NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society

and

Multicultural Policies and Services Forward Plan 2011- 2014

"Diversity in Practice"

NSW GOVERNMENT

NSW Police Force

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Corporate Spokesperson's foreword

The people of NSW represent diverse views, values, languages, cultures, faiths, sexualities, educational and employment experiences. On the basis of ethnicity and spoken languages alone, NSW is one of the most diverse societies in the world.

Much like the people of NSW, the NSW Police Force reflects a vast array of backgrounds, experiences and skills. Amid this diversity, the NSW Police Force is committed to delivering the highest level of quality customer service and observing its professional and legal obligations to the people of NSW to protect them and their right to live in a harmonious and safe society. It is also committed to bringing the best out in its people to achieve these goals.

The *NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society and Multicultural Services and Policies Program (MPSP) Forward Plan 2011- 2014* is designed to assist staff, both sworn and civilian, to work in ways that are both relevant to operational policing and conducive to strong community relationships and cooperation to prevent and reduce crime and the fear of crime. The Plan clearly states a commitment to the allocation of resources, enhancing the capacity, confidence and capabilities of our entire workforce, to operate successfully in a culturally, linguistically and religiously diverse environment.

The documents also meet our legislative obligations under the NSW Government Multicultural Polices and Services Program, which replaced the Ethnic Affairs Priorities Statement. Our commitment to the people of NSW articulated under the MPSP Plan is also aligned to the goals of the NSW State Plan and builds on the strong commitment to a safe and secure NSW made by the NSW Police Force Corporate Plan and Customer Service Charter.

I support the *NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society and MPSP Forward Plan* and urge you to adhere and promote its principles as a way of ensuring that the NSW Police Force continues to build on its strong relationships with our diverse cultural, linguistic and religious communities across NSW.

Deputy Commissioner N Kaldas APM
Corporate Spokesperson for Cultural Diversity

Introduction

This document follows *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2006-2009,* which set a vision for delivering policing services in a multicultural community. This plan continues to inform future directions for an organisation that is at the forefront of the justice system and maintains its focus on enhancing the capacity, confidence and capabilities of the entire NSW Police Force to operate effectively in a diverse cultural, linguistic and religious environment.

Understanding diversity in the Australian context must start with acknowledging the diversity and rich history of Aboriginal people as the original inhabitants and custodians of the land. Rich, diverse and long, Aboriginal cultures set the scene for any discussion of diversity and the benefits it offers. Many Aboriginal Australians, however, continue to suffer the effects of policies and practices that have impacted on their welfare, identity, culture and language over time. This ongoing struggle must be addressed in recognising the challenges that new Australians from diverse cultural and language backgrounds experience in contributing to society and giving expression to their cultural identities. Any effort on the part of government agencies to embrace cultural, linguistic and religious diversity must therefore also acknowledge the need for reconciliation and healing between Aboriginal and non-Aboriginal Australians as a starting point.

"Reconciliation is in fact an expression of a core value of our nation - and that value is a fair go for all."

(Former) Prime Minister Kevin Rudd's delivery of the Government's apology to Aboriginal Australians in parliament House, February 2008

In this spirit, the NSW Police Force Multicultural Policies and Services Program grounds its commitment to working with diverse cultural, religious and linguistic communities in its equal commitment to strengthening its relationship with Aboriginal communities. It is only through this that an authentic commitment to multiculturalism and culturally capable policing practice is possible.

While the Multicultural Policies and Services Program celebrates cultural, linguistic and religious diversity, the NSW Police Force acknowledges that diversity and culturally capable policing draws on all aspects of everyday policing and the complex life events that affect individuals. This document is built on the premise that people and their diversity (in all of its dimensions including age, gender, culture, language, religion, sexuality, education, employment, ability, values, opinions and experiences) are the greatest asset available to any group, organisation or community.

This includes the diversity amongst police officers themselves in terms of an individual's background, role and opinion and life experience.

How to use this document

The document is written for multiple audiences including NSW Police Force manager and employees, members of the general public, and the government and non-government agencies with which the NSW Police Force works to achieve its objectives.

With its focus on diverse cultural, linguistic and religious communities working with police, it also puts at the forefront the experiences and needs of Aboriginal communities and the rich diversity of cultures, languages and spirituality that exists amongst their people as the first peoples of Australia. It is only with the wisdom of acknowledging and learning from the experiences and needs of Aboriginal people that the NSW Police Force and Australians from other lands can look at working with diversity.

The document is divided into three parts.

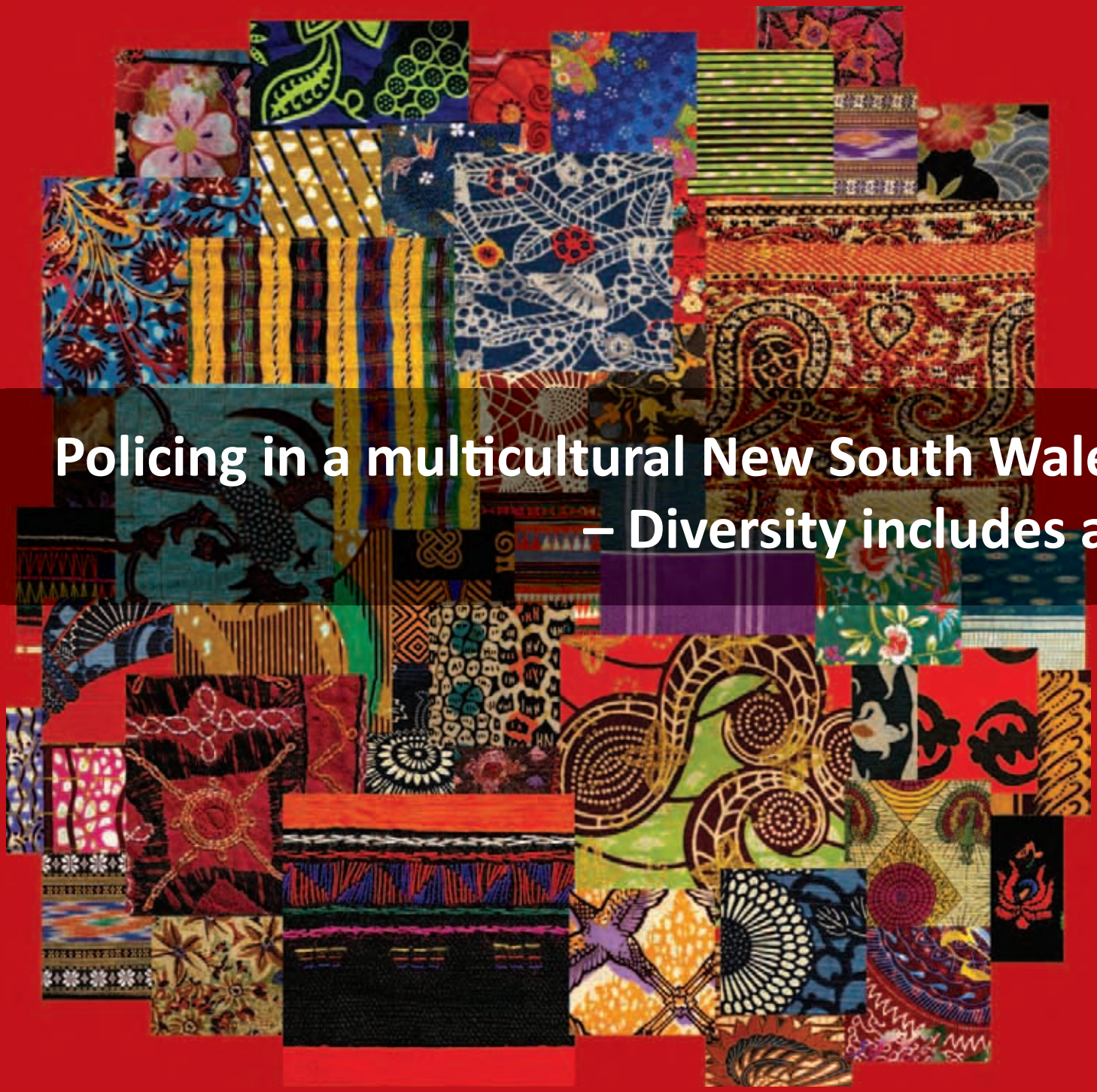
Part A, looks at the landscape in which the NSW Police Force operates with a particular focus on how diversity impacts its core business of policing. This section serves as a statement of the NSW Police Force's commitment to working with communities from diverse cultural, linguistic and religious backgrounds by addressing:

- Features of cultural, linguistic and religious diversity in Australia and NSW;
- Multiculturalism and human rights from the perspective of police and communities;
- Why diversity matters to policing;
- Priorities for police in working with diverse communities, their experiences, expectations and needs;
- Priorities for the NSW Police Force in addressing considerations of cultural, linguistic and religious diversity within its own work force; and
- The nature of community engagement and its role in allowing police and communities from diverse backgrounds to work together effectively.

Part B introduces the Multicultural Policies and Services Program and its application to the NSW Police Force. It focuses on:

- Practical application of the Multicultural Policies and Services Program as a driving force behind effective and capable policing;
- Aligning the Multicultural Policies and Services Program with the NSW Police Force's Corporate Plan and priorities;
- Achievements to date under the Ethnic Affairs Priorities Statement (EAPS);
- Indicators for continuous improvement; and
- The methodology for developing the NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-14.

Part C constitutes the NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-14, which outlines commitments, responsibilities and performance indicators for achieving NSW Police Force objectives with respect to working with communities from diverse cultural, religious and linguistic backgrounds.



Policing in a multicultural New South Wales – Diversity includes all

Part A

Cultural, linguistic and religious diversity in New South Wales

Non-Aboriginal Australians come from over 240 countries, which makes Australia one of the most diverse nations in the world in terms of culture language and religion. Culturally responsive policing is therefore not optional but expected from all police in order to be able to achieve the objectives of the NSW Police Force.

According to the 2006 Australian Census:

- At least 260 languages other than English, excluding Aboriginal languages, are spoken in Australian homes and by 1,314,513 people in NSW.
- In each of the NSW Local Government Areas of Fairfield, Auburn, Canterbury, Strathfield, Burwood, Rockdale and Bankstown, between 50 to 67 percent of people speak a language other than English.
- New South Wales continues to have the largest number of residents born in a country where English is not the main language spoken.
- 275 classifications for people's ancestries were recorded compared to the 2001 Census where only 191 were recorded.
- The largest religious affiliation in NSW remains Catholic followed by Anglican. The third largest group stated no religious affiliation followed by the Uniting Church, and Presbyterian. These denominations reflect vast cultural and linguistic diversity as well as religious practice.
- Affiliation with Islam increased by 19 percent making it the sixth largest religion followed by Buddhism. Hinduism had the largest percentage increase (43.5%) in non-Christian religious affiliation between Census results.
- In 2007 there were 455,185 international enrolments on student visas in Australia. NSW has the greatest number of overseas students than any other state, with 40 per cent of the intake enrolled in NSW[1].
- In 2008 – 2009 under its Humanitarian Program, Australia resettled 13,507 refugees and sponsored humanitarian entrants mostly from Africa, Asia and the Middle East/South West Asia. The main countries of origin within these regions included Iraq, Burma, Afghanistan, Sudan, Bhutan, Ethiopia, Congo, Somalia, Liberia and Sierra Leone[2].

Australia's brand of diversity is also unique as a result of its breadth, Australia's migration experiences and history. These determine and affect government responses to multiculturalism and issues including human rights, social inclusion, participation, settlement and service delivery. Understanding how this impacts on people is accentuated in NSW where Australia's population is at its most diverse. Compared to any other Australian police jurisdictions, policing in New South Wales is therefore particularly demanding, challenging and perhaps more rewarding.

[1] Australian Education International: http://aei.dest.gov.au/AEI/MIP/Statistics/default.htm

[2] Fact Sheet 60 – Australia's Refugee and Humanitarian Program, Department of Immigration and Citizenship: http://www.immi.gov.au/media/fact-sheets/60refugee.htm

What does diversity have to do with policing?

Police come face to face with many challenges daily, from arrest to custody, supporting victims of crime to crime investigations and prosecutions, and protecting the vulnerable to preventing crime. Every step of the way, police are required to uphold and be guided by the law to protect the community and themselves. In this context for the NSW Police Force, the unique nature of Australia's diversity compared to international jurisdictions is critical in understanding the needs of the community and how those needs impact on policing practices.

For example, issues of language proficiency, experiences of torture and trauma, anti-racism and public attitudes towards diversity greatly affect the ease with which relationships between police and communities are built and sustained. The recent framing of safety for international students and racially motivated crime as human rights issues also highlight some the challenges that come for police in working with diversity in terms of people, expectations and pressures.

Being able to respond confidently and capably to situations where culture, religion and/or language is relevant makes the jobs of police officers easier by giving them more ways of thinking about how to achieve solutions to specific problems.

"Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police."

Sir Robert Peel

In particular, it has the potential to achieve:

- Greater public support, particularly with intelligence gathering and investigations;
- Accountability with respect to legislative obligations, the NSW Police Code of Conduct and Ethics and Customer Service Charter, and other government standards including the Charter of Victims Rights and NSW Principles of Multiculturalism;
- More cooperation from victims and witnesses. For example, the support and persistence of police in seeking court convictions on behalf of domestic violence victims has been lauded. Appreciation is another way of acknowledging the diversity competence of our police – their capacity to work with individual personalities, perceptions, contexts, family dynamics, values and all the other dimensions of diversity to achieve an outcome;
- More confidence in working with the 'unknown', whether in terms of geography, ethnicities, religions or lack of local networks;
- Reduced complaints;
- More respect for police and greater police and community collaboration;
- Increased personal skills and qualities to navigate through difficult situations; and
- Fewer risks of being misunderstood and better communication based on reliable information and understanding instead of assumptions and speculation.

Developing effective relationships with culturally, linguistically and religiously diverse communities is a vital component of building respect and trust within communities for police, thereby improving confidence and reporting of crime. Such relationships need to be established over time through regular contact and engagement with communities where the protection and promotion of human rights serves as the basis for understanding diverse experiences and needs. This applies equally to the conditions under which

police officers work with communities as it does to the needs of communities themselves.

In addition to international pressures and trends, the context of policing itself is incredibly diverse and complex. The combination of these highlights the importance of building a police force that is flexible, responsive, diverse by nature and capable of navigating a range of complexities and competing expectations. This perspective on human rights places the realities of policing at the centre of any strategy to address crime, public safety and community harmony.

In practice . . .

Considering the needs of culturally and linguistically diverse communities is not about softening police responses to communities because they need "special treatment". The needs of communities are usually the same as the things that police need in order to make their work easier and more effective. Some examples include:

- **Language barriers** make it difficult for some communities to approach and communicate with police. This has natural consequences for police being able to win community trust and cooperation, conduct investigations and prevent crime. A range of language assistance strategies, including the use of professional interpreters and translators, can address this and help police officers meet their professional accountabilities to offenders and victims at the same time.
- **Community awareness and understanding of the laws of NSW** is critical to core police functions as much being able to access information about the NSW Police Force and participate in public life.
- **Refugee and humanitarian settlement** is a primary concern for police in the sense that issues around trust, awareness and confidence are critical in determining whether crime is reported and whether communities are willing to work with police to keep communities safe. Effective and regular community engagement, consultation and customer service take on practical and important value as ways of making this happen.
- **Religious affiliation, celebrations and practices** are important for police to recognise on the level of NSW's diversity. In practical terms, however, knowing about population sizes, locations and religious occasions can help with operational planning and responsiveness, especially with respect to public order and traffic management, monitoring hate crimes against property motivated out of racial, political or religious bias and understanding the connections between religion and culture as part of police building communication networks with community leaders.

Looking in – diversity within the workforce

The NSW Police Force of the 21st century is increasingly aware that diversity characterises the workplace environment as much as it does the community. Positioned effectively, diversity increases people's motivation, satisfaction and productivity. The organisation also benefits in terms of this impact on workplace culture, community responsiveness and the degree to which the organisation can innovate and grow.

The NSW Police Force's approach to multicultural policies and services in particular recognises the place of culture, ethnicity, language and religion as part of human diversity and as essential to our professional identity. A capable police officer operating in this context therefore understands that leading diversity is *not just about ethnicity or culture* but:

- The social, professional and ethical obligations that underpin the part they play in facilitating justice within the community;
- Recognising and respecting the differences and similarities that individuals bring into the work place to create a mosaic of talent;
- Creating an environment that enables diverse perspectives and ideas to bring about solutions to problems and increase successful outcomes;
- Channelling a broad array of talents and perspectives into accomplishing overarching organisational objectives;
- Having more than one way of responding to the many challenges that police are faced with and that the core of every interaction at some point is 'cross cultural'.

In practice . . .

Cultural diversity training or awareness is often suggested as something that police need in order to better understand and work with particular communities. While training can certainly help in some situations, it is not the automatic 'fix' that communities and even police expect it to be in terms of improving relationships and operational practice. Information is only useful to police if they can apply it to their work and life experiences and assess whether it is useful or accurate in any given situation. The critical difference between providing information alone (cultural awareness training) and building the capabilities of police (cultural diversity training) sits with how information is used or applied to police contexts.

For example, police may feel that they will be able to work with Muslim communities if they know more about Islam. However, there are a number of factors to consider:

- Understanding the Islamic faith may fall well short of understanding the culture of criminality which may be primary and far outweigh religion in assisting police to effectively do their jobs. Awareness training runs the risk of focusing police so much on what Islam professes that it can undermine police when they need to make quick and hard decisions about how to respond to criminal behaviour.
- Someone being a Muslim has very different relevance to police depending on the context in which they come into contact with police. A community meet and greet requires police to be much more mindful of cultural and religious etiquette than a criminal pursuit or raid. Police need to judge how and why religion and/or culture is relevant in their dealings with someone rather than assuming that it automatically takes precedence.
- Not all Muslims subscribe to a common set of 'facts' or 'rules' about Islam in terms of how people practise their faith, where they come from or how they identify within their community. Information about working with Muslims is therefore only useful to police if it is open-ended enough to allow them to ask relevant questions about the person they are in fact dealing with in any given situation rather than relying on the safety of what a person must believe or be like because they are Muslim.

The same applies to any religious or cultural group in the community. Information alone will achieve little by way of enhancing police confidence to work with communities. A more constructive approach to training is to:

- Analyse police responses to actual situations;
- Identify strengths, weaknesses and risks;
- Establish gaps in information or understanding of local communities; and
- Weave this into the training program with the view to building greater police capacity.

