



# THE STATE OF COMMUNITY RELATIONS IN NSW

Community Relations Report 2013–14



**ISSN 2204-7832**

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Any enquiries about this publication should be made to Multicultural NSW:

Level 8  
175 Castlereagh St  
Sydney NSW 2000  
PO Box A2618  
Sydney South NSW 1235  
Ph: (02) 8255 6767



MULTICULTURAL  
NSW

# CONTENTS

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FOREWORD	6
INTRODUCTION	4
CHAPTER 1. THE STATE OF MULTICULTURAL NSW	9
CHAPTER 2. MULTICULTURAL POLICIES AND SERVICES PROGRAM PERFORMANCE 2013-14	19
APPENDIX 1: ANNUAL REPORT COMPLIANCE	36
APPENDIX 2: SUMMARY OF MULTICULTURAL PLANNING FRAMEWORK	38

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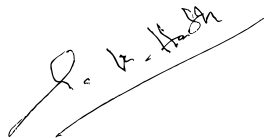
**Dear Premier and Minister,**

We have pleasure in submitting this 18th annual report on the state of community relations in NSW for presentation by the Minister for Citizenship and Communities, the Honourable Victor Dominello MP, to Parliament.

This report fulfils our annual obligation under Section 14 of the *Multicultural NSW Act 2000*. Revised in November 2014, the Act requires Multicultural NSW to prepare a report, for each financial year, on the state of community relations in New South Wales as affected by cultural diversity. This includes an assessment of the effectiveness of public authorities in observing the multicultural principles in the conduct of their affairs.



**Hakan Harman**  
Chief Executive Officer



**Dr Hari Harinath**  
Chairperson of the  
Advisory Board

## Foreword

Maintaining community harmony and cohesion is an ongoing and deliberate task. 2014 was in our opinion a year of significant reform for Multicultural NSW and the Multicultural Principles which are the policy of our state. Chapter 1 of this report focuses on seven key policy areas, reflected in our *Harmony in Action* Strategic Plan:

1. The impact of overseas conflicts
2. The Racial Discrimination Act and Section 18C
3. Development applications for religious purposes
4. Refugee, humanitarian and asylum seeker policy
5. Barriers to employment for migrants with skills
6. Cultural traditions and the human rights of women and girls
7. Language policy.

This is not an exclusive list of the issues relevant to cultural diversity and harmony or the many issues that Multicultural NSW deals with.

The Premier endorsed our strategic plan *Harmony in Action*, stating that 'NSW is one of the most culturally and linguistically diverse states in the world.' Our Minister quotes that 'Our multicultural society is no longer a small segment of our community. It is a vital piece of our collective identity...'

The overall theme is the need to work collaboratively across all tiers of government and with non-government agencies to achieve the best possible outcomes for community cohesion and harmony. Partnerships are the key to making the most of our individual efforts. Our role is to maximise opportunities, forge connections and lead initiatives which promote community harmony.

The report shows that NSW has a robust policy basis for making the best use of our unique assets as a harmonious society. The updated legislation directing the multicultural policy of our state, strengthens the requirements of public sector agencies to abide by the multicultural principles through a deliberate planning and implementation process. We refer to this as the Multicultural Policies and Services Program (MPSP).

As set out in Chapter 2, many government agencies demonstrate a solid record of providing inclusive and culturally aware policies and services. The MPSP has a 32-year history and is embedded in the planning processes of many key government agencies.

In this reporting year, we particularly commend the sustained and systematic efforts of NSW Health to identify and address the complex health needs of people from culturally diverse backgrounds. Its report shows an impressive range of strategies across the spectrum of health issues.

The inaugural Service NSW MPSP Plan is also outstanding. It commits Service NSW to ensuring that people from culturally diverse backgrounds have easy and direct access to government services and information. Multicultural NSW has worked closely with Service NSW to develop this plan.


Over this reporting period, Multicultural NSW has developed the legislative, policy and planning framework for implementing the multicultural principles which govern this state. *Harmony in Action* was launched by the Minister in August 2014, following extensive consultation with our community and government stakeholders. The result is a three-year strategic direction and commitments to specific policies and projects. At its core is a renewed focus on community engagement with our many stakeholders, from young people to religious leaders and ethnic community leaders. It also heralds a strong emphasis on coordinating and leading the key policy challenges outlined in this report, including settlement and language policy.

We would like to thank the many individuals, groups and agencies who have contributed to this assessment of the state of community relations. We particularly appreciate the expert contribution of the Advisory Board and the leadership the Minister has shown in this portfolio to achieve the significant reforms for multicultural practice in NSW.

We look forward to continuing to work with you on maintaining and building the social harmony and cohesion that enriches the lives of the people of NSW.



**Hakan Harman**  
Chief Executive Officer



**Dr Hari Harinath**  
Chairperson of the  
Advisory Board

## The State of Community Relations in NSW 2013-14

### Introduction

#### Legislative reporting in transition

Under Section 14 of the *Multicultural NSW Act 2000*, Multicultural NSW must 'prepare a report for each financial year, on the state of community relations in New South Wales in respect to cultural diversity, including an assessment of the effectiveness of public authorities in observing the multicultural principles in the conduct of their affairs.'

This report covers 2013-14. New legislative amendments require that the annual report to Parliament on the state of community relations must now be lodged with the Minister by February each year, covering the previous financial year, instead of the calendar year. This aligns the report with the annual reporting requirements of government agencies. It reflects how all, except the Department of Education and Communities, currently report through the Multicultural Policies and Services Program. DEC will continue to report on a calendar year basis.

In this transition year, Chapter 1 of this report, *The State of Multicultural NSW*, takes us to the end of 2014. This accounts for the mounting challenge of maintaining and strengthening community cohesion and harmony over the last year. It will also enable a smooth transition to financial year reporting as agencies adjust to earlier deadlines for submitting their reports.

In 2015, agencies required to submit a plan and implementation report under the MPSP will be asked to submit their reports two months earlier than previously required, by 31 August. The move to three-year reporting for most agencies means that they will have time to adjust. As all agencies are required to include a section on the MPSP in their annual reports, the alignment to financial years makes sense.

#### A new approach to highlights and awards

Traditionally, the *Community Relations Report* has included extensive coverage of highlights and awards from local and NSW Government agencies. These have provided many outstanding examples of projects and events. But they have always only represented a small fraction of the many grass-roots community initiatives which cumulatively contribute to the high levels of community harmony we enjoy in NSW. From now on, these will be published on the Multicultural NSW website, and all sectors will be invited to submit their highlights at any time.

Section 1 of this report focuses on seven key policy focus areas, reflected in our *Harmony in Action* strategic plan:

1. The impact of overseas conflicts
2. The Racial Discrimination Act and Section 18C
3. Development applications for religious purposes
4. Refugee, humanitarian and asylum seeker policy
5. Barriers to employment for migrants with skills
6. Cultural traditions and the human rights of women and girls
7. Language policy.

This is not an exclusive list of the issues relevant to cultural diversity and harmony or the many issues Multicultural NSW dealt with over the last 18 months. Rather than duplicate our annual report and summarise our activity against our new strategic plan, this report focuses on selected key areas where Multicultural NSW currently has a lead role or makes a significant contribution to public policy.



Chancellor Angela Merkel with Advisory Board members and staff of Multicultural NSW.

These priority areas either are, or should be, high on the policy agenda. A common theme is that they all need much more attention to be addressed effectively. Our strategic plan is designed to take up the challenges and forge closer links with policy leaders and expertise.

Chapter 2 of this report, *Multicultural Policies and Services Program Performance 2013-14*, summarises the plans, the work and achievements of government agencies required to submit their reports. It shows the wide ranging responses by NSW Government agencies to our always changing, cultural diversity. These responses are usually driven by committed leadership within agencies and emanate from careful planning based on both community and staff consultation.

This year, all but two agencies that provided the MPSP section of their annual reports to Multicultural NSW were fully compliant with the legislative requirements. This chapter summarises the assessments of MPSP plans from:

- Service NSW
- Fire and Rescue NSW
- NSW Rural Fire Service
- Department of Justice
- NSW Trade & Investment.

The following designated MPSP agencies also provided comprehensive reports of their activities against their MPSP Plans:

- NSW Health
- Transport for NSW
- Department of Education & Communities
- WorkCover
- NSW Fair Trading
- Legal Aid NSW.

Multicultural NSW has assessed these reports and responded directly to their CEOs.

## The amended Multicultural NSW Act 2000

In November 2014, the law setting out the multicultural principles was amended to:

- sharpen and reorder the multicultural principles to highlight that cultural diversity encompasses a shared commitment to democratic values and the rule of law
- identify that diverse ancestry is our shared heritage and what makes us unique and also properly acknowledges Aboriginal people. The terms 'ethnic' and 'race' have been replaced by ancestry. This also aligns with ABS census data definitions
- rename the government agency responsible for promoting cultural harmony and cohesion to Multicultural NSW (previously the Community Relations Commission For a multicultural NSW)
- strengthen reporting requirements for government agencies in developing policies and programs for an inclusive society, and enhances our capacity for community engagement, research and policy development
- support initiatives to promote the objectives of Multicultural NSW, including for women and girls and others from diverse backgrounds
- promote a cohesive and multicultural society with mutual respect for and understanding of cultural diversity, including by combating racism
- clearly articulate the role of the Chief Executive Officer, the Chairperson and the renamed Advisory Board and how they work together to comply with public sector accountabilities and the role of the Advisory Board in providing independent advice
- specify the responsibilities of government agencies to implement multicultural principles.



Future Youth Festival, Blacktown, 2014.

# CHAPTER 1. THE STATE OF MULTICULTURAL NSW

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## Overview

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NSW continues to set an example for the rest of the world as a harmonious multicultural society. The key to our success has been the deliberate policy of this state, and Australia, to welcome cultural diversity as a social and economic advantage. Multicultural NSW's legislative mandate and our proactive engagement with communities have built the foundations to meet the challenges to social harmony and cohesion.

Throughout the year, Multicultural NSW has received a number of international delegations who have sought to learn from the NSW model of *Harmony in Action*.

One of the highlights of the year was a roundtable discussion in November with Dr Angela Merkel, Chancellor of the Federal Republic of Germany, during her G20 Summit visit to Australia. The roundtable addressed the topic of migrant settlement and social cohesion. Participants included the CEO of Multicultural NSW, Multicultural NSW Advisory Board members, community leaders and an Australian Government representative.

Dr Merkel was especially interested in the changing approaches to migrant settlement in Australia. But there are challenges.

Increased racism and religious intolerance are evident in the [2014 Mapping Social Cohesion Report](#) produced by the Scanlon Foundation. The updated report found that 18 per cent of respondents had experienced discrimination due to their skin colour, while 5 per cent experienced this on a monthly basis.

Social cohesion is still high in Australia, with 85 per cent agreeing that multiculturalism is good for the nation, and 58 per cent agreeing the immigration intake was 'about right or too low'.

There is a need for a much more detailed understanding of social cohesion at regional and local government levels. This will help to identify and highlight the extent of racism and levels of community harmony. More data in these areas would be useful for strategic planning and the roll-out of responses across key sectors of government including health, education and community policing.

Multicultural NSW's strategic plan commits it to developing such a powerful research tool and discussions are under way to build on the Scanlon Foundation Longitudinal Survey. The Queensland and Victoria governments are also interested in pursuing this approach.

This chapter highlights seven key areas:

1. The impact of overseas conflicts
2. The Racial Discrimination Act and Section 18C
3. Development applications for religious purposes
4. Refugee, humanitarian and asylum seeker policy
5. Barriers to employment for migrants with skills
6. Cultural traditions and the human rights of women and girls
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## 1. The impact of overseas conflicts

NSW is home to people who have come from every corner of the world. Some have fled places of strife and conflict to find peace and security in this state.

There are humanitarian crises unfolding in many parts of the world today, and the people of NSW are naturally concerned for the innocent victims.

Current and older overseas conflicts have particular implications for people with family and community connections in those parts of the world.

The communities we work with on a daily basis may be directly and deeply affected by overseas events. Our role is to listen to their concerns, to make a space for dialogue between communities, to maintain lines of communication between communities and government, and to send a clear message about the success, benefits and future of a peaceful, multicultural Australia.

Multicultural NSW welcomes and aims to connect with all communities in the state to promote community harmony. Our role is to develop New South Wales as a model for the rest of the world, showing how communities can and do live together in peaceful coexistence.

Multicultural NSW facilitates a number of consultative mechanisms to ensure that communities have a voice on contemporary issues.

*The Point Magazine* ([www.thepointmagazine.com.au](http://www.thepointmagazine.com.au)), published monthly, has a particular focus on the domestic implications of overseas conflicts. The magazine is dedicated to giving communities and young people a voice on some of the most pressing issues facing multicultural Australia.

