



DIVERSITY - THE STRENGTH BEHIND THE FORCE



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NSWPF would like to acknowledge the traditional custodians of Country throughout NSW and recognise the continuing connection to land, waters, culture and community.

We pay our respects to the Elders past, present and emerging as our Traditional Owners and the Ancestors walk with us all

# COMMISSIONER'S FOREWORD



New South Wales is a vibrant and multicultural state making partnership policing more imperative than ever. Our partnerships with multicultural communities, government organisations and sectors allow us to meet current and emerging contextual challenges.

We acknowledge Aboriginal people as the traditional custodians of the land and celebrate

the rich diversity of the population of NSW and our staff at NSW Police Force. We will continue to strive for more effective ways to serve and protect communities. Every aspect of policing the communities of NSW presents a new opportunity to demonstrate our commitment and understanding of the principles of multiculturalism, human rights, diversity and inclusion.

We have extensively consulted communities and police, and this Multicultural Policing Strategy 2021-2025 demonstrates that we:

- listened
- want to keep improving
- are going to act on what you told us
- want to keep engaging with you

**Michael Fuller APM**  
**Commissioner of Police**

# CORPORATE SPONSOR FOR MULTICULTURALISM



The NSW Police Force acknowledges that it exists to serve communities and do its utmost to keep them safe. In serving communities, we also learn and improve our organisation.

I would like to thank all the individuals who participated in consultations conducted by NSW Police Force to inform the development of its Multicultural Policing Strategy 2021-2025. The trust, understanding and engagement that has been built and nurtured over the years between NSW Police Force and diverse communities

was evident in the honest and constructive conversations our staff witnessed during this consultation process.

I am particularly appreciative of:

- Members of the Commissioner's Police Multicultural Advisory Council for their strategic direction and insight.
- Our Multicultural Community Liaison Officers who conducted community consultations and provided data analysis support.
- All members of multicultural communities of NSW who participated enthusiastically and took the time to give us considered and thoughtful feedback.
- Police Officers who gave time and deep reflection to how they interact with multicultural communities and what they needed to provide an even more sophisticated response.

**Tony Cooke**  
**Assistant Commissioner**

# ABOUT THE NSW POLICE FORCE

## OUR VISION

A Safer NSW

## OUR PURPOSE

To prevent, disrupt and respond to crime

## WHAT WE DO

The NSW Police Force operates under the Police Act 1990 and the Police Regulation 2015. Other legislation that underpins our work includes the Law Enforcement (Powers and Responsibilities) Act 2002.

We are proactive, we collaborate with communities and establish partnerships to impact the underlying causes of crime and disorder. We provide care and protection to victims, communicate effectively and deliver efficient services to maintain trust and confidence in policing.

We intervene early and divert at risk young people and minor offenders from unnecessary contact with the criminal justice system. We respond to emergencies, crimes and calls for assistance by land, sea and air. We disrupt criminal behaviour. We monitor and promote road safety. We investigate crimes, we detect and prosecute offenders and deliver professional policing services with pride.

We aim to equip our officers and staff with the skills, knowledge and support to deliver the best possible policing services that the communities of NSW deserve.

Our strategic intent and approach is captured in this diagram.

Today, the NSW Police Force has over 21,000 employees including over 17,000 police officers and 4,000 civilian staff. We serve 8,164,000 people (approximately 30% of Australia's total population). Police Area Commands in metropolitan areas and Police Districts in our regional areas are the hubs through which we provide our services.

## REFLECTING THE COMMUNITIES WE SERVE

The NSW Police Force is an inclusive and progressive organisation that reflects, respects and values the diversity of all people. We know that when we reflect the diversity of the community we serve, we are more aligned with their needs, and this enhances our effectiveness. We are committed to growing our diversity, as reflected in our NSW Police Force Inclusion and Diversity Strategy 2020-2023.



# OUR COMMITMENT TO MULTICULTURAL COMMUNITIES

NSW continues to be one of the most diverse places in the world. Countries, religions, cultures and languages of the world are all represented here, further enriching the pre-existing wealth of Aboriginal cultures and languages. 34% of the overseas-born population in Australia calls NSW home<sup>1</sup>.

The top ten source countries for permanent migration in 2018-19 were India, China, United Kingdom, Philippines, New Zealand, Vietnam, Pakistan, Nepal, South Africa and United States of America<sup>2</sup>.

