

New South Wales Department of Corrective Services



*Plan
for
Cultural
Inclusion
2004 - 2007*

PLAN FOR CULTURAL INCLUSION 2004-2007

THE DEPARTMENT OF CORRECTIVE SERVICES ETHNIC AFFAIRS PRIORITIES STATEMENT

Purpose and Scope of the Plan

“An Ethnic Affairs Priorities Statement (or EAPS as it is commonly known) is a planning document, which guides how an individual government agency will address the needs of a culturally diverse society...” – *Community Relations Commission*

The Department of Corrective Services is required to prepare an EAPS, as specified in *Premier’s Memorandum No. 97-7*.

The Department’s obligations, based upon the principles of multiculturalism, are specified in *Community Relations Commission and Principles of Multiculturalism Act 2000*. The principles of multiculturalism are:

Principle 1 - All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

Principle 2 - All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

Principle 3 - All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

Principle 4 - All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

Existing document to be replaced

The *Plan For Cultural Inclusion 2004 – 2007* replaces the Department of Corrective Services’ *Ethnic Affairs Priorities Statement 2001/2002*. The Board of Management endorsed the *Plan For Cultural Inclusion 2004 – 2007* on the 5th November 2004.

Plan summary

The *Plan For Cultural Inclusion 2004 - 2007* is built around the following objectives:

- 1) Reduce re-offending by offenders from culturally and linguistically diverse backgrounds
- 2) Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds
- 3) Develop, improve and maintain practices that meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services
- 4) Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families
- 5) Language assistance services are accessed and professionally utilized in all circumstances where required
- 6) That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process
- 7) Develop and implement mechanisms for the collection and analysis of data, research and evaluation to further identify the needs of offenders from culturally and linguistically diverse backgrounds.

Implementation

The Chief Executive Officers (CEOs) of all NSW public agencies have primary responsibility for implementing the Principles of Multiculturalism within their agencies, as specified in the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

CEOs usually appoint a Division Head to take responsibility for the management and day-to-day implementation and monitoring of the agency's EAPS program. The position of Coordinator Multiculturalism exists within Offender Management, and has current responsibility for EAPS planning and reporting.

Implementation plans will be developed through relevant senior staff and coordinated by the Coordinator Multiculturalism.

All staff need to be mindful of gender differences that may affect an individual's characteristics, roles and needs. Gender differences are not uniform across cultures, and staff should contact the Women's Facilities and Services Command and cultural authorities for guidance as required.

Abbreviations

SACICS – Senior Assistant Commissioner Inmate & Custodial Services
SACCOS – Senior Assistant Commissioner Community Offender Services
ACOM – Assistant Commissioner Offender Management
EDOC – Executive Director Office of the Commissioner
EDF&AM – Executive Director Finance & Asset Management
EDHRM – Executive Director Human Resources Management
EDP&PM – Executive Director Probity & Performance Management
EDIMT – Executive Director Information Management and Technology
DL&D - Director, Learning & Development

Objective 1

Reduce re-offending by offenders from culturally and linguistically diverse backgrounds

Community Relations Activity Area	<i>Program and Service Delivery Planning and Evaluation</i>
DCS Corporate Key Result Areas	<i>Reduction in Re-offending</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Program development and implementation processes effectively account for responsivity issues relevant to offenders from culturally diverse backgrounds	i. Full range of programs are relevant and accessible to offenders from diverse cultural groups	<ul style="list-style-type: none"> • ACOM (lead) • SACCOS 	A.5.1, C.4.1
b. Provision of services (including exit planning programs when a custodial term is involved) are responsive to the specific needs offenders from diverse backgrounds	i. Full range of services are responsive and accessible to all offenders from diverse backgrounds ii. Services take account of gender and parenting issues within a cultural context iii. Services take account of the needs of special needs groups (eg refugees, survivors of torture and trauma, disabilities)	<ul style="list-style-type: none"> • ACOM • SACCOS 	A.4.2, B.4.3
c. Ensure that program and service delivery for offenders from diverse backgrounds is coordinated, sequential and responsive through case planning within a case management framework	i. Responsive case planning takes place for all offenders from diverse backgrounds ii. Case plans of these offenders guides progression, or are modified through appropriate consultation iii. Case planning links progression from community to custodial to community settings	<ul style="list-style-type: none"> • ACOM • SACCOS • EDOC 	

