



Justice

Department of Justice Multicultural Plan 2015-2018



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Translating and Interpreter Service

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1. Secretary's message

I am pleased to introduce the Department of Justice's *Multicultural Plan 2015-2018*. This document is the first combined Plan across the Department, incorporating strategies from Corrective Services NSW and Juvenile Justice.

The people of NSW are part a culturally, linguistically and religiously diverse community. This includes Aboriginal people who have lived in NSW for thousands of years, as well as non-Aboriginal people from numerous cultural, linguistic and religious communities. This Plan was developed to meet the Department's obligations to observe the multicultural principles as part of its work, as well as in recognition of the cultural diversity of the community of NSW.

The Department is committed to working in partnership with multicultural communities in NSW. This document outlines our commitment to consultation and information sharing with multicultural communities. It includes strategies to improve our service delivery to multicultural communities and support our culturally, linguistically and religiously diverse workforce.

This Plan marks the beginning of a new period for the Department of increased engagement with multicultural communities. I look forward to seeing the outcomes of the Plan and ensuring that our work is inclusive and respectful of diversity.

Andrew Cappie-Wood
Secretary



2. Department of Justice and multicultural communities

The Department of Justice delivers legal, court and supervision services to the people of NSW. It does this by managing courts and justice services, implementing programs to reduce crime and reoffending, managing custodial and community-based correctional centres and programs, protecting rights and advising on law reform and legal matters. In 2014, the Department had a full-time equivalent workforce of over 11,000.

The Department is made up of nine divisions:

- Corrective Services NSW
- Courts and Tribunal Services
- Finance
- Justice Strategy and Policy
- Juvenile Justice
- NSW Trustee & Guardian
- Office of the Secretary
- Organisational Performance and Operations
- Strategic Human Resources

The Department works within the diverse community of NSW. According to the 2011 census, the people of NSW:

- Identified with over 291 ancestries;
- Were born in over 225 different countries;
- Included a large number of people who were born overseas (25.7%) or had at least one parent born overseas (19.4%);
- Spoke over 213 languages;
- Included a large number of people who speak a language other than English at home (22.5%) and a small number who spoke English not well or not at all (3.9%);
- Identified with over 117 religious traditions.¹

Additionally, in the last five years, over 24,000 humanitarian entrants have settled in NSW.²

The Department recognises that people from multicultural communities may have a range of different issues when in contact with the NSW Justice system, and aims to tailor its services and programs to meet the needs of different communities.

¹ *The People of New South Wales: Statistics from the 2011 Census (Volume 1)* (Department of Immigration and Border Protection, 2014).

² *Humanitarian Entrants in New South Wales: A resource for New South Wales government agencies* (Produced by Refugee Council of Australia), 2014.



3. Outcomes of previous plans

The Department has previously operated under three separate plans for engaging with multicultural communities:

- *Attorney General's Division Culturally Diverse Communities' Action Plan 2009-2012;*
- *Corrective Services NSW Cultural And Linguistic Diversity Strategic Plan 2010-2012;*
- *Juvenile Justice Multicultural Action Plan 2009-2011 (extended to 2013).*

Key achievements under these plans include:

- Extensive use of language services across the Department, including interpreters, Community Language Assistance Scheme (CLAS) officers and translation services.
- Translation of factsheets and resources into multicultural community languages.
- Implementation of the LawAccess NSW *Communications Strategy – people from CALD communities*, including specific communications strategies for eighteen multicultural communities.
- Structured engagement programs with African, Chinese, Iraqi, Pacific and Vietnamese communities.
- Design and implementation of a range of training modules on working effectively with multicultural communities.
- Support for the Cultural Diversity Network, a network for employees of the Department from multicultural communities.
- Attendance at numerous community events, meetings and festivals to promote the Department's services.
- Celebration of Harmony Day/International Day for the Elimination of Racial Discrimination.

4. Consultation process

The Department held a community consultation on 30 September 2014, which brought together a range of multicultural community groups to seek their comments on priorities for the new Plan.

Three main issues emerged from this consultation:

1. Multicultural communities may not be aware of the NSW Justice System and the role of the Department.
2. Multicultural communities may have difficulty in navigating the Justice System and the services of the Department.
3. The Department should ensure ongoing consultation and engagement with multicultural communities.

These three issues have been considered by the Department in developing the new Plan. The Plan outlines a framework for the Department's consultation and engagement with multicultural communities over the next four years.

Key features of this new approach are:

- The establishment of the Justice Multicultural Advisory Council (Strategy 2.3.1);
- An annual multicultural community consultation (Strategy 2.2.2);
- Developing stronger partnerships with multicultural community organisations (Strategies 7.1.1-7.1.10)
- Providing information sessions for multicultural community workers (Strategy 6.1.1-6.1.18);
- Development of an engagement strategy with multicultural communities in regional NSW (Strategy 5.1.6).

5. Monitoring and evaluation

The Plan will be monitored through the Department's Multicultural Steering Committee (Strategy 1.1.2). This internal committee will meet quarterly and contributing areas of the Department will report on their progress in implementing their strategies under the Plan.