At the end of 2018, the top five countries of origin for people from refugee backgrounds were Syria, Afghanistan, South Sudan, Myanmar

and Somalia<sup>3</sup>. Since 2018, the Refugee and Humanitarian Entrants Program had 18,750 places, with 20% of those places set aside for vulnerable women and families. NSW plays a key role in resettling people from refugee backgrounds and welcomes approximately 30% of the national intake of people from refugee backgrounds<sup>4</sup>.

Prior to COVID-19, the total number of international students in Australia was about 758,154, with NSW having 36% of these enrolments. Enrolments by student nationality for NSW were China, India, Nepal, Vietnam, Pakistan, Indonesia, Hong Kong, Malaysia, Singapore and Sri Lanka<sup>5</sup>.

The NSW Police Force has a planned response to the diversity of communities serviced by each Command. Broadly, multicultural service delivery is tailored for migrant, refugee and international student communities, with a nuanced approach towards young people, older people, women and other population subsets.

Our continued aim and commitments are to be approachable, trusted, responsive and professional.

- 1 Australian Bureau of Statistics [2017]. Census of Population and Housing: Reflecting Australia – Stories from the Census, 2016 [cat no. 20171.0]  
<https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016~Main%20Features~Cultural%20Diversity%20Data%20Summary~30#:~:text=ABS%20Main%20Menu&text=WHAT%20IS%20CULTURAL%20DIVERSITY%3F,descent%2C%20and%20their%20religious%20affiliation.>
- 2 Australia. Department of Home Affairs. [2018-19]. 2018-19 Migration Program Report.  
<https://www.homeaffairs.gov.au/research-and-stats/files/report-migration-program-2018-19.pdf>
- 3 Refugee Council of Australia.  
[https://www.refugeecouncil.org.au/2018-global-trends/#:~:text=In%202018%2C%20the%20largest%20increases,\)%20and%20Nigeria%20\(37%2C850](https://www.refugeecouncil.org.au/2018-global-trends/#:~:text=In%202018%2C%20the%20largest%20increases,)%20and%20Nigeria%20(37%2C850)
- 4 Australia. Department of Home Affairs. [2018-19] Humanitarian program 2018-19.  
<https://www.homeaffairs.gov.au/research-and-stats/files/australia-offshore-humanitarian-program-2018-19.pdf>
- 5 Australia. Department of Education, Skills and Employment. [2019] International Student Data: monthly summary December 2019



# POLICY AND PLANNING CONTEXT

NSW Government agencies must observe and implement the NSW multicultural principles which are enshrined in the Multicultural NSW Act 2000. The NSW Government's Multicultural Policies and Services Program (MPSP) is the mechanism through which agencies show how they implement the principles of multiculturalism.

NSW Police Force is a Designated MPSP Agency with additional planning and reporting responsibilities because of the critical services it provides to the people of NSW. The NSW Police Force must:

- Develop a multicultural plan incorporating the 4 focus areas and 9 outcomes under the MPSP; and
- Report publicly on progress against its Multicultural Strategy in its annual report.

Multicultural NSW reports to Parliament on the NSW Government's progress through its annual State of Community Relations report which details agency compliance.

Through the NSW Police Force Multicultural Policing Strategy 2021-2025 we publicly communicate our accountability towards planning for and meeting the needs of diverse communities. This Strategy is also aligned with the key result areas of Prevent Crime, Maintain Public Safety and Engage the Community under the NSW Police Force Statement of Strategic Intent.

The MPS 2021-2025 reflects a retention and strengthening of existing agency targets and strategies from the 2017-2020 MPSP based on consultation evidence supporting this. Additional targets to emphasise emerging priorities have been added. In this Strategy, we have committed to 'what we'll do' and 'how we'll do it'.

# GOVERNANCE OF THE MULTICULTURAL POLICING STRATEGY

The NSW Police Force Commissioner is ultimately responsible for the Multicultural Policing Strategy, and delegates this responsibility to the Corporate Sponsor for Multiculturalism.

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

Corporate Sponsor portfolios focus on issues identified as strategically significant to the NSW Police Force.

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

## CORPORATE SPONSOR

The Corporate Sponsor for Multiculturalism is at the rank of Assistant Commissioner to reflect the responsibility and commitment NSW Police Force vests in policing in a multicultural context.

The Corporate Sponsor for Multiculturalism represents the Commissioner internally and externally on all aspects of policing in our multicultural society.

