Multicultural Policies and Services Program

MULTICULTURAL PLANNING FRAMEWORK

NSW GOVERNMENT

COMMUNITY
RELATIONS
COMMISSION
For a multicultural NSW

The *Community Relations Commission and Principles of Multiculturalism Act 2000* enshrines the Principles of Multiculturalism as the policy of the State of New South Wales, and commits the Chief Executive Officer of each public agency to implement those principles.

The four Principles are:

- 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
- All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language
- 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
- 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.*(s.3 1 (a)-(d) Community Relations Commission and Principles of Multiculturalism Act 2000)*

The Act applies to New South Wales Government Departments, Statutory Authorities, state-owned corporations, local councils and other official bodies.

The Community Relations Commission administers the Multicultural Policies and Services (formerly Ethnic Affairs Priorities Statement or EAPS) Program as the vehicle for assisting and assessing the effectiveness of public authorities in their implementation of the Principles. Under the Multicultural Policies and Services Program, all New South Wales Government agencies must report what actions they are taking to enhance and promote multiculturalism within their sphere of business.

In addition, a number of government agencies are designated by the Minister for Citizenship as key gencies. They are selected because of their important role in providing essential services to the New South Wales community, or because of their important role in delivering the Government's key policies.

The Multicultural Planning Framework can be used by agencies as a tool for integrating multicultural initiatives into their planning cycle, as it provides a model for consistency and good practice in multicultural policy development and service provision.

In promoting and upholding the Principles of Multiculturalism within an agency, its Chief Executive Officer should:

- Provide leadership, ensuring that the Principles are integral to the core business of the agency
- With senior managers, oversee the implementation of the Principles, according to the agency's multicultural plan
- Ensure the agency continues to progress and develop good practice, guided by the Multicultural Planning Framework
- Report on the implementation of the agency's multicultural plan through the Annual Report, and to the Community Relations Commission as required.

Using the Multicultural Planning Framework

The Multicultural Planning Framework has been developed as a tool to assist all NSW public sector agencies to plan for and demonstrate their achievements with respect to the Principles of Multiculturalism. The tool uses a progressive structure which encourages continuous performance improvement, regardless of the size of the agency.

Seven broad outcomes have been identified under **three activity areas.** They are:

PLANNING AND EVALUATION

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

CAPACITY BUILDING AND RESOURCING

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

PROGRAMS AND SERVICES

Outcome 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.
Outcome 6: **Communication**	A range of communication formats and channels are used to inform people from culturally, linguistically and religiously diverse backgrounds about agency programs, services and activities.
Outcome 7: **Social and economic development**	Programs and activities are in place to develop and use the skills of a culturally diverse population, for the social and economic benefit of the State.

For each **outcome**, there are one or more **criteria streams** which describe more specifically the ways in which that outcome may be achieved. The title of the criteria stream describes the types of activity which should be considered, according to three **ranges** of performance. Range 1 represents the fundamental issues an agency should address, and would apply generally to agencies with limited services to the public. Ranges 2 and 3 represent increasingly higher achievements, and would generally apply to agencies delivering programs and services, and/or to those having more complex relationships with government and/or the public. The ranges build upon one another, so that an agency can demonstrate progression within and across ranges.

Each agency is encouraged to use the criteria to develop their own performance indicators which reflect the nature of the agency's business, and align with the agency's corporate planning. It is expected that an agency may perform at a different range for different criteria streams. Similarly, within each range there will be scope for an agency to develop and improve against its own performance indicators.

Designated key agencies are required to submit their Multicultural Policies and Services Plan, and demonstrate accountability against that plan, to the Community Relations Commission on a regular schedule.

Agencies not designated as key agencies may use the framework as a tool to identify criteria relevant to their business, to structure their multicultural planning and implementation, and to guide the agency in improving their performance.

