



MULTICULTURAL POLICIES AND SERVICES PROGRAM (MPSP)



IMPLEMENTATION REPORT 2016-2019

DIVERSITY IN PRACTICE

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NSW Police Force MPSP 2017-2020 at a glance

Focus Area	Outcomes	Targets
Planning	Evidence driven planning	<ul style="list-style-type: none"> Environmental scanning and program reviews inform planning and policy development for CALD communities
	Strong plans to deliver services	<ul style="list-style-type: none"> Corporate and local business plans include commitments to build sustained community engagement with CALD communities Key strategies in the CALD Workforce Strategic Plan are implemented Commitments in the MPSP are reported on through the COMPASS system
Service delivery	Targeted programs to prevent and reduce crime and the fear of crimes	<ul style="list-style-type: none"> Tailored programs and campaigns are developed and implemented
	Mainstream services deliver for everyone	<ul style="list-style-type: none"> Police programs and services are accessible to CALD communities
	People from CALD backgrounds are aware of policing services, programs and functions	<ul style="list-style-type: none"> Police communications and media target CALD communities Accredited interpreters are used where required
Engagement	Collaboration with diverse communities	<ul style="list-style-type: none"> Policies, plans, programs and campaigns that impact CALD communities are developed through consultation with key stakeholders Effective relationships with key community stakeholders, organisations and individuals are developed and maintained NSW Police Force Officers attend relevant CALD local interagency meetings and people from CALD background are appropriately represented on local NSW Police Force committees
	Understanding the needs of people from diverse backgrounds	<ul style="list-style-type: none"> Partnerships with other government, non-government and community agencies inform planning and responses to issues impacting on CALD communities Customer feedback and complaints from diverse groups including CALD groups are systematically collected and analysed The NSW Police Force Community Engagement Framework is implemented
Leadership	Demonstrated leadership in culturally inclusive practices	<ul style="list-style-type: none"> The NSW Police Force builds and maintains an organisational culture that values working effectively with CALD communities The NSW Police Force Executive and Senior Management promote and advocate for the needs of CALD communities in strategies, policies, programs and forums Maintain the Commissioner's Police Multicultural Advisory Council to advise on issues and trends impacting Police and CALD communities
	Increased recognition of the value of cultural diversity	<ul style="list-style-type: none"> Develop and maintain a workforce that reflects population diversity Policies and programs focussing on inclusion and building a positive workplace culture are implemented

Contents

Foreward 5

Overview 6

Focus Area 1 Planning 7

Focus Area 2 Service Delivery 11

Focus Area 3 Engagement 28

Focus Area 4 Leadership 41

Conclusion..... 50

Glossary..... 51

Foreword

The community's needs come first. This is what I have championed since I became Commissioner. The ever growing cultural, linguistic and religious diversity of NSW is rich with opportunities. Every country in the world is today represented in the Australian population. NSW is the most diverse state. Our workforce as well as the people they serve operate within this diversity.

Our Multicultural Policies and Services Plan guides how we achieve our vision for a safer NSW for multicultural communities. This report is reflective of the volume, depth and complexity of work that NSW Police Force undertakes with and for multicultural communities. We are striding forward, often with communities beside us. We are learning from listening to communities about their strengths, needs and concerns. I have personally learnt much from the distinguished members of my own advisory council, the Police Multicultural Advisory Council, who provide wise and timely counsel to us on how best to service multicultural communities, and who take our programs and services into their own communities.



This report charts our progress from 2016 – 2019 against our multicultural commitments. I released two significant policy statements in 2018 – the Language Services Policy Statement and the Community Engagement Policy Statement. Whilst these Policy Statements set the expectations we have of our staff the real test lies in how they are implemented and in achieving consistency in this implementation.

We are constantly trying to sharpen our understanding of the changing environment and growing diversity of the population in which policing occurs. I am proud of my people who uphold our values of integrity, the rule of law, responsible exercise of authority, preserving the rights and freedoms of individuals and improving the quality of life of our diverse communities. In presenting this report, I sincerely thank them for their tireless efforts and the communities who generously came forward to participate in the programs and services we initiated.



Michael Fuller
Commissioner APM

Overview

This report is an opportunity to demonstrate how the NSW Police Force implemented its Multicultural Policies and Services Plan 2017-2020. The period covered by this progress report is July 2016 – June 2019. Each of the four focus areas are presented in a separate chapter. Compiling this report allowed us to derive an insight into how the MPSP focus areas of Planning, Service Delivery, Engagement and Leadership overlay the NSW Police Force Statement of Strategic Intent 2019.

The Statement of Strategic Intent 2019 identify the NSW Police Force key result areas of Crime Prevention, Maintaining Public Safety and Engaging the Community through the approaches of Prevention, Disruption, Response and Capability. The implementation of the MPSP involved a planned approach to service delivery and engagement in preventing, disrupting and responding to crime under the leadership of the Commissioner, Corporate and Region Sponsors for Cultural Diversity and International Students and cultural diversity portfolio staff.

Many of the strategies we used to achieve our targets are tried and tested and therefore appear in more than one MPSP and implementation report. They are credible valid strategies that we maintained. Innovative approaches in this reporting period included:

- The Commissioner led an invigorated and inclusive approach to youth issues through the Rise Up Strategy to connect disengaged young people to workplace opportunities.
- Staff maintained the momentum on preventing and responding to family and domestic violence in diverse communities, with a particularly focus on influencing young people’s attitudes towards violence against women and addressing elder abuse.
- Identification and response to high harm emerging crimes such as dowry abuse, underage forced marriage and modern slavery.
- Our partnerships with community, government and industry stakeholders expanded multi-fold, signalling our deep conviction that police cannot prevent crime on their own.
- The use of community engagement as a purposeful and integral tool in the prevention, disruption and response to crime. We have observed police utilising community engagement as a part of their investigations and being respectful of communities whilst still addressing breaches of the law.
- A tremendous emphasis on the inclusion and diversity of our own staff, the abilities they bring and how these can best be harnessed through the Respectful and Inclusive Workplace campaign and other measures.
- Extending support to police in regional areas receiving refugee settlements.
- An overall shift to more reflective practice by all staff. Increasingly, we are trying to emphasise the “so what?” question in the work of our staff. That is, when we attend to a crime reported to us, when we investigate matters, when we manage public order, when we initiate programs or services, when our MCLOs implement a project, when we engage with communities, we want to know, “So what happened as a result of our action?”. We want to leave communities better off than how we found them.

The examples highlighted in this report should be viewed in the context of what we set out to do in our Plan, and how we addressed the changing landscape and profile of crime, communities and our own workforce.

Focus Area 1 - Planning

Outcome 1.1

EVIDENCE DRIVEN PLANNING

What we set out to do

Environmental scanning and program reviews inform planning and policy development for CALD communities

What we did

To achieve this target, considerable effort was put into researching evidence-based trends and developments in the NSW Police Force's external operating environment that will have an impact on the future operation of the organisation both operationally and administratively. Sophisticated environmental scanning of emerging trends and developments relating to cultural, linguistic and religious diversity and social cohesion were conducted. The Environmental Scanning Team produced annual and quarterly key trends and developments reports as well as special feature reports. Of high relevance to the cultural diversity portfolio, are the reports produced on Population Growth and Change, Social Cohesion, Population Ageing and the special feature report on Emerging policing strategies addressing vulnerability as a means of crime prevention and demand reduction.

These products were disseminated agency wide. Presentations on the key trends and developments were made to the Commissioner's Executive Team, Region meetings, Corporate and Region Sponsor Forums, specialist commands and groups of specialist officers who service diverse communities such as MCLOs and CPOs.

Data on refugee and humanitarian settlement, family sizes and language needs of new arrivals, international student numbers and source countries was also regularly disseminated to Region Sponsors for Cultural Diversity and International Students.

Statistical and intelligence reports on bias motivated crimes and use of interpreters and translators broken down by regions and commands were also distributed to inform service planning and response. The various scanning and analysis reports and presentations described above had a tangible influence on service-wide, regional and local planning activities.

What we still need to do

In year 3 of our current MPSP we will look at improving our data collection on the use of interpreters by police.

Focus Area 1 - Planning

Outcome 1.2

STRONG PLANS TO DELIVER SERVICES

What we set out to do

Corporate and local business plans include commitments to build sustained community engagement with CALD communities

What we did

The Cultural Diversity Team conducted diversity mapping and MPSP workshops in Police Area Commands (PAC) and Police Districts (PD) across NSW. In many locations the Cultural Diversity Team and the Planning Team jointly ran Business Planning workshops to integrate multicultural service planning into the overall business planning process of commands. These sessions were positively received by Commands because strategies to respond to multicultural communities within their areas were woven into their strategies to prevent, disrupt and respond to crime.