The key responsibilities of the Corporate Sponsor for Multiculturalism include:

- Oversight and monitoring of the development and implementation of the Multicultural Policing Strategy
- Oversight of internal policy, practice and activities related to policing and community engagement in a multicultural context

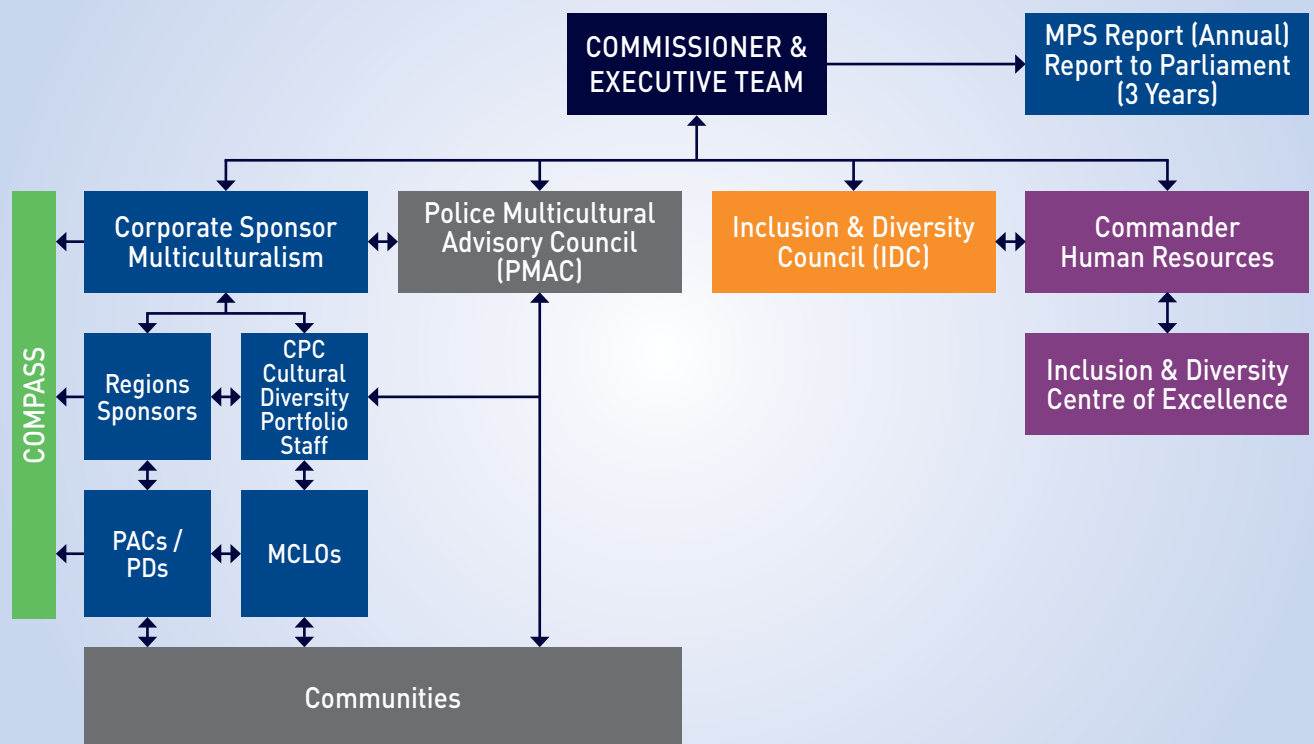
- Representing the NSW Police Force on the Commissioner's Police Multicultural Advisory Council.

The Corporate Sponsor is supported by Region Sponsors at the rank of Superintendent. They help to develop and drive NSW Police Force multicultural policy, strategy and practice with a focus on their region. They also provide advice to the Corporate Sponsor on regional portfolio concerns, risks and initiatives.

The Corporate Sponsor for Multiculturalism meets quarterly with the Region Sponsors for Multiculturalism to monitor progress and performance against the Multicultural Policing Strategy.



## MPS GOVERNANCE ARRANGEMENTS



## HEAD OF DISCIPLINE – COMMANDER HUMAN RESOURCES COMMAND

The diversity of the NSW Police Force workforce and initiatives to embed inclusion, belonging and connection among staff are the responsibility of the Assistant Commissioner Human Resources Command. Internal inclusion and diversity initiatives and programs are driven by the Inclusion and Diversity Team Centre of Excellence and the Inclusion and Diversity Council.

