

Access and Equity: The development of Victoria's ethnic affairs policies

Sheppard, Gary Access and Equity - The development of Victoria's ethnic affairs policies - A report of a Review Group to the Minister of Ethnic Affairs, Melbourne, Government Printer, 1983, pp.72-84.

Report Summary, conclusions, and recommendations

A summary of the major findings

Throughout this report we have described the two main aims/themes of the present State Government ethnic affairs policy as being:

- to provide greater opportunities of access for all residents, regardless of ethnic origin and/or language, to all the resources and services of the community;
- to provide for greater opportunities of equity for all residents of Victoria (particularly those of non-English-speaking origin) concerning greater involvement in decision-making processes for allocating resources and services.

These major aims/themes are reflected in all the stated ethnic affairs policy initiatives. They are also reflected in the methodology of the Review whereby special attempts have been made to contact ethnic organisations, associated professionals, and municipal council bodies as well as migrant workers, migrant women, migrant youth, and migrants living in rural areas, to ask them to give their views and their priorities concerning the Government's ethnic affairs policies.

Examination of the work of the existing Ministry found that the overall theme was one of attempting to change the attitude of Victorian residents and their institutions towards people of non-Anglo-Saxon origin. The

services of all Divisions were linked by this theme. This is a reasonable aim, but the methods developed to achieve such an aim were seen as elitist and paternalistic. Rather than working with ethnic groups, the Ministry saw itself as working for ethnic groups. It was concluded that this attitude was not commensurate with the new Government's aims for both access and equity. Considerable rearrangement of work directions and staff priorities would be required to achieve the aims of the new policy. Such changes would need to be largely based on needs and priorities of ethnic communities.

The needs and priorities of people largely depend on their position in the social system. When asked in discussions what priorities they had, migrant workers, migrant women, migrant youth, and newly arrived persons stressed 'survival' issues - for example, they wanted more/better training courses, more/better English courses (on-the-job or community based), more open access to Government services as a right, more migrant workers' centres and networks to provide information about rights and entitlements, community development schemes to involve them in unions, and community-based projects (e.g. child care, work co-operatives, etc.). Consequently, they requested direct grants to develop projects around these priorities.

Longer term residents and the more established ethnic community organisations stated they have other priorities. They also want direct grants (for community projects and culturally based projects), but also list the maintenance of community languages, the provision of 'professional' multilingual health, welfare, and education services, and the provision of more interpreters and translation persons and courses as being much higher in priority than learning survival English (on-the-job etc.) or the

provision of migrant workers' centres.

Rural communities tend to have similar priorities, with the additional requirement that services

In terms of access and equity to existing State Government services, all departments were written to and asked to provide relevant data and information, and a number of consultants were asked to write overview reports about these services and the future role of the Ethnic Affairs Commission. The majority of existing Government departments were/are making few efforts to provide special initiatives to reach clients and persons of non- English speaking origin. In fact, many Government departments stated they hoped the new Commission would assist them develop more appropriate services.

All consultants stated bluntly that the Commission should not develop its own services and in fact should divest itself of any such services (e.g. interpreters, counsellors, the Victoria Welcome Group) in order to concentrate on this needed monitoring and advocacy role. The consultants further suggested that in other programs the Commission should support community groups in their attempts to get appropriate reforms to mainstream services.

In terms of the new Commission's role, all community groups, departments, and consultants stated that it should:

- monitor, evaluate, research the access and equity of services for all Victorians, regardless of language and origin;
- not attempt to provide any direct services of its own;
- co-ordinate efforts to bring together diverse service deliverers (in any one issue area) to share their resources and plan for more efficient service delivery;
- act as an advocacy body to obtain needed reforms (in legislation, directions, or procedures); and

- provide support (information, personnel, and finance) to community groups in their efforts to obtain more access and equity.

In developing its work the new Commission will have to balance its two major concerns of access and equity. It must establish its monitoring and advocacy role with regard to the general services of other departments, but this must not develop to such an extent that it becomes paternalistic and assumes it knows what all migrants need or want. It must therefore keep in constant contact with the community and must attempt to involve community participants in all aspects of its work.