Sensitive: Law Enforcement

AUBURN POLICE AREA COMMAND Business Plan 2019-2020	
OUR VISION	A safer NSW
PURPOSE	To prevent, disrupt and respond
COMMAND SERVICES	<ul style="list-style-type: none"> Responding to calls for help Answering public enquiries Conducting high visibility patrols Maintaining public order and safety Policing local events Undertaking local crime prevention and investigations Detecting and arresting offenders Operating police stations
COMMUNITY / CUSTOMER / STAKEHOLDER ISSUES	<ul style="list-style-type: none"> Drug related crime in the Auburn CBD. Crime and anti-social behaviour committed by young persons in the Command Public safety in and around Railway Stations and transport corridors. Maintaining public trust and confidence in policing services across all ethnic groups within the local communities Robbery and property related crime throughout the Command Domestic Violence in culturally diverse communities. Local councils expect inter-agency engagement including collaboration on crime prevention strategies Welfare and strengthening relationship between police and international students.
RISKS / OPPORTUNITIES	<ul style="list-style-type: none"> [R] – Silverwater Correctional Complex (four gaols) presents a significant resource drain. Generals duties & CI staff have the responsibility to investigate offences within the gaols, including all death in custodies. Transportation of Section 33's and using Section 25s (to investigate matters) further restricts the ability of the PAC to provide a policing service to the general community. [R] – CALD Communities (including new arrived) represents a significant challenge to provide policing services. Language and cultural barriers along with siloing within individual communities diminishes opportunities for meaningful engagement and service delivery. [O] – DV Team to focus upon DV offences, AVO compliance, DVSTMP and further opportunities to disrupt the cycle of violence. [O] – Maintaining a focus upon Command wide proactive engagement in the community to exploit opportunities to prevent and disrupt criminal and anti-social behaviour.
COMMAND PRIORITIES	<ul style="list-style-type: none"> Domestic Violence – Encourage reporting of DV incidents, use of DVEC and establish a DV Team to focus upon review of DV incidents, targeting of repeat DV offenders (DVSTMP), use of compliance checks and other investigative opportunities to disrupt DV offences. Focus on Registerable Persons & Use of Section 16C Child Protection (Offenders Registration) Act 2000 to detect breaches and prevent & disrupt further offences Identification of offenders that FPO/WPO may be applied for. Service and search of related premises Continued focus upon reducing robberies and property offences with investigations and proactive strategies to disrupt offending All officers with a financial delegation to approve expenditure and to incur expenditure work in compliance with relevant financial policies, delegations and directions. Welfare and performance of our people

Focus Area 1 - Planning

What we set out to do

The strategies in the CALD Workforce Strategic Plan 2016-2018 are implemented

What we did

Many significant strategies within the CALD Workforce Strategic Plan 2016-2018 were implemented such as:

- Launch of the Respectful and Inclusive Workplace Campaign in December 2016. Elements of this campaign are elaborated under Focus Area 4, Leadership.
- Promotion of cultural events such as Harmony Day at the local level.
- Inclusion of case studies in the Flexible Work Arrangements Guidelines and Procedures to address the needs of CALD employees.
- Promotion of the relevance and value of self-reporting diversity data by staff on SAP.

The CALD Workforce Strategic Plan was superseded by the work of the Strategic Workforce Plan Working Group. This group was established to develop a roadmap to inform key workforce strategies and a NSW Police Force Strategic Workforce Plan which will be implemented by June 2020.

The Human Resources Command has developed a diversity dashboard to inform decision making for the development of future strategies. The dashboard allows NSW Police Force to easily track and monitor trends in the overall headcount, as well as the hiring and separation of each diversity group, which will help us analyse the success of future strategies in improving diversity by tracking any changes in representation at each level and in organisational units.

In 2019, an Inclusion & Diversity Council was established to work collectively to influence the organisations commitment in enabling a diverse and inclusive culture that reflects, respects and values the perspectives and participation of its employees. The Council will monitor progress over the Inclusion & Diversity Strategy currently under development. This will include actively identifying and addressing emerging trends that may impact or provide opportunity to achieve a diverse and inclusive workforce.

Focus Area 1 - Planning

What we set out to do

Commitments in the MPSP are reported on through the COMPASS system

What we did

We created an improved template for reporting on the corporate Command Performance Assessment System or COMPASS against our MPSP focus areas. Commands and Regions are expected to report quarterly on multicultural strategies and the Corporate and Region Sponsors are expected to report bi-annually. In 2017-2018, reporting levels sat at about 40%, rising to 70% in July 2018, to 90% by December 2018. In February 2019, MCLOs also began reporting against a standard template. This has provided a rich source of data on the range and volume of local and regional activities to service multicultural communities.

Focus Area 2 - Service Delivery

Outcome 2.1

TARGETED PROGRAMS TO PREVENT AND REDUCE CRIME AND THE FEAR OF CRIME

What we set out to do

Tailored programs and campaigns are developed and implemented

What we did



Applying the information and insights gained from our environmental scanning, diversity mapping and community input, staff developed programs and initiatives aimed at specific populations and crimes. Police Area Commands and Districts collaborated with hundreds of local multicultural services, businesses, educational institutions, government, non-government and community-based agencies, religious leaders, charity organisations, ethnic media, settlement services and councils on initiatives to strengthen the capacity of diverse communities to report crime, support victims of crime and increase confidence in police.

Some examples of initiatives tailored to population groups or issues are presented below.

Focus Area 2 - Service Delivery

REFUGEE AND HUMANITARIAN ENTRANTS

St George PAC

Title: Drive Time

Description: Driver licensing support program that provides low cost driving practice and subsidised driving lessons through mentors for learner drivers and helping them obtain a full NSW driving licence. St George PAC has been closely involved in the project committee since 2016. Traffic and Highway Patrol Command Officers and the Crime Prevention Officer conducted road safety presentations annually as part of the program.

Objective: Support 50 refugees to get a driver's licence annually

Outcomes: In 2019, 59 people successfully passed their driver's licence test and 31 of the 59 individuals gained employment due to obtaining a licence. Refugee program participants came from St George, Sutherland Shire, Fairfield City and Wollongong.

Partners: Gymea Community and Information Services – lead agency. Sutherland Local Council, TAFE NSW Loftus

Funding: NRMA, Gymea Tradies Club



Focus Area 2 - Service Delivery

YOUTH Campsie PAC

Title: Wise Up

Description: Six-week leadership and mentoring program for high school students. Topics covered include 'From Dedication to Success', Volunteering with SES, Highway Patrol and responsible driving, Healthy and Unhealthy Relationships/Domestic Violence, Anger Management, Drugs and Alcohol Awareness and a field trip upon completion of the program.

Objectives: Teach life skills to empower high school students to make better choices, instil a positive outlook to succeed and create a better future.

Outcomes: This project has been running for the last 10 years due to the demand for it. Over 1,000 students from approximately 70 schools have benefitted from the program with very positive feedback.

Partners: Lighthouse Community Support, GWS Giants, Bankstown PCYC, SES Canterbury.

Funding: Human Appeal Australia (2019 funding). Funding sources differ each year.



Focus Area 2 - Service Delivery

GENERAL COMMUNITIES

Ku-ring-gai PAC

Title: Walk and Talk

Description: Taking into consideration the needs for face-to-face meetings requested by residents from Chinese backgrounds living in the Hornsby area, 3 walking trips were hosted by interested providers to introduce their services to the group. Trips included visits to Hornsby Police Station, Hornsby Local Court, Hornsby Council, Royal North Shore Hospital and Relationship Australia (who put up a small act to showcase elder abuse).

Objectives: Making connections and help residents familiarise with local service providers.

Outcomes: 180 residents attended with great feedback. A mental health themed walking trip is planned with Gordon Lifeline.

Partners: Regional Chinese Network.

Funding: Hosting organisations provide necessary refreshments.



Focus Area 2 - Service Delivery

DOMESTIC VIOLENCE Auburn PAC

Title: Advancing the Frontline


Description: Domestic and Family Violence (DFV) training for community leaders and volunteers (focus on new and emerging communities) to carry out frontline culturally-appropriate interventions.

Objectives: Assist community-identified problems in DFV prevention and response in CALD communities by adopting community recommended strategies and facilitating customised community models.

Outcomes: From July 2016 to June 2019, 7 training sessions were delivered during weekends to 72 members from 14 cultural community groups. Police also participated in a networking forum organised in 2019 to bring community leaders together with local service providers to assist with referrals pathways and ongoing collaboration. The project is to continue with ongoing support.

Partners: Cumberland City Council, LEAD (RTO) WDVAS, Volunteer cultural groups - Chat & Chai, Australian Malayalee Islamic Association, Islamic Relief Australia.

Funding: Dooleys Catholic Club.



Raising awareness of domestic and family violence in our communities – Let's be one voice



TWGD is inviting South Asian community members for training. Community members are the first responders to domestic and family violence cases in their communities. This training is meant to equip community members to gain skills on


- How to recognise
- Respond
- Refer people to the most appropriate services

Date: Sunday 21 October 2018
Time: 9.30 – 3:00 pm
Venue: 3 Memorial Drive, Granville Youth Recreation Centre
Bookings essential: to register contact: Viji Dhayanathan 0434 940 065, or email: vdhaya28@gmail.com
This training is part of the Cumberland Council's, Advancing the Frontline: Grassroots Domestic & Family Violence Capacity Building in CALD Communities Project.

Supported by Saheli, SEWA, SWATHI

FUNDED BY:



Cumberland Council
16 Memorial Avenue, PO Box 42, Merrylands NSW 2160.
T 8757 9000 W cumberland.nsw.gov.au E council@cumberland.nsw.gov.au
 Cumberland Council Sydney

Focus Area 2 - Service Delivery

RESOURCE DEVELOPMENT Liverpool City PAC

Title: Street Safe Smart Card

Description: Wallet sized card with safety info designed for vulnerable populations such as new migrants into Liverpool LGA. The card pinpoints major safe locations in the city centre with the inclusion of maps; and details home and personal safety tips to reduce street crimes.

Objective: To provide information at various common venues like shopping centres and local libraries and other locations of interest.

Outcomes: Card pre-launched at the NSWPF International Students Beach Soccer event in Coogee beach on 24 September 2017 and officially launched by the Mayor of Liverpool City Council on 28 October 2017 during spring festival event, "EAT YOUR HEART OUT". A total of 5000 cards had been distributed until end 2018.

Partners: Liverpool City Council.

Funding: NSW Department of Justice.

