



Justice &  
Attorney General

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Attorney General's Division  
Culturally Diverse Communities'

**Access Plan**

2009 - 2012

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**Alternative Formats**

This Plan is available on the Department of Justice & Attorney website ([www.lawlink.nsw.gov.au/diversityservices](http://www.lawlink.nsw.gov.au/diversityservices)) and can be provided in alternative formats Braille, audiotape, large print or computer disk. To obtain an alternative format please contact Diversity Services on (02) 8688 7507 (voice), (02) 868 7733 (TTY– telecommunication device for people who are deaf or have a speech impairment) or [diversity\\_services@agd.nsw.gov.au](mailto:diversity_services@agd.nsw.gov.au)

**Department of Justice and Attorney General's  
Attorney General's Division's  
Culturally Diverse Communities' Access Plan 2009 – 2012**

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## **Introduction**

The NSW Department of Justice and Attorney General<sup>1</sup> (DJAG) values and celebrates the diversity of cultures, languages and religious affiliations of the people of NSW. The Department views the integration of the issues of culturally diverse communities as critical to the achievement of its mission of establishing a just and safe society in NSW.

The Department is working to ensure that the goals, objectives and strategies of diversity are fundamental to the implementation of its core business. This Culturally Diverse Communities' Access Plan (CD CAP) outlines the Attorney General's Division's commitment to addressing the access and equity issues of the culturally and linguistically diverse communities of NSW.

The vision of this Plan is to create an inclusive environment in DJAG for culturally and linguistically diverse staff and for the public through continuing improvements toward access and equity.

The Plan reflects the new priorities and planning process developed by the Community Relations Commission for a multicultural NSW.

## **Background**

NSW is the most culturally and linguistically diverse community in Australia with a complex range of people from numerous cultural, ethnic, linguistic and religious backgrounds. People from around 200 birthplaces have made the State their home. In addition, close to a quarter of the population speak a language other than English at home (New South Wales 2006 Census).

Over 23% of the population were born overseas, and 16.1% were born in a non-English speaking country. Of the multicultural communities in NSW, 80% have a religious affiliation and 8.6% are non-Christian<sup>2</sup>. For the purpose of this plan, the religious affiliation of NSW people is also included with our cultural diversity.

This diversity is an asset, and makes our State an exciting place to live. It also requires New South Wales government agencies to carefully consider their planning and innovation, particularly when delivering programs and services to meet the needs of such a culturally diverse society.

As part of the Attorney General's Division's efforts to remain cognisant of the issues faced by multicultural communities, it has begun a consultation campaign with various ethnic communities based on shared language. The Attorney General's Division also strongly encourages the culturally diverse communities to engage with the Department through the receipt of services, participation in the Department's programs, participation in community consultations and joining the Department's staff and committees.

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<sup>1</sup> (excluding Corrective Services NSW)

<sup>2</sup> ABS (2001 Census)

The CD CAP identifies objectives, strategies and outcomes to create an accessible environment for both the delivery of equitable services to clients from culturally diverse communities, and the employment of staff from culturally diverse communities.

### **Legislation**

Federal and state Anti Discrimination legislation is based on the obligations agreed to as identified by various international human rights instruments, including:

- The *International Convention on Civil and Political Rights* (ICCPR);
- The *International Convention on Economic, Social and Cultural Rights* (ICESCR); and
- The *International Convention on the Elimination of All Forms of Racial Discrimination* (CERD).

The Commonwealth Government's Race Discrimination Act 1975 fulfils Australia's obligations to the international community under the ICCPR, ICESCR and CERD. The Australian Human Rights Commission Act 1986 established the Human Rights and Equal Opportunity Commission (now known as the Australian Human Rights Commission) and gives it functions in relation to the above, but not limited to, international instruments. The Anti Discrimination Act of NSW 1977 is also based on the principles of international human rights law.

All New South Wales government agencies are guided by the Principles of Multiculturalism which are enshrined in the State's *Community Relations Commission and Principles of Multiculturalism Act 2000*. The Principles confirm the right of individuals in New South Wales to:

- fully contribute and participate in the life of the state;
- respect the culture, language and religion of others (within a legal and constitutional framework where English is the common language);
- have access to government services;
- have linguistic and cultural assets in New South Wales recognised and promoted.

The Community Relations Commission administers the Act. DJAG has been identified by the Commission as a key agency in relation to the implementation of the principles due to our critical role in policy development and delivery of vital justice services. As a key agency DJAG participates in the Commission's Multicultural Polices and Services Program through the development of our Cultural Diversity Communities' Access Plan.