Objective 1 - continued

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
d. Establish and maintain working relationships with other service providers and community members	<ul style="list-style-type: none"> i. Relevant service providers and community members identified and utilised ii. Partnerships established with other government departments where appropriate, to improve consultation and collaboration 	<ul style="list-style-type: none"> •ACOM •SACCOS 	A.4.2, B.4.2
e. Educate and engage the families of offenders from diverse backgrounds to support progress through case plans	<ul style="list-style-type: none"> i. Information packages for families of these offenders developed for all core programs ii. Opportunities for community education and case conferencing provided iii. Language assistance accessed where required for verbal and written communication 	<ul style="list-style-type: none"> •ACOM •SACCOS 	D.4.1
f. Continuously evaluate the effectiveness of programs and services for culturally diverse offenders, and improve them based upon this process	<ul style="list-style-type: none"> i. Data gathered and analysed concerning participation rates and reasons for non completion of programs ii. Program and service design modified based upon analysis of outcomes 	<ul style="list-style-type: none"> •EDOC •ACOM 	A.4.2, A.4.3, B.4.2, B.4.3
g. Develop and introduce culturally specific frameworks at a departmental level targeting significant populations within the offender population	<ul style="list-style-type: none"> i. Liaison with community representatives, cultural authorities and other agencies/ service providers ii. Cultural specific plans developed and introduced iii. Cultural specific plans guide and support progress of offenders on the Throughcare model 	<ul style="list-style-type: none"> •ACOM 	A.4.2, B.4.1, B.4.2

Objective 2

Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds

<i>Community Relations Activity Area</i>	<i>Planning and Evaluation Program and Service Delivery Communication Funded Services</i>
<i>DCS Corporate Key Result Areas</i>	<i>Reduction in Re-offending Offender Management (in custody) Offender Management (in the community) Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Gather accurate cultural information on offenders as they enter custody and during the case planning process	i. Reliable and comprehensive information gathered on all offenders from culturally and linguistically diverse backgrounds ii. Information documented and communicated as required iii. Relevant information accessed from Community Offender Services on reception	<ul style="list-style-type: none"> • ACOM • SACICS • SACCOS (facilitatory) EDOC 	A.3.2
b. Assess risks and needs of individuals in a culturally specific manner, accounting for gender roles and parenting related issues.	i. Assessment staff trained in dealing with offenders from diverse backgrounds ii. Risk assessments clearly documented and communicated iii. Interpreter services used for assessment in all cases where required	<ul style="list-style-type: none"> • SACICS • ACOM 	B.4.3

Objective 2 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
c. Develop and improve assessment processes for offenders from culturally diverse backgrounds who have additional special needs (eg refugees, survivors of torture and trauma, disabilities)	i. Special needs assessment training conducted for relevant staff ii. Special needs assessed, documented and communicated	<ul style="list-style-type: none"> • ACOM • DL&D 	B.4.3
d. Departmental culturally specific frameworks, targeting significant populations of inmates from diverse backgrounds, account for needs associated with incarceration	i. Cultural specific frameworks developed following liaison with community representatives, cultural authorities and other agencies/ service providers ii. Frameworks accommodate offenders in correctional centres	<ul style="list-style-type: none"> • ACOM 	A.4.2, B.4.1, B.4.2, D.4.1
e. Provide services and interventions in a responsive, timely and culturally informed manner	i. Timely provision of effective services and interventions on identification of risks and needs evident through case file audits	<ul style="list-style-type: none"> • SACICS • ACOM 	
f. Encourage and maintain an increase in the participation of individuals from culturally and linguistically diverse backgrounds under the authorised visitor program	i. Identify suitable community representatives ii. Ongoing participation under the authorised visitor program iii. Encourage appointment of people from diverse cultural backgrounds to Official Visitor positions	<ul style="list-style-type: none"> • SACICS • ACOM • EDP&PM (iii only) 	B.4.1, D.4.3