<p>EMERGENCY PHONE APP</p>  <p>The Emergency + app tells users when they should call Triple Zero (000) or who else to call. It also helps dial the number and shows the phone's GPS coordinates for the caller to read out to the operator.</p>	<p>SOCIAL MEDIA</p> <p>NSW Police Force</p> <p>Green Valley Police Eyewatch</p> <p>Liverpool Police Eyewatch</p> <p>NSW Police Transport Command</p>	<p>000 EMERGENCY</p> <p>Triple Zero (000) For emergencies or life threatening situations.</p> <p>Police Assistance Line (131 444) For non emergencies.</p> <p>CRIME STOPPERS</p> <p>Crime Stoppers (1800 333 000) To provide crime information, it can be anonymous.</p> <p>Follow us on Facebook.com/nswpoliceforce Twitter.com/nswpolice</p>	 <p>Liverpool & Green Valley STREET SAFE SMART CARD</p> <p>LIVERPOOL CITY COUNCIL</p> <p>THE GARDENS WEST</p>
<p>PUBLIC TRANSPORT</p>  <p>Plan your trip at transportnsw.info</p>	<p>PERSONAL SAFETY</p> <p>Always carry ID and let someone know where you are going and when you expect to be home.</p> <p>Never carry large sums of cash.</p> <p>Be alert on public transport. Sit in busy carriages or in the guards' compartment.</p> <p>If you feel you are in danger, go to a place where there are plenty of people.</p> <p>For more Crime Prevention advice, visit www.police.nsw.gov.au or follow us on Facebook.</p>	<p>WHEN AWAY FROM HOME</p> <p>Leave a light or TV on.</p> <p>Have family or a trusted friend regularly check on your home and never advertise your daily working/study or travel routines on social media sites.</p> <p>CREDIT CARD SAFETY</p> <p>Never lose sight of your credit/debit card and never share your PIN number with anyone.</p> <p>If you are concerned your cards have been compromised, contact your financial institution immediately.</p>	<p>NEXT OF KIN REGISTER</p> <p>The Next of Kin Program helps people living alone to have the contact details of a trusted person recorded at a local police station.</p> <p>HOW DO I REGISTER?</p> <p>Contact your local police station and ask to speak with the Crime Prevention Officer about the Next of Kin Program and application process.</p>

Focus Area 2 - Service Delivery

WOMEN

Wollongong PD

Title: I belong in the Gong

Description: Safety program started as a women’s safety project in 2017 to reduce harassment and threatening behaviour in Wollongong CBD – it had now expanded to the whole community. It involves training security guards in the city centre’s shopping precinct, so they are better equipped to identify such behaviours and act supportively; the development of a retail charter for participating retailers who agree to support people who ask for help; and a media campaign (print and TV) that highlights Wollongong is an increasingly safe place to be.

Objectives: Create a safer experience in Wollongong CBD and surrounding areas; and promote inclusion for all.

Outcomes: Initiative won “Prevention and Community Safety Award” in the National Awards for Local Government in 2019.

Partners: Wollongong City Council, Multicultural Communities Council, Illawarra Multicultural Services, and Strategic Community Assistance to Refugees.

Funding: NSW Department of Justice



Focus Area 2 - Service Delivery

INTERNATIONAL STUDENTS

Nepean PAC

Title: Engagement with International Students at TAFE, AMEP & WSU, Kingswood Campus

Description: Local Police collaborated with educational institutions to develop the capacity of international students through engagement and delivery of safety presentations. Nepean PAC regularly presented and engaged with international students through their orientation sessions and forums at TAFE, Adult Migrant English Program (AMEP) and Western Sydney University (WSU). Safety advice was provided and topics covered included identifying police in NSW, reporting crime, beach safety, alcohol, cybercrime, road safety, domestic and family violence and personal safety. Participants were also encouraged to report any crime to police including abuse, discrimination and exploitation.

Objective: Enhance the safety of international students through engagement and education.

Outcomes: 50 International students attend the forums between 2018 and 2019.

Partners: TAFE NSW, Western Sydney University & Sydney Trains.

Funding: Light refreshment was provided by WSU & TAFE institutes.



Focus Area 2 - Service Delivery

In addition to Command initiated programs described above, corporate initiatives included the International Student portfolio led annual events with education providers and international students, which have grown in popularity. The annual NSWPF and International Students Beach Soccer is held in September each year, and well supported by partners such as Randwick Council, Consulates, Study NSW, Multicultural NSW, SBS and many Universities, who provide funding and in-kind support to hold the event.



The International Students Cricket Tournament held in April 2017 had an overwhelming response. Requests to participate poured in well after registrations for teams had closed. The use of sporting activities to engage with international students and Consulates has been effective as a strategy of engagement and relationship building. There have been many instances, where students who played in such tournaments (soccer/cricket) have later contacted police they played with to report crimes or seek advice about crime prevention.

Focus Area 2 - Service Delivery

Outcome 2.2

MAINSTREAM SERVICES DELIVERED FOR EVERYONE

What we set out to do

Police programs and services are accessible to CALD communities

What we did

The role of police is to protect life and property and investigate crime. In fulfilling this role, police interact with offenders, victims, witnesses and members of the community. For multicultural communities to have equitable access to policing services and programs, we need to reach out to them through a variety of ways and not be limited by traditional or main steam methods of public awareness. We needed to have a segmented approach to reaching out about our services depending on who we want to be accessible to – be they migrants, refugees, international students or tourists. Equally, we needed our staff to have some understanding of the nuances of the diverse communities they serve. Illustrative examples of these efforts are showcased below.

Statewide Coffee with a Cop (CWC) February 2017

The 'Coffee with a Cop' initiative commenced in Fairfield PAC but has now grown in popularity and is being utilised by Commands all over NSW. Many Commands with a high diversity of population regularly host Coffee with a Cop, rotating among local venues and attracting a diversity of local residents including long term migrants, refugees and newly arrived communities. Sometimes the monthly events are held at local services such as the Library, Navitas or Settlement Services International.

On the 23 February 2017 the inaugural State-wide Coffee with a Cop was held across NSW. 87 simultaneous community engagement events were hosted by 73 Commands across the state. Local media attended most events. There were numerous stories in many of the local community papers that CWC provided a very positive approach to breaking down barriers within communities.

A range of community members and leaders attended events at venues all over NSW. Topics raised by those in attendance included mail theft, drug use, perceptions of crime, domestic violence, traffic concerns, reporting crime, anti-social behaviour, recruitment into the NSW Police Force, personal safety, neighbour complaints, homelessness, high visibility policing and technology-based crime.

Commands anticipated many of the topics and ensured that police participating in the CWC events had a knowledge of these topics and could engage community members. Survey responses from this first statewide event indicated that approximately 5,000 community members attended CWC events just on this one date.

Focus Area 2 - Service Delivery

Juice with the Youth

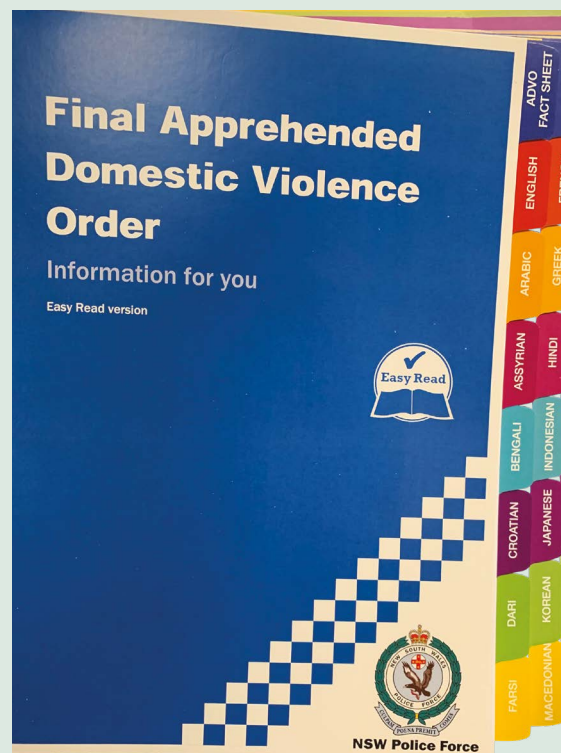
Bankstown PAC MCLOs initiated a variation on Coffee with a Cop as a strategy to have conversations with disengaged young people. 'Juice with the Youth' was promoted among various local youth agencies and held in partnership with Bankstown Central at the Bankstown Bus Interchange from 3.30 pm onwards on a Thursday. The location was strategically selected, and the Command expected a modest number of young people to show an interest – about 15. Ninety cups of juice were sold! Conversations between Police Transport and Highway Patrol Officers, PCYC staff, School Liaison, Youth Liaison and Crime Prevention Officers and young people, though slow to warm up, resulted in smiles and questions at the end of the evening asking when the next "Juice with the Youth" would be held! Parents and local businesses were also positively engaged and expressed support for the initiative.



Family and Domestic Violence

Preventing, disrupting and responding to family and domestic violence is a significant priority for NSW Police Force. Apprehended Domestic Violence Orders (ADVO) are an important method of enhancing victim safety as well as perpetrator accountability for their behaviour.

In response to the rates of breach of ADVOs, as well as victim advocates raising the issue of ADVOs needing to be in simpler, easy-to-understand language, the Department of Justice led a project on converting the ADVOs into 'Plain English'. Plain English ADVOs came into effect in October 2016. The new Plain English ADVOs use simplified language, personalise orders, prioritise key messages such as the consequences of breaching ADVOs up front, and include behavioural messages directed at the offender, challenging violent behaviour.



