Implementing the Principles of Multiculturalism Locally

A planning framework for councils
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A planning framework for councils

Community Relations Commission
For a multicultural NSW

dlg
Local councils play a critical role in providing services and facilities to our culturally diverse community in New South Wales.

In recognition of this, the Community Relations Commission and Principles of Multicultural Act 2000 gave local councils, for the first time, responsibility for implementing the Principles of Multiculturalism.

To assist local councils with the development and implementation of their multicultural policies and services, the NSW Government requested the Department of Local Government and the Community Relations Commission For a multicultural NSW to develop this information kit and planning framework.

The kit and framework, while not mandatory, provide strategies and establish standards which will assist councils to plan and implement services for their diverse communities.

I congratulate the steering committee and pilot councils which participated in the development of the kit and framework, and commend the document to all engaged in the planning and oversight of service delivery at local council level.

Morris Iemma MP
Premier
Minister for Citizenship
Foreword by the Minister for Local Government

The NSW Government is committed to providing a clear policy and legislative foundation to local government in NSW so that councils are able to deliver quality services to their communities in a sustainable manner.

This commitment involves assisting councils to recognise and promote the benefits of cultural diversity in NSW.

This kit - the result of collaboration between the Community Relations Commission For a multicultural NSW, the NSW Department of Local Government, the Local Government and Shires Associations and a number of NSW councils - is part of that commitment.

The kit provides advice and practical resources to all NSW councils to assist them to implement the principles of multiculturalism in a way that is best suited to the needs of their local communities and to their existing planning and reporting processes.

It does this by guiding councils in the development and evaluation of multicultural strategies for their diverse communities across a broad range of activity areas including planning and evaluation, programs and service delivery, staffing, communication and funded services.

For their participation I thank the steering committee that developed the kit and the NSW councils that piloted it - the Council of the Shire of Baulkham Hills, Blacktown City Council, Griffith City Council and Walgett Shire Council.

I commend the kit to councils and strongly encourage them to use it to foster an environment in which the principles of multiculturalism may flourish.

The Hon Paul Lynch MP
Minister for Local Government
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PART ONE: INFORMATION KIT

1. About this Kit

Background

In late 2003 the NSW Government requested the Department of Local Government (the Department) and the Community Relations Commission For a Multicultural NSW (the Commission) to work together to assist and assess the effectiveness of NSW local councils in observing the principles of multiculturalism in the conduct of their affairs. This Kit is a result of that collaboration.

Rationale and Aim

The council’s Charter in section 8 of the Local Government Act 1993 states that NSW councils are required to provide after due consultation adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively. Further, councils are required to exercise their functions in a manner that is consistent with and actively promotes the principles of multiculturalism. Under the Community Relations Commission and Principles of Multiculturalism Act 2000, General Managers of NSW local councils are charged with ensuring these principles are implemented within their local government area (see Appendix I for further details).

This kit therefore aims to provide advice and resources to all NSW councils, regardless of size or demographic makeup of their local government area, to assist them to implement the principles of multiculturalism in a way that is best suited to the needs of their local communities and to their existing planning and reporting processes.

Councils are encouraged to use the kit and its primary tools, the Local Councils Multicultural Planning Framework in Part Three and accompanying Local Councils Multicultural Planning Guide in Part Two, to do this. Many councils will use the Framework and Guide to identify and integrate relevant multicultural strategies within existing statutory plans. A number of councils may additionally choose to use these resources to develop or review stand-alone multicultural plans.

What are the Principles of Multiculturalism?

The principles of multiculturalism, as set out in the Community Relations Commission and Principles of Multiculturalism Act 2000, provide guidance to all public authorities, including councils, on recognising and promoting the benefits of cultural diversity in NSW.

The four principles, which are articulated in four Key Objectives (see Appendix 1- Community Relations Plan of Action 2012), are as follows:
**Principle 1**

All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

*Key Objective 1: Leadership*

**Principle 2**

All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

*Key Objective 2: Community Harmony*

**Principle 3**

All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

*Key Objective 3: Access and Equity*

**Principle 4**

All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

*Key Objective 4: Economic & Cultural Opportunities*

**Overview of Contents**

The primary resource in the kit is the *Local Councils Multicultural Planning Framework* in Part Three. The Framework is primarily an internal planning, monitoring and self-assessment tool. By applying the Framework councils should be able to more fully identify all relevant multicultural strategies and to consider planning for, implementing and reviewing them. The Framework may also be used on a regular basis, say annually, to monitor and self-assess the level at which a council practises the principles of multiculturalism. The results of such self-assessment are for internal use only and do not need to be publicly reported.

The *Local Councils Multicultural Planning Guide* in Part Two was developed as a “how to” document to:
1. assist councils interpret and use the Framework and
2. provide information about the possible steps or stages councils may go through to implement multicultural strategies.

Part One (this part) outlines the role of NSW local councils in implementing the principles of multiculturalism, discusses the structure of the Framework, contains case studies of the four councils that have participated in a pilot project using the Framework, and highlights some best practice examples of what councils are currently doing in the area. It also provides some additional resources and publications that may be useful to councils in undertaking their own planning and reviewing of multicultural strategies.

Appendix I of the kit contains background and contextual information including local government and community relations legislative and policy frameworks relating to the principles of multiculturalism. It briefly outlines the current roles of the Department and the Commission, particularly in relation to assisting councils in implementing the principles of multiculturalism.
2. Role of NSW Councils in integrating multicultural strategies within council planning and reporting processes

As discussed under Rationale and Aim, councils are required by legislation to promote the principles of multiculturalism within their local government areas (see also Appendix I).

NSW local councils prepare a number of statutory plans and reports to meet the needs of their communities as required by the Local Government Act. Councils are encouraged to take a holistic, strategic and long-term view of priorities and projects in their planning activities.

At all points in their existing planning and reporting cycles councils should address the needs of their culturally and linguistically diverse communities and integrate relevant multicultural strategies where possible and appropriate.

It is recognised that councils may have different processes for planning and reporting because of the vastly differing size, capacity, demographics and community needs between NSW local councils. However, some general planning and reporting principles apply.

**Where do multicultural strategies fit into the local council planning framework?**

Councils should address the needs of their culturally and linguistically diverse (CALD) communities at three key points in the planning and reporting cycle.

1. Consider the needs of CALD communities when preparing long-term strategic plans. Key Question: *How can council ensure that all members of the community, including people from CALD backgrounds, can share in the future of the city or shire?*

2. Develop multicultural strategies within existing plans and/or separate multicultural plans to help council achieve its strategic aims.

Many councils use such strategies and plans to deliver specific programs or activities to their CALD communities and/or to raise wider community awareness of the principles of multiculturalism and their key objectives including leadership, community harmony, access and equity and economic and cultural opportunities.

Councils may additionally choose to develop separate multicultural plans. Approximately 20% of NSW councils currently choose to do so.

3. Report on council’s success in implementing multicultural strategies. Councils are accountable to their communities and reporting on progress in implementing these strategies is an important part of these responsibilities.

The diagram below shows how multicultural strategies may fit into councils’ planning and reporting cycles.
The Local Councils Multicultural Planning Framework in Part Three of the Kit and accompanying Guide in Part Two have been developed to assist local councils in the planning of programs and services in the widely diverse cultural and linguistic social environment of New South Wales, within their planning and reporting cycles.

Diagram 1: Fitting multicultural strategies into council planning and reporting frameworks
3. Case Studies (Pilot Councils)

Methodology

A project brief was approved by the Commission and the Department to develop an information kit and tool to assist councils to better plan, implement and review multicultural initiatives. A project steering committee was established with membership from the Commission, the Department, the Local Government and Shires Associations, the Local Government Community Services Association, Queanbeyan City Council and Fairfield City Council.

The steering committee modified the Commission’s Ethnic Affairs Priorities Statement (EAPS) Standards Framework, a tool used by NSW agencies to assist them to implement the principles of multiculturalism, to suit the needs of local government. The Information Kit and Guide were also developed to support implementation of the new Local Councils Multicultural Planning Framework.

The draft Framework and Kit were sent to four volunteer NSW councils for trialling, including two metropolitan councils (The Council of the Shire of Baulkham Hills and Blacktown City Council), one regional council (Griffith City Council) and one rural council (Walgett Shire Council). During 2006 the pilot councils developed multicultural strategies and/or plans using the Framework and documented the processes and issues that arose during the trial period. The results of that trial have been incorporated into the Kit, including the Framework, and Guide.

Metropolitan Councils – Blacktown City Council

Characteristics of Blacktown City Local Government Area

Blacktown has an area of 247km². It is located approximately 35km west of Sydney and borders the Local Government Areas (LGAs) of Penrith, Parramatta, Holroyd, Hawkesbury and Baulkham Hills.

Blacktown has experienced sustained, rapid growth for a number of decades. It has the largest population of any LGA in NSW (approx 272,000) and the third largest in Australia behind Brisbane City and the Gold Coast. To meet the demands of a rapidly growing population it has had many large scale urban developments and the most zoned and serviced industrial and commercial land in NSW.

Blacktown City Council Population Data – Cultural and Linguistic Diversity

In addition to being large, Blacktown’s population is culturally and linguistically diverse with over 50 countries of birth and 63 languages represented within the community. The number of residents of Blacktown born overseas is 93,100 (approximately 34%). Some 76,000 residents are from a non-English speaking background (28%) and, of those born overseas, some 9,000 (9.6%) are not fluent in English.
The table below shows that Blacktown has a higher percentage of overseas born and people from a non-English speaking background compared to all of NSW. It has a lower percentage of non-English speaking background residents not fluent in English.

<table>
<thead>
<tr>
<th>General Population Statistics (2006 Census)</th>
<th>Number in LGA</th>
<th>% in LGA</th>
<th>% in NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>271,710</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas born</td>
<td>93,102</td>
<td>34.3</td>
<td>23.8</td>
</tr>
<tr>
<td>People from non-English speaking backgrounds (NESB)</td>
<td>75,991</td>
<td>28</td>
<td>16.8</td>
</tr>
<tr>
<td>NESB not fluent in English</td>
<td>8,980</td>
<td>9.6</td>
<td>12.5</td>
</tr>
</tbody>
</table>


**Multicultural Action Plan Development Process**

Blacktown City Council’s Multicultural Action Plan was developed by its Cross-Divisional Access Committee, a staff committee of approximately 20 people from a wide range of service types and sites across Council. Its terms of reference relate to improving access to Council’s services and facilities. The Committee’s recent focus has been on multicultural and disability access issues. The development process included:

- holding meetings of the Cross-Divisional Access Committee (CDAC) where the agenda was solely related to this project. During these meetings the committee:
  - determined its goals in developing the Multicultural Action Plan and the internal process through which the plan would be presented to the Executive Management Team
  - discussed how to use the Multicultural Planning Framework and worked together through it. For each Framework standard, Council’s level of achievement was assessed based on the work done to date, current practices in the area, and future targets and strategies were identified
  - considered the type of consultation process appropriate to get broad staff input into the Plan and the Assessment of Progress
  - developed a plan for ongoing oversight of implementation and reporting including level of priority of the targets and strategies identified
  - reviewed drafts of the Action Plan and “Achievements” document to develop a coherent structure easy for staff to follow and implement.

- Consultation between meetings with their teams, by members of the CDAC to identify strategies already in place or to develop ideas for new working which might be relevant to the assessment of Council’s level of achievement against the
Compilation by a student, with the support of Council’s Community Development Worker – Access, of three documents:

- Implementation of the Principles of Multiculturalism – Achievements
- Multicultural Action Plan (draft)
- Notes on the use of the draft Multicultural Planning Framework for feedback to the CRC and the Department on the pilot.