The Department will report on the progress of implementing the Plan each year in its Annual Report, and will provide highlights from its multicultural service delivery to Multicultural NSW, for inclusion in their annual Community Relations Report.

In 2018, Diversity Services will lead an evaluation of the Multicultural Plan (Strategy 1.1.4).



6. Multicultural Plan

The *Multicultural NSW Act 2000 (NSW)* requires each public authority to observe the multicultural principles in conducting its affairs.³ This Plan provides an outline of how the Department of Justice has integrated the multicultural principles into its work and will engage with multicultural communities over the next four years.

The Plan has been developed in line with the outcomes in Multicultural NSW's *Multicultural Planning Framework*.⁴

The key areas of the Plan are:

- Outcome 1: Planning
- Outcome 2: Consultation and feedback
- Outcome 3: Leadership
- Outcome 4: Human resources
- Outcome 5: Access and equity
- Outcome 6: Communication
- Outcome 7: Social and economic development

³ Section 3(4), *Multicultural NSW Act 2000 (NSW)*.

⁴ Available on Multicultural NSW's website:
<http://www.multicultural.nsw.gov.au>



Outcome 1 – Planning

Strategy	Key Performance Indicators	Responsibility	Timeframes
1.1 Planning and Performance Management			
1.1.1	Maintain the Department's Multicultural Plan	<ul style="list-style-type: none"> Establishment of Multicultural Plan 2015-2018 Plan is available on the Department's website and Intranet Public launch of Plan Report against Multicultural Plan in the Department's Annual Report 	Secretary January 2015 and ongoing
1.1.2	Establish a Multicultural Steering Committee to monitor the Department's progress against the Multicultural Plan	<ul style="list-style-type: none"> Establishment of internal Multicultural Steering Committee Quarterly meetings of Committee 	Deputy Secretary Justice Strategy & Policy April 2015 and ongoing
1.1.3	Diversity Services maintains responsibility for the Department's multicultural planning	<ul style="list-style-type: none"> Manager Diversity Services is the Department's 'Multicultural Planning Coordinator' 	Diversity Services Ongoing
1.1.4	Conduct a comprehensive evaluation of the Multicultural Plan	<ul style="list-style-type: none"> Evaluation of Plan completed Evaluation report provided to Multicultural NSW 	Diversity Services December 2018
1.2 Integrate within Corporate Planning			
1.2.1	Consider multicultural issues as part of business planning for each Division, Branch and Unit	<ul style="list-style-type: none"> Business Planning process includes consideration of multicultural community issues 	Senior Executives Ongoing
1.2.2	Publish articles on the Department intranet on progress in meeting the outcomes of the Multicultural Plan	<ul style="list-style-type: none"> Highlights and outcomes of Multicultural Plan reported on the Department intranet 	Diversity Services/ Strategic Communications Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
1.2.3	Juvenile Justice Business Plan includes specific performance indicators for young people from multicultural communities	<ul style="list-style-type: none"> • Metro North & South Regional Plans responsiveness to the higher Multicultural Profile of its clients • Western & Northern Regional Plans capture any emerging multicultural populations & responses • Multicultural Youth Justice Conferencing, community and custody performance indicators and resourcing included in Regional Business Plans 	Juvenile Justice	Ongoing
1.2.4	Juvenile Justice's Quality Assurance processes will target multicultural offenders in Youth Justice Conferencing , community and custody	<ul style="list-style-type: none"> • Quality Assurance documented responses of multicultural young people in surveys both community and custody • Juvenile Justice complaints responsiveness for young people from multicultural backgrounds 	Juvenile Justice	2016 and ongoing
1.3 Use of data and analysis				
1.3.1	Conduct CALD census to identify all people entering the adult correctional system, to gather information on their country of birth, language, religious affiliation and cultural background	<ul style="list-style-type: none"> • Results of census are considered in planning activities 	Corrective Services NSW	Annually
1.3.2	Analyse the CALD offender census to identify emerging trends for language service need and emerging needs for criminogenic programs and services	<ul style="list-style-type: none"> • CALD census analysis is published on the CSNSW Intranet and informs services and programs provision 	Corrective Services NSW	Annually
1.3.3	Analyse the information collected via the CLAS e-form to ascertain frequency and type of assistance CLAS officers provide	<ul style="list-style-type: none"> • Improved incidence and location of CLAS officer use 	Corrective Services NSW	2016

