Ku-ring-gai Council

ACCESS AND EQUITY POLICY

May 2009

To be read in conjunction with the following documents and policies:

KU-RING-GAI COUNCIL ACCESS POLICY AND DISABILITY DISCRIMINATION ACT ACTION PLAN
KU-RING-GAI COUNCIL COMMUNITY PLAN 2005-2008

CONTENTS

KU-RING-GAI COUNCIL ACCESS AND EQUITY POLICY

Background

An Access and Equity Policy is an important tool for local government to utilise in its role of assessing and balancing the complex and competing demands of an increasingly diverse community. Ku-ring-gai Council, in understanding the value of such a tool, endorsed the development of an Access and Equity Policy under the corporate theme of social justice.

Over the last twenty-five years Ku-ring-gai has been experiencing significant socio-demographic changes. These are partly due to the increasing settlement of people from diverse cultural backgrounds. The 2006 Census conducted by the Australian Bureau of Statistics indicated that there are 32,406 people living in the Ku-ring-gai Local Government Area who were born overseas. This figure represents 32.6% of the population. English was stated as the only language spoken at home by 79,484 people (80%) in 2006. This compares with 81,305 people (81.2%) in 2001 and 81,278 people (83%) in 1996. The three most common languages spoken at home other than English were: Chinese languages 7,028 **(7.1%),** Korean 1,532 **(1.5%)**, and; Japanese 730 **(0.7%).** In 2006, major contributors to the overseas born population in Ku-ring-gai were people born in the United Kingdom 6,979 (7% of the population), South Africa 3,833 (3.9% of the population) and Hong Kong 2,515 (2.5% of the population).

The purpose of this Policy

This Policy is designed to achieve greater equity, better access and wider participation for all members of the community in Ku-ring-gai. It has been developed through community consultations, analysis of Australian Bureau of Statistics data, comparison with other local governments, consultations with relevant peak ethnic service providers and interdepartmental discussions within Council.

Where the Access and Equity Policy applies

The Local Government (General) Regulation 1999 requires all councils to include in their draft management plans a statement containing particulars of the access and equity activities they propose to undertake during the period covered by the draft management plan. These activities include the priority access and equity activities from the council's social/community plan. Council's must have a section called Access and Equity Activity Statement in their management plan. The Access and Equity Policy will apply to all departments of Council, to all directors, the general manager and elected councillors.

Implementation and review process

An action plan has been developed to assist with the process of implementing the Access and Equity Policy

The Policy itself will be reviewed regularly by Council's Community Development Manager.

Ku-ring-gai Council Access and Equity Policy

Objective 1: To have standards of communication which will enable Ku-ring-gai Council to communicate effectively with all residents with the purpose of enhancing access to Council services and greater participation of residents in Council activities.

Strategies:

Ku-ring-gai Council will endeavour to:-

1.1 Publicise its services by translating information in relevant community languages where appropriate;

1.2 Publicise its services by translating sections in its newsletter, Annual Report, resource directories and messages to residents;

1.3 Ensure rates notices and Council's letterhead contain at the bottom page the following sentence in relevant languages: "***For translation assistance please phone the Translating and Interpreting Service on 131450***".

1.4 Ensure that Council employees use ethnic media to publicise Council services where appropriate;

1.5 Ensure that publicity campaigns are well targeted to reach out to relevant population groups;

1.6 Maintain up-to-date demographic data to target publicity campaigns appropriately;

1.7 Encourage other services in the community to adopt strategies that will lead to greater access and participation for all Ku-ring-gai residents.

Objective 2: In all areas of public consultation Ku-ring-gai Council will actively include residents from culturally and linguistically diverse backgrounds.

Strategies:

Ku-ring-gai Council will endeavour to:-

2.1 Develop and maintain an up-to-date list of ethnic specific organisations for significant cultural groups living in the Ku-ring-gai Local Government Area;

2.2 Publicise Council services by utilising existing community networks, particularly those in contact with residents of culturally and linguistically diverse backgrounds;

2.3 Publicise Council services by organising educational talks and seminars on the role and processes of Council aimed at residents of culturally and linguistically diverse backgrounds, and particularly targeting language schools;

2.4 Publicise Council services utilising community festivals and other points where the community may be gathered, such as shopping centres and citizenship ceremonies;

2.5 Publicise where appropriate Council's meeting times using the ethnic media;

2.6 Take into consideration the language and cultural needs of residents when inviting comments concerning any forward management planning matters.

Objective 3: Ku-ring-gai Council will offer staff training which helps employees to be aware and professionally responsive to the cultural and linguistic diversity of Ku-ring-gai residents.