In August 2014, our annual symposium carried the theme *The impact on communities in NSW of conflicts in other parts of the world*. The symposium was a clear demonstration of harmony in action, with a diverse range of communities coming together to tackle big issues and find local solutions.

Multicultural NSW also facilitated a number of smaller consultations with leaders of communities directly affected by overseas conflicts, including Russian and Ukrainian community leaders and Iraqi community leaders from Shi'a, Sunni, Christian, Mandaean and Kurdish communities.

In spite of conflict ravaging their countries of origin, community leaders in NSW are encouraged to, and do, demonstrate a unified commitment to social harmony in Australia.

In the context of the Syria and Iraq conflicts, community leaders and young people are clearly concerned by the rapid advance of ISIS and by the graphically violent images being broadcast over the internet by Australians fighting overseas with this terrorist group.

Community leaders are also calling on government to consult and to help them address the problem of fringe extremist groups espousing hate and division here in Australia.

The threat from returned foreign fighters and sympathisers in NSW has escalated since overseas terrorist groups have publicly threatened other countries and openly encouraged independent attacks in the West. A number of Australians have travelled overseas to fight alongside listed terrorist organisations. Some of these people have been from NSW.

The increase in the National Terrorism Public Alert Level system from medium to high in September 2014 recognised the danger posed by people that adhere to an extremist ideology and have a desire to carry out violence in Australia. New 'foreign fighters' legislation introduced to strengthen federal counter-terrorism measures, and a high-profile counter-terrorism operation in Sydney, demonstrated how seriously our national security and law enforcement agencies are taking the threat.

Added to this environment, the tragic siege in Martin Place in December 2014 highlighted that individuals may be inspired to violent and extreme action even when they may not be directly affiliated to a specific group.

Multicultural NSW has worked closely with communities to monitor and respond to any potential impacts on community harmony arising from this heightened security situation.

Violent extremists thrive on community tensions, and if not carefully monitored, a heightened sense of insecurity has the potential to manifest in fear, distrust, and even hate – which is precisely what violent extremists seek to promote. As a community, we must remain vigilant in the face of these divisive influences.

Community members have raised a number of concerns about the potential for Australian Muslims, and Muslim women in particular, being subjected to increased harassment, intimidation, physical assault, hate speech, and hate crime during these difficult times.

These concerns have been exacerbated by the online and public activities of vocal far right-wing extremist groups unsuccessfully seeking to exploit the current context for their own ideological ends.

The Multicultural NSW Speak Out Line, on 1800 131 555, was established as a 24-hour-a-day, 7 day-a-week service for people to report incidents or concerns about race or religion-based harassment or abuse.

Overwhelmingly, people in NSW do not tolerate vilification, intimidation or abuse on the basis of race or religion. For example, in October 2014, a group of Newcastle skateboarders intervened and called police when they saw two Muslim women being verbally harassed. As an expression of thanks, the Newcastle Muslim community presented an award to the skateboarders at a special ceremony.

The same point was demonstrated by a YouTube video produced by the Macquarie University Muslim Students' Association. The video, which has been viewed nearly 1 million times, was a 'social experiment' where actors played out acts of anti-Islamic hate and abuse in real public settings, such as Sydney's Hyde Park. In the video, every bystander who witnessed the 'attack' (believing it was real) intervened to help the 'victims' in the situation.

### The Martin Place siege

The community response to the siege in Martin Place showed the world how we respond to violence and terror with human kindness and compassion.

People of NSW were united in their grief and sorrow in response to the tragic events at Martin Place in the early hours of Tuesday, 16 December 2014. As a community, we stood together in promoting harmony and keeping our society safe.

Thousands came to the city to demonstrate their unity in a huge floral display, many adding personal messages to their offerings. Less-reported memorials sprang up in the suburbs of Sydney and regional NSW. Plans are now under way for a permanent memorial, including a historical record of the more than 20,000 personal messages attached to the flowers.

By Wednesday, 17 December, religious and government leaders had issued a joint statement which read in part: 'The deep level of compassion and kindness shown by all Australians at this gravely testing time is to be applauded. We come together to affirm and build upon our call for community harmony and tolerance. These values are the cornerstone of what makes Australia great.'

NSW Premier Mike Baird, who attended the meeting, said: 'The outpouring of support for members of our Islamic community has been humbling and is symbolic of the values we stand for as Australians: freedom, democracy and harmony.'

The message was bi-partisan, with politicians from all sides sharing in the sense of grief, compassion, and hope.

On Thursday night, 18 December, a vigil organised by the Muslim community carried the hashtag #standtogether, while #illridewithyou had become the top trending hashtag globally, according to social search and analysis site Topsy. On 19 December, the Friday morning following the siege, Sydney's religious leaders held an interfaith ceremony at St Mary's Cathedral to honour the victims and call for harmony.

Members of the Muslim Australian Reference Group convened by Multicultural NSW reported that the number of hate-based incidents directed towards Muslims in the aftermath of the siege was fewer than anticipated, and they commended the broader Australian community for its heartening response to the crisis.

The Martin Place siege showed the sad reality that we may not predict or prevent another extremist attack. However, counter-terrorism laws, de-radicalisation programs, and social programs addressing 'at-risk' youth all serve their purpose in countering violent extremism. If the real test for Australians is in how we respond to violent extremism, there are optimistic signs that we will not allow it to affect our

way of life. We can best ensure Australia's national security, and our freedom, by protecting each other from fear, hate and violence and standing united in challenging times as a multicultural society.

## 2. The Racial Discrimination Act and Section 18C: a case of harmony in action

The defeat of the proposed amendments to the *Racial Discrimination Act 1975* was a highlight for multicultural unity. Religious leaders joined a broad coalition, which included the NSW government, to maintain current legal protection against racial vilification. While all agreed that freedom of speech is important, they were unified in their insistence that this does not include the right to vilify others on the basis of race.

Multicultural NSW's submission was based on the principle in [our legislation](#) that 'the people of New South Wales are of different linguistic, religious and ancestral backgrounds who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious and ancestral heritage'

Our submission on the draft Freedom of Speech (repeal of s.18C) Bill 2014 amending the *Racial Discrimination Act 1975* considered:

- the intent and origins of the *Racial Discrimination Act 1975* and the extent to which these were undermined by the draft Bill
- the misappropriation of various terms (definitions) used in the draft Bill and the potential consequences of this
- the absence of a definition to distinguish between public and private spaces
- Subsection (3), the 'ordinary reasonable Australian test' and its significant shortcomings
- the exemptions clauses in Subsection (4) and the lack of a 'good faith' condition.

The submission argued strongly that Section 18C should be retained on the grounds that to remove the protection would significantly reduce protection that people receive from racial vilification.

Racism poses a real danger and its harms are well documented worldwide. Those harms are far more extensive than those which would ostensibly have been protected against under the Freedom of Speech (repeal of s.18C) Bill 2014 amending the *Racial Discrimination Act 1975*.

Australian governments have a responsibility to make racism socially unacceptable and to provide the targets of racism with a legal and peaceful course of action with which to defend themselves. They must balance this with free speech. *The Racial Discrimination Act 1975* seeks to prevent racial vilification from leading to violence and sends a message that inciting fear based on race, colour, national or ethnic origin is unacceptable.

The proposed changes would have undone these provisions. They run counter to the spirit of the *Racial Discrimination Act* and Australia's obligations under the *United Nations Convention on the Elimination of all Forms of Racial Discrimination*. Multicultural NSW opposed the proposed reforms in the strongest terms.

### 3. Development applications for religious purposes

As the population of New South Wales grows and becomes more diverse, there will be a natural increase in demand for more community infrastructure and facilities such as schools, places of worship, activity centres, and cemeteries.

In recent years, there appears to have been an increase in the rejection of development applications that have a connection with religion. This is not confined to one religion and the issue is broader than sites for places of worship. Various community organisations have contacted Multicultural NSW raising concerns about situations where council officers have recommended approval of a development application, but the council has subsequently rejected the application. There have also been occasions where a council has rejected a development application, only to have the Land and Environment Court approve it on appeal.

When development applications involving religion are rejected, publicly fought over and often sensationalised in the media, community relations are impacted. In these instances, Multicultural NSW has worked with the affected communities, the relevant council, the NSW Police Force and the media to advocate on behalf of the community, where appropriate, and to minimise potential damage.

Multicultural NSW suggests that Councils review their approach to development applications involving religion to carefully consider any unintended impact on social cohesion.

### 4. Refugee, humanitarian and asylum seeker policy

The entry of people into Australia is a constitutional responsibility of the Australian government. Refugee, humanitarian and asylum seeker policy is (predominantly) a Federal Government responsibility. The Australian government decides how many and who will be resettled in Australia and through which pathways, and takes advice from the United Nations on which refugees should be accommodated.

All jurisdictions have consistently argued that a nationally coordinated response is necessary to ensure the best immediate and long-term outcomes. Multicultural NSW plays a key role in leading NSW policy input across government and through its community engagement mechanisms. It is a high priority issue identified in our Strategic Plan and through our Advisory Board and Regional Advisory Councils.

#### The National Settlement Framework

Since 2008, Multicultural NSW, along with counterparts in other states, has called for a National Settlement Framework (NSF) to underpin a cooperative approach to the settlement of migrants and new arrivals. In December 2014, the NSW Social Policy Committee of Cabinet endorsed the NSF, paving the way for the development of a tailored implementation plan for the State. The NSF has been developed by successive, inter-jurisdictional bodies, most recently the Senior Officials Settlement Outcomes Group, in consultation with State and Territory and Local Governments and non-government stakeholders.

The NSF reflects the commitment of the three tiers of government to enhance inter-governmental collaboration, information sharing and coordination to improve settlement outcomes. Its endorsement comes at a time when numerous humanitarian emergencies are simultaneously occurring and NSW is likely to receive large numbers of people seeking new beginnings in a safe and more tolerant society.



Somali Conference.

## Commonwealth policy

Commonwealth policy in the refugee and humanitarian area is complex and allocations under visa categories fluctuate in response to global crises.

Australia's Humanitarian Programme grants visas to both people who are offshore and onshore.

The offshore component offers resettlement to people who are overseas and in the greatest need of humanitarian assistance. Refugee visas and Special Humanitarian Programme (SHP) visas are granted to urban refugees and those in refugee camps in foreign countries. In 2013-14, a total of 11,016 people became permanent residents of Australia through the offshore process.

The onshore/asylum component offers protection to people who are already in Australia and who are found to be refugees under the Refugee Convention or people to whom Australia has obligations under other human rights conventions.

In 2013-14, the total number of people settled permanently under the Humanitarian Programme made up 7.7 per cent of the total migration intake in NSW. In 2012-13, the proportion was 7.1 per cent. Compared with the previous years, NSW has seen an increase of 15 per cent to June 2014.

The allocation under Australia's Humanitarian Programme for the 2014-15 intake year remains steady at 13,750 even though the number of people fleeing persecution continues to rise.

An estimated 330,700 new asylum applications were recorded between January and June 2014 in 44 industrialised countries. Europe was the destination for 80 per cent of all claims lodged in the first half of 2014. Germany was the largest single recipient of new asylum claims – 65,700. North America has seen a 27 per cent increase in claims in this period.

Although this is a global phenomenon, the number of asylum seekers coming to Australia is very small compared with other industrialised countries. In part, this is due to distance from source regions. Australia's current deterrence measures also have an impact on numbers. In 2013-14, onshore visas were granted to 2,752 people seeking protection in Australia; 2,207 of these were granted to people who arrived by plane (most on tourist or student visas) and 545 were granted to people who arrived by boat.

Nationally, there are approximately 30,000 boat arrivals awaiting a decision on their refugee status. On 5 December 2014, the Australian Parliament passed legislation to re-introduce the Temporary Protection Visa (TPV), to create a new Safe Haven Enterprise Visa (SHEV), and quickly assess the legacy caseload of maritime arrivals, who arrived in Australia without a valid visa on or after 13 August 2012. The legacy caseload includes people who have been living in Australia on a Bridging Visa E (BVE) and those living in Community Detention. The SHEV is designed to promote regional settlement and help contribute to the economic and social development of regional Australia. TPV and SHEV processing are expected to begin in the first half of 2015.

At 30 September 2014, there were approximately 8,231 people living in the community in NSW on a current BVE or seeking a further BVE while awaiting a decision on their refugee status. There were also 531 people living in Community Detention in NSW.

