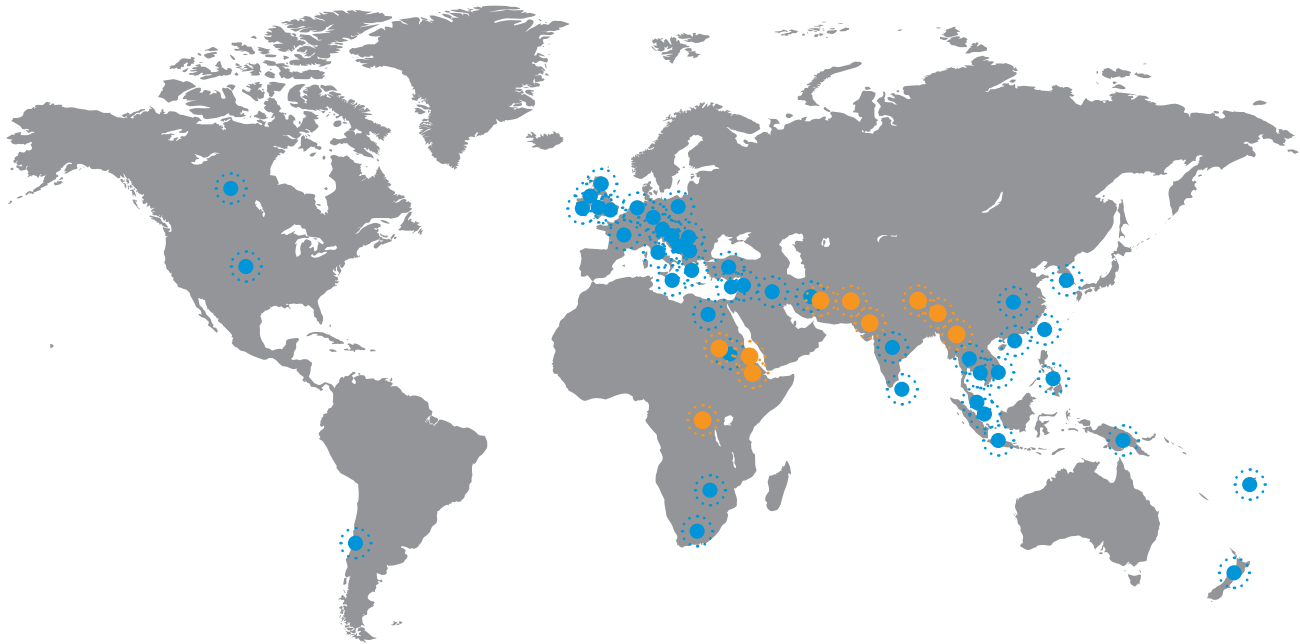


Figure 2.2: Origins of Multicultural Communities in Glenorchy LGA

Established Communities

Countries of origin for multicultural groups who have been **settled in Glenorchy for sometime**, generally more than 5-10 years, with ongoing migration being experienced within some communities.

Emerging & Arriving Communities

Countries of origin for the most **recently arrived groups**, generally within the last five years, who are a current focus for settlement services provided by the sector.

2.2.3 Humanitarian Migration

A number of pathways exist for settlement in Australia, which include skilled and family migration as well as the Australian government's refugee and humanitarian programme.

Refugee and humanitarian entrant programme visas include:

- Refugee Visa (Subclass 200)
- In-country Special Humanitarian (Subclass 201)
- Emergency Rescue Visa (Subclass 203)
- Woman at Risk (Subclass 204).

Special Humanitarian Programme Visas (Subclass 202) are also available for people proposed by a family member living in Australia. In Tasmania, 2,038 humanitarian arrivals settled between January 2010 and December 2014, with the Greater Hobart Region receiving 53.6% of those settled across the State (DSS, 2015).

2.2.4 Multicultural Services Sector

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) programme. External providers deliver services under the HSS Programme on behalf of the Federal Government (via Department of Social Services – DSS).

CatholicCare Tasmania is currently the HSS service provider for Southern Tasmania.

The Migrant Resource Centre (MRC) and CatholicCare Tasmania provide longer-term post HSS settlement support (for up to five years from arrival) under separate DSS grant funded services.

Red Cross Tasmania provide services for people that are affected by migration providing health and mental health, and financial support for clients, as well as for other members of the broader community.

The Multicultural Council of Tasmania (MCOT) is a peak advocacy body for migrant led community cultural organisations with more than 50 member organisations state-wide.

To find out more about the multicultural services sector in Glenorchy and Greater Hobart Region see **Appendix A**.

2.3 Target Groups

A broad range of multicultural groups have been identified in the study area ranging from groups that have settled for longer periods of time, to those newly arrived. The following target groups were established to focus planning and consultation activities most effectively, based on advice from the steering committee:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been represented in the local area for less than five years

- **Target Group 2** — Young people (13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development

- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support cultural, religious and faith-based activities, including groups settled for five years or longer, some groups that own and manage their own spaces, and those seeking to develop facilities. It is important to note that individuals from some groups included in target group 3 continue to arrive to the present day

A community engagement approach was devised and implemented for each Target Group following identification of high-level space opportunities to frame the engagement approaches for each group.

The steering committee made clear the need to identify real space opportunities to present for community consideration during engagement.

