

Implementing the Principles of Multiculturalism Locally

A planning framework for councils



Community Relations Commission
For a multicultural NSW





New South Wales Government

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Message from the Honourable Morris Iemma MP



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

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

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

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

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

A handwritten signature in blue ink, appearing to read 'Morris Iemma'.

Morris Iemma MP
Premier
Minister for Citizenship

Foreword by the Minister for Local Government



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

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

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

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

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

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

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

A handwritten signature in black ink, which appears to read "Paul Lynch". The signature is written in a cursive, flowing style.

The Hon Paul Lynch MP
Minister for Local Government

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PART ONE: INFORMATION KIT

1. About this Kit

Background

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

Rationale and Aim

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

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

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

What are the Principles of Multiculturalism?

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

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

Principle 1

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

Key Objective 1: Leadership

Principle 2

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

Key Objective 2: Community Harmony

Principle 3

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

Key Objective 3: Access and Equity

Principle 4

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

Key Objective 4: Economic & Cultural Opportunities

Overview of Contents

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

The **Local Councils Multicultural Planning Guide** in [Part Two](#) was developed as a “how to” document to:

1. assist councils interpret and use the Framework and
2. provide information about the possible steps or stages councils may go through to implement multicultural strategies.

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

Appendix I of the kit contains background and contextual information including local government and community relations legislative and policy frameworks relating to the principles of multiculturalism. It briefly outlines the current roles of the Department and the Commission, particularly in relation to assisting councils in implementing the principles of multiculturalism.

2. Role of NSW Councils in integrating multicultural strategies within council planning and reporting processes

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

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

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

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

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

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

1. Consider the needs of CALD communities when preparing long-term strategic plans. Key Question: *How can council ensure that **all** members of the community, including people from CALD backgrounds, can share in the future of the city or shire?*
2. Develop multicultural strategies within existing plans and/or separate multicultural plans to help council achieve its strategic aims.

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

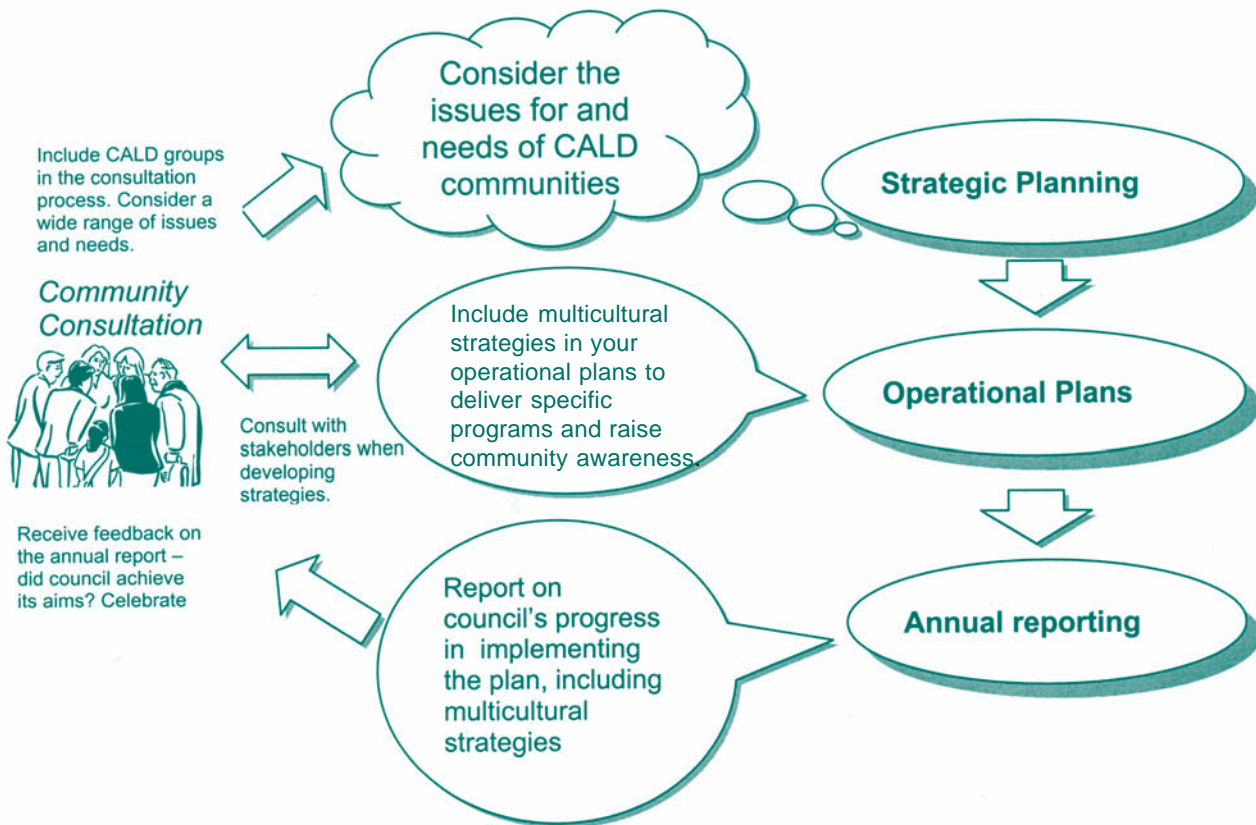
Councils may additionally choose to develop separate multicultural plans. Approximately 20% of NSW councils currently choose to do so.