Major recommendations

A new structure

Given the overall aims of the ethnic affairs policy of access and equity for all Victorians and the major findings of the Review concerning priorities and directions it was apparent that a new structure was required to achieve these aims. The major recommendations of the Review are concerned to establish the legislative and administrative bases for the new Ethnic Affairs Commission. Chapter 5 outlines the type of structure that the Review Group considers appropriate to carry out the tasks required to achieve the aims of the new Government, and it is discussed again later in this chapter...

Chapter 5 also provides a detailed analysis of the types of persons required to work in this new structure and the skills and experience required to make this structure work. It also provides details of the types of work processes needed to integrate all sections, the legislation required to set up the new structure, as well as the processes required to select and involve persons and groups of different social and ethnic origin in the work of the new Commission - as Commissioners and as committee members. The new Ethnic Affairs Commission is to work on a number of programs decided as priorities in any one year. **These priorities are to be set**

after considerable discussion and consultation with ethnic communities, unions, employers, professionals, and other Government departments (i.e. to continue the process established by this initial Review).

The Commission, through regular meetings, will supervise and assess such programs. Work would be carried out on projects by various Divisions of the Commission, members of whom should be inter-related:

- through various project teams, and
- through weekly meetings of the Directors of the Divisions and the full-time members of the Commission. As Chapter 5 describes, this work would be assisted by annual reviews, periodical in-service training sessions, and a major external evaluation in the second half of 1984.

Specific recommendations: changes to existing Ministry

To help develop this new structure, in line with the aims and priorities established by the Review, there will have to be considerable changes to the orientation, services, and personnel of the existing Ministry.

Services

It has been argued throughout the Review that the new Commission should not attempt to develop any major direct services of its own. Rather the Commission should help people obtain access to mainstream services and assist in their attempts to obtain greater participation and equity in the delivery of such services and in the distribution of resources.

It would be inefficient and counter-productive to the major policy aims to use the very limited resources available to the Commission to provide meagre services. Therefore the Review strongly recommends that the Ministry work to eventually divest itself of existing services including:

- Immigration and hostel services
- The Victoria Welcome Group
- Interpreters

The Review Group realises the sensitivity of such suggestions and we now discuss the need for such recommendations to be carefully worked towards over a period of years.

Immigration and hostel services

It is recommended that a working group be established to examine the processes required to transfer immigration functions to the State Ministry of Employment and Training or to the Commonwealth Department of Immigration and Ethnic Affairs in line with stated ALP policy. This working group should be made up of representatives from at least the following ministries:

- The Ministry of Immigration and Ethnic Affairs
- The Premier's Department
- The Ministry of Employment and Training

The working group should look at implications of the transfer of functions, staff, and property for all departments, ministries and staff. The working group should establish a comprehensive plan of action by March 18 1983 and the transfer should be completed no later than June 30 1983.

The Victoria Welcome Group

As described in Chapter 2, the Victoria Welcome Group is providing a useful service to new residents of Victoria. However, it is a post-arrival service which should be largely the funding responsibility of the Federal Government. Also it has not involved, to any extent, any of the main established ethnic community-based organisations in its work.

The Review Group recommends, therefore, that

a working group be established with representatives of the Ministry and the Ethnic Communities Council to discuss the possibility of the Ethnic Communities Council co-directing the work of the Welcome Group. This working group would look at issues of:

- Funding
- Personnel
- Involvement with the Commonwealth Department of Immigration and Ethnic Affairs

The working group should provide their initial suggestions no later than December 18 1982 and final suggestions by mid-1983.

Language services

We have described in Chapter 2 the roles, work, and functions of the Interpreter Service in Collins Street and of the Translation Unit provided by the Ministry. These services have been evaluated in our consultant's report on language services in Victoria.

It is recommended that the Ministry explore ways to transfer, eventually, its interpreters to service the community in more specialised units, especially in those related to the area of greatest need - the legal area in terms of legal aid, court interpreters, and/or the work of rehabilitation and workers' compensation. It is recommended that the Commission maintains some specialised/generalist interpreters to monitor community needs, develop a comprehensive register of existing interpreters, and delineate particular areas for action.