2.4 Existing Spaces and Facilities

2.4.1 Current Use and Provision

Table 2.2 provides a high-level assessment of how the needs of project target groups are **currently being accommodated** across a spectrum of spaces. This includes private and public spaces that meet some groups' community, cultural, or religious needs. The spectrum of spaces includes:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Key service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, including:
 - Schools and other State-owned/controlled assets
 - Privately owned and vacant commercial spaces
 - Sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all community group needs are currently being met. There are barriers to participation that vary between groups. This is discussed further in **Section 3.0**.

2.4.2 Planning Districts

For the purposes of this project community facilities in Glenorchy have been categorised into three planning districts including (see **Figure 2.1**):

- **Southern District** concentrated around the suburb of Moonah
- **Central District** concentrated around Glenorchy CBD
- **Northern District** including the suburbs of Chigwell and Berriedale

Figure 2.3 shows the location of existing Council and non-Council facilities and other important points of interest within these districts.

Table 2.3 lists existing facilities and services within each planning district and how this provision relates the spectrum of spaces currently used by multicultural groups.

Table 2.2: Spaces and Facilities currently used by Multicultural Groups

Target Group	Spectrum of Spaces and Facilities				
	1. Community accommodated (resident's houses)	2. Key Service sector supported	3. GCC-owned	4. Other Non-GCC	5. Owned by community groups
Target Group 1 Emerging and newly arrived multicultural groups	<ul style="list-style-type: none"> ▪ Karen (Burmese) ▪ Bhutanese ▪ Nepali ▪ Iraqi ▪ Iranian ▪ Afghan Hazara ▪ Afghani communities ▪ Sudanese ▪ Ethiopian. 	<ul style="list-style-type: none"> ▪ Needs catered for by multicultural services sector 	<ul style="list-style-type: none"> ▪ MCC ▪ Old MAC ▪ New MAC ▪ Chigwell Barn ▪ Berriedale Hall. 	<ul style="list-style-type: none"> ▪ Cosgrove High School ▪ Glenorchy Primary School ▪ Royal Hobart Showgrounds ▪ Other facilities. 	
Target Group 2 Young people from multicultural backgrounds		<ul style="list-style-type: none"> ▪ Needs catered for by multicultural and youth services sector 		<ul style="list-style-type: none"> ▪ Cosgrove High School ▪ Glenorchy Primary School ▪ LINC Building. 	
Target Group 3 Established multicultural groups	<ul style="list-style-type: none"> ▪ Sikh ▪ Hindu ▪ African communities ▪ Others. 	<ul style="list-style-type: none"> ▪ Some of the needs catered for by the multicultural services sector 	<ul style="list-style-type: none"> ▪ MCC ▪ Old MAC ▪ Chigwell Barn ▪ Berriedale Hall. 	<ul style="list-style-type: none"> ▪ YMCA, Glenorchy. 	<ul style="list-style-type: none"> ▪ Polish Club ▪ Chinese Club ▪ Italian Club ▪ Hellenic Club Hobart ▪ Australian Croatian Club ▪ Australian German Club.