Focus Area 2 - Service Delivery

Our MCLOs had long been telling us that many victims and offenders from culturally and linguistically diverse backgrounds have difficulty comprehending the conditions and requirements of AVOs. This provided the impetus for us to take the lead in a project to maximise the likelihood of victims and offenders having a clear understanding of ADVO conditions and therefore complying.

Performance and Program Support Command in partnership with Macarthur Women's Domestic Violence Court Advocacy Service jointly funded the production of Guides to the Plain English AVOs in the following accessible formats:

- English audio and text;
- 32 community languages audio files and translated text;
- Easy Read text version for people with low literacy or comprehension;
- Auslan videos for deaf or hard of hearing.

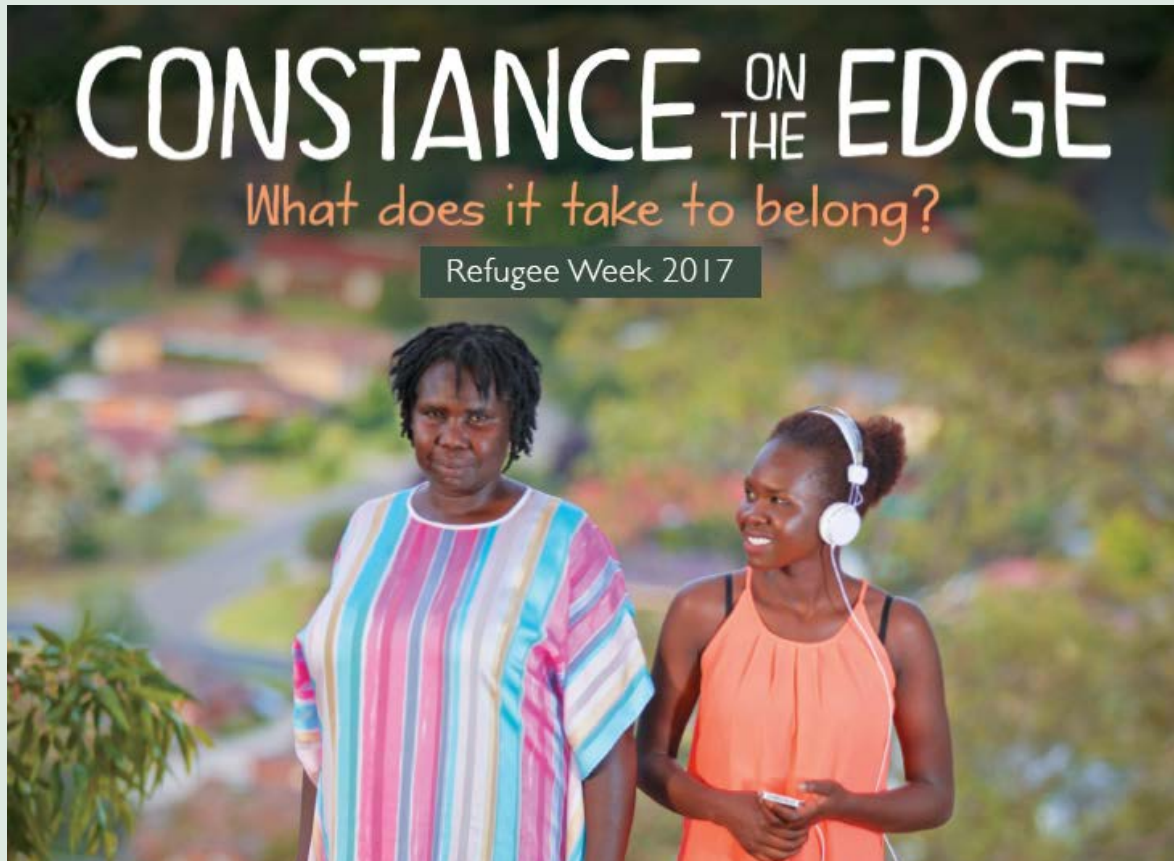
The languages that the guides are available in are: Mandarin (Simplified Chinese), Arabic, Hindi, Thai, Vietnamese, Filipino, Punjabi, Dari, Urdu, Korean, Dinka (Audio), Bengali, Nepali, Farsi, Tongan, Samoan, Cantonese, Spanish, Russian, Greek, Tamil, Turkish, Macedonian, Swahili, Croatian, Serbian, Japanese, Juba Arabi (Audio), Indonesian, Assyrian, Somali and French.

The guides assist community members with low literacy or comprehension levels, limited or no understanding of English, visual impairment and deaf or hard of hearing. They are easily accessible on the NSW Police Force public website. Project partners have been utilising the multilingual text guides by providing them to victims supported by the Women's Domestic Violence Court Assistance Scheme. Disability workers have utilised the Easy Read guide to explain AVO conditions to both offenders and victims with disability.

Access to Policing for Refugee Communities

In June 2017 we organised two screenings of the film 'Constance on the Edge', a documentary about Constance and her family, tracing their resettlement journey from refugee camps to Wagga Wagga, NSW. One screening was held in Police Headquarters to mark Refugee Week and attracted a full house of interested staff from various business units that work in PHQ. We invited the director of the documentary, Belinda Mason, for a Q&A session after the screening. We also released an information sheet on refugees, asylum seekers and migrants which was distributed organisation wide. The feedback we got from staff who attended the screenings was overwhelmingly positive, with requests for more such opportunities to learn. Many staff expressed that Constance's words "In the war, I fought for survival, In the refugee camp, I fought for Human Rights here I am fighting for belonging" were unforgettable and would influence how they viewed and interacted with refugee people.

Focus Area 2 - Service Delivery



What we still need to do

Our frontline staff have identified that there is a gap in contemporary multilingual information on what family and domestic violence is, the forms it can take and specifically how the police can assist. Whilst a wealth of information on the topic exists, it is not policing specific. We intend to explore the formats such information may need to be presented in to be most accessible and have the greatest reach.

Focus Area 2 - Service Delivery

Outcome 2.3

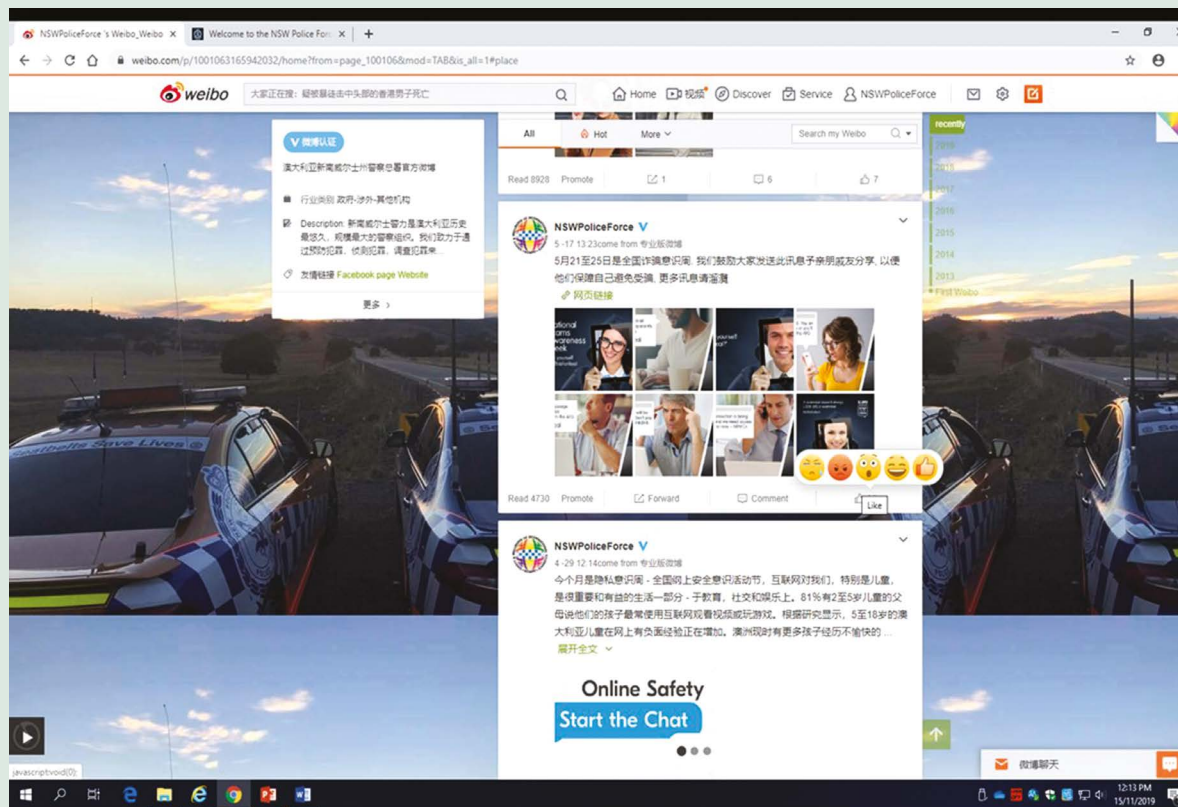
PEOPLE FROM CALD BACKGROUNDS ARE AWARE OF POLICING SERVICES, PROGRAMS AND FUNCTIONS

What we set out to do

Police communications and media target CALD communities

What we did

The Media Unit at the Public Affairs Branch provided customised media releases and social media posts as requested by investigators, on a case by case basis to ethnic media. This included crime prevention messaging as well as appeals and warnings for current investigations. Media releases were 'written for translation' where required. Social media platforms of Facebook, Twitter, WeChat and Weibo were used to engage with CALD communities on a regular basis. Engagement via social media platforms was based on operational needs, seasonal messaging such as bush fire safety and water safety and holiday/festival or event-based messaging such as for Diwali, Ramadan, Chinese and Vietnamese New Year. Proactive messages were posted based on investigative requirements



Focus Area 2 - Service Delivery

such as missing persons and appeals for information. Live streaming and captioning are also communication strategies used by the Media Unit. The NSW Police Force has a following of 167,000 on Twitter, 204,000 on Instagram, 20,955 on Weibo, an average of 87,000 on Wechat and 4,382,056 YouTube views. The highest post ever read on WeChat was 175,000. Followers of Command based Eyewatch pages provide a better indicator that CALD community members are being reached through these platforms.

