

NEW SOUTH WALES COMMUNITY RELATIONS CRISIS MANAGEMENT PLAN



NEW SOUTH WALES GOVERNMENT

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For a multicultural NSW

Community Relations Commission
For a multicultural NSW
Level 8, 175 Castlereagh St
Sydney 2000
www.crc.nsw.gov.au

AUTHORISATION

The New South Wales Community Relations Crisis Management Plan (CRCMP) has been prepared to maintain and manage community harmony within New South Wales in response to local or international events which impact on relationships within the community and between people.

The Plan is authorised in accordance with the provisions of the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

APPROVED

A handwritten signature in black ink, appearing to read 'Spencer', written over a horizontal line.

Chairman, Standing Committee on Community Relations Crisis Management Plan
Dated: 3rd January 2006

AMENDMENT LIST

- 1. Proposals for amendment or addition to the contents of the Community Relations Crisis Management Plan are to be forwarded to:

The Chairperson
 Community Relations Commission For a multicultural NSW
 PO Box A2618
 Sydney South NSW 1235

- 2. Amendments promulgated are to be entered in the undermentioned table when made.

Amendment		Entered	
Number	Date	Signature	Date

DISTRIBUTION LIST

Appointment/Organisation	Copies	No. Issued
NSW Governor, Ministers, Speaker, Deputy Speaker, President, Deputy President, Assistant Deputy President	1 each	30
Community Relations Crisis Management Standing Committee	2 each	10
Members State Emergency Management Committee	1 each	20
Local Government Councils	1 each	152
NSW Police		
Commissioner of Police, NSW	1	1
Deputy Commissioners of Police, NSW SEOCN, Operational Command, Counter Terrorism Unit	1 each	3
Local Area Commanders, NSW	1 each	80
Police Media Unit, Sydney	1	1
State Government Departments and other Agencies		
Department of Local Government	1	1
State Library of NSW	1	1
Office of the Premier	2	2
Department of Premier and Cabinet	1	1
Department of Community Services	1	1
Anti-Discrimination Board of NSW	1	1
Community Relations Commission For a multicultural NSW	1	1
NSW Department of Health	1	1
NSW State Emergency Management Committee	1	1
Executive Officer, NSW State Emergency Management Committee	1	1
Department of Education and Training		
Director-General	1	1
Deputy Directors-General (4)	1 each	4
Executive Director, Strategic Relations and Communication	1	1
Regional Directors (10)	1 each	10
Institute Directors (10)	1 each	10
General Manager, Access and Equity	1	1
Director, Safety and Security	2	2
Director, Occupational Health and Safety	1	1
Manager, Multicultural Programs Unit	1	1

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DEFINITIONS

Government Agency

means a NSW government agency legislated by the Parliament of NSW.

Agency Controller

means the operational head of the agency that has command of the resources of the particular agency.

CEO

means Chief Executive Officer of an agency or its nominee.

Co-ordination

means the bringing together of agencies and individuals to ensure effective emergency or rescue management, but does not include the control of agencies and individuals by direction.

CRCM Plan

is the short name for the Community Relations Crisis Management Plan.

Community Leaders

means recognised leaders of culturally and linguistically diverse communities.

Community Relations Crisis

in this plan means incidents/emergencies affecting community relations, as determined by the Chairperson of the Community Relations Commission in consultation with Community Leaders and CEOs of Government Agencies represented on the CRCM Standing Committee or as directed by the Premier.

Emergency

In this plan means

1. An emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or war like action) which:
 - (a) endangers, or threatens to endanger, the safety or health of persons or animals in the State, or
 - (b) destroys or damages, or threatens to destroy or damage, any property in the State, being an emergency which requires a significant and coordinated response.

For the purposes of the definition of emergency, property in the State includes any part of the environment of the State. Accordingly, in the Act:

- (a) threats or danger to property includes a reference to threats or danger to the environment, and
 - (b) the protection of property includes reference to the protection of the environment, or
2. A serious threat to community relations that might result in harm to life or property.

Functional Area Coordinator

in this plan means the nominated coordinator of a Functional Area, tasked to coordinate the provision of functional area support and resources for emergency response and initial recovery operations, who, by agreement of Participating and Supporting Organisations within the Functional Area, has the authority to commit the resources of those organisations.

Liaison Officer (LO)

in this plan means a person, nominated or appointed by an organisation or functional area, to represent that organisation or functional area at a control centre, emergency operations centre or coordination centre; a liaison officer maintains communications with and conveys directions/requests to their organisation or functional area, and provides advice on the status, capabilities, actions and requirements of their organisation or functional area.