Figure 2.3: Distribution of Facilities and Services across Planning Districts

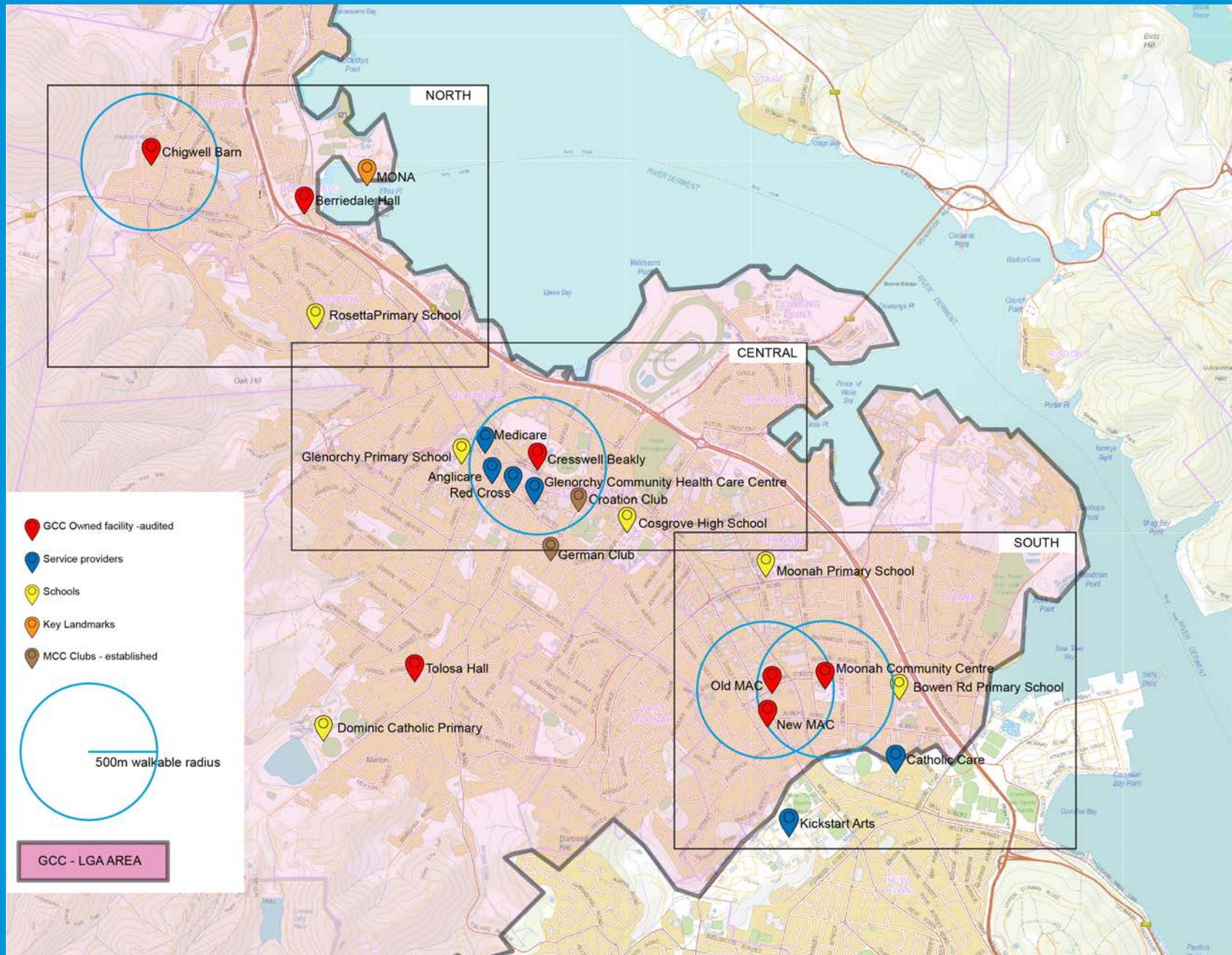


Table 2.3: Existing Facility Provision based on Planning Districts and Typologies

No.	Name	Suburb	Spectrum				
			1. Community accommodated	2. Service Sector Supported	3. GCC owned	4. Other Non-GCC	5. Owned by community groups
1. Southern District							
1.1	Moonah Community Centre	Moonah					
1.2	Old Moonah Arts Centre (MAC) ¹	Moonah					
1.3	New MAC	Moonah					
1.4	Catholic Care	New Town					
1.5	Kickstart Arts Centre	New Town					
1.6	Moonah Primary School	Moonah					
1.7	Bowen Road Primary School	Moonah					
1.8	West Moonah Community House	Moonah					
2. Central District							
2.1	Cresswell – Beakley Stand (Level 3)	Glenorchy					
2.2	Tolosa Hal	Tolosa					
2.3	Anglicare	Glenorchy					
2.4	Medicare	Glenorchy					
2.5	Redcross	Glenorchy					
2.6	Glenorchy Primary School	Glenorchy					
2.7	Cosgrove High School	Glenorchy					
2.8	Glenorchy Community Health Centre	Glenorchy					
2.9	Linc Building Tasmania	Glenorchy					
2.10	Derwent Entertainment Centre	Glenorchy					
2.11	Glenorchy Masonic Hall	Glenorchy					
2.12	German Club	Glenorchy					
2.13	Golden Years	Glenorchy					
2.14	Ukrainian Hall	Glenorchy					
2.15	Australian Croatian Club	Glenorchy					
2.16	Royal Hobart Showgrounds	Glenorchy					
3. Northern District							
3.1	Berriedale Hall	Berriedale					
3.2	Chigwell Barn	Chigwell					
3.3	Bucaan Community House	Chigwell					
3.4	Rosetta Primary School	Rosetta					
3.5	Mt Faulkner Primary School	Chigwell					

² **Note:** Old MAC is also known internally to GCC as the Hopkin’s Street Centre.



2.4.3 Facilities Audit

An audit of community facilities was conducted to develop an initial baseline of community space opportunities, understand barriers to access, and the suitability of spaces for use by project target groups. More information about the audit findings is provided in **Appendix B**. In summary, audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA.

Key findings include:

- Five GCC facilities were considered appropriate with immediate capacity to support multicultural groups, including:
 - Moonah Community Centre (MCC)
 - Old MAC (Hopkin's Street Centre)
 - Cresswell Beakley Stand (Level 3)
 - Berriedale Hall
 - Chigwell Barn

- Four Non-GCC owned facilities were identified as potentially suitable to meet community needs, including:
 - Glenorchy Masonic Hall
 - Cosgrove High School
 - Glenorchy Primary School
 - German Club.

A number of additional spaces and facilities were identified but could not be audited within the scope of the study, or sat outside of the study area, but could potentially accommodate the needs of multicultural groups. Recommendations provided in this Plan include longer-term consideration of these spaces through inter-LGA collaborations and information sharing as outlined in the appendices.



3. Desired Future

Where Do We Want to Be?

3.1 Community Engagement

3.1.1 Program

GCC, Plan C, Pearler and MRC engaged with target groups to identify their current and future needs to gather, meet and participate in cultural and religious practice, with the detailed outcomes of engagement presented in **Appendix C**.

The consultation program incorporated:

- Five separate consultation streams, where data was collected through a number of different tools and techniques

- At least 91 participants across all consultation activities

- Representation from approximately 24 different multicultural groups from the Study Area.

- An additional 14 groups were contacted several times by the project team but did not participate in engagement.

For more information about the consultation program and activities see **Table C.1** in **Appendix C**.



3.1.2 Findings

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

Of all facilities available, stakeholders within this group indicated their preference to use the existing Old MAC facility for smaller-scale (less than 200 people) community, cultural, faith based, and other activities (e.g. language and computer classes, educational and governance).

Potential upgrades to the Old MAC Facility to improve the space for use by this group are provided in **Appendix D**. The demand is such that Old MAC could be allocated solely for the use by this group, multicultural young people and more established communities full time, and form a dedicated multicultural hub for Glenorchy.