Strategies:

Ku-ring-gai Council will endeavour to:-

3.1 Ensure that the staff induction program incorporates an access and equity component;

3.2 Ensure Customer Relations staff are provided with training in effective communication with non-English speakers including use of interpreters, language aides, ethno-specific services and other communication resources;

3.3 Provide Council employees with information on the availability of professional telephone interpreting and translation services;

3.4 Ensure that Council employees have information on ethnic media outlets;

Objective 4: Ku-ring-gai Council will promote the use of interpreter services.

Strategies:

Ku-ring-gai Council will endeavour to:-

4.1 Encourage all Council employees to use the services of the Translating and Interpreting Service (TIS);

4.2 Publicise the availability of the TIS in the central Customer Relations Area through the use of international/multilingual signage;

4.3 Raise resident awareness of the availability of interpreting services via multilingual publicity in the local press, Annual Report and other means of Council correspondence.

Objective 5: Ku-ring-gai Council will undertake to ensure that all Human Resources Corporate Standards do not discriminate against the employment of people from cultural and linguistically diverse backgrounds.

Strategies:

Ku-ring-gai Council will endeavour to:-

5.1 Ensure that all recruitment and selection processes comply with Equal Employment Opportunity principles;

5.2 Where appropriate advertise employment vacancies in the local ethnic press;

5.3 Where appropriate job descriptions and advertisements, particularly for positions with direct contact with residents, to include the desirability of bi-lingual skills.

Objective 6: Ku-ring-gai Council will have appropriate standards of data collection which will enable Council to target, plan, develop and evaluate programs in a way that is accessible and equitable to all residents.

Strategies:

Ku-ring-gai Council will endeavour to:-

6.1 Implement data collection procedures as a permanent feature of Council's services and programs, including ethnicity data;

6.2 Undertake appropriate evaluation of data and develop action strategies where population profile participation levels do not reflect Ku-ring-gai.

Objective 7: Ku-ring-gai Council will establish budgeting criteria that ensures linguistic and cultural needs of residents are met.

Strategies:

Ku-ring-gai Council will endeavour to:-

7.1 Incorporate costs of access and equity strategies in activity centre budget estimates;

7.2 Pursue all possible funding sources to assist in the provision of services.

Appendix A - Profile of the Culturally and Linguistically Diverse Community Living in Ku-ring-gai

Where were we born? (Birthplace countries)

Derived from the Census question, *'In which country was the person born?'*

Country of Birth data identifies where people were born and is indicative of the level of cultural diversity in an area. The mix of Country of Birth groups within an area is also indicative of historical settlement patterns, as source countries for Australia's immigration program have varied significantly over time.

To get a more complete picture of the population's cultural and ethnic characteristics Country of Birth data should be viewed in conjunction with Language Spoken at Home and Religion data.

Country of Birth top 10 overseas birthplaces ranked for 2006 (persons)	Ku-ring-gai Council						
	2006			2001			
Enumerated data	number	%	Sydney Statistical Division %	number	%	Sydney Statistical Division %	Change 2001 to 2006
United Kingdom	6,979	7.0	4.2	6,773	6.8	4.7	206
South Africa	3,833	3.9	0.7	3,731	3.7	0.6	102
Hong Kong	2,515	2.5	0.9	2,757	2.8	0.9	-242
New Zealand	2,168	2.2	2.0	2,214	2.2	2.1	-46
China	2,047	2.1	2.7	1,514	1.5	2.1	533
Korea, Republic of (South)	1,381	1.4	0.8	1,233	1.2	0.7	148
United States of America	1,046	1.1	0.4	1,145	1.1	0.4	-99
India	1,021	1.0	1.3	821	0.8	0.9	200
Malaysia	972	1.0	0.5	901	0.9	0.5	71
Taiwan	744	0.7	0.2	881	0.9	0.2	-137
Non-English speaking backgrounds	17,715	17.8	24.0	16,958	16.9	23.0	757
Main English speaking countries	14,691	14.8	7.8	14,518	14.5	8.3	173
TOTAL OVERSEAS BORN	32,406	32.6	31.8	31,476	31.4	31.2	930
AUSTRALIA	63,371	63.8	60.3	65,096	65.0	62.2	-1,725
NOT STATED	3,609	3.6	7.9	3,580	3.6	6.6	29
Total	99,386	100.0	100.0	100,152	100.0	100.0	-766

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

NOTE: Table totals may not equate with other similar tables due to **randomisation** of small numbers. Please refer to the **specific data notes** for more information.

Analysis of the country of birth of the population in Ku-ring-gai Council in 2006 compared to the Sydney Statistical Division shows that there was a similar proportion of people born overseas but a smaller proportion of people from a non-English speaking background.

Overall, 32.6% of the population was born overseas, and 17.8% were from a non-English speaking background, compared with 31.8% and 24.0% respectively for the Sydney Statistical Division.

The dominant non-English speaking country of birth in Ku-ring-gai Council was Hong Kong, where 2.5% of the population, or 2,515 people, were born.