### **Goals and Objectives**

The key objective of this Plan is to work toward integrating multicultural initiatives and planning across our planning cycle to facilitate good practice in multicultural policy development, planning and service provision.

In our first multicultural plan, titled the *Culturally and Linguistically Diverse Communities' Access Plan*, the Attorney General's Division identified three priorities. These priorities will remain our focus based on the successful impact they have made toward enhancing our services to culturally diverse communities. These three priorities are:

- Community education of Department's services
- Partnership within and outside the Department
- Translation and interpreting services

Within the Multicultural Planning Framework there are seven broad outcomes under three activity areas: Planning and Evaluation, Capacity Building and Resourcing, and Programs and Services. Each outcome has one or more criteria stream which describes the level at which the outcome may be achieved according to three ranges. The ranges describe increasingly higher levels of achievement toward complex relationships and integrated service delivery. These ranges are identified in the following tables as 'Framework Reference'. For more information and referencing purposes please refer to the Multicultural Planning Framework at: [http://www.crc.nsw.gov.au/\\_\\_data/assets/pdf\\_file/0007/10978/Multicult\\_Planning\\_Framework.pdf](http://www.crc.nsw.gov.au/__data/assets/pdf_file/0007/10978/Multicult_Planning_Framework.pdf)

### **Stakeholders Consultation**

Over the past three years the NSW Department of Justice and Attorney General has engaged in extensive consultations with various ethnic communities and support agencies to enhance its understanding of the issues faced by multicultural communities.

When identifying the objectives and strategies of for this Plan, the needs of culturally diverse communities were prioritised and strategies were developed to address key issues crucial to creating equity within the NSW justice system and the delivery of Department's services.

### **Implementation**

The CD CAP identifies strategies to be implemented during a period of four years, between 2009 - 2012. The Plan identifies the actions, the parties responsible for the actions and the expected completion timeframes. It is also acknowledged that during the life of the Plan, strategies may need to be varied in order to respond to further emerging issues of culturally diverse communities.

While Diversity Services has the predominant role of driving the Plan, and various business centres have responsibility for specific actions, the Department considers implementation of the Plan to be an obligation of all employees within their workplace.

In the Plan itself various Business Centres are listed in order of decreasing responsibility in the implementation of the action. Therefore the first BCM listed will take the lead and each subsequent BCM will support or implement the actions.

### **Evaluation Strategy**

The evaluation strategy will be two pronged. The first prong will be within the Attorney General's Division's mainstream Business Plan reporting cycle. Business Centres are expected to report quarterly on their Business plan and each plan is required to reflect pertinent cultural diversity based strategies. These reports will be provided to Diversity Services who will monitor the Centres' activities and progress.

The second prong of the evaluation strategy will be on an annual basis, where within the development of the Department's Annual Report the Attorney General's Division secures feedback from Business Centre Managers on the specific strategies of the Plan. These assessments will be analysed by Diversity Services and a report will be prepared for the Department's Annual Report and the CRC. Feedback will also be provided to the business centres on their progress.

#### Acronyms and Abbreviations

Accesslink	Department's internal staff resource guide (web-based)
BC	Business Centres
BCM	Business Centre Managers
CLAS	Community Language Allowance Scheme
CRC	Community Relations Commission <i>For a multicultural NSW</i>
InfoLink	Department's internal website
MPSP	Multicultural Policies and Services Program

## Activity Area 'A': Planning and Evaluation

### Outcome 1: Planning

**Outcome 1:** Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.

#### Performance Indicators:

- Business Centre business plans are responsive to the demographic data of their clients from multicultural and linguistically diverse communities and demonstrate plans to address relevant issues faced by their clients.
- Diversity Services conducts an evaluation of the Culturally Diverse Communities' Access Plan and works with Business Centres to enhance their efforts based on reviews of business plans and available external and internally generated data.
- The Attorney General's Division develops internal monitoring systems to evaluate the Culturally Diverse Communities' Access Plan.
- Diversity Services submits MPSP reports to CRC and within Department's Annual Reports.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
1.1 Planning and performance management	1.1.1) Department adopts the Culturally Diverse Communities' Access Plan and prepares updated version in 2012.	A.2.1	Diversity Services	Dec 2009 & Dec 2012
	1.1.2) Conduct an evaluation on the achievements and barriers to the implementation of the strategies of the Culturally Diverse Communities' Access Plan and report in Annual Report and to CRC.	A.2.1.	Diversity Services	Annually

