



NSW POLICE FORCE

# Multicultural Policies and Services Plan 2017-2020

*Diversity in Practice*



NSW Police Force



## Contents

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Commissioner’s Foreword .....	3
About the NSW Police Force .....	4
Our commitment to culturally linguistically and religiously diverse people and communities .....	5
Our culturally, linguistically and religiously diverse workforce .....	6
Governance .....	7
Emerging Focus Areas .....	9
Consultation Process .....	10
Policy and Planning Context .....	11
Targets- Planning .....	12
Targets- Service delivery .....	13
Targets- Engagement .....	14
Targets- Leadership .....	15

## Commissioner's Foreword



New South Wales is a vibrant culturally, linguistically and religiously diverse community. In such a diverse community, a community spirit which is respectful and equitable is crucial and beneficial for each of us. This is all the more important in an environment where

some people attempt to focus on the differences between us rather than the opportunities that diversity brings.

The NSW Police Force is committed to customer service and working to preserve a harmonious and safe society. I am therefore delighted to be able to present the NSW Police Force Multicultural Policies and Services Plan 2017 – 2020, which focuses on service delivery and strengthening positive relations with our diverse communities; embedding diversity in our planning processes; leadership at all levels of the NSW Police Force and the community and empowering police to engage with the community.

Like the community it serves, the NSW Police Force itself is a culturally, linguistically and religiously diverse organisation. We are working relentlessly to ensure an equitable and diverse workplace that is free of harassment and discrimination and one where diversity is valued. We know that this commitment demands more than just a plan and we are committed to maintaining an organisational culture which is also inclusive and equitable.

While there have been significant achievements to date, at each stage we have reflected, assessed and looked for ways to embed the principles of multiculturalism in all areas of our Service Delivery, Planning, Leadership and Engagement. The skills and operational relevance of working with diversity are an important part of our commitment. Whether it be skills in using interpreters; diversity strategies in investigative interviewing; skills in effective community engagement; diversity approaches to intelligence analysis; or managing a diverse workforce, these relevant tools and skills are no longer an “add on” but are core to our everyday business.

The rewards for understanding and embracing diversity are very real and never more so than when we need the communities' assistance to solve or prevent crime or to improve public safety. Engaging with and working hand in hand with our culturally diverse communities has extended our reach much further than we could possibly hope to do on our own.

I am proud of the progress we have achieved so far and this Plan represents our ongoing commitment to the diverse community of NSW. I commend the NSW Police Force Multicultural Policies and Services Plan 2017 – 2020 to you.

**Commissioner Michael Fuller APM**  
Commissioner of Police

## About the NSW Police Force

### OUR VISION

A safe and secure NSW.

### OUR PURPOSE

Police and the community working together to increase public safety, reduce violence, crime and fear of crime through engaging communities as partners.

### WHAT WE DO

The NSW Police Force operates under the *Police Act 1990* and the *Police Regulation 2015*, in addition to other legislation, policies and procedures that underpin our work, including the *Law Enforcement (Powers and Responsibilities) Act 2002*.

We respond to crime, emergencies and other calls for assistance by land, air and sea. We investigate crime, we detect and prosecute offenders, and we proactively build relationships. We are an organisation of people that deals with people.

We aim to equip our officers and staff with the skills, knowledge and support required to deliver policing services within NSW's continually changing and rich population landscape.

The NSW Police Force is Australia's oldest and largest police organisation and one of the largest in the English speaking world.

Today the NSW Police Force has over 20,000 employees, including over 16,000 police officers and almost 4,000 unsworn staff.

We serve 7,565,500 people (approximately 30% of Australia's total population). LACs are the hubs through which we provide community based policing services, delivering services to a range of communities that speak more than 241 languages. Specialist commands complement the general duties operational capability, covering land, sea and air operations.

The NSW Police Force operates both proactively and reactively. Community support for police and the work we do is fundamental to our success in reducing crime and fear of crime, and making NSW safe for all.

### POLICING AND DIVERSITY

The NSW Police Force aims to represent the community it serves through the diversity of its staff.

We recognise the diverse and complex context of policing itself; hence the importance of building a police force that is flexible, responsive, diverse and capable of navigating a range of complexities and competing expectations.