Moonah is also the preferred location for a multicultural hub, given increased feelings of safety from participants, increased levels of diversity and a supportive local business sector in this local area.


Newly arrived migrant groups also identified that they need to access larger scale (above 200 people) cultural and faith-based activity spaces, which could be accommodated within non-GCC owned spaces and facilities, including the Royal Hobart Showgrounds, school facilities in the existing network (i.e. Cosgrove High School), and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs).

Other GCC-owned spaces (such as MCC, Chigwell Barn and Berriedale Hall) are also likely to be required to meet the demand generated by this group, particularly on weekends, afternoons and evenings.

Target Group 2 – Multicultural Young People

Young people want an inclusive drop-in activity space held afterschool, on weekends and holidays with some activity segregation between genders and some shared activity times. Many multicultural young people live around Glenorchy. Existing youth environments including local schools, hangout spaces and shopping areas are also located in this local area and MRC a peak service provider has recently relocated to the KGV precinct. Creating a youth space in Glenorchy is therefore the preferred location, given these factors.





An opportunity to develop a facility at Level 3 of the Cresswell – Beakley Stand at the KGV precinct is being explored between GCC, the AFL Club and MRC, which is supported by GCC's Youth Services. MRC now operates from KGV and has some access to the Cresswell – Beakley Stand for 15 hours per week.

There is also potential to deliver programming through the YMCA and existing sports clubs in the KGV Precinct in further support of a multicultural youth facility at this location. Potential upgrades to the Cresswell-Beakley Stand to improve the provision of spaces and facilities, based on outcomes of consultation with Target Group 2, are provided in **Appendix D**.

Target Group 3 – Established communities

Facilities owned / leased by established multicultural groups including the German, Polish, Chinese, Croatian, Greek and Italian communities, accommodate the majority of their community events and activities, except for large scale events (up to 1,500 people). Some of these spaces and facilities could also support the needs of other multicultural groups if there is excess capacity.

Detailed space and facility needs and potential opportunities for individual multicultural groups identified through engagement activities are outlined in **Table C.2** in **Appendix C**.

An indicative calendar of religious holidays and events for emerging and established multicultural communities, illustrating likely high demand periods, is also presented in **Figure C.1** and **C.2** in **Appendix C**. The calendar was established via research and engagement with community representatives to indicate peak times of demand and usage.

Places of Worship

Faith-based communities continue to settle in Glenorchy LGA and Greater Hobart Region and some of these groups seek to develop their own places of worship with capacities to accommodate between 300 – 1,000 people.

Direct engagement with representatives of the Sikh and Hindu communities identified need for dedicated places of worship in Glenorchy LGA or the Greater Hobart Region as follows:

- The Sikh community requires a temple with a capacity of 600 – 1,000 people, a separate space to share food, a kitchen to prepare food, 100 car parks, a residence for Akal Takht (Sikh Clergy), and supporting amenities and facilities.

- The Hindu community requires a temple with a capacity of 150 – 300 people, including a hall of approximately 20 m by 15 m, with a kitchen to prepare food, and supporting amenities and facilities.

Currently, the Sikh community's needs are being partly met through a residence and shed on a 5 acre block that is situated in Roches Beach in Clarence LGA that is leased, however the community aspires to develop a facility in the Glenorchy or surrounding area as many community members live in this area.

The Hindu community owns a parcel of land earmarked for development for their purposes situated in Bridgewater, Brighton LGA.

There are a range of other smaller multicultural communities who are not currently seeking to develop their own places of worship but are addressing these needs through private spaces or the temporary use of GCC and non-GCC community facilities, as outlined in the appendices.

Establishing dedicated places of worship and associated facilities is challenging from a number of perspectives including:

- Planning and development expertise and financial resources available to multicultural groups wishing to develop a place of worship
- The lack of current forward planning guidance on appropriate locations for these facilities from state and local government
- A current lack of coordination between local governments comprising the greater Hobart metropolitan area and the state government to plan for appropriate sites
- Managing potential community opposition
- Lack of an existing process that addresses the above issues

Barriers to Entry

Engagement activities with multicultural groups, both emerging and established groups, identified barriers for entry to access community spaces that include costs of hire, insurance considerations, security systems and cleaning requirements.

Other barriers include the level of organisational capacity within some multicultural groups and associations, availability of children's activities, transport and car parking at community spaces and facilities.



4. Action Plan

How do we get there?

4.1 Key Recommendations

Key recommendations to support the provision of space and facilities to meet the needs of multicultural groups in the Glenorchy and Greater Hobart Region include:

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

1. GCC to provide use of the existing Old MAC to become a multicultural hub for the city for a minimum of five years. The hub will act as a dedicated and transitional space focusing on the needs of Target Group 1 and other multicultural groups use via GCC contributions that include:

- Minimal fees to a service provider to lease and operate
- Providing ongoing maintenance costs
- Undertaking small-scale capital works, should they be needed (subject to negotiation)

2. Identify a service provider from the multicultural service sector to manage and operate the facility for the first two years of operations through an Expression of Interest (EOI) process, including a requirement for dedicated human resources (on a part-time or casual basis) to:

- Provide ongoing management and assistance to groups and individuals using the hub
- Establish and facilitate an advisory committee (or other structure) with representatives of emerging multicultural groups to ensure effective governance and operations
- Establish and implement a booking system that will be negotiated in advance (three months) for scheduled and casual bookings
- Build capacity of representatives and members of multicultural groups to be able to access and use other facilities and spaces
- Where appropriate, facilitate connections with local groups, residents and businesses to build awareness and support the Hub

3. GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) by continuing to manage ad hoc requests and ultimately via a dedicated community development program. For more information about brokering spaces please see **Appendix F**.