This process places police officers in a far stronger position to respond to incidents flexibly by placing culture, language, ethnicity or faith as one of many considerations, not the only one, in managing crime and community relations.

Diversity in policing is therefore about vision, being strategic, understanding the big picture and setting directions for the future. Learning how to lead and engage diversity, with all its facets and nuances, is critical for leaders who want to build sustained success and ensure ongoing growth and development for themselves and for the NSW Police Force. Furthermore, it identifies that leadership is a responsibility and a role of all employees, not just those assigned the task.

Internal resources

While diversity is everybody's business, a number of internal supports exist for NSW Police Force staff in understanding, promoting and addressing issues around diversity and culturally responsive policing.

Corporate Spokesperson for Cultural Diversity

The Corporate Spokesperson for Cultural Diversity is a senior member of the NSW Police Force who is chosen to represent the Commissioner of Police internally and externally on corporate matters that impact on police and communities with respect to cultural, linguistic and religious diversity.

Key responsibilities of the Corporate Spokesperson for Cultural Diversity include:

- Providing advice to the Commissioner and his Executive Team on matters relating to cultural diversity;
- Participating in and coordinating NSW Police Force involvement in appropriate interagency activities and forums;
- Overseeing and monitoring the development of NSW Police Force policy and practice in the area of cultural diversity;
- Speaking publicly on behalf of the Commissioner on matters concerning policing in the context of cultural, religious and linguistic diversity; and
- Overseeing internal NSW Police Force activities and priorities (including chairing committees) on cultural diversity.

At the time of writing, the NSW Police Force Corporate Spokesperson for Cultural Diversity is Deputy Commissioner N Kaldas APM.

Cultural Diversity Team, Operational Programs

The Cultural Diversity Team, located within Operational Programs, aims to build the skills and capabilities of the NSW Police Force to deliver policing services that are accessible, relevant and responsive to the needs of diverse communities. This includes:

- Practical advice on a range of operational issues ranging from the use of interpreters to building community networks through the Cultural Diversity Helpline;
- Strategic advice and support to the NSW Police Force Executive, senior management and frontline staff on risk management and the impact of diversity on operational policing, including crime reduction, crime prevention and public safety and confidence;
- Assisting business units to make the Multicultural Policies and Services Program operationally relevant and coordinating its implementation within the NSW Police Force;
- Developing, implementing and reviewing policies and programs on operational responses and standards to policing diverse communities;

- Workplace training, skills enhancement and learning opportunities for NSW Police Force and staff;
- Coordinating the NSW Police Force Multicultural Community Liaison Officer (MCLO) Program;
- Establishing and maintaining regular consultations and networks with a range of community organisations, peak bodies and other government agencies; and
- Advocating and representing the interests of police partnerships with diverse communities.

NSW Police Force staff can contact the Cultural Diversity Helpline for assistance by calling (02) 8835 9150 or emailing cdt@police.nsw.gov.au

Multicultural Community Liaison Officers

Multicultural Community Liaison Officers are civilian employees who operate as part of Crime Management Units at the local level and in conjunction with the Cultural Diversity Team, which has state-wide coordination responsibility for the Program. Local Area Commands are responsible for day-to-day tasking of Multicultural Community Liaison Officers.

Multicultural Community Liaison Officers assist with translating NSW Police Force corporate objectives of reduced crime and violence into reality by facilitating greater dialogue, partnership and confidence among local police and communities. They are forerunners for the organisation, paving the way towards more culturally, linguistically and religiously appropriate policing services in often unchartered territory given many people in our society, such as recently arrived refugees or overseas students, are unfamiliar with Australian legal and justice processes. They also build the capacity of police officers to work directly with communities and individuals from diverse cultural, linguistic and religious backgrounds in the course of their normal duties through advice, liaison and project management.

Multicultural Community Liaison Officers' collective efforts and functions enhance the NSW Police Force's capacity in terms of:

- Crime reduction and prevention;
- Identification and arrest of offenders;
- Location of persons of interest or persons with warrants against them;
- Community intelligence;
- High visibility policing operations; and
- Individual and group case work with at-risk young offenders and their families.

Community Contact Unit, Counter Terrorism and Special Tactics Command

The Community Contact Unit engages with communities at risk of radicalisation, likely to be impacted by NSW Police Force counter terrorism efforts; or communities who may be the victims of terrorism or politically motivated violence to:

- Enhance community resilience to extremist views
- Increase public understanding of counter terrorism arrangements
- Ensure decision making within Counter Terrorism & Special Tactics Command is informed by community issues and concerns

The core functions of the Community Contact Unit are to:

- Provide an interface for reciprocal information flow between the Counter Terrorism & Special Tactics Command and the community;
- Develop relationships and regular dialogue within community groups and leaders to promote positive working relationships and community partnerships;
- Provide advice and information on NSW Police Force counter terrorism response arrangements;
- Maintain contact information for community leaders, groups/institutions and individuals to facilitate communication in relation to counter terrorism investigations, and the provision of information to communities prior to, during and post any terrorist incident;
- Provide a conduit for the community to express their views on counter terrorism policing and other terrorism related matters of concern; and
- Monitor the occurrence of hate crimes (within the counter terrorism context) and inform the NSW Police Force response.

The role of community engagement in working with communities from diverse cultural, linguistic and religious backgrounds

The role that community engagement plays in meeting the objectives of police, communities and society is critical. Its meaning however, is often downplayed or simplified to 'talking to communities'. While engagement doesn't have to be a complex idea, it does encompass more than making communities the recipients of information and services. This applies equally to staff in terms of negotiating how diversity is harnessed by the NSW Police Force to build its internal capacity and confidence.

In 2010, the NSW Police Force released its Community Engagement Guidelines as part of its Customer Service Program. The Guidelines recognise engagement as an aspect of policing routine in NSW that already exists and uses the values that inform customer service to position it as an ongoing cycle of improvement and partnership between police and communities. The Guidelines encourage police to:

- **Prioritise formal and informal engagement strategies at leadership levels** and account for them through COMPASS (Command Performance Accountability System)[3]
- **Know the local area** through research and data in order to identify key people, groups and issues concerning them
- **Plan strategies to fit local needs** in terms of how, when, why and with whom engagement happens
- **Be prepared** by having the appropriate knowledge, support and understanding to engage communities and individuals effectively
- **Execute** formal engagement strategies regularly
- **Evaluate** community information so that it can be used to address key police priorities. Also review the process itself gathering feedback from all participants.
- **Close the loop** by documenting the process and findings and communicating them to both staff and the community.

"Community engagement is the foundation on which local policing should be built. Effective engagement promotes communication and a sense of partnership between police and the people we serve. That in turn generates confidence, trust and respect."

Commissioner Andrew Scipione APM
NSW Police Force Community Engagement Guidelines

The Community Engagement Guidelines are a good starting point for the NSW Police Force's commitment to go beyond initial contact and information sharing in building close relationships with communities and external partners to jointly address local crime and safety issues. This is critical in terms of addressing some of the most pressing priorities for police and diverse communities, including Aboriginal, gay, lesbian transgender, aged, refugee, migrant and religious communities among others, where building trust and addressing expectations of police are primary.

[3] COMPASS is the NSW Police Force's executive level process that examines the overall performance of commanders and directors in achieving corporate objectives and meeting corporate expectations in relation to crime management, corporate management and organisational support.

In practice . . .

In NSW, there are police officers who have a specific role in working with children and young people around crime prevention and towards the overall goal of diverting young people from the criminal justice system. As part of this role, police often communicate with young people on a whole range of crime prevention issues such as bullying, cyber crime, personal safety, assaults, domestic violence prevention and support - to name a few.

Police can often face barriers in engaging effectively with children and young people around crime prevention messages, because the police uniform and profession alone often creates misperceptions amongst children and young people and impacts on their receptivity towards the prevention messages delivered by police.

Police constantly look for ways to overcome this barrier and often sports and social activities are commonly used to build relationships and gain trust. In addition to this, police have also been looking at ways to incorporate creative arts based approaches when working with children and young people, specifically for its proven ability to be an effective educational tool. Police have gained some valuable benefits from trialling arts based approaches and in particular heightened levels of interaction, enthusiasm and receptivity by the young people involved.

Additionally, arts based approaches can provide a non-threatening space for young people to use skills of empathy, questioning, expression and reflection to process the implications of behaviours and situations for themselves rather than just being given the do's and don't from a police officer. In the context of full community engagement, this can lead to ownership and partnership enabling police to achieve their goals in working with young people to overcome social, language and cultural barriers and prevent and reduce crime.

In the context of cultural, linguistic and religious diversity, an effective community engagement process designed to meet these objectives would be flexible, tailored and geared towards listening to the needs of communities and encouraging them to lead strategies in partnership with police. Through such a process, police roles come to be better understood by the community and the community becomes more aware of its own role in addressing safety.

Communities ultimately share the responsibility of crime prevention and are able to develop and drive education processes that are relevant to their members with the participation of police. In other words, strategies that work are generated from the ground up and not imposed on either communities or police.

Effective community engagement is therefore a staged process leading to responsible ownership on the part of communities.

Police engage at a number of levels with the community before a higher level of engagement can exist. Each level of contact lays the foundation for the next and provides support to the ongoing long term goal of building and maintaining strong, trusting relationships with the community. Effective community engagement is the point in the relationship when there is a shared responsibility in crime prevention, where the community understands and agrees on issues, and may ultimately develop its own education processes, relevant to its needs. Crime prevention and safety strategies may then involve and be supported by police but are driven and led by the community.

In the spirit of the Multicultural Policies and Services Program, this not only allows the NSW Police Force to adapt the way it does business to the needs of culturally and linguistically diverse communities, but for police and communities to actively give life to the NSW Principles of Multiculturalism.

ENGAGEMENT
Community of interest initiates, plans and develops its own crime prevention and safety messages/activities and shares it amongst its networks. Police inform and support the process while the community leads it.

PARTICIPATION
Police and community of interest understand each other's expectations, jointly plan, develop and implement crime prevention messages/strategies. Community of interest participates in the activities and disseminates the message to others.

CONSULTATION
Police and communities of interest meet to speak, listen, learn & understand each others experiences and viewpoints on the crime & safety issues facing their community. Agreement is achieved on how both will work together to address the issues.

COMMUNICATION
Community of interest is appropriately, accurately and regularly kept informed and educated from a police perspective on crime and safety issues, the role of police and the part that community plays in addressing crime and safety.

In practice . . .

Coffs/Clarence LAC has been working over many years to build communication and cooperation with newly arriving communities from Sudan and other African nations. The four staged engagement process is allowing police and communities to work together more effectively and trustingly by:

- Building the capacity and skills of police;
- Building the community's understanding of the roles and responsibilities of police and ability to use policing services appropriately; and
- Sharing responsibility for community safety and crime prevention.

The process entails:

1. Increasing what newly arrived communities know about police and the law through ***communication*** strategies that include information sessions delivered by local officers in collaboration with English learning centres and settlement service providers. Police have also been trained in relation to some of the issues that impede communication and trust between them and newly arrived communities.
2. Identifying what police and communities need through ***consultation*** including research, meetings and interviews with officers, community members and local service providers. Consultations identified the development of a support persons register as a means of improving interaction and partnership between police and newly arrived communities.
3. Community members ***participate*** in consultations, training designed to equip them with the knowledge and qualities they need to be support persons and ultimately as support persons. Police also participate in the sessions and training on how to access and use the register.
4. Community members are ***engaged*** as support persons and work actively with police, offenders, victims, witnesses and the wider community to foster trust, good working relationships and positive outcomes for police and community members. The community has a sense of ownership in its partnership with police and actively works with the Local Area Command to recruit, train and orient subsequent support persons as well as engage communities as needs arise. In this way, the stages of engagement are ongoing and build on each other.

The NSW Police Force's response to the Multicultural Policies and Services Program

Part B

What is the Multicultural Policies and Services Program?

The Multicultural Policies and Services Program replaced the Ethnic Affairs Priorities Statement (EAPS) Program in 2009. It is the NSW Government's response to ensuring that all public agencies, local councils and official bodies consider the impact of cultural and linguistic diversity on their core business and respond appropriately. The Multicultural Policies and Services Program is based on these agencies' obligation to observe and implement the NSW Principles of Multiculturalism, which are enshrined in the *Community Relations Commission and Principles of Multiculturalism Act 2000.* The Principles state that:

1. The people of New South Wales are of different linguistic, religious, racial and ethnic backgrounds who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious, racial and ethnic heritage,
2. All individuals in NSW South Wales, irrespective of their linguistic, religious, racial and ethnic backgrounds, should demonstrate a unified commitment to Australia, its interests and future and should recognise the importance of shared values governed by the rule of law within a democratic framework,
3. 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,
4. All individuals and public 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,
5. 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,
6. 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.

In real terms, the Multicultural Policies and Services Program is how the NSW Police Force considers and accounts for how it adapts its core business to the needs and expectations of a diverse community and workforce. As a 'key agency' designated by the Minister for Citizenship, the NSW Police Force has a higher level of public accountability because of the critical nature of its services to the community and the role it plays in achieving the Government's key objectives. As part of its annual reporting to Parliament through the Community Relations Commission, the NSW Police Force must therefore:

- Detail in a Forward Plan its strategies to meet the needs of culturally and linguistically diverse communities; and
- Report bi-annually on its achievements in implementing the Forward Plan.

This document constitutes the NSW Police Force Multicultural Policies and Services Program Forward Plan for 2011-2014. Although it is concerned with the policing experiences of migrant, refugee and non-English speaking residents of NSW, it respectfully acknowledges the experiences and struggles of Aboriginal communities in giving them and the issues of cultural and linguistic diversity context and meaning.

NSW Government Multicultural Planning Framework

The Multicultural Planning Framework guides agencies in planning for and demonstrating their achievements under the Multicultural Policies and Services Program. It outlines seven service priorities for a culturally, linguistically and religiously diverse New South Wales grouped under the three activity areas:

A. PLANNING AND EVALUATION

1. Planning
2. Consultation and feedback

B. CAPACITY BUILDING AND RESOURCING

3. Leadership
4. Human Resources

C. PROGRAMS AND SERVICES

5. Access and equity
6. Communication
7. Social and economic development

Agencies are encouraged to plot their business activities against these seven service priorities and measure their performance against indicators at three levels for each. The ranges build upon one another, so that an agency can demonstrate progression within and across levels to the extent that they are relevant to the agency's business.

It is against the framework and its indicators that the NSW Police Force embarked on consultations to develop its Multicultural Policies and Services Program Forward Plan for 2011-2014. The Forward Plan is also coded to demonstrate how initiatives relate to service priorities stipulated by the Framework.

Outcomes of the NSW Police Force Ethnic Affairs Priorities Statement (EAPS) Forward Plan 2006-2009

NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society and Ethnic Affairs Priority Statements (EAPS) Forward Plan 2006-2009 immediately precedes this document. It marked a new approach by the NSW Police Force to documenting its implementation of the NSW Principles of Multiculturalism by setting a policy context around the organisation's goals with respect to improved service delivery. In this, it served not only as a benchmark for outlining police obligations but as a statement of commitment to achieving the best outcomes for communities as well as staff in terms of reducing and preventing crime and the fear of crime. This objective continues to be a priority for the NSW Police Force.

The commitments outlined by the NSW Police Force were structured under five priorities that were determined from external and internal consultations:

1. Building trust and partnership within NSW Police Force and with culturally diverse communities through respect, dialogue, cooperation, appropriate and effective consultation and communication.
2. Reduced crime and violence, particularly in areas with new and emerging communities and/or relatively large numbers of residents of non-English peaking backgrounds – to lessen the community's fear of crime and to address contentious issues as they arise.
3. Our values reflect the principles of cultural diversity, which will drive our organisational performance, compliance and accountability standards at all levels of the organisation.
4. Our people deserve a workplace free of discrimination which values the skills and leadership qualities required for culturally appropriate policing and police management at all level of the organisation.
5. Build a committed and confident workforce by recruiting and retaining the right people, and fully developing the skills of people we have by providing career and development opportunities as well s reward and recognition for competent practices.

Implementing strategies under these five priorities allowed the NSW Police Force to be creative and flexible while committed to integrating cultural and linguistic diversity with its core business. Detailed examples of achievements under the *NSW Police Force Ethnic Affairs Priorities Statement 2006-2009* are listed at **Appendix 1.**

This Forward Plan consolidates those achievements and focuses on areas for improvement.

What worked well?

NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2006-2009 worked well in several ways setting a strong foundation for the future. The following strengths have been identified and carried over into the current plan.

- *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society* significantly raised the profile of the cultural diversity portfolio and priorities around multiculturalism among police at all ranks. This is evident in initiatives driven at a local and corporate levels as well as the engagement of senior officers in community events and interagency dialogue concerning issues around cultural, religious and linguistic diversity.
- Successful corporate and local programs designed to improve relationships between police and diverse cultural, religious and linguistic communities were established and/or consolidated under the previous plan. Examples include the review of the

Commissioner's Advisory Council on Culturally Responsive Policing and the Multicultural Community Liaison Officer (MCLO) Program. These have not only contributed to police and community confidence but pave the way for the NSW Police Force to build on methods that work by adapting them in areas of need.

- A range of consultative forums at various levels were established and designed to meet specific information and communication needs of police and communities from diverse cultural and linguistic backgrounds. The importance of listening to communities' experiences and working collaboratively with other agencies is increasingly becoming entrenched in the NSW Police Force's approach to working with cultural and linguistic diversity.
- There is an increased sense within the NSW Police Force of how cultural, religious and linguistic diversity aligns with core business as far as obligations towards offenders and customer service for victims and the general public is concerned. Although young, this awareness is growing as staff and business units attempt to engage communities in a range of activities ranging from local crime prevention and reporting to informing the development of policy and policing priorities.
- Under *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society,* the NSW Police Force recognised and positioned cultural, religious and linguistic diversity in the context of human experience, a broader understanding of what diversity looks like and how it affects relationships. This context does not diminish the value of multiculturalism or the very real needs of people based on language, culture or faith. Rather, it bolsters the need to recognise these needs as part of an overall response to protecting the human rights of each individual.
- The need for police to recognise and respond to the cultural, linguistic and religious needs of the community is equally as important as recognising the needs of police in working in a community that is as diverse as NSW. *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society* made a clear statement that the needs of police are on par with those of external stakeholders and introduced the focus on workplace skills and recognition as integral to making sure that the NSW Police Force has the capacity to work with diversity, internally and externally.