Non-Government Organisation

means a community organisation, religious institution or any other private individual or body, other than a government agency.

Plan

in this plan means a step by step sequence for the conduct of a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions, and is a promulgated record of a previously agreed set of roles, responsibilities, functions, actions and management arrangements. The designation 'plan' is usually used in preparing for operations well in advance. A plan may be put into effect at a prescribed time, or on signal, and then becomes the basis of the operation.

Preparation

in relation to community relations includes arrangements or plans to reduce the likelihood of a community relations crisis or better equip the State should a community relations crisis eventuate.

Prevention

in relation to community relations includes the identification of hazards, risks and opportunities and the assessment of threats to life and property and the taking of measures to address them.

Recovery

in relation to a community relations crisis includes the process of returning an affected community to its proper level of functioning after a community relations crisis.

Response

in relation to a community relations crisis includes the process of combating the crisis and of providing immediate relief for persons affected.

CRCM Standing Committee

means the CRCMP Standing Committee comprising the Chairman of the Community Relations Commission For a multicultural NSW and representatives of agencies including NSW Department of Community Services, NSW Department of Education and Training, NSW Anti-Discrimination Board and NSW Police and other agencies as appropriate.

State Emergency Management Structure

in this plan the emergency management structure of New South Wales consists of the State, District and Local Emergency Management Committees, and established emergency operations centres at State, District and Local levels, which provides for the control and coordination of emergency response and initial recovery operations by all agencies having responsibilities and functions in emergencies.

State Emergency Operations Controller

means the person appointed by the Governor, on the recommendation of the Minister, responsible, in the event of an emergency which affects more than one District, for controlling the allocation of resources in response to the emergency. The State Emergency Operations Controller is to establish and control a State Emergency Operations Centre.

State Emergency Management Committee

means the committee constituted under the State Emergency and Rescue Management Act, 1989 (as amended), as the principal committee established under this Act for the purposes of emergency management throughout the State, and, in particular, is responsible for emergency planning at State level.

Supporting Agencies

in this plan means the government departments, statutory authorities, volunteer organisations and other specialist agencies who have indicated a willingness to participate and provide specialist support resources to the CRCM Standing Committee.

Supporting Plan

in this plan means a plan prepared by an agency/organisation or functional area, which describes the support which is to be provided to address the responsibilities of government agencies in accordance with this plan.

ABBREVIATIONS

CRC	Community Relations Commission For a multicultural NSW
CRCM Plan	Community Relations Crisis Management Plan
CRCM Standing Committee	Community Relations Crisis Management Standing Committee
Displan	State Disaster Plan
PIFAC	Public Information Services Functional Area Coordinator
PIFASP	Public Information Services Functional Area Supporting Plan
SEOCON	State Emergency Operations Controller
SEOC	State Emergency Operations Centre

PART 1 – INTRODUCTION

INTRODUCTION

- 1.1** The Community Relations Crisis Management (CRCM) Plan is developed pursuant to the *Community Relations Commission and Principles of Multiculturalism Act 2000*, and interfaces with the NSW Emergency Management Arrangements. It details the management arrangements adopted by the Community Relations Crisis Management (CRCM) Plan Standing Committee arising out of the Community Harmony Reference Group. It details the arrangements for a coordinated response to the local impact on the relationships between people and communities that may occur as a response to local and international events.
- 1.2** The CRCM Plan was developed under the terms of reference for the Community Harmony Reference Group established at the direction of the Premier in 2002 (Premier’s Memorandum – No. 2002-18).
- 1.3** In relation to an emergency or event which impacts on relationships within the community and between people, the objectives of the CRCM Plan are:

 - A. To clearly define response roles and responsibilities of government agencies and community organisations
 - B. To facilitate communications across agencies and to the community to ensure a coordinated response
 - C. Detail actions to be taken by government agencies and community organisations
 - D. Identify resources available to agencies and community organisations to implement action
 - E. Specify protocols and procedures to be followed to activate the Plan.
- 1.4** The CRCM Standing Committee was established to coordinate the CRCM Plan. Agencies represented on the CRCM Steering Committee link in with the State Welfare Services Functional Area Sub-Committee and the Public Information Services Functional Area Sub Committee and other NSW Emergency Management Arrangements.

AIM

- 1.5** The CRCM Plan will assist in maintaining and managing community harmony within New South Wales in response to local or international events which impact on relationships within the community and between people.