The existing Old MAC Facility is intended to primarily support Target Group 1 as a priority user group, but other groups can be accommodated as well if capacity exists. An affordable fee structure needs to be established that provides preference to targeted groups that increases for other community groups similar to the pricing structure for New MAC.

It is expected that the first year of operations at Old MAC will be exploratory and firmer governance and operational guidelines established as more resources are available and knowledge about usage preferences are more defined.

Target Group 2 – Young People

1. Provide the Cresswell-Beakley Stand (Level 3) to be used and managed part time as a youth facility for young people from multicultural backgrounds for after school and drop-in activities and services. MRC is the preferred operator of this facility given its operations run from the adjacent and connected KGV facility.

2. Continue ongoing engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct.

3. Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED and improved connectivity to the Glenorchy CBD.

Target Group 3 – Established Groups

1. Develop solutions to reduce the barriers to entry to increase multicultural groups access to community spaces and facilities, via:

- Service providers brokering outcomes and connecting groups to spaces based on the spatial opportunities outlined in Appendix C and process outlined in Appendix F
- Providing GCC-owned facilities at lowest cost possible to multicultural groups to hire for events and activities, which can be approved by GCC's General Manager on a one-off basis
- Potentially providing insurance cover to multicultural groups through a group policy potentially managed by a service provider
- Developing communications and marketing materials in appropriate languages, using materials from this study, to be distributed by the sector to inform multicultural communities representatives about the spaces and facilities available, booking process and facility management requirements
- Development of an online / digital (application based) booking system that provides multicultural communities with current information about availability

2. Establish a forum with relevant stakeholders from State agencies, local governments, the sector and relevant community leaders to explore the constraints and opportunities around the development of places of worship for faith-based communities.

3. Support the development for a preferred approach to facilitate the development of places of worship for faith-based communities in Glenorchy and Greater Hobart Region that manages potential community concern. Preferred approaches for facilitating the development of places of worship are provided in Appendix E.



4.2 Key Principles

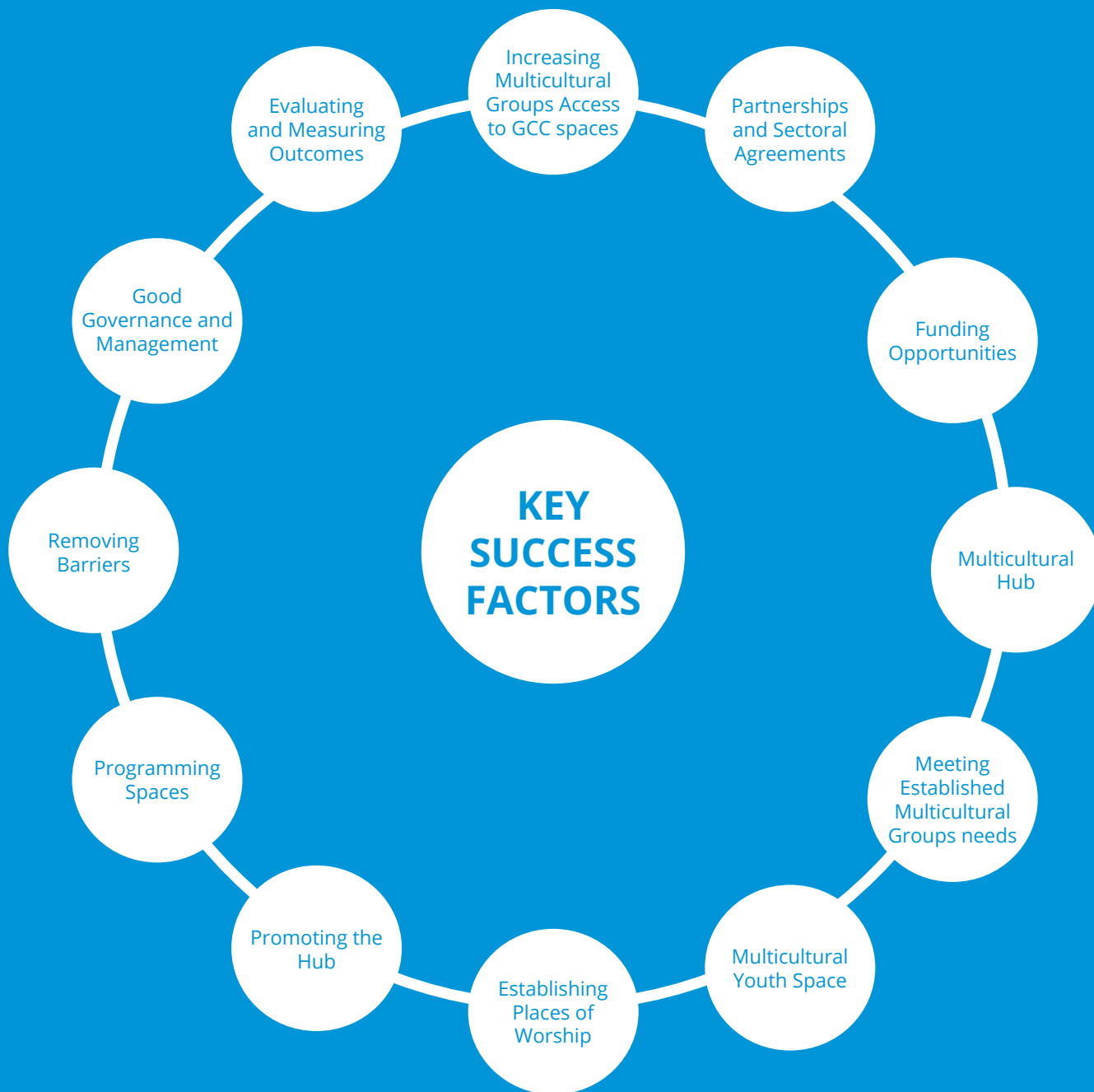
The key principles required to underpin the achievement of the Plan's recommendations include the following approaches.