**Outcomes**

The Multicultural Action Plan was developed in 2006. It includes actions separated into the 5 key Activity Areas of the Local Council Multicultural Planning Framework. ie. Planning and Evaluation, Program and Service Delivery, Staffing, Communication and Funded services.

For further information contact Community Services at Blacktown City Council on ph: 02 9836 6401 or go to Blacktown City Council's website at [www.blacktown.nsw.gov.au](http://www.blacktown.nsw.gov.au).
<table>
<thead>
<tr>
<th>Standard</th>
<th>Action/Strategy</th>
<th>Suggested Timeframe</th>
<th>Anticipated Responsibility</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.1.1 – Has management plan which makes mention of cultural diversity as feature of service environment</td>
<td>- Produce a fact sheet about staff responsibilities (staff inductions) and to ensure information is accessible.</td>
<td>Annually</td>
<td>FCS</td>
<td></td>
</tr>
<tr>
<td><strong>Level 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
| A.2.1 – Has some administration units allocating funds for multicultural activities | - Look at funds that can be reallocated. Some funds also available for translation project.  
- Look at access to Council’s website and links to multicultural sites of areas specifically in the multicultural allocation areas.  
- Send flyers to Migrant Resource Centre re Blacktown Olympic Park and competitive sports. | Ongoing             | CS                          |                  |
| A.2.2 – Collects some ethnicity data                                   | - Possible action re collection of ethnicity data, e.g. child care centres, hall booking and library application forms.  
- Translating forms to include questions relating to ethnicity data.  
- Initiatives at Leisure Centre, such as provision of swimming facilities for Muslim women, etc.  
- Possibility of engaging marketing company re specific collection of data on Council’s behalf. | Ongoing             | CS / FCS                     |                  |
| A.2.3 – Undertakes staff and community consultations to inform social/community planning | - Each section responsible for multicultural delegations for advertising in ethnic media.  
- Specific and generic references in job advertisements and job descriptions, such as with OH&S. | Ongoing             | Global                       |                  |
| A.2.5 – Staff are actively informed about the management plan and annual report | - One page GM Circular/Bulletin informing staff about management plan and annual report available on web site and hard copies, if requested.  
- Also proposal for inclusion on Intranet. | Ongoing             | CS / GM                       |                  |
<table>
<thead>
<tr>
<th>Action/Strategy</th>
<th>Anticipated Responsibility</th>
<th>Desired Outcomes</th>
<th>Suggested Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing the Principles of Multiculturalism locally</td>
<td>CS</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- More client data wanted – new and emerging community position will cover.</td>
<td>CS / FCS</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- “Welcome to your community” in multicultural formats providing information on local government role and other key agencies. Include translations of “How to become a councillor” prior to elections.</td>
<td>PDS / CS / FCS</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- Accountabilities of Managers with multicultural responsibilities e.g. Strategic Plan Manager re demographics, Aged Worker, S.94 Manager. Members to check within their sections.</td>
<td></td>
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<tr>
<td></td>
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<tr>
<td>Development of new Social Plan includes this information and will be used to cover usage by other departments.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reconsideration of Steering Committee to be undertaken upon implementation of new Social Plan</td>
<td></td>
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</tbody>
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### Standard

<table>
<thead>
<tr>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A.3.3 – Social/Community planning ensures appropriate demographic and client data is collected, and resources allocated towards multicultural programs and services</strong></td>
<td><strong>A.4.3 – Social/community planning strategies are developed into plans of all administration areas i.e. human services, town planning services etc.</strong></td>
</tr>
<tr>
<td><strong>A.3.4 – Seeks to increase participation of people from culturally and linguistically diverse backgrounds in council elections.</strong></td>
<td><strong>A.4.4 – Steering Committee, with representation from all administration areas, monitors social/community plan implementation, and reports to Council on a regular basis.</strong></td>
</tr>
<tr>
<td><strong>A.3.5 – Ensures key managers have clear accountabilities for social/community plan implementation which are incorporated into work plans.</strong></td>
<td></td>
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</tbody>
</table>
Characteristics of the Baulkham Hills Shire Local Government Area

Baulkham Hills Shire occupies an area of 380km² and includes areas of State Forest, National Parks and the Hawkesbury River. It is centrally located in Sydney’s North West stretching from Oatlands in the South to Wisemans Ferry in the North and is one of the larger and fastest growing LGAs in Sydney. Two thirds of the shire is rural land used for farming and other agricultural industries. Baulkham Hills Shire is made up of 29 suburbs, four localities and has a population of approximately 160,000 residents.

Shire of Baulkham Hills Population Data - Cultural and Linguistic Diversity

Approximately 47,600 (30%) of the Shire’s residents were born overseas, 34,000 (22%) come from a non-English speaking background and approximately 3,500 or 7% are not fluent in English.

<table>
<thead>
<tr>
<th>General Population Statistics (2006 Census)</th>
<th>Number in LGA</th>
<th>% in LGA</th>
<th>% in NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>159,391</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas born</td>
<td>47,592</td>
<td>29.9</td>
<td>23.8</td>
</tr>
<tr>
<td>People from non-English speaking backgrounds (NESB)</td>
<td>34,569</td>
<td>21.7</td>
<td>16.8</td>
</tr>
<tr>
<td>NESB not fluent in English</td>
<td>3,427</td>
<td>7.2</td>
<td>12.5</td>
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Multicultural Action Plan Development Process

The pilot project provided Baulkham Hills Shire Council with an opportunity to examine and assess its current processes, systems and projects and further develop these to improve service delivery for CALD communities. Its involvement in the pilot included:

- The Council formed a staff committee in May 2006. Members were asked to:
  - assess Council’s current processes, systems and projects against the Local Council Multicultural Planning Framework. This consultation process proved challenging as the objective of the project and role of the members of the committee were unclear and needed clarification.
  - identify areas within Council that could be improved. Following clarification of the initial review, recommendations were made across the five levels of the framework and put into a Multicultural Action Plan.
The Community Development Officer- Projects then consulted with the Community Planning team and other departments of Council that would be involved in the monitoring, review and implementation of the Action Plan.

The Plan was drafted by the Community Development Officer- Projects and presented to Senior Management for adoption across Council.

The Multicultural Action Plan was adopted and is in line with the Council’s Local Ethnic Affairs Priorities Statement (LEAPS) and Social Plan.

The Multicultural Action Plan was further developed so that it is applicable and easy to follow for each department at Council with responsibilities and targets. It is to be reviewed continually with the Social Plan and LEAPS.

Three documents were created for Council to ensure that the action plan is implemented across all of Council. These documents include:

- A brief of objectives for the project, use of Multicultural Planning Framework and implementation of the Action Plan
- Past actions implemented at Council that have been achieved across the activity levels of the Multicultural Planning Framework to date

Outcomes

The 2005-2010 Baulkham Hills Social Plan and LEAPS identify a need to improve service delivery for a culturally diverse population.

Baulkham Hills Shire Council therefore chose to develop a specific Multicultural Action Plan to provide more opportunities to celebrate the diverse cultures within Baulkham Hills Shire and to increase multicultural specific services within Council.

The Council’s Multicultural Action Plan includes:

- Broad objective and aims for implementing the principles of multiculturalism locally which align with the principles of multiculturalism.
- A list of specific objectives, including an outcomes focused strategy for the three year plan that takes into account promotion, evaluation and review.

For further information contact the Community Development Officer – Projects at Baulkham Hills Shire Council on ph: 02 9843 0555 or go to Baulkham Hills Shire Council’s website at www.baulkhamhills.nsw.gov.au.
Extract from Baulkham Hills Shire Council’s Multicultural Action Plan 2007-2010

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<tbody>
<tr>
<td><strong>Level 2 - Some resources are committed to the process. Managerial responsibilities are assigned.</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
| A.2.1- Has some administration units allocating funds for multicultural initiatives | - Investigate accessibility of Council website- Create & distribute ‘Plain English’ guide for Council staff to use when sending information to CALD communities - Council - wide circulation of info & guidelines for Telephone Interpreter Service (TIS) | 1-2 years | - Accessibility of Council website assessed  
- Plain English Guide created and distributed to staff  
- TIS guidelines created and circulated to staff | Information Technology  
Corporate Communications  
Corporate Communications | Easily accessible materials and website in BHS main community languages |
| A.2.2- Collects some ethnicity data on clients | Expand collection of ethnicity data to improve service and program delivery in Library services, customer service, Multicultural Hills Network, Corporate Communications and Community events and participation | Ongoing | - Improved collation of ethnicity data in Library Services, Customer Service, Multicultural Hills Network, Corporate Communications and Community Events and Participation | Hills Community Care & Library Services | Accurate data across departments |

**Level 3 - Evaluation and reporting systems enable the council to identify and target discrete activity areas and resources committed to them.**

| A.3.2- Social/Community planning informed the overall corporate/management and business plans | - Develop performance measures in social/community plans | Ongoing | - Performance measures created  
- Performance measures incorporated into social/com plans  
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>A.3.4- Seeks to increase participation of people from CALD backgrounds in Council elections</td>
<td>- Expand Civic Education program to increase participation of people from non-English Speaking Backgrounds</td>
<td>Ongoing</td>
<td>- Civic Education program expanded to include people from NESBs</td>
<td>Corporate Communications</td>
<td>Increased participation of community members</td>
</tr>
<tr>
<td>Level 4- Council delivers and evaluates appropriate programs and services in accordance with social/ community planning objectives</td>
<td>Conduct information sessions to relevant council staff to clarify cultural diversity goals and actions as articulated in the Social Plan.</td>
<td>Ongoing</td>
<td>- Information session conducted</td>
<td>All Departments</td>
<td>- Better service delivery and creating awareness of multicultural needs and wants - Appropriate strategies are developed to address needs identified in the Social Plan.</td>
</tr>
<tr>
<td>Level 5- Council performance is seen as a model of best practice</td>
<td>Provide budget outputs to the Council’s Social Plan</td>
<td>Ongoing</td>
<td>- Budget outputs to Council’s Social Plan committed</td>
<td>General Manager</td>
<td>- Social Plan adequately resourced to enable implementation. Commitment to actions create response in forward planning system</td>
</tr>
</tbody>
</table>
Regional Council – Griffith City Council

Characteristics of Griffith City Local Government Area

Griffith City Council is in the Murrumbidgee Irrigation Area and covers an area of 1640km². The area relies on a system of artificial canals, weirs and channels from the Murrumbidgee River to feed irrigation water into the semi-arid plains. As a result, agricultural and horticultural industries play a key role in the economy. Key industries include rice growing, wine production and fruit and vegetable growing.

Griffith Local Government Area has a population of approximately 23,800 people, with some 16,000 residing in the city of Griffith. Over 1,000 people also live in Yenda with the rest in one of seven other towns or villages or in rural areas.

Griffith City Council Population Data - Cultural and Linguistic Diversity

Griffith is noted for its cultural diversity, with a higher than average number of people of European descent, primarily Italian. Other significant population groups include Fijians, Tongans and Samoans, Indians and Turks. ABS statistical data indicates there are some 25 non-English speaking nationalities represented in the population. However, anecdotal information from the Multicultural Resource Centre suggests that there are in excess of 70 first languages and 40 settled communities.

There has been a recent influx of refugees, including those on temporary protection visas. This makes cultural awareness and sensitivity a high priority for the council and community. Support services in Griffith include the Multicultural Resource Centre and Neighbourhood House.