Moving forward

These strengths have been captured as part of the NSW Police Force's approach to strengthening and extending its cultural capabilities under *NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2011-2014.*

At the same time, many of the commitments of the previous plan identified the need for longer term implementation and more integrated ways of achieving outcomes for police officers and communities in working with cultural and linguistic diversity. This plan attempts to capture these lessons.

- While there is evidence of many progressive and effective initiatives undertaken by Specialist and Local Area Commands, there is a lack of consistency about how all police units work with diverse cultural, linguistic and religious communities. *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2006-2009* identified a need for flexibility in the way that local police are able to look at who they actually work with and the relevance of diversity to the unit's core business in real terms. This plan will therefore focus on the ability to tailor the Multicultural Policies and Services Program to address local realities.
- Despite a range of localised strategies, a consolidated approach to meeting the safety and policing information needs of communities, particularly refugees, non-English speakers and newly arrived migrants is needed. Two examples that highlight this are the issues that have emerged with respect to the safety of international students and newly arrived communities understanding the roles and limitations of police.
- Equally important is the need to recognise that giving communities information in accessible and relevant ways needs to be approached with a holistic engagement strategy that allows them to contribute to and own the process of developing, disseminating

and acting on information. 'Community engagement' has emerged as a popular term, but its fullest meaning involves a staged process of involving communities as partners in achieving, not just being recipients of, police and government objectives. This plan attempts to look at a fuller spectrum of engagement initiatives and building the capacity of the NSW Police Force to have a common understanding of the model that underlies true community engagement.

- The heightened profile of diversity within the organisation has started to influence corporate planning processes. This plan will have a considerable emphasis on better integrating diversity considerations into corporate, operational and business planning and accountability mechanisms used across the NSW Police Force.
- Similarly, accountability for achieving outcomes under the plan and with respect to cultural diversity generally needs to be better aligned with decision makers and managers within the NSW Police Force. The progress that has been made in relation to documenting accountabilities and statements of commitment on the part of senior staff will serve as a starting point for being more specific about every employee's role with respect to improving performance against culturally diversity indicators.

Development of the NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-2014

Public expectations of policing extend beyond availability to focus on quality and responsiveness. In meeting public demands and satisfaction, it has never been more important for NSW Police Force to take stock of the diverse context in which it operates and to build on the achievements of police under *NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2006-2009.*

On this basis, the *NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-1014* has been developed through undertaking a literature search to identify good practice with respect to organisational approaches to diversity and extensive consultation with staff, affected communities and external partner agencies. The Community Relations Commission has also been consulted throughout development to ensure quality and legislative compliance.

The *NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-2014* therefore flows from both a strong evidence base and the interpretation of what staff and community named as their priorities with respect to policing amongst diverse cultural, linguistic and religious communities.

Consultation methodology

Eighty eight NSW Police Force sworn and unsworn staff participated in focus group consultations across the Central Metropolitan, South West Metropolitan, North West Metropolitan, Northern, Southern, and Western Region Area Commands. Each focus group comprised representatives from Local Area Commands within the Region holding various ranks and roles including:

- Local Area Commanders
- Regional sponsors for cultural diversity
- Duty Officers holding the Customer Service/Cultural Diversity portfolios
- Multicultural Community Liaison Officers
- Local Area Managers
- Detectives
- General Duties Officers
- Representatives from Crime Management Units

A focused consultation was also conducted with Multicultural Community Liaison Officers.

Community consultations were held in the Northern Southern Region and aligned with meetings of the Community Relations Commission's Regional Advisory Councils in Coffs Harbour and Newcastle. A third community consultation was conducted at Wollongong with the assistance of Multicultural Communities Council of Illawarra. Issues and strategies discussed at the Sydney metropolitan community consultation held on 13 April 2010 as part of Commissioner's Advisory Council for Culturally Responsive Policing (CCRP) also inform this Plan.

Consultation format

Consultations across NSW were structured to gauge participants' experiences with diverse communities, police officers and the organisation. Participants were informed about the Multicultural Policies and Services Program and what it means for the NSW Police Force, allowing them to make the right connections to operational policing as well as innovative models of service delivery. The participants were incited to reflect and provide feedback on:

- How policing work is impacted by cultural and linguistic diversity;
- Strategies to enhance the quality of local policing, particularly to meet the needs of diverse cultural, linguistic and religious communities;
- Good practice examples that the NSW Police Force can build on or adopt;
- Perceived and actual gaps in service delivery and accessing police services; and

- Corporate priorities for the NSW Police Force making its work more relevant and effective for a diverse community.

Participants were provided with the NSW Government Multicultural Planning Framework template and invited to provide their input against its seven service areas depending on relevance and priority for policing. Participants then discussed in small groups what policing priorities should be included against each of the outcome areas. These views were grouped and recorded at the end of the consultations and translated into terms relevant to policing practice and the business of the NSW Police Force.

Consultation findings

There was a general recognition that there are many positive and effective NSW Police Force diversity initiatives at both corporate and local levels and that these should be capitalised on. There was also considerable alignment between the issues that internal and external stakeholders identified as priorities to be addressed by the Multicultural Policies and Services Program. The following is an overview of the main issues identified by both groups that underpin the NSW Police Force Forward Plan 2011-2014.

Planning

- The Multicultural Policies and Services Program Forward Plan is seen to sit in isolation from the general way in which the NSW Police Force plans its business and sets corporate priorities. Consultations emphasised the need to articulate links between the Forward Plan and other relevant corporate and governance plans within the NSW Police Force.
- An integrated approach to planning needs to be accompanied by a louder demonstration of commitment to working with communities from diverse cultural, linguistic and religious backgrounds by senior managers within the NSW Police Force.
- The Multicultural Policies and Services Program Forward Plan must be flexible enough to have local application and be adapted to the demographic and operational realities of local areas.

Crime reduction, prevention and reporting

- The information needs of communities were overwhelmingly identified as a priority. Respondents felt that police/community information sessions for newly arrived communities on issues relating to NSW laws, police processes and procedures were instrumental in building confidence, working partnerships and affecting levels of crime. Police identified that adequate resources and better coordination impacted on the feasibility and effectiveness of community based information programs.
- Preventing and reporting domestic violence and the role of police were identified as two of the most important information topics needed amongst communities. In addition, strategies linked to School Liaison Police and Youth Liaison Officers were considered particularly effective in reaching children from non-English speaking backgrounds and their parents.
- Communities were concerned about the prevalence of prejudice motivated crime, what victims and witnesses could do about it and how police would respond to reports. The need for heightened community and police awareness around these issues was highlighted.
- Participation by people from diverse cultural, religious and linguistic backgrounds in consultative forums was something that participants were keen to increase in order to affect crime prevention and reporting within communities. An example was increased representation of diverse communities on local Community Safety Precinct Committees which report regularly on crime trends and what can be done to reduce and prevent crime.

Professionalism and service delivery

- Specific strategies to remove identified barriers and ensure that culturally, linguistically, and religiously diverse communities can access the NSW Police Force should be in place.
- The consistent and competent use of professional and accredited interpreters by police was an issue for both communities and police officers in terms of easy access, assurance, awareness and ability. Improved technology was also identified in relation to making access to interpreters easier at the scene of an incident.
- Many external stakeholders emphasised the need for strategies designed to

ensure high levels of customer service that guard against discriminatory and/or unprofessional attitudes and behaviours from police on the basis of cultural background and/or ability to speak English.

Relationships

- Improving community relationships with police was seen as a high priority with a focus on proactive and non-crisis driven interactions helping to build rapport and reduce crime. Interaction and contact with newly arrived communities, particularly refugees and humanitarian entrants, in non-crisis situations was deemed to be very important in order to build awareness, trust, confidence and cooperation. Community information sessions were deemed equally beneficial in addressing misconceptions about the role of police and developing trust between the community and police.
- There is a need to increase the numbers of support persons from minority groups to assist the members of the community and police in their inter-actions with each other. Police and communities acknowledged, however, the challenging nature of encouraging the participation of newly arrived communities who are in the process of acculturation and who may have apprehensions about police and their role.
- Positive working relationships with specialist liaison units, particularly Multicultural Community Liaison Officers and Domestic Violence Liaison Officers, were identified as strengths in the NSW Police Force's approach to community building. High and frequent levels of interaction with local multicultural communities create greater possibilities for joint initiatives between police and communities from diverse cultural, linguistic and religious backgrounds.
- Particular communities felt that popular stereotyping increased their need for positive contact with police in order to break down stigma and discrimination. Young people and Muslim communities in particular felt that negative stereotypes extended to police attitudes and that implementing targeted programs that would help to improve police relations, especially with marginalised and 'at risk' groups.

Staffing and resources

- There needs to be an increased emphasis on developing the capacity of staff to address community needs as well as greater internal recognition and value of the cultural and linguistic skills and life experiences that staff bring to the organisation..
- Recruitment of officers from diverse cultural, linguistic and religious backgrounds remains a priority with an equal emphasis on retaining and supporting staff from diverse backgrounds once they enter the NSW Police Force. This includes issues around adequate training, recognition, support and anti-discrimination.
- Police and communities need better access to resources and tools that will enhance communication, procedures and understanding, including interpreters, information materials and guidelines, designated staff to facilitate liaison and program development and improved networks with communities and service providers.

A summary of raw data gathered at consultations is detailed at **Appendix 2.**

Emerging priorities

The emerging themes and priorities from the consultations confirm that the NSW Police Force has made much progress in improving its relationship and profile with communities from diverse cultural, linguistic and religious backgrounds. At the same time, they reveal that many of the challenges facing police and communities remain the same and warrant attention. In addressing these strengths and priorities, the *NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society and Multicultural Policies and Services Program Forward Plan 2011-2014* is based on six priority areas:

1. **Targeted programs to reduce and prevent crime.** Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime of violence in the broader community
2. **Working with victims, witnesses, offenders and communities from** diverse cultural, linguistic and religious backgrounds. Barriers to the accessibility of services for people

from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.

3. **Community consultation and participation.** Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations.
4. **Staff capacity building and support.** The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.
5. **Operational planning and capacity.** Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of NSW Police Force.
6. **Leadership and accountability.** Commissioner of Police and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and wider community.

These priorities are distilled from the consultations, experiences of police in NSW and aligned with the NSW Police Force Corporate Plan to produce strategies that go to the heart of the NSW Police Force's core business. (see following two pages)

The values articulated by the NSW Police Force Corporate Plan form the basis for its primary response to working with communities from diverse cultural, religious and linguistic backgrounds. Each of the organisation's commitments under the Corporate Plan align with a priority under NSW Police Priorities for *Working in a Culturally, Linguistically and Religiously Diverse Society 2011-2014.* It is under these priority areas that corporate and local initiatives constituting the Multicultural Policies and Services Program Forward Plan 2011-2014 emerge and are assigned to business units responsible for their implementation.

Implementation at the local level

While the Corporate Multicultural Policies and Services Program Forward Plan commits Local Area and Specialist Commands to specific initiatives, it is designed to be flexible enough to be adapted to the operational and demographic realities of local areas. It is therefore a requirement that each Local Area Command (and specialist command, where appropriate) develop its own local Multicultural Policies and Services Program Forward Plan to suit its own needs and report on its implementation through the Command Performance Accountability System (COMPASS).

A guide and template for developing local plans has been prepared to assist Local Area Commands identify local priorities and align them with corporate Multicultural Policies and Services Program commitments **Appendix 4**. The Cultural Diversity Team, Operational Programs, will be available to assist individual commands with this process and reporting requirements.

NSW Police Force Corporate Plan 2008-2012	NSW Police Force Multicultural Policies and Services Forward Plan 2011-2014

PURPOSE: Police and the community working together to reduce violence, crime and fear

Leadership: Acting as a role model for the community and your colleagues

Crime • Reduced rates of crime, particularly violent crime	**Targeted programs to reduce and prevent crime** • Improve safety and security by reducing crime and violence, particularly in areas with new and emerging communities and/or relatively large numbers of residents of non-English speaking backgrounds. • Improve flexibility of resource allocation through deployment of staff and equipment to areas of high service demand.
Public safety • Reduced perception and fear of crime • Reduced levels of antisocial behaviour • Safer public transport and roads	**Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds** • Identify barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds and develop programs and services to address them. • Maximise the community's sense of safety and security, particularly in areas labelled as crime hot spots and involving offenders and victims of culturally diverse backgrounds.
Community and partners • Increased community confidence in police	**Community consultation and participation** • Build trust with all sections of our community, particularly people of culturally and linguistically diverse backgrounds, through appropriate and effective consultation. • Build strategic partnerships based on respect, dialogue and cooperation with a range of stakeholders including communities, government and non-government bodies.

	• Develop policy and deliver services informed by agency expertise and client feedback, complaints, and participation on advisory boards, significant committees and consultations. • Use a range of communication strategies to respond to the information needs of communities from diverse cultural, linguistic and religious backgrounds.
People • Enhanced capabilities • A safe and supportive work environment	**Staff capacity building and support** • Build a committed and confident workforce by recruiting and retaining the right people, and fully developing the talents of people we have. • Recognise and actively draw on the skills and capabilities that come with people's linguistic and cultural abilities and experiences to enhance the capacity of the NSW Police Force. • Our people deserve a workplace free of discrimination which values the skills required for culturally appropriate policing and police management.
Systems • Improved organisational capability to deliver our services	**Operational planning and capacity** • Integrate multicultural policy goals into business planning processes. • Use information and scientific technology to improve work practices, reduce crime and address misconceptions regarding links between ethnicity and crime. • Exercise transparent accountability at all levels of the organisation which will be appropriate for a culturally and linguistically diverse community.
Leadership • Clear direction and support	**Leadership and accountability** • Integrate multicultural policy goals into NSW Police Force corporate policies and review mechanisms. • Drive improved and culturally competent leadership at all levels of the organisation. • Commissioner of Police and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and wider community.

NSW Police Force Multicultural Policies and Services Program Forward Plan 2011 -2014

Part C

Priority 1

Targeted programs to reduce and prevent crime

Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime and violence in the broader community

Outcome	Action	Indicators of success	Accountability	Target
1.1 The NSW Police Force will actively partner with communities and other agencies to strengthen the community's capacity to help police to reduce crime and prevent re-offending, especially with respect to communities identified as being 'at risk'	1.1.1 Implement specific community and policing capacity building strategies to address the needs of police, refugees and humanitarian entrants with respect to settlement issues, crime and safety (C.3.1)	• Community partnerships are established with target groups • Local Area Commands with significant numbers of new arrivals under Australia's Humanitarian Program have engagement strategies in place • Increased rates of crime reporting by refugees and humanitarian entrants and other newly arrived communities	• Local Area Commands • Operational Programs • Multicultural Community Liaison Officers	Ongoing
	1.1.2 Establish specific community and policing capacity building strategies to address the safety and crime experiences of international students (C.2.1)	• Documentation of regular formal and informal communication between police and bodies representing the interests of international students • Increased reporting of crime by international students • Incidents where bias is an associated factor in the targeting of victims who are on student visas are tagged on COPS • NSWPF participation in governmental and interagency committees and initiatives addressing crime the safety needs of international students • Liaison between NSWPF and Consulates	• Corporate Spokesperson for International Students • Operational Programs • Local Area Commands • Multicultural Community Liaison Officers	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	1.1.3 Establish specific corporate and local initiatives to reduce the incidence of domestic violence within families from culturally and linguistically diverse backgrounds and increase reporting rates to police (C.2.4 & C.3.1)	• Number of corporate and local information and reporting strategies in place designed to remove barriers and increase confidence for target communities • Increased reporting of domestic and family violence by victims from culturally and linguistically diverse backgrounds • Reduce recidivism of domestic and family violence within culturally and linguistically diverse communities • Number of partnerships established between police service providers, community and religious leaders working with domestic violence victims from culturally and linguistically diverse backgrounds	• Corporate Spokesperson for Domestic and Family Violence • Operational Programs • Local Area Commands • Region Domestic Violence Coordinators • Domestic Violence Liaison Officers • Multicultural Community Liaison Officers	Ongoing
1.2 The NSW Police Force will have a coordinated response to bias motivated crime in order to reduce the incidence and threat of violence directed towards communities and individuals from diverse cultural, linguistic and religious backgrounds	1.2.1 Establish the position of Coordinator, Bias Motivated Crime, to work closely with operational and programs staff on identifying, responding to and reducing the incidence of bias motivated crime (C.2.1)	• Position established at a minimum rank of Sergeant • Mechanisms established to ensure regular communication and cooperation between Coordinator and other relevant Commands	• NSW Police Force Executive	Mid 2011 then ongoing
	1.2.2 Establish monitoring and communication arrangements with religious and international facilities in NSW to guard against targeted attacks, especially during religious and international festivals and celebrations (C.3.1)	• Local relationships established between religious and community leaders and foreign officials • Increased patrols of religious and multinational facilities during religious and international celebrations, events and incidents	• Region Area Commands • Affected Local Area Commands • Counter Terrorism and Special Tactics Command	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Reduced incidents of attacks against facilities and individuals affiliated with cultural, religious or national groups		
	1.2.3 Develop organisational policy and standing operating procedures to inform the NSW Police Force's investigation, recording and education processes regarding bias motivated crimes and incidents (A.2.3 & C.2.4)	• Policy, training and education resources exist and are promoted through a communication plan to police and community stakeholders • Increase in the number and accuracy of events entered on COPS with an associated bias motivation • Reduced public complaints alleging police inaction in response to reports of bias motivated incidents	• Operational Programs • Education and Training	July 2012 then ongoing
1.3 The NSW Police Force will reduce the threat of terrorism and politically motivated violence and the negative impact on diverse cultural, linguistic and religious communities of terrorist incidents and/or counter terrorism efforts	1.3.1 Establish and maintain a Community Contact Unit to focus on building strong community networks and channels of mutual communication flow (A.3.5)	• Community Contact Unit is established and fully staffed • Decision making in relation to counter-terrorism is informed by community views and experiences • A database of community contacts is maintained and accessible for lawful purposes	• Counter Terrorism and Special Tactics Command	Ongoing
	1.3.2 Increase diverse cultural, linguistic and religious communities' understanding of the NSW Police Force Counter Terrorism arrangements (C.2.4)	• Number of information sessions held and community events attended by Community Contact Unit staff • Materials are produced and disseminated in a range of formats and languages	• Counter Terrorism and Special Tactics Command	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	1.3.3 Engage communities in reducing the threat of radicalisation (A.2.5 & C.3.1)	• Counter-terrorism community engagement model is communicated to relevant stakeholders • Number of community driven initiatives to assist police in identifying and reducing the threat of radicalisation and terrorist related activity	• Counter Terrorism and Special Tactics Command	Ongoing
1.4 Wherever possible, young offenders from diverse cultural, linguistic and religious backgrounds will be diverted from the criminal justice system	1.4.1 Ensure that the provisions of the Young Offenders Act and Youth Conduct Orders are administered equitably to eligible young offenders from diverse cultural and linguistic backgrounds (C.2.1 & C.2.6)	• Decrease in the number of young people from diverse cultural and linguistic backgrounds who are charged with offences • Increased number of young people from diverse cultural and linguistic backgrounds who are: - Issued cautions and warnings - Referred to youth justice conferences - On youth conduct orders • Reduced recidivism	• Local Area Commands • Youth Liaison Officers • Specialist Youth Officers	Ongoing
	1.4.2 Implement a range of programs for young offenders or young people at risk of offending designed to reduce recidivism and prevent crime (C.3.1 & C.2.6)	• Number of targeted programs in place for young people from diverse cultural, linguistic and religious backgrounds • Referral and participation rates in targeted programs • Reduced level of recidivism and offending	• Youth Command • Police and Community Youth Clubs • Youth Liaison Officers • Multicultural Community Liaison Officers	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
1.5 Specific strategies will exist to ensure culturally and linguistically diverse communities have access to information relating to crime prevention, community safety, victim support, reporting crime and the role of police	1.5.1 Design and deliver targeted information sessions and programs to diverse cultural, linguistic and religious communities on identified policing topics designed to increase community safety, reduce and prevent crime (C.2.4)	• Number of local information initiatives established and delivered • Police uptake of information strategies as reflected in local Multicultural Policies and Services Forward Plans • Community participation rates at information sessions and programs • Increased trust and reporting of crime from culturally and linguistically diverse communities • Number of target communities (eg. language groups, age profiles, refugees, international students, victims of crime, etc.) identified and engaged on the basis of research and local data (demographic and crime statistics) • Extent to which interpreters are used to deliver sessions	• Local Area Commands • Specialist Commands	Ongoing

