

PART THREE: LOCAL COUNCILS MULTICULTURAL PLANNING FRAMEWORK

Principles of Multiculturalism

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

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

Key Objective 1: Leadership

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

Key Objective 2: Community Harmony

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

Key Objective 3: Access and Equity

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

Key Objective 4: Economic & Cultural Opportunities

Aim of this Framework

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

Guide to using this Framework

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



Community Relations Commission
For a multicultural NSW



GENERIC LEVEL DESCRIPTION

| ACTIVITY AREAS | Level 1 - ORANGE | Level 2 - YELLOW | Level 3 - GREEN | Level 4 - BLUE | Level 5 - LILAC |
|---|---|---|---|---|---|
| <p>A</p> <p>Planning & Evaluation</p> <ul style="list-style-type: none"> • Planning • Data and research • Resources | <p>Level 1 - ORANGE</p> <p><i>Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community.</i></p> <p><i>Council demonstrates awareness of basic responsibilities.</i></p> <p>Council:</p> <p>A.1.1</p> <ul style="list-style-type: none"> • Has an operational plan which makes mention of cultural diversity as a feature of the service environment. <p>A.1.2</p> <ul style="list-style-type: none"> • Has an endorsed plan that includes a basic demographic profile and includes multicultural strategies to address the needs of its multicultural community groups, and reports on it within the annual report. <p>A.1.3</p> <ul style="list-style-type: none"> • Circulates information about the operational plan and annual report to staff. | <p>Level 2 - YELLOW</p> <p><i>Some resources are committed to the process. Managerial responsibilities are assigned.</i></p> <p>Council has achieved the previous level and:</p> <p>A.2.1</p> <ul style="list-style-type: none"> • Has multicultural strategies or initiatives within relevant plan/s and/or a separate multicultural plan. <p>A.2.2</p> <ul style="list-style-type: none"> • Has some administration units allocating funds for multicultural strategies or initiatives. <p>A.2.3</p> <ul style="list-style-type: none"> • Collects some ethnicity data on clients. <p>A.2.4</p> <ul style="list-style-type: none"> • Requires some managers to take responsibility for implementing multicultural strategies or initiatives. <p>A.2.5</p> <ul style="list-style-type: none"> • Undertakes staff and community consultations to inform multicultural planning. <p>A.2.6</p> <ul style="list-style-type: none"> • Staff are actively informed about the operational plan and annual report. | <p>Level 3 - GREEN</p> <p><i>Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas.</i></p> <p>Council has achieved the previous levels (where appropriate) and:</p> <p>A.3.1</p> <ul style="list-style-type: none"> • Councillors and senior staff actively provide leadership and support on implementation of plans containing multicultural strategies and initiatives. <p>A.3.2</p> <ul style="list-style-type: none"> • Plans containing multicultural strategies and initiatives inform the overall strategic and/or operational plans. <p>A.3.3</p> <ul style="list-style-type: none"> • Planning ensures that appropriate demographic and client data is collected, and resources allocated towards multicultural programs and services. <p>A.3.4</p> <ul style="list-style-type: none"> • Seeks to increase participation of people from culturally and linguistically diverse (CALD) backgrounds in council elections. <p>A.3.5</p> <ul style="list-style-type: none"> • Ensures that key managers have clear accountabilities for implementation of multicultural strategies and initiatives, which are incorporated into their work plans. | <p>Level 4 - BLUE</p> <p><i>Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives</i></p> <p>Council has achieved the previous levels (where appropriate) and:</p> <p>A.4.1</p> <ul style="list-style-type: none"> • Has aligned its plans containing multicultural strategies and initiatives with strategic and operational planning processes. <p>A.4.2</p> <ul style="list-style-type: none"> • Strategic partnerships with other councils, government agencies and/or community organisations are identified and resourced. <p>A.4.3</p> <ul style="list-style-type: none"> • Multicultural planning strategies and initiatives devolve into plans of all services, planning, environmental and health services etc. <p>A.4.4</p> <ul style="list-style-type: none"> • Steering Committee, with representation from all administration areas, monitors implementation of multicultural strategies and initiatives and reports to Council on a regular basis. <p>A.4.5</p> <ul style="list-style-type: none"> • Client data, research and consultation directly influence design and funding of multicultural strategies and initiatives. <p>A.4.6</p> <ul style="list-style-type: none"> • Multicultural issues are a key feature of monitoring and evaluation processes. | <p>Level 5 - LILAC</p> <p><i>Council performance is seen as a model of best practice.</i></p> <p>Council has achieved the previous levels (where appropriate) and:</p> <p>A.5.1.</p> <ul style="list-style-type: none"> • Has plan/s including multicultural strategies and initiatives that are fully integrated into strategic and operational planning and evaluation processes. <p>A.5.2</p> <ul style="list-style-type: none"> • Makes clear program allocations and budget the multicultural planning outcomes. |