<table>
<thead>
<tr>
<th>General Population Statistics (2006 Census)</th>
<th>Number in LGA</th>
<th>% inLGA</th>
<th>% inNSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>23,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas born</td>
<td>3,819</td>
<td>16</td>
<td>23.8</td>
</tr>
<tr>
<td>People from non-English speaking backgrounds (NESB)</td>
<td>3,067</td>
<td>13</td>
<td>16.8</td>
</tr>
<tr>
<td>NESB not fluent in English</td>
<td>805</td>
<td>21.1</td>
<td>12.5</td>
</tr>
</tbody>
</table>


Multicultural Action Plan Development Process

Griffith City Council chose to develop a separate Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2007-2010. Development was coordinated by the Community Cultural Development Officer. The process included:
consulting with Griffith City Council’s management and other key staff
considering and, where appropriate, integrating with Griffith’s Social and Community Plan 2004-2007
drafting a Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2007-2010
ensuring integration of the LEAPS and Action Plan into Council’s 2006-2007 Management Plan to ensure the Action Plan is implemented.

Outcomes

The Griffith City Council LEAPS includes:

- a statement of commitment to provide equitable and accessible services, facilities and activities for the whole community
- a statement of commitment to promote the principles of multiculturalism
- five broad outcomes the council wants to achieve over the next three years
- Griffith City Council’s strategic direction to ensure outcomes are met
- 26 actions within a LEAPS action plan to ensure the outcomes are met (see following page for examples) separated into four key results areas:

  1. Leadership
  2. Community harmony
  3. Access and equity
  4. Economic and cultural opportunities.

For further information contact the Community Cultural Development Officer at Griffith City Council on ph: 02 6962 8100 or go to Griffith City Council’s website at www.griffith.nsw.gov.au.
## Extract from Griffith City Council’s LEAPS and Action Plan 2007-2010

<table>
<thead>
<tr>
<th>Level</th>
<th>Action required</th>
<th>Responsibility</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| Level 1| • Griffith City Council (GCC) has a current social/community plan. Elements of this LEAPS plan are linked to the current social and community plan and will be reviewed as part of its review process in late 2007.  
• GCC meets its obligations to report on social/community plan implementation in its annual report. | • Community and Cultural Services (C&CS)  
• C&CS  
• C&CS/HR  
• Senior managers/Media and Grants Co-ordinator  
• Senior managers/Media and Grants Co-ordinator/C&CS  
• C&CS/HR  
• C&CS  
• C&CS/HR  
• Media and Grants Co-ordinator/C&CS/HR  | • Dec 2006  
• July 2008  
• Dec 2007 & ongoing  
• Dec 2006  
• March 2007  
• Jan 2007  
• From Jan 2007  
• From Jan 2007  
| Level 2| • Council-wide circulation of information and guidelines for Telephone Interpreter Services (TIS)  
• Translation of Services Guides into Italian, Punjabi, Turkish, Dari, Farsi  
• Implement cultural awareness training for existing staff in customer service areas and senior management  
• Disseminate information about management plan and annual plan to all staff through existing staff newsletter  
• Disseminate information about social and community plan to all staff through existing staff newsletter  
• Promote opportunity of Community Language Allowance Scheme (CLAS) to existing staff to determine skill and availability with priority for identified community languages  
• Establish regular communication between Council and the Regional Advisory Committee to identify strategies involving other agencies.  
• Provide training for HR staff in interviewing ESL candidates  
• Identify external funding possibilities for translations/CLAS payments/cultural awareness training | • Community and Cultural Services (C&CS)  
• C&CS  
• C&CS/HR  
• Senior managers/Media and Grants Co-ordinator  
• Senior managers/Media and Grants Co-ordinator/C&CS  
• C&CS/HR  | • Dec 2006  
• July 2008  
• Dec 2007 & ongoing  
| Level 3| • Actively collect stat data on nationalities through additional questions on CRMS (e.g. Country of birth, languages spoken, age range, preferred method of receiving info about Council activities – i.e. written, verbal, visual in English or other language), facilities and through surveys with rates notices.  
• Actively recruit those who have a second language by including the knowledge of a second language as a desirable in selection criteria for customer service positions.  
• Include funding in 2007/08 budget for payment of CLAS to qualified staff with priority given to identified community languages  
• Include funding in 2007/2008 budget for translation of materials into identified community languages | • C&CS/Admin/Customer Service Staff/IT/Rates staff  
• C&CS/HR  
• HR  
• Senior managers/Council  
• Senior managers/Council | • Jul 2009  
• Jul 2007 & ongoing  
• Jun 2007  
• Mar 2007 & ongoing  |
## Level 4

- Expand translation of council information to include water and rates notices, information for new residents booklets, facility information sheets with priority given to identified community languages.
- Promote services, tender opportunities and donation schemes in Languages Other Than English (LOTE).
- Provide access to interpreting and translating as a requirement of funding agreements.
- Provide training for those identified as potential CLAS officers.
- Develop whole of council data collection method to gather information on ethnicity of residents and service users.
- Incorporate cultural awareness training into the induction process for all new staff.
- Schedule workshops for department heads to educate on the Social /Community Plan.
- Incorporate Social and Community Plan into Council’s management plan in a meaningful and inter-departmental way.

<table>
<thead>
<tr>
<th>Level</th>
<th>Action required</th>
<th>Responsibility</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Schedule workshops within CALD communities to educate on Local Government processes</td>
<td>C&amp;CS/Senior managers/ Media and Grants Co-ordinator</td>
<td>Aug 2009</td>
</tr>
</tbody>
</table>

## Level 5

- Provide translations of all relevant council information in top nine community languages (Italian, Samoan, Tongan, Dari, Farsi, Turkish, Punjabi, Hindi, Arabic).
- Actively recruit those who have a second language by including the knowledge of a second language as a desirable attribute in selection criteria for targeted positions.

<table>
<thead>
<tr>
<th>Level</th>
<th>Action required</th>
<th>Responsibility</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Provide translations of all relevant council information in top nine community languages (Italian, Samoan, Tongan, Dari, Farsi, Turkish, Punjabi, Hindi, Arabic)</td>
<td>C&amp;CS</td>
<td>July 2008</td>
</tr>
<tr>
<td></td>
<td>Actively recruit those who have a second language by including the knowledge of a second language as a desirable attribute in selection criteria for targeted positions.</td>
<td>HR/Senior managers</td>
<td>June 2008</td>
</tr>
</tbody>
</table>

(The table is adapted from the recommended format provided by the Community Relations Commission)
Rural Council – Walgett Shire Council

Characteristics of Walgett Local Government Area

Walgett Shire is located in the far north-west of NSW and borders Queensland to the north, Brewarrina Shire to the west, Moree Plains and Narrabri Shires to the east and Coonamble and Warren Shires to the south.

The shire is approximately 22,000km² in area and geographically on the black soil plains of NSW, split between the Central and Western divisions. Main industries include agriculture (cropping and grazing) as well as opal mining and tourism.

Over 90% of the population of approximately 6,900 people resides in urban centres including the largest town, Lightning Ridge, located in the opal area in the north of the shire, and the administrative centre of Walgett. People also live in mining camps and mineral claims on opal fields.

Approximately 22% of the population is Aboriginal and the shire is on Gamilaraay country in the south and east and in Yuwaalaraay country in the north.

Walgett Shire Council Population Data - Cultural and Linguistic Diversity

Approximately 680 (10%) of the population was born overseas with approximately 420 (6%) residents being from a non-English speaking background (NESB), and 56 or 8.2% of those born overseas not fluent in English.

Residents in Walgett come from some 65 different countries with the largest culturally and linguistically diverse community being in Lightning Ridge, where over 55 different countries of birth are represented.

To meet the needs of this very diverse community, the Lightning Ridge and Regional Transcultural Community Council was opened in 1996 with State and Federal funding assistance. The Council provides information, assistance and referral services to immigrants, service providers and the general community. It also works to promote cultural harmony and better understanding of cultural differences.

<table>
<thead>
<tr>
<th>General Population Statistics (2006 Census)</th>
<th>Number in LGA</th>
<th>% in LGA</th>
<th>% in NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>6,942</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas born</td>
<td>680</td>
<td>9.8</td>
<td>23.8</td>
</tr>
<tr>
<td>People from non-English speaking backgrounds (NESB)</td>
<td>420</td>
<td>6.1</td>
<td>16.8</td>
</tr>
<tr>
<td>NESB not fluent in English</td>
<td>56</td>
<td>8.2</td>
<td>12.5</td>
</tr>
</tbody>
</table>

Multicultural Action Plan Development Process

Walgett Shire Council’s Community Liaison Officer was responsible for all aspects of the pilot project including:

- consulting with Walgett Shire Council’s divisional managers and customer service officers about their awareness/knowledge of multicultural issues, services and needs
- consulting with the Transcultural Community Council at Lightning Ridge and community members from CALD backgrounds living in towns and villages in the LGA about multicultural issues, services and needs
- keeping the General Manager of Walgett Shire Council informed of progress
- drafting a Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2006-2009
- overseeing integration of the LEAPS and Action Plan into Walgett Shire Council’s 2006/2007 Management Plan to ensure the Action Plan is implemented.

Outcomes

Walgett Shire Council chose to develop a separate Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2006-2009.

The LEAPS includes:

- a statement recognising that people from CALD backgrounds in the LGA may face disadvantage (and explaining why)
- a statement that the council supports the principles of multiculturalism (listed)
- five outcomes the council desires to achieve over the next three years
- Walgett Shire Council’s strategic direction to ensure the outcomes are met
- thirteen actions within an action plan to ensure the outcomes are met (see following page for examples).

For further information contact the Community Liaison Officer at Walgett Shire Council on ph: 02 6828 1399 or go to Walgett Shire Council’s website at www.walgett.nsw.gov.au
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Actions (2006-2009)</th>
<th>Responsibility</th>
<th>Resources available</th>
<th>To be completed</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council’s services, facilities and programs are widely known and accessed by Walgett Shire residents from CALD backgrounds</td>
<td>Improve communication between CALD community and council staff and increase awareness of council services available</td>
<td>Place language identification signs in each customer service area and Council agency</td>
<td>Community Liaison Officer</td>
<td>Staff time</td>
<td>Dec 2006</td>
<td>Staff and customer usage of signs</td>
</tr>
<tr>
<td>Walgett Shire Council and people from CALD backgrounds enjoy mutual respect for each other</td>
<td>Develop skills and knowledge of council staff in working with culturally diverse people</td>
<td>Provide relevant staff with cross-cultural training</td>
<td>Human Resource Officer</td>
<td>Staff time</td>
<td>Jun 2007</td>
<td>Increased use of TIS and TCC by staff</td>
</tr>
<tr>
<td>Local services are better able to meet the needs of the people from CALD backgrounds living in Walgett</td>
<td>Support collaborative action between local services</td>
<td>Participate in relevant agency meetings</td>
<td>Community Liaison Officer</td>
<td>Staff time</td>
<td>Ongoing</td>
<td>Training sessions held</td>
</tr>
<tr>
<td>Undertake internal processes to achieve outcome</td>
<td>Develop a standard reporting mechanism for LEAPS annual reporting</td>
<td>Integrate LEAPS outcomes and strategic directions into Council’s Corporate Plan</td>
<td>Corporate Services</td>
<td>Staff time</td>
<td>Jun 2007 &amp; ongoing</td>
<td>LEAPS activities included in council’s annual report Reporting mechanism developed</td>
</tr>
<tr>
<td>Monitor and review LEAPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Review is undertaken annually</td>
</tr>
</tbody>
</table>
4. Best Practice Examples from Local Government

The Community Relations Report is produced annually by the Community Relations Commission, and tabled each March in the NSW Parliament. The report shows trends and directions within multicultural policy in the State, and highlights examples of good practice undertaken by NSW Government agencies. As part of the implementing the principles of multiculturalism by local councils project, the Community Relations Report was expanded in 2004 to include a section entitled “Highlights from Local Government”.

The aim of this section is to show the diversity of multicultural initiatives undertaken by local councils throughout NSW. This section of the Report enables local councils to share and learn about innovative services and make contact with councils that have developed such initiatives. The report is available from the Commission’s website (see Part One, 6. below for details).