PACs and PDs utilised their own Eyewatch pages to communicate with their communities. Many PACs have closed Eyewatch groups which are regularly utilised as means of two-way communication about alerts, scams, local crime trends and positive comments on good police work appreciated by the community. As an example, Quakers Hill PAC which has a very high density of population as well as a very culturally diverse population, has 10,970 members through its closed groups in each suburb and a reach of over 15,000 people daily through its Eyewatch page. A snapshot of statistics on the followers of various Commands with diverse populations demonstrates the awareness and interest levels of local communities in policing news and services.

Command	Eyewatch Followers as at September 2019
St George	11,569
Sydney City	11,234
Blacktown	17,805
Mt Druitt	20,607
Nepean	37,409
North Shore	15,011
Parramatta	13,652
Bankstown	14,742
Campbelltown	40,782
Fairfield	17,071
Liverpool	18,410
Newcastle	49,723
Wollongong	24,105

Focus Area 2 - Service Delivery

What we set out to do

Accredited interpreters are used where required

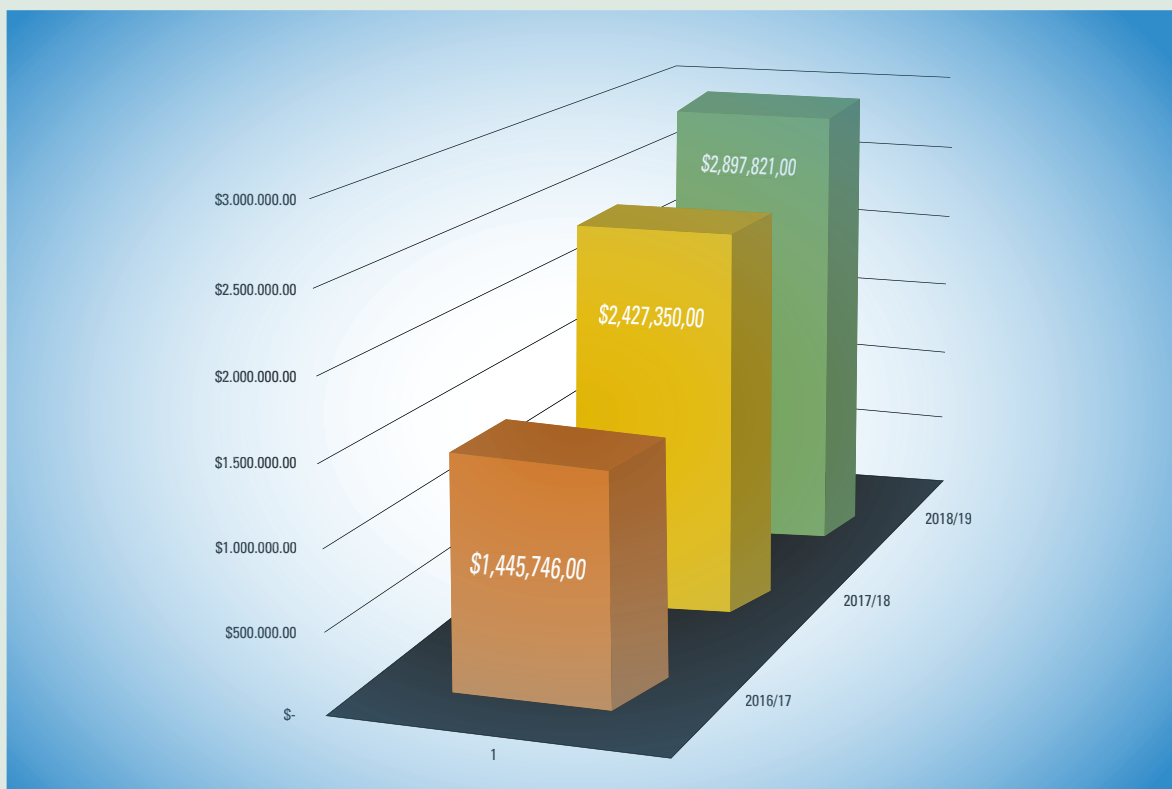
What we did

One of the key methods of ensuring access to policing services for people who are not able to speak or understand English is to use accredited interpreters. We released a new Language Services Policy Statement in 2018 which reinforced to all staff, the necessity of using accredited interpreters.

The Diversity Training Program also delivered information and skills-based training sessions on working with interpreters for general duties police, detectives and Strikeforces utilising the assistance of an accredited Multicultural NSW interpreter to demonstrate the skills involved. Training content included working with telephone interpreters, face to face interpreters and interpreters via Audio Visual Link.

Organisational expenditure on language services has doubled from 2016 – 2019. In 2016/17 the annual spend on translating and interpreting was \$ 1,445,746.

Language Services



Focus Area 2 - Service Delivery

In 2017/18, the annual spend rose by 68% to \$2,427,350 and the most common languages were Arabic, Mandarin, Vietnamese, Farsi, Korean, Cantonese, Turkish, Greek, Spanish and Thai.

In 2018/19 the annual spend on translating and interpreting rose a further 19% from the previous year to \$2,897,821. The most common languages that required translating were Mandarin, Arabic, Vietnamese, Korean, Persian (Farsi), Cantonese, Urdu, Tamil, Spanish, Thai and Turkish.

Languages which were unable to be serviced were Nigerian Igbo, Yoruba and Pidgin, Kurdish Kurmanji, Mongolian and Aboriginal languages of Wiradjuri and Bundjalung (particularly in regional NSW).

Statistics on the use of interpreters are provided to the Region Sponsors for Cultural Diversity and International Students so they can reinforce the appropriate use of interpreters within their Regions from time to time.

On average, 70% of agency expenditure is on face to face interpreting and 30% on telephone interpreting. Approximately 65% of the total use of interpreters and translators occurs in the metropolitan police regions. This usage pattern is consistent with demographics however we anticipate a rise in regional interpreter expenses with the rise in regional refugee settlement, offset by increasing use of AVL technology.

What we still need to do

The development of additional resources for staff such as an online module on working with Interpreters and visual messaging in public areas of police stations reassuring community members that they can request an interpreter are priorities for Year 3 of the Plan.

Focus Area 3 - Engagement

Outcome 3.1

COLLABORATION WITH DIVERSE COMMUNITIES

What we set out to do

Policies, plans, programs and campaigns that impact on CALD communities are developed through consultation with key stakeholders

What we did

In 2018, we contracted an independent external researcher to conduct qualitative victims of crime research to better understand their experience with NSW Police Force. We did this to ensure we were continuing to meet their expectations and identify barriers to effective service delivery to victims of crime. The researcher ran metropolitan and regional focus groups with customers who had interacted with police in the last 12 months, specifically victims and witnesses of crime. We stipulated that research participants must reflect ethnic, age and gender diversity.

Multiple focus groups were run in Hurstville, Parramatta, North Sydney, Sydney City and Coffs Harbour, providing powerful insights into the experiences of our customers and victims of crime. Senior police and civilian staff observed and heard first-hand the experiences of customers and victims of crime from behind a viewing mirror. Critical opportunities for improvement were identified and the key messages for us were Care (showing empathy), Communication (explaining procedures, providing follow up) and Efficiency (using technology and creating processes for frequent victims such as businesses).

We incorporated research findings into the Action Plan for the Victims of Crime and Customer Service portfolios and will be revising our public commitments accordingly. We acknowledge that for victims of crime and customers who have an added barrier in the form of language, the use of accredited interpreters will be critical to following through on how we demonstrate care, communication and efficiency.

Focus Area 3 - Engagement

What we set out to do

Effective relationships with key community stakeholders, organisations and individuals are developed and maintained

What we did

NSW Police Force relationships with its many culturally, linguistically and religiously diverse communities and services were maintained through regular and ongoing contact and conversations by our staff with a wide range of stakeholders. One of our flagship programs to forge and cement community engagement is the Multicultural Community Liaison Officer (MCLO) Program.

MCLO Program

MCLOs are the linchpin in many Commands and Districts in establishing and maintaining networks with communities, religious organisations and businesses. The work of MCLOs have shaped the way in which NSW Police Force does business with CALD communities. MCLOs continued to identify areas of concern and create solutions with police and communities. They also worked tirelessly to support community endeavours to achieve sustainable events and programs to meet community needs. The engagement that MCLOs initiated set a positive tone for their Commands to continue working with communities.

At the end of this reporting period, NSW Police Force maintains an MCLO workforce of 33 MCLOs across 20 Police Area Commands and Police Districts. Five of the six police regions have MCLOs. Western Region is the exception. Consistent with population density and diversity, the South West Metropolitan Region has the greatest number of MCLOs, being 19 allocated positions. North West Metropolitan Region had 8 positions, Central Metropolitan Region had 4 positions and Northern and Southern Regions had 1 position each. With the trend in regional settlement of refugee communities, the organisation is examining the support needs of our Regional Police Districts through the MCLO Program.

MCLOs met quarterly as a Program, under the leadership of a Program Coordinator, to examine trends, issues and professional development. Focus areas of local and strategic work by the MCLOs have been in elder abuse, youth engagement, social cohesion, refugee settlement, addressing the impact of international events on local communities, family and domestic violence and the safety and wellbeing of international students.