## The NSW response

Over the past 18 months, NSW has stepped up its focus on settlement planning. Led by Multicultural NSW, in close partnership with the Department of Premier and Cabinet, the NSW Government Immigration and Settlement Planning Committee (GISPC) was reviewed and reformed and met quarterly in 2014. The GISPC review was one of the recommendations arising from the Audit Office Review of Services for Humanitarian Entrants conducted in 2012 and monitored by the Public Accounts Committee.

The GISPC is responsible for monitoring and strategically responding to migrant settlement issues in NSW. It also provides a forum for NSW Government agencies, in consultation with the Commonwealth and local government, to collaborate on planning and coordinating government services for migrants and asylum seekers in NSW. The Committee is a conduit for Commonwealth consultations with NSW Government agencies on immigration and settlement issues.

Multicultural NSW is a member of the Senior Officials' Settlement Outcomes Group (SOSOG), which provides this conduit. However, since the closure of the Select Council on Immigration and Settlement in December 2012, there has been no Ministerial-level forum for settlement policy.

Multicultural NSW maintains regular contact with settlement services and is aware of the many challenges that refugees and asylum seekers face resettling in NSW, and the limited help available to particular groups. Settlement services and advocates report that refugees and humanitarian entrants are often separated from their families, and confront significant social, economic and cultural challenges during re-settlement. These include trauma and ill-health, problems securing and maintaining employment, and an inability to make long-term plans and social connections. Increasingly restricted options for some onshore entrants to family reunion in Australia's Migration Programme will add to existing pressures.

People who have yet to receive a decision on their refugee status face the uncertainty of their status and their lack of entitlements. At present, the majority of asylum seekers living in the Australian community on Bridging Visas do not have the right to work. Although a small number of asylum seekers receive minimal income support, those who are ineligible for benefits remain with limited (or no) access to non-government sector assistance. However, these organisations cannot meet the needs of all asylum seekers living in the community.

*The Scanlon Foundation 2014 Mapping Social Cohesion Report* research shows that the majority of Australians support the 'turn-back-the-boats' policy of the current government and are particularly concerned about people arriving by boat without a valid visa. Harsher policies towards those who are already on-shore are viewed as a disincentive. The Scanlon Foundation found that attitudes have hardened towards asylum seekers over the years of the survey, but as people are less concerned about the issue now it receives little media attention.

In spite of the many challenges refugees and humanitarian entrants face, Australian history has shown that they often display great motivation and resilience and with adequate support, go on to prosper in their new communities. To better assist the complex settlement journey, a renewed collaborative commitment to addressing long-term service delivery issues is required. Access to affordable and appropriate housing, sufficient support to overcome barriers to employment, transport concessions and tackling discrimination are some of the areas needing attention and resources.

Eight years after discussions began, the National Settlement Framework now provides a broad policy basis for concerted action.

## 5. Migrants with skills

Australia is a country of migrants, with many entering to meet the nation's skill shortages. NSW attracts the majority (33.7 per cent) of migrants arriving in Australia, many of whom are highly skilled, proficient in English and selected according to areas of skills shortage.

The data available suggests that migrants who come to Australia in the skilled visa categories tend to do well in finding employment and have a lower unemployment rate than the general working population. However, skilled migrants are younger than the general workforce and are accepted into Australia to address skills shortages. Higher workforce participation is to be expected.

The data also shows the skills of some groups of migrants are under-used, and that NSW would benefit from providing more support for these groups to enter the labour market at a level commensurate with their skills and qualifications.

A significant number of the spouses of skilled migrants, family members and humanitarian entrants are working in low or unskilled jobs, not in the labour force or unemployed. This leads to skills wastage in NSW and reduces the effectiveness of the Commonwealth's skilled migration programs.

Those not specifically sponsored or assessed pre-arrival still face significant obstacles in finding work suitable for their qualifications and experience.

### Navigating skill recognition still a maze

In a series of papers developed for the Ministerial Roundtable on Workplace Diversity, Multicultural NSW documented the many enquiries and efforts to reduce the 'maze' that a significant number of new migrants face to secure employment commensurate with their skills, qualifications and experience. This includes the process of professional licensing and registration, the need for increasingly expensive and extensive bridging training, employers requiring evidence of local work experience, and unfamiliarity with Australian terminology and workplace culture.

The Hon. Victor Dominello MP, Minister for Citizenship and Communities, convened this roundtable. Membership included chief executives of government and representatives from private and not-for-profit agencies and academic institutions. Its role was to identify opportunities for NSW to harness cultural diversity to support the growth of the NSW economy. The roundtable largely focused its efforts on skills recognition and employment assistance.

### Employment policy

Since 2004, NSW has considered employment a Commonwealth responsibility and divested itself of labour market policy expertise and industrial regulation. This included the highly valued and effective Skilled Migrant Placement Program and the Overseas Qualifications Board.

Unlike most other states and territories, in NSW, responsibilities for assessing overseas qualifications and assisting migrants to enter the labour force are spread across several government agencies, with no readily identifiable points of contact for migrants seeking information about professional skills recognition and pathways.

State Training Services in NSW is able to assess skills and qualifications in trade occupations. Internationally qualified professionals in other occupations are required to establish academic equivalence of their qualifications and apply to the relevant registration and assessment bodies in order to have their qualifications recognised in Australia.

All states and territories except for NSW have an Overseas Qualifications Unit (OQU). These generally provide a free assessment of overseas qualifications against international standards (Country Education Profiles). Some also provide other assistance with finding suitable employment. A number of states help clients to gain work experience, understand workplace culture and link to relevant training and services. They also contribute to policy advice and expertise.

In contrast, NSW applicants are referred to the National Office for Overseas Skills Recognition (NOOSR) and are required to pay for their assessment of equivalence and face a three-month delay. With such assessments, new migrants are able to prove the level of their skills to Australian employers, and go on to have their qualifications recognised by professional or licensing bodies.

### Interagency Working Group on Migrant Skills

Throughout 2013-2014, Multicultural NSW has continued to work in close partnership with NSW Trade and Investment (T&I) to help address this major policy and program gap in skill recognition and employment assistance for migrants with skills.

Acting on one of the recommendations from the Ministerial Roundtable, Multicultural NSW established an Interagency Working Group on Migrant Skills to exchange relevant information and coordinate policy and projects. This includes mapping current services and pathways to make it easier for new migrants to find the information they seek to gain suitable employment. Interagency members include the Department of Premier and Cabinet, Office of the Small Business Commissioner, Department of Education and Communities (People and Services), State Training Services, Adult Migrant English Service, TAFE and Fair Trading.

In 2013, Multicultural NSW surveyed Commonwealth-funded settlement service providers in Western Sydney to document how they assisted migrants with skills on pathways to employment. These providers are specifically funded to work with humanitarian entrants but they are not funded to assist migrants into employment. However, as the key point of contact for many new migrants arriving in NSW, settlement services reported that they were regularly asked for information on how to find work, and how to have overseas qualifications recognised. Some services had developed links with employment services and training services to help their clients, but the research clearly showed that there was no systematic response.

Alongside [this research](#), NSW Trade and Investment investigated factors which limit Sydney's ability to attract global talent. Barriers to overseas skills recognition were identified as limiting the attractiveness of NSW to senior executives in both the public and private sectors, and the report recommended that further research be done in this area.

More generally, national research by the Scanlon Foundation identified the need for better employment support for recently arrived migrants. [Research conducted in 2013](#) surveyed migrants who arrived between 1990 and 2010 in the inner urban localities of Sydney, Melbourne, Brisbane, Perth and Adelaide at a time when the immigration program was increasingly targeting skilled migrants into Australia.

This research found that while the majority of migrants (51 per cent) who arrived in 2000-2010 were satisfied with settlement support provided by the Australian government, 12 per cent identified the need for greater assistance to find jobs appropriate to their skills and qualifications.

### A new model of employment assistance?

One of the [recommendations](#) arising from our survey of settlement services was to establish a pilot project to investigate the impact of assistance with employment pathways in the settlement service mix.

Multicultural NSW has now funded a partnership project with Metro Assist to:

- develop an evidence base about barriers that skilled migrants face entering the labour market in New South Wales
- pilot and evaluate strategies to address these needs, targeted to different migrant groups
- work with Commonwealth and State agencies to coordinate or improve targeting of existing services
- identify opportunities to improve data collection, policy advocacy, and funding to support the better use of migrant skills in New South Wales.



Premiers Harmony Dinner 2014.

The Interagency Working Group on Migrant Skills provides a mechanism for linking at a practical level to make navigating the pathways to skill recognition and appropriate employment. Together with the SkillME pilot project, the aim is to make the best use of existing resources and expertise and develop an effective service response.

## 6. Cultural traditions and the human rights of women and girls

Improving the status of women and girls from culturally diverse backgrounds has become an increasing priority for the NSW Government. The new *Multicultural NSW Act 2000* specifically mentions women and girls and this high priority is reflected in the Multicultural NSW strategic plan, *Harmony in Action*. Government policy has focussed on the persistence of domestic and family violence (DFV) and the more hidden issues of underage forced marriage (UAFM) and female genital mutilation (FGM).

Ensuring that women and girls from all backgrounds have equal human rights in all spheres of life is the responsibility of many government agencies. Women NSW, a small policy unit within the NSW Department of Family and Community Services, has the huge task of coordinating and leading government policy across the public sector. Just as all policy issues have a multicultural dimension, they can also impact differently on women and girls.

Throughout 2013-14, Multicultural NSW has developed closer working relationships with Women NSW and other parts of Family and Community Services and NSW Health to help develop and implement government policy initiatives on UAFM, FGM and DFV. We have also strengthened our links with women's organisations and other non-government agencies who advocate for the rights and needs of women and girls.

The prevalence of violence against women is a key indicator of the need for urgent action. Domestic violence incidents account for 40 per cent of police call-outs and 30,000 cases a year, a shockingly high number with huge economic and social costs to the state, estimated at \$4.5 billion every year. While some indicators of gender equality have moved positively, the reported incidence of domestic and family violence has stayed relatively static. Women make up 84 per cent of sexual assault victims and 70 per cent of DFV victims. Many women still do not report the crime and experts believe the real figures are higher.

The impact of migration on these figures is unknown, although unpublished figures suggest that DFV occurs at similar rates across all cultural backgrounds. However, we know that there are increasing numbers of people settling in Australia from countries where women and girls have no, or limited, individual human rights. It makes sense that the culture clash in values will be quite profound for some new arrivals.

### Underage forced marriage (UAFM)

In its 2012 report, the United Nations Population Fund forecasted that 14.2 million girls will be married every year over the next decade before they turn 18.

In 2013, the Australian Parliament passed the *Crimes Legislation Amendment (Slavery, Slavery-like Conditions and People Trafficking) Act 2013* and amended the *Commonwealth Criminal Code Act 1995* to recognise forced marriage as a serious form of exploitation and a crime.

In Multicultural NSW's wide-ranging *Inquiry into Trafficking in all its Forms* in 2013, forced marriage was identified as one of several forms of modern-day slavery. The inquiry documented the legislative and policy reforms at the Commonwealth and State level and recommended further actions to ensure that women and girls are able to exercise their legal rights in Australia. The NSW Government accepted most of the recommendations, noting that many strategies to step up the NSW response were already under way. This included the creation of the underage forced marriage hotline as part of the Child Protection Helpline.



Adrian Nookadu performing at the Multicultural Marketing Awards 2014.

While strong penalties are essential, there is a danger that on their own, they will drive the issue further underground. The Trafficking Inquiry heard from many community advocates and experts that the key to prevention is to involve communities and girls and families themselves in the solutions.

The Commonwealth has funded various non-government organisations to inform, educate, assist and involve affected communities. NSW has also made a significant commitment to raising awareness, engaging with community leaders and is using social media to reach young girls who may be affected or know of others in these circumstances.

A welcome development is the formation of the NSW Forced Marriage Network. Multicultural NSW was invited to be part of this network, along with Family and Community Services (FACS) and other government agencies. With a membership of over 110 members representing 40 organisations, it is already making a difference in coordinating efforts, avoiding duplication of projects and services and ensuring that girls and women have clear pathways to support and assistance.

Through its community engagement funds, Multicultural NSW has also contributed to strategies to stop forced marriage and assist women and girls who may be coerced to comply with family and/or community demands, or risk being ostracised. We will continue to engage community and religious leaders and women's organisations and young people, through our forums and consultative mechanisms. We will work with FACS and others to raise awareness and build community capacity to respond effectively.

### Female genital mutilation (FGM)

In May 2014, the NSW Parliament assented to the *Crimes Amendment (Female Genital Mutilation) Bill* which increased penalties for FGM and harmonised NSW legislation with other jurisdictions in Australia. The changes:

- triple the maximum penalty for people practising FGM in NSW from 7 years to 21 years of imprisonment
- introduce a new offence to prohibit the removal of a person from NSW with intent to practise FGM on a person who is ordinarily a resident of NSW (also 21 years).