Local councils undertake an immense range of programs and activities to provide timely, culturally appropriate and innovative services to their diverse populations. The following selection of programs, grouped under the principles of multiculturalism, is drawn from the Highlights section of the Community Relations Report 2006.

The Framework criteria the programs would meet are also appended, where appropriate.

**Principle 1:** All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

**Responding to demographic change**

Over recent years the Wagga Wagga area has welcomed refugee families from Africa and Iraq, as well as overseas students studying at its Charles Sturt University Campus, who are mostly from South-East Asia.

Wagga Wagga City Council has responded to these demographic changes, firstly, by conducting research and identifying needs, then recommending action to the Riverina Regional Immigration Settlement Plan.

The Council has also provided information for new arrivals and other community members in partnership with the Multicultural Council Wagga Wagga, and organised activities such as ‘Summer in the Parks’ which are inclusive of the whole community.

The Council participates in Refugee Week and other significant multicultural days and provides an online education kit called My Little Museum, which promotes community diversity to school children, including those in small rural schools. [Framework A.2.3; B.2.1 and B.2.2]
Assisting seniors from diverse cultural backgrounds

The Fairfield Seniors Network, an initiative of Fairfield City Council, provides a vital link between Council, the community sector and seniors groups in the local area.

Through the network, senior group leaders from diverse cultural backgrounds regularly obtain important information on local programs and services, which they then pass onto their groups in their community language. The seniors’ community also channels information to workers supporting the network about its needs, concerns and ideas for major activities in the area.

As part of its role in supporting the network, Fairfield City Council works with local non-government organisations to provide seniors’ group leaders with training in leadership styles, group dynamics, conflict resolution and organising group activities.

Some of the outcomes of this initiative include better supported and skilled seniors’ group leaders and better informed senior residents. Seniors’ leaders are also able to network and share ideas and information about ways in which they can support their members. This results in a better collaboration to plan and organise local events for senior residents. [Framework B.4.1 and B.4.2]

Principle 2: All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

Promoting community harmony

Following a widely reported incident of social unrest at Cronulla during December 2005, Sutherland Shire Council worked in partnership with the Community Relations Commission (CRC) to develop a range of strategies and programs aimed at building bridges within the local community, and between people of differing cultures.

Proactive media and communications strategies were developed by Council and the CRC in response to nationwide and international media images. The partnership also helped mobilise immediate and longer term State and Federal government support and resources to address the multifaceted issues that arose as a result of the unrest.

The project included the recruitment of 12 Community Liaison Officers of diverse cultural backgrounds. The Liaison Officers talked to residents and visitors in the Cronulla area, encouraging discussion and allaying fears and providing information on local services and methods to report anti-social activity. Liaison Officers liaised with police and built up a strong presence in the community.

Council, along with key stakeholder groups from local community services organisations and the CRC, planned and conducted a Community Harmony event held at Gunnamatta Park, Cronulla in March 2006, which was attended by approximately 300 people.
Inter-faith and peace forums

Griffith City Council believes that although the people of their community come from different backgrounds, speaking over 70 languages, essentially their aspirations are the same – to live in a community where respect and understanding are paramount.

For the first time outside a metropolitan area, Muslim and Christian speakers came together in Griffith in 2006 to discuss their respective religions and their roles in the community. Islamic and Christian representatives from various backgrounds shared stories of how their respective faiths promote peace and non-violence, resolve conflicts and contribute to promoting peace and harmony in society by addressing social needs and building a stronger local community.

Griffith’s first public Peace Forum was held in 2005 and was presented by the Council in partnership with the Columbian Mission Institute and the Affinity Intercultural Foundation. The Peace Forum gave the public an opportunity to share and ask questions about how Islam and Christianity impact at a local level in Griffith and to reflect on how they can build community peace and mutual understanding at a neighbourhood level.

To strengthen the ties developed during the Peace Forum, Council held follow-up activities during 2006. A tree planting ceremony for Harmony Day was attended by representatives of all the local cultural groups and dignitaries. To celebrate Refugee Week a mini film festival was held at the regional theatre, featuring movies that focussed on issues dealt with by refugees. Both activities were well supported by the community.

Working with refugees

To promote greater understanding of the challenges faced by humanitarian entrants to Australia, Bankstown City Council, in conjunction with members of the Canterbury–Bankstown Migrant Interagency Refugee Working Party, developed an educational DVD entitled *Listen Up! Australia*.

The DVD documents the stories of 14 local residents from refugee backgrounds. Participants talk about their personal journey as refugees, their feelings about living in Australia, their aspirations, and the role that they would like to see government play in assisting humanitarian entrants.

The DVD was launched at a morning tea to celebrate World Refugee Day in June 2006. Feedback about the DVD has been very positive, with many viewers commenting on the moving and honest nature of the stories presented.

The DVD has been made available for local community organisations to purchase and use as a training resource.

Principle 3: All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.
To heighten community awareness of the experiences of refugees and their hopes for the future, the Bathurst Regional Council invited two refugees, now living in Western Sydney, to share their stories at a luncheon and media session, which formed part of the Council’s Refugee Welcome Zone initiative.

There was strong interest from the local community and the media in hearing the stories of the courageous young men. The initiative, held on 21 September 2006 in support of the International Day of Peace, was developed by Council in partnership with the Bathurst Mercy and Justice Centre and the Bathurst Refugee Support Group.

[Framework D.3.4]

Library and ESL services for people from diverse language backgrounds

The Liverpool City Library is used by students ranging in age from 15 to 85 years, and ranging in immigration experiences from newly arrived immigrants or refugees to more established community members.

Since 1996, Liverpool City Library has been holding free English Language Conversation classes at the library with the help of dedicated volunteer tutors. Due to public demand, the number of classes has grown from two in 1996, to 12 in 2005.

Students who may not be able to access mainstream classes can instead learn English in a friendly and sharing environment. Classes cater to varying levels, incorporating survival English and English for employment and further education.

In 2006, the English Language Conversation Group celebrated its tenth anniversary. Through the years, this program has helped students move on to higher learning, such as TAFE or university studies, or to find employment.

As a result, the program has become a model for other council libraries to follow. It is worth noting that many public libraries now offer English Language Conversation classes.

In running the program, Liverpool City Library has established partnerships with different community organisations to assist tutors and students alike, including Mission Australia and TAFE Liverpool who provide training for volunteer tutors.

[Framework D.3.1]

Inter-community

Under a project organised by Holroyd City Council as part of Harmony Day 2006, eighty-nine of Australia’s newest immigrants were introduced to representatives of the oldest culture in Australia.

The immigrants, most of whom were from refugee backgrounds, were invited to a community event at the Warali Wali project in Smithfield, Sydney. ‘Warali wali’, the Darug word for possum, is a symbol of the Darug people.
Implementing the Principles of Multiculturalism locally

The visitors were met by a Darug Elder, who welcomed them to the land, and an Aboriginal storyteller, who told the stories relating to the artworks and path markers at Smithfield. These artworks tell the story of the local Aboriginal people and of the native flora and fauna of the local waterway at Prospect Creek.

The artworks and markers were developed by Aboriginal artists with the support of the Darug Elders, the traditional custodians of the land. Council’s planning partner for this project was the Baulkham Hills, Holroyd, Parramatta Migrant Resource Centre.

The story-telling was followed by an affirmation ceremony, playing of the national anthem and a shared picnic lunch. The group was then taken on an enviro-tour of the area, where the uses of the flora by the Darug people and the importance of understanding conservation and land-use issues were explained.

Feedback from the day confirmed the need for more educational sessions on both Aboriginal history and environmental issues.

[Framework D.3.4]

**Principle 4:** All institutions in New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

Celebrating diversity

The inaugural Clarence Valley Multicultural Festival of the Five Senses was held at Grafton in 2006.

Festival-goers had the opportunity to sample some bush tucker, enjoy the taste of Asia or try some traditional European dishes. A variety of workshops were featured as part of the festival, with topics ranging from 150 years of cultural diversity in the Clarence Valley to Aboriginal art for children. Government agencies and community organisations set up stalls on the day, providing information on and answering questions about local services.

The aims of the Street Festivals Program include the encouragement of stronger community networks and a greater sense of community cohesion and unity.

[Framework D.3.4]

Assisting ethnic small business enterprise

During 2006 Penrith City Council undertook a number of initiatives to ensure that market gardeners in western Sydney are better informed about rural farming issues.

The Council worked in partnership with community and government organisations to facilitate four information sessions for Chinese-speaking growers from Penrith’s rural area. The sessions were well attended, with one workshop on *Pain Management, Stress Relief and Relaxation* drawing 25 participants away from the fields for the half-day session.
Penrith City Council joined Camden Council, the Chinese Growers' Association and a number of other community organisations in organising a Chinese Growers' Field Day at Catherine Field Park and Hall in June 2006. The event provided an opportunity for more than 250 Chinese-speaking market gardeners to network with each other and gain knowledge on a number of significant environmental, health and safety issues. On the day various local and state government organisations, as well as private businesses, provided educational, cultural, health and farm management information relevant to this community. Penrith Council provided its community bus to transport a number of Chinese growers from the northern rural areas of Penrith to the field day. [Framework B.2.1]

Further examples are available each year in the Community Relations Report on the CRC website at www.crc.nsw.gov.au.
5. Useful Resources and Publications


6. Contacts

For feedback, enquiries or further information about the kit, including the Framework and the Guide, contact:

Policy and Research Branch Department of Local Government Locked Bag 3015 NOWRA NSW 2541 Ph: 02 4428 4177 Website: www.dlg.nsw.gov.au Email: dlg@dlg.nsw.gov.au

Director, Government Relations Community Relations Commission PO Box A2618 SYDNEY SOUTH NSW 1235 Ph: 02 8255 6767 Website: www.crc.nsw.gov.au Email: crc.mail@crc.nsw.gov.au

7. Acknowledgements

The Community Relations Commission For a multicultural NSW and the Department of Local Government would like to thank The Council of the Shire of Baulkham Hills, Blacktown City Council, Griffith City Council and Walgett Shire Council for piloting the Kit and the Framework during 2006.

Thanks also to the Local Government and Shires Associations of NSW, Fairfield City Council and Queanbeyan City Council for their participation on the steering committee overseeing the implementation of the pilot project and development of the kit.
8. Glossary of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALD</td>
<td>Culturally and Linguistically Diverse. While CALD is used as a convenient short-hand in this document, in general the use of acronyms in relation to diversity is problematic (see the CRC webpage <a href="http://www.crc.nsw.gov.au/eaps/terminology.htm">http://www.crc.nsw.gov.au/eaps/terminology.htm</a>). Councils may have a preferred term to describe their CALD communities and this term may be used interchangeably with councils’ own preferred terminology.</td>
</tr>
<tr>
<td>The Commission (CRC)</td>
<td>Community Relations Commission For a multicultural NSW</td>
</tr>
<tr>
<td>CRCPMA</td>
<td>Community Relations Commission and Principles of Multiculturalism Act 2000</td>
</tr>
<tr>
<td>CLAS</td>
<td>Community Language Allowance Scheme</td>
</tr>
<tr>
<td>The Department (DLG)</td>
<td>Department of Local Government</td>
</tr>
<tr>
<td>EAPS</td>
<td>Ethnic Affairs Priorities Statement</td>
</tr>
<tr>
<td>EAPS Standards Framework</td>
<td>A planning, management and monitoring tool used by State agencies to ensure equity, access and social justice in the provision of services to multicultural communities in NSW. See Appendix I for further information.</td>
</tr>
<tr>
<td>The Guide</td>
<td>The Guide is a “how to” document to provide information to assist councils interpret and use the Framework and outlines possible steps or stages councils may go through to implement multicultural strategies. See Part Two for a copy of the Guide.</td>
</tr>
<tr>
<td>Local Councils Multicultural Planning Framework</td>
<td>A tool for use by NSW councils to assist them plan, manage and monitor their activities to ensure equity, access and social justice in the provision of services to multicultural communities in NSW. See Part Three for a copy of the Framework.</td>
</tr>
<tr>
<td>Multicultural Strategies</td>
<td>Any council strategy that is aimed at meeting the needs of the council’s CALD community. Note that councils may have a preferred term to describe such strategies and plans and this term may be used interchangeably with councils’ own preferred terminology.</td>
</tr>
</tbody>
</table>
PART TWO: LOCAL COUNCILS MULTICULTURAL PLANNING GUIDE

This document should be read in conjunction with the Local Councils Multicultural Planning Framework (Part Three) of the Local Councils Multicultural Planning Kit.