It is recognised that this is a complicated issue and even though the Review Group is committed to this recommendation, the Group further suggests that an expert working group be established on language services to consider the merits of the recommendation in more detail. This working group should be made up of representatives from:

- MIEA (especially the interpreters' section)
- ACOSS Interpreters' Committee
- The Legal Aid Commission and the Law Department
- Rehabilitation and workers' compensation departments

Other possible participants in such a working group might come from the Education and Premier's Departments and possibly from the Ethnic Communities Council.

The working group should at least consider the following issues.

- The Review Group's recommendations:
 1. to work towards the transfer of interpreters to more specialised interpreter units in legal, rehabilitation, or compensation areas;
 2. to maintain specialised general interpreters in the Ministry to assist the monitoring of gaps in interpreting services.
- The processes required to transfer 'generalist' interpreters and to assist them upgrade their skills to a more 'specialised' legal interpreters unit.
- The need to maintain a State 'generalist interpreter' pool.
- The role of the new Commission:
 1. to monitor language services;
 2. to assist in developing a registry of language service deliverers (their location, level of skills, specialisation, etc.);
 3. to provide a research and advocacy body to push for expansion and upgrading of training courses, to

provide information on types of new services required, where they should be located, how they should be staffed, etc.

For now, the Review Group recommends that the Ministry maintain its Translation Unit. However, the priorities and work of this Unit will have to be reassessed in line with the directions, priorities, and style of work required by the new Commission. It is recommended that the working group on language services consider the reassessment as part of its work.

It is suggested that the working group provide recommendations on:

- the transfer of the Interpreter Service (when, where, how, etc.);
- the role of the new Commission in relation to interpreter and other language services;
- the role of the Translation Unit in the new Commission; by no later than March 30 1983, with an initial assessment attempted by December 18 1982.

Community education

As described in Chapter 2, community education, in the sense of attempting to make white Anglo-Saxon Australia more aware and understanding of the socio-cultural background and situation of non-Anglo-Saxons, has been the major aim and work of the existing Ministry. The Review Group has praised some of this work, but has suggested that it has suffered because of the lack of involvement of ethnic groups in such work. Consequently, the Ministry is perceived by some ethnic and community groups as being well meaning but paternalistic, and by many others as being elitist and paternalistic.

- The Review Group recommends a major change in emphasis in the community education role for the new Commission. It argues that community education is best achieved when ethnic persons and groups

themselves feel confident and strong enough to articulate their situation. Attitudes change more out of respect than out of pity.

- It is the Review's judgment that a Community Education Division must work primarily to support ethnic groups in developing to a situation where they themselves can articulate their views and grievances. This should be the guiding theme of the community education role of the Commission. Consequently, when it develops courses for Government, professionals, employers, unions, or whatever, it must always attempt to involve the people /groups it is talking about in such community education processes. Similarly, when providing such 'education' it should develop a style where the persons/groups being addressed are able to become involved (i.e. not just spoken at) so they might 'inductively' learn about their own views, attitudes, knowledge of other ethnic communities.
- By adopting such aims and style, the community education team should be able to work with other sections of the Commission on various projects and programs, and to discuss research programs, research findings, and so on with them.
- The Review recommends a new Community Education Division be established to carry out the tasks outlined in earlier chapters. This will require an experienced Director to carry out duties...

Research and policy

At present there is only one research worker, and he has limited experience (both academic and applied) in social science research methodology.

- The Review recommends that a new Research and Policy Division be established in the Ministry. The functions and work of this Division are outlined in some detail in Chapter 5.

- Because of the key importance of initiating new roles and programs as well as evaluating previous work and directions, it is important that this Division attract a well-qualified and experienced Director...

Community and Government relations

Community relations

Chapter 2 has described the work of the existing Community Relations Division. Essentially, this involves the work of one officer who keeps contact with various ethnic and community organisations for all regions of Victoria and who handles individual cases concerning information and deals with issues of equal opportunity and/or discrimination.