Diversity in policing is about being able to respond confidently and capably to situations where culture, religion and /or language are relevant; and to be able to aptly navigate the intersection between these and other dimensions of diversity.

Culturally and linguistically diverse people make up a significant proportion of the NSW population. The term Culturally and Linguistically Diverse is generally

used to refer to groups and individuals who differ according to religion, race, language and ethnicity.

For convenience, CALD is commonly used in this document as an abbreviation for 'culturally, linguistically and religiously diverse'.

Developing effective relationships with culturally, linguistically and religiously diverse (CALD) communities is a vital component of building respect and trust within communities for police thereby improving confidence and reporting of crime.

### COMMUNITY ENGAGEMENT

Engaging communities across all ages and abilities and from a range of CALD backgrounds enhances our ability to respond to the rapidly changing environment.

Our strong focus on effective and sustainable community engagement, built on participation and consultation, is crucial to the work of our organisation.

Whether it is investigating crime, responding to victims, seeking information, or promoting the value of proactive, less formal interactions such as community activities, consultations, participation in youth initiatives and partnerships with stakeholder organisations, community engagement is at the centre.

A new community engagement framework is being developed. This is being informed by extensive community consultation and will provide a blueprint for sustainable community engagement across all areas of service provision.

## Our commitment to culturally linguistically and religiously diverse people and communities

NSW is one of the most diverse places in the world. According to the 2011 Census, 50% of non-Indigenous residents in NSW were either born overseas or had at least one parent born overseas and:

- originated from 225 different countries
- identified with having 245 ancestries
- identified with over 125 religious traditions
- spoke 241 languages
  - \* in Fairfield, Auburn, Canterbury, Bankstown, Strathfield and Rockdale, between 54% to 71% of people spoke a language other than English at home
  - \* aggregated down to suburbs, 84% to 88% of people in Cabramatta, Canley Vale and Lakemba spoke languages other than English at home

Since 2014-2015 the leading communities of birth among immigrants have been:

- \* India- 18%
- \* China – 15%
- \* UK – 11%

Australia resettles 13,500 refugees through the Humanitarian Entrants Program each year, and NSW is the largest settlement area. More than 24,000 humanitarian entrants (32% of the national total) have settled in NSW over the past six years. They are from 100 countries including: Syria, Iraq, Iran, Afghanistan, China, Sri Lanka and Burma (Myanmar). The main languages include: Arabic, Assyrian, Farsi, Dari and Tamil. In 2015, the Australian government undertook to resettle 12,500 refugees from the Syrian / Iraqi conflict and NSW undertook to resettle up to 7,000 of those. The main languages of this cohort are: Arabic, Farsi and Dari.

The NSW Police Force is committed to recognising and responding to diversity in all of its dimensions.

We place people at the centre of our business. We identify inclusion within our workforce and in our diverse communities, as essential in strengthening our performance to achieve a safe and secure NSW for all.

We continue to build on our commitment by recognising our multicultural communities, whose diversity makes NSW the productive state that it is.

We aspire to grow a culture of inclusion in which ethnicity, religion and language are valued and in which age, ability, sexuality, intersex and gender diversity are carefully considered when we engage with individuals and communities.

We recognise that problem solving in a diverse society can only be fully effective when that diversity is harnessed and reflected in the problem solving process itself.

Sustainable solutions can best be achieved when all facets of a problem are identified and when diversity of thought, skill and ability are integrated and reflected in the decisions we make as an organisation.

Our intention is to make diversity strategies an integral part of core business planning as it intersects with key target outcomes.

To ensure that issues of CALD communities are incorporated into core police business, our LACs and specialist business units are encouraged to build the Multicultural Policies and Services Plan into their business plans.

For example, a local strategy to reduce domestic and family violence would require an understanding of the local communities that are impacted by domestic and family violence and tailor prevention strategies accordingly.

It might be as simple as ensuring access to interpreters, or as complex as working with communities to understand the impact of domestic and family violence within their experience in order to tailor an effective response.

The NSW Police Force will continue to strengthen its relationship with the communities it serves through effective and tailored policing. This will in turn increase public safety, reduce violence, crime and fear of crime and engage our communities as partners in all aspects of this process.