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
<b>1.2 Integration with corporate planning</b>	1.2.1) The Cultural Diversity Communities Access Plan is reflected in the Attorney General's Division's RSP and Business Planning processes.	A.2.2.	Executive Branch	June each year
	1.2.2) Report Business Centre performance and program outcomes as related to the Culturally Diverse Community Access Plan strategies within annual corporate reporting to Diversity Services and Organisation Performance and Planning.	A.2.2.	Business Centres	June each year
<b>1.3 Use of data and analysis</b>	1.3.1) Provide current ABS data, community profile details, on culturally diverse communities, including small and emerging communities in NSW to the business centres through ACCESSlink (staff resource) website.	A.1.3.	Diversity Services	Ongoing
	1.3.2) Review data and apply to current policies and procedures, incorporating the needs of culturally diverse communities into the process planning, programs and services.	A.2.3.	Business Centres	Ongoing
	1.3.3) Review and update, as appropriate, internal data collection methods in high volume client services business centres to inform service provision planning.	A.1.3.	Business Centres	Ongoing

## Outcome 2: Consultation and Feedback

**Outcome 2:** Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory committees and consultations.

### Performance Indicators:

- Policy and service delivery reflect information and expertise acquired through research and community consultation
- The voice of clients is evident in the Department's decisions.
- All client feedback that are handled by the Community Relations Unit are sent to the relevant business centre for their information and response advice.
- The Attorney General's Division enhances its understanding of multicultural communities' issues through its culturally diverse staff.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
<b>2.1 Staff expertise through research</b>	2.1.1) Best practice research methodologies are applied to specific justice issues faced by various communities.	A.2.4.	Diversity Services, Business Centre Managers	Ongoing
	2.1.2) The Attorney General's Division explores and initiates best practice service delivery models enhancing the legal competencies across the various diverse communities in NSW.	A.3.4.	Diversity Services, Business Centre Managers	Ongoing
	2.1.3) The staff from Culturally Diverse communities are engaged in the Attorney General's Division's work with culturally diverse communities.	A.1.4.	Diversity Services, Business Centre Managers	Ongoing

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
	2.1.4) Crime prevention programs are developed incorporating qualitative and quantitative research and in consultation with various communities.	A.3.4	Crime Prevention Division	Ongoing
<b>2.2. Client and community feedback</b>	2.2.1) The Attorney General's Division's Community Relations Unit will forward all feedback and complaints it receives relating to cultural diversity and interpreter issues to the relevant business centres for their information and policy consideration.	A.1.5.	Community Relations Unit	annually
	2.2.2) A consultation strategy is developed to methodically consult with various communities on their justice concerns and community legal education needs.	A.2.5.	Diversity Services	June 2010
	2.2.3) Diversity Services will provide advice through the Attorney General's Division's online staff resource ACCESSlink and with hands on assistance to business centres when the need to consult with various communities is identified.	A.1.5.	Diversity Services	Ongoing
	2.2.4) Business Centres who identify through their internal databases and ABS information specific issues for specific communities will conduct consultations with the communities to identify underlying issues and provide assistance in consultation with the community.	A.2.5.	Business Centre Managers	Ongoing
	2.2.5) The Anti Discrimination Board will explore the establishment of a Community Consultation Committee to examine services to people from culturally diverse communities.	A.1.5.	Anti Discrimination Board	Dec 2010
	2.2.6) LawAccess NSW will continue to implement its Communication Strategy - people from CALD communities.	A.3.5.	LawAccess	Ongoing
<b>2.3 Participation on advisory bodies</b>	2.3.1) The Manager of Diversity Services participates on various Departmental and external committees and promotes the issues relating to people from cultural, linguistic and religious diverse communities.	A.2.6.	Diversity Services	Ongoing

## Activity Area 'B' Capacity Building and Resourcing

### Outcome 3: Leadership

**Outcome 3:** CEO and senior management actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and wider community.

#### Performance Indicators:

- Senior Management are perceived as reported in the bi annual employee survey as champions of cultural diversity in 2012.
- Cultural diversity objectives and strategies are reflected in all performance agreements and business plans.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
<b>3.1 Active involvement of senior management</b>	3.1.1) The Director General and Assistant Directors General actively promote various multicultural activities within the Attorney General's Division such as our Re:spect Campaign, Harmony Day and other events across the Attorney General's Division.	B.3.1	Director General; Assistant Directors General; Communications Unit; Diversity Services	Ongoing
	3.1.2) The Director General and Assistant Directors General are actively involved in the community consultations hosted by the Attorney General's Division.	B.3.1.	Director General; Assistant Directors General; Diversity Services	Ongoing
<b>3.2 Accountability of senior management</b>	3.2.1) All Senior Executive Service performance agreements include a requirement to reflect and implement the Culturally Diverse Communities' Access Plan strategies within their Business Plans.	B.3.2.	Director General; SES employees	Annually

## Outcome 4: Human Resources

**Outcome 4:** The capacity of the agency is enhanced by the employment of people with linguistic and cultural expertise and we pride ourselves in the capacity of our employees from culturally diverse communities and the cultural competencies of all staff.