GENERIC LEVEL DESCRIPTION

| ACTIVITY AREAS | Level 1 - ORANGE <i>Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities.</i> | Level 2 - YELLOW <i>Some resources are committed to the process. Managerial responsibilities are assigned.</i> | Level 3 - GREEN <i>Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas.</i> | Level 4 - BLUE <i>Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives</i> | Level 5 - LILAC <i>Council performance is seen as a model of best practice.</i> |
|--|--|--|---|---|--|
| B <u>Program and Service Delivery</u> . Services and programs . Consultation . Participation . Capacity Building | Council: B.1.1 <ul style="list-style-type: none"> Programs and services address the needs of the mainstream community, with little further targeting of multicultural communities. B.1.2 <ul style="list-style-type: none"> Promotes programs and services to all members of the community, including via events and forums, but with little targeting of multicultural communities. | Council has achieved the previous level and: <ul style="list-style-type: none"> Modifies some programs and services to make them accessible to larger multicultural community groups. B.2.2 <ul style="list-style-type: none"> Promotes and monitors access to council facilities by multicultural community groups. B.2.3 <ul style="list-style-type: none"> Undertakes ad hoc consultations with multicultural community groups. B.2.4 <ul style="list-style-type: none"> Has some multicultural community representation on council committees. B.2.5 <ul style="list-style-type: none"> Initiates or takes part in local government sector forums to share information about multicultural programs and other issues. | Council has achieved the previous levels (where appropriate) and: B.3.1 <ul style="list-style-type: none"> Has multicultural programs and services, which are coordinated by staff with expertise in working with cultural diversity. B.3.2 <ul style="list-style-type: none"> Uses the outcomes of data analysis and research in the design and evaluation of services for the needs of people from culturally and linguistically diverse (CALD) backgrounds. B.3.3 <ul style="list-style-type: none"> Institutes a data collection process and feedback mechanism for service usage and program relevance. B.3.4 <ul style="list-style-type: none"> Organises planned consultations with multicultural community groups and clients. B.3.5 <ul style="list-style-type: none"> Actively seeks multicultural community representation on committees. B.3.6 <ul style="list-style-type: none"> Facilitates multicultural strategies and initiatives within the local area, including forums and events to promote community harmony. | Council has achieved the previous levels (where appropriate) and: B.4.1 <ul style="list-style-type: none"> Modifies programs and services to take into account access issues faced by particular groups from CALD backgrounds, such as older people, refugees, regional/rural communities. B.4.2 <ul style="list-style-type: none"> Develops partnerships with other councils, government agencies and/or community organisations, which reflect good practice in program and service delivery to multicultural community groups. B.4.3 <ul style="list-style-type: none"> Seeks and utilises client feedback about programs and services. B.4.4 <ul style="list-style-type: none"> Seeks to increase participation of people from CALD backgrounds in decision-making roles (including as elected representatives), policy, planning and evaluation processes. B.4.5 <ul style="list-style-type: none"> Has a formal advisory structure, comprising external stakeholders, which advises the council on the implementation and further planning of multicultural strategies and initiatives. | Council has achieved the previous levels (where appropriate) and: B.5.1 <ul style="list-style-type: none"> Council's programs and services meet the needs of multicultural community groups. They do so as they are based on data analysis, research and evaluation, direct community consultation, assessment of community feedback and high level participation in decision-making positions (including as elected representatives) which approve resources and overall strategic direction. |