Strategy		Key Performance Indicators	Responsibility	Timeframes
1.3.4	Incorporate Australian Bureau of Statistics data into individual Local Court profile documents, which are used to inform the Department about the multicultural makeup of the community in which the court operates and develop strategies across courts	<ul style="list-style-type: none"> All Local court profiles (100%) are updated to include current Australian Bureau of Statistics data 	Court Services	June 2015
1.3.5	Provide Australian Bureau of Statistics data and community profile details on multicultural communities (including small and emerging communities in NSW) to all areas of the Department	<ul style="list-style-type: none"> Departmental staff resource website (ACCESSLink) includes relevant Australian Bureau of Statistics data 	Diversity Services	Ongoing
1.3.6	Comprehensive Client Information Management System (CIMS) maintained including comprehensive multicultural data on young people, place of birth, place of birth of parents, language spoken at home	<ul style="list-style-type: none"> Juvenile Justice's report on multicultural populations is written in an accessible format for community groups at Department Fora Trend analysis completed and shared with Executive Committee Data is analysed annually and reported to the Australian Institute of Health and Welfare as part of the Australasian Juvenile Justice Administrators (AJJA) JJ report across Australia 	Juvenile Justice	Annually
1.3.7	Develop a Juvenile Justice Programs & Interventions Framework	<ul style="list-style-type: none"> Establish a schedule of evaluations of accredited programs according to Juvenile Justice priorities including key populations such as Aboriginal & Torres Strait Islander and Pacific Communities young people Numbers completing programs 	Juvenile Justice	2016 and ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
1.3.8	Analyse Australian Bureau of Statistics data in the context of the NSW Ageing Strategy to identify multicultural communities with the highest need for information and services related to financial management orders and other financial pre-planning processes	<ul style="list-style-type: none"> Data analysis informs service provision planning 	NSW Trustee and Guardian	December 2015
1.3.9	Use internal and external data to plan the Registry's communication with multicultural communities	<ul style="list-style-type: none"> Registry obtains internal and external data regarding multicultural communities Registry utilises data to create effective communication with multicultural communities 	Registry of Births, Deaths & Marriages	December 2015
1.3.10	Capture the multicultural background of people who seek the support of Victims Services	<ul style="list-style-type: none"> As part of the Quality Assurance Framework, Victims Services multicultural data will be available for service planning purposes once the new database is implemented 	Victims Services	July 2015
1.3.11	Review and monitor counselling and interpreter services request in relation to multicultural community needs	<ul style="list-style-type: none"> Identified language and cultural needs inform service planning 	Victims Services	Ongoing
1.3.12	Review and improve Victims' Services internal record keeping, reporting, current collection and analysis of data in relation to victims of crime, including multicultural background	<ul style="list-style-type: none"> Improved knowledge management systems, reporting, collection and analysis of data relating to victims of crime 	Victims Services	July 2015
1.3.13	Use other sources of data, including Australian Bureau of Statistics and Bureau of Crime Statistics and Research data, to research and identify multicultural victims of crime	<ul style="list-style-type: none"> Creation of section on Victims Services Clearinghouse website for research 	Victims Services	December 2015

Outcome 2 – Consultation and feedback

Strategy	Key Performance Indicators	Responsibility	Timeframes
2.1 Staff expertise and research			
2.1.1	Maintain the network of CALD Client Services Officers	<ul style="list-style-type: none"> Quarterly meetings 	Corrective Services NSW Ongoing
2.1.2	Develop a strategy to better utilise the cultural and religious expertise of multicultural Staff	<ul style="list-style-type: none"> All Corrective Services NSW strategic documents and policies submitted to the CSNSW Policy Subcommittee are accompanied by evidence that multicultural issues have been considered 	Corrective Services NSW Ongoing
2.1.3	Utilise the skills and knowledge of Victims Counsellors from multicultural backgrounds	<ul style="list-style-type: none"> Referral services meet the needs of multicultural clients 	Victims Services Ongoing
2.2 Client and community feedback			
2.2.1	Develop information in multicultural community languages about the process for making a complaint to the Department	<ul style="list-style-type: none"> Factsheet developed and translated into community languages 	Community Relations December 2015
2.2.2	Diversity Services will hold an annual consultation with multicultural communities	<ul style="list-style-type: none"> Annual consultation on multicultural community issues maintained 	Diversity Services Annually
2.2.3	Quality Assurance Processes and Performance Indicators reflect the needs of multicultural clients	<ul style="list-style-type: none"> Quality Assurance client satisfaction surveys Client & Family feedback surveys 	Juvenile Justice 2016 and ongoing
2.2.4	Juvenile Justice complaints processes are accessible to young people from multicultural backgrounds	<ul style="list-style-type: none"> Complaints processes responsive to multicultural young people Use of complaints process by multicultural young people is recorded 	Juvenile Justice Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
2.2.5	Hold stakeholder forums to incorporate community views into service delivery and project development	<ul style="list-style-type: none"> Establish a stakeholder group, including people with disability and people from multicultural communities 	Public Guardian	June 2015 and ongoing
2.2.6	Review and analyse complaints and requests for reviews of decisions to evaluate guardianship processes	<ul style="list-style-type: none"> Regularly review outcomes of complaints and internal reviews of decisions, and subsequent recommendations 	Public Guardian	June 2015
2.3 Participation on advisory bodies				
2.3.1	Create a Justice Multicultural Advisory Council, to provide high-level advice to the Department on issues affecting multicultural communities in contact with the NSW Justice System	<ul style="list-style-type: none"> Establishment and maintenance of the Justice Multicultural Advisory Council 	Secretary	2015 - 2018
2.3.2	Develop a consultation group for multicultural communities in NSW, to advise the President on issues affecting multicultural communities	<ul style="list-style-type: none"> Three meetings per year 	Anti-Discrimination Board of NSW	December 2015 and ongoing
2.3.3	Maintain participation in the Drug and Alcohol Education Centre's (DAMEC) Transitions Project Advisory Committee	<ul style="list-style-type: none"> Documented outcomes of meetings with DAMEC 	Corrective Services NSW	Ongoing
2.3.4	Ensure representation of multicultural issues on the Victims Advisory Board	<ul style="list-style-type: none"> Identify multicultural issues in the victims and law reform area, and ensure they are on the Victims Advisory Board agenda 	Victims Services	Ongoing
2.3.5	Ensure participation of multicultural community groups on the Victims of Crime Interagency Forum	<ul style="list-style-type: none"> Actively engage with multicultural groups, inform them about the Victims of Crime Interagency Forum and request participation 	Victims Services	Ongoing