Objective 2 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
g. Introduce and develop the Community Visitation Program in court cell locations	i. Offenders in court cell locations access approved community representatives as required under procedural framework	<ul style="list-style-type: none"> • SACICS • ACOM 	B.4.1, D.4.3
h. Organise and support offenders' participation in approved events of cultural and religious significance	<ul style="list-style-type: none"> i. Provision of opportunities for offenders to participate in all approved events ii. Development of local procedures to facilitate events iii. Identification of local staff responsible for organisation and support of approved events iv. Systems for accessing necessary food and other cultural items established v. Planning occurs for alternate activities for offenders who are not involved in cultural/religious events 	<ul style="list-style-type: none"> • SACICS • ACOM 	B.4.1
i. Provide staff training and resource information to ensure that those visiting offenders from culturally and linguistically diverse backgrounds do not encounter additional barriers to maintaining constructive relationships	<ul style="list-style-type: none"> i. Analysis of characteristics and needs of visitor population conducted for specific correctional centres ii. Relevant culturally specific training periodically provided for all staff, delivered on site iii. All staff trained regarding requirements and strategies for provision of language support (verbal and written) in relation to visits 	<ul style="list-style-type: none"> • DL&D • ACOM 	A.4.2, D.4.1, D.4.3

Objective 3

Develop, improve and maintain practices that meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services

<i>Community Relations Activity Area</i>	<i>Planning and Evaluation Program and Service Delivery Communication Funded Services</i>
<i>DCS Corporate Key Result Areas</i>	<i>Reduction in Re-offending Offender Management (in custody) Offender Management (in the community) Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Gather accurate cultural information on offenders on first contact with Community Offender Services contact and on ongoing contact	i. Reliable and comprehensive information gathered on all offenders from culturally and linguistically diverse backgrounds ii. Information documented and communicated as required	<ul style="list-style-type: none"> • SACCOS • EDOC 	A.3.2
b. Throughout contact with Community Offender Services assess risks and needs of individuals in a culturally specific manner, accounting for gender roles and parenting related issues.	i. Staff trained in dealing with offenders from diverse backgrounds ii. Assessments clearly documented and communicated iii. Interpreter services used for assessment in all cases where required	<ul style="list-style-type: none"> • SACCOS • DL&D 	B.4.3
c. Develop and improve assessment processes for offenders from culturally diverse backgrounds who have additional special needs (eg refugees, survivors of torture and trauma, disabilities)	i. Special needs assessment training conducted for relevant staff ii. Special needs assessed, documented and communicated	<ul style="list-style-type: none"> • SACCOS • ACOM • DL&D 	B.4.3

Objective 3 - continued

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
d. Departmental culturally specific frameworks, targeting significant populations of offenders from diverse backgrounds, account for needs associated with being under supervision in the general community	<ul style="list-style-type: none"> i. Cultural specific frameworks developed ii. Frameworks accommodate offenders on community based orders 	<ul style="list-style-type: none"> • ACOM 	
e. Provide services and interventions in a responsive, timely and culturally informed manner	<ul style="list-style-type: none"> i. Timely provision of effective services and interventions on identification of risks and needs evident through case file audits 	<ul style="list-style-type: none"> • SACCOS 	
f. Develop consultative and collaborative relationships with relevant agencies and members of diverse communities in the local area	<ul style="list-style-type: none"> i. Planning/ consultative meetings and forums held with community representatives ii. Appropriately skilled community members and agencies sourced to deliver services/ programs in conjunction with COS staff iii. Referrals made to appropriate community agencies made as required 	<ul style="list-style-type: none"> • SACCOS 	A.4.2, B.4.2
g. Develop culturally responsive alternatives to custody where applicable	<ul style="list-style-type: none"> i. Liaise with community representatives in developing and supporting alternatives to custody ii. Options for alternatives to custody increased 	<ul style="list-style-type: none"> • SACCOS • EDOC 	A.4.2