## COMPASS

The Command Performance and Accountability System (COMPASS) is used to monitor how we are performing and being held accountable for our plans and commitments. Commands record their activities and progress under the Multicultural Policing Strategy, and these are collated and analysed regularly.

# GOVERNANCE OF THE MULTICULTURAL POLICING STRATEGY

## CULTURAL DIVERSITY PORTFOLIO STAFF

Dedicated staff that focus on the cultural diversity portfolio provide policy and operational support to all Police Area Commands, Police Districts and business units within the NSW Police Force. Cultural Diversity staff are part of Crime Prevention Command and the collective role of these staff members is to assist all commands and business units to make the Multicultural Policing Strategy operationally relevant, and to provide support, resources, and training that align with corporate, regional and local needs and priorities.

Additionally, cultural diversity portfolio staff of the Crime Prevention Command coordinate the implementation of the Multicultural Policing Strategy (MPS) and drive diversity strategies in collaboration with internal and external stakeholders.

## MULTICULTURAL COMMUNITY LIAISON OFFICERS (MCLOs)

Currently the NSW Police Force employs 33 MCLOs are based across metropolitan

and regional Commands.. These include 3 commands in regional Police Districts and 18 commands in metropolitan Sydney.

MCLOs are located in Crime Prevention Units in Police Area Commands and Police Districts who collectively enhance the capacity of the NSW Police Force to service the culturally, linguistically and religiously diverse communities of NSW at the local level. They are an invaluable support to communities and police, engaging in a range of crime prevention initiatives and ensuring that service delivery to multicultural communities is tailored and responsive to their needs.

## COMMISSIONER'S POLICE MULTICULTURAL ADVISORY COUNCIL

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

PMAC consists of leading members of the community who offer high level advice and support to the Commissioner on multicultural issues that impact on both operational policing

and community interaction. This includes advice and direction on strategies proposed by the NSW Police Force, identifying community strengths and concerns, and developing responses to specific needs as they arise.

## INCLUSION AND DIVERSITY COUNCIL (IDC)

The Inclusion & Diversity Council is responsible for driving the direction of the NSW Police Force Inclusion & Diversity Strategy 2020-2023, identifying and addressing barriers and monitoring progress. The Council consists of staff representatives from a range of diversities including cultural inclusion.

Together, the Corporate Sponsor, Region Sponsors, Cultural Diversity portfolio staff, MCLOs, and the members of PMAC, work to advocate for and monitor the organisation's responsibilities in relation to policing in a multicultural society.

# CONSULTATION PROCESS

Conversations with communities are important to us. They provide a time for reflection and feedback. Between October 2019 and August 2020, NSW Police Force embarked on an extensive consultation process to identify areas of achievement and areas to strengthen. The COVID-19 pandemic delayed our process however we were determined to consult and persevered.

## EXTERNAL CONSULTATIONS

### Communities

We conducted focus groups with multicultural communities, so we could ask them face to face, what they thought about us, what their experiences with police had been over the previous year and how we could improve.

The focus groups were conducted, in the main, by our Multicultural Community Liaison Officers, staff of the Cultural Diversity Team and Region Sponsors. External agencies and community groups that supported us to conduct these focus groups, either by hosting them on their premises or promoting attendance included NSW Health, Universities, TAFEs, PCYCs, Mission Australia,

Max Solutions, various community hubs and community centres, Youth Settlement Services, AMEP, multicultural services and Citizen Centres, Multicultural Youth Advocacy Network (MYAN) and Navitas English Language Centres.

The focus groups attracted a wide cross section of diverse communities and attendees included young people, international students, older people, men and women. Participants from a refugee background identified themselves as coming from Afghanistan, Congo, East Timor, Ethiopia, Guinea, Iraq, Syria and Tibet. The following communities and cultural backgrounds were also represented at our focus groups: Arabic, Burundian, Chilean, Chinese, Farsi, Filipino, Hondurans, Indian, Iraqi, Irani, Italian, Khmer, Korean, Laotian, Lebanese, Mandeian, Mongolian, Nigerian, Pakistani, Peruvian, Spanish, Sri Lankan, Sudanese, Thai, Ugandan, Ukrainian, Uruguayan and Vietnamese. We acknowledge that this may not be a comprehensive list.