The major differences between the countries of birth of the population in Ku-ring-gai Council and the Sydney Statistical Division were:

- A *larger* percentage of people born in South Africa (3.9% compared to 0.7%);
- A *larger* percentage of people born in United Kingdom (7.0% compared to 4.2%), and;
- A *larger* percentage of people born in Hong Kong (2.5% compared to 0.9%).

The largest changes in birthplace countries of the population in this area between 2001 and 2006 were for those born in:

- China (+533 persons);
- United Kingdom (+206 persons);
- India (+200 persons), and;
- Hong Kong (-242 persons).

Country of birth (top 10), Ku-ring-gai Council and Sydney Statistical Division, 2006 (Enumerated data)

■ Ku-ring-gai Council
■ Sydney Statistical Division
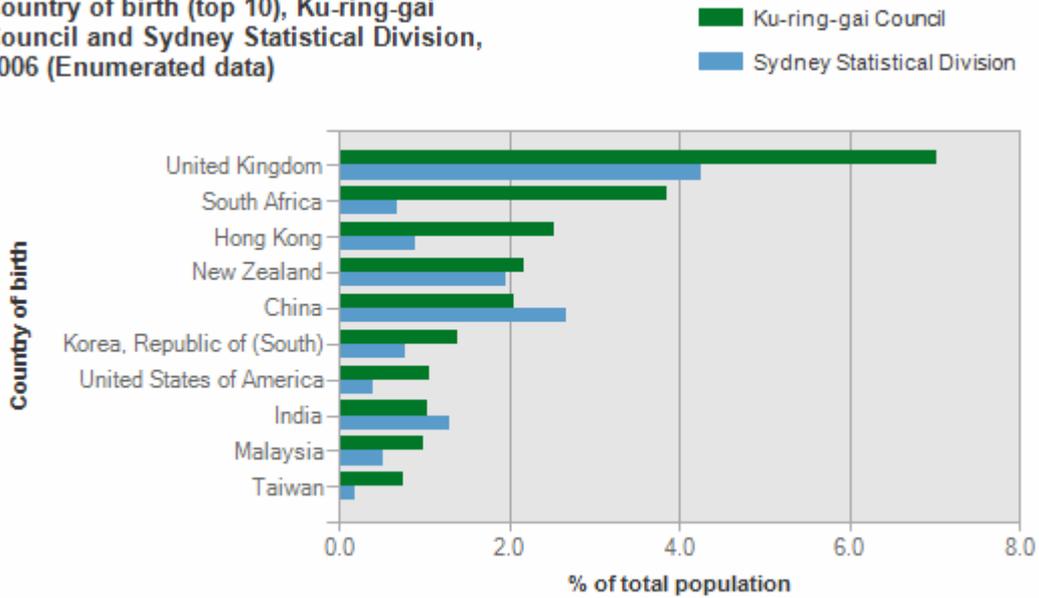
Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

Change in country of birth (top 10), Ku-ring-gai Council, 2001 to 2006 (Enumerated data)
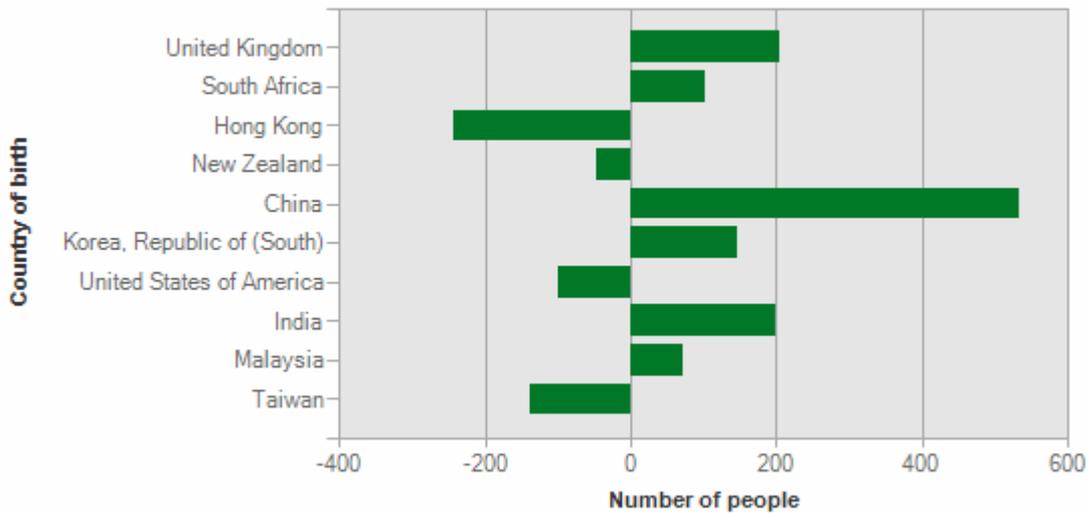
Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (Enumerated)

How many recently arrived? (Year of arrival in Australia)

Derived from the Census question, *'In what year did the person first arrive in Australia to live here for one year or more?'*

The Year of Arrival data indicates the year (or period) when the overseas born population arrived in Australia. The data shows the degree to which areas are 'ports' for new overseas migrants and reveals the role of the area in housing the overseas-born.