Local councils in New South Wales vary considerably in geographical size, in the size and social mix of their populations, in resources and priorities, and in their business philosophy, culture and methodologies.

In recognition of this diversity, the Local Councils Multicultural Planning Framework (Part Three) is colour-coded to highlight the types of multicultural strategies which may be more appropriate for regional and rural councils with relatively low levels of cultural and linguistic diversity, through to (mainly metropolitan) councils with a very large number of people who are of non-English speaking backgrounds.

The Planning Framework is intended for councils to use flexibly to identify what they need to do to implement the principles of multiculturalism, to prioritise these needs and to develop their own plans to address them.

Aims of the Multicultural Planning Framework

The Multicultural Planning Framework aims to ensure that:

- programs and services are designed and delivered so that clients of non-English speaking background have access to them and have their needs met equitably
- there is provision for services for ethnic community members from within existing budgets and resources
- the particular needs of non-English speaking background clients are identified, without viewing them as “special” or substantially different from the needs of other community members
- programs and services are evaluated to determine whether specific programs and services need to be developed, or whether existing mainstream services and programs can be modified to accommodate particular requirements.

Structure of the Framework

The Framework sets out, in a systematic and graduated series of performance levels, a range of some 80 generic criteria which councils may consider for use in developing multicultural strategies as well as their own performance indicators to assist in planning, implementing and evaluating programs and services for their CALD communities. The Framework sets out five key activity areas:

- Planning and Evaluation
- Program and Service Delivery
- Staffing
Communication

Funded Services

These activity areas are drawn from the *Ethnic Affairs Priorities Statement (EAPS) Standard Framework*, which has been used effectively by key NSW Government agencies for planning and reporting purposes since 1998.

The strategies in each activity area are graded into levels from Level 1 (indicating a council’s awareness of its basic responsibilities for each activity area) to Level 5 (indicating a council that is performing as a model of “best practice” for each activity area).

**Principles for use of the Framework**

Below are some important principles for councils to consider when using the framework.

**Activity Areas and Levels**

- Councils are encouraged to work on initiatives suggested under all five Framework activity areas.
- Some criteria, activity areas and levels may not be appropriate for all councils and some councils may achieve different levels for different activity areas. For example, Level 3 for the ‘Programs and Services’ activity area, but Level 2 for the ‘Staffing’ activity area.
- It is not intended that councils implement multicultural strategies that relate to all criteria in all activity areas at all levels. Councils should assess themselves against relevant and appropriate criteria only. For example, smaller and rural councils are not expected to achieve all criteria at levels 4 and 5.
- The Framework levels are colour-coded so that it can be used by local councils of all size, capacity and population mix. These levels provide a general guide as to what level most rural, regional and metropolitan councils may work towards over time (green, blue and lilac respectively).
- The colour-coded levels are a suggested guide only. This is because some metropolitan councils may have little involvement with CALD communities and some regional councils may have substantial involvement.
- As shown in the Best Practice examples in the Information Kit, multicultural strategies may appear to fit into more than one criterion and/or in more than one activity area. In such cases councils may choose the criterion or activity area that fits best.

**Principles of Multiculturalism**

- Councils are encouraged to work on initiatives that align with each of the four principles of multiculturalism (see Information Kit Part One, Section 1 and/or Appendix I of the Kit for a list of these principles).
A multicultural strategy may align with more than one principle of multiculturalism. For example, a well-developed annual multicultural festival may not only address the Principles of Multiculturalism 1 and 2, but, by providing business opportunities through increased tourism, may also fall under Principle 4. In such cases councils may note this or choose the principle that fits best.

**Monitoring progress**

- **Councils may choose to establish and meet their own benchmarks as appropriate to their needs, priorities and capacity.**
- The self-assessment of level achieved is not intended for publication or submission to the State Government.
- Self-assessment is a mechanism by which councils may internally monitor their progress in implementing the principles of multiculturalism. This may be easily done by noting the criterion number (which indicates activity area and level) next to the strategy.
- Councils are also encouraged to additionally monitor which of the principles of multiculturalism each of their multicultural strategies meets. This may be easily done by noting the principle number next to the strategy.
- Ideally over time councils should see tangible progress towards meeting the needs of people from CALD communities in their local government areas.

**Access to appropriate skills and knowledge to use the Framework**

- Council staff from a wide range of different disciplines will have the project management skills to use the Framework to develop and implement multicultural strategies.
- Knowledge gaps may be addressed through appropriate training such as cultural awareness or cross-cultural communication available from a wide variety of trainers.
- Councils are encouraged to contact peer councils for ideas that may inform their own approach to planning and implementing multicultural strategies for their CALD communities.
- Councils may also contact the CRC and DLG for advice on how to use the Framework (contact details in the Information Kit, Part 1.6).

**Multicultural strategies vs EEO strategies**

- Multicultural strategies within plans for the wider community are different to those in councils' Equal Employment Opportunity plans. EEO plans address staffing arrangements and include strategies for recruitment, cross-cultural training for staff and the like. These are primarily internally focused. Multicultural strategies are externally focused and aimed at assisting councils address the needs of their CALD communities.
**Terminology**

The framework refers to ‘multicultural strategies’ and ‘CALD’ (culturally and linguistically diverse) communities. However, these terms may be used interchangeably with other terms and plans, as appropriate to each council. (See also the Glossary of Terms – Information Kit Part 8.)

**Issues and Strategies for use of the Framework**

Set out below, under each of the activity areas, are a range of issues and suggested strategies which councils may wish to consider in their planning processes.

**Planning and Evaluation**

In addressing this activity area of the framework, councils may wish to consider the following:

**Multicultural Strategies** (Criterion A.1.2 and higher levels)

- Councillors, senior council staff and key stakeholders are involved in setting overall multicultural objectives and in determining key performance indicators and benchmarks to evaluate progress.
- Council’s planning documents (such as the corporate and strategic plans) acknowledge the culturally diverse nature of its community.
- Council identifies culturally and linguistically diverse groups when defining its client base.
- Specific multicultural initiatives are identified in corporate planning and strategic planning documents, where appropriate.
- Adequate resources are allocated to support the multicultural strategy, including (where appropriate) budgeting for interpreter services.

**Collection of ethnicity data** (Criterion A.2.3 and higher levels)

- Council gathers statistical information relating to ethnicity, cultural background, religion, language usage and English language proficiency to identify requirements for programs and services, and gauge levels of need.

*What ethnicity data should be collected?*

There is no single measure of ethnicity, so the collection of ethnicity data involves choosing a single or a range of possible variables:

- country of birth
- language first spoken / language spoken at home
Implementing the Principles of Multiculturalism locally

- proficiency in English
- length of residence
- religious affiliation
- birthplace of parent(s).

In determining which of these should be used, councils should be guided by their own needs.

To define data requirements, the council should first establish exactly what information is needed and why. For example:

- if the strategy is designed to support a communication campaign, then data derived from a question about language first spoken may be sufficient
- information to assess potential demand for interpreters may be obtained through a question about English language proficiency or from the Australian Bureau of Statistics
- in developing a more detailed client profile for planning or evaluation purposes, questions about country of birth, language spoken at home and length of residence in Australia may be needed
- if religious practices and requirements are a relevant issue, this could justify an appropriately worded question about religion
- consideration should also be given to the inclusion of questions about gender and age to ensure that the data gathered will identify any discrepancies in the level of access to services by women, the elderly or young people, for example.

What about privacy and confidentiality?

Ethnicity data should be treated with the same confidentiality as other personal information collected for planning purposes. People generally will not object to supplying information of this type, if there is an explanation of its purpose and a guarantee of confidentiality. If objections persist in individual cases, they should be respected.

General principles of privacy are that:

- only essential data should be collected
- participation in surveys should be voluntary - anonymity should be guaranteed
- data collected for monitoring purposes should be kept separate from personnel and client files
- all proposals to collect data should be non-intrusive and rely on commonly collected items such as birthplace or support for language needs.

Where is ethnicity data available?

Key sources of data and information on non-English speaking background people include:

- ABS Census and Statistics data

- immigration data compiled by the Department of Immigration and Citizenship
- data collected by Council through its own surveys and research. In relation to major surveys and research undertakings, the proportion of non-English speaking people in the local council area should be taken into account.

What are some issues derived from data collection and analysis that may inform Council’s multicultural planning?

Issues may include:

- age and gender variables within the non-English speaking background population
- recent significant growth rates in specific groups, or settlement of new groups
- cultural and religious beliefs and practices which differentiate ethnic communities and may affect the way their members access services or engage with the rest of the community
- the incidence of specific needs, for example, literacy, employment or health needs
- English-speaking Australians whose ethnic or cultural backgrounds are other than Anglo-Celtic.

**Analysis of needs** (Criterion A.3.3 and higher levels)

- Council’s analysis of community needs is based on consultations with the target ethnic community and the broader community, as well as on research and data analysis
- Multicultural planning addresses projected future needs as well as current needs. (For example, a current need for a newly-settled group may be child-care provision, while in two-or three years time the need could be for after-school hour activities)

Some groups have particular needs:

- because of small numbers and dispersion of the population, people of non-English speaking background in **rural areas** may experience social isolation and often lack support networks and social infrastructure. Council may need to develop access strategies for them to use accredited interpreter services
- **women** frequently experience isolation due to family commitments, language and transport factors. Services for women may need to be flexible in the way they are delivered, and include consideration of child care needs
- a large number of **elderly people** within ethnic communities have little English or experience a loss of English language competency, and therefore particularly need linguistically appropriate services
- **aged care** service provision, in the context of our ageing non-English speaking background community, increasingly needs to take into account cultural and religious beliefs and practices
refugees may lack family and community support structures, and may have experienced torture and trauma. Many will have had disruption in schooling, and will need assistance in gaining the necessary local experience to facilitate access to employment. Particular provisions may need to be made to ensure their successful settlement and participation in Australian society.

Consultation (Criteria A.2.5 and higher levels)

Council uses consultation processes to actively seek input and feedback from culturally diverse clients and ethnic community groups to identify gaps in program and service provision to inform forward planning.

Participation (Criterion A.3.4 and higher levels)

Council identifies committees and advisory bodies where cultural diversity or linguistic competency is important, and has developed guidelines for appointing appropriate expertise to them (this could involve advertising in local or ethnic media; drawing on local ethnic community organisations; or networking with other councils or government agencies)

Council conducts an information campaign and provides assistance to encourage non-English speaking background residents to attend Council’s public forums and meetings, and engage in the democratic process.

Evaluation (Criterion A.4.5)

Council has established a feedback “loop” from data and information gathering, which leads to further improvement of multicultural planning and implementation.

data on the use of the Council’s services and programs by people from backgrounds other than English-speaking is collected, and used to develop and review services such as interpreter use and information dissemination in languages other than English.