### Performance Indicators:

- Staff profile reflects cultural diversity of the community to ensure services are culturally sensitive and enhance client service.
- Staff from various multicultural communities are encouraged to contribute to the cultural competence of their business centre and specific workplace.
- Staff from various multicultural communities are supported in their career development to enhance cultural competency at all levels of the organisation.
- Staff and management at all levels are supported in the development of their cultural competence, to enhance multicultural skills at all levels of the organisation.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
<b>4.1 Staffing reflects business needs</b>	4.1.1) Business Centres are encouraged to consider cultural makeup of various frontline service delivery sites and work toward offering culturally appropriate client services.	B.1.4.	Business Centres; Human Resources	Ongoing
<b>4.2 Cultural and Linguistic Competence</b>	4.2.1) Business Centres will actively promote Community Language Allowance Scheme applications and use within the workplace.	B.1.4.	Business Centre Managers; Human Resources	Ongoing
	4.2.2) Business Centre Managers will identify staff with relevant cultural competency skills in various locations and encourage their participation in service delivery and planning.	B.2.4. & B.1.3	Business Centre Managers	Ongoing

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
	4.2.3) Develop training course in how to provide services to people from culturally diverse communities based on the Attorney General's Division's frontline access training course Flexible Service Delivery. Initially provide course to Victim's Services and NSW T&G and broaden availability to other Business Centres.	B.2.4.	Diversity Services; Human Resources	June 2010
<b>4.3 Staff development and support</b>	4.3.1) Attendance at Cross Cultural Communication, Understanding Racism and Cultural Diversity training courses is actively promoted for service delivery staff and the leadership program.	B.2.5.	Human Resources; Business Centre Managers	Ongoing
	4.3.2) Promote internal, national and international celebrations and awareness days that are significant to culturally diverse communities, such as Department's Respect Day, National Harmony Day, International al Refugee Day and International Human Rights Day, to enhance staff competence.	B.1.5.	Diversity Services; Business Centre Managers	Ongoing
	4.3.3) Promote and support the staff's Cultural Diversity Network, to ensure staff from diverse communities feel valued and supported.	B.1.5.	Human Resources; Business Centre Managers; Diversity Services	Ongoing
	4.3.4) Attendance to training programs relating to cultural diversity is actively promoted to managers responsible for work that has an impact on culturally diverse communities.	B.2.5	Human Resources; Business Centre Managers	Ongoing

## Activity Area 'C': Programs and Services

### Outcome 5: Access and Equity

**Outcome 5:** Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and program and services are developed to address them.

#### Performance Indicators:

- The Attorney General's Division develops and implements a community consultation program to influence policy and program delivery
- The Attorney General's Division's services respond to feedback from the community and are delivered in a culturally competent manner.
- Business Centres who survey former clients will track issues of access relating to cultural diversity and respond to them.
- The clients from culturally diverse communities who use Victim's Services increases.
- The use and provision of interpreting and translation services increase.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
5.1 Responsive mainstream and targeted programming	5.1.1) Work with other justice agencies on the service delivery issues which arise from consultations with culturally diverse communities.	C.3.1.	Diversity Services	Ongoing
	5.1.2) Develop and implement 3 year consultation program with various ethnic community groups.	C.2.1.	Diversity Services	Ongoing
	5.1.3) Prepare advice for Business Centres who survey their former clients that assists them to ensure cultural diversity issues are canvassed.	C.2.1	Diversity Services, Business Centres	June 2010

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
	5.1.4) In its review of Departmental complaint handling policy, the Department will consider how to ensure cultural diversity and interpreter issues are identified and managed appropriately and equitably within the response process across the Attorney General's Division.	C.2.1	Community Relations Unit	June 2010
	5.1.5) The Attorney General's Division will prepare information about how to make a complaint in various community languages, after the review of the current complaints handling policy.	C.2.1	Community Relations Unit	June 2010
	5.1.6) Modify the Justice of the Peace appointment application forms to allow JPs to identify if they speak languages other than English, with a view to providing for display of this information on the online public register, in a future upgrade of the register.	C.2.1.	Community Relations Unit	Dec 2012
	5.1.7) Victim's Services will identify cultural diversity community issues in relation to new service delivery methodology and prepare a strategic implementation plan to address issues.	C.2.1.	Victim's Services	Dec 2010
	5.1.8) Participate in culturally diverse internal and external community events, festivals and meetings to promote the Attorney General's Division's services and receive informal feedback from culturally diverse community.	C.1.4.	Diversity Services, Business Centre Managers	Ongoing
	5.1.9) Explore the needs and opportunities for outreach in areas where Department's services are not available and provide outreach services if appropriate.	C.2.1.	Business Centre Managers	June 2007
<b>5.2 Interpreter service use</b>	5.2.1) Implement and monitor the recommendations from the Attorney General's Division's response to the Interpreting and Translation Review of 2008.	C.3.2.	Diversity Services, Business Centre Managers	March 2010 and Ongoing