Recent arrival numbers in an area are often determined by:

- housing affordability;
- employment opportunities; and
- pre-existing communities located in the area.

Year of arrival data is best used in conjunction with information on Country of Birth, Religion and Language Spoken at Home data as another means of informing decision-makers, planners and service providers about the ethnic composition and cultural diversity of an area.

Year of arrival (year of arrival in Australia)	Ku-ring-gai Council		
	2006		
Enumerated data	number	%	Sydney Statistical Division %
2006	664	2.0	2.3
2005	1,027	3.2	3.7
2004	878	2.7	3.4
2003	910	2.8	3.0
2002	882	2.7	2.6
2001	932	2.9	2.9
1996 to 2000	4,480	13.8	12.8
1995 to 1991	3,864	11.9	10.3
Before 1991	17,733	54.7	54.3
Not stated	1,038	3.2	4.7
Total	32,408	100.0	100.0

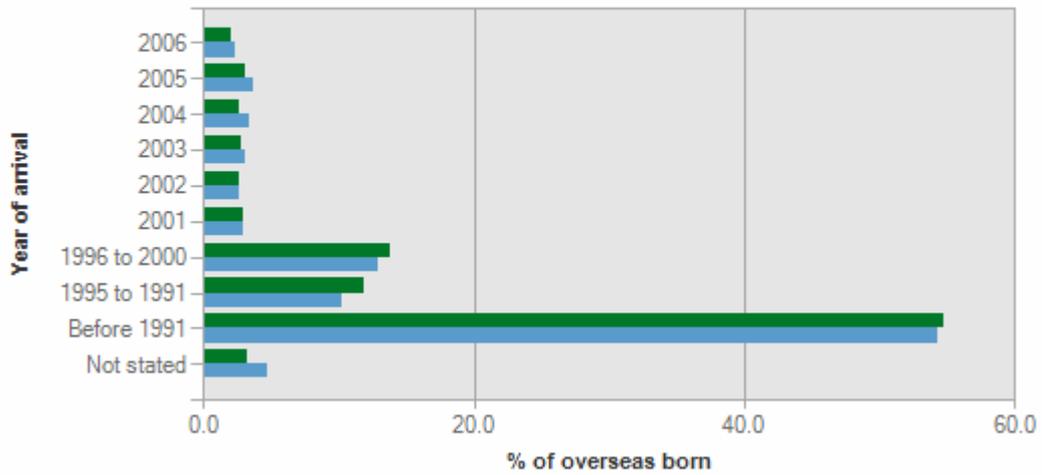Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

NOTE: Table totals may not equate with other similar tables due to **randomisation** of small numbers. Please refer to the **specific data notes** for more information.

Analysis of the year of arrival for the overseas born population of Ku-ring-gai Council in 2006 compared to the Sydney Statistical Division shows that there was a similar proportion of people who arrived before 1991 but a smaller proportion of recent arrivals (those who arrived between 2001 and 2006).

Overall, 54.7% of the overseas born population arrived before 1991, and 16.3% arrived during or after 2001, compared with 54.3% and 17.9% respectively for the Sydney Statistical Division.

Year of arrival in Australia, Ku-ring-gai Council and Sydney Statistical Division, 2006 (Enumerated data)

Ku-ring-gai Council
Sydney Statistical Division

Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

How well do we speak English? (Proficiency in English)

Derived from the Census question, *'How well does the person speak English?'* and applies only to overseas born persons aged 5 years and over.

English proficiency aims to measure the ability of persons who speak 'English as a Second Language' to speak English. The data, when viewed with other ethnic and cultural indicators, such as Country of Birth, Language Spoken at Home and Religion, reflects the ethnic composition of the population and the number of years of residence in Australia. In general, an area with a higher proportion of persons born in English-speaking countries or who emigrated from non-English speaking countries several decades ago is likely to have greater English-speaking proficiency.

Proficiency in English (overseas born persons aged 5 years and over)	Ku-ring-gai Council						
	2006			2001			
Enumerated data	number	%	Sydney Statistical Division %	number	%	Sydney Statistical Division %	Change 2001 to 2006
Speaks English only	18,919	58.4	34.6	18,651	59.2	36.6	268
Speaks another language and English not well or not at all	1,706	5.3	14.0	1,712	5.4	14.3	-6
Speaks another language and English well or very well	11,686	36.1	50.4	10,964	34.8	47.9	722
Speaks another language and English - proficiency not stated	57	0.2	0.6	76	0.2	0.7	-19
Not stated	40	0.1	0.4	79	0.3	0.4	-39
Total	32,408	100.0	100.0	31,482	100.0	100.0	926

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991.