Program and Service Delivery

In addressing this activity area of the framework, councils may wish to consider the following:

Accessible and equitable service provision (Criterion B.2.1 and higher levels)

In the provision of programs and services, obvious or hidden barriers to people from ethnic communities need to be identified and addressed. Barriers occur when clients:

- are unaware of council services - clients may come from a country where no services exist, or where services differ from those in Australia
- have difficulty in communicating with council, and service providers
will not use a service because it does not meet their needs, or is not sensitive to cultural issues.

Councils can identify barriers by collecting data on service usage by client groups and comparing it with data on expected usage. If a service is currently under-utilised by people from ethnic communities, it cannot be assumed that it is because the service is not needed. It may be that there are significant barriers to use of the service by people from ethnic communities.

A range of strategies to assist in making Council’s services more accessible is outlined in the Communication activity area below.

**Multicultural programs and services** (Criterion B.2.1 and higher levels)

Councils may consider the following strategies in the development of programs and services:

- **Use of facilities**
  Council develops policies and guidelines to ensure that facilities such as parks, public space, halls and Council-owned equipment (e.g., sporting or sound-amplification) may be made more accessible for use by ethnic community groups.
  Council considers how local libraries could assist in addressing ethnic community needs in language and cultural maintenance, literacy and English language services.

- **Environmental issues**
  Particular attention may need to be given to engaging ethnic community groups by providing appropriate information on Council’s environmental policies, particularly with regard to water usage, water safety (swimming pools, beaches and rivers), waste management and other local issues (for example, use of pesticides).

**Consultations/ civic engagement**

Consultations involve time and other expenditure not only for councils, but for those consulted. Consequently it is advisable that Council:

- is clear about the purpose of the consultations, and the intended outcomes
- clearly identifies the relevant client group, and uses this information to determine who should be contacted for consultation about specific issues
- provides timely notice in the relevant language/s about the purpose of the consultation, as well as administrative arrangements
- provides language assistance, such as interpreters, if required
- provides feedback about the outcomes from the consultation and how they have contributed to decision making.

**Partnerships** (Criterion B.4.2 and higher levels)

Council has formed links and partnerships with ethnic communities in delivery of its services
Council has entered into partnership arrangements with other government or community sector agencies for joint activities or information dissemination.

**Community relations and harmony**

- Council implements programs and services which are relevant to the needs of a culturally diverse community, and sensitive to cultural difference.
- Local council rules and regulations are applied in ways which are sensitive to individual cultural and religious circumstances.
- Council facilitates intercultural communication and the sharing of experiences through a variety of forums and events.
- Council participates in, promotes and assists (and may if appropriate initiate) key multicultural festivals and events in partnership with ethnic communities.
- Council participates in and promotes inter-faith dialogue, celebrations and other inter-faith activities.

**Harnessing cultural resources**

- Council addresses the fourth of the principles of multiculturalism by:
  - engaging with and providing appropriate assistance to ethnic small business enterprises.
  - working with Federal, State and non-government agencies in job creation initiatives targeting people of non-English speaking background.
  - participating in campaigns to attract new arrivals to work in the local council area, particularly through assistance with settlement issues.
  - involving local residents and small business in developing appropriate multicultural festivals and events to attract visitors and tourists.

**Staffing**

In addressing this activity area of the framework, councils may wish to consider the following:

**Recruitment (Criterion C.1.1 and higher levels)**

- Vacancy reviews take into consideration the cultural and linguistic diversity of Council’s business and, where appropriate, selection criteria incorporate cultural and linguistic competencies.

**Cultural diversity training (Criterion C.2.2 and higher levels)**

- Relevant information on Council’s multicultural strategies is included in workshops and training programs provided for Council staff.
Council mandates appropriate awareness training components in training programs for managers and senior staff, to ensure cultural and religious sensitivity in policy development and planning.

Council provides training to staff who deal with clients in a direct service environment, in a particular range of skills for effective service delivery. Such training could include:

- skills in dealing successfully with clients from ethnic communities, including techniques in listening and questioning
- impact of cultural attitudes, values, behaviours and expectations
- diverse forms of communication and accent
- how to work with interpreters and translators
- information about the needs of specific client groups within the local area.

Council addresses the training needs of funded outreach workers, liaison officers, youth workers and others who engage with ethnic communities and organisations.

Council explores the possibility of shared training packages or programs with adjacent local councils or other appropriate agencies.

**Community Language Allowance Scheme (CLAS) (Criterion C.2.3 and higher levels)**

Council uses the skills of bilingual staff in public contact situations as a cost-effective way to improve services to council clients.

Under the Community Language Allowance Scheme (CLAS), employees who speak a community language may be paid an allowance, if their duties put them in direct contact with Council’s clients, and if they use their community language regularly in their public contact duties.

CLAS recipients can provide valuable assistance in counter inquiries and other similar short instances of client contact. CLAS recipients should not perform the duties of qualified interpreters and translators.

As a general guide, if an inquiry reveals that a longer, more complex matter needs to be discussed, or if an interview is warranted, a qualified interpreter should be engaged.

To implement CLAS, councils should:

- identify the language used by clients dealing with public contact staff
- identify the community languages spoken by staff
- distribute CLAS information to staff, and seek nominations for testing
- notify the Community Relations Commission of selected nominees, and arrange testing
- monitor and regularly review the demand for CLAS services.
Multicultural positions (Criterion C.3.1 and higher levels)

Council has established a multicultural staff position/positions.

The establishment of multicultural positions can enhance the effectiveness of councils, particularly those with a high level of linguistic and cultural diversity in their population. A number of service areas are particularly suitable for such an initiative. These service areas could include:

- outreach positions which involve contacting and working in partnership with the relevant ethnic community
- counselling, information provision or community service areas, requiring a sequence of sessions, or entailing fairly constant repetition of similar information in the target language.

Multicultural positions are usually generic positions, that is, the officer performs the same duties as other council officers in the same staffing category, and can provide services to both English speaking clients and those of the cultural background of the officer’s particular competency.

Communication

In addressing this activity area of the framework, councils may wish to consider the following:

- Council provides information to residents through a variety of means, including publications, advertising, education campaigns, consultations and community events and festivals.

Experience has shown that information dissemination through a mixture of approaches – such as print media, posters, radio commentary and advertising and (where possible) television – is more effective than information programs which use only one or two communication strategies.

When providing information to a culturally diverse community it is important to:

- plan a multicultural community campaign as a component of a broader strategy
- define the aim and the target groups
- allow enough lead time for preparing multilingual material.

When researching and planning multicultural information dissemination, it may be useful to consider undertaking the following:

- analysis of relevant ABS data, market research findings, and/or identification of areas of greatest need for information provision
identification of the most effective media and community channels for disseminating information for the target audience
- identification of and consultation with relevant multicultural community agencies and networks
- assessment of the level of development of ethnic community infrastructure and networks, and their capacity for involvement in the proposed information dissemination strategy
- identification of current issues within ethnic community groups
- testing the suitability of certain media themes and/or messages to the target audience.

When planning for effective multicultural information dissemination, it may be useful to consider undertaking the following delivery strategies:

- information stalls at community festivals and events
- community information sessions or workshops
- the production of written resources such as media kits, multilingual posters, stickers, cards and information sheets and pamphlets in languages other than English, carefully distributed to ensure maximum delivery
- the production of community language voice-overs and/or pre-recorded audio and audio visual materials.
- training and staffing by bilingual officers of telephone lines and other referral points for information
- placement of advertisements and articles in non-English language and/or mainstream print media
- identifying regional multicultural services and bodies that can assist or provide advice, such as the CRC’s Regional Advisory Committees (RACs)
- partnership arrangements with other local councils, NSW or Commonwealth government agencies, or community sector agencies in information dissemination
- locating and using technologies such as teleconferencing and video-conferencing
- community messages and advertisements through government and community non-English radio or television.

**Interpreting and Translating**

- Council arranges for interpreter and translator services as required.

With over 130 languages spoken in NSW, and with 16.1 per cent of the population born in countries where English is not the dominant language (ABS 2001 Census), it is essential that councils develop ways to communicate with all of their clients. Councils can adopt a range of options for communicating with clients.

Interpreters may be used in a range of situations, from one-on-one interviews to group consultations. Some councils book interpreters on a block booking system, so that interpreters are available at regular times at certain offices based on a roster system.
Qualified interpreters are those who have been recognised or accredited by the National Accreditation Authority for Translators and Interpreters (NAATI). In addition, interpreters who are employed by the Community Relations Commission have undergone a training program which includes material on professional ethics.

It is essential that qualified and trained interpreters are used for situations involving interviews of any length, complex matters, sensitive issues and those involving law, justice and health.

The Community Relations Commission - provides on-site interpreting services on a state-wide basis. The service is a 24 hour operation, with local call access from anywhere in the State. All agencies and Councils are charged for interpreter services, according to the Commission’s fee schedule.

Further information can be obtained from the Language Services division on 1300 651 500.

The Translating and Interpreting Service (TIS) - is provided by the Commonwealth Department of Immigration and Citizenship. It offers a 24 hour telephone interpreting service. It provides on-site interpreting services (but this is primarily used by Commonwealth government agencies).

Telephone interpreting services are best used for brief exchanges or initial inquiries. More in-depth interviews, for example, when taking statements, providing counselling or dealing with complex or sensitive issues, are best carried out using on-site interpreters.

Further information about TIS can be obtained on telephone number 131 450.

Other alternatives for communicating with clients from non-English speaking backgrounds include using the skills of employees receiving Community Language Allowance Scheme or designated bilingual officers. Both these options are discussed on pages 44 of this guide.

**Funded or Contracted Services**

In relation to the contracting out of services, or funding of organisations to provide services, councils should:

- include multicultural issues in the strategic planning relating to the contracting out of services, or the funding of community organisations for specific purposes
- ensure that multicultural considerations, where appropriate, form part of the documentation - including advertisements, tender documents and contracts
- advertise tender opportunities in the ethnic media, where appropriate
- ensure that contracts and agreements set out specific performance indicators and expected outcomes from services for the council’s culturally diverse client base
include performance in providing culturally appropriate services in evaluation criteria for funded and contracted services
require contracted out services to budget for and utilise interpreters and translators, where necessary.

**Rural and Regional**

Collaboration between local councils and government agencies in rural or regional areas may help avoid duplication of resources and effort, and provide an “economy of scale” which cannot be met by individual councils. Possible areas of collaboration could include block interpreter bookings, community consultations and data collection.

Councils in rural and regional areas, which do not have large ethnic communities or non-English speaking background groups with particular needs, may consider a small number of targeted programs that address the specifics of the local demography (for example, a social contact network for isolated women of non-English speaking backgrounds), or building in multicultural-specific modules to their mainstream programs. Councils should also consider:

- forming partnerships with adjacent councils, NSW Government agencies and peak non-government service provider agencies
- liaising with regional multicultural services and bodies (eg the relevant Regional Advisory Council of the Community Relations Commission)
- networking with regional community organisations
- the use of electronic strategies such as teleconferencing and video-conferencing for consultations.
## Issues and some suggested solutions

During the trialing of the Multicultural Planning Framework in 2007, some of the pilot councils experienced a number of issues with project. These are listed below together with some suggestions for overcoming the issues.