Priority 2

Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds

Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them

Outcome	Action	Indicators of success	Accountability	Target
2.1 The Multicultural Community Liaison Officer Program will continue to be supported and promoted as a primary means of building strong relationships between police and diverse communities as well as building the capacity of the NSW Police Force to respond effectively to the needs of culturally, linguistically and religiously diverse communities	2.1.1 Implement the agreed upon recommendations of the MCLO review as endorsed by CET (B.2.3)	• Compliance with implementation time frames • Accessibility of program for internal and community stakeholders • Number of positions filled	• CET • Operational Programs	by December 2011
	2.1.2 Deploy Multicultural Community Liaison Officers to assist local and specialist police on identified needs and general community relationship building (B.3.4)	• Number of Commands supported by access to a Multicultural Community Liaison Officer • Number of requests for the assistance of a Multicultural Community Liaison Officer	• Operational Programs	Ongoing
	2.1.3 Task Multicultural Community Liaison Officers to: • Build and foster community networks for the benefit of local police • Identify specific access and safety issues for diverse cultural, linguistic and religious communities • Assist police to work with victims, offenders, witnesses and members of the public from diverse cultural, linguistic and religious backgrounds (B.2.4)	• Number of meetings and community events attended and reported on • Number of issues and barriers identified for police attention and response • Evidence of monthly reporting from Multicultural Community Liaison Officers on their activities • Number of operational issues with which Multicultural Community Liaison Officers assist • Level of victim support and follow up provided by Multicultural Community Liaison Officers	• Local Area Commands • Crime Coordinators • Specialist Commands • Operational Programs • MCLOs	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Active, daily supervision received from Crime Coordinators		
	2.1.4 Multicultural Community Liaison Officers work in close partnership with Crime Management Units and other specialist liaison officers to develop specific strategies for working with culturally and linguistically diverse communities and to address specific needs around preventing local crime and fear of crime (B.3.4)	• Co-location of Multicultural Community Liaison Officers with Crime Management Unit officers • Number of collaborative projects established between Multicultural Community Liaison Officers and local specialist officers • Increased sense of community safety	• Local Area Commands • Crime Coordinators • Multicultural Community Liaison Officer	Ongoing
	2.1.5 Coordinate communication, trends and emerging issues for Multicultural Community Liaison Officers and supervisors across Local Area Commands (B.2.5)	• Number of Multicultural Community Liaison Officer Coordination meetings convened • Number of coordination and support meetings convened with Crime Coordinators and Commanders who work with Multicultural Community Liaison Officers • Attendance and participation rates at meetings	• Operational Programs	Bimonthly
2.2 A range of language resources will be available to facilitate communication between police and non-English speaking victims, witnesses, offenders and members of the public	2.2.1 Use professional accredited interpreters and translators to communicate with offenders, victims, witnesses and members of the public with little or no English language proficiency (C.2.2)	• Interpreters and translators are used in all communication that will be relied on by police as evidence in an investigation • Business units set line budgets for language services • Business units monitor and record their use of professional interpreting and translation services and levels of expenditure	• All Commands	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Standing Operating Procedures and training are available to assist staff with accessing and using interpreters and translators		
	2.2.2 Monitor and reduce the number of failed prosecutions that are attributed to the non-use of accredited and independent interpreters (C.2.2)	• Establishment of criteria and systems to denote failed prosecutions that result from inappropriate or non-use of interpreters • Number of cases identified	• Police Prosecutions	July 2013
	2.2.3 Promotional materials are developed and disseminated in a range of community languages and formats (C.2.4)	• Accessibility of materials for staff to use • Selection of languages for translation is based on research and community data matched to the purpose/target audience of the material • Number of public resources available in languages other than English • Number of media formats produced in languages other than English	• Public Affairs • Operational Programs • Specialist Commands	Ongoing
	2.2.4 Test promotional materials for cultural appropriateness prior to production and dissemination (C.3.4)	• Staff with cultural and language skills help with user testing • Number of public materials tested for cultural appropriateness and accuracy • Feedback from target communities on the effectiveness and quality of promotional materials and messages	• Public Affairs • Local Area Commands • Specialist Commands • Operational Programs	Ongoing
	2.2.5 Use non-English media outlets strategically to disseminate information in English and other community languages (C.3.4)	• Compliance with NSW Government requirements that agencies place 10% (7% press and 3% electronic) of all English advertising in non-English media	• Public Affairs • Local Area Commands • Multicultural Community Liaison Officers	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Incorporation of non-English media outlet strategies into mainstream campaign communication plans • Number of non-English media outlets accessed • Maintenance of contacts database for non-English media outlets and number of entries on database		
	2.2.6 Explore diverse and innovative technologies and forums to enhance communication with culturally and linguistically diverse communities through the use of interpreters and dissemination of information in English and other languages (C.2.5)	• Range of technologies established to use off-site interpreters • Technologies are user friendly • Increased use of interpreters in regional and remote areas • Number of audio-visual format resources developed in languages other than English • Number of social networking channels, forums and electronic media (such as pod casts) used to disseminate official NSW Police Force messages and information	• Public Affairs • Business and Technology Services • Operational Programs • Region Commands • Specialist Commands	Ongoing
2.3 Offenders and victims are treated with respect, dignity and professionalism and will have access to a range of supports in line with their legislated rights that accommodate language, cultural and religious needs when interacting with police	2.3.1 Establish and maintain local processes and databases that allow community members from diverse cultural, religious and linguistic backgrounds to assist police to work with offenders as support persons (C.2.1)	• Procedures exist to guide Commands in recruiting and using support persons • Number of Commands with established contact databases • Number of trained support persons from diverse cultural, religious and linguistic backgrounds • Existence of local strategies to target recruitment of people from diverse backgrounds as support persons	• Local Area Commands • Operational Programs	July 2012 then ongoing

Outcome	Action	Indicators of success	Accountability	Target
	2.3.2 Accommodate the religious, language and cultural needs of offenders in custody, where appropriate and possible (C.2.1)	• Safe Custody Course includes components on offenders with cultural, language and religious needs • Dietary and prayer needs of people in custody are accommodated • Interpreters are used where required • Reduced complaints against police • Legal and policy compliance with the use of support persons and administration of cautions	• Custody Managers • Education and Training	Ongoing
	2.3.3 Develop Standing Operating Procedures to complement the NSW Charter of Victims' Rights that addresses the needs of victims from diverse cultural, linguistic and religious backgrounds and their families (C.2.1)	• SOPs are implemented and include specific provisions around culture, language and religion • Accessibility and relevance of Code to victims from diverse backgrounds • Police compliance with Code and NSW Charter • Alignment with NSW Police Force Customer Service Guidelines	• Operational Programs • Duty Officers, Customer Service	September 2011 then ongoing
	2.3.4 Interact with victims and members of the general public from diverse cultural, religious and linguistic backgrounds in line with the NSW Police Force Customer Service Charter and Guidelines standards and commitments (C.2.1)	• Inclusion of indicators around cultural, linguistic and religious diversity in customer service feedback and evaluation mechanisms • Inclusion of mystery shoppers and customer feedback respondents from diverse cultural, linguistic and religious backgrounds • Decreased complaints against police • Number of compliments received on police interactions	• Customer Service Program • All business units	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Customer Service Training incorporates a focus on cultural, religious and linguistic diversity		
2.4 A range of opportunities will be made available for police and communities from diverse cultural, linguistic and religious backgrounds to interact in non-crisis situations and for community members to participate in NSW Police Force programs	2.4.1 Implement the NSW Police Force Community Engagement Guidelines with a focus on engaging with communities from diverse cultural, religious and linguistic backgrounds (C.2.1)	• Number of engagement strategies undertaken by business units per year • Adaptation of the engagement model and methodology set out under the NSW Police Force Multicultural Policies and Services Forward Plan • Increased community confidence in and communication with police • Decrease in complaints against police	• Local Area Commands • Specialist Commands • Customer Service Program • Operational Programs	Ongoing
	2.4.2 Attend religious and cultural community events in order to build trust, promote the presence and role of police in the community and foster working relationships with leaders and service providers (C.2.1)	• Number of events attended by senior employees and operational staff • Number of community networks and contacts established and accessed at the local level • Increased number of invitations issued to police to attend events • Increased rates of general contact and satisfaction with police	• Local Area Commands • Specialist Commands • Region Sponsors for Cultural Diversity • Corporate Spokesperson for Cultural Diversity	Ongoing
	2.4.3 Encourage participation of people from diverse cultural, linguistic and religious backgrounds in the Community Awareness of Policing Program (CAPP) (C.2.1)	• Number of CAPP sessions targeting people from diverse cultural, linguistic and religious backgrounds • Number of participants from diverse cultural, linguistic and religious backgrounds in CAPP	• Customer Service Program	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	2.4.4 Actively promote the recruitment and participation of people from diverse cultural, linguistic and religious backgrounds as Volunteers in Policing (C.2.1)	• Number of targeted recruitment strategies deployed • Increased number of active volunteers from diverse cultural, linguistic and religious backgrounds • Volunteers are inducted, trained and supported in the workplace	• Operational Programs • Crime Prevention Officers	Ongoing

Priority 3

Community consultation and participation

Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations

Outcome	Action	Indicators of success	Accountability	Target
3.1 The NSW Police Force will establish and maintain an executive level consultative body to inform, advise on and assess its responsiveness to cultural, linguistic and religious diversity	3.1.1 Establish and maintain the Commissioner's Advisory Council for Culturally Responsive Policing to advise the NSW Police Executive on issues impacting on police and culturally, linguistically and religiously diverse communities (A.2.6)	• Council meets regularly and has full occupation of community representative positions • Minutes of meetings are published and made available generally • Council members are representative of a range of community groups and skills with respect to working with diverse communities • Number of issues addressed and strategies identified and implemented by the Council • Evidence that the NSW Police Force incorporates and acts on advice taken from Council on identified issues	• Commissioner • Corporate Spokesperson for Cultural Diversity • Operational Programs	Three to four meetings annually
	3.1.2 Maintain an extended representation of community members, leaders and service providers as part of the Commissioner's Advisory Council on Culturally Responsive Policing that is engaged on issues to inform the business of the Council's core membership (A.3.6)	• Consultations are convened and take place under the auspice of the Council • Evidence that issues identified at consultations inform the priorities of the Council and the work of the NSW Police Force more generally • Membership and consultations extend to regional areas and issues	• Operational Programs	Twice yearly

Outcome	Action	Indicators of success	Accountability	Target
3.2 Tailored consultative strategies will inform and provide feedback on service delivery and program design, implementation and evaluation	3.2.1 Consult with diverse cultural, linguistic and religious communities in the development of all corporate policies, operating procedures and codes of practice relating to police relations with population groups and victims of crime (A.3.6)	• All corporate policy statements and procedures include the views and needs of stakeholders from diverse cultural, linguistic and religious backgrounds within the identified target group(s) • Number of consultations held • Number of corporate policy documents that include provisions for the needs of people from diverse cultural, religious and linguistic backgrounds	• Corporate Spokespersons • Operational Programs	Ongoing
	3.2.2 Design and conduct targeted consultations with diverse cultural, linguistic and religious communities at the local level to inform policing priorities and identified issues relevant to community safety and crime (A.2.5)	• Inclusion of consultation strategies in local Multicultural Policies and Services Program Forward Plans • Number of local consultations conducted • Rates of participation in local consultations • Extent to which issues identified through consultations are reflected in local policing decisions	• Region Sponsors for Cultural Diversity • Local Area Commands • Specialist Commands	Ongoing
	3.2.3 Increase representation of representatives from diverse cultural, linguistic and religious communities on mainstream consultative bodies and processes hosted by the NSW Police Force (A.2.5)	• Local consultative committees and customer feedback strategies reflect the experiences and needs of culturally, linguistically and religiously diverse communities • Formal community engagement strategies include interactions with culturally, linguistically and religiously diverse communities	• Local Area Commands • Specialist Commands	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Representation of people from culturally, linguistically and religiously diverse backgrounds on Community Safety Precinct Committees • Number of identified issues and responsive strategies to issues around cultural and linguistic diversity generated through Community Safety Precinct Committees		
3.3 The NSWPF will form and sustain strong partnerships with other government, non-government and community agencies to inform its planning and response to issues impacting on culturally and linguistically diverse communities	3.3.1 Sustain senior NSW Police Force representation on key local, State and Federal Government committees and interagencies established to address issues of cultural, linguistic and religious diversity in the context of crime prevention, reduction and community safety (C.3.1)	• Number of committees including senior representation from the NSW Police Force • Number of meetings attended • Number of partnerships and initiatives implemented as a result of committee membership and attendance	• Corporate Spokesperson for Cultural Diversity • Region Sponsors for Cultural Diversity • Local Area Commanders • Specialist • Commanders • Operational Programs	Ongoing
	3.3.2 Sustain senior NSW Police Force representation on representation on all Regional Advisory Councils established by the Community Relations Commission (C.3.1)	• Representation at senior level on each Council • Number of meetings attended by NSW Police Force representatives • Number of issues arising from Councils that are referred to Local Area, Region and Specialist Commands	• Deputy Commissioner, Field Operations • Nominated senior officers	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	3.3.3 Participate in local government and non-government interagencies and issues based networks to maintain partnerships and ensure cross-agency responses to issues of cultural, religious and linguistic diversity that impact on communities and police. (C.3.1)	• Number of meetings attended by NSW Police Force representatives • Range of issues discussed and number of strategies developed to address them	• Local Area Commands • Specialist Commands • Multicultural Community Liaison Officers • Other specialist Liaison Officers • Operational Programs	Ongoing
	3.3.4 Formulate and maintain referral and communication networks with community leaders and service providers that work with diverse cultural, linguistic and religious communities (C.3.1)	• Contact databases established, maintained and available to local staff • Number of formal and informal contacts made with local leaders and agencies	• Local Area Commands • Specialist Commands • Multicultural Community Liaison Officers • Other specialist Liaison Officers	Ongoing
3.4 Complaints against police relating to alleged discrimination on the basis of culture, religion or language will be addressed with professionalism, documented and analysed for organisational planning purposes	3.4.1 Investigate complaints by members of the public from culturally, linguistically and religiously diverse backgrounds in accordance with organisational procedures and with a focus on whether culture, language or religion is a relevant factor (A.2.5)	• Level of satisfaction with investigation processes and outcomes • Inclusion of indicators around cultural, religious and linguistic diversity in complaint management procedures and guidelines	• Professional Standards • Complaint Management Teams	Ongoing
	3.4.2 Capture data on the number of complaints made against police on the basis of culture, language or religion (A.2.5)	• Number of complaints received where religion, culture or language is a motivating factor • Existence of systems to categorise such complaints	• Professional Standards • Complaint Management Teams	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	3.4.3 Make information about complaints processes publicly available and accessible to people from culturally, linguistically and religiously diverse backgrounds (A.2.5)	• Number of materials available to the public on making complaints • Existence of materials and/or campaigns in languages other than English • Number of communication strategies targeted at diverse cultural, religious and linguistic groups	• Professional Standards • Public Affairs	Ongoing

Priority 4

Staff capacity building and support

The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise

Outcome	Action	Indicators of success	Accountability	Target
4.1 The NSW Police Force reflects and draws on the attributes of cultural, linguistic and religious diversity existent within the community it serves.	4.1.1 Establish an internal stakeholders committee with agreed Terms of Reference to coordinate the NSW Police Force's approach to recruiting, supporting and retaining staff from diverse cultural, linguistic and religious backgrounds (B.1.3)	• Existence of a standing forum to track progress on and plan for targeted recruitment and retention strategies • Number of meetings and collaborations between internal business units on recruitment strategies	• Operational Programs • All business units with responsibilities for recruitment and retention of staff	July 2012 then ongoing
	4.1.2 Pitch recruitment campaigns designed to attract candidates from culturally, religiously and linguistically diverse communities using a range of media outlets and forums (B.1.3)	• Number of targeted recruitment campaigns undertaken • Increased inquiries, applications and recruits from candidates of diverse cultural, religious and linguistic backgrounds • Number of ethnic media outlets used to promote recruitment strategies	• Recruitment Branch • Public Affairs	Ongoing
	4.1.3 Promote policing as a career through specific events and programs designed to target candidates from diverse cultural, linguistic and religious backgrounds (B.1.3)	• Number of projects and partnerships established • Number of targeted community events and promotions attended and/or organised by the NSW Police Force • Increased inquiries, applications and recruits from candidates of diverse cultural, religious and linguistic backgrounds • Inclusion of targeted strategies as part of the Police College Careers and Open Day	• Recruitment Branch • Education and Training • Multicultural Community Liaison Officers • School Liaison Police	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
	4.1.4 Improve use of workforce data to inform planning for the increased employment, retention and participation of staff from culturally and linguistically diverse backgrounds. (B.3.3)	• Percentage of staff completing voluntary data fields • Attempts to encourage staff to complete data profiles	• Corporate Human Resources	Ongoing
	4.1.5 Monitor (based on available data) attrition rates of staff from diverse cultural, religious and linguistic backgrounds and their causes (B.3.3)	• Comparative and periodic data on numbers of employees identifying as being from diverse cultural, linguistic or religious backgrounds • Exit interviews identify where cultural, language or religious issues play a role in resignations	• Corporate Human Resources	Ongoing
4.2 Corporate and business plans demonstrate that NSW Police Force values the diverse backgrounds of its people, and is able to access and make use of their diverse skills and experience.	4.2.1 Staff skills and strengths with respect to cultural and linguistic diversity are aligned into work goals and responsibilities (B.2.4)	• Supervisor assessments identify and affirm cultural and linguistic assets applied in the work place • Staff are employed meaningfully in tasks that capitalise on their cross cultural and linguistic skills	• All supervisors	Ongoing
	4.2.2 Establish and maintain a list of staff language and bicultural skills to provide support to field operations. (B.2.4)	• A register is established and accessible to all staff • Processes are established to maintain the currency of the data	• Operational Programs • Corporate Human Services	December 2012