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
	5.2.2) Promote to Department staff the course "How to work effectively with interpreters".	B.1.5. & C.3.2.	Human Resources	Bi Annually
	5.2.3) Monitor interpreting and translation language usage and financial expenditure across the Attorney General's Division.	C.3.2.	Diversity Services; Business Centre Managers; Finance and Strategy Branch	Annually

## Outcome 6: Communication

**Outcome 6:** A range of communication formats and channels are used to inform people from culturally and linguistically diverse backgrounds about agency programs, services and activities.

### Performance Indicators:

- Amount of money spent on interpreters and translations across the Attorney General's Division increases.
- There is an increase in the number of audiovisual link sessions provided by the Community Relations Commission in the provision of interpreters.

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
<b>6.1 Planned Communication</b>	6.1.1) Provide information and advice to staff on culturally appropriate communication strategies to reach culturally diverse communities.	C.1.4. & B.1.5.	Diversity Services; Communications Unit	Ongoing
	6.1.2) Draft the Corporate culturally diverse communities communications and media strategy.	C.2.4.	Diversity Services; Communications Unit	Dec 2010
	6.1.3) Identify standard requirements and inclusions for departmental publications that address cultural diversity and accessibility issues and include in Department's Style Guide.	C.1.4.	Communications Unit; Diversity Services	Dec 2010
	6.1.4) Using the Attorney General's Division's new Web Content Management System we will work toward the provision of more readily accessible translated information as required.	C.2.4. & C.1.5	Communications Unit	Ongoing
	6.1.5) Develop a very plain English version of the standardised domestic violence-related information for victims and perpetrators about the court process and legal issues.	C.1.4.	Diversity Services	June 2010

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
	6.1.6) Translate important information materials, including fliers, fact sheets and handbooks into appropriate community languages and distribute the materials through appropriate channels.	C.1.4.	Business Centres	Ongoing
<b>6.2 Emerging technology use</b>	6.2.1) Work with CRC, Court Services, Corrective Services and Police within the Audio Visual Link committee to maximize the use of AVL for interpreting services.	C.2.5. & C.3.2.	Diversity Services, Court Services; Information Services Branch	Ongoing

**Outcome 7: Social and economic development**

**Outcome 7:** Programs and services are in place to develop and use the skills of a culturally diverse population of the social and economic benefit of the State,

**Performance Indicators:**

- Community leaders and members who attend consultations and training sessions respond positively to activity and report enhanced understanding and skill development after sessions are conducted.
- Ability to sustain participation of Sudanese Law Students for the Blacktown Local Court Support program.

<b>Criteria Streams</b>	<b>Actions</b>	<b>Framework References</b>	<b>Responsibilities</b>	<b>Timeframes</b>
<b>7.1 Building potential through partnerships.</b>	7.1.1) Work with specific community leaders from specifically identified communities to encourage participation in resolving justice issues and develop leadership skills within their communities.	C.3.6.	Diversity Services; Business Centre Managers	Ongoing
	7.1.2) Promote the Department's services to specific communities and facilitate community legal education by providing information to culturally diverse communities through guest speakers, educators and training programs from the Attorney General's Division.	C.2.4.	Diversity Services; Business Centre Managers	Ongoing
	7.1.3) Support a Sudanese Court Support Program in Blacktown as a joint project with UWS Law School.	C.2.6.	Local Courts	Feb 2010 and ongoing
	7.1.4) Conduct forums on domestic violence with specific culturally diverse communities to enhance the capacity of communities to identify it and develop local solutions to address it.	C.2.6	Diversity Services; Crime Prevention and Community Programs	Ongoing

Criteria Streams	Actions	Framework References	Responsibilities	Timeframes
	<p>7.1.5) Work with the Commonwealth (DIAC) to develop practical and culturally competent information strategies to assist newly arrived immigrants and refugees to become familiar with NSW laws relating to violence against women, the NSW legal system, and focus on healthy and respectful relationships and the unacceptability of violence against women and girls.</p>	C:3.6	Diversity Services	Dec 2010