NOTE: Table totals may not equate with other similar tables due to **randomisation** of small numbers. Please refer to the **specific data notes** for more information.

Analysis of the proficiency in English data for Ku-ring-gai Council in 2006 compared to the Sydney Statistical Division shows that there was a larger proportion of persons who spoke English only, but a smaller proportion of persons who spoke another language and English not well or not at all.

Overall, 58.4% of persons spoke English only, and 5.3% spoke another language and English not well or not at all, compared with 34.6% and 14.0% respectively for the Sydney Statistical Division.

The most significant changes in the proficiency in English of the population in this area between 2001 and 2006 were in those speaking:

- Another language and English well or very well (+722 persons), and;
- English only (+268 persons).

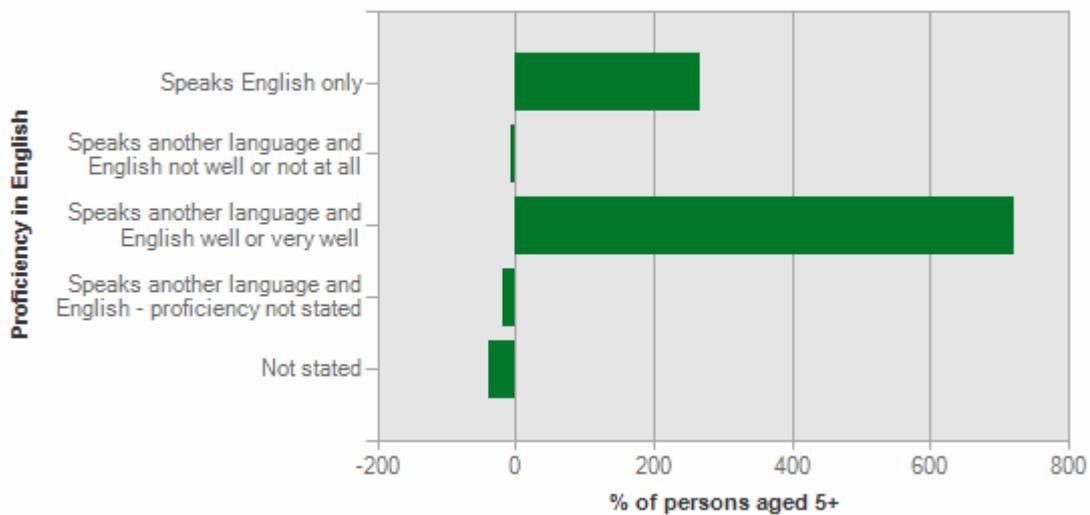## Proficiency in English, Ku-ring-gai Council and Sydney Statistical Division, 2006 (Enumerated data)

Legend: ■ Ku-ring-gai Council ■ Sydney Statistical Division

Proficiency in English (y-axis):
- Speaks English only
- Speaks another language and English not well or not at all
- Speaks another language and English well or very well
- Speaks another language and English - proficiency not stated
- Not stated

x-axis: % of persons aged 5+ (0.0, 20.0, 40.0, 60.0)
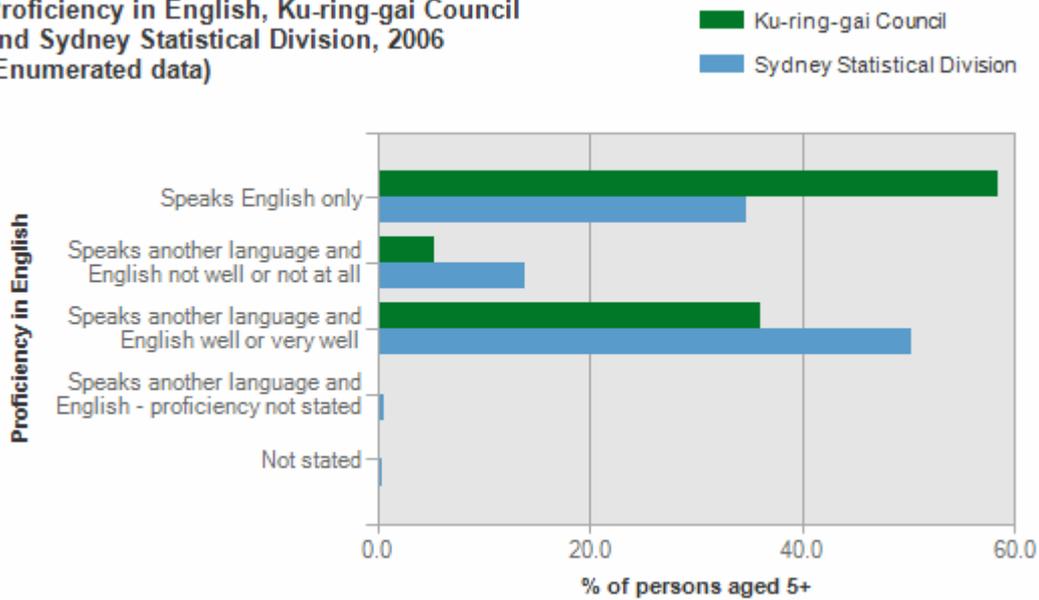
Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