Outcome 3 – Leadership

Strategy	Key Performance Indicators	Responsibility	Timeframes
3.1 Active involvement of senior management			
3.1.1	The Department demonstrates its support for the multicultural principles of NSW	<ul style="list-style-type: none"> Attendance by Secretary and senior managers at key multicultural events, such as Harmony Day/ International Day for the Elimination of Racial Discrimination 	Secretary and Executive Ongoing
3.1.2	Support the Department's consultations with multicultural communities	<ul style="list-style-type: none"> Attendance by Deputy Secretary Justice Strategy & Policy at consultations with multicultural communities 	Deputy Secretary Justice Strategy & Policy Ongoing
3.1.3	Maintenance of the Corrective Services Equity and Diversity Award	<ul style="list-style-type: none"> Annual presentation of Equity and Diversity Award 	Corrective Services NSW Annually
3.1.4	Support the Australian Human Rights Commission's 'Racism, it stops with me' campaign	<ul style="list-style-type: none"> The Department signs up to the 'Racism, it stops with me campaign' 	Diversity Services June 2015 and ongoing
3.1.5	Establish a 'Multicultural Champion' within Juvenile Justice	<ul style="list-style-type: none"> Executive Director Statewide Operations established as Multicultural Champion Key Role in engagement with multicultural communities and dissemination of Multicultural Report Data and Trends and attending Department fora 	Juvenile Justice Ongoing
3.2 Accountability of senior management			
3.2.1	The President is accountable for the implementation of the multicultural principles within the Anti-Discrimination Board of NSW	<ul style="list-style-type: none"> Multicultural performance indicators included in the performance agreement of the President 	Anti-Discrimination Board of NSW Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
3.2.2	All Registrars and Senior Registrars have an achievement plan that includes a key performance indicator related to engagement with local multicultural communities	100% of Registrar and Senior Registrar achievement plans include an accountability to: <ol style="list-style-type: none"> 1. Consider the multicultural communities in their areas 2. Where significant multicultural communities are identified, Registrars/Senior Registrars are to develop plans to engage with the communities around feedback, communication and education 3. Plans and progress are reported quarterly in the standard business reports 	Court Services	June 2015
3.2.3	Provide regular updates to the Executive following Multicultural Steering Committee meetings	<ul style="list-style-type: none"> • Quarterly reports on progress of Multicultural Plan provided to the Department's Executive 	Diversity Services	April 2015 and ongoing
3.2.4	Capture accountabilities for senior management and area managers in relation to the Multicultural Plan in the Juvenile Justice Business Plans for South & North Metro Regions	<ul style="list-style-type: none"> • Multicultural community and custody performance indicators and resourcing included in Juvenile Justice and Regional Business Plans 	Juvenile Justice	Ongoing

Outcome 4 – Human resources

Strategy	Key Performance Indicators	Responsibility	Timeframes	
4.1 Staffing reflects business needs				
4.1.1	Review recruitment strategies to incorporate actions encouraging people from multicultural communities to apply	<ul style="list-style-type: none"> Departmental job advertisements encourage people from multicultural communities to apply 	Strategic Human Resources	Ongoing
4.1.2	Review recruitment procedures for indirect discrimination against people from multicultural communities	<ul style="list-style-type: none"> Collection and analysis of recruitment data in relation to multicultural communities Recruitment procedures are reviewed and monitored to ensure they do not disadvantage applicants from multicultural backgrounds 	Strategic Human Resources	Ongoing
4.1.3	Identify means of increasing workforce diversity survey response rates to improve multicultural community workforce data, including country of birth and first language spoken as a child	<ul style="list-style-type: none"> Survey questions in relation to country of birth and first language are reviewed Increased survey response rates across the Department 	Strategic Human Resources	September 2015
4.1.4	Where knowledge of a culture or a language is identified as a critical business need, it is incorporated into the selection process for the role	<ul style="list-style-type: none"> Number employees with nominated cultural or language knowledge 	Strategic Human Resources	Ongoing
4.1.5	Analyse responses to EEO survey to identify the numbers of CALD employees and develop strategies for increasing the number	<ul style="list-style-type: none"> Increased number of CALD employees 	Corrective Services NSW	2016
4.2 Cultural and linguistic competence				
4.2.1	Review Community Language Allowance Scheme (CLAS) to ensure it meets identified priority languages	<ul style="list-style-type: none"> CLAS reflects existing and emerging language needs 	Strategic Human Resources	December 2015