Table 4.1: Key Principles

Key Principle	Description
Partnerships approach	High levels of complexity for the delivery of spaces and facilities to meet the needs of multicultural groups, and therefore the delivery of solutions to increase access and provision requires the involvement and resources from all stakeholder groups working in partnership, including: GCC, other Hobart LGAs, State and Federal Governments, Multicultural services sector and broader community in Glenorchy LGA.
Maximising Outcomes	Outcomes can be maximised via: <ul style="list-style-type: none"> ▪ Provision of spaces, maintenance and capital works at the lowest cost possible ▪ Utilising human resources from existing funded programs to assist in the delivery of outcomes ▪ Partnerships with external groups and philanthropic groups where possible e.g. Welcoming Cities Australia ▪ Use of volunteers ▪ Supporting multicultural community members through increased capacity to deliver outcomes for themselves and provide support to other groups ▪ Maximising future funding opportunities to attract more resources
Addressing highest levels of need first	Prioritising the highest levels of need first to associate, gather and participate in cultural, religious and education activities, via: <ul style="list-style-type: none"> ▪ Creating a supported space for emerging and newly arrived migrant communities and multicultural young people who have the least resources ▪ Brokering improved space outcomes for established groups by matching up needs with opportunities and removing barriers
Incrementalism	The <i>Plan</i> includes guidance on roles, programs and projects that can be implemented when funding does become available to the sector or within GCC as outlined in appendices. An incrementalist approach to implementation is recommended using these materials when resourcing is available.