Change in proficiency in English, Ku-ring-gai Council, 2001 to 2006 (Enumerated data)

Proficiency in English (y-axis):
- Speaks English only
- Speaks another language and English not well or not at all
- Speaks another language and English well or very well
- Speaks another language and English - proficiency not stated
- Not stated

x-axis: % of persons aged 5+ (-200, 0, 200, 400, 600, 800)

Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (Enumerated)

What language do we speak at home? (Language spoken at home)

Derived from the question, *'Does the person speak a language other than English at home?'*

The proportion of the population that speaks a language at home other than English is indicative of how culturally diverse a population is and the degree to which different ethnic groups and nationalities are retaining their language.

This data should be analysed in conjunction with Country of Birth, Year of Arrival and Religion data to assist in identifying specific cultural and ethnic groups in an area.

Language top 10 non-English languages ranked for 2006 (persons aged 5 years and over)	Ku-ring-gai Council						
	2006			2001			
Enumerated data	number	%	Sydney Statistical Division %	number	%	Sydney Statistical Division %	Change 2001 to 2006
Cantonese	4,730	4.8	3.0	4,765	4.8	2.9	-35
Mandarin	2,298	2.3	2.4	1,705	1.7	1.6	593
Korean	1,532	1.5	0.9	1,336	1.3	0.7	196
Japanese	730	0.7	0.3	884	0.9	0.3	-154
German	682	0.7	0.4	599	0.6	0.4	83
Italian	610	0.6	1.7	718	0.7	2.0	-108
Persian (Dari)	588	0.6	0.4	452	0.5	0.3	136
Greek	396	0.4	2.0	405	0.4	2.1	-9
Spanish	392	0.4	1.1	365	0.4	1.1	27
Hindi	368	0.4	0.9	271	0.3	0.7	97
Speak English Only	79,484	80.0	63.9	81,305	81.2	66.5	-1,821
Non-English total	17,233	17.3	29.3	15,974	15.9	27.6	1,259
Not Stated	2,668	2.7	6.7	2,873	2.9	5.9	-205
Total	99,385	100.0	100.0	100,152	100.0	100.0	-767

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991.

NOTE: Table totals may not equate with other similar tables due to **randomisation** of small numbers. Please refer to the **specific data notes** for more information.

Analysis of the language spoken at home by the population of Ku-ring-gai Council in 2006 compared to the Sydney Statistical Division shows that there was a larger proportion of people who spoke English only but a smaller proportion of those speaking a non-English language (either exclusively, or in addition to English).

Overall, 80.0% of the population spoke English only, and 17.3% spoke a non-English language, compared with 63.9% and 29.3% respectively for the Sydney Statistical Division.

The dominant language spoken at home, other than English, in Ku-ring-gai Council was Cantonese, with 4.8% of the population, or 4,730 people using this language.

The major differences between the languages spoken at home for the population of Ku-ring-gai Council and the Sydney Statistical Division were:

- A *larger* percentage speaking Cantonese at home (4.8% compared to 3.0%), and;
- A *smaller* percentage speaking Greek at home (0.4% compared to 2.0%).

The largest changes in the spoken languages of the population in Ku-ring-gai Council between 2001 and 2006 were for those speaking:

- Mandarin (+593 persons);
- Korean (+196 persons);
- Persian (Dari) (+136 persons), and;
- Japanese (-154 persons).

Language spoken at home (top 10), Ku-ring-gai Council and Sydney Statistical Division, 2006 (Enumerated data)