Outcome	Action	Indicators of success	Accountability	Target
	4.2.3 Multicultural Community Liaison Officers and members of the Cultural Diversity Team are deployed and tasked in ways that capitalise on their cross cultural, linguistic and religious skills, knowledge and experiences (B.3.4)	• Business units draw on the expertise and advice of Multicultural Community Liaison Officers and the Cultural Diversity Team • Numbers of positions in the Multicultural Community Liaison Officer Program and Cultural Diversity Team are sustained and occupied	• Operational Programs • Corporate Spokesperson for Cultural Diversity • Region Sponsors for Cultural Diversity	Ongoing
	4.2.4 Promote, actively encourage and facilitate bilingual staff to apply for and qualify to receive allowances under the Community Language Assistance Scheme (CLAS) (B.1.4)	• Clear guidelines on applying for CLAS are published and promoted • Number of times applications are called for • Number of staff nominated to sit for CLAS testing	• Corporate Human Services	Twice yearly promotion of testing
4.3 Cultural skills and examples of working effectively with cultural, religious and linguistic diversity are recognised and rewarded at a range of levels within the organisation	4.3.1 Establish a category to recognise culturally capable service delivery as part of the Commissioner's Customer Service Awards (C.1.6)	• An identified category or criteria exist within the assessment methodology for determining award recipients • A prize is awarded annually in recognition of culturally capable policing	• Customer Service Program • Operational Programs	July 2012 then ongoing
	4.3.2 Establish a system for identifying and publicising the successes of staff in working effectively and innovatively with diversity inside and outside the organisation (C.1.6)	• Number of good practice examples identified and documented • Number of good practice examples publicised through Police Monthly • Existence of a page on the Cultural Diversity Knowledge Map intranet site highlighting examples of culturally capable policing practice	• Operational Programs • Public Affairs • Region Sponsors for Cultural Diversity	December 2012 then ongoing

Outcome	Action	Indicators of success	Accountability	Target
4.4 A range of support staff, mechanisms and tools will be established to build the capabilities of staff within the NSW Police Force to respond to diverse cultural, linguistic and religious needs as they encounter them.	4.4.1 Develop training and/or professional development responses to issues identified by individual Commands around issues of cultural, linguistic and religious diversity that impact on policing (B.1.5)	• Number of programs tailored to the needs of Commands • Number of sessions delivered and participants • Revision of sessions in light of qualitative evaluation data collected from participants • Flexibility of Workplace Diversity Training Program to respond to localised needs	• Operational Programs	Ongoing
	4.4.2 Incorporate diversity sessions into all relevant specialist courses delivered to NSW Police Force Employees (B.1.5)	• Number of courses including sessions on cultural diversity • Number of courses run where cultural diversity sessions are presented • Evaluation data from course participants	• Education and Training • Operational Programs	December 2011 then ongoing
	4.4.3 Incorporate cultural diversity training into all leadership development programs (B.3.5)	• Diversity components are delivered as part of the: - Superintendent Development Program - Inspectors Transition Course - Incident Commanders Course - Sergeants Course • Inclusion of diversity considerations as part of Hydra simulations • Number of participants in each course	• Centre for Management & Leadership Development	July 2013 then ongoing
	4.4.4 Evaluate and develop integrated approaches to the inclusion of cultural diversity training into training for new recruits (B.2.5)	• Inclusion of cultural diversity perspectives and content in curriculum • Number of cultural diversity sessions delivered to recruits • Range of media and learning materials to support students and tutors	• Education and Training • Operational Programs • Charles Sturt University	December 2011 then ongoing

Outcome	Action	Indicators of success	Accountability	Target
	4.4.5 Build the capacity of Education and Development Officers and Senior Lecturers to integrate and deliver content on cultural diversity into all relevant courses (B.2.5)	• Number of Education and Development Officers and Senior Lecturers that participate in train the trainer sessions • Evaluation of confidence levels of Education and Development Officers and Senior Lecturers to integrate and deliver cultural diversity perspectives and content	• Education and Training • Operational Programs	July 2013 then ongoing
	4.4.6 Ensure that Mandatory Continuing Police Education Units incorporate diversity perspectives and considerations where appropriate (B.2.5)	• Units are reviewed and tailored as required	• Education and Training • Operational Programs	December 2013
	4.4.7 Maintain the Cultural Diversity Helpline to assist all NSW Police Force employees to address issues relating to the impact of cultural, religious and linguistic diversity on their work (B.2.5)	• Cultural Diversity Helpline is available by telephone and email • Number of officers assisted through the Helpline • Promotion of the Helpline through internal media and communication	• Operational Programs	2011 then ongoing
	4.4.8 Maintain the Cultural Diversity Knowledge Map on the NSW Police Force Intranet as a point of reference and assistance for all staff on issues relating to policing in the context of cultural, linguistic and religious diversity (B.2.5)	• Currency of information maintained on the site • Number of site hits per month	• Operational Programs	2011 then ongoing

Outcome	Action	Indicators of success	Accountability	Target
	4.4.9 Provide mandatory Aboriginal cultural awareness training to NSW Police Force staff employed in positions designed to promote multiculturalism, especially Multicultural Community Liaison Officers and members of the Cultural Diversity Team (B.3.5)	• Number of staff undertaking training • Levels of staff understanding in relation to the experiences of Aboriginal people and their relevance to the contemporary experiences and needs of migrant and refugee communities in New South Wales	• Operational Programs • Education and Training	December 2011 then ongoing
	4.5.1 Accommodate reasonable dietary, clothing, prayer and other religious needs of on-campus policing students and serving employees.	• Staff are able to observe religious obligations e.g. prayer during working hours where practical. • Catering facilities accommodate the identified dietary needs of staff based on diverse religious beliefs and practices where practical • Religious and cultural clothing is accommodated subject to safety and protocol guidelines	• Education and Training • Property Services • Corporate Human Resources • Uniform Standards Committee • Local Area and Specialist Commanders	Ongoing
	4.5.2 Maintain and enforce policies and grievance procedures relating to discrimination, harassment and vilification on the basis of ethnicity, culture, language and/or religious affiliation	• Existence, availability and promotion of workplace anti-discrimination, anti-racism, harassment and bullying policies • Inclusion of anti-discrimination provisions in the NSW Police Force Code of Conduct and Ethics • Inclusion of anti-discrimination obligations in the performance agreements of senior managers • Instances of training delivered in relation to anti-discrimination obligations and expectations • Reduced number of grievances made and handled on the basis culture, language, ethnicity, faith and/or religion	• Corporate Human Resources • Professional Standards Command	Ongoing

Priority 5

Operational planning and capacity

Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency

Outcome	Action	Indicators of success	Accountability	Target
5.1 The NSW Police Force Multicultural Policies and Services Program Forward Plan will be adapted to the needs of each Local Area and Specialist Command to ensure local relevance and application of the Principles of Multiculturalism[4]	5.1.1 Develop local Multicultural Policies and Services Program Forward Plans for each Local Area Command taking into account local needs, demographics and operational priorities (A.3.1)	• Number of Local Area Commands with MPSP Plans incorporated into command business plans are in place • MPSP Plans have relevance to local context and are informed through data collection, internal and external consultation • A consistent collection of issues identification, information and reporting for early intervention at LAC level	• Region Area Commands • Local Area Commands • Operational Programs	• 40% by January 2012 • 80% by January 2013 • 100% by December 2014
	5.1.2 Develop a template guide to assist Local Area Commands to develop and implement local Multicultural Policies and Services Program Forward Plans (A.3.1)	• Guide available to Local Area Commands electronically	• Operational Programs	June 2011
	5.1.3 Report on the establishment and implementation of local Multicultural Policies and Services Program Forward Plans through COMPASS (A.3.1)	• COMPASS reporting includes reporting fields against cultural diversity • Rate of compliance with reporting requirements	• Performance Improvement and Planning • Local Area Commands • Region Area Commands	Ongoing

[4] Refer to Part B for the Principles of Multiculturalism

Outcome	Action	Indicators of success	Accountability	Target
		• Evidence of local Multicultural Policies and Services Program plans being established and implemented	• Regional Sponsors for Cultural Diversity	
5.2 Corporate documents and business plans will reflect relevant priorities around addressing issues of cultural, linguistic and religious diversity	5.2.1 The Principles of Multiculturalism inform and are reflected in the NSW Police Force Corporate Plan (A.2.2)	• The Corporate Plan accommodates and makes explicit reference to the cultural, religious and linguistic needs of the community and staff in connection with the core business of the NSW Police Force	• NSW Police Force Executive • Performance Improvement and Planning	2013
	5.2.2 Local Area, Region, Specialist and Corporate Commands will actively consider and include strategies to address cultural, linguistic and religious diversity in their business plans (A.2.2)	• Business plans: - are reflecting the Principles of Multiculturalism - are informed by demographic and intelligent data - identify any impact of and resulting opportunities to capitalise on cultural and linguistic diversity - include strategies to address these issues • Corporate Business Planning Guidelines will include reference to the Principles of Multiculturalism and responsibilities under the Multicultural Policies and Services Program	• All NSW Police Force business units • Performance Improvement and Planning	Ongoing in line with business planning cycles

Outcome	Action	Indicators of success	Accountability	Target
	5.2.3 Use available data from the Australian Bureau of Statistics and Department of Immigration and Citizenship to inform local business planning and operational responses to the settlement of newly arrived communities from diverse cultural, linguistic and religious backgrounds (A.1.3)	• Local Area Commands are prepared for the impact of new settlement on policing resources • Demographic changes and priorities are reflected in local business plans	• Local Area Commands • Region Area Commands	Ongoing
5.3 Local resources will be dedicated to assist staff to work effectively with individuals and communities from culturally, linguistically and religiously diverse backgrounds	5.3.1 Appropriate budgets are allocated for the use of interpreters and translators (C.2.2)	• Budgetary line items are designated for language services • Interpreters and translators are used as required	• Local Area Commands • Region Area Commands • Specialist Operations • Public Affairs	Annually and ongoing
	5.3.2 Deploy Multicultural Community Liaison Officers to Local Area and Specialist Commands to address identified needs and build the capacity of Commands to work with diverse cultural, linguistic and religious communities (B.2.5)	• Multicultural Community Liaison Officers are available to Commands across NSW • Number of requests for assistance • Local satisfaction with assistance received	• Operational Programs	Ongoing
	5.3.3 Establish and maintain a Cultural Diversity Helpline to provide field assistance on issues relating to cultural, linguistic and religious diversity (B.1.5)	• Helpline is established and available by telephone and email • Number of requests received • Levels of satisfaction with assistance	• Operational Programs	2011 and ongoing

Outcome	Action	Indicators of success	Accountability	Target
5.4 Cross-command collaboration and interagency cooperation will inform operational outcomes, communication and consultation strategies	5.4.1 Develop internal partnerships to target service delivery to culturally and linguistically diverse communities (B.2.5)	• Number of partnerships and initiatives established • Increased thematic approaches to working with culturally and linguistically diverse communities • Frequency and quality of outcomes reported through COMPASS	• All Commands	Ongoing
	5.4.2 Use Regional Commanders' Forums to identify and respond to shared priorities across Local Area Commands relating to cultural, linguistic and religious diversity (B.2.5)	• Increased regional approaches to working with culturally and linguistically diverse communities • Number of partnerships and initiatives established	• Region Area Commands	Per Region schedule
	5.4.3 Use Community Safety Precinct Committee meetings to identify and explore solutions to addressing policing and community needs where cultural, linguistic and/or religious diversity is relevant (A.1.5)	• Level of participation from diverse cultural, religious and linguistic community representatives • Number of issues raised and addressed at the local level	• Local Area Commands	Quarterly

Priority 6

Leadership and accountability

CEOs and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community

Outcome	Action	Indicators of success	Accountability	Target
6.1 The NSW Police Force will develop, implement and report against a Multicultural Policies and Services Program Forward Plan that is aligned with its Corporate Plan and compliant with NSW legislation	6.1.1 A Multicultural Policies and Services Program Forward Plan is in place, disseminated, responsibilities communicated to staff and reported against regularly (A.1.1)	• A plan is in place and aligned to the NSW Police Force Corporate Plan • Public launch of plan • The Plan is available in hard copy and on the NSW Police Force internet and intranet sites • Internal communication plan is implemented • Business units with designated actions take responsibility for implementation • Compliance with legislative reporting requirements	• Commissioner • Corporate Spokesperson for Cultural Diversity • Operational Programs	• 2011 • Biannual reporting to the CRC • New plan by July 2014
	6.1.2 Internal and external stakeholder consultations are conducted to inform the development of the Multicultural Policies and Services Program Forward Plan (A.2.5)	• Number of internal and external consultations conducted • Number of participants in each consultation • Forward Plan initiatives reflect priorities identified in consultations	• Operational Programs • Regional Sponsors for Cultural Diversity	July 2014
	6.1.3 Establish a corporate Multicultural Policies and Services Program Forward Plan planning and monitoring committee (A.2.1)	• Committee is established and has representation from business units responsible for implementation of the Plan • Frequency of reporting to the NSW Police Force Executive on implementation and compliance	• Operational Programs • Corporate Spokesperson for Cultural Diversity	January 2012 then ongoing

Outcome	Action	Indicators of success	Accountability	Target
6.2 The NSW Police Force Executive and Senior Managers will demonstrate their commitment to the agency's multicultural objectives and the Principles of Multiculturalism	6.2.1 Establish and maintain the role of Corporate Spokesperson for Cultural Diversity at the rank of Assistant Commissioner or above (B.1.2)	• Consistent occupancy of the role at senior executive level • Evidence of the Corporate Spokesperson's active promotion and communication of multicultural objectives within and outside the NSW Police Force • Inclusion of accountabilities against the role in the performance agreement of the portfolio holder	• NSW Police Force Executive	Ongoing
	6.2.2 Establish and maintain the role of Region Sponsor for Cultural Diversity in each of the NSW Police Force's field regions (B.3.5)	• Consistent occupancy of the role within each Region • Evidence of the Region Sponsor's active promotion and communication of multicultural objectives within their Region • Inclusion of accountabilities against the role in the performance agreement of the portfolio holder	• Deputy Commissioner, Field Operations • Region Commands	July 2011 then ongoing
	6.2.3 Maintain oversight of the Commissioner's Advisory Council on Culturally Responsive Policing at Senior Executive level (B.2.1)	• Commissioner chairs at least one meeting per year • Corporate Spokesperson for Cultural Diversity hosts at least three meetings per year (including community consultations)	• Commissioner • Corporate Spokesperson for Cultural Diversity	Ongoing
	6.2.4 Allocate resources to targeted programs, staffing and initiatives addressing the implementation of the Principles of Multiculturalism within the NSW Police Force (B.2.3, B.2.4 & B.2.5)	• Number of positions established within the Cultural Diversity Team • Number of positions established within the Workplace Diversity Training Program • Number of established Multicultural Community Liaison Officer positions	• NSW Police Force Executive • Operational Programs • Corporate Human Resources	Ongoing

Outcome	Action	Indicators of success	Accountability	Target
		• Number of officers in receipt of Community Language Assistance Scheme allowances • Evidence of funding allocated to targeted multicultural initiatives through mainstream programs • Evidence of promotion of targeted programs and services	• All corporate and specialist business units	
6.3 Staff will be accountable for integrating the Principles of Multiculturalism into their work performance where relevant	6.3.1 Incorporate accountabilities for implementing the principles of Multiculturalism and Multicultural Policies and Services Program Forward Plan into the performance agreements of all business unit managers (B.3.2)	• Performance agreements of business unit managers and senior executive include provisions for the implementation of the Multicultural Policies and Services Program Forward Plan	• Office of the Commissioner • Region Area Commanders • Local Area Commanders • Commanders and directors of corporate and specialist business units	Ongoing
	6.3.2 Agreed Key Responsibilities under the Career Management System for staff who interact with communities, deliver customer service and/or supervise staff will include indicators around addressing cultural, linguistic and religious diversity (B.3.5)	• Identified key result areas are stated and assessed against as part of the performance appraisals of customer service staff, supervisors and managers	• All managers and supervisors	Ongoing

Glossary

AKR	Agreed Key Responsibilities
ANZPAA	Australia New Zealand Policing Advisory Agency
CaLD	Culturally and Linguistically Diverse
CAPP	Community Awareness of Policing Program
CCRP	Commissioner's Advisory Council on Culturally Responsive Policing
CCU	Community Contact Unit
CDT	Cultural Diversity Team
CMS	Career Management System
COMPASS	Command Performance Accountability System
COPS	Computerised Operational Policing System
CPO	Crime Prevention Officer
CPPP	Community Policing Partnership Program
CRC	Community Relations Commission For a multicultural NSW
CSPC	Community Safety Precinct Committees
DVLO	Domestic Violence Liaison Officer
EAPS	Ethnic Affairs Priorities Statement
ECLO	Ethnic Community Liaison Officer
EEO	Equal Employment Opportunity
IMPACT	Innovative Models of Police and Community Training
LAC	Local Area Command
MCLO	Multicultural Community Liaison Officer
MPSP	Multicultural Policies and Services Program
NESB	Non-English speaking background
NSWPF	New South Wales Police Force
POI	Person of interest
SLP	School Liaison Police
SOPS	Standard Operating Procedures
VIP	Volunteers in Policing
WDT	Workplace Diversity Training
YLO	Youth Liaison Officer

Examples supporting the outcomes against the Ethnic Affairs Priorities Statement (EAPS) Forward Plan 2006-2009

Appendix 1

Priority 1: Building Partnership and trust

Building trust and partnership within NSW Police Force and with culturally diverse communities through respect, dialogue, co-operation, appropriate and effective consultation and communication.