GENERIC LEVEL DESCRIPTION

| ACTIVITY AREAS | Level 1 - ORANGE | Level 2 - YELLOW | Level 3 - GREEN | Level 4 - BLUE | Level 5 - LILAC |
|--|--|---|--|---|--|
| <p style="text-align: center; font-size: 2em; margin: 0;">C</p> <p style="margin: 0;">Staffing</p> <ul style="list-style-type: none"> • Recruitment • Training • CLAS (Community Language Allowance Scheme) | <p>Level 1 - ORANGE</p> <p><i>Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community.</i></p> <p><i>Council demonstrates awareness of basic responsibilities.</i></p> <p>Council:</p> <p>C.1.1</p> <ul style="list-style-type: none"> • Includes a reference to relevant cultural diversity requirements for recruitment advertisements. | <p>Level 2 - YELLOW</p> <p><i>Some resources are committed to the process. Managerial responsibilities are assigned.</i></p> <p>Council has achieved the previous level and:</p> <p>C.2.1</p> <ul style="list-style-type: none"> • Includes a reference to cultural diversity requirements for all relevant positions. <p>C.2.2</p> <ul style="list-style-type: none"> • Includes a segment on cross cultural issues in some training programs (mainly for client contact). <p>C.2.3</p> <ul style="list-style-type: none"> • Pays Community Language Allowance Scheme (CLAS) to some staff if they apply for it and if appropriate. | <p>Level 3 - GREEN</p> <p><i>Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas.</i></p> <p>Council has achieved the previous levels (where appropriate) and:</p> <p>C.3.1</p> <ul style="list-style-type: none"> • Council designates some positions as 'multicultural' or 'bilingual', as appropriate to client needs and demographic data. <p>C.3.2</p> <ul style="list-style-type: none"> • Includes cultural diversity requirements in all relevant position descriptions, staff selection training and recruitment and selection guidelines. <p>C.3.3</p> <ul style="list-style-type: none"> • Includes cross-cultural issues in all relevant training programs. Staff and volunteers in public contact, policy and management positions are required to participate in such training. <p>C.3.4</p> <ul style="list-style-type: none"> • Promotes CLAS within the council as a means of communicating with clients from language backgrounds other than English. | <p>Level 4 - BLUE</p> <p><i>Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives</i></p> <p>Council has achieved the previous levels (where appropriate) and:</p> <p>C.4.1</p> <ul style="list-style-type: none"> • Recruits for designated multicultural/bilingual positions, based on access issues for community groups from non-English speaking backgrounds, as identified by council or in partnership with other government agencies/organisations. <p>C.4.2</p> <ul style="list-style-type: none"> • Ensures that training in cross-cultural issues is incorporated within other functional training, is conducted throughout the organisation and is regularly evaluated and revised. <p>C.4.3</p> <ul style="list-style-type: none"> • Uses staff in first contact roles who are part of the CLAS program as an active strategy in meeting some of the communication needs of clients from non-English speaking backgrounds. | <p>Level 5 - LILAC</p> <p><i>Council performance is seen as a model of best practice.</i></p> <p>Council has achieved the previous levels (where appropriate)</p> <p>C.5.1</p> <ul style="list-style-type: none"> • Achieves a staffing profile that is based on identified needs of multicultural community and is supported by sound recruitment and selection practices. <p>C.5.2</p> <ul style="list-style-type: none"> • Has a training program that fully integrates identified client needs within the appropriate functional area, such as management, policy development and client services. <p>C.5.3</p> <ul style="list-style-type: none"> • Positions staff skills in languages other than English as a tactical resource in its integrated communications strategy. |