Local councils may refer to Implementing the *Principles of Multiculturalism Locally: a planning framework for councils.*

MULTICULTURAL PLANNING FRAMEWORK

ACTIVITY AREA 'A': PLANNING AND EVALUATION

OUTCOME	Criteria Stream	Range 1	Range 2	Range 3
OUTCOME 1: Planning *Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.*	Planning and performance measurement	A.1.1 The agency has a Multicultural Policies and Services Plan (multicultural plan) with performance measures.	A.2.1 The agency has a multicultural plan that also includes mechanisms to assess progress against the previous plan, and identifies indicators for improved performance in priority program and business unit areas.	A.3.1 The agency has a multicultural plan that provides a comprehensive approach, including performance indicators for all relevant programs, business units and non-metropolitan areas.
	Integration with corporate planning	A.1.2 The agency's corporate plan recognizes the agency operates in a culturally diverse environment.	A.2.2 Corporate priorities, as they relate to cultural and linguistic diversity, are reflected in business and other strategic planning and evaluation mechanisms across the agency.	A.3.2 Business planning at all levels forecasts emerging issues, and commits resources to pursue the objectives identified in the agency's multicultural plan.
	Use of data and analysis	A.1.3 Analysis, planning, program development and monitoring are informed by client data from relevant program areas and business units, Australian Bureau of Statistics, and other data sources.	A.2.3 Data is collected and analysed across the agency, and informs planning and monitoring functions across program areas, business units, regions and funded agencies.	A.3.3 The agency has a comprehensive analysis and review process which is informed by the evaluation of performance, complaints, client feedback and research data, and includes a range of stakeholder staff at different levels of the agency and, where applicable, in the funded sector.
OUTCOME 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 consultations.*	Staff expertise and research	A.1.4 Staff expertise at different levels of the agency is drawn on during development and evaluation of implementation of the multicultural plan.	A.2.4 The needs of particular client groups, in metropolitan and non-metropolitan areas, are addressed through research and analysis.	A.3.4 Research undertaken includes service models, best practice and innovation in meeting the needs of diverse client groups.
	Client and community feedback	A.1.5 The agency has mechanisms in place to incorporate the views of multicultural client groups, the community and expert advice in planning and program development.	A.2.5 Issues identified through community consultation and client feedback and complaints mechanisms are addressed in forward planning and evaluation activities across the agency.	A.3.5 Agency collects and compares the views and expressed needs of clients across locations and service/program types, and reviews planning and resourcing accordingly.
	Participation on advisory bodies	A.1.6 The agency has some representation on its advisory bodies from community and/or government members with experience in cultural diversity matters. Staff with experience of cultural diversity issues represent the agency on advisory bodies and interagency forums.	A.2.6 The agency seeks representation from persons with cultural diversity expertise from community and government, on its boards, multicultural advisory bodies and other forums. Senior officers responsible for multicultural policy implementation represent the agency on advisory and decision-making bodies.	A.3.6 Mechanisms for incorporating the advice of persons with cultural diversity expertise, whether internal or external to the agency, are integrated into policy development and service planning at all levels.

ACTIVITY AREA 'B': CAPACITY BUILDING AND RESOURCING

OUTCOME	Criteria Stream	Range 1	Range 2	Range 3
OUTCOME 3: Leadership *CEOs and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and wider community.*	Active involvement of senior management	B.1.1 The CEO and senior management express support for the Principles of Multiculturalism and the agency's multicultural objectives.	B.2.1 The CEO and senior management demonstrate commitment to the agency's multicultural objectives through actions highlighting cultural diversity matters.	B.3.1 The CEO and senior managers use a range of communications, planning and corporate activities to reinforce the agency's multicultural objectives.
	Accountability of senior management	B.1.2 A Multicultural Coordinator is appointed from senior management.	B.2.2 Key managers across the agency have clear accountabilities for implementation of the agency's multicultural plan.	B.3.2 Responsibility for multicultural plan development and implementation is embedded in agency business plans, and in the performance agreements of key senior managers.
OUTCOME 4: Human resources *The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.*	Staffing reflects business needs	B.1.3 Agency identifies the linguistic and intercultural work skills needed of staff in client contact positions, to ensure that business requirements are serviced by appropriate human resourcing.	B.2.3 The agency's staffing profile includes positions requiring language and/or multicultural expertise as an essential employment criteria in client service, policy and management areas, as appropriate to the business environment.	B.3.3 Staffing profile, recruitment and professional development strategies are based on research and strategic planning aimed at enhancing the cultural competence of the agency in meeting client needs and carrying out its functions.
	Cultural and linguistic competence	B.1.4 The agency makes use of the Community Language Allowance Scheme (CLAS), and monitors its implementation.	B.2.4 Staff with relevant skills for communicating and working with ethnic communities are identified at different levels of the agency, and strategies are developed to supervise and support their performance.	B.3.4 Measures have been taken to assess, apply and upgrade the skills within the staffing profile according to identified client needs and the strategic direction of the agency, including targeted skills development training and work placement.
	Staff development and support	B.1.5 Staff in public contact positions receive training and support relating to working in a culturally diverse environment. Staff in multicultural positions are supported to develop their multilingual and/or intercultural skills.	B.2.5 Staff in public contact, policy and management positions, including regional staff, are trained to work in a culturally diverse environment and in implementation of the multicultural plan. Staff in multicultural positions receive training tailored to their professional needs and support structures for these staff are in place.	B.3.5 Staff and senior management with responsibility under the multicultural plan are instructed in cultural diversity management issues and expected outcomes. Professional development is provided and career pathways developed for staff in multicultural positions.