Strategy		Key Performance Indicators	Responsibility	Timeframes
4.2.2	Develop a communications strategy about CLAS	<ul style="list-style-type: none"> Information about CLAS is available through various media 	Strategic Human Resources/ Strategic Communications	September 2015
4.2.3	Provide CLAS officers with guidelines related to the management of requests for language assistance in the context of offender management	<ul style="list-style-type: none"> Guidelines developed and implemented 	Corrective Services NSW	2016
4.3 Staff development and support				
4.3.1	Identify staff development needs in relation to multicultural community issues	<ul style="list-style-type: none"> Multicultural community issues identified in the context of the Capability Framework and the Performance Development Framework 	Strategic Human Resources	December 2015
4.3.2	Maintain the Equity & Diversity Alliance and support the Cultural Diversity Network	<ul style="list-style-type: none"> Quarterly meetings 	Strategic Human Resources	Ongoing
4.3.3	Develop a strategy for training mediators on issues for multicultural communities and the use of interpreters	<ul style="list-style-type: none"> Strategy developed and implemented 	Alternative Dispute Resolution Directorate & Community Justice Centres	December 2016
4.3.4	Identify in collaboration with the Learning and Culture Centre the professional development needs of staff in multicultural roles	<ul style="list-style-type: none"> Staff development identified in the context of the Capability Framework and Performance Development Framework 	Corrective Services NSW	2016

Strategy		Key Performance Indicators	Responsibility	Timeframes
4.3.5	Maintain a module on multicultural skills development in the Primary Training for custodial and community corrections officers	<ul style="list-style-type: none"> All participants in the Primary Training have successfully completed the module 	Corrective Services NSW	Annually
4.3.6	Work with Courts and Tribunal Services operational training to identify opportunities to include topics on working in multicultural environments as part of induction and client service skills training	<ul style="list-style-type: none"> Initiate review of induction and client service programs Work with Diversity Services to enhance training programs where applicable 	Court Services	December 2015
4.3.7	Deliver cultural capability training to NCAT staff	<ul style="list-style-type: none"> A series of six half-day training sessions organised for NCAT staff at three Sydney locations, with video-conferencing links for identified sessions to facilitate regional staff's participation Number of staff participating in this training 	NCAT	June 2015
4.3.8	Provide training to Executive on issues for multicultural communities when registering life events	<ul style="list-style-type: none"> Training provided to BDM executive on multicultural issues 	Registry of Births, Deaths & Marriages	December 2015
4.3.9	Maintain annual staff training on multicultural community issues	Training conducted and more than 90% of staff trained per reporting period	Victims Services	Ongoing
4.3.10	Maintain/introduce multicultural component to induction training	Develop multicultural component for induction training	Victims Services	Ongoing
4.3.11	Ensure professional development for Approved Counsellors includes information about multicultural community issues	Develop and/or engage trainers to provide professional development	Victims Services	Ongoing
4.3.12	Develop Victims Services 'Working with people from multicultural backgrounds' policy	<ul style="list-style-type: none"> Policy developed 	Victims Services	July 2015

Outcome 5 – Access and equity

Strategy		Key Performance Indicators	Responsibility	Timeframes
5.1 Responsive mainstream and targeted programs				
5.1.1	Provide information about Justices of the Peace who are able to provide services in community languages	<ul style="list-style-type: none"> Public Register of Justices of the Peace includes information about JPs who speak community languages 	Community Relations	December 2015
5.1.2	Provide services which enhance the motivation and engagement of CALD offenders to participate and complete programs that reduce the risk of re-offending	<ul style="list-style-type: none"> Increased CALD offender program participation and completion rates 	Corrective Services NSW	Ongoing
5.1.3	Conduct annual inmate survey of correctional centre food services	<ul style="list-style-type: none"> Menu Control Plan reflects the cultural and religious dietary needs of CALD inmates 	Corrective Services NSW	Annually
5.1.4	All Local Court based intervention programs and services are available to all people from diverse language, cultural and religious backgrounds, and are tailored to suit the individual needs of people	<ul style="list-style-type: none"> Referral and entry numbers of people from multicultural communities 	Corrective Services NSW	Ongoing
5.1.5	Consider issues for multicultural communities when developing crime prevention programs, when multicultural communities are considered a significant component of offending or victimisation	<ul style="list-style-type: none"> Multicultural community issues considered as part of planning process for crime prevention programs 	Crime Strategy	Ongoing
5.1.6	Develop a regional NSW engagement strategy with multicultural communities	<ul style="list-style-type: none"> Creation of regional partnerships to scope issues Consultation and engagement Delivery of workshops/engagement in regional towns Evaluation of strategy 	Diversity Services	January – December 2015