We also released an online survey that mirrored the questions asked in the face to face focus groups. The online survey had a large response.

### Multicultural Service Providers

We received an enthusiastic response to the two face to face forums we conducted for Service Providers. Written responses were submitted by those unable to attend. Region Sponsors utilised Regional Advisory Councils and the Humanitarian Settlement Program Network as consultation forums.

## INTERNAL CONSULTATIONS

Face to face focus groups were held in each of the six police regions, with staff of specialist commands and civilian staff.

## WHAT WE FOUND

The data set from all the internal and external consultations was large and complex. However, in analysing the findings from all the varied voices we heard, we were amazed to find great synergy between what the NSW Police Force identifies itself as needing to be, to what the diverse communities and service providers want us to be.

# PRIORITY AREAS

Common themes emerged from the findings of our consultations with the three groups: members of diverse communities; service providers; and NSW police staff. These themes provide us with a clear evidence-base on what our priorities are for the Multicultural Policing Strategy 2021-2025.

## LANGUAGE SERVICES

One of the strongest themes from the consultations was an organisational investment in the provision and effective use of interpreters, and in multilingual and multimedia information for community consumption. For community members, the effective use of an interpreter by a police officer made the difference in overcoming their fears and feeling heard by the police. For the police, encouragement to use interpreters by their supervisors and better skills in utilising interpreters for best communication results rated strongly. The use of technology and multimedia in the form of videos and social media tiles, as well as fact sheets, podcasts and vodcasts available in a range of community languages, emerged as an area for ongoing development for us.

## CULTURAL DIVERSITY TRAINING AND CULTURAL CAPABILITY

A demonstrated understanding of cultural diversity when dealing with the community, underpinned by regular training and professional

development was of equal importance to community members, police and service providers. Culturally appropriate responses when addressing sensitive issues of family and domestic violence and sexual assault are seen as crucial to a quality police response. Police also articulated the need for a nuanced awareness of emerging communities, particularly in regional areas, and the need for awareness and training materials on new and emerging crime types such as modern slavery, forced underage marriage and harmful traditional practices like dowry abuse.

## STRONG AND SUSTAINED COMMUNITY ENGAGEMENT BUILDING SOCIAL COHESION

Police saw regular and long-term community engagement as fundamental to enhancing trust and confidence among members of diverse communities. Communities and service providers want us to continue to recognise the importance of engagement, being visible and proactive in attending as well as initiating events and programs. Both police and communities spoke about the need to address fear and to build strong, cohesive communities. Engagement with migrant and refugee communities settled in regional NSW with the assistance of Multicultural Community Liaison Officers, where possible, is seen as an enormous value-add.

## A DIVERSE POLICE FORCE

Members of diverse communities and the NSW Police Force expressed the benefits for an increase in bilingual and bicultural police officers, and the importance for the NSW Police Force to reflect the diversity of the communities they serve. This theme is recognised and acknowledged in the NSW Police Force Inclusion and Diversity Strategy 2020-2023, which commits the organisation to promoting and capitalising on workforce diversity through deliberate approaches and programs. A NSW Police Force that reflects the diversity of the community, is more aligned to their needs and serves them more effectively. The strategy is underpinned by three key principles: to attract, recruit, develop, promote and retain a workforce that is representative of the NSW community; to build an inclusive workplace culture where employees feel a sense of belonging and connection; and to cultivate and role model inclusive leadership principles.