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

The diagram below shows how multicultural strategies may fit into councils' planning and reporting cycles.

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

Diagram 1: Fitting multicultural strategies into council planning and reporting frameworks



3. Case Studies (Pilot Councils)

Methodology

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

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

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

Metropolitan Councils - Blacktown City Council

Characteristics of Blacktown City Local Government Area

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

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

Blacktown City Council Population Data - Cultural and Linguistic Diversity

In addition to being large, Blacktown's population is culturally and linguistically diverse with over 50 countries of birth and 63 languages represented within the community. The number of residents of Blacktown born overseas is 93,100 (approximately 34%). Some 76,000 residents are from a non-English speaking background (28%) and, of those born overseas, some 9,000 (9.6%) are not fluent in English.

The table below shows that Blacktown has a higher percentage of overseas born and people from a non-English speaking background compared to all of NSW. It has a lower percentage of non-English speaking background residents not fluent in English.

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

Source: Australian Bureau of Statistics, 2006 Census of Population and Housing. Note: data based on **Usual Resident** population.

Multicultural Action Plan Development Process

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

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

standards or to plan for future action.

- Compilation by a student, with the support of Council's Community Development Worker – Access, of three documents:
 - Implementation of the Principles of Multiculturalism – Achievements
 - Multicultural Action Plan (draft)
 - Notes on the use of the draft Multicultural Planning Framework for feedback to the CRC and the Department on the pilot.

Outcomes

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

For further information contact Community Services at Blacktown City Council on ph: 02 9836 6401 or go to Blacktown City Council's website at www.blacktown.nsw.gov.au.

Extract from Blacktown City Council's draft Multicultural Action Plan 2007-2010

Standard	Action/Strategy	Suggested Timeframe	Anticipated Responsibility	Desired Outcomes
Level 1				
A.1.1 – Has management plan which makes mention of cultural diversity as feature of service environment	<ul style="list-style-type: none"> - Produce a fact sheet about staff responsibilities (staff inductions) and to ensure information is accessible. 	Annually	FCS	
Level 2				
A.2.1 – Has some administration units allocating funds for multicultural activities	<ul style="list-style-type: none"> - Look at funds that can be reallocated. Some funds also available for translation project. - Look at access to Council's website and links to multicultural sites of areas specifically in the multicultural allocation areas. - Send flyers to Migrant Resource Centre re Blacktown Olympic Park and competitive sports. 		CS	
A.2.2 – Collects some ethnicity data	<ul style="list-style-type: none"> - Possible action re collection of ethnicity data, e.g. child care centres, hall booking and library application forms. - Translating forms to include questions relating to ethnicity data. - Initiatives at Leisure Centre, such as provision of swimming facilities for Muslim women, etc. - Possibility of engaging marketing company re specific collection of data on Council's behalf. 	Ongoing	CS / FCS	
A.2.3 – Undertakes staff and community consultations to inform social/community planning	<ul style="list-style-type: none"> - Each section responsible for multicultural delegations for advertising in ethnic media.- Specific and generic references in job advertisements and job descriptions, such as with OH&S. 	Ongoing	Global	
A.2.5 – Staff are actively informed about the management plan and annual report	<ul style="list-style-type: none"> - One page GM Circular/Bulletin informing staff about management plan and annual report available on web site and hard copies, if requested. - Also proposal for inclusion on Intranet. 		CS / GM	