- 1.6** The CRCM Plan details the prevention, preparedness, response and recovery arrangements for New South Wales to ensure the coordinated response of participating government agencies and non-government organisations to community relations issues that have arisen as a result of local or international events.

SCOPE

- 1.7** The plan focuses on :

Ensuring a coordinated, rapid response to local community relations issues arising from possible overseas events.

- A. Providing a high level communication channel between government and those parts of the community likely to be affected.
- B. Assisting government agency activities to maintain community harmony, prevent harassment and violence and assist victims.
- C. Engaging and assisting the media in its treatment of the issues in an informed and balanced way.
- D. Considering actions recommended by communities and government agencies to promote local community harmony.

CONCEPT

- 1.8** The concept of the CRCM Plan is to lessen the risk of a community crisis occurring and lessen the impact of a community crisis should it occur. In this context it also serves to:

- A. Identify and take reasoned measures to maintain and improve community harmony.
- B. Provide a clear, coherent structure for a calm, orderly and effective response to heightened risk of a community relations crisis.

- 1.9** Strategies include:

Prevention

- A. Establish communication channels between various community leaders, and between and with government agencies.
- B. Ongoing education of the community, including school aged students, of the importance of respecting diversity within Australian society.

Preparedness

- C. Distribution to the community of information about rights, about how to report incidents, and how to seek redress.
- D. Plan for additional security on buildings and icons.
- E. Develop plans for each government agency detailing the agency's response.
- F. Identify and train media spokespersons within the ethnic communities.
- G. Train relevant staff within government agencies in conflict resolution and in cultural awareness.
- H. Maintain the CRC hotline and other public advice and reporting mechanisms.

Response

- I. Ensure a consistent whole of government response.
- J. Effective consultation with affected communities.
- K. Dissemination of accurate and timely information.
- L. Promote community harmony and respect by public statements from community leaders.
- M. Visible Police presence to 'keep the peace', inspire confidence and reduce fear.
- N. Access to support and counselling services.
- O. Deployment of additional security on buildings and icons.
- P. Ongoing monitoring of the response until the community relations crisis is over.

Recovery (restoration)

- Q. Provision of counselling for people as deemed appropriate.
- R. Debriefing sessions between government agency representatives and between government agencies and community leaders to review and evaluate effectiveness of the CRCM Plan.
- S. Preparation of final report to the NSW Government.

PLANNING ASSUMPTIONS

- 1.10** The roles and responsibilities outlined in this plan have been agreed to by the participating agencies. Should an agency's ability to carry out certain functions change, the plan should be amended accordingly.

PART 2 – COORDINATION

CRCM STANDING COMMITTEE:

- 2.1** The CRCM Standing Committee is comprised of:
- a. The Chair of the CRCM Standing Committee who is the Chairperson of the Community Relations Commission For a multicultural NSW.
 - b. The following senior officials:
 - i. NSW Police Commissioner or nominee.
 - ii. President of the Anti-Discrimination Board or nominee.
 - iii. Director-General of the Department of Community Services or nominee.
 - iv. Director-General of the Department of Education and Training or nominee.
 - v. Other senior officers of Government agencies as required.

COMMUNITY RELATIONS COMMISSION

- 2.2** The Chairperson of the Community Relations Commission For a multicultural NSW is responsible for coordinating the response to any crisis in community relations resulting from events here or overseas.
- 2.3** The CRC provides the secretariat support to the Standing Committee.
- 2.4** The CRC head office is located in Sydney and regionally-based CRC staff liaise with communities in rural and regional NSW.

LIAISON

- 2.5** Liaison and cooperation between the CRC and emergency management agencies, in particular Public Information and Welfare Functional Areas, is essential. This is achieved through:
- A. Planning – representation on the State Public Information Functional Area Sub-Committee and the Welfare Services Functional Area Sub Committee.
 - B. Operations – by appointment of Liaison Officers to the PICC and/or State Disaster Recovery Centre as required.