# MPS 2021 – 2025 FOCUS AREAS

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: CAPABILITY</b>			
<b>1. PLANNING</b>	1.1 Evidence driven planning	1.1.1 Planning and policy development for multicultural communities is informed by Environmental Scanning and data on cultural and linguistic needs	<p>1.1.1.1 Gather, analyse and disseminate information on emerging trends and developments relating to cultural, linguistics and religious diversity and social cohesion in NSW to inform local and regional planning</p> <p>1.1.1.2 Monitor and analyse information on trends relating to discrimination, hate crimes, extremism and effective responses</p> <p>1.1.1.3 Provide Commands with regular data and intelligence products in relation to hate incidents and crimes</p> <p>1.1.1.4 Provide Region Sponsors data and analysis on the use of interpreters by police</p>
	1.2 Strong plans to deliver services	1.2.1 Corporate and local business plans include commitments to build sustained community engagement with multicultural communities	<p>1.2.1.1 Support Commands to identify multicultural strategies for inclusion into local business plans</p> <p>1.2.1.2 Integrate multicultural strategies into command business plans</p>
		1.2.2 Commitments in the MPS are reported on through the COMPASS system	<p>1.2.2.1 Report at least quarterly on multicultural strategies</p> <p>1.2.2.2 Report bi-annually on multicultural strategies</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: CAPABILITY</b>			
<b>1. PLANNING</b>		1.2.3 Standard Operating Procedures on the Use of Interpreters are endorsed and implemented	1.2.3.1 Monitor and analyse data on the use of interpreters by police
		1.2.4 Strategies relating to cultural inclusion and diversity in the NSW Police Force Inclusion & Diversity Strategy 2020-2023 are implemented	<p>1.2.4.1 Develop tailored recruitment collateral for promoting, advertising and hiring culturally diverse talent</p> <p>1.2.4.2 Conduct review of the police recruitment lifecycle (registered interest, recruitment, Academy, attestation) to identify and address exit points and any related cultural, language or religious barriers</p> <p>1.2.4.3 Embed inclusive language, particularly in relation to cultural inclusion, in all current and future HR policy, procedures, guidelines and forms, i.e., Respectful Workplace Behaviours policy and procedures</p> <p>1.2.4.4 Implement unconscious bias tools and resources and address potential blind spots for police officers and managers who hire administrative employees</p> <p>1.2.4.5 Implement new ways of building employee engagement in cultural diversity events and activities</p> <p>1.2.4.6 Clearly define data parameters for 'CALD' and develop NSWPF definition for CALD/Cultural Inclusion in considering legislative requirements</p>



FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: RESPONSE</b>			
<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	<p>2.1.1.1 Work with multicultural young people to strengthen their resilience and engagement with services and communities</p> <p>2.1.1.2 Implement corporate and local initiatives to prevent and reduce family and domestic violence in multicultural communities</p> <p>2.1.1.3 Promote understanding about Apprehended Violence Orders and the consequences of breaching them with multicultural communities and groups</p> <p>2.1.1.4 Encourage innovative methods of community awareness raising on crimes that specifically impact on multicultural communities (e.g. dowry abuse, forced marriage, types of scams)</p> <p>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 community festivals</p> <p>2.1.1.6 Establish strong relationships with newly arrived people and communities from refugee backgrounds by engaging positively and promoting policing services at TAFEs, English Language Centres, Migrant and Refugee services</p> <p>2.1.1.7 Partner with international students, educational institutions and key organisations to promote safety and wellbeing among international students</p> <p>2.1.1.8 Continue to encourage crime prevention programs developed by MCLOs in collaboration with CPU</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: RESPONSE			
2. SERVICE DELIVERY	2.2 Mainstream services delivered for everyone	2.2.1 Police services and programs are accessible to multicultural communities	<p>2.2.1.1 Provide multicultural communities with access to multilingual information on family and domestic violence</p> <p>2.2.1.2 Promote PCYCs, Rise Up and other youth initiatives and programs among multicultural communities and youth</p> <p>2.2.1.3 Work collaboratively with multicultural service providers to extend the reach to vulnerable members of multicultural communities</p> <p>2.2.1.4 Promote the specialist services of Aged Crime Prevention Officers in relevant locations, among multicultural disability service providers</p> <p>2.2.1.5 Improve the policing response to older people from multicultural communities by partnering with ethnic aged care providers</p> <p>2.2.1.6 Ensure 'Crime Prevention Tips' facts sheets are updated with emerging topics of relevance to multicultural communities</p> <p>2.2.1.7 Ensure the safe and secure management of CALD people in custody</p> <p>2.2.1.8 Ensure that the rights to an interpreter and support person for CALD people in custody are upheld</p> <p>2.2.1.9 Build partnerships with multicultural community groups to promote road and public transport safety</p> <p>2.2.1.10 Contribute to interagency strategies regarding humanitarian settlement</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: RESPONSE			
2. SERVICE DELIVERY			<p>2.2.1.11 Ensure respectful and responsive customer service to multicultural community members</p> <p>2.2.1.12 Maintain an up to date database of staff receiving the Community Language Allowance Scheme (CLAS)</p>
		2.2.2 Certified interpreters are effectively used by police where required	<p>2.2.2.1 Utilise certified interpreters and translators to communicate with offenders, victims, witnesses and members of the public with little or no English language proficiency</p> <p>2.2.2.2 Recognise the effective use of interpreters by staff and promote good practice</p> <p>2.2.2.3 Provide skills based and online training to staff on the effective use of interpreters</p> <p>2.2.2.4 Regularly remind staff of the process, requirement and benefits of using certified interpreters</p> <p>2.2.2.5 Maintain an understanding of the language services industry to ensure best practice by police</p>
		2.2.3 Access to interpreters is widely promoted to multicultural communities	2.2.3.1 Visibly promote the right to access an interpreter for policing interactions to multicultural communities at police stations
	2.3 People from CALD backgrounds are aware of policing services, programs and functions	2.3.1 Police communications and media messages are tailored for multicultural communities	2.3.1.1 Ensure that high priority mainstream media releases are written for translation and provided to ethnic media to facilitate consistency and accuracy in police messaging