Objective 4

Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families

<i>Community Relations Activity Area</i>	<i>Program and Service Delivery Staffing Communication</i>
<i>DCS Corporate Key Result Areas</i>	<i>Offender Management (in custody) Offender Management (in the community) Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Provide regular mandatory training for staff concerning multicultural issues, as relevant to their location	i. Relevant multicultural training periodically provided for all staff ii. Within correctional centres training delivered within the structured day framework iii. Customer service training provided for staff who work with offenders' families and friends	<ul style="list-style-type: none"> • SACICS • SACCOS • DL&D 	C.3.2
b. Periodically review and revise all Departmental training (generic and multicultural) to meet EAPS framework standards	i. Process for review of all training in terms of multiculturalism formalised ii. Multicultural review incorporated into generic review system	<ul style="list-style-type: none"> • DL&D • ACOM 	C.4.1
c. Provide a range of cultural information to staff through the Department's intranet site and in printed form	i. Resource information circulated via intranet and in hard copy ii. Staff aware of the intranet site as a resource base	<ul style="list-style-type: none"> • ACOM • EDIMT 	

Objective 4 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
d. Engage departmental and external cultural experts and community representatives to develop education/ training material and to provide training	i. Identify suitable experts for provision of culturally specific training ii. Services of identified experts utilized/ accessed iii. Liaison and coordination with multicultural divisions of other government departments	<ul style="list-style-type: none"> • DL&D • ACOM 	B.4.2
e. Develop diversity management training and strategies for senior managers	i. Training developed/sourced and provided ii. Senior management responsibilities concerning diversity management defined and included in contracts and position descriptions	<ul style="list-style-type: none"> • EDHRM (Lead) • EDOC • DL&D • SACCOS/SACICS/ ACOM 	C.3.2
f. Periodically audit Corrective Services facilities and Community offender Services for adherence to multicultural requirements in working with offenders	i. Audit protocol developed ii. Audits periodically conducted	<ul style="list-style-type: none"> • EDP&PM (Lead) • SACCOS • ACOM • SACICS 	C.4.1

Objective 5

Language assistance services are accessed and professionally utilized in all circumstances where required

Community Relations Activity Area	<i>Staffing Communication</i>
DCS Corporate Key Result Areas	<i>Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Provide staff training regarding appropriate use of language services	i. Periodically review and update training concerning language assistance services ii. All staff have access to relevant training	<ul style="list-style-type: none"> • DL&D 	C.4.2, D.4.2
b. Distribute and display publicity material/aids supporting correct use of language services	i. Relevant material in various media formats developed and distributed	<ul style="list-style-type: none"> • ACOM 	D.4.2
c. Review the procedural framework for use of language services	i. Procedural framework periodically reviewed and updated ii. Procedures publicised and accessible to all staff as modified	<ul style="list-style-type: none"> • ACOM 	C.4.2, D.4.2
d. Monitor the use of language services and other language assistance methods	i. CLAS staff maintain activity logs ii. Supervisors of CLAS staff periodically provide feedback on activity levels and demand for CLAS services iii. Review language assistance strategies utilised by staff dealing with offenders' families iv. Audit the use of accredited language services (eg invoice records, case file entries)	<ul style="list-style-type: none"> • ACOM • SACICS • SACCOS 	C.4.2, D.4.1, D.4.3

Objective 5 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
e. Continue to review and monitor the Community Language Allowance Scheme	<ul style="list-style-type: none"> i. Periodically review offender population data to identify needs ii. Monitor regional coverage of CLAS services iii. Support staff in acquisition of relevant language skills and qualifications 	<ul style="list-style-type: none"> • ACOM • EDHRM 	C.4.2, D.4.1
f. Review translation needs across the Department	<ul style="list-style-type: none"> i. Identify guidelines for when translation of written materials is mandatory ii. Complete comprehensive review of current translation needs across the Department (eg buy-up forms, applications, induction materials, Parole Board documentation) 	<ul style="list-style-type: none"> • ACOM 	A.4.2, D.4.1, D.4.3
g. Establish a recurring translation budget	<ul style="list-style-type: none"> i. Identify budgetary scope based upon translation needs analysis ii. Decision made whether translation services should be tendered for or covered by internal budget iii. Recurring budget established 	<ul style="list-style-type: none"> • EDF&AM 	D.4.1