*Our approach to diversity incorporates the underlying human rights framework, emphasising social inclusion, participation, community engagement and service delivery.*

## Our culturally, linguistically and religiously diverse workforce

Alongside diverse communities, our internal workforce diversity is crucial. Our capability is enhanced when we understand diversity and harness the potential that comes with diversity of thought, skills, languages and abilities.

The NSW Police Force strives to have a workforce that represents the community it serves. And we are immensely proud of our workforce.

Our people are our greatest strength. Our success is built on every staff member promoting a culture where diversity is respected, valued and supported.

Managed well, a diversity-inclusive organisation increases motivation, satisfaction, productivity and problem solving ability. Our organisation has and will continue to benefit in terms of the impact of well managed workforce diversity. This in turn will continue to improve workplace culture, community responsiveness and the degree to which the organisation can innovate and change.

The Workplace Relations and Equity Unit in the Human Resources Command champions internal diversity commitments. These commitments are outlined in the Culturally & Linguistically Diverse Workforce Strategic Plan 2016-18.

The plan articulates a vision of a respectful, equitable and diverse workforce reflective of our community.

*Our people are our greatest strength. Our success is built on every staff member promoting a culture where diversity is respected, valued and supported.*

# Governance of the Multicultural Polices and Services Plan (MPSP)

The NSW Police Force Commissioner is ultimately responsible for the MPSP within the organisation. This responsibility is delegated to the Corporate Sponsor.

The diagram on this page represents the current governance structure.

The Corporate Sponsor Program and Heads of Discipline form part of the NSW Police Force corporate governance framework.

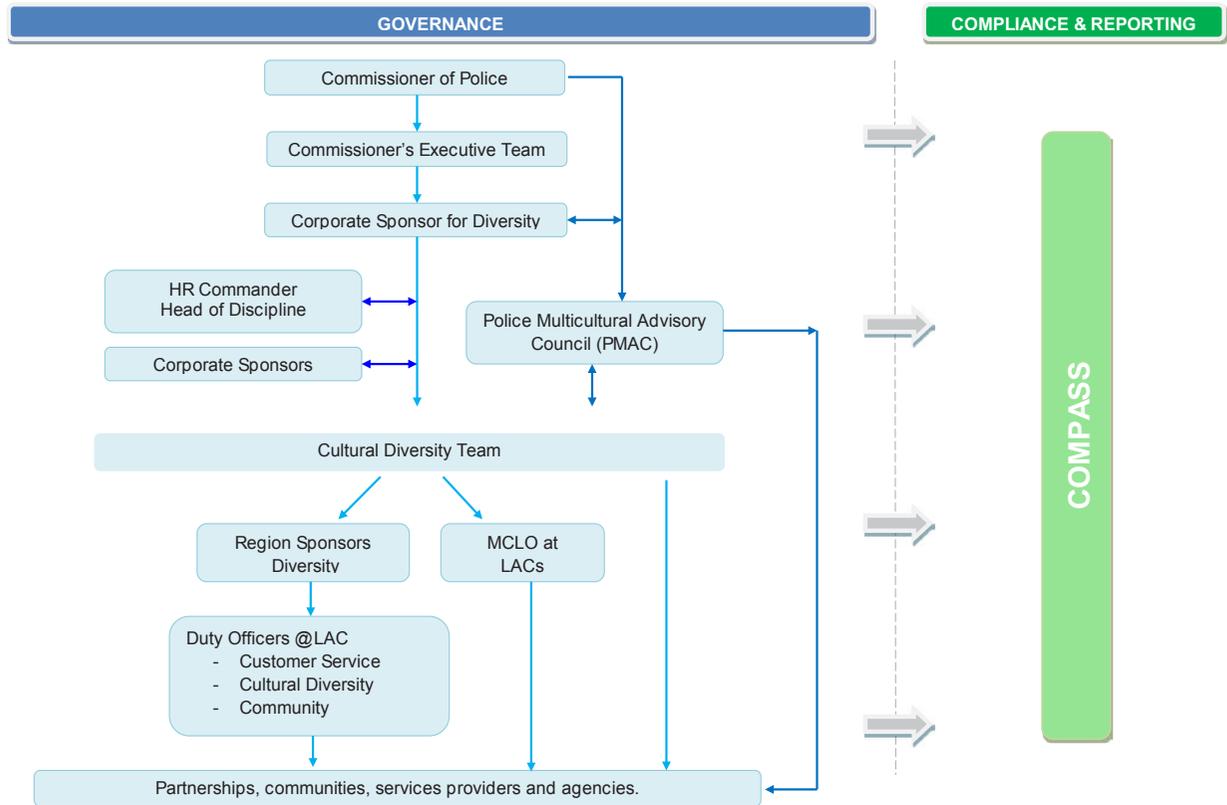
Corporate Sponsor portfolios focus on those issues identified as being of strategic importance to the NSW Police Force.