- In line with the Government's new policy, we recommend considerable expansion of this Division to provide enough personnel to develop meaningful relationships with a wide diversity and range of groups. The work of such personnel is detailed in Chapter 5, and later in this chapter.
- We recommend that cases of discrimination and/or equal opportunity be referred to the Equal Opportunity Board. In this regard, we recommend that a standing committee on equal opportunity be formed with representatives of the MIEA, Premier's Department, and the Equal Opportunity Board to co-ordinate and supervise work in these areas. This committee should provide a report on their recommendations.

Government relations

As part of the new policy of obtaining greater access and equity for all persons and groups, the Review Group has made the following recommendations.

- Government liaison officer positions should be developed to monitor the work of other departments in terms of methods used to service all persons in Victoria and to work with these departments on projects and

strategies to improve access. Such liaison officers would also work on Commission-based projects as contact persons with other relevant departments.

- Because of the proposed expansion of this area and the importance and sensitivity of the proposed work in this new Division, the Director of this Division should be appointed at the top level of A1(2) category.

Other changes

Other changes in terms of specific programs flow from the changes to the existing Ministry's functions. They can be outlined very briefly in terms of specific recommendations.

Publicity and promotion

The Review recommends that the existing Publicity and Promotions Officer continue to monitor:

- Australian and ethnic media (press, radio and TV); and
- press releases/policy releases of other State Government departments and instrumentalities. The Review recommends that this officer provides a summary of this work each week to the Acting Director, and prepares appropriate media releases under direction of the Acting Director.

Documentation unit

At present the documentation section of the Ministry is very rundown, with classification and ordering of material incomplete. The Review recommends that a senior officer of the Ministry be designated to:

- classify books, articles etc;
- re-establish a core library;
- make contact with the Clearing House on Migration Issues (CHOMI) to establish a relationship by which the Ministry might

order special documents, bibliographies, and papers;

- monitor documents, reports, statistics put out by all other State and Federal departments (especially the Australian Bureau of Statistics) and obtain and classify those considered relevant to the Ministry.

To assist this officer, the Review recommends that a small working group on documentation and information be established with representatives from CHOMI, the Catholic Information Research Centre (CIRC), and the Ministry.

Funding

The Review recommends that a Funding Officer be asked to develop application forms and strategies for contacting and publicising funding to all groups. The parameters for funding advertisements are to be based on guidelines to be developed around priorities for 1982/ 83 following the introduction of the Ethnic Affairs Commission Bill and the Budget provisions late in October 1982. The Funding Officer should be directly accountable to and supervised by the Acting Director.

Student exchange schemes

The Review Group strongly recommends that the present student exchange schemes be carefully evaluated by a working committee to determine if such schemes are in line with Government stated policy. Until this evaluation is complete, such schemes should be suspended. This committee should make recommendations on exchange schemes no later than December 18 1982.

Publications

We have commented on the considerable criticisms made to us about many of the Ministry's publications including those prepared for schools, research papers, and Migrants Melbourne. The Review believes these criticisms are largely a result of an inadequate system of

reviewing documents before publication (e.g. reviews by academics, other researchers, community workers, other translators, etc.). The Review Group recommends, therefore, that a Publications Review Group be established, consisting of at least:

- representatives from research and community education sections of MIEA/the new Commission;
- independent academics and community workers directly concerned with the issues of any one publication;
- an outside person skilled in editing work in the area of ethnic affairs.

This group should carefully evaluate existing publications and make recommendations as to whether they should be kept, distributed, or withdrawn, as well as make assessments of the merits (in academic and community terms) of any new proposed publication.

Community service medals

The Review recommends these be dropped in line with general Government policy on awards and medals.

Community TV advertisements

The Review has recommended that the 'I'm an Aussie' and 'Renbo' campaigns cease, and that the Acting Director notify this decision immediately to all media.