4.3 What Success Looks Like

Figure 4.1: Key Success Factors



4.4 Action Plan

Funding and Implementation

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
1. Increasing Multicultural Groups Access to GCC spaces						
1.1	Provide use of the existing Old Moonah Arts Centre (Old MAC) to become a dedicated multicultural hub over the next five years as a transitional space for newly arrived migrants and other multicultural groups use. GCC provides the facility at lowest cost possible, provide maintenance, some security measures and includes improvements into the capital works program where possible.	- GCC				
1.2	Appoint a hub operator for the first two years of operations via an EOI process with providers from the sector.	- GCC				
1.3	Provide additional capacity and space for multicultural groups to deliver events and activities at the Moonah Community Centre (MCC), via an appropriate and affordable fee structure and preferential bookings for emerging and established multicultural community groups.	- GCC - Sector				
1.4	Progress the development of a youth facility in the KGV precinct to meet the needs of children and young people from multicultural backgrounds in Glenorchy CBD.	- GCC				
2. Develop Partnerships and Sectoral Agreements						
2.1	Develop a Sector Partnership Agreement outlining the roles and contributions of various members of the sector to assist implementation of the Plan. Roles include facility provision (GCC), management and operations (multicultural services), funding (whole of government), volunteering and contribution to outcomes (multicultural groups) participation and awareness (broader community).	- GCC - All levels of Government - Sector - Community Groups				
2.2	Review GCC's existing structures and internal committees that work with multicultural groups. Develop a GCC multicultural framework to guide Council in relation to priorities and actions within the Glenorchy community. The framework will build on the concepts recommended in this <i>Plan</i> .	- GCC				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
3. Identify Funding Opportunities to Support Implementation						
3.1	Identify and seek funding opportunities from local, State and Federal Governments, philanthropic groups and other sources.	- Sector - GCC - State Government - Federal Government				
3.2	Develop proposals and grant funding applications individually or in partnership (refer Action 2.1). Discuss and allocate resources from organisations to support application drafting and development.	- GCC with relevant - stakeholders				
3.3	Continue to lobby with stakeholders and elected representatives from the State and Federal Governments to lobby for funding on an ongoing basis.	- GCC with relevant - stakeholders				
4. Planning and Design for the Multicultural Hub						
4.1	Identify any relevant planning controls and restrictions in the <i>Glenorchy Interim Planning Scheme (2015)</i> that may apply to potential uses and upgrades identified in Appendix E for the proposed <i>Multicultural Hub</i> at Old MAC.	- GCC				
4.2	Review design and cost estimates for the potential upgrades of spaces and facilities in the proposed <i>Multicultural Hub</i> in appendices. Build these upgrades into GCC's capital works program.	- GCC				
4.3	Develop proposals and grant funding applications to deliver potential upgrades of spaces and facilities not included in GCC's capital works program for the <i>Multicultural Hub</i> .	- GCC - Service provider				
4.4	Undertake upgrades to spaces and facilities in the <i>Multicultural Hub</i> .	- GCC - Service provider				
5. Planning for the Needs of Established Groups						
5.1	Seek funding and resources to broker outcomes and opportunities via a dedicated community development program described in Appendix F .	- GCC - Service Provider - Whole of government				
5.2	Identify and broker opportunities for co-sharing arrangements of existing facilities owned / leased by established groups (e.g. Croatian Club) with other multicultural groups in the Glenorchy LGA and the broader Hobart region, via Community Development Program in Appendix F .	- GCC - Service Provider - Community Groups - Whole of government				
5.3	Partner with the YMCA to determine which groups they can accommodate at their facility based on information provided in this Plan.	- Sector				
5.4	Provide established groups with information and resources (online and hardcopy) in appropriate language to raise awareness about the availability of community facilities for hire, booking system and other requirements.	- Sector - GCC/Greater Hobart Councils				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
6. Planning and Design for Multicultural Youth Space						
6.1	Further progress negotiations around part-time use of the Cresswell-Beakley Stand (Level 3) and broker an appropriate agreement to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services.	- MRC - GCC - Sports groups				
6.2	Develop a youth program for a worker based in the space to meet the needs of young people and undertake community development activities with surrounding user groups. Refer to appendices for further detail.	- MRC				
6.3	Ensure the master planning process for the KGV Precinct addresses the needs for various user groups, safety and CPTED issues, and improved connectivity with Glenorchy CBD.	- GCC				
7. Planning and Development of Places of Worship						
7.1	Establish a planning and development process for places of worship to meet the needs of faith-based multicultural groups (e.g. Sikh, Hindu and other communities) by firstly facilitating the stakeholder forum as outlined in Appendix E .	- State Government - Greater Hobart Councils - GCC - Multicultural groups				
7.2	Work with stakeholders from the Tasmanian State Government to include places of worship within zoning of planning schemes in Tasmania (if necessary), so that development applications can be appropriately assessed. If appropriate, develop and approve new provisions in the Tasmanian planning system to include zoning for places of worship. Refer Appendix E .	- GCC - State Government - Greater Hobart Councils				
7.3	Determine if planning restrictions apply for the development of places of worship in commercial or industrial zones in Moonah, given it is a location with high levels of support to migrants.	- GCC				
7.4	Develop criteria and undertake a site investigation process to identify potential sites and parcels of land appropriate for places of worship within the Glenorchy LGA and Greater Hobart Region.	- GCC - Greater Hobart Councils				
7.5	Negotiate with representatives from Sikh and Hindu communities about potential sites appropriate for places of worship under the new provisions. Encourage communities to arrange funding from locally based and mainland groups to finance development costs.	- GCC - Community Groups - Greater Hobart Councils				
7.6	For promising sites, require preparation a Development Plan from proponents to better understand likely impacts and opportunities. The Development Plan should include a communications and engagement approach that considers immediate neighbours, surrounding community and peak local business groups.	- Multicultural - Community Groups				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
8. Promoting the Multicultural Hub						
8.1	Develop a Communication Strategy to increase awareness of the implementation of the <i>Plan</i> , especially the <i>Multicultural Hub</i> , including a press release with key messages and via other avenues such as the Glenorchy Gazette, Moonah Business Association meetings and via networks.	- Plan C - GCC				
8.2	Deliver a welcome event for the multicultural hub that will launch the re-branded facility to newly arrived migrants, multicultural groups and the broader community.	- GCC - Service Provider				
8.3	Promote involvement and participation of Multicultural Hub stakeholders within existing programming and events (e.g. Moonah Taste of the World).	- GCC - Hub user groups - Multicultural services				
8.4	Use traditional and online communications and marketing materials and tools to promote programming and services, and events and activities at the Hub to the broader community.	- GCC - Hub user groups - Multicultural services				
9. Programming Spaces						
9.1	Connect with other Old MAC users such as the local Sunday market operator to increase participation opportunities in the hub for the broader community.	- Hub operator				
9.2	Develop partnerships with local not-for profit groups (e.g. Lions and Church groups) and surrounding businesses via the Moonah Business Association to increase their involvement and participation in the events and activities delivered at the multicultural hub.	- Hub operator				
9.3	Integrate children's spaces into the upgrade of the multicultural hub and other facilities (e.g. MCC) to enable increased participation of parents from multicultural communities who might otherwise be unable to attend.	- GCC - Hub operator				
9.4	Develop an initial program of youth activities and services that will be delivered by MRC's youth workers with support from GCC, and other sports clubs at the Cresswell-Beakley stand.	- MRC				
Governance and Management						
10. Governance Model for the Multicultural Hub						
10.1	Develop appropriate governance approaches and models for the multicultural hub with the aim of building capacity of multicultural groups, promoting use by the sector and increased awareness and involvement by the broader community. Consider inclusion of a Community Advisory Committee with representation from GCC, Service Providers and Target Group 1 representatives.	- GCC - Hub operator				
10.2	Develop and implement an evaluation process for the multicultural hub and provide an outcomes report following the first 12 months of operations to better understand future needs or challenges.	- GCC - Hub operator				
10.3	Develop a GCC plan for the operational components of the multicultural hub over the next financial year.	- GCC				