International events in Christchurch and Sri Lanka in 2019 had profound effects on our local communities. The return on investment the MCLOs and their PACs and PDs made into maintaining connections with community groups in their local areas was priceless as the communities turned to police for advice, support and assistance, and in return, provided police with the same. All levels of NSW Police Force were able to engage with communities and services affected by the atrocities to ensure that our communities remained safe.

Focus Area 3 - Engagement

MCOs participated along with many other police officers in a Roundtable for settlement workers in 2016. This Roundtable was a collaboration between NSW Police Force and Settlement Services International (SSI), and initiated by our then-PMAC member and SSI CEO, Violet Roumeliotis. Approximately 40 settlement workers and police staff interacted enthusiastically to examine case scenarios of refugee individual interactions with law enforcement to identify opportunities to improve responses.

In 2017, NSW Police Force celebrated the 30 Year anniversary of the MCO Program at the Fairfield PAC initiated Annual Community Engagement Day. This was also to commemorate the origins of the Program, which began in 1987 with a Ministerial directive to employ 4 Ethnic Community Liaison Officers in Cabramatta and Fairfield.

A MCO Conference was held in 2019, providing an opportunity to learn from Victoria Police, network with the Corporate and Region Sponsors for Cultural Diversity and International Students and apply skills in understanding team dynamics and effectiveness.



Focus Area 3 - Engagement

The Engagement and Intervention Unit (EIU)

The Engagement and Intervention Unit is the conduit between the NSW Police Force Counter Terrorism Command and communities. The EIU maintained relationships with many diverse communities across NSW, and where required, provided an explanation to communities of laws, processes and programs related to counter terrorism and violent extremism.

In consultation with Commands, it provided expert advice and guidance to places of worship and communities regarding annual significant religious events and festivals. However, regular and ongoing communication is maintained by Commands with their local religious institutions. The importance of maintaining these relationships is heightened during times such as in the aftermath of the hate crimes targeting religious sites in Christchurch and Sri Lanka, where reassurance and police protection brought a sense of security to many worshippers and community members across NSW.

Youth Engagement Program

In 2017, the EIU ran a Youth Engagement Program with twenty-two boys studying in year 10 at Punchbowl Boys High School. This program was like the Community Awareness of Policing Program, where participants interacted with different sections of NSW Police Force and had the opportunity to bust myths and learn about policing challenges and contexts. The experience was an eye-opener



Focus Area 3 - Engagement

for the young participants and laid the foundation for their role as influencers of their peers. The EIU could run this program successfully due to the investment it, and Commands had already made in maintaining relationships with School Principals and youth groups. The EIU also implemented the Australian Government program, Living Safe Together.

Raising Awareness of s93Z Crimes Act 1900

In 2019, the Bias Crimes Unit staff, who are a part of the EIU, commenced awareness raising among communities and police of legislative amendments to the Crimes Act 1900, which introduced section 93Z, an offence of publicly threatening or inciting violence on the grounds of race, religion, sexual orientation, gender identity, intersex or HIV status. Greater understanding of how s93Z is intended to work will improve the likelihood of increased reporting and prosecution of offenders. Demonstrating our ability and willingness to disrupt and prevent bias crimes and the incitement of violence on the grounds of race, religion, sexuality, gender identity, intersex or HIV status will go a long way to nurturing the relationships we have established with community stakeholders, organisations and individuals.

Focus Area 3 - Engagement

What we set out to do

NSW Police Officers attend relevant CALD interagency meetings and people from CALD backgrounds are appropriately represented on local NSW Police Force committees

What we did

Police had a strong presence at many local police initiated as well as CALD community agency-initiated forums and networks. Police led forums included Community Safety Precinct Committees (CSPC), Safety Action Meetings (SAMs), School Principals Forums, 'Meet the Commander' events and Mental Health Consumers Forums. CALD community members were well represented at CSPCs particularly in Burwood, Campsie, Bankstown, Auburn, Parramatta and Nepean PACs. In Bankstown PAC, MCLOs encouraged CALD stakeholders to participate in the CSPC and the Commander encouraged them to contribute even when they were hesitant about their standard of English. Members reported feeling respected for their contributions by NSW Police Force as a result.

Where CALD victims of family and domestic violence were referred to Safety Action Meetings chaired by Crime Managers, CALD DV services were also in attendance. 'Meet the Commander' events were held by many Commands whenever local CALD communities or the Commander felt the need to connect.

Local police participated actively in domestic violence, multicultural and youth interagency networks, chambers of commerce, and ethno-specific networks. In some Commands such as Campsie, police took over leadership of the domestic violence interagency, demonstrating their drive for prevention of family and domestic violence. Ethno-specific worker networks attended included Chinese, Indian, African, Arabic and Pacific.

The impact of active police participation in the myriad of forums that occur locally has been a great willingness from local services and communities to work with police on crime prevention and community engagement initiatives.

Showcase: Liverpool City Pan Pacific Safe Community Accreditation 2019

Liverpool City Council led the project to attain the Pan Pacific Safe Community Accreditation from 2016 – 2018. In March 2019 Liverpool City was awarded this international accreditation. The Liverpool Police Area Command was an integral part of the three-year process to prepare and submit the application. The Liverpool Community Safety and Crime Prevention Advisory Committee held quarterly meetings chaired by the Mayor to oversight the delivery of this project. The Commander and senior staff of the Command attended these quarterly meetings as well as priority setting meetings, shared data and participated in numerous workshops leading up to the final submission. Liverpool is the second local government area (LGA) to achieve this accreditation, following Blacktown City, which was the first NSW LGA to attain the accreditation. There are currently only seven other local government areas in Australia who have attained this accreditation.

Focus Area 3 - Engagement



Liverpool Police contributed to this whole-of-community process along with over 35 charity, non-government and community groups. A safe community is one in which all sectors of the community work together in a collaborative and coordinated way to promote safety, manage risk and reduce the fear of harm. A key feature of this process was the creation of a local coalition of community, business, government and non-government stakeholders that combined their interests and resources to address local concerns about injuries, road accidents, anti-social behaviour and crime in a coordinated and sustainable manner. The Safe Communities model is an internationally recognised evidence-based model for addressing community safety at the local level. The core attributes of this concept are community leadership and participation, program reach, priority setting, data analysis, program evaluation, communication and networking. Information on safe communities can be found at <https://safecommunities.net.au/index.php/accredited-safe-communities>

Focus Area 3 - Engagement

Showcase: Auburn PAC Bizsafe Program 2018

Auburn PAC conducted a series of Bizsafe sessions for local Chinese, Turkish, Afghani businesses in the main street as well as on-site sessions for those on industrial estates and with more than six employees. The sessions were run with the assistance of interpreters. The lead up to the session itself involved letters in language to each business about business crime prevention, then visits to each of them, canvassing their interest and concerns, followed by sessions at suitable timings with minimum impact on their business hours. Sessions were run at 6.30 pm and 6 am. Issues covered were tailored to the specific business, so for retailers, content was included on CCTV, and for those on industrial estates, on back to base alarm monitoring and on-site business inspection. Participation at these Bizsafe sessions was possible as result of months of engagement by MCLOs and the Crime Prevention Officer.



Focus Area 3 - Engagement

Outcome 3.2

UNDERSTANDING THE NEEDS OF PEOPLE FROM DIVERSE BACKGROUNDS

What we set out to do

Partnerships with other government, non-government and community agencies inform planning and response to issues impacting on CALD communities

What we did

Much of our work is contingent on productive partnerships with a host of government, non-government and community agencies. Some illustrative examples of these efforts are as follows.

Police have maintained regular attendance at Regional Advisory Council (RAC) and Settlement Services International Humanitarian Settlement Program Network (HSPN) meetings and acted promptly on any issues raised. Matters raised at RACs and HSPN are regularly fed back to the MPSP Monitoring Committee attended by Region Sponsors for Cultural Diversity and International Students.

NSW Police Force participated in a project led by Department of Justice to create resources on family and domestic violence for religious leaders. The Safe Family Manual for Faith and Community Leaders was launched in 2019. Police supported an expo and workshops for faith leaders organised by Diversity Services, Justice.

We worked with settlement service providers to facilitate the smooth settlement of refugees in NSW. MCLOs and Crime Prevention Officers from Auburn, Fairfield, Liverpool and Blacktown PACs provided weekly orientation sessions to newly arrived refugees, discussing Australian law, policing and safety.

NSW Police Force participates actively in the NSW and Commonwealth Government Working Party to prevent Underage Forced Marriage (UFM) chaired by Legal Aid NSW established in 2017. This committee has produced a referral pathway chart for government and non-government staff, to report UFM. In 2019, a Guide for General Practitioners (GP) raising awareness on Modern Slavery was produced and is due to be published in the GP Journal in November 2019. As a Committee member, we collaborated on individual cases coming to the notice of agencies.

Collaboration with NGO Anti-Slavery Australia has continued since 2017 and has included the provision of advice and support on cases and community engagement.

In 2017, four MCLOs travelled to Wagga Wagga to support the Iraqi Renaissance organisation to welcome 59 families from the Yezidi community settling in the area. This visit included a morning tea hosted by Wagga Wagga Police to introduce the community to their local police.

Focus Area 3 - Engagement

In 2018, NSW Police Force and Department of Justice Diversity Services consulted with police in metropolitan and regional areas to inform the development of a new service for victims and offenders with disability who are in contact with the criminal justice system. We provided input into the service design and emphasised that accessibility to the service for CALD victims or offenders with disability was an important consideration for us. This service, called Justice Advocacy Service (JAS) is now in operation and receiving referrals from police.