Changes to existing administration

In Chapter 2 we described, in some detail, the limitations of the existing administration in terms of personnel and in terms of limited public service systems. The Review documents the problems created by having poor administrative work systems. For example, the lack of a central registry meant delays in locating correspondence, poor accounting procedures have resulted in delays in payments and overspending of the 1981/82 budget, and

the lack of time-record sheets meant inadequate checks on work-time spent, time-in-lieu owed, and productivity. The Review strongly recommends that:

- a central registry be established;
- appropriate accountancy procedures be developed;
- work-record sheets be introduced and supervised.

To achieve these changes, the Review has recommended to the Acting Director and to the Public Service Board that more and appropriate staff be allocated to the Ministry. Such staff are to include:

- a Director of Administration (class A level),
- a Chief Accountant (class B),
- a Personnel Officer (class B),
- a Registry Officer (class C2), and
- two clerical assistants.

The establishment of the new Commission will, of course, require considerable other changes in back-up administration in terms of extra secretarial, typing, and clerical assistance. These are all detailed in the proposed structure and budget details outlined in Chapter 5.

Work priorities and processes

The recommendations made regarding the existing Ministry and the establishment of the new Commission are, of course, largely related to those policies outlined in the ethnic affairs policy of the Government and more specifically to those issues stated as being priorities for various communities as identified by the Review's research.

In this section, we will try to summarise, in the form of recommendations, all the suggestions as to work and priorities collected by the Review

Group. These recommendations will be given in regard to:

- general directions and principles;
- specific projects and programs;
- a timetable for 1982-84 for the Commission.

General directions and principles

In the first section of this chapter we summarised what we believe are the general principles on which the new Commission should develop its work in its first year and the general directions that consequently follow these principles. These recommended principles and directions include:

- the need to monitor, evaluate, and research the access and equity of all residents (regardless of ethnic origin or language) to all resources and services;
- the need to co-ordinate major services and plan for more efficient service delivery;
- acting as an advocacy body to obtain appropriate legislative, administrative, and social reforms;
- providing information, personnel, and financial support to community groups in their efforts to obtain greater access and equity.

It is recommended that the new Commission should not provide services of its own. It should not work in a paternalistic way on behalf of ethnic communities, but rather should work with them on projects and programs.

To establish its monitoring and liaison role, the Review Group recommends the establishment of a Community and Government Relations Division.

Monitoring other departments

The Review recommends that seven liaison

officers be appointed to work with the Director of the Division of Community and Government Relations to monitor the work of other Government departments with their efforts to reach all ethnic communities in Victoria.

The seven officers are to work with at least the following departments:

- Education Department
- Department of Employment and Training
- Health Commission
- Department of Community Welfare Services
- Law and Police Departments
- Ministry of Housing
- Ministry of Arts

These Government liaison officers are to report to the Commission through their Director as required.

It is recommended that all non-confidential information collected by these ethnic liaison workers be made available to ethnic community groups.

Liaison with the community

To maintain contact with a wide range of ethnic communities, the Review recommends the employment of experienced ethnic community liaison workers to:

- communicate the needs/perceptions/grievances of ethnic groups to the Commission;
- communicate information about Government programs and resources to ethnic groups; and
- work with ethnic groups on those issues deemed as priorities in any one year.

Specific projects and programs

Limitations and rationale

Given all findings, discussions, and recommendations concerning the general aims, principles, and directions for the new Commission, we now come to the most difficult part of the Review: developing a list of specific projects and programs for the Commission and its work over the coming years. As discussed in some detail in Chapter 3, the ALP ethnic affairs policy is so wide-ranging and so detailed because the issues of access and equity for ethnic groups have been inadequately attended to for so long. All issues or policy areas discussed are important. It is natural that a new Government should want to work on all issues and on all areas to overcome those years of neglect.

However, as we pointed out in our discussion of the work of the NSW Commission, to do that can be counter-productive. Because of very limited resources in terms of finance and appropriate personnel, not all issues can be worked on at the same time. If they are, then little would be achieved other than an initial flurry of enthusiasm and publicity in which the expectations of community groups, Government bodies, staff, and others are raised. Experience suggests that after a time it would become apparent that those expectations could not be fulfilled, and there were simply not enough resources to undertake all the work required.