ACTIVATION

- 2.6** The existence of a **crisis in community relations** is determined by the Chairperson, in consultation with Community Leaders and CEOs of relevant government agencies, or by the Premier. Should such a determination be made, the Chairperson must immediately notify all members of the CRCM Standing Committee. The CRCM Standing Committee must then implement the plan.
- 2.7** Government agencies that are represented on the CRCM Standing Committee can raise the possibility of initiating a response involving the arrangements as outlined in the CRCM Plan if, in its opinion, harmonious community relations in NSW are being threatened as a result of some event here or overseas, by using the following mechanisms:
- A. The CEO of the agency calls the Chairperson of the Community Relations Commission to report on the situation and requests the convening of a meeting of the CRCM Standing Committee.
 - B. The Chairperson calls a meeting of the CRCM Standing Committee.
 - C. The CRCM Standing Committee assesses the situation and recommends that the response plan **be/not be** implemented.
 - D. The Chairperson announces his or her decision to **implement/not implement** the plan.
 - E. If the CRCM Plan is to be activated, a directive is sent to all relevant government agencies, and communicated to non-government organisations and community leaders.
 - F. Agencies activate their individual plans as appropriate and as necessary.
 - G. Actions taken by each agency are to be communicated to the CRC which will ensure that all agencies are then advised of each other's actions.
 - H. Following use of this plan the Standing Committee will conduct a review and evaluation of the plan and modify the plan, as required, for future use.
- 2.8** This plan can be activated at any time, without the need for the declaration of a 'State of Emergency'.
- 2.9** The Chair of the CRCM Standing Committee will inform the SEOCON through the State Emergency Operations Centre that the CRCM Plan has been activated.

PART 3 – ROLES AND RESPONSIBILITIES

GOVERNMENT AGENCIES

3.1 CRCM Standing Committee:

To ensure the plan is implemented.

3.2 Community Relations Commission:

- A. Act as Secretariat for the CRCM Standing Committee.
- B. Coordinate and facilitate cooperative arrangements between government agencies, organisations and community leaders to address community relations issues.
- C. Investigate and advise the Premier on issues, needs and solutions to any crisis in community relations.
- D. Implement appropriate consultative mechanisms with community leaders to identify issues, needs and solutions.
- E. Review media coverage and analyse the likely impact on community harmony.
- F. Make statements to the media on the situation.
- G. Operate hotlines to provide a reporting and referral contact point.
- H. Maintain cooperative arrangements with other State and Territory agencies
- I. Provide information, in appropriate languages, to the public.
- J. Communicate directly with media chiefs to ensure they understand the likely impact on community harmony of the event(s).
- K. Maintain ongoing relationships with community leaders.
- L. Advocate on behalf of affected communities
- M. Advise on appropriate courses of action.
- N. Provide staff resources as required.
- O. Facilitate the preparation of a final report to the NSW Government.
- P. Provide Liaison Officers to PIFAC and State Disaster Recovery Centre as required.
- Q. Provide appropriate representation on Functional Area Sub-Committees as required.

3.3 CRC Regional Staff:

- A. Maintain links with rural and regional communities.
- B. Disseminate information through the CRC Regional Advisory Councils.

3.4 Police:

- A. Maintain the peace and implement emergency management plans.
- B. Local Area Commander convenes Police Accountability Community Team (PACT) to discuss community concerns regarding the crisis, maintain community harmony and address the prevention of harassment and vilification issues.
- C. Local Area Commander convenes extraordinary meetings of community consultative committees to address immediate community needs, requirements and assistance to victims, from that Committee's perspective.
- D. Placing and deploying additional security to protect infrastructure and icons and provision of a high visibility point.
- E. On duty Police record reports of harassment, or violent actions against people or property.
- F. Use interpreters where community members with limited or no English language proficiency seek assistance.
- G. Refer victims to appropriate services.
- H. Convene community meeting/s to reassure community members.
- I. Make media statements on Police position and management of community relations crisis, if necessary.
- J. Provide specialist advice to the community regarding a whole range of issues, such as security in the home, etc. depending upon the crisis at hand.
- K. Investigate and take appropriate action for any offences against the law, committed during such crises.

3.5 Department of Community Services (DOCS):

- A. Provide a referral service to support services.
- B. Compile a support service list (community groups, individuals, statutory and non-statutory agencies).
- C. In an emergency, activate the State Welfare Services Supporting Plan to provide support to individuals, families and communities.

- D. Work closely with funded community agencies and other community groups and charitable organisations.
- E. Consult with the Multicultural Staff Reference Group.
- F. Consult with the DoCS Ethnic Affairs Advisory Group and Regional Multicultural Reference Groups.
- G. Issue media releases.
- H. Utilise multilingual/bilingual staff for the purpose of community education, where appropriate.
- I. Make available the list of support services to other agencies and community organisations.

3.6 Anti-Discrimination Board:

- A. Receive, investigate and conciliate complaints of harassment, discrimination and vilification.
- B. Inform and educate the people of NSW, employers and service providers about their rights and responsibilities under anti-discrimination law.
- C. Recommend legislative and policy reform to maximise protection of human rights and effectiveness of anti-discrimination law.
- D. Refer enquirers to other agencies who may be able to assist, such as Police, CRC and HREOC.