Standard	Action/Strategy	Suggested Timeframe	Anticipated Responsibility	Desired Outcomes
Level 3				
A.3.3 – Social/Community planning ensures appropriate demographic and client data collected, and resources allocated towards multicultural programs and services	- More client data wanted – new and emerging community position will cover.	Ongoing	CS	
A.3.4 – Seeks to increase participation of people from culturally and linguistically diverse backgrounds in council elections	- “Welcome to your community” in multicultural formats providing information on local government role and other key agencies. Include translations of “How to become a councillor” prior to elections.		CS / FCS	
A.3.5 – Ensures key managers have clear accountabilities for social/community plan implementation which are incorporated into work plans	- Accountabilities of Managers with multicultural responsibilities e.g. Strategic Plan Manager re demographics, Aged Worker, S.94 Manager. Members to check within their sections.	Ongoing	PDS / CS / FCS	
Level 4				
A.4.3 – Social/community planning strategies devolve into plans of all administration areas i.e. human services, town planning services etc	- Development of new Social Plan includes this information and will be used to cover usage by other departments.	Ongoing	PDS / CS	
A.4.4 – Steering Committee, with representation from all administration areas, monitors social/community plan implementation, and reports to Council on a regular basis	- Reconsideration of Steering Committee to be undertaken upon implementation of new Social Plan	Ongoing	All Directorates	

Metropolitan Councils - The Shire of Baulkham Hills

Characteristics of the Baulkham Hills Shire Local Government Area

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

Shire of Baulkham Hills Population Data - Cultural and Linguistic Diversity

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

General Population Statistics (2006 Census)	Number in LGA	% in LGA	% in NSW
Total population	159,391		
Overseas born	47,592	29.9	23.8
People from non-English speaking backgrounds (NESB)	34,569	21.7	16.8
NESB not fluent in English	3,427	7.2	12.5

Source: [Australian Bureau of Statistics, 2006 Census of Population and Housing](#). **Note:** data based on **Usual Resident** population.

Multicultural Action Plan Development Process

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

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

- The Community Development Officer- Projects then consulted with the Community Planning team and other departments of Council that would be involved in the monitoring, review and implementation of the Action Plan.
- The Plan was drafted by the Community Development Officer- Projects and presented to Senior Management for adoption across Council.
- The Multicultural Action Plan was adopted and is in line with the Council's Local Ethnic Affairs Priorities Statement (LEAPS) and Social Plan.
- The Multicultural Action Plan was further developed so that it is applicable and easy to follow for each department at Council with responsibilities and targets. It is to be reviewed continually with the Social Plan and LEAPS.
- Three documents were created for Council to ensure that the action plan is implemented across all of Council. These documents include:
 - A brief of objectives for the project, use of Multicultural Planning Framework and implementation of the Action Plan
 - Past actions implemented at Council that have been achieved across the activity levels of the Multicultural Planning Framework to date
 - Multicultural Action Plan.

Outcomes

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

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

The Council's Multicultural Action Plan includes:

- Broad objective and aims for implementing the principles of multiculturalism locally which align with the principles of multiculturalism.
- A list of specific objectives, including an outcomes focused strategy for the three year plan that takes into account promotion, evaluation and review.
- Actions for 2007- 2010 separated into the five Key Activity Areas of the Local Council Multicultural Planning Framework, ie. Planning and Evaluation, Program and Service Delivery, Staffing, Communication, Funded Services.

For further information contact the Community Development Officer – Projects at Baulkham Hills Shire Council on ph: 02 9843 0555 or go to Baulkham Hills Shire Council's website at www.baulkhamhills.nsw.gov.au.

Extract from Baulkham Hills Shire Council's Multicultural Action Plan 2007-2010

Standard/Generic level description	Action/Strategy	Suggested Timeframe	Targets	Responsibility	Desired Outcomes
Level 2- Some resources are committed to the process. Managerial responsibilities are assigned.					
A.2.1- Has some administration units allocating funds for multicultural initiatives	- Investigate accessibility of Council website- Create & distribute 'Plain English' guide for Council staff to use when sending information to CALD communities - Council - wide circulation of info & guidelines for Telephone Interpreter Service (TIS)	1-2 years	<ul style="list-style-type: none"> • Accessibility of Council website assessed • Plain English Guide created and distributed to staff • TIS guidelines created and circulated to staff 	Information Technology Corporate Communications Corporate Communications	Easily accessible materials and website in BHS main community languages
A.2.2- Collects some ethnicity data on clients	Expand collection of ethnicity data to improve service and program delivery in Library services, customer service, Multicultural Hills Network, Corporate Communications and Community events and participation	Ongoing	<ul style="list-style-type: none"> • Improved collation of ethnicity data in Library Services, Customer Service, Multicultural Hills Network, Corporate Communications and Community Events and Participation 	Hills Community Care & Library Services	Accurate data across departments
Level 3- Evaluation and reporting systems enable the council to identify and target discrete activity areas and resources committed to them.					
A.3.2- Social/Community planning informed the overall corporate/management and business plans	- Develop performance measures in social/ community plans	Ongoing	<ul style="list-style-type: none"> • Performance measures created • Performance measures incorporated into social/ com plans • Performance measures implemented 	Community Planning	Better integration and linkages between the Baulkham Hills Social Plan and Council's Management Plan.