The penalties apply to anyone involved in mutilation, including doctors, nurses or relatives buying a plane ticket.

The then Ethnic Affairs Commission, (now Multicultural NSW) initiated NSW policy on FGM, including the Community Education Campaign run in 1995, the FGM and Australia Conference in 1996, and produced research in 2000 that demonstrated a majority view that FGM is not sanctioned by Islam.

Since then, NSW Health has worked steadily with the affected communities through a small unit dedicated to community education and prevention. Using a team of bilingual workers, the NSW Health Education Program on Female Genital Mutilation connects directly with communities to place FGM in the context of broader family issues and to dispel the myths that surround FGM. Most importantly, it shows that there are no health benefits to the procedure. In fact, it only causes long-term physical and psychological harm.

Multicultural NSW, FACS and NSW Health are contributing modest funds to increase community awareness-raising efforts. The NSW Health Education Program on Female Genital Mutilation is working through the ethnic media, in particular, to raise the issue and encourage community advocates to speak up. Like forced marriage, this is a hidden crime which can lead to stigma and feed into prejudices about particular cultural groups. Like stopping forced marriage, the impetus for change must come from within the relevant communities.

### Domestic and family violence

Both the Commonwealth and NSW Governments have focused attention on reducing violence against women and children. Multicultural NSW has maintained a watching brief on changes and developments. In line with our focus on community harmony and cohesion, we have dedicated our efforts to preventing all forms of violence and encouraging the empowerment of women and girls from culturally diverse backgrounds.

This includes a partnership with White Ribbon Australia to encourage men from culturally diverse communities to become ambassadors and sign up public sector agencies as 'White Ribbon Workplaces.' The NSW Police Force and FACS have already agreed to participate, requiring significant commitments in this unique primary prevention program.

Consultation on the potential for a multicultural women's hub has shown that there is a lot more work to do to break down isolation and facilitate empowerment through education, work and business opportunities. Women still lag behind on all indicators of equality, including pay, economic status and representation on boards and committees. More collaborative work and community engagement is needed to make a lasting and long-term difference.

## 7. Language policy

### Interpreting and translation policy and services

Early in 2014, NSW Treasury initiated a review of language service provision in the NSW public sector. Co-chaired with Multicultural NSW, this review is examining the most cost-effective and efficient way to ensure access to quality interpreting and translation services.

Language policy is a key priority for Multicultural NSW under our strategic plan. The Multicultural Principles specify that 'all people are free to express their own linguistic heritage where English is the common language'. Premier's memoranda detail the requirements on Government agencies to ensure equitable access to services for people whose first language is not English.

A key role of Multicultural NSW is to work at all levels of government to ensure access to interpreter and translation services. At a national level, Multicultural NSW is a board member of NAATI, the accreditation body for interpreters and translators and actively develops the profession.

Through the MPSP, Multicultural NSW asks NSW Government agencies to report on their provision of language services, as detailed in Chapter 2 of this report. This ongoing monitoring role enables us to contribute effectively to national and state wide language policy.

As a direct service provider, Multicultural NSW has developed a partnership with Services NSW to improve access to language services to communities across the state.

### Languages education

Studying a language plays an important part in maintaining linguistic heritage. In recent years, languages study at high school level has rapidly declined with less than 10 per cent of students sitting a foreign language exam.

In 2014, Multicultural NSW encouraged culturally and linguistically diverse communities to participate in consultation by the Board of Studies, Teaching and Educational Standards (BOSTES) on the value of languages study at schools. We met with key stakeholders to assist in identifying the most effective approaches to improving languages study in NSW.

Following the review, BOSTES proposed that a NSW Languages Advisory Panel, with high-level representation, be established to oversee the development of a new languages education policy. This was created in February 2015.

Multicultural NSW continues to provide support to the NSW Federation of Community Languages through our grants program.

### Language testing

English language testing is a long-standing issue on our policy agenda, with the Regional Advisory Councils (RACs) consistently raising issues about the equity and accessibility of the International English Language Testing System (IELTS). These concerns were verified by research conducted for the Ministerial Roundtable on Workplace Diversity on barriers to employment for skilled migrants.

In 2014, Multicultural NSW undertook research into IELTS qualification requirements for skilled migrants set by the Department of Immigration and Border Protection (DIBP). The research found that skilled migration candidates must sit for the test every three years until they become permanent residents or citizens of Australia. Permanent

residents are required to re-sit the test only if the employment sought is at a level higher than that achieved before becoming a permanent resident.

In 2014, the Commonwealth announced changes to minimum English language test scores for temporary skilled visas. From November 2014, there is greater flexibility in the way that testing is scored, and three other tests will also be accepted: the Test of English as a Foreign Language (TOEFL iBT) and Pearson Test of English Academic (PTE Academic) tests across visa programs. From 1 January 2015, scores from the Cambridge English: Advanced (CAE) test are also accepted.

Language policy and service provision are core businesses for Multicultural NSW and critical to social harmony and cohesion. There is much more potential to harness the bilingual and multilingual skills of our migrant population for our social and economic advantage.

### Conclusion

Through its policy priorities and community engagement strategies, Multicultural NSW has a broad overview of the issues impacting on community harmony and cohesion. This is our mandate under the *Multicultural NSW Act 2000*, to promote community harmony and be part of a first-level response to any challenges. In the last 12-18 months, the NSW community has shown that it will act to protect our multicultural harmony. The quick and decisive response to the Martin Place siege shows our level of unity and maturity as a multicultural state and nation.

It is an ongoing project and challenge to live up to the Multicultural Principles which govern this state. It requires detailed attention to the key issues identified in this chapter, and appropriate investment to build community capacity and resilience, and opportunities to celebrate our cultural heritage, as a social and economic asset.

The next chapter assesses how NSW government agencies have implemented the Multicultural Principles through the Multicultural Policies and Services Program. This program is a critical source of information and connection on the many policy issues which impact on access to culturally appropriate services in NSW.

The MPSP is also the vehicle for government agencies to plan and implement policies and programs for our multi-culturally diverse clients and customers. Now over three decades old, this program has been continuously reviewed and improved to provide a solid multicultural planning framework for government agencies. The next important step is to develop a stronger method for measuring success and areas for improvement.

## CHAPTER 2: MULTICULTURAL POLICIES AND SERVICES PROGRAM 2013-14

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## Overview

The Multicultural Policies and Services Program (MPSP) is central to the Multicultural NSW strategic plan, *Harmony in Action*. Late in 2014, the NSW Parliament passed the *Multicultural NSW Legislation Amendment Act 2014*, cementing the MPSP in legislation. The NSW Government-wide program has been under internal review for several years as we fine-tuned the program to:

- achieve a better balance between advice and assessment by moving to three-year reporting cycles for most agencies and establishing agency portfolio officers to work with agencies and provide advice to the Minister
- adopt a financial-year reporting cycle to provide the *Community Relations Report* to Parliament in February each year.

This section of the *Community Relations Report* covers:

- annual report compliance
- an overview of the MPSP reports from 2013/14 reporting agencies
- insight into the legislative changes and their effect on the MPSP
- plans for the MPSP in 2015
- reporting priorities for all agencies in 2015.

### Annual report compliance

All NSW public authorities are required to report on how they implemented the multicultural principles in their annual report.

### MPSP requirements at a glance

#### All agencies must:

- report on implementation of the multicultural principles in their annual report
- submit the relevant extract from their annual report to Multicultural NSW once it has been tabled in Parliament.

Designated MPSP agencies are also required to:

- consult with Multicultural NSW to discuss expectations
- develop a multicultural plan for the identified agencies within it, or for the whole Department
- provide a detailed multicultural report to Multicultural NSW, within the agreed timeframe, setting out implementation progress during the reporting period and identifying multicultural priorities for the next reporting period.

In 2014, almost all agencies which submitted their Annual reports were fully compliant. No agencies were partially compliant.

The full list of agency compliance is at Appendix 1. Agencies with fewer than 200 employees are only required to report on multicultural implementation in their annual report every three years. However, a significant number report annually as a matter of course. Appendix 1 lists the small agencies which are due to report in 2015 or 2016.



Community celebration of Deepavali (Duvali) at Blacktown 2014

## The MPSP in 2015 and the future

In 2013, in consultation with NSW Government agencies, we made changes to the program to achieve a better balance between reporting assessment and advice/assistance.

From 2013, most agencies are required to report every three years. NSW Health and the Department of Education and Communities report every two years. New agencies were identified as designated MPSP agencies (formerly key agencies) and all but the Department of Planning and Environment have produced multicultural plans.

In late 2014, Multicultural NSW began the *MPSP Materials Review and Update* project. This will be the focus of our work in 2015, in close consultation with public sector agencies.

Multicultural NSW will build on multicultural planning, reporting and evaluative mechanisms and support materials that will:

- help NSW Government agencies plan and report on multicultural activities which are outcomes focused and, wherever possible, measurable, using key performance indicators and readily collected data
- help agencies further align their multicultural planning with the NSW State Plan (*NSW 2021*)
- assist in the collection of consistent data across NSW Government agencies, as far as practicable
- allow Multicultural NSW to produce a report to Parliament that assesses the effectiveness of NSW Government agencies in implementing the multicultural principles
- allow for the comparison of agencies' efficacy at one point, or over, time.

Multicultural NSW has a legislative and policy imperative to 'promote access to government and community services that is equitable and that has regard to the linguistic, religious and ancestral diversity of the people of New South Wales'. As the oldest and most mature program for multicultural planning in NSW, it provides the framework for major achievements in designing services to meet the needs of people from culturally diverse backgrounds.

Much has been achieved under the MPSP, with all major departments showing commitment and dedicating resources to make NSW public sector agencies responsive and knowledgeable about the needs of diverse cultures.

Data and evidence is not easy to collect and analyse across such a large public sector. Outsourcing and divesting of services in Family and Community Services, including the introduction of the National Disability Insurance Scheme, requires strong accountability for providing language services and understanding cultural contexts. The new Act states that non-government agencies are also required to implement the multicultural principles which govern this state. The revised MPSP will also need to consider how this works in practice.

## Multicultural Policies and Services Program – 2014

Six agencies provided detailed MPSP reports against their MPSP plans this year. Five other agencies developed new multicultural plans.

For Service NSW, the NSW Rural Fire Service and Fire and Rescue NSW, these newly developed plans are their first MPSP plans as designated MPSP agencies (DMAs). The Department of Justice has developed a department-wide MPSP plan for the first time, taking in Corrective Services, Juvenile Justice and the former Attorney-General's Division.

The Department of Planning and Environment did not provide Multicultural NSW with an MPSP plan. Multicultural NSW will continue to try to engage the new Department and support it to meet its multicultural planning obligations.

MPSP plans and reports are assessed using the Multicultural Planning Framework. Each plan or report is assessed by the officer with responsibility for engaging with the agency and reviewed by the Policy Director before recommending approval to the CEO of Multicultural NSW.

See Appendix 2 for an explanation of the Multicultural Planning Framework.

It uses the scale of 1-3 in the MPF to provide an overall range where 1 represents minimum compliance, Range 2 is sound outcomes and Range 3 is best practice.

### AGENCY MPSP REPORT

### MULTICULTURAL PLANNING FRAMEWORK RANGE

NSW Health	3
Transport for NSW	2
Department of Education & Communities	2
WorkCover*	2
NSW Fair Trading*	2
Legal Aid NSW	2

\* WorkCover and Fair Trading NSW reported through the Office of Finance and Services.

## AGENCY MPSP PLAN

## MULTICULTURAL PLANNING FRAMEWORK RANGE

Service NSW	3
Fire and Rescue NSW	2
NSW Rural Fire Service	2
Department of Justice	2
NSW Trade & Investment	1

### Multicultural NSW Act 2000 and the MPSP

For the first time, the Multicultural Policies and Services Program (MPSP) is identified in legislation, providing the program with a solid foundation in law and the profile it requires to drive ongoing service improvement across the NSW Government.

The amended Act also changes the reporting timelines under the MPSP. Where previously agencies have reported on a calendar year basis, Multicultural NSW has brought this into line with the other corporate reporting requirements by asking agencies to report by financial year, which runs to 30 June of the reporting year. This reflects current multicultural planning for most agencies and reduces the considerable lag between the periods covered in the report and when it is published.

Multicultural NSW will produce and publish the annual *Community Relations Report* in February of each year. This means that agencies will need to submit their reports and plans by 31 August instead of 31 October. Since most agencies are now reporting every three years, this deadline should be easily met.

### Key dates for 2014-15

In the next reporting year, only three designated MPSP agencies are due to provide detailed reports on the implementation of their MPSP plans:

- Family and Community Services
- Office of Local Government
- Department of Planning and Environment.