Strategy		Key Performance Indicators	Responsibility	Timeframes
5.1.7	Provide targeted workshops with multicultural communities on birth registration and change of name	<ul style="list-style-type: none"> Targeted workshops provided on birth registrations and change of name to multicultural communities. 	Registry of Births, Deaths & Marriages	December 2015
5.1.8	Explore translation of new online forms into community languages	<ul style="list-style-type: none"> All relevant online BDM forms available in community languages. 	Registry of Births, Deaths & Marriages	December 2018
5.2 Interpreter service use				
5.2.1	The Anti-Discrimination Board of NSW uses accredited on-site and telephone interpreters where required	<ul style="list-style-type: none"> All participants recorded as requiring interpreting services have been given access to an accredited interpreter Regular review of use of interpreting and translation services 	Anti-Discrimination Board of NSW	Ongoing
5.2.2	Local Court based intervention programs and services access accredited on-site and telephone interpreters for participants as required	<ul style="list-style-type: none"> All participants recorded as requiring interpreting services have been given access to an accredited interpreter 	Corrective Services NSW	Ongoing
5.2.3	Interpreting service procedures and training for Local Court based intervention programs and services have been developed and implemented	<ul style="list-style-type: none"> Procedures developed and distributed All staff have completed the training requirements 	Corrective Services NSW	Ongoing
5.2.4	Local Court based intervention programs and services have a Multicultural NSW account to ensure program staff are able to book and access interpreter services easily	<ul style="list-style-type: none"> Creation and maintenance of account 	Corrective Services NSW	Ongoing
5.2.5	The use of interpreters is recorded in the CREDIT, Life on Track and Forum Sentencing databases	<ul style="list-style-type: none"> Data is maintained on use of interpreters 	Corrective Services NSW	Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
5.2.6	Policy and communications related to the use of interpreter services will be reviewed and communicated to staff	<ul style="list-style-type: none"> • Participation in Treasury review of Interpreter Services • Review of policy • Update policy if required • Issued communications through monthly communication briefing/meeting format 	Court Services	Ongoing
5.2.7	Interpreter Services budgets are monitored and reviewed quarterly	<ul style="list-style-type: none"> • Quarterly reviews conducted 	Court Services	June 2015 and ongoing
5.2.8	Strategies are in place to monitor trends in the need for interpreters at a local level	<ul style="list-style-type: none"> • The use of regular interpreter services for specific languages will be reviewed 	Court Services	June 2015
5.2.9	Where there is significant regular need of a particular language, interpreter services are booked in blocks of time (rather than on an individual matter basis) to ensure that the language services are available as matters come before the court	<ul style="list-style-type: none"> • In instances where a language or languages are used with a pattern (ie daily, for specific lists), services will be engage in blocks of time 	Court Services	June 2015
5.2.10	Develop whole of Department guidelines on the use of Interpreter Services	<ul style="list-style-type: none"> • Guidelines developed and implemented 	Diversity Services	December 2015
5.2.11	Juvenile Justice maintains data on use of interpreters for young people from multicultural communities and their families	<ul style="list-style-type: none"> • Data is maintained on use of interpreters • Emerging communities identified and responded to appropriately 	Juvenile Justice	Ongoing
5.2.12	Work with young offenders from multicultural communities and their families to inform cultural responsivity of Juvenile Justice programs	<ul style="list-style-type: none"> • Quality Assurance client satisfaction surveys 	Juvenile Justice	Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
5.2.13	The Public Guardian uses accredited interpreter services, and ensures staff are aware of guidelines for using interpreters	<ul style="list-style-type: none"> Information and guidelines for using interpreters is located on the Public Guardian's intranet, and information is included as part of induction Information is contained in general publications and stationery 	Public Guardian	June 2015
5.2.14	The Registry of Births, Deaths & Marriages maintains data on requests for interpreters	<ul style="list-style-type: none"> Data is maintained on use of interpreters 	Registry of Births, Deaths & Marriages	Ongoing
5.3 Accountability of funded services				
5.3.1	Include in all funded community support agencies a requirement to provide services and programs to offenders from CALD communities and their families	<ul style="list-style-type: none"> Annual reports from funded organisations to provide evidence of service and program delivery to offenders from CALD communities and their families 	Corrective Services NSW	2015
5.3.2	Utilise the Multicultural NSW website and other appropriate media outlets to advertise the criteria for Grant Programs to CALD communities	<ul style="list-style-type: none"> Increased number of applications from CALD community organisations for the Grant Program 	Corrective Services NSW	2016
5.3.3	Liaise with community organisations to provide services to meet the transition needs of CALD offenders and their families	<ul style="list-style-type: none"> Service Partnership Agreements in place with identified community agencies 	Corrective Services NSW	2015
5.3.4	Juvenile Justice Joint Support Program (JSP) Funding Agreements include requirements to support young people from multicultural backgrounds as part of the Equity Plan	<ul style="list-style-type: none"> Stats on numbers supported in Joint Support Program Analysis of responsiveness 	Juvenile Justice	Ongoing