Standard/Generic level description	Action/Strategy	Suggested Timeframe	Targets	Responsibility	Desired Outcomes
A.3.4- Seeks to increase participation of people from CALD backgrounds in Council elections	- Expand Civic Education program to increase participation of people from non-English Speaking Backgrounds	Ongoing	<ul style="list-style-type: none"> Civic Education program expanded to include people from NESBs 	Corporate Communications	Increased participation of community members
Level 4- Council delivers and evaluates appropriate programs and services in accordance with social/ community planning objectives					
A.4.3- Social/Community planning strategies devolve into plans of all administration areas. ie Human Services, Town Planning services	Conduct information sessions to relevant council staff to clarify cultural diversity goals and actions as articulated in the Social Plan.	Ongoing	<ul style="list-style-type: none"> Information session conducted 	All Departments	<ul style="list-style-type: none"> Better service delivery and creating awareness of multicultural needs and wants - Appropriate strategies are developed to address needs identified in the Social Plan.
Level 5- Council performance is seen as a model of best practice					
A.5.2- Makes clear program decisions & budget allocations to deliver social/ community plan outcomes	Provide budget outputs to the Council's Social Plan	Ongoing	<ul style="list-style-type: none"> Budget outputs to Council's Social Plan committed 	General Manager	<ul style="list-style-type: none"> - Social Plan adequately resourced to enable implementation. Commitment to actions create response in forward planning system

Regional Council - Griffith City Council

Characteristics of Griffith City Local Government Area

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

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

Griffith City Council Population Data - Cultural and Linguistic Diversity

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

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

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

Source [Australian Bureau of Statistics, 2006 Census of Population and Housing](#). **Note:** data based on **Usual Resident** population.

Multicultural Action Plan Development Process

Griffith City Council chose to develop a separate Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2007-2010. Development was coordinated by the Community Cultural Development Officer. The process included:

- consulting with Griffith City Council's management and other key staff
- considering and, where appropriate, integrating with Griffith's Social and Community Plan 2004-2007
- drafting a Local Ethnic Affairs Priorities Statement (LEAPS) and Action Plan 2007-2010
- ensuring integration of the LEAPS and Action Plan into Council's 2006-2007 Management Plan to ensure the Action Plan is implemented.

Outcomes

The Griffith City Council LEAPS includes:

- a statement of commitment to provide equitable and accessible services, facilities and activities for the whole community
- a statement of commitment to promote the principles of multiculturalism
- five broad outcomes the council wants to achieve over the next three years
- Griffith City Council's strategic direction to ensure outcomes are met
- 26 actions within a LEAPS action plan to ensure the outcomes are met (see following page for examples) separated into four key results areas:
 1. Leadership
 2. Community harmony
 3. Access and equity
 4. Economic and cultural opportunities.

For further information contact the Community Cultural Development Officer at Griffith City Council on ph: 02 6962 8100 or go to Griffith City Council's website at www.griffith.nsw.gov.au.