These reports should reach Multicultural NSW by 28 August 2015. Multicultural NSW officers will work closely with agency staff to help them meet this deadline.

### Key priorities for 2014/2015

Agencies will again be asked to focus on priorities in their 2014/15 annual reports. The priorities will remain:

- key performance indicators and the results of evaluations
- services for humanitarian entrants.

These priorities were the same in 2013 and 2014 but previously included reporting on pathways between agencies for people from culturally and linguistically diverse backgrounds. While the need for agency coordination is still important, these pathways have been reduced by the amalgamation of previously separate agencies into nine large departments and clusters.

Multicultural NSW is working with both non-government and government agencies to continue improving coordination and pathways.

Multicultural NSW asks agencies to identify their key performance indicators and report on the results of their evaluations. This focus reflects Multicultural NSW's assessment that reports and plans tend to count *activities* rather than *outcomes*. While some agencies report that they evaluate programs, they tend not to include the results of the evaluations in their reports.

All agencies reporting through the MPSP will continue to be asked to detail the services and programs they provide for refugees and humanitarian entrants. This will enable Multicultural NSW to assess the response of New South Wales to humanitarian entrants, and also fulfils one of the recommendations of the NSW Auditor-General's report: *Settling humanitarian entrants in New South Wales (2012)*.

Multicultural NSW anticipates that these priorities will remain for the foreseeable future.

## Designated agencies' MPSP plans and reports

This section summarises the activity and assessments of the eleven agencies required to submit a plan or provide a report on their multicultural plans in 2013-14.

### NSW Health: Range 3

NSW Health has demonstrated the highest level of achievement under the Multicultural Planning Framework. This is significant progress from solid performance in previous years. The key development which brings it to a Range 3 is its improved governance and planning processes across the large NSW Health system.

Fifty-one health services and branches contributed to NSW Health's MPSP reporting for 2013-14. The term 'health services' refers to Local Health Districts (LHDs), Pillars (e.g. NSW Kids and Families; Cancer Institute NSW), Health Networks (e.g. Multicultural Health Managers Network), state-wide services (e.g. NSW Ambulance) and Ministry of Health branches.

The NSW Health Multicultural Plan (the *Policy and Implementation Plan for Healthy Culturally Diverse Communities 2012-2016*) provides the context for NSW Health's services in the community. NSW Health formed the Multicultural Health Plan Implementation Group to support multicultural health planning and coordination in 2014 and into the future. Through the *Prioritising, Planning and Collaborating for 2014 and beyond* state-wide forum (November 2013) the Implementation Group identified four priority areas within the plan.

In 2014, it formed four working groups to investigate opportunities for improvement in the following priority areas:

1. Improve access to and use of interpreters
2. Improve data collection and related systems for culturally and linguistically diverse clients/patients
3. Improve training and education for health staff to support cultural competence
4. Deliver communication campaigns and strategies to support state-wide messages.

NSW Health's decision to prioritise its activities makes sense. It is a large undertaking for the Ministry of Health to coordinate planning, monitoring, evaluating and reporting of the myriad activities undertaken in the multicultural sphere. It is not possible to specifically mention all the activities within NSW Health. These four priorities indicate the large commitment NSW makes to providing access to health services and information for people from culturally diverse backgrounds.

### Improving access to and the use of interpreters

NSW Health reports on activities in the following LHDs, state-wide services and pillars, with more detail to follow for those marked in blue:

- Hunter New England
- Ambulance Service of NSW
- Mid-North Coast

- Nepean Blue Mountains
- Northern Sydney
- SE Sydney
- SW Sydney
- Sydney
- Western Sydney
- Southern NSW
- Clinical Excellence Commission
- NSW Refugee Health Service.

The Health Care Interpreter Service reports that the most requested language remains Arabic (2012/13: 16.6 per cent. 2013/14: 19 per cent or 98,099 Occasions of Service (OOS)) followed by:

- Mandarin 16 per cent (82,201)
- Cantonese 13 per cent (67,817)
- Vietnamese 9 per cent (45,711)
- Iranian/Persian/Farsi 6 per cent (32,788).

In 2013-14, the total recorded Health Care Interpreter Service expenditure was \$23,234,742, a 20 per cent increase on the previous year.

Northern Sydney implemented several initiatives this year to increase community access to interpreter services. These include:

- translating information and other material into 20 languages, including those of new and emerging communities
- surveying nearly 800 staff to determine their experiences using the service and their training needs.

Six of the eight district hospitals in SE Sydney LHD commenced (or had completed) a baseline file audit assessing the use of professional interpreters by patient consent and the accuracy of ethnicity data collected. SE Sydney LHD has planned interventions to increase compliance, which varied from between 10 and 40 per cent. This LHD also conducted two qualitative evaluation projects: one with the Chinese community and the other, a patient call-back research project, which sought feedback on the interpreter access process.

In Western Sydney, the Health Care Interpreter Service (HCIS) focused on recruiting new interpreters speaking Tibetan, Nepalese, Bhutanese, Rohingya and Bengali.

The HCIS also developed the *Interpreting Healthcare – Guidelines for Interpreters* resource for interpreters working in healthcare. The resource supports interpreters as they face various ethical challenges in their work. It includes self-evaluation tools and components for identifying training needs. On the other side of the interpreting relationship, the resource helps healthcare providers by outlining the interpreters' role and how best to make use of their skills.

The NSW Refugee Health Service has managed its very high usage of interpreters by negotiating the employment of three additional sessional interpreters specifically for Refugee Health Service clinics. The Refugee Health Nurse Assessment Program now has timely access to interpreters which helped RHS to provide health assessments to 2,500 newly arrived refugees.

## Improving data collection and related systems for culturally and linguistically diverse (CALD) clients/patients

NSW Health is leading the way in establishing baselines for various aspects of its service – such as interpreter provision.

The Murrumbidgee Local Health District is participating in the *Health and Outpatient Care (CHOC) State Based Build Subject Matter Expert and Clinical Stream Reference Groups*. CHOC is an electronic medical record system which will improve data extraction about access for community health services clients from diverse backgrounds.

The Multicultural Health Service and the Information Management and Organisational Performance Unit of the Nepean Blue Mountains Local Health District have partnered to develop better record-keeping procedures for patients and carers from diverse backgrounds. NSW Health reports that a key system improvement in 2014 was the way that data is collected in the various patient administration systems. The Multicultural Health Service can today design reports that monitor admissions, readmissions, access, use of interpreters, and patient satisfaction.

The Sydney Sexual Health Clinic in the South Eastern Sydney LHD is also using a purpose-built data system to collect patient related information. The clinic has also translated its self-registration software. Together, these initiatives have resulted in more accurate reporting of sexual health and demographic data, allowing for better service design and delivery to various communities.

Western Sydney LHD is also using improved data collection measures to help plan and deliver targeted approaches which foster healthy behaviour in people from diverse backgrounds. WSLHD established baseline measures and set specific targets to determine progress.

The Transcultural Mental Health Centre has developed demographic profiles for each of the State's LHDs. They have received positive initial feedback from their LHD clients, who are using the data to plan, develop and re-orient program delivery.

## Improving training and education on cultural competency

A culturally competent workforce is critical to the delivery of effective services in a culturally diverse society. This is not just 'frontline' staff but extends horizontally throughout the organisation. Organisational culture and cultural competence are two sides of the same coin.

NSW Health reports many education and professional development activities within this priority area. It has focused its MPSP report on the development of cultural competency in its staff. Multicultural NSW has sought further information about the professional development NSW Health has developed for staff from culturally diverse backgrounds who work in targeted positions, policy development, and management.

The NSW Refugee Health Service has developed a *Multilingual Appointment Reminder Translation Tool*. Health professionals can book seven different appointment types in 23 languages, allowing clients to receive all the information about forthcoming appointments in their own language. The tool is being used across the state; in private practices, other jurisdictions in Australia and internationally. There are many opportunities for this model to be used across NSW Government agencies.

## Innovative and effective health promotion

NSW Health reports many health-promotion activities targeting people from non-English speaking backgrounds. The *Smoking Cessation Pilot Project for Male Chinese Restaurant Workers in Sydney Metropolitan Area*, in partnership between the Sydney, South East Sydney and North Sydney LHDs, is one example. A 2012 study found that 31 per cent of male Chinese restaurant workers across the Sydney metropolitan area smoked daily. The NSW average is 15 per cent.

The South Eastern Sydney LHD has used theatre to explore cancer-related stigma in the Arabic, Greek and Macedonian-speaking communities. Audience feedback revealed that the messages about cancer prevention, screening and social support, which were embedded within the theatre productions, were well received.

The plays are recorded on DVD and are available to the community through libraries, community and cancer services and multicultural organisations.

The Transcultural Mental Health Centre is working closely with Settlement Services International (SSI) to make sure people who entered Australia under the Humanitarian Programme remain engaged with the health system. The TMHC has delivered training to 90 volunteers on mental health and wellbeing, pathways to care, and stigma reduction. More training is planned for 2015.

## Multicultural Health occasions of service

NSW Health reports that in 2013-14, local Health Districts delivered a total of 97,543 multicultural health clinical 'occasions of service' (OOS). Acute Care, Mental Health and Aged Care services were the top three. Seventy-six per cent of the Mental Health OOS were delivered by Sydney LHD. South East Sydney LHD delivered 97 per cent of Aged Care clinical OOS.

Slightly fewer non-clinical multicultural OOS were delivered in 2013-14 (90,396). Non-clinical OOS include face-to-face individual and group interactions that do not seek to address specific clinical outcomes. They include health promotion activities, psycho-social education and community development activity.

## Transport NSW: Range 2

Transport for NSW (TfNSW) continues to operate at a sound level, within Range 2 of the current Multicultural Planning Framework. TfNSW's strengths in multicultural service delivery are in:

- human resources
- communication
- partnerships.

TfNSW reports that it has created a well-supported culturally and linguistically diverse Employee Reference Group which contributes to multicultural policy development. This group is in addition to the cluster-wide Steering Committee of senior TfNSW staff.

TfNSW is committed to developing a culturally competent workforce. The agency has made significant progress during the current reporting period through the following strategies:

- Cultural competency and cultural diversity priorities are reflected in recruitment strategies, including promotion of jobs and panelist capability.
- The State Transit Authority has identified customer contact roles with a need for cultural competency and embedded equity and diversity in training for staff.
- Sydney Trains, NSW Trains, and Roads and Maritime Services have built a degree of cultural competency considerations into workforce planning.
- TfNSW collects and reports on CALD employee representation and distribution.
- TfNSW has committed to developing a staff register of linguistic skills.
- TfNSW requires third parties to provide translation services to support service delivery.
- TfNSW requires contractors to adhere to diversity and inclusion principles through their standard contractual agreements.

### Communication

TfNSW is successfully communicating with diverse cultural and linguistic groups.

Effective communication with customers is a key priority for TfNSW and reflects the agency's commitment to 'put the customer at the centre of everything'.

TfNSW used population and customer demographics to inform communications strategies such as:

- translating written material
- advertising and promotion through multicultural media
- community engagement.

TfNSW reports that promotional and other materials are tested for cultural appropriateness prior to distribution.

### Partnerships

The TfNSW Multicultural Plan identifies strategies targeting regional communities and to help new migrants to settle and orient themselves quickly.

Multicultural NSW is pleased to note the significant progress that TfNSW has made in building communities' potential through partnerships. TfNSW is piloting projects in regional areas which will:

- improve transport access to isolated communities
- improve the social and economic participation of disadvantaged communities
- build community capacity.

TfNSW is also working in partnership with the Department of Immigration and Border Protection to address transport issues faced by migrant and refugee groups.

### Department of Education and Communities: Range 2

Multicultural NSW recognises the Department of Education and Communities' (DEC) efforts in reporting on the planning, development and monitoring of the many programs, services and activities it undertakes as part of its Multicultural Plan 2012-2015.

This summary provides a snapshot of DEC's responses to:

- the learning needs of students from diverse cultural, linguistic, and religious backgrounds
- the promotion of community harmony and social inclusion
- the increased understanding of cultural, linguistic and religious diversity
- the education and training needs of our multicultural society.

The report also includes the achievements of TAFE NSW and AMES NSW and the Office of Communities. TAFE NSW and AMES formally separated from DEC in July 2014. The Office of Communities was integrated into DEC during the reporting period.

The DEC report shows that NSW public schools are rich in diversity and that it is responding within its resources. Around 20 per cent of students enrolled in NSW Public Schools are learning English as an Additional Language or Dialect (EALD). Approximately 6,500 students are from refugee backgrounds. A further 4,000 international students enrol each year. Approximately 22 per cent of TAFE's 570,000 students are also from language backgrounds other than English (LBOTE). This diversity demonstrates the complexity of planning and program delivery required in the NSW education context. As at 1 October 2013, 14.5 per cent of the state's 143,400 apprentices and trainees identified as LBOTE and 7,070 of the 14.4 per cent of apprentices and trainees who completed training identified as LBOTE.