<table>
<thead>
<tr>
<th>Issues</th>
<th>Suggested Solution/s</th>
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<tbody>
<tr>
<td>Framework initially difficult to comprehend.</td>
<td>Establish a group to work through the Framework and develop multicultural strategies, preferably a cross-council group.</td>
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<td></td>
<td>Discuss and agree upon meanings of each criterion in the Framework that is relevant to your council.</td>
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<td></td>
<td>Determine relevant past, current and possible future council activities that fit into the Framework.</td>
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<td></td>
<td>Contact the CRC if you have trouble interpreting the Framework.</td>
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<tr>
<td>Some activity areas, and/or levels and/or specific criteria are not relevant to Council.</td>
<td>Only consider activity areas/ levels and criteria relevant to or potentially relevant to Council.</td>
</tr>
<tr>
<td>Some of Council’s activities appear to fit into more than one place on the Framework.</td>
<td>If in doubt about what activity areas, levels and criteria are relevant to your council, contact CRC for advice.</td>
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<tr>
<td>Difficulty consulting and engaging management and staff of council in all function and service areas and elected representatives, many of whom have competing priorities.</td>
<td>Discuss the ‘best fit’ in cross-council group. If in doubt, contact CRC for advice.</td>
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<tr>
<td><strong>Note:</strong> It is acknowledged this may be particularly challenging in smaller, rural and remote LGAs where people from CALD backgrounds may be less visible and less vocal and where they may be assimilated throughout the community.</td>
<td>Try to establish cross-council committee to ensure understanding and input from all function and service areas of council.</td>
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<td>If this is not possible set up a meeting with each function/service area of council. At the meetings discuss the principles of multiculturalism, the Framework and possible relevant multicultural strategies for that function/service area.</td>
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<td>If resources do not allow this, try a targeted approach to areas where multicultural strategies are particularly needed and would be most beneficial to the community.</td>
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<td></td>
<td>Gain understanding and support from senior management.</td>
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<td>Use champions skilled in liaison to ensure input across the organisational structure.</td>
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<td>Limited knowledge amongst some managers, staff and councillors about multicultural issues, multicultural services available within the LGA and the need for additional services</td>
<td>Conduct appropriate cultural awareness training and training about the principles of multiculturalism, the local CALD community and about accessible multicultural services and possible multicultural strategies.</td>
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<tr>
<td>Difficulty identifying appropriate multicultural strategies and ensuring these are and remain appropriate.</td>
<td>In smaller regional and rural councils it may be appropriate to do this in-house in conjunction with other training and/or to do it on a regional basis with other councils.</td>
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<tr>
<td>Training may include a ‘brainstorming’ session on what potential multicultural strategies Council could implement.</td>
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<td>In smaller councils there may only be the resources to conduct training every two years.</td>
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<td>Refer to Council’s social/community plan to help ascertain need.</td>
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<tr>
<td>Consult with the community at all stages of implementing multicultural strategies.</td>
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<tr>
<td>This includes determining community’s perception of council’s level of provision of multicultural strategies (may assess this using the Framework) because what a council thinks it is doing is often quite different to what community thinks.</td>
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<tr>
<td>May be done through focus groups, surveys, customer service asking questions, and/or as part of social/community planning process</td>
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<tr>
<td>Explicitly develop and document a process to ensure multicultural strategies and initiatives are reviewed annually, incorporated into the management/operational plan where appropriate, and reported on in the annual report.</td>
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<td>Take a targeted approach. It may not be necessary to develop strategies across Council’s full function/service areas, at least in the first instance.</td>
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<tr>
<td>Determine and implement fewer, higher priority strategies first.</td>
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**Note:** This is an issue currently faced by all councils in NSW and particularly so for smaller, rural and remote LGAs.
**PART THREE: LOCAL COUNCILS MULTICULTURAL PLANNING FRAMEWORK**

**Principles of Multiculturalism**

The principles of multiculturalism provide guidance to all public authorities, including councils, on recognising and promoting the benefits of cultural diversity in NSW. They are:

**Principle One:** All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

*Key Objective 1: Leadership*

**Principle Two:** All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

*Key Objective 2: Community Harmony*

**Principle Three:** All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

*Key Objective 3: Access and Equity*

**Principle Four:** All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

*Key Objective 4: Economic & Cultural Opportunities*

**Aim of this Framework**

This Framework aims to assist councils in planning strategies and initiatives for their culturally diverse communities across a broad range of activity areas. It also aims to encourage councils to regularly monitor and self-evaluate progress on strategies and in activity areas over time. This is in recognition of the fact that local councils in NSW play a crucial role in promoting the principles of multiculturalism. Councils do this through provision of multicultural programs and services to their diverse communities in culturally appropriate and often innovative ways. Councils also promote these principles through decisions they make in their day-to-day business in terms of planning, staffing and communication.

**Guide to using this Framework**

Important considerations for councils using the Framework, including the activity areas and colour-coded levels, are included in the Guide to using the Framework in Part Two of the Implementing the Principles of Multiculturalism Locally: information kit for councils.

Community Relations Commission
For a multicultural NSW
<table>
<thead>
<tr>
<th>ACTIVITY AREAS</th>
<th>GENERIC LEVEL DESCRIPTION</th>
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<tbody>
<tr>
<td>A Planning</td>
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<tr>
<td>Data and research</td>
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<tr>
<td>Resources</td>
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<td></td>
<td>Level 1 - ORANGE</td>
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<tr>
<td></td>
<td>Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities.</td>
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<tr>
<td></td>
<td>Level 2 - YELLOW</td>
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<tr>
<td></td>
<td>Council has achieved the previous level and:</td>
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<tr>
<td></td>
<td>A.2.4 Has some managers to take responsibility for implementing multicultural strategies or initiatives.</td>
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<td></td>
<td>A.2.5 Undertakes staff and community consultations to inform multicultural planning.</td>
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<td>A.2.6 Staff are actively informed about the operational plan and annual report.</td>
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<td>Level 3 - GREEN</td>
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<tr>
<td></td>
<td>Council has achieved the previous levels (where appropriate) and:</td>
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<td></td>
<td>A.3.3 Planning ensures that appropriate demographic and client data is collected, and resources allocated towards multicultural programs and services.</td>
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<td>Level 4 - BLUE</td>
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<tr>
<td></td>
<td>Council has achieved the previous levels (where appropriate) and:</td>
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<tr>
<td></td>
<td>A.4.1 Has aligned its plans containing multicultural strategies and initiatives with strategic and operational planning processes.</td>
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<td></td>
<td>A.4.2 Strategic partnerships with other councils, government agencies and/or community organisations are identified and resourced.</td>
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<td>Level 5 - LILAC</td>
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<tr>
<td></td>
<td>Council has achieved the previous levels (where appropriate) and:</td>
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<tr>
<td></td>
<td>A.5.1.1 Has plan/s including multicultural strategies and initiatives that are fully integrated into strategic and operational planning and evaluation processes.</td>
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<tr>
<td></td>
<td>A.5.2 Makes clear program decisions and budget allocations to deliver the multicultural planning outcomes.</td>
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</table>
### GENERIC LEVEL DESCRIPTION

<table>
<thead>
<tr>
<th>ACTIVITY AREAS</th>
<th>Level 1 - ORANGE</th>
<th>Level 2 - YELLOW</th>
<th>Level 3 - GREEN</th>
<th>Level 4 - BLUE</th>
<th>Level 5 - LILAC</th>
</tr>
</thead>
</table>
| **B** Program and Service Delivery | Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities. | Level 2: Council has achieved the previous level and:  
- Modifies some programs and services to make them accessible to larger multicultural community groups.  
- Promotes and monitors access to council facilities by multicultural community groups.  
- Undertakes ad hoc consultations with multicultural community groups.  
- Has some multicultural community representation on council committees.  
- Initiates or takes part in local government sector forums to share information about multicultural programs and other issues. | Level 3: Council has achieved the previous levels (where appropriate) and:  
- Has multicultural programs and services, which are coordinated by staff with expertise in working with cultural diversity.  
- Uses the outcomes of data analysis and research in the design and evaluation of services for the needs of people from culturally and linguistically diverse (CALD) backgrounds.  
- Institutes a data collection process and feedback mechanism for service usage and program relevance.  
- Organises planned consultations with multicultural community groups and clients.  
- Actively seeks multicultural community representation on committees.  
- Facilitates multicultural strategies and initiatives within the local area, including forums and events to promote community harmony. | Level 4: Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives. | Council performance is seen as a model of best practice. |
| Services and programs | Level 1: Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities. | Level 2: Council has achieved the previous level and:  
- Promotes programs and services to all members of the community, including via events and forums, but with little targeting of multicultural communities. | Level 3: Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas. | Level 4: Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives. | Level 5: Council performance is seen as a model of best practice. |
| Consultation | Council has achieved the previous level and:  
- Modifies some programs and services to make them accessible to larger multicultural community groups.  
- Promotes and monitors access to council facilities by multicultural community groups.  
- Undertakes ad hoc consultations with multicultural community groups.  
- Has some multicultural community representation on council committees.  
- Initiates or takes part in local government sector forums to share information about multicultural programs and other issues. | | | | |
<p>| Participation | | | | | |</p>
<table>
<thead>
<tr>
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<th>GENERIC LEVEL DESCRIPTION</th>
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<td><strong>Level 3 - GREEN</strong>&lt;br&gt;Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas.</td>
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**ACTIVITY AREAS**<br>C Staffing<br>- Recruitment<br>- Training<br>- CLAS (Community Language Allowance Scheme)

### Level 1 - ORANGE
Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities.

- Council has achieved the previous level and:
  - *C.1.1* Includes a reference to relevant cultural diversity requirements for some positions in recruitment advertisements.
  - *C.2.1* Includes a reference to cultural diversity requirements for all relevant positions.
  - *C.2.2* Includes a segment on cross cultural issues in some training programs (mainly for client contact).
  - *C.2.3* Pays Community Language Allowance Scheme (CLAS) to some staff if they apply for it and if appropriate.

### Level 2 - YELLOW
Some resources are committed to the process. Managerial responsibilities are assigned.

- Council has achieved the previous level (where appropriate) and:
  - *C.3.1* Council designates some positions as ‘multicultural’ or ‘bilingual’, as appropriate to client needs and demographic data.
  - *C.3.2* Includes cultural diversity requirements in all relevant position descriptions, staff selection training and recruitment and selection guidelines.
  - *C.3.3* Includes cross-cultural issues in all relevant training programs. Staff and volunteers in public contact, policy and management positions are required to participate in such training.
  - *C.3.4* Promotes CLAS within the council as a means of communicating with clients from language backgrounds other than English.

### Level 3 - GREEN
Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas.

- Council has achieved the previous levels (where appropriate) and:
  - *C.4.1* Recruits for designated multicultural/bilingual positions, based on access issues for community groups from non-English speaking backgrounds, as identified by council or in partnership with other government agencies/organisations.
  - *C.4.2* Ensures that training in cross-cultural issues is incorporated within other functional training, is conducted throughout the organisation and is regularly evaluated and revised.
  - *C.4.3* Uses staff in first contact roles who are part of the CLAS program as an active strategy in meeting some of the communication needs of clients from non-English speaking backgrounds.

### Level 4 - BLUE
Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives.

- Council has achieved the previous levels (where appropriate) and:
  - *C.5.1* Achieves a staffing profile that is based on identified needs of multicultural community and is supported by sound recruitment and selection practices.
  - *C.5.2* Has a training program that fully integrates identified client needs within the appropriate functional area, such as management, policy development and client services.
  - *C.5.3* Positions staff skills in languages other than English as a tactical resource in its integrated communications strategy.
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<td>Publicity</td>
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<td>Client Communication</td>
<td>Level 2 - YELLOW Some resources are committed to the process. Managerial responsibilities are assigned.</td>
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**Council has achieved the previous level and:**

**D.1.1**
- Produces all formal documents in English only.
- Occasionally uses government Telephone Interpreting Services (TIS).

**D.2.1**
- Based on research into community needs, uses a range of media, community networks and multicultural forums to promote the existence of programs, services and multicultural resources, including multilingual library resources and websites.
- Has an interpreting budget and circulates guidelines on interpreter use.
- Undertakes translation of information documents, based on collected client data.
- Promotes community harmony and the benefits of cultural diversity during festivals, community days, and other events.
- CLAS program is fully implemented and reviewed regularly.