Outcome 6 – Communication

Strategy	Key Performance Indicators	Responsibility	Timeframes	
6.1 Planned communication				
6.1.1	Provide accurate and timely information to multicultural communities, clients offenders and their families about the NSW civil and criminal Justice system and processes, through a variety of media and in relevant community languages	<ul style="list-style-type: none"> Information is available and relevant to multicultural communities 	Strategic Communications	Ongoing
6.1.2	Develop a strategy to promote Community Justice Centres to multicultural communities	<ul style="list-style-type: none"> Strategy developed and implemented 	Alternative Dispute Resolution Directorate & Community Justice Centres	Ongoing
6.1.3	Review translations of Community Justice Centres factsheet to ensure language is accessible and appropriate	<ul style="list-style-type: none"> Review of translations finalised 	Alternative Dispute Resolution Directorate & Community Justice Centres	December 2017
6.1.4	Participate in community events and workshops to provide information about anti-discrimination law	<ul style="list-style-type: none"> Number of workshops and events 	Anti-Discrimination Board of NSW	Ongoing
6.1.5	Provide a range of printed and online resources in multicultural community languages about making a complaint	<ul style="list-style-type: none"> Resources available in multicultural community languages 	Anti-Discrimination Board of NSW	Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
6.1.6	Attend regular interagency meetings and engage with multicultural community groups	<ul style="list-style-type: none"> Attendance at interagency meetings 	Anti-Discrimination Board of NSW	Ongoing
6.1.7	Local Court based intervention programs and services participate and attend regular interagency groups relevant to the diverse groups within the local community and client demographics	<ul style="list-style-type: none"> Programs and services regularly convene or attend local interagency meetings Programs and services promoted to interagency groups 	Corrective Services NSW	Ongoing
6.1.8	New written and audio/visual materials for Local Court based intervention programs and services are considered for translation into priority community languages, as identified through client data	<ul style="list-style-type: none"> Publications considered for translation 	Corrective Services NSW	June 2015 and ongoing
6.1.9	Organise information sessions for multicultural community workers on Justice issues	<ul style="list-style-type: none"> Three information sessions held per year 	Diversity Services	April 2015 and ongoing
6.1.10	Attend community workshops, festivals and events to distribute information about the Department	<ul style="list-style-type: none"> Attendance at multicultural community events 	Diversity Services	Ongoing
6.1.11	Build upon the success of the LawAccess NSW Communications Strategy for people from CALD communities.	<ul style="list-style-type: none"> Attendance and participation in Multicultural NSW's Multicultural Coordinator Forums (Sydney and regional) Provision of regular training to specialist multicultural community workers in government organisations and community organisations Promotion of LawAccess NSW at key multicultural worker events 	LawAccess NSW	Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
6.1.12	Develop a NCAT Communications Strategy that captures initiatives for multicultural communities	<ul style="list-style-type: none"> • NCAT Communications Strategy developed 	NCAT	June 2015
6.1.13	Devise and implement strategies to collaborate with identified communities to address cultural issues related to pre-planning instruments such as wills, powers of attorney and enduring guardianship	<ul style="list-style-type: none"> • Increase number of pre-planning instrument requests from people of multicultural communities 	NSW Trustee & Guardian	Ongoing
6.1.14	Work with multicultural community organisations to provide guardianship information (including planning ahead information) to culturally diverse clients and community members	<ul style="list-style-type: none"> • Four targeted community education sessions to multicultural community groups per year 	Public Guardian	June 2015
6.1.15	Develop new birth registration awareness campaign and promote in targeted multicultural communities	<ul style="list-style-type: none"> • Targeted birth registration awareness campaign launched, promoted and functioning. 	Registry of Births, Deaths & Marriages	December 2015
6.1.16	Develop multicultural victims of crime profiles, in order to identify key barriers to accessing information	<ul style="list-style-type: none"> • Improved access for multicultural communities to information and support 	Victims Services	July 2015
6.1.17	Increase Victims Services' engagement with multicultural communities, including connecting with established multicultural community networks, targeted community consultation and participation in interagency collaboration	<ul style="list-style-type: none"> • Increased knowledge in multicultural communities about Victims' Services 	Victims Services	Ongoing
6.1.18	Improve use of multicultural community media to promote Victims Services	<ul style="list-style-type: none"> • Engage with multicultural community media to increase awareness of Victims Services 	Victims Services	July 2015 and ongoing

Strategy	Key Performance Indicators	Responsibility	Timeframes	
6.2 Emerging technology use				
6.2.1	Promote the use of video conferencing for access to accredited interpreter services and for family contact	<ul style="list-style-type: none"> Increased use of video conferencing for interpreter services and family contacts 	Corrective Services NSW	2016
6.2.2	Explore opportunities for self-service for visitor booking to correctional centres	<ul style="list-style-type: none"> Information about booking services and processes is available in identified priority languages 	Corrective Services NSW	2016
6.2.3	Investigate providing information in multicultural community languages via audio download or streaming audio	<ul style="list-style-type: none"> LawAccess NSW provides information via audio download in 33 community languages (Amharic, Arabic, Assyrian, Bosnian, Burmese, Cantonese, Croatian, Dari, Dinka, Farsi, Fijian, Filipino, French, Greek, Hindi, Indonesian, Italian, Khmer, Korean, Macedonian, Mandarin, Nepalese, Portuguese, Russian, Samoan, Serbian, Somali, Spanish, Tamil, Thai, Tongan, Turkish, Vietnamese) 	LawAccess NSW	December 2015
6.2.4	Redesign LawAccess NSW website to include links to community languages and relevant service providers	<ul style="list-style-type: none"> LawAccess NSW provides information about its services in 33 translated pages via the 'Need Legal Help?' Scroll bar on the LawAccess Online website LawAccess NSW provides link to legal resources in community languages by relevant service providers via the Search LawAccess Online tool on the LawAccess Online website 	LawAccess NSW	December 2015
6.2.5	Promote the Registry's new online services to multicultural communities	<ul style="list-style-type: none"> Online forms in community languages are promoted through relevant media and face-to-face. 	Registry of Births, Deaths & Marriages	December 2018