What we set out to do

Customer feedback and complaints from diverse groups including CALD groups are systematically collected and analysed

What we still need to do

The collection and analysis of data on the diversity of complainants is a project that will be undertaken in year 3 of the Plan.

Focus Area 3 - Engagement

What we set out to do

The NSW Police Force Community Engagement Framework is implemented

What we did

In 2016, we commissioned independent consultants to consult communities on our Community Engagement Framework. Consultations sessions were held in metropolitan and regional locations and focus groups were conducted with Aboriginal, refugee, and LGBTI communities, international students and people with disability and mental health. An online survey also provided over 1000 responses. This research underpinned our definition and approach to community engagement. The Commissioner endorsed the NSW Police Force Community Engagement Policy Statement and Community Engagement Framework in April 2018.

Community engagement principles and case studies have been included in training sessions offered by the Diversity Trainer, and increasingly, police strike forces and investigations include a community engagement strategy, which has proven to be central to positive investigation outcomes.

Examples of this include Strikeforce Arpin and Strikeforce Longfield, the NSW Police Force investigation into reported cases of female genital mutilation. Strikeforce Arpin was an operational response to a spate of organised offences targeting technology retailers. Investigators were skilful and sensitive in the use of community engagement. They were able to activate community networks that had already been established well before the Strikeforce, illustrating the investment that Commands make in undertaking proactive community engagement as well as in reaction to incidents.

In the NSW Police Force investigation into reported cases of female genital mutilation (FGM), the High Court recently upheld the Supreme Court's result, leading to the first ever prosecution of FGM in the western world.

For the investigators, an understanding of FGM as a traditional practice was crucial and community were engaged on several occasions. It allowed the investigators to view the practice through the lens of the community. Agencies and services that provided support and advocacy around the removal of FGM as a practice were also engaged by our investigative officers.

This case posed challenges in applying investigative skills and abilities within a culturally, linguistically and religiously diverse context.

The investigative team led by Detective Senior Sergeant Eugene Stek sought advice from the Cultural Diversity Team, which facilitated a group of specialists to provide input to police. Using the community perspective on an age-old traditional practice of FGM to challenge the unconscious bias of officers was critical.

Focus Area 3 - Engagement



NSW Police Force

Framework for **Community Engagement**



April 2016

Focus Area 3 - Engagement

The investigative team developed a community engagement plan that highlighted activities and gatherings that this community were participating in. The investigative team went out to events with service providers and were visible in a proactive way. This provided the community with softer ways of getting to know the police and to understand their role in addressing breaches of the law. Through this process a source from within the community came forward. As a progressive member, this person was keen to ensure that in this new place, Australia, the traditional practice of FGM must be reconsidered. What followed was ongoing engagement with service providers to enhance the prevention of further instances of FGM.

The work with community allowed us to test and try different narratives for the actual investigation and contributed to valuable outcomes in this case. In the words of Detective Senior Sergeant Stek, "In investigating this case, we want to leave the community better off than how we found them ... the investigation must leave the community intact and still deal with the breach of the law."

The FBI travelled to NSW to work with our investigative team as they wanted to understand how to investigate similar practices in the USA but were mindful of the reaction and response from community once the Police were known to be actively involved in uncovering and prosecuting such cultural practices. The case was discussed in detail and successful community engagement strategies were shared.

What we still need to do

Staff have expressed the need for practical tools and tips to improve the understanding and application of community engagement principles and build on current practice. The creation of interactive learning modules as well as an intranet site to host resources such as tips on running meetings/presentations with multiple interpreters in the room and stories of community engagement projects by NSW Police Force staff are a priority for the next two years.

Establishing meaningful measures on the impact of community engagement are also a priority.

Focus Area 4 - Leadership

Outcome 4.1

DEMONSTRATED LEADERSHIP IN CULTURALLY INCLUSIVE PRACTICES

What we set out to do

Build and maintain an organisational culture that values working effectively with CALD communities

What we did

NSW Police Force has matured in its organisational culture particularly in the context of the increasing diversity of the population of NSW that staff must protect and police. Diversity skills required to work effectively with CALD communities are no longer just about engaging with communities at festivals and fairs. Effective interactions and relationships between police and diverse communities are central to getting good investigation outcomes, preventing crime, ensuring the rights and safety of people in custody and empathic victim care responses. Effective engagement with diverse communities and individuals has been influenced by the integrated applied diversity skills approach.

Diversity Training Program

The Diversity Training Program delivered face to face training sessions to over 1000 officers annually including command based and central training programs offered by the Education and Training Command to Crime Prevention Officers, Youth Practitioners, Custody Managers, Detectives, officers managing human sources and responding to mental health incidents.

Tailored diversity sessions were also conducted for specialist units such as the Child Abuse and Sex Crimes Squad, Police Transport and Safety Command and Region Domestic Violence Coordinators. The Diversity Trainer conducted role plays and the discussion-based component on refugee issues and mental health in the 4-day Mental Health training for police officers and assisted in the assessment phase of the 4-day course.

'Diversity of thought' case assistance was also provided to cold cases and current investigations including child abuse, fraud and spirit scam, sex crimes and domestic homicide. Police Investigators and the Diversity Trainer co-presented training sessions to other police jurisdictions on human trafficking and investigating Female Genital Mutilation, demonstrating the sophistication of knowledge and expertise in high harm crimes affecting culturally diverse communities.

Cultural Diversity Leadership Fellowship

In 2017, we nominated two Inspectors for the inaugural Cultural Diversity Leadership Fellowship run by the University of Sydney Business School and the Australian Human Rights Commission. As a result, the officers developed and presented an integrated organisation wide proposal for increasing cultural diversity in leadership. Their proposal and presentation was judged the most outstanding

Focus Area 4 - Leadership

by the CEOs of all fellowship participants. Titled 'Project Janus', their project presentation included a blueprint for the organisation to enhance cultural diversity leadership. Many strategies in their proposal are now being progressed through a suite of initiatives led by the Human Resources Command.

Mapping and Leveraging Language Capability of Staff

We were interested in exploring the multilingual language capability of our staff to leverage the diversity of our employees for improved organisational performance. A survey administered by us revealed 69 languages as spoken by staff. The top seven languages spoken were Spanish, Hindi, Arabic, Greek, Mandarin, Cantonese and Croatian. Staff self-assessed their language capabilities as high. A breakdown of the number of languages spoken by staff included 23 trilingual, 24 quadrilingual, 7 pentalingual, 1 hexalingual and 2 septalingual. Approximately a third of the staff who reported as having formal accreditations were Community Language Allowance Scheme recipients.

Approximately 78% of respondents worked in an operational capacity in Commands and Regions. Staff interest in improving and utilising their language abilities was high, and we hope to capitalise on this.

Building the Knowledge Base on Police and Interpreters

The NSWPF has partnerships with external education providers particularly in regard to working with interpreters and building the capability of staff utilising interpreters within a policing context.

In 2017, the University of NSW hosted an Interpreting Symposium focusing on Policing and interpreters chaired by the National President of the Australian Institute of Interpreters and Translators, Professor Sandra Hale.

Professor Hale hosted the Symposium as a dialogue between Police and Interpreters and NSW Police Force actively participated on the panel and as participants. We engaged directly with interpreters around common and exclusive issues that police face in working with interpreters and for decision makers within the interpreter profession to impact development and changes where appropriate. The feedback from A/Professor Ludmila Stern, School of Humanities and Languages captures the spirit of our participation 'What took place yesterday at the symposium was a true dialogue with a wealth of knowledge and expertise exchanged.'

Principles for Cultural Diversity and Anti-Racism

In 2018, the Diversity Trainer provided significant input into the development of ANZPAA Principles for Cultural Diversity and Anti-Racism and the Training & Education Guidelines on Anti-Racism and Cultural Diversity. These principles and guidelines have now been endorsed by the Police Commissioners of all Australian and New Zealand jurisdictions for adoption and implementation

Focus Area 4 - Leadership

The Corporate and Region Sponsors for Cultural Diversity and International Students, staff in the Cultural Diversity Team, the MCLO Program, Engagement and Intervention Unit and the Bias Crimes Unit continue to lead, influence and drive policy and practice improvements to implement multicultural principles within NSW Police Force.



Focus Area 4 - Leadership

What we set out to do

Executive and Senior Management promote and advocate for the needs of CALD communities in strategies, programs and forums

What we did

The Corporate Sponsor for Cultural Diversity and International Students demonstrated strong leadership along with his leadership team of seven Region and Specialist Command Sponsors. Assistant Commissioner Peter Thurtell APM convened quarterly MPSP monitoring meetings with the Region Sponsors, inviting experts such as Professor Andrew Marcus to present on social cohesion and lessons for law enforcement and Professor Gail Mason on bias crimes research.

Assistant Commissioner Thurtell met with Department of Immigration and Citizenship representatives in Canberra to get a first-hand understanding of refugee resettlement policies and future plans. Based on the evidence that approximately 33% of all humanitarian entrants are being settled in regional NSW, he led the development of a strategy to build the diversity capability of regional police districts. He visited new and emerging communities in Armidale and advised the Cultural Diversity Team on the support needs of these communities as well as the training needs of police in these regional districts.

NSW Police Force continues to be represented on the Multicultural NSW Community Harmony and Resilience Tactical Engagement and Response (CHARTER) committee. The CHARTER Plan sits as sub plan to existing emergency management plans and focuses on preparedness, prevention, response and recovery.



Focus Area 4 - Leadership

What we set out to do

Commissioner's Police Multicultural Advisory Council (PMAC) to advise on issues and trends impacting Police and CALD communities

What we did

In 2016-2019, the PMAC met regularly for quarterly meetings chaired by the Commissioner and the Corporate Sponsor for Cultural Diversity and International Students. In 2017, the terms of reference for PMAC were reviewed and Council members proposed that meetings be co-chaired by a Council member and the Commissioner or the Corporate Sponsor. This model of co-chairing the quarterly meetings was successful and continues. It signals the strong message that the senior executive view CALD community leaders and influencers as our partners and collaborators in achieving excellence in policing multicultural communities.