Each portfolio within the program is allocated to a senior police officer to champion the development of the NSW Police Force's response to key crime, public safety and community and partner issues. Senior Policy Officers support the work of Corporate Sponsors.

The Corporate Sponsor for Cultural Diversity represents the Commissioner internally and externally on corporate matters concerning policing in a culturally, linguistically and religiously diverse society.

The key responsibilities of the Corporate Sponsor for Cultural Diversity include:

- overseeing and monitoring the development of NSW Police Force policy and practice in the area of cultural diversity
- overseeing internal activities (including chairing committees) on cultural diversity
- representing the NSW Police Force on the Commissioner's Police Multicultural Advisory Council (PMAC).





The Corporate Sponsor for Cultural Diversity, is at a senior executive rank to reflect the high level commitment to cultural diversity, and is supported by Region Cultural Diversity Sponsors at the rank of Superintendent. They help develop organisational policy, strategy and practice in the portfolio area, with a focus on their particular region. They also advocate for the portfolio within their region, and provide advice to the Corporate Sponsor on portfolio issues, regional initiatives and risks.

The Corporate Sponsor convenes quarterly meetings with the Region Cultural Diversity Sponsors to oversight progress against the MPSP.

Given the importance of our workforce diversity, the Commander of Human Resources carries the title of Head of Discipline and holds the corporate responsibility for workforce diversity. Together the Corporate Sponsor for Cultural Diversity and the Head of Discipline for Workforce Diversity and Inclusion drive the organisation's commitment to diversity.

## **COMPASS**

Performance reporting and accountability are monitored through the organisation's Command Performance Accountability System (COMPASS).

A specific reporting template will be trialled to enable LACs to report quarterly on how they are progressing with their MPSP strategies.

## **Cultural Diversity Team**

The Cultural Diversity Team provides policy and operational support to LACs and business units within the NSW Police Force.

The collective role of the Cultural Diversity Team is to assist all commands and business units to make the MPSP operationally relevant, as well as providing support, resources and training that aligns with corporate and local needs and priorities.

The team coordinates the implementation of the MPSP by developing, implementing and reviewing policies and programs on operational responses and standards to policing diverse communities. Further, the Cultural Diversity Team drives diversity strategies in collaboration with internal and external stakeholders.

The Cultural Diversity Team is comprised of a number of core positions and programs including:

Senior Policy Officer – Cultural Diversity

State Coordinator – Multicultural Community Liaison Officer Program

Programs Officer – Safety and Wellbeing of International Students

Applied Diversity Trainer – Diversity Training Program

## **Multicultural Community Liaison Officers (MCLOs)**

Currently the NSW Police Force employs 33 MCLOs based in 25 LACs.

The collective efforts and functions of the MCLOs, enhances the capacity of the NSW Police Force in working with culturally, linguistically and religiously diverse communities. MCLOs provide invaluable support to both communities and police and are engaged in various initiatives. The strength of the MCLO position is that it is local, responsive and proactive, and it brings to LACs and communities a 'hands-on' engagement and facilitation function.

MCLOs also provide regular reports on their work with both police and communities and this in turn feeds into and informs the LACs and Region initiatives and governance around working with CALD communities.

## **Commissioner's Police Multicultural Advisory Council (PMAC)**

This governance structure is supported and strengthened by the Commissioner's Police Multicultural Advisory Council (PMAC).