Legend:
- ■ Ku-ring-gai Council
- ■ Sydney Statistical Division
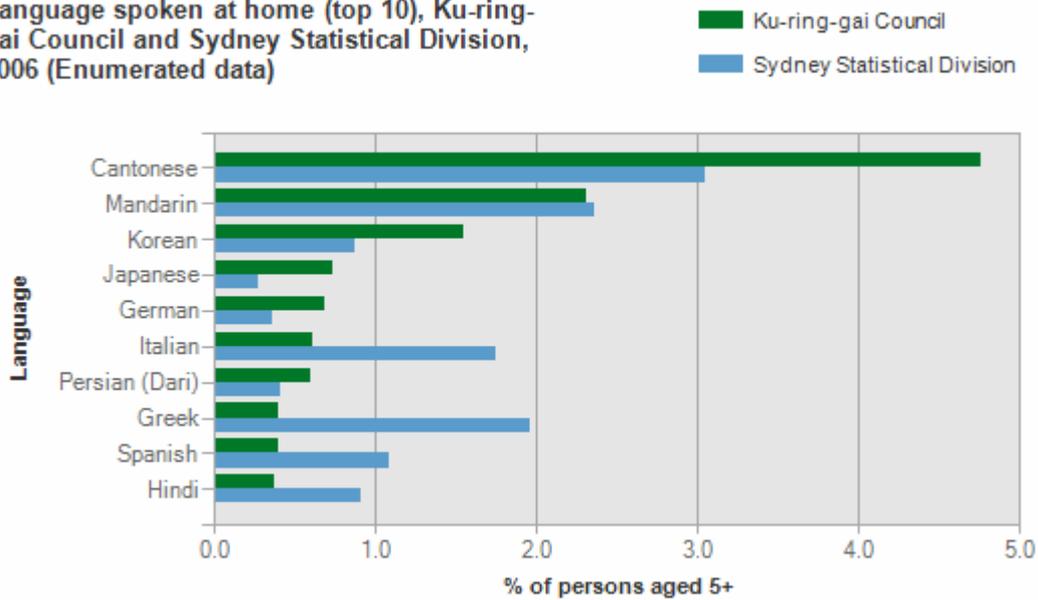
Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

Change in language spoken at home (top 10), Ku-ring-gai Council, 2001 to 2006 (Enumerated data)
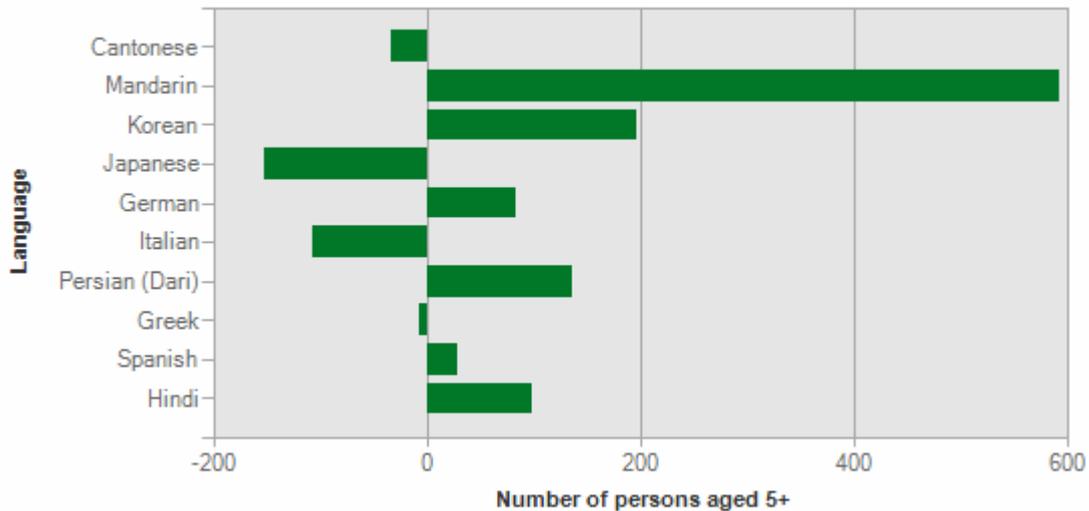
Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (Enumerated)

Appendix B - Access and Equity Policy Action Plan.

OBJECTIVE 1: To have standards of communication which will enable Ku-ring-gai Council to communicate effectively with all residents with the purpose of enhancing access to Council services and greater participation of residents in Council activities.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
1.1. Publicise Council's services by translating information in relevant community languages where appropriate.	**1.1.** Ongoing.	**1.1.** General Manager and Directors.
1.2. Publicise Council's services by translating sections in its newsletter, Annual Report, resource directories and messages to residents.	**1.2.** Ongoing.	**1.2.** Communications.
1.3. Ensure Rates notices and Council's letterhead contain at the bottom page the following sentence in relevant languages: "*For translation assistance please phone the Translating and Interpreting Service on 131450*".	**1.3.** Ongoing.	**1.3.** Director Corporate
1.4. Ensure that Council employees use ethnic media to publicise Council services where appropriate.	**1.4.** Ongoing.	**1.4.** Communications.
1.5. Ensure that publicity campaigns are well targeted to reach out to relevant population groups.	**1.5.** Ongoing.	**1.5.** Communications.
1.6. Maintain up-to-date demographic data to target publicity campaigns appropriately.	**1.6.** Ongoing.	**1.6.** Community Development Manager.
1.7. Encourage other services in the community to adopt strategies that will lead to greater access and participation for all Ku-ring-gai residents.	**1.7.** Ongoing.	**1.7.** Volunteer Service Coordinator, Community Development Officer (Aged and Disability Services), Community Development Officer (Children's Services), Youth Services Coordinator, Manager Community Development.

Appendix B - Access and Equity Policy Action Plan.