Extract from Griffith City Council's LEAPS and Action Plan 2007-2010

Level	Action required	Responsibility	Completion Date
Level 1	<ul style="list-style-type: none"> Griffith City Council (GCC) has a current social/community plan. Elements of this LEAPS plan are linked to the current social and community plan and will be reviewed as part of its review process in late 2007. GCC meets its obligations to report on social/community plan implementation in its annual report. 		
Level 2	<ul style="list-style-type: none"> Council-wide circulation of information and guidelines for Telephone Interpreter Services (TIS) Translation of Services Guides into Italian, Punjabi, Turkish, Dari, Farsi Implement cultural awareness training for existing staff in customer service areas and senior management Disseminate information about management plan and annual plan to all staff through existing staff newsletter Disseminate information about social and community plan to all staff through existing staff newsletter Promote opportunity of Community Language Allowance Scheme (CLAS) to existing staff to determine skill and availability with priority for identified community languages Establish regular communication between Council and the Regional Advisory Committee to identify strategies involving other agencies. Provide training for HR staff in interviewing ESL candidates Identify external funding possibilities for translations/CLAS payments/cultural awareness training 	<ul style="list-style-type: none"> Community and Cultural Services (C&CS) C&CS C&CS/HR Senior managers/Media and Grants Co-ordinator Senior managers/Media and Grants Co-ordinator/C&CS C&CS/HR C&CS C&CS/HR Media and Grants Co-ordinator/C&CS/HR 	<ul style="list-style-type: none"> Dec 2006 July 2008 Dec 2007 & ongoing Dec 2006 March 2007 Jan 2007 From Jan 2007 From Jan 2007 Jul 2009
Level 3	<ul style="list-style-type: none"> Actively collect stat data on nationalities through additional questions on CRMS (eg Country of birth, languages spoken, age range, preferred method of receiving info about Council activities – ie written, verbal, visual in English or other language), facilities and through surveys with rates notices. Actively recruit those who have a second language by including the knowledge of a second language as a desirable in selection criteria for customer service positions. Include funding in 2007/08 budget for payment of CLAS to qualified staff with priority given to identified community languages Include funding in 2007/2008 budget for translation of materials into identified community languages 	<ul style="list-style-type: none"> C&CS/Admin/ Customer Service Staff/IT/ Rates staff HR Senior managers/Council Senior managers/Council 	<ul style="list-style-type: none"> Jul 2009 Jul 2007 & ongoing Jun 2007 Mar 2007 & ongoing

Level	Action required	Responsibility	Completion Date
	<ul style="list-style-type: none"> • Expand translation of council information to include water and rates notices, information for new residents booklets, facility information sheets with priority given to identified community languages • Promote services, tender opportunities and donation schemes in Languages Other Than English (LOTE) • Provide access to interpreting and translating as a requirement of funding agreements • Provide training for those identified as potential CLAS officers • Develop whole of council data collection method to gather information on ethnicity of residents and service users • Incorporate cultural awareness training into the induction process for all new staff • Schedule workshops for department heads to educate on the Social /Community Plan • Incorporate Social and Community Plan into Council's management plan in a meaningful and inter-departmental way. 	<ul style="list-style-type: none"> • Admin / CCS • Senior managers/Media and Grants Co-ordinator/C&CS • All grant writers • HR • C&CS • HR • C&CS/Senior managers • C&CS/Senior managers 	<ul style="list-style-type: none"> • Dec 2008 • June 2008 • From July 2007 • June 2008 • March 2007 • June 2007
Level 4	<ul style="list-style-type: none"> • Schedule workshops within CALD communities to educate on Local Government processes 	<ul style="list-style-type: none"> • C&CS/Senior managers/ Media and Grants Co-ordinator 	<ul style="list-style-type: none"> • Aug 2009
Level 5	<ul style="list-style-type: none"> • Provide translations of all relevant council information in top nine community languages (Italian, Samoan, Tongan, Dari, Farsi, Turkish, Punjabi, Hindi, Arabic) • Actively recruit those who have a second language by including the knowledge of a second language as a desirable attribute in selection criteria for targeted positions. 	<ul style="list-style-type: none"> • C&CS • HR/Senior managers 	<ul style="list-style-type: none"> • July 2008 • June 2008

(The table is adapted from the recommended format provided by the Community Relations Commission)

Rural Council – Walgett Shire Council

Characteristics of Walgett Local Government Area

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

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

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

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

Walgett Shire Council Population Data - Cultural and Linguistic Diversity

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

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

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

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

Source: [Australian Bureau of Statistics, 2006 Census of Population and Housing](#).

Note: data based on **Usual Resident** population.

Multicultural Action Plan Development Process

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

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

Outcomes

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

The LEAPS includes:

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

For further information contact the Community Liaison Officer at Walgett Shire Council on ph: 02 6828 1399 or go to Walgett Shire Council's website at www.walgett.nsw.gov.au

Extract from Walgett Shire Council's LEAPS Action Plan 2006-2009 in the Council's Management Plan 2006-