At a State and Federal level, NSW Police Force participated in planning forums relating to settlement of migrants and refugees. Outcomes of these have a direct impact on the work of the Local Area Commands (LAC) in dealing with diverse issues emerging from newly arrived to more established culturally and linguistically diverse communities.

Structured consultations are held at different levels of the organisation, with an aim to assess and address the needs of culturally and linguistically diverse communities. These consultations happen through regular forums e.g. Community Safety Precinct Committees, or through specific forums for a target group such as Indian sub-continent international students.

There was also an emphasis in creating more internal partnerships to enhance internal capacity in tackling cross-Command issues. For example the Review of the Language Service provided an opportunity to work in collaboration across several business areas. Operational Programs, where the Cultural Diversity Team is located, provides support and assistance to the frontline with a goal of ensuring new initiatives, policies, programs and legislative changes do not negatively impact on the ability of the frontline to deliver frontline services.

A Community Engagement Model developed by Cultural Diversity Team fosters community harmony as well as community support for police in working effectively with victims, witnesses and offenders. The model is promoted throughout the organisation in line with the NSW Police Force Community Engagement Guidelines.

Corporate level

- ***Commissioner's Advisory Council on Culturally Responsive Policing (CCRP)*** was re- formed (2009) to assist the NSW Police Force in identifying significant issues affecting relations and to facilitate partnerships between police and non-Aboriginal communities from diverse cultural, religious and linguistic backgrounds that contribute to reducing crime and antisocial behaviour.

Council has 10 external core members appointed for a two year term. The objectives of the Council are to:

1. Inform the NSW Police Force's approach and priorities with respect to delivering culturally responsive policing services across NSW:
2. Identify significant emerging issues capable of affecting relations between the NSW Police Force and non-Aboriginal communities from diverse cultural, religious and linguistic backgrounds
3. Lead and facilitate partnerships between police and non-Aboriginal communities from diverse cultural, religious and linguistic backgrounds that contribute to reducing crime and antisocial behaviour and the perception and fear thereof ; and
4. Facilitate open, direct and two-way communication between the NSWPF Executive and external stakeholders on identified issues relating to culturally responsive policing.

The Council holds an open community consultation forum twice a year, as well as meeting with the Commissioner of Police to discuss and prioritise issues and strategies.

- ***Australia New Zealand Policing Advisory Agency (ANZPAA).*** NSW Police Force has consistently provided support and input to the work of

ANZPAA around national policing issues that set and increase the industry standards and international practice. Some examples of this included: *ANZPAA National Law Enforcement Strategy on Police Engagement in Culturally and Linguistically Diverse Communities, and ANZPAA Religious Diversity Handbook* as well as the *National guidelines for the use of witness perceived descriptors* (ethnicity based descriptors).

- ***NSW Government Immigration and Settlement Planning Committee.*** NSW Police Force as a member provided input to its discussions and advice on key settlement issues that has an impact on policing.
- ***Cultural Diversity Team (CDT)*** provides strategic advice and support to the NSW Police Force executive, senior executive and frontline staff on management of diversity on operational policing including crime reduction, crime prevention and public safety and confidence. CDT establishes and maintains regular consultations and networks with a range of community organisations, peak bodies and other government agencies and advocate and represent the interests of police relations and partnerships with culturally and linguistically diverse communities.

Local level

- ***Multicultural Community Liaison Officers (MCLOs)*** are major facilitators of effective customer service by providing a link between police and culturally and linguistically diverse communities. 33 MCLOs employed across 26 LACs work as frontline staff in 'strengthening the relationship between police and culturally and linguistically diverse communities. Their role in victim support, community and police education and crime prevention ensure that community views and experiences inform the evaluation of how local police respond to community needs and LAC operations. A designated position at the corporate level coordinates the statewide MCLO program and facilitates community input from a local perspective into corporate audit and planning processes. Partnerships are developed in order to plan, develop, implement and report on projects. Some examples of such specific projects include:
  - ***Busting the myth-Habibi*** – held by the MCLOs in ***Campsie LAC*** inpartnership with the local Migrant Resource Centre (Metro MCR), Riverwood Community Centre and the Lebanese Muslim Association. Funded by Australian Multicultural Foundation and Australian Human Rights Commission the project aimed at addressing the domestic violence issues amongst youth relationships. The project provided an opportunity to explore the stereotypes and perceptions held by NSW Police Force and Islamic community members in a way that was non-confrontational and fun.
  - ***The Family Harmony and Law*** project was a partnership between ***Kuring – gai LAC*** and the Northern Sydney Women's Domestic Violence Court Advocacy Service.

Other activities that support community engagement include information provision to community groups at meetings and community events. MCLOs participate in local events around Domestic Violence as well as cultural and street festivals. MCLOs ensure that they make presentations about the role of police in NSW to newly settled migrant and refugee community groups through presentations to English classes and community gatherings.

For example; ***Cabramatta LAC Domestic Violence Action Group*** is a collaborative program between Police, the Khmer and African community, Cabramatta Community Centre, and Fairfield Council. The group focused on the preparation of an event to mark the UN International Day to Stop Violence against Women.

- ***Local Area Commands (LACs)*** provide support to their local culturally and linguistically diverse communities, in particular newly settled refugee and humanitarian communities with regular policing information activities. These take many forms from information sessions to recreational activities. For example: ***Fairfield LAC*** refugee youth sport and recreational activities such as soccer and volleyball games, for newly arrived refugee youth aged 18 to 24 promoted good mental and physical health and fostered partnerships and trust between police and young people. Similarly, ***Coffs/Clarence LAC*** initiated the Kicking Cultural Goals project that has improved relationships between

communities from Western Africa, the local police and the North Coast football community.

- ***Police and community partnerships*** to improve relationships and perception of crime. ***Blacktown LAC*** worked in partnership with Sydwest and community leaders to develop young people's knowledge about police powers, roles and responsibilities. Community elders and leaders from Sudanese, Samoan, Tongan, and Fijian and Maori communities, along with local church leaders have been conducting *High Visibility Patrols* (HVP) in the Blacktown CBD. The operation has resulted in improved police and community relations and improved perception of crime and public safety.
- ***Community Safety Precinct Committees*** provides an opportunity for Local Councils and community members to meet with Local Area Commanders and share their perspectives on local crime and safety issues. It allows them to get involved in strategies designed to address local crime concerns. LAC Commanders can provide accurate crime information and raise awareness of crime prevention approaches. Across LACs issues around policing and crime reduction that impact on culturally and linguistically diverse communities are addressed. For example, ***Macquarie LAC*** participated at roundtable discussions at significant community locations such as the local mosque or church, providing opportunities to develop understanding, familiarity and access to current policing information.
- ***Interagency collaboration and dialogue.*** LACs participate in a range of local police-community and interagency dialogue and partnerships, particularly to address the needs of emerging communities and priorities. These include structured and targeted community consultations, forums, boards, interagency networks, working groups and advisory committees and will vary depending on local demographics and priority issues. For example, ***Ashfield LAC*** established the Chinese Community Safety Forum in response to community needs. The forum is a good example of community engagement targeting 'at risk' community groups. The local Chinese community, in particular the business community, have been recent targets for extortion. The forum also helps getting relevant information out to the community around personal safety, especially for international students who reside in the area.
- ***Community Contact Unit (CCU)*** of the Counter Terrorism and Special Tactics Command works closely with communities to challenge perceptions that police anti-terror operations target specific communities. ***Counter Terrorism and Special Tactics Command*** includes communities in dialogue around police responses to terrorist activities and threats. This dialogue helps minimise the adverse effects of terrorism on culturally and linguistically diverse communities and community harmony. CCU demonstrated the value of its relationship with community groups during the arrest phase of *Operation Neath* and trials resulting from *Operation Pendennis* by facilitating timely and accurate information for potentially affected communities. Regular contact with community groups helps CCU to reduce misunderstanding and build community support for counter terrorism operations.

Priority 2: Reduce crime, violence and the fear of crime

Reduced crime and violence, particularly in areas with new and emerging communities and/or relatively large numbers of residents of non-English speaking backgrounds – to lessen the community's fear of crime and to address contentious issues surrounding perceived links between ethnicity and crime.

Reduction of violence, crime and fear in our culturally diverse society is the core business of NSW Police Force. NSW Police Force identifies a number of groups as vulnerable persons who are likely to become involved in crime or as victims of crime. These groups are:

- Aboriginal persons
- Persons of culturally and linguistically diverse backgrounds
- Young persons
- Elderly persons
- Persons with mental illness/intellectual disability.

People of refugee and humanitarian backgrounds are also of concern especially during their initial settlement time as they are not likely to be familiar with the laws of Australia. NSW Police Force needs to be extra alert to the needs of vulnerable communities, and what it is actually doing for these communities. Experiences of crime and fear of further crime of international students was a significant issue. NSW Police Force was an active participant at both state and local level forums implemented numerous strategies to tackle the issues relating to safety and security of the students. A Corporate Spokesperson position was established to have a corporate coordination point. Cultural Diversity Team conducted an organisation wide survey to find out what are the issues and specific strategies implemented to reduce crime and the fear of crime for this community.

Corporate level

- ***Cultural Diversity Helpline.*** A helpline to provide timely and efficient advice to NSW Police Force Local Area and Specialist Commands in relation to issues of cultural, linguistic and religious diversity. The Helpline will be coordinated by the Cultural Diversity Team in Police Headquarters.
- ***Provision of Interpreters and Translators.*** NSW Police Force continues to commit itself to the use of professional accredited interpreters and translators for operational, investigative and prosecutorial purposes. A review looking into the options for improvement of Language Services was conducted in 2009. Standard Operating Procedures are being developed around interpreter policies, including the circumstances around their use, procurement and funding, training to use them appropriately and the context for using a range of supplementary language services in particular circumstances. These include the Community Language Assistance Scheme (CLAS), designated bilingual officers, MCLOs and staff with unaccredited skills in languages other than English.
- ***Ethnicity based descriptors.*** NSW Police Force uses eight ethnicity based descriptors as part of its Media Policy on issuing public descriptors of persons of interest to police. These were revised to align with national standards that were produced by the Australia New Zealand Policing Advisory Agency (ANZPAA) in 2010. Use of pre-determined descriptors removes the discretion of police to use ethno specific descriptions based on culture, race or ethnicity that may create tensions in the community. They are only used when they add value to the description of the person being sought by police in a way that will actually help members of the public to identify the person. Only the following descriptors may be used in relation to racial appearance:

- Of Aboriginal/Torres Strait Islander appearance
- Of African appearance
- Of Asian appearance
- Of Caucasian appearance
- Of Indian Sub-Continental appearance
- Of Mediterranean/Middle Eastern appearance
- Of Pacific/Maori appearance
- Of South American appearance

- ***Volunteers in Policing.*** Volunteers are an important way of engaging the community in activities that raise awareness of the role of police as well as facilitating positive relationships. Within the parameters of the Volunteers in policing program, efforts have been made in some localities to increase the number of volunteers from culturally and linguistically diverse backgrounds.
- ***Community participation.*** LACs and specialist commands plan ongoing and more strategic participation in local festivals, events and community forums, particularly in relation to new and emerging communities. The main focus being the delivery of information on policing initiatives and roles, raising positive awareness of police presence and assistance within the community and creating opportunities for contact between police officers and members of the community in positive and non-threatening situations.
- ***Prejudice-motivated crime.*** NSW Police Force established a Hate Crimes Coordinator position in 2007 to ensure that the policy and training relating to hate crimes are included to inform the frontline operations and police officer's awareness in identifying and responding to hate crimes. Police can record the prejudice-motivation for any crime or incident reported under racial/ethnicity, religious, sexual preference, political or other. These are currently recorded on Computerised Operational Policing System (COPS) under 'Associated Factors'. The challenging issue is that often victims of prejudice related crime do not reported to police. Police assisting the victims are expected to take additional steps of questioning and recording the victim's statement during the investigation of the crime. Operational Programs are developing a specialist position to coordinate responses and support police when dealing such crimes.

Local level

- ***Multicultural Community Liaison Officers.*** The MCLOs are mainly a resource to LACs where they are based. The core business of MCLOs is to build greater capacity in LACs to work with and for diversity so that better outcomes can be realised in all the aspects of policing – investigations, crime prevention, intelligence gathering, crime reporting, victim support, custody management, etc. An independent review of the program was conducted in 2009 to develop an effective framework that will ensure consistent and quality service delivery across the organisation.
- ***Links between local initiatives and across LACs and regions.*** Local initiatives that promoted greater involvement of LACs around the issues of diversity included :
  - Incorporating cultural diversity considerations within crime prevention workshops conducted in schools.
  - Building closer partnerships between all the Liaison Officers in Crime Management Units in LACs and establishing partnership-based initiatives.

  Raising awareness of and access to resources that will assist in working with diverse communities, including multilingual information such as translated material on domestic violence. Production of a multilingual DVD *Legal Rights & Responsibilities of Australian Residents* is another good example of a local initiative (Fairfield LAC and Local Council). The DVD was developed by the Crime Prevention Officer (CPO) of Fairfield City Council in conjunction with information and cultural exchange and ***Fairfield Local Area Command***. It is aimed at raising awareness of the Australian legal system, focusing on crime reporting, domestic violence, traffic offences, alcohol and drugs to outline some of the major rights and responsibilities of Australian residents. The main target group of the DVD is newly settled people of refugee backgrounds from Africa.
- ***Building relationships and improving trust.*** In partnership with Australian Human Rights Commission, the Community Policing Partnership Program (CPPP) provided opportunities to run local projects specifically to build relationships and improve trust

between Muslim community and police. ***Wollongong Local Area Command*** and Illawarra Muslim Women's Association worked together on a project to increase contact among police and Muslim communities, breakdown barriers of fear, increase police awareness of Islamic faith and culture and increase the Muslim community's knowledge of NSW Police Force roles and responsibilities. ***Flemington*** and ***Blacktown Local Area Commands*** ran **Learning Circle** meetings with newly settled refugee and humanitarian communities that included presentations on crime prevention, domestic violence, motor vehicle safety and other law and order issues.

- ***Community Safety.*** Information sessions on specific topics conducted within each LAC with deployment of assistance from specialist officers including Crime Prevention Officers, Domestic Violence Liaison Officers (DVLO), Youth Liaison Officers, Gay and Lesbian Liaison Officers. ***Ashfield LAC*** conducts quarterly community safety meetings with Chinese and Indian sub-continent communities. A number of local crime prevention initiatives were developed and implemented as a result of these discussions. The ***Cabramatta LAC*** Crime Prevention Workshop is a collaborative program involving police and other multicultural service providers. It addresses policing and community involvement in a crime prevention and community safety. ***Flemington LAC*** produced a postcard **'Watch out'** as a community alerting/information strategy for robbery offences aimed at top three international student groups (Chinese, Indian sub-continent and Korean) residing in the area.
- ***Community outreach initiatives*** involving various specialist liaison officers and teams provided opportunities to present the community with information on relevant topics as well as listening to their concerns. For example; ***Liverpool LAC*** presented to Liverpool TAFE English class students on Personal and House Safety. Stalls were hosted at local festivals and community events e.g. Harmony Day and Refugee Week.
- ***Innovative Models of Police and Community Training (IMPACT).*** The IMPACT program is reviewed and re-structured to focus on how LACs manage identified risks through effective partnerships and competent customer service provision. Projects were designed around holistic approaches to risk management, communication, education and training for police and indicators of local customer satisfaction. Potential projects were identified such as St George LAC and Coffs/Clarence LAC; however the actual projects did not yet commence in this period.

Priority 3: Organisational performance, compliance and accountability

Our values will reflect the principles of cultural diversity, which will drive our organisational performance, compliance and accountability standards at all levels of the organisation.

Cultural and linguistic diversity is one of the aspects of the human diversity dimensions and indeed is part of every aspect of policing business. It is fundamental that NSW Police Force has the capability to articulate organisational performance, and demonstrate accountability in relation to meeting the needs of our culturally diverse communities.

This priority links to priority one in terms of customer satisfaction and competent service delivery, the corporate foundations that deliver these outcomes is vital.

- ***Corporate planning.*** The principles of multiculturalism are expressed in the NSW Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society. Corporate planning and accountability measures that take into account cultural and linguistic diversity are linked to local business planning, implementation and evaluation processes.
- ***Corporate governance.*** The organisation's business plans, risk management, achievements and reports incorporate cultural diversity considerations. For example Regional COMPASS Reports contain information regarding cultural diversity issues and actions. These reports assist the Regions to understand issues and risks at hand and implement action plans. For example; ***South West Metropolitan Region*** audited the use of Interpreters and Translators in order to identify issues and provide an effective service.
- ***EAPS monitoring and reporting*** *including local EAPS* to assess the effectiveness of local initiatives that contribute to the operational policing. Examples of local strategies are provided to CRC for the annual Community Relations Report.
- ***Program Reviews.*** Key programs have been reviewed to ensure their effectiveness in service delivery.
  - Options for improving language services policy and operational guidelines review provided an insight to operational issues in using independent accredited interpreters and translators. The report highlighted areas for improvement and recommended options to strengthen the program. The strategies are being developed to address the service gaps.
  - Ethnic Community Liaison Officer program (ECLO) was reviewed (2009) by an independent external consultant and the position was re-named Multicultural Community Liaison Officer. Other aspects of the review and associated recommendations are being considered by CET prior to implementation.
- ***Command Management Framework (CMF).*** Self assessment process focussed on compliance and is based on the Australian Business Excellence Framework and the Australia/New Zealand Risk Management Standard. CMF assists NSW Police Force commands in identifying local risks, and developing relevant management controls.

Priority 4: Anti-discrimination and effective leadership

Our people deserve a workplace free of discrimination which values the skills and leadership attributes required for culturally appropriate policing and police management at all levels of the organisation.

NSW Police Force anti-discrimination, harassment and EEO policies reflect the organisational commitment to productive diversity and it is made available to all staff for their information.

Internal complaints are taken seriously and investigated. Internal guidelines and process are transparent and matters of concern are addressed and resolved as fast as possible to reduce impact on staff. Staff support, professional development and training include cultural diversity relevant to operational policing.