Some assumptions in setting projects

Given the pressures to work on everything at once, the Review Group argues that it is better to work in an intensive way on only a few major and manageable projects at any one time rather than on many projects and issues. We believe this is important for a number of reasons.

- It would provide a demonstration to the community that the Commission can 'deliver results' on some promises, and that it is not to be another group of 'committee sitters and do-gooders'.

- The Review Group believes it is not likely that over the next few years the Commission will have vast resources of finance and personnel. The recruitment and retraining of new staff is likely to take more than one year.
- Therefore, both in terms of limited resources and in terms of strategy, to gain respect of community and Government groups the Review strongly recommends that the new Commission limit its work to a manageable number of projects and programs over its first two or three years.

However, the Review Group is well aware of the existing high expectations of different community groups, ethnic organisations, and Government departments concerning the work of the new Commission over these coming years. This was apparent in all our discussions with these groups. Therefore, the Review Group recommends that an intensive 'education campaign' be organised by the new community education personnel, and transmitted by Government liaison workers, community relations workers, and publicity campaigns (media releases, newsletters, etc). The campaign should explain:

- the types of projects/programs being concentrated upon at any one time;
- the reasons why such projects/programs are being worked upon at that particular time;
- proposals for future work on other issues.

The Government and community relations workers would:

- feed such information into the groups they are working with;
- help obtain resources for these groups;
- assist groups working on such issues; and
- get feedback as to types of issues for future work for the Commission.

Suggested projects for the first Commission

Given all the limitations and arguments described above, the Review Group recommends projects/programs in three areas:

- Specific projects
- Monitoring programs
- Community feedback programs

Specific projects

English on-the-job

This project should involve an overview of the existing situation, analysis of reasons for this situation, discussions and involvement of all interested groups (teachers, unions, employers, migrant and other relevant community-based organisations) to develop a strategy for:

- extension of existing programs;
- a pilot program with State instrumentalities (e.g. with railways and other transport authorities) .

The Review recommends that an appropriate task force be established and sufficient resources of the Commission (both finance and personnel) be set aside. The Review believes that if this project could result in demonstrated action over the initial eighteen months, then the Commission might then be in a better position to tackle larger educational issues in future years.

Occupational health and safety

This project should work closely with other departments and bodies involved in new occupational health and safety initiatives currently being developed (e.g. VTHC, MEAT programs).

The project should provide information about

the current situation of migrant workers and their occupational health and safety, analysis of reasons for this situation, suggestions for involvement of migrant workers in new State initiatives, suggestions for pilot projects and for later evaluation of such projects. Again, the Review believes not only is such a project important and feasible, it also allows credibility to be developed so that the Commission may later be able to tackle larger issues with the Departments of Employment and Training, Health, and Labour and Industry.

Migrant workers' information

The Review believes it is imperative that the Labor Government should be developing strategies for reaching migrant workers with information about Government initiatives, and about their (the migrant workers') rights and entitlements. The Review recommends that two or three pilot initiatives based around the information requirements of migrant workers be developed. This would require background research, intensive community discussions with migrant workers, their families, their unions, employers, and Government agencies.

On the basis of research and discussions, two or three pilot programs might be developed, advertised, and funded. These would be evaluated after eighteen months to discern the most appropriate and effective program. Such a project would give the new Commission access to non-English speaking migrant workers and their unions, the groups usually neglected by Government initiatives.

Migrant women initiatives

The views and needs of non-English speaking migrant women are also likely to be overlooked or considered too difficult to act upon. The Review recommends that priority be given to developing some project initiatives with such women over the first eighteen months of the Commission's operation. Some staff time and resources should be set aside to work with groups closely associated with migrant women over the initial 3-6 months to develop two or

three project initiatives aimed at involving migrant women in issues they state are of priority to them.

The consultant's paper suggests such issues could be:

- child-care arrangements;
- community-based English courses;
- information-sharing around work issues (e.g. around outwork or factory work).

After 3-6 months research, discussions, debate, and analysis, the Review suggests that two or three such projects be developed, advertised, and established. After eighteen months such projects could be evaluated to determine lessons learnt for future work.