3.7 Department of Education and Training (DET):

- A. Ensure that government schools and colleges are committed to maintaining harmony in a culturally and linguistically diverse society.
- B. Ensure that DET staff and students are able to work in an environment free from disharmony, racial discrimination, vilification and violence.
- C. Issue advice to principals and senior officers alerting them to the need to display sensitivity to those affected directly or indirectly by either international conflict or a break in community relations in NSW. This advice will remind staff to be vigilant to any racially based incidents.
- A. Continued monitoring of reports of serious incidents relating to violence or threats of violence against staff or students, particularly those incidents which may relate to conflict or disharmony.
- B. If necessary convene meeting of Regional Directors, School Education Directors and Institute Directors to share ideas and develop appropriate strategies.
- C. Work in collaboration with other departments to address issues surrounding community relations.

- D. Where needed, ensure that principals and senior officers implement DET policies and procedures for the management of emergencies and incidents. In accordance with these policies and procedures, principals will:
- Ensure safety and welfare of staff and students
 - Access Regional and Institute support and advice
 - Report to appropriate Department Officers
 - Provide counselling where appropriate
 - Provide appropriate information to staff and students
 - Work with the media if required
 - Keep parents and the community informed
 - Identify ongoing behavioural and/or attitudinal change which may indicate the necessity for specific programs and use of resources.

3.8 Emergency Management Organisations

- A. The State Emergency Operations Centre will advise the Minister of Emergency Services as appropriate.
- B. Controllers and Functional Area Coordinators are to ensure that their organisations are aware of the requirement to notify of community relations issues in relation to responses to an emergency, and are familiar with the contents of the Community Relations Crisis Management Plan.

NON – GOVERNMENT ORGANISATIONS

3.9 Community leaders shall:

- A. Provide support and resources to their community.
- B. Advocate on behalf of affected communities.
- C. Assist in implementing measures to maintain and restore community harmony.

PART 4 – ADMINISTRATION AND LOGISTICS

- 4.1 Overall responsibility within the CRC with other agencies assuming responsibility for area identified under Part 3.

ARRANGEMENTS FOR REVIEWING, TESTING, EVALUATING AND MAINTAINING THIS PLAN

- 4.2 This plan must be formally reviewed no less frequently than every five years and reviews of relevant aspects are to be carried out following emergencies or changes of legislation.
- 4.3 Any member of the Standing Committee can initiate changes to this plan. Any changes require agreement from all Standing Committee members.

ANNEX A – RESOURCES

RESOURCES AVAILABLE TO AGENCIES AND ORGANISATIONS

Community Relations Commission

- Interpreters and translators 1300 651 500
- Hotline 1800 80 41 41
- Email help@crc.nsw.gov.au
- Media monitoring

ANNEX B – CONTACT DETAILS - RESTRICTED

i. The following individuals are the first point of call for the CRCM Standing Committee.

Anti-Discrimination Board

Mr Stepan Kerkyasharian AM

President

Work: 9268 5555

Mobile: 0404 488 474

Community Relations Commission For a multicultural NSW

Mr Stepan Kerkyasharian AM

Chair, CRC

Work: 8255 6755

Mobile: 0404 488 474

Department of Community Services

Ms Wendy Graham

State Disaster Recovery Manager

Work: 1800 018 444

Department of Education and Training

Ms Hanya Stefaniuk

Manager, Multicultural Programs

Work: 9244 5412

Mobile: 0412 729 559

NSW Police

Commander Rod Smith

Work: 8263 6400

Mobile: 0438 162 697

ii. The following individuals are the media officers for government agencies.

Department of Community Services

Toni Alan Pager: 9716 2804
Toni.Alan@community.nsw.gov.au

Department of Education and Training

Mark Davis ph 9561 – 8117
mob: 0412 515 998
mark.davis@det.nsw.gov.au

NSW Police

Inspector Kevin Daly ph: 8263 6100
dale1kev@police.nsw.gov.au

Anti-Discrimination Board

Penny Lake ph: 9268 – 5511
mb: 0411-860-390
penny_lake@agd.nsw.gov.au

Community Relations Commission For a multicultural NSW

Warren Duncan ph: 8255 6771
mb: 0411 117 846
warren.duncan@crc.nsw.gov.au

State Public Information Functional Area Co-ordinator

Strath Gordon ph: 8263 6301
Director Public Affairs gord1str@police.nsw.gov.au