

PART TWO: LOCAL COUNCILS MULTICULTURAL PLANNING GUIDE

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

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

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

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

Aims of the Multicultural Planning Framework

The Multicultural Planning Framework aims to ensure that:

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

Structure of the Framework

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

- Planning and Evaluation
- Program and Service Delivery
- Staffing

- Communication
- Funded Services

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

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

Principles for use of the Framework

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

Activity Areas and Levels

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

Principles of Multiculturalism

- Councils are encouraged to work on initiatives that align with each of the four principles of multiculturalism (see Information Kit Part One, Section 1 and/or Appendix I of the Kit for a list of these principles).

- A multicultural strategy may align with more than one principle of multiculturalism. For example, a well-developed annual multicultural festival may not only address the Principles of Multiculturalism 1 and 2, but, by providing business opportunities through increased tourism, may also fall under Principle 4. In such cases councils may note this or choose the principle that fits best.

Monitoring progress

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

Access to appropriate skills and knowledge to use the Framework

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

Multicultural strategies vs EEO strategies

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

Terminology

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

Issues and Strategies for use of the Framework

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

■ Planning and Evaluation

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

Multicultural Strategies (Criterion A.1.2 and higher levels)

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

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

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

What ethnicity data should be collected?

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

- country of birth
- language first spoken / language spoken at home

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

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

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

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

What about privacy and confidentiality?

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

General principles of privacy are that:

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

Where is ethnicity data available?

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

- ABS Census and Statistics data

- *The People of New South Wales* (CRC Publication – available on www.crc.nsw.gov.au/publications)
- immigration data compiled by the Department of Immigration and Citizenship
- data collected by Council through its own surveys and research. In relation to major surveys and research undertakings, the proportion of non-English speaking people in the local council area should be taken into account.

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

Issues may include:

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

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

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

Some groups have particular needs:

- because of small numbers and dispersion of the population, people of non-English speaking background in **rural areas** may experience social isolation and often lack support networks and social infrastructure. Council may need to develop access strategies for them to use accredited interpreter services
- **women** frequently experience isolation due to family commitments, language and transport factors. Services for women may need to be flexible in the way they are delivered, and include consideration of child care needs
- a large number of **elderly people** within ethnic communities have little English or experience a loss of English language competency, and therefore particularly need linguistically appropriate services
- **aged care** service provision, in the context of our ageing non-English speaking background community, increasingly needs to take into account cultural and religious beliefs and practices

- **refugees** may lack family and community support structures, and may have experienced torture and trauma. Many will have had disruption in schooling, and will need assistance in gaining the necessary local experience to facilitate access to employment. Particular provisions may need to be made to ensure their successful settlement and participation in Australian society.

Consultation (Criteria A.2.5 and higher levels)

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

Participation (Criterion A.3.4 and higher levels)

- Council identifies committees and advisory bodies where cultural diversity or linguistic competency is important, and has developed guidelines for appointing appropriate expertise to them (this could involve advertising in local or ethnic media; drawing on local ethnic community organisations; or networking with other councils or government agencies)
- Council conducts an information campaign and provides assistance to encourage non-English speaking background residents to attend Council's public forums and meetings, and engage in the democratic process.

Evaluation (Criterion A.4.5)

- Council has established a feedback "loop" from data and information gathering, which leads to further improvement of multicultural planning and implementation
- data on the use of the Council's services and programs by people from backgrounds other than English-speaking is collected, and used to develop and review services such as interpreter use and information dissemination in languages other than English.

■ **Program and Service Delivery**

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

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

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

- are unaware of council services - clients may come from a country where no services exist, or where services differ from those in Australia
- have difficulty in communicating with council, and service providers

- will not use a service because it does not meet their needs, or is not sensitive to cultural issues.

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

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

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

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

■ Use of facilities

Council develops policies and guidelines to ensure that facilities such as parks, public space, halls and Council-owned equipment (eg sporting or sound-amplification) may be made more accessible for use by ethnic community groups.

Council considers how local libraries could assist in addressing ethnic community needs in language and cultural maintenance, literacy and English language services.

■ Environmental issues

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

Consultations/ civic engagement

- Consultations involve time and other expenditure not only for councils, but for those consulted. Consequently it is advisable that Council:
 - is clear about the purpose of the consultations, and the intended outcomes
 - clearly identifies the relevant client group, and uses this information to determine who should be contacted for consultation about specific issues
 - provides timely notice in the relevant language/s about the purpose of the consultation, as well as administrative arrangements
 - provides language assistance, such as interpreters, if required
 - provides feedback about the outcomes from the consultation and how they have contributed to decision making.

Partnerships (Criterion B.4.2 and higher levels)

- Council has formed links and partnerships with ethnic communities in delivery of its services

- Council has entered into partnership arrangements with other government or community sector agencies for joint activities or information dissemination.

Community relations and harmony

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

Harnessing cultural resources

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

■ Staffing

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

Recruitment (Criterion C.1.1 and higher levels)

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

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

- Relevant information on Council's multicultural strategies is included in workshops and training programs provided for Council staff

- Council mandates appropriate awareness training components in training programs for managers and senior staff, to ensure cultural and religious sensitivity in policy development and planning.
- Council provides training to staff who deal with clients in a direct service environment, in a particular range of skills for effective service delivery. Such training could include:
 - skills in dealing successfully with clients from ethnic communities, including techniques in listening and questioning
 - impact of cultural attitudes, values, behaviours and expectations
 - diverse forms of communication and accent
 - how to work with interpreters and translators
 - information about the needs of specific client groups within the local area.
- Council addresses the training needs of funded outreach workers, liaison officers, youth workers and others who engage with ethnic communities and organisations
- Council explores the possibility of shared training packages or programs with adjacent local councils or other appropriate agencies.