Corporate level

- ***Corporate Spokesperson for Cultural Diversity.*** This portfolio is held by a Deputy Commissioner level who oversees that EAPS outcomes are included in organisational planning and accountability. The Corporate Spokesperson advocates both internally and externally on cultural diversity issues and promotion of culturally competent policing throughout the organisation.
- ***Anti-discrimination, harassment and equal employment opportunities.*** Recruitment and selection practices for all positions reflect the Principles of Multiculturalism and EEO policies. Processes are in place to ensure to address all instances of discrimination and vilification on the bases of race, ethnicity, sexuality, gender and age. Workplace Equity Unit and Professional Standards Command manage the policies and guidelines.
- ***NSW Police Force Customer Service Program.*** The Program was established to provide a sustainable framework to support delivering an improved customer service including its diverse customers. Customer Service Guidelines recognises that people from culturally and linguistically diverse communities may face additional challenges in communicating their issues to police. It provides clear guidance to seek assistance and support via interpreter services, multicultural community liaison officers and the Cultural Diversity Team.
- ***Leadership development.*** Workplace Diversity Training by the Cultural Diversity Team in collaboration with the Leadership Development Program assists integrate to diversity management into Leadership training. The cultural competency training target group includes senior and middle managers (sworn and unsworn) as well as specialist areas.
- ***Workplace Equity Unit.*** NSW Police Force is committed to fostering a safe and healthy workplace that provides dignity and respect to all its employees. The work environment should be free of discrimination, harassment, sexual harassment, bullying, vilification and victimisation. Workplace Equity Officers control and manage these behaviours.

Local level

- ***Multicultural Community Liaison Officers*** program is an excellent example of the NSW Police Force's commitment to culturally appropriate leadership. This pool of staff including the Coordinator of the Program, are from culturally and linguistically diverse backgrounds with over 55 language skills amongst them are contributors to day to day management of policing at the very grass-root levels of the NSW Police Force.
- ***Local Area Commands.*** Local Area Commanders, Crime Managers and Duty Officers take active roles in developing and implementing local EAPS plans. MCLOs role include reporting on the local implementation and impact of EAPS. Managerial and operational accountabilities take EAPS outcomes into account. Performance management agreement indicators and reviews include the implementation of local EAPS.

Priority 5: Workforce Diversity

Build a committed and confident workforce by recruiting and retaining the right people, and fully developing the talents of people we have by providing career and development opportunities as well as reward and recognition for competent policing practice in a diverse society.

Stronger police and community partnerships to better promote and increase opportunities for culturally and linguistically diverse communities' access to recruitment. Selection processes that take into account the information and preparedness of culturally and linguistically diverse individuals based on their prior employment experiences.

Providing appropriate opportunities for young people from diverse ethnic backgrounds to take part in induction and recruitment programs to address their misconceptions about policing.

Police promotions should also take into account their ability to manage their jobs in a multicultural work and community environment.

Establish the reward and recognition of staff that show initiative and leadership in championing diversity, and the facilitation of harmonious working relations with other police and community.

Corporate Level

- ***Recruitment and retention.*** Specific strategies to improve the selection of police and civilian staff of culturally and linguistically diverse backgrounds implemented and in the process of being implemented by NSW Police Force Recruitment Branch. Although it is identified that there needs to be more effective strategies in this area some positive examples included:
  - Attending local community functions and festivals and promoting police as a career option with the assistance of MCLOs.
  - Multilingual promotional messages through ethnic media to promote policing as a career
  - Local focus groups on recruitment with the support of community leaders to promote policing as a career.
- ***Community Language Allowance Scheme (CLAS).*** NSW Police Force has a policy and makes CLAS available to staff who are identified and eligible to receive the allowance. Staff identified is recognised for their diverse language skills to maximise service delivery outcomes for culturally and linguistically diverse clients. Around 132 staff provide language assistance in 28 languages.
- ***Staff support and encouragement.*** Cultural competency training is available through integration into all levels of organisational training to ensure diversity competency is addressed. Regular opportunities for debriefing and reflective practice so that a range of methods are available for skills development, knowledge enhancement and learning, particularly with reference to recent cases or difficulties experienced by police in the course of their policing duties.

Summary of staff input to NSW Police Force Multicultural Policies and Services Program Forward Plan 2011-14

Appendix 2

The seven priority service areas set out under the NSW Multicultural Planning Framework were used as the basis for consultation with internal and external focus groups.

The following is a summary of responses from staff and community stakeholders about what they considered to be the most important areas of need and/or benefit for the NSW Police Force under each.

1 **Planning** – *Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.*

- Development of a corporate planning framework, with a clear statement of commitment that will indicate how NSWPF will fulfil its responsibilities to culturally, linguistically and religiously diverse communities.
- Development of local plans by Local Area Commands (LACs) that establish links with the NSWPF corporate plan.
- NSWPF representation on key local, state and federal committees dealing with issues of crime prevention, crime reduction and community safety.
- Effective data collection practices to assist with strategic planning and improve NSWPF responses.
- Collaboration with other key stakeholders and partners in developing effective operational policies, projects and programs.

2 **Consultation and Feedback** – *Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultation.*

- Assessment of the effectiveness of current programs with results provided to NSWPF Executive.
- Consultation with culturally, linguistically and religiously diverse communities, including:
  - Representation on relevant local, state and federal committees;
  - Hosting of 'open days' by LACs;
  - Conducting culturally appropriate customer surveys;
  - Conducting focus group discussions on specific issues to engage local communities in finding solutions;
  - Support for local strategies and participation in discussions with key government agencies.
- Engagement in crime prevention partnerships with government and non-government agencies.

3 **Leadership** – *CEOs and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community.*

- Nomination of corporate, regional and local cultural diversity spokespersons as active champions of culturally-responsive policing.
- Inclusion of diversity components in Learning and Development Plans.
- A greater role for Local Area Commanders in the delivery of local MPSP-related strategies, including clear tasking and support for staff.
- Active engagement by Local Area Commanders and/or their representatives in relevant community meetings that have an impact on culturally, linguistically and religiously diverse communities.
- Use of effective management strategies to address discrimination and harassment within NSWPF.

4 **Human Resources** – *The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.*

- Targeted NSWPF recruitment and retention strategies for culturally, linguistically and religiously diverse communities, including:
  - Campaigns in regional, rural and remote areas;
  - Campaigns in schools;
  - Use of MCLOs in campaigns;
  - Analysis of retention of staff and development of corporate retention strategies.
- Better management of the Community Language Assistance Scheme (CLAS) including:
  - Maintenance of the CLAS register of NSWPF staff with community language skills, and promotion of this register within NSWPF;
  - Development of Standard Operating Procedures for utilisation of CLAS officer skills;

- Promotion of CLAS within NSWPF, including information on the advantages of being on the CLAS register.
- Expansion of diversity training within NSWPF.

5 **Access and Equity** – *Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.*

- Increased recognition of issues for culturally, linguistically and religiously diverse communities in the NSWPF Customer Service Policy and customer service training.
- Conducting customer service surveys and focus groups with culturally, linguistically and religiously diverse communities.
- Promotion of NSWPF Community Engagement Guidelines and NSWPF services through mainstream and community media.
- Development and promotion of NSWPF policies on use of interpreters and translators, including resources in community languages.
- Creation of resources for NSWPF staff on use of interpreters and translators, including information cards, posters and electronic resources.
- Encouragement of participation of people from culturally, linguistically and religiously diverse communities in existing NSWPF custody support persons' programs.
- Appropriate diversity training provided for all NSWPF staff and volunteers.
- Allocation of adequate budgets and staff to enhance access and equity for culturally, linguistically and religiously diverse communities.

6 **Communication** - *A range of communication formats and channels are used to inform people from culturally, linguistically and religiously diverse communities about agency programs, services and activities.*

- Expansion of material available on NSWPF website that is relevant to culturally, linguistically and religiously diverse communities and provision of information in community languages.
- Use of social networking sites by LACs to discuss local policing issues and community needs.
- Dissemination of key NSWPF messages for culturally, linguistically and religiously diverse communities through community media channels.
- Use of secure broadband high speed video-conferencing in some minor matters involving interpreters.
- Use of expertise of NSWPF specialist units to ensure consistent messages are disseminated to culturally, linguistically and religiously diverse communities.
- Research and explore technologies that could enhance communication with culturally, linguistically and religiously diverse communities.

7 **Social and Economic Development** – *Programs and services are in place to develop and use the skills of a culturally, linguistically and religiously diverse population for the social and economic benefit of the state.*

- Development of strong partnerships with business, religious and welfare community leaders to reduce crime, re-offending and improve community safety.
- Use of corporate and community research to inform approaches to specific needs of vulnerable culturally, linguistically and religiously diverse communities.
- Development of projects that respond to specific community information needs (for example, newly arrived refugees) around policing, the criminal justice system and crime reduction.
- Responsiveness to specific crime issues affecting communities, harmony and their image (for example, hate crimes, victimisation of international students, inter community conflict, etc.)

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Appendix 3

Frequently Asked Quesions

This section offers broad responses to some of the questions that police and external stakeholders often ask about diversity and its relevance to policing. It orients you to some aspects of the relationship, but leaves you to search for more comprehensive and contextually relevant information.

You are welcome to contact the Cultural Diversity Team to assist with your search for further or more specific information.

Q1: What is cultural diversity? Is it the same as 'ethnic affairs'?

For some people the two terms are interchangeable although in reality there is a significant difference between them. 'Ethnic Affairs' has been historically linked to the access and equity framework designed by Australian governments to cater for people considered to be 'vulnerable' and placed in Equal Employment Opportunity (EEO) groups (women, ATSI, people with a disability and people whose first language is not English). More recently, labelling people as 'vulnerable' under access and equity is seen as a 'deficit' model where people in EEO groups need support or mentoring.

'Cultural diversity' is a philosophical shift from access and equity. It assumes that every interaction involves a negotiation of values, cultures, assumptions, experiences, needs – that is, all the dimensions of diversity.

The term 'culture' is not just about ethnicity or nationality. Indeed, nationality is a poor indicator of a person's cultural values or their ethnicity, as it is often based on the person's chosen citizenship status. The term 'culture' can also refer to organisational cultures and sub-cultures. The focus is therefore on everyone when it comes to representing our society and workplaces as 'unified within diversity', and ensuring that our shared assumptions about culture and institutions are founded on the rich Aboriginal history of this State and the history of migration over the last two hundred years.

Diversity as a powerful positive cannot contribute to the growth of our society and institutions, if it exists on the 'fringes' and not at the centre of our discussions.

Q2: What is the difference between a refugee, asylum seeker, migrant and special humanitarian entrant?

Refugees and migrants have distinct experiences and needs. Essentially, a **migrant** makes an informed decision to live in another country. This means that they are generally better resourced and able to prepare for the transition. They also have control over how, where and when they make the transition.

A **refugee** is someone who has fled their country of origin and is unable or unwilling to return, owing to a well founded fear of being persecuted for reasons of race, religion, nationality, member of a particular social group or political opinion. 'Refugee' is an internationally accepted legal term according to the 1951 Convention relating to the status of refugees (and its 1967 protocol), to which Australia is a signatory (Source: Refugee Council of Australia www.refugeecouncil.org.au)

The status of a refugee has been recognised by the United Nations High Commissioner for Refugees (UNHCR) according to the legal definition of the Convention and he or she is referred to a host country, such as Australia, under conditions of permanent residency.

Asylum seekers are usually refugees, but have not been legally defined as such before arriving in the country where they seek protection. They usually arrive under a visitor's visa, student visa, and false papers or without papers because it is too dangerous or impossible to apply for a passport or exit visa from their home government. Their eligibility for permanent or temporary residency is determined after they have arrived in Australia.

Under Australia's humanitarian program, **special humanitarian entrants** have not formally met the UNHCR's definition of a refugee, but have been recognised as experiencing "substantial discrimination amounting to gross violation of their human rights in their home country" (Source – Department of Immigration and Citizenship website: www.immi.gov.au). They are also proposed (sponsored) by a permanent Australian resident who is largely responsible for their settlement.

In Australia, different rights and entitlements exist for migrants, refugees,

asylum seekers and special humanitarian entrants in terms of social, employment, health, education and residential access and assistance. Refugees, special humanitarian entrants and asylum seekers often have experienced trauma and torture in their countries of origin and will therefore have particular needs in terms of treatment and support. They are also likely to be unfamiliar with a host country's social and political systems, including law enforcement bodies, which may signify oppression or threat and impact on their experiences with police and crime.

Q3: What does the term 'culturally competent policing' actually mean?

Competent – Possessing the attributes necessary to perform a job to the appropriate standard.

Diversity Capability – A culturally capable police officer has the ability to practice in a critically reflective (thinks about things), congruent (in harmony with core policing objectives), and proactive (anticipates diversity) manner. A process which recognises affirms and values his/her own culture and individual differences as well as those of their clients.

It means performing police duties taking into account the needs, experiences and expectations of the person with whom you are interacting, be it a colleague or a member of the public. An 'I treat everyone the same' approach just won't do. It just means being savvy about when and how to prioritise the needs of a person or group or a community in the course of police work. Ethnicity alone has very little to do with being culturally competent, though the way in which a person is able to draw on their cultural or linguistic skills in the course of their work is a significant tool in terms of their overall 'appointments'.

Q4: What's the difference between cultural awareness and cultural diversity training?

Cultural awareness is often about providing participants with information on select cultural practices or history. The presenter simply presents information and does not have any responsibility or control over how it is processed or applied. However, good workplace training focuses on the skills and information that are relevant to the context of work as a starting point. From there, the trainer needs to engage, support and monitor the participants so that they can confidently apply the information and their skills to actual cases or hypothetical scenarios. The trainer's responsibility is to guide this process so that the participants are able to apply their knowledge and skills to the workplace. In essence, diversity training can be seen as critical reflection to develop a repertoire of appropriate, flexible and competent responses to manage behaviours in context. It is not about always getting it right, but recognising when it is NOT right.

The Workplace Diversity Training program, managed by the Cultural Diversity Team, provides customised training for frontline police, specialist officers and civilian staff. Collaboration between the Workplace Diversity Training program and NSW Police Force Detectives Training is an example how training is tailored to specific areas.

Q5: What is the NSWPF policy on interpreters and translators?

Police must use professional accredited interpreters in operational and legal matters to communicate with people who:

- Are unable to communicate in English;
- Have limited understanding of English;
- Are more comfortable communicating in their first language;
- Are deaf, hearing impaired or speech impaired; or
- Are support people for child victims, offenders and witnesses.

In most circumstances, it is not appropriate to use NSWPF staff to interpret or translate advice or evidence that will be relied on by a court. Not using independent and professional accredited interpreters can have implications for the integrity and admissibility of evidence in court and can lead to the dismissal of a prosecution.

While it may be necessary in a case of extreme emergency or last resort, it is not appropriate to use family, friends or bystanders as interpreters in operational situations. A range of alternative language assistance sources exist for appropriate situations including initial inquiries, victim support and public presentations. They include officers in receipt of CLAS, bilingual staff and MCLOs.

Q6: What is the difference between interpreters and translators?

Both translators and interpreters are accredited professionals who communicate the meaning of one language in another language. Interpreters work with spoken communication while translators work with written material. The National Accreditation Authority of Translators and Interpreters (NAATI) sets the standards for both professions at a range of levels.

Q7: Can police officers or other staff act as interpreters or translators?

In many situations, police are encouraged to use their skills in languages other than English to communicate with members of the public (see section on CLAS below). In some situations, specialist officers are designated as bilingual and are required to use their language skills in a range of specified and limited situations. In general however, police and staff should not act as formal interpreters or translators in situations where the information being gathered or given will have an impact on evidence or the prosecution of a case. Language proficiency as well as impartiality (perceived or actual) may present as barriers to the accuracy and admissibility of evidence or the transparency of an investigation process. Even where a police officer is accredited as a professional interpreter or translator, it should be recognised that interpreting and translating are professions in themselves and there may be a real or perceived conflict of interest where policing and interpreting duties are undertaken simultaneously.

Q8: What is the Community Language Allowance Scheme (CLAS)?

The Community Language Assistance Scheme (CLAS) operates across government agencies. CLAS pays an allowance to police employees (sworn and unsworn) who have been language tested by the Community Relations Commission and use a language other than English in the course of their normal duties. These officers may be called upon to assist with interpreting or translating basic information in a limited range of situations (see NSWP interpreter policy - *NSWP Code of Practice CRIME*). Officers receiving CLAS are considered to be language aides and are not accredited translators or interpreters. Further information on applying for CLAS is available on the NSW Police Force **Human Resources Intranet** Page.

Q9: What is the Multicultural Community Liaison Officer Program?

The Multicultural Community Liaison Officer (MCLO) Program replaced the Ethnic Community Liaison Officer (ECLO) Program in 2008. The Program was originally established in 1987 following a Ministerial directive with the aim of enhancing communication between police and culturally and linguistically diverse communities to bridge the gap between them.

Since the establishment of the original program, MCLOs have made an important contribution to the way NSW Police Force meets its corporate objectives in relation to crime reduction and public satisfaction with policing services. The MCLO program represents a strong commitment to improving relations with culturally and linguistically diverse communities and contributes directly to crime reduction through the education and support of culturally and linguistically diverse communities in working with police.

The overall objective of the MCLO program is to create, foster and maintain close police-community relationships in order to facilitate enhanced service provision by police to the diverse communities of NSW. The program supports a number of corporate policing strategies including crime prevention and crime reduction. The role of the MCLO is integral to the program and includes strengthening the links between police and diverse communities, resulting in police being able and confident to respond effectively to the policing needs of culturally diverse groups as well as the whole community at the local level.

Although skills in a community language other than English are part of the job's requirement, MCLOs are not recruited on the basis of their language or cultural background. Although common sense is applied in matching individuals with the demographic profile of particular LACs, MCLOs are expected to work with all communities and not just the ones from which they identify.

Q10: Can MCLOs be used as interpreters or translators?

Although some are professionally accredited, MCLOs' primary role is not to interpret or translate. They should not be used to translate or interpret information that will be relied on as evidence for a

prosecution as it may threaten the real or perceived integrity and objectivity of the evidence. As staff of the NSW Police Force, there may also be a perceived conflict of interest where MCLOs are used to interpret or translate evidentiary material for both victims and offenders.

However, MCLOs often provide language assistance to LACs for victim support and crime prevention activities. This is negotiated on a case by case basis and among relevant personnel. The MCLO Program is a resource available to the entire NSW Police Force but the use of MCLOs for this purpose should be negotiated through the Program Coordinator based in Operational Programs.