In 2014, 91,401 students received EALD support and over 5,000 newly arrived students received intensive English support in Intensive English Centres (IECs) through the New Arrivals Program in primary and non-metropolitan secondary schools. The Refugee Support Strategy, which was expanded to include settlement, welfare, education and transition support, also assisted 1,406 primary and secondary students in 82 schools. These programs are complemented by other programs for refugees, including the Refugee Action Support program and the Beginning School Well program.

DEC developed new Annual School Report Guidelines to meet reporting requirements under the new Local Schools, Local Decisions model in 2014. DEC reports that the guidelines include:

- strengthened accountability requirements for school-based multicultural and anti-racism strategies
- the use of resources to support English language proficiency.

### Human resources

DEC focuses on building teachers' knowledge and skills. As part of its *Great Teaching, Inspired Learning* plan, it offers professional development opportunities to build competence and leadership in multicultural education practice. Professional development funding is rolled out through the Local Schools, Local Decisions reform to teachers, Educational Services teams and executive staff and includes anti-racism, multicultural, EALD and refugee education.

In 2013-14, learning and development outcomes included:

- Over 4,200 teachers and staff attended EALD, newly arrived and refugee-focused professional learning programs
- 3,700 Language Other Than English (LOTE) teachers from K-12 undertook professional development
- 240 Saturday School of Community Languages teachers and executive staff participated in professional learning programs
- 35 Community Language teachers attended the Community Languages Induction Program K-6
- 734 teachers completed face-to-face or blended Anti-Racism Contact Officer training
- 500 teachers attended anti-racism professional learning programs.

DEC also encourages the use of interpreters to assist communication with parents or carers as required. Between October 2012 and September 2014, 10,456 onsite and telephone interpreters were provided across primary and secondary schools.

TAFE NSW also provided a range of professional development programs for teachers across NSW.

### Access and equity

DEC reinforced its Anti-Racism Policy in 2014. It now requires every school to:

- have a trained Anti-Racism Contact Officer
- include anti racism strategies within school plans.

Anti-racism training was provided to teachers. 1400 new Assisted School Travel Support Officers received Code of Conduct training that included anti-racism, anti-discrimination and complaints procedures. TAFE NSW conducted anti-discrimination workshops for 31 trades and technology teachers. Anti-racism and cross-cultural awareness training was included in all TAFE NSW staff induction programs.

DEC engaged the community, parents and families in a variety of ways:

- 140 documents including enrolment forms, information on policies, assessment and issues available in up to 40 languages
- programs and workshops for newly arrived parents on school practices and procedures.

DEC also hosts websites to assist schools develop intercultural understanding, address racism and increase knowledge about cultural diversity and multicultural issues. These include:

- Roads to Refuge
- Racism, No Way
- Cultural Exchange NSW
- Prejudice, No Way.

In 2013-14, DEC provided community language maintenance, cultural heritage and international student programs. Data shows that:

- 41,000 students from K-6 studied 31 community languages
- 32,161 students studied 55 community languages delivered by 253 community organisations in 2014
- two new community language schools were established
- 148 students at the Open High School studied language courses by distance education
- international students enrolments in NSW increased by 13 per cent
- 1,915 international students received EALD support.

TAFE NSW provided programs that involved culturally and linguistically diverse students including:

- scholarships for students studying several courses through the Sydney Institute
- the Empowering Youth Program through the Hunter Institute
- the Riverina Youth at Risk project through the Riverina Institute
- programs for newly arrived communities through the New England Institute.

AMES NSW delivered targeted programs to support adults from CALD backgrounds and refugees, including AMEP Certificates I, II, III, IV in Spoken and Written English. AMES also delivered numerous English programs to assist migrants develop language skills for employment.

The Office of Education also implemented relevant initiatives, including:

- additional funding to services enrolling LBOTE children, through the NSW Early Childhood Education and Care Preschool Grants Program
- training for jobseekers from CALD backgrounds through State Training Services
- delivering programs through organisations funded through the National Partnership for Youth Attainment and Transitions in 2013, which targeted and supported students from CALD backgrounds, including newly arrived refugee students

The Office of Communities implemented programs in sport and recreation, volunteering, youth strategy and participation. These included:

- swimming and water safety programs for people from CALD backgrounds
- promoting volunteering programs
- a range of youth opportunities, including mentoring programs, a project about career pathways in digital and media industries, and a project for LBOTE young people that increases connection with other groups in their communities.

Along with activities and celebrations that recognise national and international events, DEC administers the Links To Learning Community Grants Program. This program provides funding to not-for-profit organisations and councils to support youth at risk of disengaging from education and training.

In 2013-14, DEC funded seven projects that targeted culturally and linguistically diverse students from 30 high schools.

### Consultation and feedback

DEC conducts surveys and engagement activities to discover and meet the needs of teachers, students, and families.

In 2014 the *Tell Them From Me* pilot canvassed social, intellectual and institutional engagement in schools. From the perspectives of students in years 4-12, it looked at:

- wellbeing
- teaching practices
- classroom management
- aspirational indicators.

The EALD Survey is conducted annually in schools. The survey collects data on the professional learning needs of teachers and school communities and informs the delivery of programs that support the needs of EALD students and families.

In 2013-14, a range of positions enhanced communication between schools and parents and families. These included:

- school-based Community Liaison Officers
- regionally based Community Information Officers
- school Learning Support Officers (Ethnic)
- school counsellors appointed at Intensive English Centres (IEC) and Intensive English High Schools (IEHCs)
- refugee student support officers and bilingual support positions.

DEC uses the MyPL@Edu management system to support the delivery of professional learning programs and courses. The tool evaluates participant feedback to inform future planning.

### Social and economic development

DEC reports partnerships and research initiatives with universities and foundations that explore best practice in multicultural education.

DEC undertook research in 2013-14 that helped to inform the development and delivery of its policies, teaching and learning programs. Multicultural education research included the Australian Research Council (ARC) Linkage project with University of Western Sydney and BOSTES *Rethinking Multiculturalism, Reassessing Multicultural Education*. The project set out to identify the challenges of increasing cultural complexity and resulted in the publication of three reports: *Surveying NSW Public School Teachers*, *Perspectives on Multicultural Education*, and *Knowledge Translation and Action Research*.



Premiers Harmony Dinner 2014.

An outcome of research with the University of Technology, Sydney is the publication *The transition of refugee students from Intensive English Centres to mainstream high schools: current practices and future possibilities 2014*. This research identifies teaching practices that support refugee students during the identified transition period.

Partnerships with other agencies and service providers aim to develop and deliver culturally inclusive programs and services. Examples include:

- partnerships with agencies such as NSW Health, NSW Police Force, Family and Community Services, and community organisations to support students with a disability from culturally diverse backgrounds, newly arrived and refugee students
- working with the Australian Human Rights Commission to implement anti-racism initiatives in public schools
- The Ready Arrive Work program, delivered in partnership with JobQuest, local industry and community organisations
- The Macquarie Mentoring program with Macquarie University for refugee students to plan post-school pathways.

## The Office of Finance and Services: Range 2

The Office of Finance and Services (OFS) provided MPSP progress reports for the two designated MPSP agencies in its cluster:

- NSW Fair Trading
- WorkCover Authority.

Multicultural NSW assessed both agencies as operating at Range 2 of the Multicultural Planning Framework, reflecting sound achievements for these agencies. They show particular strengths in:

- developing staff, with specific programs for staff from culturally diverse backgrounds
- consulting with and seeking feedback from the community and designing targeted programs for hard-to-reach communities
- communicating with the *whole* community.

These strengths are discussed in greater detail below.

### Human resources

The Office of Finance and Services designated a Human Resource Planner to develop and retain staff from culturally diverse backgrounds, including:

- customised staff training programs for people from non-English speaking backgrounds
- mentoring programs
- sponsorships to conferences and seminars.

These programs are additional to the orientation and induction programs.

WorkCover's strategies would benefit from a staff audit of cultural competency. By matching this with community demographics, it can develop a recruitment and retention strategy to address gaps in service delivery.

### Client and community feedback

NSW Fair Trading has a strong track record of customising initiatives to meet the needs of the multicultural community. It seeks feedback and input from:

- Australian Bureau of Statistics datasets
- migrant settlement data
- consultation with its community partners
- case studies and evaluation.

It also uses its Ministerial Advisory Councils to provide a communication channel between the community and the Minister to inform policy. Fair Trading is also an active member of the:

- NSW Government Immigration Settlement Planning Committee
- Multicultural NSW Multicultural Coordinators' Forums
- Interagency working group on Migrant Skills
- Refugee Support Network.

### Access and equity

Both WorkCover and NSW Fair Trading focus their activities on responsive programming.

This year, WorkCover reported on its programs to increase awareness of dangerous chemicals and their handling. They targeted specific communities, working in selected industries. It also created the *Safety in the wood products industry, kitchen and manufacturing and joinery* guide.

The *Come Home Safely* kit is also available in 15 languages on the WorkCover website.

The Work, Health and Safety Division responded to requests for presentations and information including:

- workers from Chinese and Indian backgrounds working in a large poultry operation
- migrant communities in Griffith
- information about the demolition of the Port Kembla stack
- slip and fall prevention for Turkish-speaking seniors in Wollongong.

WorkCover is particularly active in making sure its funded services are accountable for the delivery of services to ensure access for everyone. The new 2015 Scheme Agent Deed:

- reflects the Multicultural Principles
- includes a code of conduct and customer engagement obligations
- seeks to ensure the provision of equitable access for the whole community.

The NSW Fair Trading website includes dedicated pages for people from non-English speaking backgrounds. There is information in 28 languages and customers can leave feedback in six languages.

OFS has also targeted a specific program for people arriving in Australia on humanitarian visas. The *My Consumer Rights* video series was jointly developed by Australian consumer protection agencies. The consumer protection messages are delivered in Arabic, Dinka, Farsi, Karen, Nepalese and Tamil.

## Communication

The Office of Finance and Services and NSW Fair Trading use different ethnic media to communicate with the community including:

- translated media releases and articles
- SBS and community radio language programs.

Fair Trading runs multicultural community education events through the My Place program. It provides free seminars in the local community. Popular seminar topics include:

- tenancy – (for landlords and renters)
- avoiding scams
- incorporated associations
- strata living
- consumer rights
- retirement village living.

Fair Trading also runs information sessions for property professionals, retirement village operators and tradespeople such as builders, plumbers and motor dealers and repairers.

In the 2013-14 reporting period, Fair Trading delivered 137 events targeting culturally diverse communities. Over 3,500 people took part, speaking more than 25 languages.

NSW Fair Trading is continuing to roll out its *Think Smart* community education initiative. *Think Smart* raises awareness and understanding of consumer rights in culturally, linguistically and religiously diverse communities.

*Think Smart* is about working and building long-term relationships through partnerships with community organisations and media.

The Office of Finance and Services uses multicultural media briefings to bring multicultural media together with the Minister. OFS reports three media briefings involving Indian and Chinese media discussing topics ranging from preventing child falls from apartment windows to fuel price sign regulations.

Both these designated MPSP agencies have established web presences in more than 25 languages.

## Legal Aid : Range 2

In reporting this year, Legal Aid NSW provided Multicultural NSW with:

- its Diversity Action Plan (DAP) 2014-2015
- an MPSP report covering 2012-14, for assessment in 2014.

Multicultural NSW has assessed these both at Range 2 of the Multicultural Planning Framework. Legal Aid employs extensive and innovative strategies to ensure access to legal services for people from culturally diverse backgrounds. Its particular focus on those most needing assistance includes refugees and asylum seekers.

Legal Aid investigates improvements to its performance and its MPSP report shows that the agency is:

- analysing areas of emerging need to establish new business premises
- targeting services to emerging communities
- using multiple technologies to improve communication and accessibility
- collaborating with other agencies and non-government organisations to enhance planning and performance assessment
- working in regional NSW.

Legal Aid continues to demonstrate particular strengths in:

- use of data and evidence to inform planning and evaluation
- human resources
- access and equity
- using new technologies to target communication
- using its extensive partnerships to build community potential.



Premiers Harmony Dinner 2014.

## Planning and evaluation

Legal Aid NSW has a comprehensive analysis and review process which:

- provides data and information for use in planning, program development, and service delivery
- includes evidence developed through collection of client and broader demographic data, client and program evaluation, consultation, and collaboration
- includes surveys and reviews to inform and improve service development.