PMAC comprises leading members of the community who offer the Commissioner high level advice and support on cultural diversity issues that impact on both operational policing and community interaction. This includes advice on strategies proposed by the NSW Police Force, identifying emerging community issues and developing responses to specific areas of need as they arise.

Together the Corporate Sponsors, Region Sponsors, Cultural Diversity Team, MCLOs and members of PMAC work to support, advocate for and monitor the organisation's responsibilities in relation to cultural, linguistic and religious diversity.

## Emerging Focus Areas

There are numerous areas that directly impact on the perceptions and experiences of CALD communities and their interactions with police. With the rise in global tensions, coupled with complex vulnerabilities, police continue to work in ensuring the safety and security of communities, particularly our youth, elderly and victims of crime. Challenges posed by threats of radicalisation, extremist ideologies, issues of identity and belonging, sit alongside broader challenges including cultural adjustment, social isolation, unemployment and personal safety.

### Refugee Communities

The NSW Police Force is actively involved in ensuring the welfare, safety and security of all people in this state. Our work with CALD communities includes a commitment to ensuring that newly arrived refugees and asylum seekers develop confidence in seeking police assistance when needed.

In recognition of the critical role played by police in the settlement of refugees and new arrivals, Senior Executive and Local Area Commanders actively participate in the NSW Government Immigration & Settlement Planning Committee. Other partnerships relevant to police are created with settlement service providers at both the local and statewide level.

Further, our commitment extends to enhancing the capability of our officers in responding to the issues faced by refugees. Every emerging issue is an opportunity for reflection, skills development and capability training.

### Countering Violent Extremism

In recent years, the NSW Police Force has had to increase its response to countering violent extremism. The response to specific incidents ensures reciprocal information flows between the Counter Terrorism and Special Tactics Command and communities at risk of radicalisation, or likely to be impacted by NSW Police Force use of terrorism powers, or communities who may be victims of terrorism, community unrest or politically motivated violence.

The NSW Police Force has responded by increasing activities in countering violent extremism and consolidating our response to bias motivated crimes. The NSW Police Force has also forged partnerships with community and religious leaders to ensure the safety and security of the community and to promote positive working relationships, partnerships and understanding.

### International Students

The NSW Police Force has a strong focus on the safety and wellbeing of international students as this links directly to the State priorities of improving government services. In 2015 there were 645,185 international students enrolled in institutions across Australia (an increase of 190,000 from 2011). NSW continues to host approximately 40% of the total international student population Australia-wide. The work of this portfolio has demonstrated the benefits of community engagement, interagency collaboration, trust building and the direct impact it makes in reducing crime, fear of crime and enhancing safety.

## Consultation Process

The NSW Police Force embarked on an extensive consultation process in 2016 to identify the level of community engagement we have achieved, as well as community perceptions and expectations of police.

### External Consultations

Focus groups were conducted with community groups from the following backgrounds:

- Indian
- Korean
- Burmese
- Iraqi
- Afghani
- Arabic
- African communities (Sierra Leone, Congo, South Sudan, Nigeria, Ethiopia and Eritrea)
- Pacific (Samoa, Fiji, Maori, West Papua)

Multicultural NSW's Regional Advisory Councils that were consulted:

- East Sydney – Coogee
- South Sydney – Gymea
- South West Sydney – Liverpool
- Illawarra – Wollongong
- Western Region – Orange
- Riverina – Griffith

A total of 157 people responded to three questions which asked for feedback on the changes observed in police community relations over the past three years, key issues of concern for communities and suggestions for police in response to identified issues.

The communities indicated that they had observed increased community engagement with police as well as positive demonstrations of willingness to collaborate and to participate with community groups thus helping to build trust.

CALD communities confirmed that the behaviour of police overseas affected their view of police in Australia and understood that this could create a challenge for police. Other areas of concern were youth behaviour, language barriers, access to and use of interpreters during police contacts, domestic and family violence and emerging challenges like financial scams and cyber crime. The consultations also highlighted emerging issues of elder abuse (including psychological and financial abuse), the vulnerability of CALD people with disability following the introduction of the National Disability Insurance Scheme, and radicalisation, particularly of young people.