Q11: What are 'ethnic descriptors' and why does the NSW Police Force use them?

Police in all Australian and most overseas jurisdictions seek the community's help to locate alleged offenders and missing persons by issuing public descriptions that will help to identify those individuals. The standard terms used as part of those descriptions are referred to as police descriptors.

Particular descriptors based on racial or ethnic appearance are available for police to use in issuing public statements (see Q12). Guidelines on when and how to use them are contained in the NSW Police Force Media Policy.

The intention of using descriptors based on ethnicity in public statements is not to inflame community tensions, vilify communities or imply that culture or ethnicity is relevant to committing crime. They are intended to complement physical descriptions of people and appeal to popular conceptions of what people of particular ethnic groupings might look like. In this way, police arguably increase their chances of locating people with the assistance of the general public.

Q12: How should police use ethnicity-based descriptors?

Communities have expressed particular concern about the effects of police making reference to the ethnic or racial appearance of people they are searching for, especially in connection with crime. Using ethnicity based descriptors is therefore contentious and police should use discretion in deciding when they are appropriate.

For this reason, police are restricted to using **eight** general categories:

- Of Aboriginal/Torres Strait Islander appearance
- Of African appearance
- Of Asian appearance
- Of Caucasian appearance
- Of Indian Sub-Continental appearance
- Of Mediterranean/Middle Eastern appearance
- Of Pacific Islander/Maori appearance
- Of South American appearance

Descriptions of appearance based on ethnicity should only be issued by police to the media:

- In the pre-arrest phase;
- When combined with a physical description such as hair and eye colour, height, clothing, build, physical marks, etc.;
- If the person has not yet been located or apprehended; and
- To describe people whose ethnicity is unknown.

Once an offender has been charged or convicted their racial/ethnic appearance is of no relevance and should not be included in information to the media. Similarly, descriptions of victims or witnesses should not be issued unless it can clearly assist in solving a case.

There are also operational reasons why it may not be appropriate to use an ethnicity-based description. For instance, if it is likely that a suspect may identify themselves in reading or hearing a description it may prejudice police efforts to apprehend the suspect. Similarly, if the success of an investigation is reliant on information from a particular community it may alienate that community and subsequently make them less willing to assist police if the use of a description results in retaliation or negative treatment from other members of the community. It is important to note that:

- Ethnicity based descriptors must only be used when they add value to the description of the person being sought by police in a way that will actually help members of the public to identify the person.

- Police do not have the discretion to use a description of ethnicity other than the eight that are contained in the NSW Police Force Media Policy.
- Ethnicity based descriptors are not concerned with the actual ethnicity or culture of a person but what the rest of the community would commonly associate with the appearance of someone described as being of that ethnicity.
- Ethnicity based descriptors should not be used to record someone's ethnicity on COPS.

Q13: What is a bias (or 'hate') crime?

Bias crimes, also known as hate or prejudice motivated crimes, are defined as: "A criminal offence committed against person's, property or society that is motivated, in whole or in part, by an offender's bias against an individual's or group's race, religion, ethnic/national origin, gender, age, disability or sexual orientation."[5]

Bias crime is legislated in some Australian jurisdictions. In NSW, the element of bias is considered in conjunction with a primary offence such as an assault, malicious damage, homicide, etc. The impact of bias crimes, however, on individual victims as well as and the groups to which they belong (or are perceived to belong) is heightened as a result of their being designed to send a message of terror and to cause fear. For these reasons, it is important that police officers use appropriate questioning and sensitivity in taking reports of and following up incidents that may be classified as bias crimes.

Q14: What is a bias (or 'hate') incident?

Expressions of hate, including written, verbal and actions, do not constitute a hate crime unless a criminal offence is committed. These are called hate incidents and are just as likely to be reported to police by members of the public. Bias incidents have the same impact on victims/groups as bias crimes and as such need to be treated with the same sensitivity and importance.

Q15: Can police record bias crimes and incidents?

Yes. In October 1999, the Prejudice Related Crime Data Collection Project was launched state-wide. COPS was modified for this purpose and subsequently activated for use by all police in NSW. Officers must record crimes and incidents that are prejudice motivated by selecting one or more associated factors from the following options:

- Racial/ethnicity prejudice
- Sexual preference prejudice
- Political prejudice
- Religious prejudice
- Other prejudice

Both the opinions of police and victims as well as supporting evidence of suspected bias motivation must be recorded. This information can be recorded in the narrative, ensuring that exact language used by offenders is recorded. In the comment fields, officers can record 'as per narrative' as long as the narrative has all the stated information.

Q16: Can LACs and specialist commands contact the CDT directly?

Yes. Members of the CDT are available to all LACs and specialist areas to provide specialist advice and support where issues have the potential to escalate beyond the LAC and/or may be assessed as an organisational risk. The consideration of diversity issues in the context of core business, however, is the responsibility of all specialist and corporate commands and so the team does not respond to every issue faced by a LAC when it involves a person or group of non-English speaking and non-Aboriginal background.

With limited resources, the CDT will do its best to respond to their needs, particularly where local and international agendas contribute to the pressures of an organisation that is already highly publicised and politicised.

The CDT can be reached on (02) 8835 9150, Eaglenet 29150 and email: cdt@police.nsw.gov.au or #CDT for internal staff.

[5] International Association of Police Chiefs

Q17: Can I easily access reading material on cultural diversity issues that is relevant to the work of police?

The Cultural Diversity Knowledge Map on the NSW Police Force Intranet has generic reading material on topics such as:

- Cultural diversity training;
- Hate/prejudice-motivated crime;
- Ethnicity-based descriptors;
- Collection of data on the ethnicity of alleged offenders or POIs;
- Ethnicity and crime;
- Using interpreters and translators appropriately; and
- Police working with emerging communities – case study of Coffs Harbour LAC working with the local Sudanese community.

The Cultural Diversity Team is committed to researching reading material for police from Australia and overseas on topics that are directly relevant to the work of our police and our community. The research and planning functions of the Field Operations will facilitate this process. Some of this information will be placed on the NSW Police Force Internet site so that our external stakeholders are able to access it and acquire accurate insights into the world of policing.

Police and communities are invited to forward their suggestions on the types of information they would like to access from the Intranet or Internet (email cdt@police.nsw.gov.au or internal memo: #cdt).

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Template for the development of local Multicultural Policies and Services Program Forward Plans

Appendix 4

Priority 1

Targeted programs to reduce and prevent crime

Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime and violence in the broader community

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
1.1 The NSW Police Force will actively partner with communities and other agencies to strengthen the community's capacity to help police to reduce crime and prevent re-offending, especially with respect to communities identified as being 'at risk'	• Is there significant refugee, humanitarian and/or migrant settlement in the area? • If so, how does it impact on police? • What sorts of things is the LAC doing or could it be doing to address settlement related issues? (1.1.1)
	• Are there significant numbers of international students working, studying and/or living in the local area? • If so, how does it impact on police? • What sorts of things is the LAC doing or could it be doing to address local crime and safety issues relating to international students? (1.1.2)
	• Does the LAC have data in relation to culturally and linguistically diverse communities experiencing and reporting domestic violence? • What sorts of things is the LAC doing or could it be doing to: - increase awareness and reporting; and - decrease the incidence of domestic violence within culturally and linguistically diverse communities? (1.1.3)
1.2 The NSW Police Force will have a coordinated response to bias motivated crime in order to reduce the incidence and threat of violence directed towards communities and individuals from diverse cultural, linguistic and religious backgrounds	• Are there significant land marks or properties associated with religious or cultural groups in the area? • Are there significant populations of groups who have traditionally been the victims of discrimination or vilification in the area? • If so, what measures are in place to secure the safety of people and property that might be the target of crime motivated by racial or religious bias, especially during religious and cultural celebrations/events? (1.2.2; 1.2.3)
	• Can the LAC produce data and/or intelligence on incidents and trends of bias motivated crime and incidents? • Do officers know how to identify, take reports of, record and refer victims of bias motivated crime? (1.2.4)

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
1.4 Wherever possible, young offenders from diverse cultural, linguistic and religious backgrounds will be diverted from the criminal justice system	• Can the LAC produce data on the number of young offenders from divers cultural and linguistic backgrounds who are: - Issued cautions and warnings; - Referred to youth justice conferences; and - On youth conduct orders? (1.4.1)
	• Does the LAC run any programs or have procedures in place especially designed for young people from diverse backgrounds who offend or are at risk of offending? • Is the LAC a partner to PCYCs on any programs targeting young people from culturally, linguistically and religiously diverse backgrounds? (1.4.2)
1.5 Specific strategies will exist to ensure culturally and linguistically diverse communities have access to information relating to crime prevention, community safety, victim support, reporting crime and the role of police	• Does the LAC deliver information sessions to diverse cultural, linguistic and religious communities in a planned or ad hoc way? • How does the LAC know what community needs are in relation to awareness and topics that information sessions might need to be delivered on? (1.5.1)

Priority 2

Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds

Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
2.1 The Multicultural Community Liaison Officer Program will continue to be supported and promoted as a primary means of building strong relationships between police and diverse communities as well as building the capacity of the NSW Police Force to respond effectively to the needs of culturally, linguistically and religiously diverse communities	• How does the LAC use and supervise MCLOs? • Is there the need for the assistance of an MCLO within the LAC generally or in relation to a specific project? • How is the work of the MCLO integrated with the work of the Crime Management Unit? (2.1.3; 2.1.4)
2.2 A range of language resources will be available to facilitate communication between police and non-English speaking victims, witnesses, offenders and members of the public	• Does the LAC use professional accredited interpreters and/or translators? • How are staff informed of the need to and encouraged to use interpreters? • What sorts of technologies are used to access interpreting services, especially in regional LACs? (2.2.1; 2.2.6)
	• Does the LAC produce materials in languages other than English? • If so, are they user tested for cultural appropriateness and language accuracy • Are materials multilingual materials used for promotional and awareness raising purposes in a planned way? (2.2.3; 2.2.4)
	• Does the LAC use non-English media outlets strategically to disseminate information in English and other community languages? (2.2.5)

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
2.3 Offenders and victims are treated with respect, dignity and professionalism and will have access to a range of supports in line with their legislated rights that accommodate language, cultural and religious needs when interacting with police	2.3.1 How does or could the LAC manage its use and availability of support persons to assist with victims and offenders from diverse linguistic, cultural and religious backgrounds? (2.3.1)
	2.3.2 How does the LAC manage any language, religious or cultural issues in relation to people in custody? (2.3.2)
	2.3.3 Are there any special measures in place to work with victims of crime for whom culture, religion and/or language may be a relevant issue? (2.3.4)
2.4 A range of opportunities will be made available for police and communities from diverse cultural, linguistic and religious backgrounds to interact in non-crisis situations and for community members to participate in NSW Police Force programs	2.2.1 Will the LAC's implementation of the NSW Police Force Community Engagement Guidelines focus on culturally, linguistically and/or religiously diverse communities? 2.2.2 If so, how? (2.4.1)
	2.2.3 Does the LAC plan its attendance at community events? 2.2.4 Does the LAC Commander appear at community celebrations and functions? (2.4.2)
	2.2.5 How does the LAC encourage and use Volunteers in Policing from diverse cultural, linguistic and religious backgrounds? (2.4.3)

Priority 3

Community consultation and participation

Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
3.2 Tailored consultative strategies will inform and provide feedback on service delivery and program design, implementation and evaluation	2.4.6 How does the LAC consult diverse cultural, linguistic and religious communities to inform policing priorities and identify issues relevant to community safety and crime? (3.2.2)
	• Does the LAC host any consultative bodies and processes that address issues affecting diverse cultural, linguistic and religious communities in the area? • If so, how does it ensure the representation those communities? (3.2.3)
3.3 The NSWPF will form and sustain strong partnerships with other government, non-government and community agencies to inform its planning and response to issues impacting on culturally and linguistically diverse communities	• Do staff members from the LAC represent the NSW Police Force on local, State and Federal Government or non-government committees and interagencies established to address issues of cultural, linguistic and religious diversity in the context of crime prevention, reduction and community safety? (3.3.1; 3.3.3)
	• Does the LAC work with or refer people to community service providers working with culturally and linguistically diverse communities? • Is the LAC part of community networks and/or keep a database of contacts of community leaders and service providers? (3.3.4)
3.4 Complaints against police relating to alleged discrimination on the basis of culture, religion or language will be addressed with professionalism, documented and analysed for organisational planning purposes	• How many complaints does the LAC deal with that are based on alleged behaviour that is unprofessional or discriminatory because of someone's cultural, language or religious background? • Is the LAC easily able to identify this and any trends? • Does the data inform LAC planning and the professional development of staff? (3.4.1; 3.4.2)

Priority 4

Staff capacity building and support

The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
4.1 The NSW Police Force reflects and draws on the attributes of cultural, linguistic and religious diversity existent within the community it serves	• Does the LAC have local measures in place to monitor and address the progress and professional needs of staff from culturally, linguistically and religiously diverse backgrounds? (4.1.1)
	• Does the LAC promote policing as a career through local events and programs designed to target candidates from diverse cultural, linguistic and religious backgrounds? (4.1.3)
4.2 Corporate and business plans demonstrate that NSW Police Force values the diverse backgrounds of its people, and is able to access and make use of their diverse skills and experience.	• How do supervisors use the Career Management System to articulate staff skills and strengths with respect to cultural and linguistic diversity and translate them into work goals and responsibilities? (4.2.1)
	• Does the LAC identify and encourage bilingual staff to apply to receive an allowance under the Community Language Assistance Scheme (CLAS)? (4.2.4)
4.3 Cultural skills and examples of working effectively with cultural, religious and linguistic diversity are recognised and rewarded at a range of levels within the organisation	• Are people recognised for good service that uses skills working with cultural religious or linguistic diversity? • How is good practice recognised, rewarded and communicated within the LAC? (4.3.2)

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
4.4 A range of support staff, mechanisms and tools will be established to build the capabilities of staff within the NSW Police Force to respond to diverse cultural, linguistic and religious needs as they encounter them	• How does the LAC identify whether cultural diversity training is needed and appropriate for staff? • Are there training or information strategies in place to address the cultural capabilities of staff? (4.4.1)
4.5 NSW Police Force employees from diverse cultural and religious backgrounds will be supported to meet their religious and cultural needs in the workplace	• How does the LAC respond to and manage the cultural, linguistic and religious needs of staff? • Are staff members supported to observe prayer requirements during work time and/or take leave to observe religious and cultural celebrations? (4.5.1)
	• How does the LAC address instances of work place racism, harassment, bullying or discrimination based on race, religion, and accent or language ability? • How is the organisation's zero tolerance stance on workplace harassment, bullying and discrimination communicated locally to staff? • How are grievances in relation to this handled? (4.5.2)

Priority 5

Operational planning and capacity

Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
5.1 The NSW Police Force Multicultural Policies and Services Program Forward Plan will be adapted to the needs of each Local Area and Specialist Command to ensure local relevance and application of the Principles of Multiculturalism	• Is a local Multicultural Policies and Services Program Forward Plan in place? • How is it developed (are data sources, staff and external stakeholders consulted)? • Is progress regularly reported through COMPASS (5.1.1; 5.1.3)
5.2 Corporate documents and business plans will reflect relevant priorities around addressing issues of cultural, linguistic and religious diversity	• Does the LAC's business plan set specific and relevant local priorities with respect to diverse cultural, religious and linguistic communities? • What data sources are used to inform local policing priorities relating to diverse cultural, religious and linguistic communities? (5.2.2; 5.2.3)
5.3 Local resources will be dedicated to assist staff to work effectively with individuals and communities from culturally, linguistically and religiously diverse backgrounds	• Is a line budget established for language services? • What data is collected in relation to the use of interpreters and translators? (5.3.1)
5.4 Cross-command collaboration and interagency cooperation will inform operational outcomes, communication and consultation strategies (A3.3)	• Are there any arrangements in place to meet or exchange information on a regular basis with neighbouring LACs? • Are partnerships in place with other LACs or specialist commands to address specific issues, research or projects in relation to culturally, religiously and linguistically diverse communities? (5.4.1)
	• Does the Community Safety Precinct Committee include representation from diverse cultural, linguistic and religious communities? • How do agendas allow issues affecting police and diverse cultural, linguistic and religious communities to be raised and addressed? (5.4.3)

Priority 6

Leadership and accountability

CEO and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community

Corporate MPSP Outcome	Considerations in setting local outcomes and strategies
6.2 The NSW Police Force Executive and Senior Managers will demonstrate their commitment to the agency's multicultural objectives and the Principles of Multiculturalism	• Are any local resources allocated to projects addressing the needs of diverse cultural, linguistic and religious communities? • Has the LAC received or seek any external project funding or grants to conduct projects to address the needs of diverse cultural, linguistic and religious communities? (6.2.4)
6.3 Staff will be accountable for integrating the Principles of Multiculturalism into their work performance where relevant	• Are accountabilities for implementing the principles of Multiculturalism and local Multicultural Policies and Services Program Forward Plan built into performance agreements? (6.3.1)
	• Do staff who interact with communities, deliver customer service and/or supervise staff have Agreed Key Responsibilities under the Career Management System that include indicators around addressing cultural, linguistic and religious diversity? (6.3.2)

Priority 1

Targeted programs to reduce and prevent crime

Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime and violence in the broader community

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

Priority 2

Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds

Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

Priority 3

Community consultation and participation

Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

Priority 4

Staff capacity building and support

The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

Priority 5

Operational planning and capacity

Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

Priority 6

Leadership and accountability

CEOs and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community

Outcome	Action	Indicators of success	Accountability	Target
What does the LAC want to achieve?	*What is the LAC going to do to achieve it?*	*How will the LAC know it has been achieved?*	*Who is responsible for doing it?*	*When will it be done?*

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"Not only is it our moral resolve to serve all members of the community equally, the Principles of Multiculturalism in NSW are legislated and provide a framework for government service delivery in achieving access and equity.

As a key government agency, the NSW Police Force has an important role to play in promoting and maintaining community harmony as well as community justice outcomes."

Chief Superintendent Brad Shepherd
Local Area Commander
Hurstville Local Area Command
(2010)

TITLE: NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society and Multicultural Policies and Services Program Forward Plan 2011-2014

SUBJECT: Multicultural Policies and Services Program

COMMAND RESPONSIBLE: Operational Programs

TRIM: D/2011/21400

VERSION NUMBER: One

AVAILABLE TO: Unrestricted

PUBLICATION DATE: September 2011

REVIEW DATE: October 2014

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Layout and design by the Corporate Design Team, Public Affairs Branch, NSW Police Force.