Language services

The Review Group has already recommended in the third section of this chapter that a working group be established to evaluate:

- the overall situation of the numbers of interpreters and translators in Victoria, where they are located, level of competence, etc.;
- the gaps between existing and needed services, and in training;
- the particular role for the Commission in establishing priorities for language services.

The Review recommends that this working group develop:

- co-ordinating initiatives;
- a registry of interpreters, translators, location, level of skill, etc.;
- plans for new specialised legal or compensation units; and
- a suggested timetable for implementing such changes over two years.

These initiatives, suggestions, and registries should be implemented and evaluated by the Commission over the following two years.

Monitoring programs

As well as the specific project proposals just outlined, and the projects and tasks concerned with changeover from Ministry to Commission listed previously, the Review Group recommends that ongoing Government and community liaison task forces be established. These task forces would be made up of liaison officers and appropriate members of the Commission and other organisations. They would carry out functions of monitoring and liaison with departments; of liaison between the Commission and the community; and of evaluating and suggesting future work for the Commission as outlined in earlier sections. In order of priority these task forces should be established around:

1. Child migrant education
2. Health services
3. Law and legal services
4. Employment and training
5. Community welfare services
6. Housing
7. Arts and culture

The Review recommends that the Commission provide resources to service these task forces in terms of personnel (at least one full-time officer, secretarial assistance), Commission membership (at least one member of the Commission on each task force), and resources (finance for servicing outside members, publications, etc.). Each task force should send a quarterly report to the Commission, and an evaluative report with suggestions for its future work should be provided each year.

Community feedback programs

The Review has stressed that the broadest attempts possible must be made to involve all persons and organisations from all communities in the work of the Commission. This Review has attempted the beginnings of such a process. We recommend that this process continue, through the Commission taking the following measures:

- Community liaison workers should be employed whose task is to explain the work, the priorities, the rationale of the Commission and to obtain feedback about this and about individual and community needs and grievances; and to obtain community suggestions as to possible future work of the Commission.
- A Commission information newsletter should be established by the Community Education Division which would explain work progress, new initiatives, new suggestions for future work, current Government and community issues, and so on. This would be widely distributed (say four times a year) to all groups and all media.
- A 'core information/documentation' unit/network should be established in the Community Education Division to:
 1. collect 'core necessary' information and data;
 2. link into a network of other information sources; and
 3. disseminate such information as quickly and efficiently as is possible (to other Government bodies and to community groups).
- Over the initial 3-6 months such community liaison strategies should be explored by setting up feedback discussions with various groups around the findings and recommendations of

this Review and around the new Ethnic Affairs Commission Act 1982.

- To do this, a community liaison working party should be established, made up of appropriate staff from the community education and community liaison sections, the publicity and promotion section of the Ministry, and appropriate representatives and consultants expert in community liaison and in information storage, retrieval, and marketing strategies. This working party should evaluate the feedback process by mid-1983 and make suggestions for future work.

A suggested timetable for implementation

The Review Group has made many recommendations concerned with:

- changes to the work of the existing Ministry;
- establishing the legal basis of the new Commission;
- establishing the processes to choose Commissioners;
- the structures, processes, general monitoring, and liaising functions for the new Commission; and
- special projects which might be developed over the Commission's first one or two years.

We have stressed the importance of not trying to 'take on the world' in one or two years, yet we have ourselves developed more than fifty recommendations. We believe that many of these recommendations are inter-related and we have stressed the need for all sections of the Commission to work together on various programs.

However, in an attempt to clarify how all these recommendations might be implemented, the Review Group offers the following

timechart/plan for the new Commission. We stress that this is not a 'blueprint for action'; rather it is offered as a suggested starting point for the Commission's considerations. The schema attempts to look at:

- the stages of introduction of the new Ethnic Affairs Commission legislation and the completion of the Review;
- the changes necessary for the existing Ministry;
- the processes involved in setting up the new Commission;
- the work of the new Commission concerning: general monitoring and liaison work; and suggestions for specific projects for the Commission.