| GENERIC LEVEL DESCRIPTION | | | | | |
|---|--|--|---|---|---|
| ACTIVITY AREAS E <u>Funded Services</u> • Grants to communities • Contracted services | Level 1 - ORANGE Council plan/s include multicultural strategies addressing the needs of a culturally and linguistically diverse community. Council demonstrates awareness of basic responsibilities. | Level 2 - YELLOW Some resources are committed to the process. Managerial responsibilities are assigned. | Level 3 - GREEN Evaluation and reporting systems enable the council to identify and target discrete activity areas. Resources are committed to relevant activity areas. | Level 4 - BLUE Council delivers and evaluates appropriate programs and services in accordance with multicultural strategy planning objectives | Level 5 - LILAC Council performance is seen as a model of best practice. |
| | Council: E.1.1 Includes cultural diversity considerations in the documentation for funded or contracted services | Council has achieved the previous level and: Council has achieved the previous level and: E.2.1 • Advises multicultural communities about funded services and tender opportunities and donation schemes through English language advertising. E.2.2 • Identifies specific groups of people from cultural and/or language backgrounds other than English, who need particular assistance from funded services. | Council has achieved the previous levels (where appropriate) and: E.3.1 • Ensures relevant funding and tender specification processes (including selection, language, appropriate promotion, assessment and monitoring), are responsive to the needs of the target group to which the funded/tendered services apply. E.3.2 • Requires the provision of interpreting and translating services to be built into funding agreements. E.3.3 • Requires the specification of performance indicators relating to cultural diversity in contracts. E.3.4 • Collects and evaluates relevant ethnicity data to inform funding decisions. | Council has achieved the previous levels (where appropriate) and: E.4.1 • Has tender processes which specify that service providers need to have demonstrated knowledge and experience in working with people from language backgrounds other than English. E.4.2 • Requires funded services to collect ethnicity data on service consumers. E.4.3 • Requires funded services to employ people to work with specific multicultural communities. E.4.4 • Actively monitors the performance of funded services with reference to agreed performance criteria. E.4.5 • Assesses the use of interpreters by funded agencies, to ensure appropriate use against demographic data and identified community need. | Council has achieved the previous levels (where appropriate) : E.5.1 • Has funded services that are required to deliver cultural diversity outcomes. These form an important part of selection and evaluation processes for grants, tenders and donations. |

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

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

APPENDIX

Legislative and Policy Framework and Key Agency Roles

i. Current legislative framework

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

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

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

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

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

ii. Current policy framework

a. State Plan

In November 2006, the NSW Government launched its *State Plan: A New Direction for NSW*, which will guide the delivery of NSW government services to 2016. Through the Plan, NSW government agencies are encouraged to work closely with local government to develop, deliver and monitor programs at a local level. The Plan also states that the NSW government will “...look to work more effectively with individual councils, in particular through alignment of their strategic plan with the NSW State Plan.” (NSW State Plan, page 144).

The State Plan emphasises the importance of building community harmony through activities that increase the interaction between diverse groups within communities. The Plan notes that: “Arts, sport and volunteering can help bring people together of all generations and communities through shared experience. This helps to promote both social harmony and diversity as well as breaking down the barriers faced by marginalised and disadvantaged communities.” (NSW State Plan, page 35).

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

b. Community Relations Plan of Action 2012

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

c. Principles of Multiculturalism

Principle 1

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

Key Objective 1: Leadership

Principle 2

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

Key Objective 2: Community Harmony

Principle 3

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

Key Objective 3: Access and Equity

Principle 4

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

Key Objective 4: Economic & Cultural Opportunities

d. Ethnic Affairs Priorities Statements (EAPS)

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

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

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

e. Ethnic Affairs Priorities Statement (EAPS) Standards Framework

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

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

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

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

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

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

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

f. Local Ethnic Affairs Policy Statements (LEAPS)

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

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

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

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

iii. Reporting Requirements

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

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

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

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

iv. Role of the Department of Local Government

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

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

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

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

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

The Commission also:

- works with other arms of Government to enable them to fulfil their responsibilities to the people of New South Wales through the Ethnic Affairs Priority Statements (EAPS) and by developing cooperative agreements with government departments and agencies

- Provides a 24 hour translating and interpreting service.
- Administers several grant programs, which promote community development and partnerships between people of different backgrounds.
- Promotes the annual CRC National Multicultural Marketing Awards as a way of highlighting the value to businesses of catering for people from different communities in their business and marketing plans.
- Organises the Community Language Allowance Scheme examinations for public sector staff.

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