### Internal Consultations

Internal consultations were held in all NSW Police Force Regions in collaboration with the Cultural Diversity Region Sponsors. Strategic Specialist Units were also consulted including Human Resources, Performance Improvement and Planning, Education and Training Command and Police Transport Command.

The aim was to highlight the purpose of the MPSP and get their views on integrating the MPSP into their Business Plans.

LACs and business units are required to implement the MPSP and are keen to integrate and embed diversity strategies and accountabilities within their Business Plans.

# Policy and Planning Context

## Policy and Planning Context

The MPSP is based on the NSW Government agencies' obligation to observe and implement the NSW multicultural principles, which are enshrined in the *Multicultural NSW Act 2000*. The MPSP reflects how the NSW Police Force considers, accounts for and adapts its core business to the needs and expectations of diverse communities as well as its workforce.

CALD communities in NSW are strongly linked to international communities and, increasingly, activities and events overseas have a direct impact on communities in NSW. The rate and direction of impact is enhanced by the process of globalisation and the increasing developments in technology.

The NSW Government identified a number of State Priorities including 12 Premier's Priorities in September 2015. These priorities set the agenda for the NSW Government Sector over the coming years, and are intended to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services. Performance of these is being measured against the best available indicators of economic growth, infrastructure delivery, service provision and other measures of community wellbeing and safety across NSW.

The NSW Police Force is the lead agency on the State Priority "Reducing Violent Crime". This responsibility is clearly addressed in the organisation's corporate plan and the strategies in this MPSP reflect this commitment. Community engagement, partnerships with communities and other government agencies are essential for the NSW Police Force to fulfil this responsibility.

The NSW Police Force is also a partner agency on the following State and Premier's Priorities:

- Reducing domestic violence
- Driving public sector diversity
- Reducing youth homelessness
- Reducing adult re-offending
- Reducing road fatalities
- Protecting our kids, and
- Improving government services.

There are a number of internal and external policies and legislation that inform the way NSW Police Force works with CALD communities. The following major policies and legislation have a bearing on the MPSP:

- NSW: Making It HAPPEN
- NSW Premier's Priorities
- NSW Police Force Corporate Plan 2016-2018
- NSW Police Force CALD Workforce Strategic Plan 2016- 2018
- NSW Police Force Aboriginal Strategic Direction 2012- 2017
- NSW Police Force Victims Policy and Guidelines
- NSW Police Force Youth Strategy
- NSW Police Force Code of Conduct and Ethics
- NSW Police Force Customer Service Charter
- NSW Police Force Harassment, Discrimination and Bullying Policy
- NSW Police Force Code of Practice for CRIME
- NSW Police Force International Students Strategic Plan

- NSW Police Force Domestic and Family Violence Strategic Plan 2014- 2018
- NSW Police Force Strategy on Sexuality, Gender Diversity and Intersex 2016- 2020
- *Multicultural NSW Act 2000*
- *Anti-Discrimination Act 1977*
- NSW Charter of Victims Rights
- *Government Information (Public Access) Act 2009*
- *Law Enforcement Conduct Commission Act 2016*
- *Public Interest Disclosures Act 1994 and*
- *Public Finance and Audit Act 1983*

## Reporting

The NSW Police Force is a Designated MPSP Agency (DMA). DMAs have additional planning and reporting responsibilities under the MPSP because they provide particularly important functions to a culturally, linguistically and religiously diverse society. The NSW Police Force is required to:

- develop a comprehensive multicultural plan in consultation with Multicultural NSW
- Report on performance every three years and
- Include in its Annual Report, a statement setting out the key multicultural strategies for NSW Police Force for the coming year as well as progress against the plan