Objective 6

That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process

Community Relations Activity Area	<i>Planning and Evaluation</i>
DCS Corporate Key Result Areas	<i>Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. That the Plan for Cultural Inclusion is integrated with the Department's Corporate plan	i. Plan for Cultural Inclusion and Department Corporate Plan introduced and integrated in 2004	<ul style="list-style-type: none"> • EDOC 	A.4.1, A.5.1
b. That divisional business plans are guided by and support achievement of the Plan for Cultural Inclusion	i. Consultation regarding multicultural strategies occurs as all Divisional business plans are revised and developed	<ul style="list-style-type: none"> • Divisional Heads (content) • EDOC (monitoring) 	A.4.1
c. That correctional centre and community based business plans are guided by and support achievement of the Plan for Cultural Inclusion	i. Business plans for each facility and Community Offender Services revised/ developed according to guidelines generated from the Plan for Cultural Inclusion	<ul style="list-style-type: none"> • SACCOS • SACICS 	A.4.1

Objective 6 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
d. That local standard operating procedures and Policies & Procedures for Community Offender Services meet requirements under the Plan for Cultural Inclusion and multicultural legislation, and serve to direct practice	i. Guidelines for relevant local standard operating procedures and Policy/procedures for COS developed and circulated ii. Local standard operating procedures and Policy/procedures for COS periodically audited to ensure they are up to date and appropriate iii. Local practices periodically audited to monitor adherence to endorsed local standard operating procedures and Policy/procedures for COS	<ul style="list-style-type: none"> • SACCOS • SACICS 	A.4.3
e. Ensure that policy and planning documents reflect the expectation that culturally diverse communities will contribute to planning and evaluation processes through informed participation and representation at all levels.	i. Relevant documents include this expectation	<ul style="list-style-type: none"> • EDOC (Lead) • Divisional Heads 	B.4.1, B.4.2
f. The Plan for Cultural Inclusion informs the development of the EEO Management Plan	i. Relevant strategies from the Plan for Cultural Inclusion are included in the Department's next EEO Management Plan	<ul style="list-style-type: none"> • EDHRM 	A.4.1

Objective 7

Develop and implement mechanisms for the collection and analysis of data, research and evaluation to further identify the needs of offenders from culturally and linguistically diverse backgrounds

<i>Community Relations Activity Area</i>	<i>Planning and Evaluation Program and Service Delivery</i>
<i>DCS Corporate Key Result Areas</i>	<i>Enhanced Capability to Deliver Quality Correctional Services</i>

DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
a. Systematic collection of data on offenders to contribute to the identification of needs, risks and trends in the offender population	i. Accurate client data gathered on first contact with the Department, during the reception phase where relevant and through case management processes ii. Mechanisms for data analysis developed & used iii. Close liaison with personnel involved in development of e-case management and data systems	<ul style="list-style-type: none"> • SACICS (i) • SACCOS (i) • EDOC (ii & iii) • EDIMT (ii & iii) 	A.4.2, A.4.3, D.4.1
b. Research and evaluation conducted to identify offender population risks/needs	i. Liaison with Corporate Research Evaluation & Statistics Branch ii. Research conducted and reviewed iii. Relevant research findings made accessible to relevant departmental staff (eg policy development)	<ul style="list-style-type: none"> • EDOC 	A.4.2, A.4.3, B.4.3, D.4.1

Objective 7 - continued			
DCS Strategy	Planned Result	Responsibilities	EAPS Framework Criteria
c. Review and evaluate research and trends pertaining to diverse communities within the general population	<ul style="list-style-type: none"> i. Liaison with Corporate Research Evaluation & Statistics Branch ii. External research reviewed iii. Consultation with community agencies, representatives and other service providers regarding trends in the general community iv. Relevant findings made accessible to departmental staff (eg for policy and program development purposes) 	• EDOC	A.4.2
d. Review and develop Departmental policies and strategies concerning the placement of groups of inmates from diverse cultural backgrounds	<ul style="list-style-type: none"> i. Research conducted into systemic placement strategies, including clustering/ mainstreaming of diverse groups ii. Analysis conducted of factors relevant in the context of NSW iii. Consultation and discussion facilitated with staff and external experts regarding options 	• ACOM	

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