ACTIVITY AREA 'C': PROGRAMS AND SERVICES

OUTCOME	Criteria Stream	Range 1	Range 2	Range 3
OUTCOME 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.*	Responsive mainstream and targeted programming	C.1.1 Mainstream programs, services and activities include strategies to ensure they are culturally sensitive and inclusive of people from diverse language, cultural and religious backgrounds.	C.2.1 Identified needs of client groups are addressed through both mainstream and targeted services and programs.\n\nParticipation strategies improve outcomes for people in regional and rural areas, and other groups with additional needs, such as new arrivals and refugees.	C.3.1 Cross-agency collaboration on policy and programs improves responsiveness of the public sector to the complex needs of culturally and linguistically diverse groups.
	Interpreter service use	C.1.2 Agency provides guidelines on use of interpreters to all staff, and uses the services of accredited interpreters onsite, or by telephone as appropriate.	C.2.2 Agency has a budget for interpreter services and interpreter use is monitored and reviewed across the agency and, where relevant, its funded services.	C.3.2 Agency has developed strategies to enhance interpreter provision, including in regional and rural areas, and can identify occasions of interpreter use, by language and area.
	Accountability of funded services	C.1.3 Contracted-out and funded services have accountability measures which aim to ensure the participation and inclusion of people from diverse cultural and linguistic backgrounds.	C.2.3 Agency selection processes for funded and contracted-out services include criteria on cultural and linguistic diversity and provision of language services. Contracted-out and funded services are required to develop indicators relating to cultural diversity performance.	C.3.3 Agency conducts systematic evaluation of the performance and outcomes of contracted-out and funded services for culturally diverse client groups, including those with additional or complex needs.
OUTCOME 6: **Communication** *A range of communication formats and channels are used to inform people from culturally and linguistically diverse backgrounds about agency programs, services and activities.*	Planned communication	C.1.4 Translated written, and audio/visual materials are available in priority community languages, as identified through client data.	C.2.4 A planned approach is taken to targeting linguistically and culturally diverse groups for information, community education and marketing campaigns, using a range of communication channels.	C.3.4 Mainstream communication strategies include targeted components which involve research, development, placement in the most appropriate communication channels, identification of budget allocation, and evaluation for culturally diverse clients.
	Emerging technology use	C.1.5 Agency utilises telephonic and/or video-conferencing facilities for interpreting, and static website links in targeted community languages to provide information and access to services.	C.2.5 A range of telecommunication and video-link technologies are utilised to assist with interpreted verbal interaction, and information is disseminated in targeted languages through multi-media and web-based programs.	C.3.5 Advanced and emerging technologies are harnessed by the agency for application to its interactive and proactive communication processes, in providing innovative program and service delivery to people from culturally and linguistically diverse backgrounds.
OUTCOME 7: **Social and economic development** Programs and services are in place to develop and use the skills of a culturally diverse population for the social and economic benefit of the State.	Building potential through partnerships	C.1.6 The agency develops initiatives to raise awareness of, and celebrate the contribution of people from diverse cultural and linguistic backgrounds.	C.2.6 The agency develops programs and services, in cooperation with diverse groups, designed to encourage people from culturally and linguistically diverse backgrounds to participate in the social and economic spheres.	C.3.6 The agency develops strategic community partnerships and program models to assist persons from culturally and linguistically diverse backgrounds to contribute to the multicultural objectives of the agency and the State.