Outcomes	Strategies	Actions (2006-2009)	Responsibility	Resources available	To be completed	Performance measures
Council's services, facilities and programs are widely known and accessed by Walgett Shire residents from CALD backgrounds	Improve communication between CALD community and council staff and increase awareness of council services available	Place language identification signs in each customer service area and Council agency	Community Liaison Officer	Staff time	Dec 2006	Staff and customer usage of signs
		Skill staff in the use of the translating interpreting service and the transcultural centre	Human Resource Officer	Staff time	Jun 2007	Increased use of TIS and TCC by staff
Walgett Shire Council and people from CALD backgrounds enjoy mutual respect for each other	Develop skills and knowledge of council staff in working with culturally diverse people	Provide relevant staff with cross-cultural training	Human Resources Officer	Staff time	Jun 2007	Training sessions held
		Include an analysis of culturally and linguistically diverse population characteristics and demographics in Council's planning documents	Relevant council departments/divisions	Staff time	Ongoing	Country of birth and languages spoken stats included in relevant plans
Local services are better able to meet the needs of the people from CALD backgrounds living in Walgett	Support collaborative action between local services Undertake internal processes to achieve outcome	Participate in relevant agency meetings	Community Liaison Officer	Staff time	Ongoing	Service provision increased to people from CALD backgrounds
		Develop a standard reporting mechanism for LEAPS annual reporting	Corporate Services	Staff time	Jun 2007 & ongoing	LEAPS activities included in council's annual report Reporting mechanism developed
		Integrate LEAPS outcomes and strategic directions into Council's Corporate Plan				LEAPS outcomes and strategic directions are included in Council's Corporate Plan
		Monitor and review LEAPS				Review is undertaken annually

4. Best Practice Examples from Local Government

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

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

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

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

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

Responding to demographic change

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

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

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

The Council participates in Refugee Week and other significant multicultural days and provides an online education kit called *My Little Museum*, which promotes community diversity to school children, including those in small rural schools.

[Framework A.2.3; B.2.1 and B.2.2]

Assisting seniors from diverse cultural backgrounds

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

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

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

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

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

Promoting community harmony

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

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

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

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

Inter-faith and peace forums

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

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

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

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

[Framework B.3.6 and D.3.4]

Principle 3: All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

Working with refugees

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

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

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

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

[Framework D.3.1]

To heighten community awareness of the experiences of refugees and their hopes for the future, the Bathurst Regional Council invited two refugees, now living in Western Sydney, to share their stories at a luncheon and media session, which formed part of the Council's Refugee Welcome Zone initiative.

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

[Framework D.3.4]

Library and ESL services for people from diverse language backgrounds

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

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

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

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

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

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

[Framework D.3.1]

Inter-community

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

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

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

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

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

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

[Framework D.3.4]

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

Celebrating diversity

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

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

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

[Framework D.3.4]

Assisting ethnic small business enterprise

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

The Council worked in partnership with community and government organisations to facilitate four information sessions for Chinese-speaking growers from Penrith's rural area. The sessions were well attended, with one workshop on *Pain Management, Stress Relief and Relaxation* drawing 25 participants away from the fields for the half-day session.

Penrith City Council joined Camden Council, the Chinese Growers' Association and a number of other community organisations in organising a Chinese Growers' Field Day at Catherine Field Park and Hall in June 2006. The event provided an opportunity for more than 250 Chinese-speaking market gardeners to network with each other and gain knowledge on a number of significant environmental, health and safety issues. On the day various local and state government organisations, as well as private businesses, provided educational, cultural, health and farm management information relevant to this community. Penrith Council provided its community bus to transport a number of Chinese growers from the northern rural areas of Penrith to the field day.

[Framework B.2.1]

Further examples are available each year in the *Community Relations Report* on the CRC website at www.crc.nsw.gov.au.

5. Useful Resources and Publications

Social and Community Planning and Reporting Guidelines, NSW Department of Local Government, December 2002 available under 'Publications' on the Department's website at www.dlg.nsw.gov.au

Social and Community Planning and Reporting Manual, NSW Department of Local Government, December 2002 available under 'Publications' on the Department's website at www.dlg.nsw.gov.au

The People of New South Wales, Community Relations Commission, 2003: available on the Commission's website at www.crc.nsw.gov.au

Community Relations Report for each year from 2001, Community Relations Commission, available under 'Publications' on the Commission's website at www.crc.nsw.gov.au

Cultural Harmony The Next Decade, NSW Government White Paper, Community Relations Commission, June 2004, available under 'Publications' on the Commission's website at www.crc.nsw.gov.au

Report of the Commonwealth/NSW Working Party on Migration to Sydney and Regional NSW, December 2003, available under 'Publications' on the Community Relations Commission's website at www.crc.nsw.gov.au

6. Contacts

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

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7. Acknowledgements

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

8. Glossary of Terms

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