Governance and Management

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
11. Removing Barriers to Multicultural Communities Access to Community Facilities						
11.1	Work with specialist insurance brokers and firms to determine the most cost effective ways of reducing public liability burdens to groups wanting to use community spaces, including: <ul style="list-style-type: none"> • Coverage held by peak groups, incorporated not for profit groups or service providers • Changes to GCC's policies to reduce these barriers • Access to micro grants for communities to cover insurance costs 	- GCC - Service Providers - Hub operator				
11.2	Develop traditional and online communications and information materials and tools to inform members of multicultural groups about the available facilities and booking system, which can be translated into the appropriate languages.	- GCC - Multicultural services				
11.3	Investigate online and digital platforms (e.g. app-based) for the booking system to support multicultural groups using the Multicultural Hub and hiring other facilities, with opportunities for the program and availability to be updated automatically or remotely.	- GCC - Hub operator				
11.4	Deliver training and education programs to community representatives and customer service staff within GCC (where necessary) to improve understanding and build capacity and ultimately increase access to community facilities.	- GCC - Multicultural Services - Hub operator				
11.5	Provide ongoing support for multicultural groups to book and hire community facilities.	- Hub operator - Part-time or Volunteer Settlement Workers - Hub Community Advisory Committee				
12. Evaluate and Measure Outcomes						
12.1	Undertake an annual review of KPIs to evaluate and measure the outcomes for multicultural communities delivered by the Plan's implementation.	- GCC				



5. Implementation Plan

Are we getting there?

5.1 Overview

Effective, efficient and coordinated implementation of the Plan will be evaluated and measured through key performance indicators (KPIs) (see **Table 5.1**) that identify measurable outcomes for the priority actions and projects that have been identified in **Section 4**.

Annual measurement of outcomes is recommended as a key requirement for a steering committee or other structure established to implement this *Plan*.

Table 5.1: KPIs to Measure and Evaluate Implementation of the Plan

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 1 – Funding and Implementation						
1.1	Old MAC (Hopkins Street Centre) provided by GCC for use as Multicultural Hub at lowest cost possible, reasonable maintenance provided, some security measures, and small scale improvements included into the capital works program.	- GCC				
1.2	Multicultural Hub operator appointed from sector following EOI	- GCC - Sector				
1.3	Affordable fee structure and preferential bookings provided at the Moonah Community Centre (MCC) for emerging and established multicultural community groups.	- GCC				
1.4	Multicultural Youth Space established and operational at Cresswell-Bleakley stand	- GCC - MRC				
Strategy 2 – Sector Partnership Agreement						
2.1	Partnership Agreement established	- GCC - Whole of Government - Sector - Community Groups				
2.2	GCC Multicultural Framework established	- GCC				
Strategy 3 – Funding						
3.1	Adequate funding provided to project to support implementation of recommendations	- GCC - Whole of Government - Sector - Community Groups				
Strategy 4 – Hub Planning						
4.1	Identification of any relevant planning controls and restrictions that may apply to potential uses and upgrades for the proposed multicultural hub at Old MAC.	- GCC				
4.2	Design and cost estimates reviewed and built into the GCC’s capital works program.	- GCC				
4.3	Old MAC improvements completed and ready for use.	- Hub Operator				

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 5 – Planning for Established Groups						
5.1	Community development program to broker outcomes between groups and spaces delivered.	- GCC - Hub Operator				
5.2	YMCA working with some of the established multicultural groups to provide space for activities.	- GCC - YMCA				
5.3	Online and hardcopy communications and information materials developed in appropriate languages.	- GCC - Service Providers				
5.4	Increased access to existing community spaces for all target groups.	- GCC - Sector - Whole Government				
Strategy 6 – Multicultural Youth Space						
6.1	Multicultural Youth drop in space delivered in the Cresswell-Beakly Stand (Level 3).	- MRC				
6.2	Master planning process for the KGV precinct completed.	- GCC				
Strategy 7 – Places of Worship						
7.1	Planning and development process established for places of worship.	- GCC - Greater Hobart LGAs - State Government - Multicultural groups				
7.2	Forum for Hobart LGAs, state government, sector and community representatives established.					
7.3	Planning gaps or restrictions removed.					
7.4	Appropriate sites identified.					
7.5	Community representatives understand planning and development requirements.					
7.6	Development plans in progress or completed.					
Strategy 8 – Promoting the Hub and Plan						
8.1	Communications delivered to increase community awareness of the implementation of the Plan, including key messages around the multicultural hub.	- GCC - Hub user groups - Multicultural services				
8.2	Welcome event at the multicultural hub delivered.					
8.3	Broader community involvement in the multicultural hub.					

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 9 – Programming						
9.1	Partnerships with local not-for profit groups and surrounding hub businesses developed.	- Hub Operator				
9.2	Traditional and online communications and information delivered to promote hub programming.	- GCC - Multicultural services				
9.3	Children's space integrated into the upgrade of the multicultural hub and MCC.	- GCC - Hub Operator				
9.4	Initial youth activities program developed and delivered after school and on weekends at Cresswell-Beakley Stand.	- MRC				
Strategy 10 – Governance						
10.1	Governance model developed for the management of the multicultural hub.	- GCC - Hub Operator				
10.2	Evaluation process for the multicultural hub undertaken after 12 months of operation.	- Hub Operator - GCC				
10.3	GCC Operational Plan developed for the multicultural hub following first year of operations.	- GCC				
Strategy 11 – Removing Barriers						
11.1	Best and most cost effective ways of reducing public liability burdens to groups implemented.	- GCC - Sector				
11.2	Online and hardcopy communications and information materials developed and distributed to multicultural communities and sector.	- GCC - Sector				
11.3	Web and apps based platform re: space information, availability and bookings investigated and progressed.	- GCC - Sector				
11.4	Training and education programs with community representatives and GCC staff delivered.	- GCC - Sector				
Strategy 12 – Evaluation						
12.1	Annual review of KPIs	- GCC - Sector				

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Plan C

Pearler
another pearler idea



GLENORCHY CITY
Where ideas happen.