OBJECTIVE 2 - In all areas of public consultation Ku-ring-gai Council will actively include residents from culturally and linguistically diverse backgrounds.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
2.1. Develop and maintain an up-to-date list of ethnic specific organisations for significant cultural groups living in the Ku-ring-gai Local Government Area.	**2.1.** Ongoing.	**2.1.** Community Information Officer.
2.2. Publicise Council services by utilising existing community networks, particularly those in contact with residents of culturally and linguistically diverse backgrounds.	**2.2.** Ongoing.	**2.2.** Volunteer Service Coordinator, Community Development Officer (Aged and Disability Services), Community Development Officer (Children's Services), Youth Services Coordinator, Manager Community Development, other relevant staff.
2.3. Publicise Council services by organising educational talks and seminars on the role and processes of Council aimed at residents of culturally and linguistically diverse backgrounds and particularly targeting language schools.	**2.3.** As required.	**2.3.** Communications.
2.4. Publicise Council services utilising community festivals and other points where the community may be gathered, such as shopping centres and citizenship ceremonies.	**2.4.** Ongoing.	**2.4.** Communications and other Council Officers as appropriate.
2.5. Publicise where appropriate Council issues using the ethnic media.	**2.5.** Ongoing as required.	**2.5.** Communications.
2.6. Take into consideration the language and cultural needs of residents when inviting comments concerning any forward management planning matters.	**2.6.** Ongoing.	**2.6.** Communications, Strategy & Environment and other Council Officers as appropriate.

Appendix B - Access and Equity Policy Action Plan.

OBJECTIVE 3: Ku-ring-gai Council will offer staff training which helps employees to be aware and professionally responsive to the cultural and linguistic diversity of Ku-ring-gai residents.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
3.1. Ensure that the staff induction program incorporates an access and equity component.	**3.1.** Ongoing.	**3.1.** Human Resources and Manager Community Development
3.2. Ensure Customer Service staff are provided with training in effective communication with non-English speakers including use of interpreters, language aides, ethno-specific services and other communication resources.	**3.2.** Ongoing.	**3.2.** Customer Service Manager, Human Resources and Manager Community Development.
3.3. Provide Council employees with information on the availability of professional telephone interpreting and translation services.	**3.3.** Ongoing.	**3.3.** Manager Community Development.
3.4. Ensure that Council employees have information on ethnic media outlets.	**3.4.** Ongoing.	**3.4.** Communications.

OBJECTIVE 4: Ku-ring-gai Council will promote the use of interpreter services.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
4.1. Encourage all Council employees to use the services of the Translating and Interpreting Service (TIS).	**4.1.** Ongoing.	**4.1.** All staff.
4.2. Publicise the availability of TIS in the central Customer Relations Area through the use of international/multilingual signage.	**4.2.** Ongoing.	**4.2.** Customer Service Manager.
4.3. Raise resident awareness of the availability of interpreting services via multilingual publicity in the local press, Annual Report and other means of Council correspondence.	**4.3.** Ongoing.	**4.3.** Communications.

Appendix B - Access and Equity Policy Action Plan.

OBJECTIVE 5: Ku-ring-gai Council will undertake to ensure that all Human Resources Corporate Standards do not discriminate against the employment of people from culturally and linguistically diverse backgrounds.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
5.1. Ensure that all recruitment and selection processes comply with Equal Employment Opportunity principles.	**5.1.** Ongoing.	**5.1.** Human Resources.
5.2. Where appropriate advertise employment vacancies in the local ethnic press.	**5.2.** Ongoing..	**5.2.** Human Resources.
5.3. Where appropriate job descriptions and advertisements, particularly for positions with direct contact with residents, to include the desirability of bi-lingual skills.	**5.3.** Ongoing.	**5.3.** Human Resources.

OBJECTIVE 6: Ku-ring-gai Council will have appropriate standards of data collection which will enable Council to target, plan, develop and evaluate programs in a way that is accessible and equitable to all residents.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
6.1. Implement data collection procedures as a permanent feature of Council's services and programs, including ethnicity data.	**6.1.** Ongoing.	**6.1.** All staff with a customer service focus.
6.2. Undertake appropriate evaluation of data and develop action strategies where participation levels do not reflect Ku-ring-gai's population profile.	**6.2.** Ongoing.	**6.2.** All staff with a customer service focus.

Appendix B - Access and Equity Policy Action Plan.

OBJECTIVE 7: Ku-ring-gai Council will establish budgeting criteria that ensures linguistic and cultural needs of residents are met.

STRATEGY	TIMEFRAME	RESPONSIBLE OFFICER
7.1. Incorporate costs of access and equity strategies in activity centre budget estimates.	**7.1.** Annually.	**7.1.** Activity Centre Managers.
7.2. Pursue all possible funding sources to assist in the provision of services.	**7.2.** Ongoing.	**7.2.** Activity Centre Managers.