# MPSP 2017-2020 TARGETS

Focus Area	Outcomes	Targets	Strategies
<b>1. Planning</b>	1.1 Evidence driven planning	1.1.1 Environmental scanning and program reviews inform planning and policy development for CALD communities	1.1.1.1 Gather, analyse and disseminate information on emerging trends and developments relating to cultural, linguistic and religious diversity and social cohesion in NSW to inform local and regional planning 1.1.1.2 Monitor, and analyse information on trends relating to violent extremism and effective responses 1.1.1.3 Provide LACs with regular data and intelligence products in relation to bias motivated incidents / crimes 1.1.1.4 Improve data collection on the use of interpreters by police
	1.2 Strong plans to deliver services	1.2.1 Corporate and local business plans include commitments to build sustained community engagement with CALD communities  1.2.2 Key strategies in the CALD Workforce Strategic Plan 2016-2018 are implemented  1.2.3 Commitments in the MPSP are reported on through the COMPASS system	1.2.1 Integrate multicultural strategies into command business plans  1.2.2.1 Examine distribution of CALD staff across the organisation to inform future workforce strategies 1.2.2.2 Develop and implement workforce diversity data metrics 1.2.2.3 Identify and address any potential barriers to the retention of CALD employees  1.2.3.1 LACs and Regions report at least quarterly on multicultural strategies 1.2.3.2 Corporate and Region Sponsors report bi-annually on multicultural strategies

Focus Area	Outcomes	Targets	Strategies
<b>2. Service delivery</b>	2.1 Targeted programs to prevent and reduce crime and the fear of crime	2.1.1 Tailored programs and campaigns are developed and implemented	2.1.1.1 Partner with communities, other agencies and service providers to strengthen the community's capacity to report crime 2.1.1.2 Implement corporate and local initiatives to reduce Domestic Violence within families from CALD backgrounds 2.1.1.3 Increase CALD community understanding of the consequences of breaching Apprehended Domestic Violence Orders 2.1.1.4 Enhance the response, recording and investigation of bias motivated crimes involving CALD individuals and communities 2.1.1.5 Maintain arrangements with religious and international sites and venues in NSW to guard against violence and terrorist attacks, especially during religious and other interest group festivals 2.1.1.6 Work with CALD youth to prevent and reduce crime and promote a safer community
	2.2 Mainstream services delivered for everyone	2.2.1 Police programs and services are accessible to CALD communities	2.2.1.1 Provide CALD communities information on drug and alcohol laws and safe consumption 2.2.1.2 Distribute and display multilingual information at licensed premises to support alcohol licensing enforcement 2.2.1.3 Promote crime prevention messages in CALD communities 2.2.1.4 Build partnerships with CALD service providers to promote road and public transport safety 2.2.1.5 Ensure victim follow up with CALD communities is consistent with victims of crime guidelines 2.2.1.6 Contribute to inter-agency strategies concerning humanitarian resettlement 2.2.1.7 Improve the policing response to vulnerable CALD persons (i.e. elderly, people with disabilities and the homeless) 2.2.1.8 Ensure the safe and secure management of CALD people in custody 2.2.1.9 Facilitate feedback from CALD communities through community satisfaction surveys 2.2.1.10 Actively promote the recruitment and participation of people from CALD backgrounds as Volunteers in Policing 2.2.1.11 Communicate NSW Police Force complaints and compliments mechanisms to CALD communities
	2.3 People from CALD backgrounds are aware of policing services, programs and functions	2.3.1 Police communications and media target CALD communities  2.3.2 Accredited interpreters are used where required	2.3.1.1 Ensure CALD media outlets receive accurate, appropriate "written for translation" messages to facilitate consistency in police messaging 2.3.1.2 Distribute police information through multicultural social media outlets (e.g. Weibo, Wechat) 2.3.1.3 Explore diverse and innovative technologies to enhance communication with CALD communities 2.3.1.4 Continue to maintain and support the role of the Multicultural Media Liaison Officer within the Police Media Unit  2.3.2.1 Utilise professional accredited interpreters and translators to communicate with offenders, victims, witnesses and members of the public with little or no English language proficiency 2.3.2.2 Provide skills-based training in the use of interpreters for NSW Police Force staff