Legal Aid uses web-based technology to gather information on the effectiveness of programs by location.

Legal Aid uses data and analysis for strategic and operational purposes including:

- producing multilingual publications
- targeting services and community legal education
- locating office premises.

Multicultural NSW commends Legal Aid NSW for its use of evidence, particularly in producing *The Guide: Working with people from new and emerging communities* and in developing Socio-Economic Index for Areas (SEIFA) maps to assist in targeting services.

## Human resources

Legal Aid NSW reports a range of initiatives to ensure its staffing reflects the needs of the business. These include:

- encouraging applications from the whole community
- planning staffing that responds to the needs of the community, particularly new and emerging communities
- staffing offices that see a large number of Arabic-speaking clients with Arabic-speaking staff
- appointing a specialist lawyer, where there is significant demand from the culturally diverse community, for family litigation matters.

Legal Aid NSW reports a number of initiatives which develop and maintain cultural and linguistic competence. These are:

- induction training to include diversity concepts in the initial face-to-face training (revised in response to review)
- training for lawyers in the Criminal Law Division on improving communication with clients from Asian and Pacific Island cultures
- a forum on culturally responsive mediation for Aboriginal and culturally and linguistically diverse families for Legal Aid panel mediators.

## Access and equity

Legal Aid ensures the needs of new and emerging communities are met through its programs and services. In addition to adapting its mainstream programs to ensure it reaches the whole community, Legal Aid also:

- offers free workshops for lawyers and multicultural workers who work with migrants and refugees, in multiple languages
- delivers workshops for clients from culturally and linguistically diverse communities
- targets outreach and advice services to address the needs of people who are difficult to reach
- works closely with a range of organisations in delivering services to culturally and linguistically diverse community members.

## Social and economic development

Legal Aid NSW collaborates with other organisations to:

- understand the needs of NSW diverse communities
- raise awareness of the needs of different communities
- encourage and facilitate access to services.

Legal Aid reports working with:

- Kingsford Legal Centre on a number of projects helping migrant women in the workplace
- Settlement Services International (SSI) to establish family law outreach services in migrant services across NSW
- migrant resource centres, community organisations and people from a number of new and emerging communities to deliver training to Legal Aid NSW staff about new and emerging communities and develop the guide called *Working with new and emerging communities: A guide to assist community workers*
- non-government organisations to provide immigration law advice to their clients
- Legal Aid Commissions around Australia to produce the *What's the law? Australian law for new arrivals* education kit for English language teachers to use with newly arrived migrants.

# NEW MPSP PLANS

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## Service NSW – Range 3

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Service NSW was created in 2013 as part of its commitment to 'put the customer at the heart of government service delivery'. Customers have told Service NSW that they want:

- easier access to government services
- faster service
- a single point of contact.

Service NSW had helped more than six million people by October 2014. It currently provides a number of transactions and services for several NSW Government agencies including:

- Roads and Maritime Services
- Fair Trading
- Births, Deaths and Marriages
- Housing NSW
- Office of State Revenue
- Office for Ageing
- Office for Environment and Heritage.

Service NSW is a key agency for ensuring that public sector services are equitably available to the whole community. It is evident from the Service NSW Multicultural Plan 2014-17 that it recognises that providing equitable service delivery in the NSW community of communities requires a tailored and well-planned approach.

Service NSW's Multicultural Plan targets a Range 3 level of operations. It:

- is well integrated into the Service NSW corporate planning and reporting system
- collects and analyses quantitative and qualitative data
- has a high level of senior management leadership and accountability for its delivery
- recognises the value of partnering with specialist organisations.

Executive leadership and accountability for multicultural planning and service delivery is integral to the success of an agency in meeting the needs of the whole community. Service NSW integrates cultural diversity at all levels, from the Chief Executive to the frontline officer and in every metropolitan and regional office. The Service NSW Executive is culturally competent and engaged and the frontline is well-prepared to operate in the culturally diverse NSW community. The plan

demonstrates a commitment to reflecting the Multicultural Principles in policy development and management. These features underpin Range 3 planning.

### Planning

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The Service NSW Multicultural Plan 2014-17 was guided by a Multicultural Executive Steering Committee and includes:

- goals for each strategy
- named accountability for delivery by Service NSW
- timeframes for each action
- transparent internal monitoring and evaluation.

However, the plan does not have key performance indicators (KPIs) for its goals. This hampers rigorous evaluation and continual improvement. Multicultural NSW has encouraged Service NSW to devise KPIs for its plan.

The plan's goals are integrated into Service NSW's overall corporate and business planning and review mechanisms. The CEO and Executive Leadership Team are accountable for:

- supporting business units to identify opportunities to include multicultural principles in policies and guidelines
- using the plan's goals in the corporate plan
- communicating with the public about how it will make access to government transactions easier.

Service NSW is also taking a measured approach to data collection and analysis. While it makes use of Australian Bureau of Statistics (ABS) data, it also intends to partner with other agencies to use their data and experience to forecast new issues and plan to meet them.

### Human resources

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Service NSW plans to ensure that its staffing profile reflects its business needs. It is developing a team member profile which records the languages spoken by staff at each location. Comparing the staffing profile with the community profile at each locale will help the agency identify gaps and opportunities.

Multicultural NSW has suggested that Service NSW:

- identify opportunities for policy and managerial staff to participate in cultural competency training and development
- plan for the professional development of staff with multicultural accountability.

### Access and equity

Service NSW and Multicultural NSW are already working together hosting standby hotline services.

Service NSW will:

- work with settlement agencies to address accessibility issues for new migrants
- enhance its social presence within the non-English speaking background communities
- evaluate its communications campaigns.

### Social and economic development

Service NSW clearly understands that an agency is best able to exploit cultural diversity as an asset if it works in partnership with other agencies, the community, and not-for-profit organisations. Service NSW is already partnering with Multicultural NSW and other agencies and organisations and plans to promote best practice in customer service.

## Fire and Rescue NSW: Range 2

Fire and Rescue NSW (FRNSW) has a long history of engaging closely with the community. FRNSW pays particular attention to ensuring its key messages reach new migrants, older people from non-English speaking backgrounds and others. However, FRNSW only became a designated MPSP agency in 2014.

The agency's first Multicultural Plan in this capacity is a significant achievement. As a Range 2 plan under the Multicultural Planning Framework, it is well-integrated into the FRNSW corporate planning and reporting system. This is part of a highly developed community partnership and communication mechanism, reflecting the nature of its operations.

Multicultural NSW has recommended FRNSW develop solid performance measures to assist in monitoring and evaluation.

### Use of data and analysis

The FRNSW Multicultural Plan interrogates data from a diversity angle and:

- identifies several sources of data
- uses community risk profiling and FRNSW fire incident history to target prevention activities for at-risk groups
- includes qualitative input from the community.

FRNSW provides the state's 338 fire stations with:

- community risk profiles
- contact lists for community leaders, organisations and media outlets working with people from culturally and linguistically diverse backgrounds.

### Client and community feedback

Data collection and analysis and client feedback are core activities for FRNSW. Fire and Rescue:

- engages with the community
- is in direct contact with community members and organisations
- provides targeted information
- receives feedback from the community.

The Home Fire Safety Checks Program is a home visitation program which uses community risk profiling and fire incident history to target prevention activities for various communities identified as being at risk. FRNSW staff visit homes to check smoke alarms, install them for free as necessary and to provide advice. The focus of the visits, and the support material, are tailored to the needs of specific groups. FRNSW will broaden the program to include other agencies working with and in the community (e.g. the Department of Social Security, migrant resource centres and local councils).

## NSW Rural Fire Service: Range 2

Like Fire and Rescue NSW, the NSW Rural Fire Service (RFS) became a designated MPSP agency in 2014. The RFS engaged Multicultural NSW early in the development of its inaugural MPSP plan as a DMA, producing a detailed plan which suits the needs of the agency and the community. The main strengths of the RFS plan are:

- the monitoring and evaluation mechanisms, as well as the high degree of senior management accountability
- its integration into the RFS corporate planning cycle
- its range of responsive mainstream and targeted programming for the community.

Communicating with the community is the bulk of NSW RFS' activities. NSW RFS will:

- develop a pictorial/plain language fire safety resource suitable for the whole community
- encourage brigade participation in local community events with a cross-cultural focus
- collaborate with community service organisations to reach *Assist Infirm, Disabled and Elderly Residents* (AIDER) clients from non-English speaking backgrounds
- use a range of strategies to communicate where *Neighbourhood Safer Places* are
- develop Community Protection Plans.



Photo supplied by Fire and Rescue NSW.

Given the amount and complexity of NSW RFS communication, Multicultural NSW has recommended that RFS develop an overarching multicultural communications strategy to monitor and evaluate NSW RFS' communication with the non-English speaking background communities.

## Department of Justice: Range 2

The Department of Justice's Multicultural Plan 2015-2018 is the first combined portfolio plan incorporating strategies from Corrective Services NSW and Juvenile Justice and has achieved a solid Range 2 for its extensive efforts to ensure that the plan reflects the priorities of the multicultural community.

Multicultural NSW was pleased to assist in developing the plan. The Department of Justice actively sought feedback from stakeholders through comprehensive community consultations.

The plan reflects a clear strategy to address priority issues:

1. Multicultural communities may not be aware of the NSW justice system and the role of the Department
2. Multicultural communities may have more difficulty in navigating the justice system and the services of the Department
3. The Department should ensure ongoing consultation and engagement with multicultural communities.

The plan's strengths are that:

- it is well supported by consultation, feedback, and review processes
- senior managers have clear accountability for the plan's implementation
- it responds comprehensively to needs and priorities identified through community engagement.

The plan also allows for the Department to demonstrate that it is operating in Range 3 by:

- identifying specific needs of client groups that are the focus of its programs. For example, new and emerging migrant groups, humanitarian entrants, or specific ethnic/religious groups rather than multicultural communities more broadly
- coordinating the use of data collection, research and analysis to develop performance indicators that correspond to social and economic outcomes.

## Planning and performance measurement

The Department's Multicultural Plan clearly sets out strategies, actions and performance indicators against the seven outcome areas of the Multicultural Planning Framework. It benefits from:

- clear performance indicators to ensure progress can be measured
- evidence that multicultural planning takes place in all business areas within the cluster
- built-in mechanisms for ongoing feedback and review.

The Department will establish an internal Multicultural Steering Committee to support executive oversight of the plan's implementation.

## Consultation and feedback

As outlined above, the Department's consultation and feedback mechanisms are a major strength of the plan. The Department's community consultations have been integral to the planning process.

In addition, the Department plans to:

- establish a Justice Multicultural Advisory Council, to provide high-level advice to the Department on issues affecting multicultural communities in contact with the NSW Justice system
- convene quarterly meetings of its CALD Client Services Officers network
- continue to consult annually with multicultural communities
- ensure client surveys and forms are accessible and use feedback to assess the quality of service delivery.

## Access and equity

The Department already performs well in ensuring its services are delivered in keeping with access and equity principles. The plan seeks to continue tailoring programs and services to improve access and participation of culturally diverse communities.

A highlight is the regional NSW engagement strategy with multicultural communities, involving workshops and activities in regional towns. This will provide good opportunities for the Department to gain feedback from client groups with whom it might otherwise have less frequent interaction.

## Communication

The Department's focus on improving communication in the plan is a key strength and reflects feedback gathered from its community consultation process about the need to better inform communities about the Department's work. The plan shows evidence of:

- targeted communication strategies through multiple channels going well beyond provision of translated material
- efforts to engage and educate communities through face-to-face interaction at community forums and events
- research, evaluation, and review mechanisms to identify client needs.

All agencies within the Department have planned to access multicultural expertise found in interagency and community networks to inform its communication strategies.

### NSW Trade and Investment: Range 1

NSW Trade & Investment (NSW T&I) also submitted its first Multicultural Plan as a designated MPSP agency (DMA) in 2014.

Multicultural NSW assessed the plan as addressing all key outcome areas within Range 1 of the Multicultural Planning Framework. With further development, NSW T&I will be able to ensure its commitment to the plan delivers strategic policy and programs that respond to the needs and priorities of multicultural stakeholders.

NSW T&I recognises that it is at early stage of developing a Department-wide approach. As a Department with a diverse range of agencies under its umbrella, from business services to arts institutions, it will be an ongoing challenge for the plan and its implementation to reflect its wide portfolio.

At the same time, the Executive understands the benefits that accrue to the people of NSW through successful multicultural planning and will promote this through the department and its activities.