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: RESPONSE</b>			
<b>2. SERVICE DELIVERY</b>			<p>2.3.1.2 Encourage the use of officially translated materials to assist in core policing functions (e.g. locating missing persons, appealing for information to assist investigations)</p> <p>2.3.1.3 Provide appropriate response to media coverage impacting on multicultural communities</p>
		2.3.2 Ethnic print, broadcast and social media are regularly utilised to promote policing functions and services	<p>2.3.2.1 Distribute police information through multicultural media and social media outlets (e.g. Weibo)</p> <p>2.3.2.2 Actively and regularly utilise ethnic and community print and radio media to deliver key policing messages</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: PREVENTION</b>			
<b>3. ENGAGEMENT</b>	3.1 Collaboration with diverse communities	3.1.1 Policies, plans, programs and campaigns that impact on multicultural communities are developed through consultation with key stakeholders	3.1.1.1 Consult with members of multicultural communities and services in the development of NSW Police Force policies, procedures and initiatives (e.g. relating to victims of crime, youth engagement, public safety)
		3.1.2 Effective relationships with key community stakeholders, organisations, and individuals continue to be developed and strengthened	<p>3.1.2.1 Actively promote multicultural communities' understanding of road safety, water safety, seasonal safety messages, family and domestic violence prevention, elder and disability abuse prevention, online safety, frauds and scams through appropriate and accessible awareness raising methods</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 Chair and lead local multicultural advisory groups to better understand the needs of multicultural communities</p> <p>3.1.2.4 Utilise the MCLO Program as a flagship program in strengthening relationships with multicultural communities</p>
		3.1.3 Establish strong engagement with migrant and refugee communities and services in regional areas	<p>3.1.3.1 Attend regular settlement services networks and meetings</p> <p>3.1.3.2 Promote services and establish positive interactions with migrant and refugee communities and young people by liaising with and attending local multicultural and refugee services, TAFE, English Language Centres</p> <p>3.1.3.3 Access training and information on understanding the refugee experience, working with interpreters and diversity skills for community engagement</p> <p>3.1.3.4 Support Police Districts to establish strong relationships with their migrant and refugee communities</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: PREVENTION</b>			
<b>3. ENGAGEMENT</b>		3.1.4 NSW Police Officers attend relevant local multicultural inter-agency meetings and people from CALD backgrounds are appropriately represented on local NSW Police Force Committees	<p>3.1.4.1 Encourage members of multicultural communities to participate in NSW Police Force committees and consultative bodies</p> <p>3.1.4.2 Ensure local officers attend multicultural interagency meetings and community engagement events</p>
	3.2 Understanding the needs of people from diverse background	3.2.1 Partnerships with government, non-government and community agencies inform planning and response to issues impacting on multicultural Committees	<p>3.2.1.1 Actively participate in Regional Advisory Councils for Multicultural NSW, Humanitarian Settlement related and other government and non-government committees</p> <p>3.2.1.2 Develop and maintain strong working relationships with key agencies in the multicultural, refugee, settlement and international student sectors</p>
		3.2.2 Customer feedback and complaints from diverse groups including CALD groups are systematically collected and analysed	<p>3.2.2.1 Revise complaints form to include the capture of data on cultural and linguistic background of complainants</p> <p>3.2.2.2 Utilise feedback from customer satisfaction surveys to inform service delivery and programs</p>
		3.2.3 The NSW Police Force Community Engagement Framework is implemented	<p>3.2.3.1 Embed community engagement into core policing practice</p> <p>3.2.3.2 Showcase best practice community engagement in the policing context</p>



FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: CAPABILITY</b>			
<b>4. LEADERSHIP</b>	4.1 Demonstrated leadership in culturally inclusive practices	4.1.1 The NSWPF builds and maintains an organisational culture that values its culturally diverse staff and values working effectively with diverse communities	<p>4.1.1.1 Embed Inclusive Leadership principles in the NSWPF Leadership model to recognise and value diversity</p> <p>4.1.1.2 Develop staff skills in working with multicultural and refugee communities and the effective use of interpreters</p>
		4.1.2 NSW Police Force Executive and Senior Management promote and advocate the strengths and contribution of multicultural communities in strategies, policies, programs and forums	<p>4.1.2.1 Ensure Senior Officer participation in whole-of government social cohesion and community harmony initiatives</p> <p>4.1.2.2 Recognise and promote the strengths and contribution of multicultural communities</p> <p>4.1.2.3 Maintain Senior Officer representation on Multicultural NSW COMPLAN Committee</p> <p>4.1.2.4 Allocate resources to targeted programs, staffing and initiatives implementing multicultural principles within NSW Police Force</p>
		4.1.3 The Commissioner's Police Multicultural Advisory Council (PMAC) continues to advise the NSW Police Force on community strengths, emerging issues and trends impacting Police and multicultural communities	<p>4.1.3.1 Quarterly PMAC meetings are co-chaired by the Commissioner/Corporate Sponsor and Council members</p> <p>4.1.3.2 Monitor and report on PMAC initiated projects at Council meetings</p>

FOCUS AREA	OUTCOMES	WHAT WE WILL DO	HOW WE WILL DO IT
<b>NSWPF STATEMENT OF STRATEGIC INTENT APPROACH: CAPABILITY</b>			
<b>4. LEADERSHIP</b>	4.2 Increased recognition of the value of the culturally diversity	4.2.1 Diversity in the workplace is recognised and celebrated and inclusive behaviours and values are modelled by leaders	4.2.1.1 Regularly promote respectful workplace behaviour campaigns and NSWPF Values Charter
		4.2.2 Data and population diversity trends inform decision making on workforce recruitment and diversity skills and training	4.2.2.1 Recognise and encourage bilingual/multilingual staff accredited under the Community Language Allowance Scheme and support the appropriate use of their language 4.2.2.2 Encourage and acknowledge the appropriate use of bilingual staff in delivering policing and safety messages in language, particularly on ethnic radio or in community settings 4.2.2.3 Utilise diversity analysis to inform investigative interviewing and investigation techniques to enhance police cultural capability 4.2.2.4 Identify and recruit competent and resilient people to be trained as capable NSW Police Officers, focussing on diversity and representing NSW communities

Title: NSW Police Force Multicultural Policing Strategy 2021-2025

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التنوع - قوّة الشرطة

La diversité:  
c'est la force  
de la police

多元化 – 警隊的力量 Vielfalt, die Stärke der Polizei. Kainag tutu - ta ne' ne' 'on pirismāne.

বৈচিত্র্য - পুলিশ বাহিনীর শক্তি Keragaman budaya adalah kekuatan Kepolisian Tofauti – nguvu ya jeshi la polisi.

Matakali – Ko e Puipui tu'a kihe Malohi 'anga Potungaue Polisi Sokféleség - a rendőrség  
La diversité: c'est la force de la police विविधता- पुलिस बल की ताकत ereje

Kaiguman budaya make panekek Kepolisian Raznovidnost, silata na policiskite sili  
Kainag tutu - ta ne' ne' 'on pirismāne. Разнообразие - сила организации

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die Stärke  
der Polizei.

Разноликост - снага полицијских снага  
La diversidad: es la fuerza de la Policía বৈচিত্র্য - পুলিশ বাহিনীর শক্তি

التنوع - قوّة الشرطة Raznovidnost, silata na policiskite sili  
Sokféleség - a rendőrség ereje

Toplumun çeşitliliği - Polis Gücünün arkasındaki kuvvet

Sự đa dạng – la sức mạnh của lực lượng cảnh sát

Keragaman budaya adalah kekuatan Kepolisian

多元化 – 警队的力量

Tofauti – nguvu  
ya jeshi la polisi.

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La diversidad:  
es la fuerza de  
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Matakali – Ko e  
Puipui tu'a kihe  
Malohi 'anga  
Potungaue  
Polisi