Focus Area	Outcomes	Targets	Strategies
<b>3. Engagement</b>	3.1 Collaboration with diverse communities	<p>3.1.1 Policies, plans, programs and campaigns that impact on CALD communities are developed through consultation with key stakeholders</p> <p>3.1.2 Effective relationships with key community stakeholders, organisations, and individuals are developed and maintained</p> <p>3.1.3 NSW Police Force Officers attend relevant CALD local inter-agency meetings and people from CALD backgrounds are appropriately represented on local NSW Police Force Committees</p>	<p>3.1.1.1 Consult with CALD communities in the development of NSW Police Force policies, procedures and codes of practice relating to victims of crime</p> <p>3.1.2.1 Promote CALD communities' understanding of the NSW Police Force counter terrorism arrangements</p> <p>3.1.2.2 Continue to engage communities in reducing the threat of violent extremism and radicalisation</p> <p>3.1.2.3 Maintain MCLO Program as a key means of strengthening relationships with CALD communities</p> <p>3.1.2.4 Chair and lead local CALD advisory groups to better understand the needs of CALD communities</p> <p>3.1.3.1 Encourage representatives from CALD communities to attend local NSW Police Force committees and consultative bodies</p> <p>3.1.3.2 Ensure local officers attend relevant CALD inter-agency meetings</p> <p>3.1.3.3 Collaborate with CALD communities on crime prevention initiatives at the local level</p>
	3.2 Understanding the needs of people from diverse backgrounds	<p>3.2.1 Partnerships with other government, non-government and community agencies inform planning and response to issues impacting on CALD communities</p> <p>3.2.2 Customer feedback and complaints from diverse groups including CALD groups are systematically collected and analysed</p> <p>3.2.3 The NSW Police Force Community Engagement Framework is implemented</p>	<p>3.2.1.1 Increase consideration of CALD Domestic Violence victims in whole of government strategies</p> <p>3.2.1.2 Maintain membership of the Regional Advisory Councils for Multicultural NSW (RACs) and other government and non government advisory committees by senior NSW Police</p> <p>3.2.2.1 Utilise feedback from customer satisfaction surveys to inform service delivery and programs</p> <p>3.2.3.1 Integrate the NSW Police Force Community Engagement Framework into policing practice and embed the value of Community Engagement in core police strategies e.g. Investigations, intelligence gathering, crime prevention</p>

Focus Area	Outcomes	Targets	Strategies
<b>4. Leadership</b>	4.1 Demonstrated leadership in culturally inclusive practices	<p>4.1.1 The NSW Police Force builds and maintains an organisational culture that values working effectively with CALD communities</p> <p>4.1.2 The NSW Police Force Executive and Senior Management promote and advocate for the needs of CALD communities in strategies, policies, programs and forums</p> <p>4.1.3 Maintain the Commissioner's Police Multicultural Advisory Council (PMAC) to advise the NSW Police Force on issues and trends impacting Police and CALD communities</p>	<p>4.1.1.1 Promote application of diversity advice, skills and techniques across the NSW Police Force</p> <p>4.1.1.2 Deliver effective diversity training and skills development for staff engaging in service delivery with CALD communities</p> <p>4.1.1.3 Allocate resources to targeted programs, staffing and initiatives implementing multicultural principles within the NSW Police Force</p> <p>4.1.2.1 Maintain a senior officer representation on the Multicultural NSW Charter Committee</p> <p>4.1.2.2 Support Multicultural March and Harmony Day events</p> <p>4.1.2.3 Maintain senior officer presence on the Working Group on Cultural Diversity and Inclusive leadership</p> <p>4.1.3.1 Hold PMAC meetings quarterly with appropriate community representatives and the Commissioner of Police chairing two meetings per year</p>
	4.2 Increased recognition of the value of cultural diversity	<p>4.2.1 Develop and maintain a workforce that reflects population diversity</p> <p>4.2.2 Policies and programs focussing on inclusion and building a positive workplace culture are implemented</p>	<p>4.2.1.1 Develop and promote internal and external awards and recognition programs for diversity and inclusion</p> <p>4.2.1.2 Use diverse images and inclusive language to promote career choices to CALD staff</p> <p>4.2.2.1 Conduct training around stereotypes and unconscious bias</p> <p>4.2.2.2 Demonstrate commitment to 'Racism It stops with Me' Campaign</p> <p>4.2.2.3 Conduct an internal campaign on Respectful and Inclusive Workplaces</p> <p>4.2.2.4 Continue partnership with the Australian Human Rights Commission</p>