T&I has identified particular challenges in creating effective staff development, feedback, and communication mechanisms. Multicultural NSW has recommended that NSW T&I:

- develop performance measures for its plan
- align the plan with the Trade & Investment Strategic Plan
- hold NSW T&I Executive Leadership accountable for delivering on the plan
- use feedback and review mechanisms to support planning and set priorities
- identify priorities for NSW T&I agencies to focus their efforts.
- NSW T&I's role in forging international links and supporting NSW's social and economic development means it is well placed to:
- promote the multiple benefits of cultural diversity
- provide leadership in multicultural policy and practice in NSW.

In order to do this, Multicultural NSW will work with NSW T&I to focus internally first, reflecting on the multicultural achievements of the agency to increase cultural competency and policy knowledge within the department. Highlights of the plan include:

- establishing a cross-departmental reference group to develop, evaluate and update the Multicultural Plan
- the pilot research project into multicultural small business drivers to be led by the office of the Small Business Commissioner with the University of Western Sydney,
- the 'Think Like a Customer' campaign to raise awareness of customer needs.

# CONCLUSION

This overview of agencies required to develop plans and/or report for 2013/14 shows that agencies are giving serious attention to service provision and inclusion to people from culturally and linguistically diverse backgrounds.

Within current data collection and reporting requirements, it is not possible to measure the impact of the program at a detailed level. However, it is clear from *Community Relations Reports* over two decades that the NSW Public Sector has become increasingly more aware of, and responsive to, the needs of culturally diverse communities. This includes more attention on the pathways to access, including translation and interpreting, targeted strategies and services and an increasingly deep understanding of the needs of different people from the myriad cultural backgrounds living in the state.

Multicultural NSW maintains its focus on effective planning, implementation and evaluation, including collecting and analysing meaningful data to measure success and areas for improvement. From initial consultations over future directions for the MPSP, NSW Government agencies are ready to take the next step in monitoring, measuring and continuously improving equitable access to their services. The current review of the MPSP is designed to achieve these outcomes.



Youth Leaders Day 2014. Ideation.

## APPENDIX 1 - Annual Report Compliance

Under annual reporting legislation, Departments, Statutory Bodies and State Owned Corporations are required to provide information in their annual report on implementation of their Multicultural Policies and Services Plan.

Under schedule 1 of the *Annual Reports (Departments) Regulation* 2010 Departments are required to include:

*A statement setting out the key multicultural strategies proposed by the Department for the following year and the progress in implementing the Department's multicultural policies and services plan and information as to the multicultural policies and services plans of any body reporting to the Department.*

A similar regulation applies to Statutory Bodies.

All agencies are required to provide the Multicultural NSW with an extract from their Annual Reports, so it can assess compliance with these requirements.

Multicultural NSW reports the following levels of compliance:

### Fully compliant

The following agencies met the requirements of the regulations, and reported BOTH on implementation of their multicultural plan in the year under report, and on multicultural priorities for the following year.

Anti-Discrimination Board of NSW  
 Art Gallery of NSW  
 Arts NSW  
 Attorney General's Division  
 Audit Office of New South Wales  
 Ausgrid  
 Australian Museum  
 Barangaroo Delivery Authority  
 Board of Studies  
 Board of Surveying and Spatial Information  
 Centennial Park and Moore Park Trust  
 Children's Guardian, NSW Office of the  
 Chiropractic Council of NSW  
 Civil and Administrative Tribunal  
 Cobar Water Board  
 Commission for Children and Young People  
 Community Relations Commission For a multicultural NSW (Multicultural NSW)  
 Crime Commission, NSW  
 Dams Safety Committee  
 Delta Electricity  
 Dental Council of NSW  
 Destination NSW  
 Election Funding Authority  
 Electoral Commission, NSW  
 Endeavour Energy  
 Fair Trading, NSW

Family and Community Services  
 Department of Finance and Services  
 Fire and Rescue NSW  
 First State Super  
 Forestry Corporation  
 Health Care Complaints Commission  
 Hunter Development Corporation  
 Hunter Water Corporation  
 Independent Commission Against Corruption (ICAC)  
 Independent Transport Safety Regulator  
 Information and Privacy Commission NSW  
 Internal Audit Bureau (IAB Services)  
 Judicial Commission of NSW  
 Justice, Department of  
 Land & Property Information  
 Legal Aid NSW  
 Lifetime Care and Support Authority  
 Lord Howe Island Board  
 Medical Council of NSW  
 Ministry for Police and Emergency Services  
 Ministry of Health  
 Motor Accidents Authority of NSW  
 Motor Vehicle Repair Industry Authority  
 Natural Resources Commission  
 NSW Dental Technicians Registration Board  
 NSW Institute of Psychiatry  
 Nursing and Midwifery Council of New South Wales  
 Office of Local Government  
 Ombudsman's Office  
 Optometry Council of NSW  
 Osteopathy Council of NSW  
 Parliamentary Contributory Superannuation Fund  
 Parramatta Park Trust  
 Pharmacy Council of New South Wales  
 Physiotherapy Council of New South Wales  
 Pillar Administration, Superannuation  
 Administration Corporation  
 Planning and Environment, Department of  
 Podiatry Council of New South Wales  
 Police and Emergency Services, Ministry of  
 Police Force, NSW  
 Port Authority of NSW  
 Port Kembla Port Authority  
 Premier and Cabinet, Department of  
 Psychology Council of New South Wales  
 Public Service Commission  
 Rental Bond Board  
 Rice Marketing Board  
 Roads and Maritime Services  
 Rural Assistance Authority, NSW  
 Rural Fire Service, NSW

Screen NSW  
 Service NSW  
 State Emergency Services  
 State Library of New South Wales  
 State Records Authority of NSW  
 State Transit Authority of New South Wales  
 State Water Corporation  
 Superannuation Administration Corporation (Pillar)  
 Sydney Catchment Authority Division  
 Sydney Cricket and Sports Ground Sports Trust  
 Sydney Harbour Foreshore Authority  
 Sydney Olympic Park Authority  
 Sydney Opera House  
 Sydney Water Corporation  
 Taronga Conservation Society Australia  
 (Zoological Parks Board)  
 Trade & Investment, Regional Infrastructure & Services,  
 Department of Transport for NSW  
 Treasury Corporation  
 Treasury NSW  
 University of Western Sydney  
 University of Wollongong  
 Urban Growth NSW  
 Venues NSW  
 Veterinary Practitioners Board of NSW  
 Western Sydney Parklands Trust  
 WorkCover Authority  
 Workers' Compensation Dust Diseases Board

### Partially compliant

Of the reports assessed, no agencies were partially compliant in 2014.

### Non-compliant

Infrastructure NSW  
 TransGrid

### Agencies reporting through other agencies

The following agencies report on multicultural implementation through their Principal Department:

Aboriginal Affairs  
 Aboriginal Housing Office  
 Ageing, Disability and Home Care  
 Ambulance Service of NSW  
 Building Professionals Board  
 Bureau of Crime Statistics and Research  
 Businesslink  
 Chipping Norton Lake Authority  
 City West Housing  
 Clinical Excellence Commission  
 Communities, Office of  
 Community Services  
 Corrective Services NSW

Crown Solicitors Office  
 Essential Energy  
 Food Authority, NSW  
 Game Council of NSW  
 Government Property NSW  
 Housing NSW  
 Independent Liquor and Gaming Authority  
 Industrial Relations, Office of  
 Institute of Sport, NSW  
 Jenolan Caves Reserve Trust  
 Juvenile Justice  
 Law Reform Commission of NSW  
 Legal Profession Admission Board  
 Local Land Services  
 Luna Park Reserve Trust  
 Mental Health Review Tribunal  
 NSW Adult Migrant English Service  
 NSW Land and Housing Corporation  
 NSW Valuer General  
 Office of Environment and Heritage  
 Parliamentary Counsel's Office  
 Primary Industries, Department of  
 RailCorp  
 Residual Business Management Corporation  
 Responsible Gambling Fund  
 Science and Medical Research, Office for  
 Sport and Recreation  
 State Revenue, Office of  
 Suitors' Fund  
 Sydney Ferries  
 Sydney Living Museums (Historic Houses Trust)  
 TAFE Commission  
 Transport Projects Division  
 Trustee and Guardian, NSW  
 Veterans Affairs  
 Vocational Education and Training Accreditation  
 Board (VETAB)  
 Waste Assets Management Corporation  
 Water NSW, Office of  
 Women NSW

### Small Agencies

Small agencies (with less than 200 full time equivalent officers and employees) are only required to report on their multicultural strategies and progress triennially (every three years) – see *Treasury Circular TC08/08*.

All small agencies which reported in 2014 were fully compliant with annual reporting requirements, and will next report in 2017 (see list below).

### Small agencies reporting in 2015

The following small agencies are required to provide Multicultural NSW with a copy of their 2014-15 Annual Report (financial year cycle), or 2014 Annual Report (calendar year cycle).

They must report on their implementation progress against their multicultural plan in the past three years, and their multicultural priorities for the next three years:

Board of Studies  
 Director of Public Prosecutions, Office of the  
 Livestock Health & Pests Authorities State Management  
 Council  
 Long Service Corporation  
 Mine Subsidence Board  
 NSW Board of Vocational Education and Training (BVET)  
 NSW Government Telecommunications Authority  
 NSW Self Insurance Corporation  
 Parramatta Park Trust  
 SAS Trustee Corporation Division (State Super)  
 Sydney Cricket and Sports Ground Sports Trust  
 Wentworth Park Sporting Complex Trust

### Small agencies reporting in 2016

The following small agencies are required to report in 2016:

Centennial Park and Moore Park Trust  
 Commission for Children and Young People  
 Independent Pricing and Regulatory Tribunal  
 Institute of Teachers  
 Energy Corporation of NSW  
 Lord Howe Island Board  
 Police Integrity Commission  
 State Property Authority  
 Wild Dog Destruction Board  
 Workers' Compensation Dust Diseases Board

### Small agencies reporting in 2017

The following small agencies are required to report in 2017:

Chiropractic Council of New South Wales  
 Crime Commission, NSW  
 Dental Council of New South Wales  
 Destination NSW  
 Electoral Commission, NSW  
 Health Care Complaints Commission  
 Independent Liquor and Gaming Authority  
 Information and Privacy Commission NSW  
 Infrastructure NSW  
 Medical Council of New South Wales  
 Motor Accidents Authority of NSW  
 Natural Resources Commission  
 NSW Rural Assistance Authority  
 Nursing and Midwifery Council of New South Wales  
 Occupational Therapy Council of New South Wales  
 Optometry Council of New South Wales  
 Osteopathy Council of New South Wales  
 Pharmacy Council of New South Wales  
 Physiotherapy Council of New South Wales  
 Podiatry Council of New South Wales  
 Psychology Council of New South Wales  
 Rice Marketing Board  
 State Emergency Service  
 Urban Growth NSW

## Appendix 2: Summary of Multicultural Planning Framework

This is a summary version of the Multicultural Planning Framework. [Click to see the full version here.](#)

### MULTICULTURAL PLANNING OUTCOMES

Activity Area A: Planning and Evaluation	
<b>Planning</b> <ul style="list-style-type: none"> <li>• Planning and performance management</li> <li>• Integration with corporate planning</li> <li>• Use of data and analysis</li> </ul>	1. Multicultural policy goals are integrated into the overall corporate and business planning cycle and review mechanisms
<b>Consultation and Feedback</b> <ul style="list-style-type: none"> <li>• Staff expertise and research</li> <li>• Client and community feedback</li> <li>• Participation in advisory bodies</li> </ul>	2. Policy development and service delivery are informed by agency expertise and client feedback and complaints, participation in advisory bodies, significant committees and consultations.
Activity Area B: Capacity Building and Resourcing	
<b>Leadership</b> <ul style="list-style-type: none"> <li>• Active involvement of senior management</li> <li>• Accountability of senior management</li> </ul>	3. The CEO and senior managers actively promote and are accountable for the implementation of the Multicultural Principles within their agency and wider community.
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• Staffing reflects business needs</li> <li>• Cultural and linguistic competence</li> <li>• Staff development and support</li> </ul>	4. The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.
Activity Area C: Programs and Services	
<b>Access and Equity</b> <ul style="list-style-type: none"> <li>• Responsive targeted and mainstream programs</li> <li>• Interpreter service use</li> <li>• Accountability of funded services</li> </ul>	5. Barriers to the accessibility of services for people of culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.
<b>Communication</b> <ul style="list-style-type: none"> <li>• Planned communication</li> <li>• Emerging technology use</li> </ul>	6. A range of communication formats and channels are used to inform people from culturally, linguistically and religiously diverse backgrounds about agency programs, services and activities.
<b>Social and Economic Development</b> <ul style="list-style-type: none"> <li>• Building potential through partnerships</li> </ul>	7. Programs and services are in place to develop and use the skills of our culturally diverse population for the social and economic benefit of the state.

### Flowchart