In addition to quarterly Council meetings, Council also met out of session to work on specific issues such as improving NSW Police Force messaging to diverse communities on reporting and preventing family and domestic violence. Council advised NSW Police Force on its Community Engagement Framework, Alcohol and Illicit Drug Strategy, information for support persons for a person in police custody, diversity in leadership, strategy to work with refugee communities, engagement with vulnerable communities and community impacts of technology enabled crime and sexting.

Council members were active outside of meetings in connecting their work in communities with police programs and services. Council member and SSI CEO Violet Roumeliotis encouraged us to hold the Roundtable between police and settlement workers in 2016 to improve mutual understanding and service responses to refugees. In 2019, Council member Mala Mehta was instrumental in the establishment and promotion of the Hornsby Ku-ring-gai Women's Shed, an inclusive safe space for all women in the Hornsby Ku-ring-gai catchment, in partnership many services including Hornsby PCYC and Ku-ring-gai PAC. In 2016, Council member Ken Habak regularly kept Illawarra CALD communities informed of policing developments through sessions at the Multicultural Communities Council and Council members Faduma Geddi and Namhee Ko regularly worked to break down barriers between police and African and Korean communities and brought community feedback to Council meetings.

Focus Area 4 - Leadership

Outcome 4.2

INCREASED RECOGNITION OF THE VALUE OF CULTURAL DIVERSITY

What we set out to do

Develop and maintain a workforce that reflects population diversity

What we did

The Human Resources Command is developing an Inclusion & Diversity Strategy which will be underpinned by action plans for each diversity portfolio, including cultural diversity. This strategy will include actions in relation to recruitment, development and retention of employees and will also include the development of a range of collateral such as recruitment training with modules on unconscious bias and inclusive language.

Focus Area 4 - Leadership

What we set out to do

Policies and programs focussing on inclusion and building a positive workplace culture are implemented

What we did

In 2016, we launched the 'Respectful Workplace Behaviours' Campaign which included:

- Implementation of a new Policy Statement and Guidelines on Respectful Workplace Behaviours. The Policy and Guidelines focus on behaviours that contribute to a positive workplace culture but also makes clear that Harassment, Discrimination and Bullying behaviours are not tolerated.
- The distribution of Respectful and Inclusive Workplace Behaviours posters to Commands.
- An intranet video messages from the Commander Human Resources and Corporate Sponsors on Respectful Workplace Behaviours.
- Broadcast of a Mindfulness workshop across the organisation for staff to view as part of the campaign focus around all employees contributing to a positive workplace culture.
- A range of intranet tools including information for employees on respectful workplace engagement.

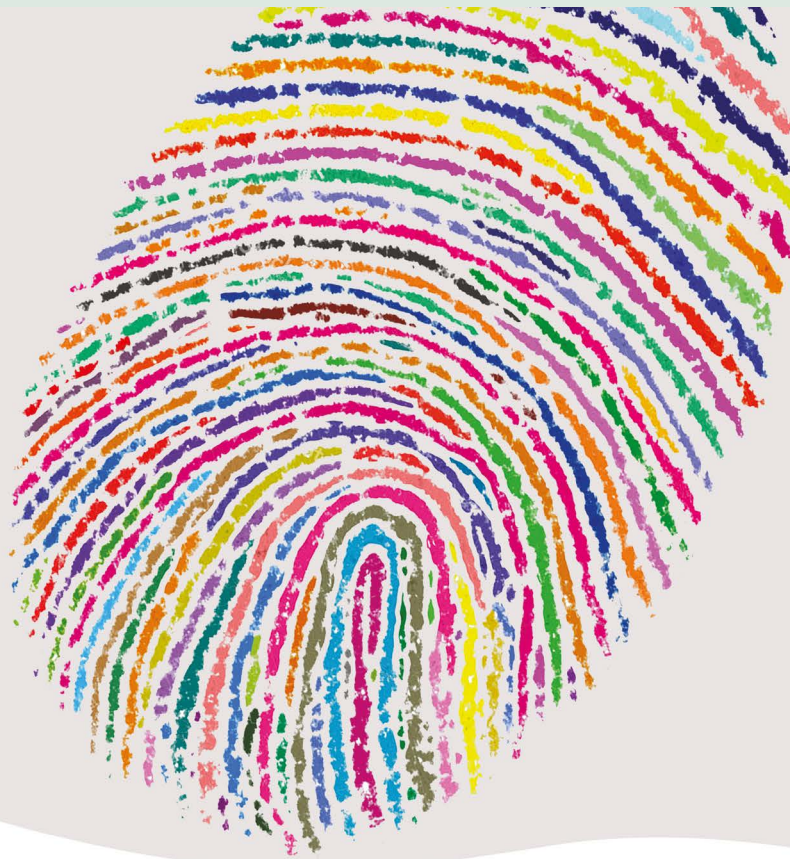
The Respectful Workplace Campaign is ongoing. The Respectful Workplace Behaviour Framework will be reviewed to ensure contemporary approaches are embedded and implemented and that the Framework aligns with other HR related strategies including the Inclusion & Diversity Strategy and Culture & Behaviour Strategy.

Diversity Training for Police Chaplains

The NSW Police Force Chaplaincy ministers to the spiritual welfare of members of the NSW Police Force, retired police, police widows and widowers and their immediate families. Chaplains provide many services such as responding to disasters, critical and traumatic events, counselling, involvement in celebrations and religious events, assistance during illness and bereavements and offering prayers, benedictions, invocations and dedications at police functions. In addition to full time Chaplains, there are approximately 100 Regional Chaplains, representative of all major denominations.

The Head Chaplain requested diversity training for chaplains across NSW. The Diversity Trainer designed a session exploring challenging scenarios related to cultural and linguistic diversity and communication within the culture of policing. Content included exercises in unconscious bias, cross cultural communication and the role of empathy as well as exercises exploring the values that

Focus Area 4 - Leadership



Accept & Respect

We are all different

Inclusion is the key to success
It's your workplace



Respectful
& Inclusive
Workplaces

my
HR
live work well



NSW Police Force

For more information on Respectful & Inclusive Workplaces, refer to the HR Intranet site or contact Workplace Relations & Equity Unit

Focus Area 4 - Leadership

underpinned the work of chaplains in a policing context. As an example, in the Western Region, the impact of droughts had seen chaplains experiencing multiple levels of emotional distress within the police they supported.

Celebrating our staff

The diverse workforce of the NSW Police Force is its greatest asset. In this reporting period, we were proud to have many staff nominated for awards in recognition of their passion, commitment and tenacity in working in the multicultural space.

In October 2018, Patricia Owen, MCLO Newcastle PD was presented a prestigious award by the High Commissioner of Kenya for her tireless work in the Kenyan community. Patricia is a founding member of Wananchi Newcastle, Kenyan community group in Newcastle. Patricia was nominated "Shujaa wa Newcastle" or "Hero of Newcastle".

In November 2018, Seok Ong Hong, MCLO Auburn PAC, Kim Fenwick, MCLO St George PAC and Patricia Owen, MCLO Newcastle PD, were all finalists in the Irene Juergens APM Fellowship Award for Community Engagement at the Rotary Police Officer of the Year Awards. The winner was Kim Fenwick of St George PAC.

In June 2019, Rima Elhage, A/MCLO Coordinator and substantive MCLO at Wollongong PD was recognised as a "local hero" for her efforts in giving back to the community by IMB Bank Community Foundation at its 20th anniversary celebration. This Foundation supports community projects that build and strengthen local communities.

Kim Fenwick



Rima Elhage



Conclusion

This report provides insights into the breadth of work undertaken by the NSW Police Force over the last three years in implementing its MPSP. We acknowledge the limitations of this report in its ability to comprehensively document and reflect the nature, impact and sheer volume of work that occurs daily in the regions and by commands and corporate units.

Many strategies will continue to be progressed into year three of our current plan alongside those strategies are to commence and were planned as year three projects.

In 2019/2020, in addition to implementing our current MPSP, we will also commence consultations for the development of the next MPSP 2020-2024. The governance and reporting framework for the MPSP has reached a level of maturity internally, which makes us confident of delivering on our commitment to provide equity of access to policing services and programs to the culturally, linguistically and religiously diverse communities of NSW.

Glossary

ADVO	Apprehended Domestic Violence Order
AMEP	Adult Migrant English Program
ANZPAA	Australian New Zealand Policing Advisory Agency
APM	Australian Police Medal
CALD	Culturally and Linguistically Diverse
CCTV	Closed Circuit Television
CHARTER	Community Harmony and Resilience Tactical Engagement Response
CLAS	Community Language Assistance Scheme
COMPASS	Command Performance Assessment
CPO	Crime Prevention Officer
CWC	Coffee with a Cop
EIU	Engagement and Intervention Unit
FGM	Female Genital Mutilation
HSPN	Humanitarian Settlement Program Network
JAS	Justice Advocacy Service
LGA	Local Government Area
MCLO	Multicultural Community Liaison Officer
MPSP	Multicultural Policies and Services Plan
NSW	New South Wales
PAC	Police Area Command
PCYC	Police Citizens Youth Club
PD	Police District
PMAC	Police Multicultural Advisory Council
RAC	Regional Advisory Council
SSI	Settlement Services International
UFM	Underage Forced Marriage
WSU	Western Sydney University
YLO	Youth Liaison Officer



NSW Police Force

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