Outcome 7 – Social and economic development

Strategy		Key Performance Indicators	Responsibility	Timeframes
7.1 Building potential through partnerships				
7.1.1	Local Court based intervention programs and services develop strong working relationships with local communities and agencies who work closely with people from diverse backgrounds	<ul style="list-style-type: none"> Program staff regularly convene or attend meetings with local communities and agencies to support people from multicultural communities to access programs and services 	Corrective Services NSW	Ongoing
7.1.2	Celebrate Harmony Day/International Day for the Elimination of Racial Discrimination	<ul style="list-style-type: none"> Annual event and information distributed throughout the Department 	Diversity Services	Annually
7.1.3	Develop and promote database of key multicultural community organisations	<ul style="list-style-type: none"> Database available on Intranet and regularly updated 	Diversity Services	June 2015 and ongoing
7.1.4	Develop a new engagement model with key multicultural community organisations	<ul style="list-style-type: none"> Partnerships with key organisations working with multicultural communities developed Regular meetings and engagement 	Diversity Services	December 2015
7.1.5	Juvenile Justice develops partnerships with the University of Western Sydney such as Pasifika Achievement to Higher Education (PATHE) and with Australian Museum's pop up museum collection for Pasifika expanded to all Metro JJs to provide alternatives to young offenders from multicultural communities, in the community and leaving custody	<ul style="list-style-type: none"> Internal Communications on positive initiatives and good news stories in JJ's Jigsaw newsletter Community initiatives such as Pasifika Revisited Islands of Change (PRIOC) 	Juvenile Justice	Ongoing

Strategy		Key Performance Indicators	Responsibility	Timeframes
7.1.6	Strengthen partnership with the Justice Health & Forensic Mental Health Network's Community Integration Team to support young offenders with mental health issues, alcohol and other drug issues and cognitive disability to integrate back into their communities	<ul style="list-style-type: none"> No. of young people from Multicultural backgrounds referred and supported 	Juvenile Justice	Ongoing
7.1.7	Strengthen partnerships with NSW Police Force, local schools, Centrelink, PCYCs and local Migrant Resource Centres to support young offenders	<ul style="list-style-type: none"> No. of local partnerships from all Metro JJCS offices Qualitative analysis of effectiveness of partnerships and any new partnerships that may need to be established for emerging communities Internal Communications on positive initiatives and good news stories eg. JJ's Jigsaw newsletter 	Juvenile Justice	Ongoing
7.1.8	Celebrate Cultural Days for young people and their families from multicultural communities with Elders, Leaders and Pastors	<ul style="list-style-type: none"> Lists of community groups, Elders & Leaders visiting young people from Multicultural Backgrounds while in custody List of PRIOC connexions made and any similar Multicultural interactions with family and community 	Juvenile Justice	Ongoing
7.1.9	Develop new initiative with Muslim communities, expanding on the positive relationships developed by Corrective Services NSW	<ul style="list-style-type: none"> List of meetings attended Interactions made & progressed locally Internal Communications on positive initiatives and good news stories eg. Juvenile Justice's Jigsaw newsletter 	Juvenile Justice	2015 and ongoing
7.1.10	Work in partnership with private managers to increase their knowledge and understanding of their responsibilities related to financial management decisions of managed persons from multicultural communities	<ul style="list-style-type: none"> Ongoing partnerships with private managers from multicultural communities 	NSW Trustee and Guardian	Ongoing

7. Appendices

a. Multicultural Principles

1. All individuals in New South Wales, irrespective of their linguistic, religious and ancestral backgrounds, should demonstrate a unified commitment to Australia, its interests and future.
2. All individuals in New South Wales should recognise the importance of shared values governed by the rule of law within a democratic framework.
3. The people of New South Wales are of different linguistic, religious and ancestral backgrounds who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious and ancestral heritage.
4. All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.
5. All individuals in New South Wales should have the greatest possible opportunity to:
 - a. contribute to, and participate in, all aspects of public life in which they may legally participate, and
 - b. make use of, and participate in, relevant activities and programs provided or administered by the Government of New South Wales.
6. All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.⁵

⁵ Section 3(1), *Multicultural NSW Act 2000 (NSW)*.

b. Contributing Divisions, Branches and Units

Alternative Dispute Resolution Directorate/ Community Justice Centres
Anti-Discrimination Board of NSW
Corrective Services NSW
Court Services
Crime Strategy
Community Relations
Diversity Services
Juvenile Justice
LawAccess NSW

NCAT
NSW Trustee and Guardian
Public Guardian
Registry of Births, Deaths & Marriages
Strategic Communications
Strategic Human Resources
Victims Services

Department of Justice

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