**D.3.1**
- Incorporates non-English communication strategies as part of mainstream communication that involves research, development and placements in the most appropriate communication channels.
- Incorporates non-English communication strategies as part of mainstream communication that involves research, development and placements in the most appropriate communication channels.
- Develops innovative models of promoting the benefits of cultural diversity as a social, cultural and economic asset for the LGA.

**D.4.1**
- Has a fully developed multicultural communication strategy which is:
  - informed by language targeting and issue relevance.
  - integrated into the overall communications program with a level of resources reflective of issue relevance.
  - developed strategically, and evaluated regularly, matching the message, recipient and most appropriate medium.
  - serviced by staff with appropriate language resources to meet client group needs in languages other than English.
## GENERIC LEVEL DESCRIPTION

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### ACTIVITY AREAS

#### E Funded Services

- Grants to communities
- Contracted services

### Council E.1.1
Includes cultural diversity considerations in the documentation for funded or contracted services.

### Council E.2.1
Advises multicultural communities about funded services and tender opportunities and donation schemes through English language advertising.

#### Council E.2.2
- Identifies specific groups of people from cultural and/or language backgrounds other than English, who need particular assistance from funded services.

### Council E.3.1
Ensures relevant funding and tender specification processes (including selection, language, appropriate promotion, assessment and monitoring), are responsive to the needs of the target group to which the funded/tendered services apply.

#### Council E.3.2
- Requires the provision of interpreting and translating services to be built into funding agreements.

#### Council E.3.3
- Requires the specification of performance indicators relating to cultural diversity in contracts.

#### Council E.3.4
- Collects and evaluates relevant ethnicity data to inform funding decisions.

### Council E.4.1
- Has tender processes which specify that service providers need to have demonstrated knowledge and experience in working with people from language backgrounds other than English.

#### Council E.4.2
- Requires funded services to collect ethnicity data on service consumers.

#### Council E.4.3
- Requires funded services to employ people to work with specific multicultural communities.

#### Council E.4.4
- Actively monitors the performance of funded services with reference to agreed performance criteria.

#### Council E.4.5
- Assesses the use of interpreters by funded agencies, to ensure appropriate use against demographic data and identified community need.

The Local Councils Multicultural Planning Framework was developed by a project steering committee including representatives from the Community Relations Commission for a Multicultural NSW (CRC), the Department of Local Government, the Local Government and Shires Associations, the Local Government Community Services Association as well as several local councils. It was piloted in 2006 by four NSW councils and then sent out to a number of others for comment. It is based on the Ethnic Affairs Priorities Statement (EAPS) Standards Framework developed by the CRC and used by State agencies to implement the principles of multiculturalism.

For further information on the Local Councils Multicultural Planning Framework or the other resources in the *Implementing the Principles of Multiculturalism: information kit for councils* please contact the Director, Government Relations, Community Relations Commission, ph: 02 8255 6767 or the Policy and Research Branch, Department of Local Government, ph: 02 4428 4177.
APPENDIX

Legislative and Policy Framework and Key Agency Roles

i. Current legislative framework

Legislation setting out the requirements for local councils in terms of ethnic affairs and multiculturalism includes the:

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Annual Reports (Departments) Regulation 2005

The primary provision for councils in relation to multiculturalism is set out in the council’s charter in the Local Government Act 1993. The proclamation of the Act and subsequent Local Government (General) Regulation 2005 established the principal framework for a council to exercise its functions “with due regard to the cultural and linguistic diversity of its community”.

In 2001, after the enactment of the Community Relations Commission and Principles of Multiculturalism Act 2000 setting out principles to guide all public authorities in the implementation of multicultural policy, the council’s charter in the Local Government Act was amended accordingly to state that a council performs its functions “in a manner that is consistent with and actively promotes the principles of multiculturalism” (s. 8 (1) dot point three).

This requirement is reinforced by the Community Relations Commission and Principles of Multiculturalism Act 2000 (CRCPMA) which states that it is the duty of the Chief Executive Officer of each public authority - the definition of which includes local councils - to implement the principles of multiculturalism within the area of his or her administration. The principles of multiculturalism are set out in Part One of the CRCPMA and are detailed below.

ii. Current policy framework

a. State Plan

In November 2006, the NSW Government launched its State Plan: A New Direction for NSW, which will guide the delivery of NSW government services to 2016. Through the Plan, NSW government agencies are encouraged to work closely with local government to develop, deliver and monitor programs at a local level. The Plan also states that the NSW government will “...look to work more effectively with individual councils, in particular through alignment of their strategic plan with the NSW State Plan.” (NSW State Plan, page 144).
The State Plan emphasises the importance of building community harmony through activities that increase the interaction between diverse groups within communities. The Plan notes that: “Arts, sport and volunteering can help bring people together of all generations and communities through shared experience. This helps to promote both social harmony and diversity as well as breaking down the barriers faced by marginalised and disadvantaged communities.” (NSW State Plan, page 35).

One of the State Plan’s key targets is to increase the level of participation of non-English speaking communities in volunteering and group sporting, cultural and artistic activities.

b. Community Relations Plan of Action 2012

The Ethnic Affairs Priorities Statement (EAPS) program is the main vehicle of NSW government agencies for the implementation of the principles of multiculturalism. The White Paper Cultural Harmony The Next Decade 2002 – 2012 contains the Community Relations Plan of Action 2012. The Plan of Action 2012 articulates the state’s key objectives aligned to the principles of multiculturalism and formulates the future directions of the EAPS program, under the headings of the state’s four key objectives.

c. Principles of Multiculturalism

Principle 1

All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

Key Objective 1: Leadership

Principle 2

All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

Key Objective 2: Community Harmony

Principle 3

All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

Key Objective 3: Access and Equity
**Principle 4**

All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

*Key Objective 4: Economic & Cultural Opportunities*

**d. Ethnic Affairs Priorities Statements (EAPS)**

Since 1983, through Premier’s memoranda instruction, all NSW public sector agencies have been required to prepare an EAPS for their agency, consisting of a forward plan and retrospective report (while EAPS initially referred to Ethnic Affairs Policy Statement, since 1997 EAPS refers to Ethnic Affairs Priorities Statement).

In 1997, a measure of public accountability was introduced requiring departments and statutory authorities to report on their EAPS activities in their Annual Report. This requirement is covered by the *Annual Reports (Departments) Regulation 2000 and Annual Reports (Statutory Bodies) Regulation 2000*.

The definition of public sector agencies under the Premier’s memoranda and these Regulations does not include local councils.

**e. Ethnic Affairs Priorities Statement (EAPS) Standards Framework**

The Ethnic Affairs Priorities Statement (EAPS) Standards Framework is an effective planning, management and monitoring tool used by State agencies to integrate and adapt their EAPS to their organisation to ensure equity, access and social justice in the provision of services to multicultural communities in NSW.

Since 1983, each of the approximately 200 NSW public sector agencies has implemented the principles of multiculturalism through the development of an EAPS. In its annual report, each agency is required to report to Parliament on progress against its EAPS.

The EAPS Standards Framework, which has been in operation since 1998, provides guidance to agencies in identifying areas for improvement in their services, and provides a model for consistency and good practice in multicultural service provision across the public sector, in five “key activity areas” which are:

- **planning and evaluation**, based on research and relevant data collection and analysis, including the use of ethno-specific data
- **program and service delivery**, which incorporates consultation with ethnic communities and, where appropriate, the participation of individuals from diverse language and cultural backgrounds in the development of programs and services to address the needs of ethnic communities and special needs groups
- **staffing**, which includes equitable recruitment and position description requirements, appropriate cross-cultural training programs, and appropriate use of the linguistic and cultural skills of staff
Implementing the Principles of Multiculturalism locally

- communication, incorporating the provision of interpreting and translating services, and the adequate provision of information through publications and the media
- funded services – agencies need to ensure that organisations, which are funded or contracted by the agency to provide services to the community, address cultural diversity issues in their service planning and delivery.

Agencies also self-assess their current performance level in each activity, from most basic (Level 1) to ‘best practice’ (Level 5), as well as identify areas for improvement in each of the five activity areas.

It should be noted that this self-assessment of level is not intended for publication, but acts as a mechanism by which agencies may monitor their progress in relation to EAPS.

f. Local Ethnic Affairs Policy Statements (LEAPS)

Local Ethnic Affairs Policy Statements (LEAPS) refer to an EAPS of a local council. LEAPS trials were piloted with approximately thirteen councils between 1986 and 1989.

A number of local government areas have continued to develop stand-alone policies, which they may call LEAPS, or EAPS, or Multicultural Policies.

g. Social/Community Planning and Reporting Guidelines and Manual 2002

Consistent with the Local Government (General) Regulation 2005, the Social/Community Planning and Reporting Guidelines and Manual 2002, produced by the Department of Local Government, provide councils with the policy framework and tools for preparing, implementing and reporting on their social or community plan. This includes access and equity initiatives to meet the needs of people from cultural and linguistically diverse backgrounds in the local government area.

iii. Reporting Requirements

Councils must provide the Department of Local Government with an Annual Report, which contains details of activities and programs undertaken to promote access and services to people from backgrounds other than English-speaking in accordance with the principles of multiculturalism and the council’s performance in relation to access and equity activities outlined in its management plan. Appendix H, pages 115-117 of the Social/Community Planning and Reporting Manual 2002 provides councils with detailed information in this area.

The Department of Local Government, as per the provisions of the Annual Reports (Departments) Regulation 2005, must table the following information in its Annual Report to Parliament:
Implementing the Principles of Multiculturalism locally

- a statement setting out the progress in implementing the Department’s Ethnic Affairs Priorities Statement (EAPS);
- the key ethnic affairs strategies proposed by the Department for the following year/s; and
- information as to the EAPS of any bodies reporting to the Department.

Information based on the EAPS self-assessment made by the Department is incorporated in the annual Community Relations Report prepared by the Commission. The Community Relations Report includes a section highlighting multicultural initiatives undertaken by NSW government agencies and local councils.

iv. Role of the Department of Local Government

The Department, under the portfolio of the Minister for Local Government, is responsible for developing and administering the legislative and policy framework for local government in NSW.

Various policy and implementation issues are addressed in managing the relationship between local government, NSW government agencies, business, industry and the community. In managing these relationships the Department has a role in:

- assessing the impacts for local government of legislative and policy developments of the NSW Government
- providing advice on local government roles and functions to government agencies for NSW Government policy development
- promoting NSW Government policy to local government.

v. Role of the Community Relations Commission For a multicultural NSW

The Community Relations Commission For a multicultural NSW is the lead agency promoting the benefits of cultural diversity in New South Wales. It is charged with ensuring that members of ethnic communities are able to exercise their rights and fulfil their responsibilities, and that the depth of cultural diversity in New South Wales enriches and benefits society as a whole. To these ends, it maintains close ties with community leaders and groups and provides advice to the Premier, as Minister for Citizenship, on ways the Government can ensure full consideration is given to their needs and aspirations.

The Commission also:

- works with other arms of Government to enable them to fulfil their responsibilities to the people of New South Wales through the Ethnic Affairs Priority Statements (EAPS) and by developing cooperative agreements with government departments and agencies.
- Provides a 24 hour translating and interpreting service.
- Administers several grant programs, which promote community development and partnerships between people of different backgrounds.
- Promotes the annual CRC National Multicultural Marketing Awards as a way of highlighting the value to businesses of catering for people from different communities in their business and marketing plans.
- Organises the Community Language Allowance Scheme examinations for public sector staff.

The aim of the Commission is to develop a single, unified, yet culturally diverse society, which supports and benefits all its members, irrespective of their linguistic, ethnic, cultural or religious background.