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

- Council uses the skills of bilingual staff in public contact situations as a cost-effective way to improve services to council clients.
- Under the Community Language Allowance Scheme (CLAS), employees who speak a community language may be paid an allowance, if their duties put them in direct contact with Council's clients, and if they use their community language regularly in their public contact duties.
- CLAS recipients can provide valuable assistance in counter inquiries and other similar short instances of client contact. CLAS recipients should **not** perform the duties of qualified interpreters and translators.

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

To implement CLAS, councils should:

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

Multicultural positions (Criterion C.3.1 and higher levels)

Council has established a multicultural staff position/positions.

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

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

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

■ Communication

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

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

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

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

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

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

- analysis of relevant ABS data, market research findings, and/or identification of areas of greatest need for information provision

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

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

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

Interpreting and Translating

- Council arranges for interpreter and translator services as required.

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

Interpreters may be used in a range of situations, from one-on-one interviews to group consultations. Some councils book interpreters on a block booking system, so that interpreters are available at regular times at certain offices based on a roster system.

Qualified interpreters are those who have been recognised or accredited by the National Accreditation Authority for Translators and Interpreters (NAATI). In addition, interpreters who are employed by the Community Relations Commission have undergone a training program which includes material on professional ethics.

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

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

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

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

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

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

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

■ **Funded or Contracted Services**

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

- include multicultural issues in the strategic planning relating to the contracting out of services, or the funding of community organisations for specific purposes
- ensure that multicultural considerations, where appropriate, form part of the documentation - including advertisements, tender documents and contracts
- advertise tender opportunities in the ethnic media, where appropriate
- ensure that contracts and agreements set out specific performance indicators and expected outcomes from services for the council's culturally diverse client base

- include performance in providing culturally appropriate services in evaluation criteria for funded and contracted services
- require contracted out services to budget for and utilise interpreters and translators, where necessary.

■ **Rural and Regional**

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

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

Councils should also consider:

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

Issues and some suggested solutions

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

Issues	Suggested Solution/s
<p>Framework initially difficult to comprehend.</p>	<p>Establish a group to work through the Framework and develop multicultural strategies, preferably a cross-council group.</p> <p>Discuss and agree upon meanings of each criterion in the Framework that is relevant to your council.</p> <p>Determine relevant past, current and possible future council activities that fit into the Framework.</p> <p>Contact the CRC if you have trouble interpreting the Framework.</p>
<p>Some activity areas, and/or levels and/or specific criteria are not relevant to Council.</p>	<p>Only consider activity areas/ levels and criteria relevant to or potentially relevant to Council.</p> <p>If in doubt about what activity areas, levels and criteria are relevant to your council, contact CRC for advice.</p>
<p>Some of Council's activities appear to fit into more than one place on the Framework.</p>	<p>Discuss the 'best fit' in cross-council group. If in doubt, contact CRC for advice.</p>
<p>Difficulty consulting and engaging management and staff of council in all function and service areas and elected representatives, many of whom have competing priorities.</p>	<p>Try to establish cross-council committee to ensure understanding and input from all function and service areas of council.</p> <p>If this is not possible set up a meeting with each function/ service area of council. At the meetings discuss the principles of multiculturalism, the Framework and possible relevant multicultural strategies for that function/service area.</p>
<p><i>Note: It is acknowledged this may be particularly challenging in smaller, rural and remote LGAs where people from CALD backgrounds may be less visible and less vocal and where they may be assimilated throughout the community.</i></p>	<p>If resources do not allow this, try a targeted approach to areas where multicultural strategies are particularly needed and would be most beneficial to the community.</p>
	<p>Gain understanding and support from senior management.</p> <p>Use champions skilled in liaison to ensure input across the organisational structure.</p>

Limited knowledge amongst some managers, staff and councillors about multicultural issues, multicultural services available within the LGA and the need for additional services

Conduct appropriate cultural awareness training and training about the principles of multiculturalism, the local CALD community and about accessible multicultural services and possible multicultural strategies.

In smaller regional and rural councils it may be appropriate to do this in-house in conjunction with other training and/or to do it on a regional basis with other councils.

If possible, training should include a segment presented by CALD people in the local community.

Training may include a 'brainstorming' session on what potential multicultural strategies Council could implement.

In smaller councils there may only be the resources to conduct training every two years.

Difficulty identifying appropriate multicultural strategies and ensuring these are and remain appropriate.

Refer to Council's social/community plan to help ascertain need.

Consult with the community at all stages of implementing multicultural strategies.

This includes determining community's perception of council's level of provision of multicultural strategies (may assess this using the Framework) because what a council thinks it is doing is often quite different to what community thinks.

May be done through focus groups, surveys, customer service asking questions, and/or as part of social/community planning process

While social plans may include broad statements about promoting the principles of multiculturalism, the mechanism ensuring multicultural strategies are incorporated within the operational/ management plan to ensure implementation and reporting is often lacking.

Explicitly develop and document a process to ensure multicultural strategies and initiatives are reviewed annually, incorporated into the management/operational plan where appropriate, and reported on in the annual report.

Limited resources

Take a targeted approach. It may not be necessary to develop strategies across Council's full function/ service areas, at least in the first instance.

Note: This is an issue currently faced by all councils in NSW and particularly so for smaller, rural and remote LGAs.

Determine and implement fewer, higher priority strategies first.