

Multicultural Action Plan – 2010 to 2014



Purpose: Outline our strategies and planned actions to ensure that our services are accessible and appropriate for culturally and linguistically diverse people in NSW		
Key Priority Area (KPA)	Strategies	Planned Outcomes
1 Planning and Evaluation	1.1 Planning (Multicultural Planning Framework MPF outcome 1)	Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms
	1.2 Consultation and feedback (MPF outcome 2)	Policy development and service delivery is informed by our expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations
2 Capacity building and resourcing	2.1 Leadership (MPF outcome 3)	The Ombudsman and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the office and wider community, as appropriate
	2.2 Human resources (MPF outcome 4)	Our capacity is enhanced by the employment and training of people with linguistic and cultural expertise
3 Programs and Services	3.1 Access and equity (MPF outcome 5)	Barriers to the accessibility of services for people from culturally and linguistically diverse (CALD) backgrounds are identified, and programs and services are developed to address them.
	3.2 Communication (MPF outcome 6)	A range of communication formats and channels are used to inform CALD people about our programs, services and activities.

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KPA 1: PLANNING AND EVALUATION				
Strategies	Action	Responsibility	Performance indicator	Time frame
1.1 Planning (MPF outcome 1)	a) Develop an initial Multicultural Action Plan (MAP) which includes performance measures, process for monitoring and reporting on achievements and outcomes and ongoing consultation (A.1.1)	Director Corporate	An initial MAP with performance measures developed and endorsed by Ombudsman	31/12/09
	b) Finalise our comprehensive MAP including strategies to assess progress against the previous plan and identifies indicators for improved performance (A.2.1)	Director Corporate Multicultural planning advisory committee	MAP finalised	30/09/10
	c) Ensure that all business areas participate in the multicultural planning process (A.1.2)	Director Corporate Division Management	Our corporate planning process document recognises that we operate in a culturally diverse environment	Ongoing
	d) Ensure that strategies to address issues relating to CALD people are reflected in or linked to our corporate plan and relevant business plans (A.2.2)	Director Corporate Division Management	Corporate priorities, as they relate to cultural and linguistic diversity, are reflected in our business and other strategic planning and evaluation mechanisms	30/06/10 then ongoing
	e) Ensure that implementation of multicultural planning strategies are regularly reported at the senior officers meeting (A.2.2)	Director Corporate	Multicultural advisory committee reports to senior officers at least quarterly	Quarterly starting 09/10

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KPA 1: PLANNING AND EVALUATION				
Strategies	Action	Responsibility	Performance indicator	Time frame
	f) Explore means to survey people who contact our office within a specific period to gain a better understanding of the profile of our clients/customers (A.1.3)	Director Corporate Project Officer, Community Relations	Snapshot survey conducted and client profile established	Yearly starting 06/11
	g) Gather information about issues affecting CALD people from all available sources (A.1.3)	Director Corporate Project Officer, Community Relations	Information gathered	Ongoing
	h) Analyse information collected to inform our corporate and business planning processes (A.1.3)	Director Corporate Division Management	Analysis, planning, program development and monitoring are informed by client data, Australian Bureau of Statistics, and other data sources	Ongoing
1.2 Consultation and feedback (MPF outcome 2)	a) Establish an across office multicultural planning advisory committee to ensure that all business areas participate in the multicultural planning process (A.1.4)	Director Corporate	Multicultural Planning Advisory Committee established with approved terms of reference	31/03/10
		Director Corporate Division Management	Staff expertise is drawn on during development and evaluation of the implementation of the multicultural plan	Ongoing

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KPA 1: PLANNING AND EVALUATION				
Strategies	Action	Responsibility	Performance indicator	Time frame
	b) Implement strategies in line with our office stakeholder engagement strategy to meet the needs of CALD people (A.2.4)	Stakeholder engagement group Multicultural planning advisory committee	The needs of CALD communities in metropolitan and non-metropolitan areas are addressed through research, analysis and project work associate with our core business activities.	31/03/11
	c) Consult regularly with key multicultural groups to identify gaps in our awareness strategies and service delivery (A.1.5)	Director Corporate Director Strategic Project Division Division Management	Multicultural groups consulted and gaps identified (A.1.5)	Ongoing
	d) Seek feedback from community groups and workers through our project work, such as the Deputy Ombudsman Outreach Forum, to identify gaps in services delivery (A.1.5)	Division Management	Multicultural groups consulted and gaps identified (A.1.5)	Ongoing
	e) Ensure that issues identified in consultation with multicultural groups are reflected in our planning process (A.1.5)	Director Corporate Division Management	The views of multicultural groups are incorporated in planning and program development (A.1.5)	Ongoing
	f) Take all reasonable steps to encourage CALD people to participate in relevant advisory committees, round table discussions and public forums (A.1.6)	Division Management	CALD people are represented on relevant advisory committees, round table discussions and public forums (A.1.6)	Ongoing

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KPA 2: CAPACITY BUILDING AND RESOURCING				
Strategies	Action	Responsibility	Performance indicator	Time frame
2.1 Leadership (MPF outcome 3)	a) Multicultural plan endorsed and promoted to staff by Ombudsman (B.1.1 & B.2.1)	Ombudsman	Plan endorsed and promoted to staff by Ombudsman using a range of channels and forums such as policy directory, intranet, staff meetings and induction program	Initial plan 31/12/09 Revised plan 30/09/10
	b) Appoint a senior officer to be the lead officer for multicultural planning, monitoring and evaluation (B.1.2)	Ombudsman	Lead officer appointed	31/12/09
	c) Ensure that our MAP assigns clear responsibilities to key staff and division management for its implementation (B.2.2)	Director Corporate	Responsibilities assigned	30/06/11
		Manager Personnel	Where relevant. Position descriptions amended	30/06/11
	d) Review performance agreement of key managers and staff who have direct responsibility for MPSP to ensure accountabilities for multicultural affairs are clearly assigned (B.3.2)	Director Corporate Manager Personnel	Performance agreement reviewed	30/06/11
2.2 Human resources (MPF outcome 4)	a) Review the linguistic and intercultural work skills needed of front line staff to ensure that business requirements are serviced by appropriate human resources (B.1.3)	Director Corporate Manager Personnel Project Officer Community Relations	Review conducted, gaps identified, recommendations made where appropriate	30/06/11

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KPA 2: CAPACITY BUILDING AND RESOURCING				
Strategies	Action	Responsibility	Performance indicator	Time frame
	Implement recommendations of the review (B.1.3)	Director Corporate Manager Personnel Project Officer Community Relations	Front line staff have appropriate level of linguistic and intercultural skills to provide service to CALD clients	
	b) Use Community Language Allowance Scheme (CLAS) and monitor its implementation (B.1.4)	Director Corporate Manager Personnel Project Officer Community Relations	CLAS promoted to all staff and made available to appropriate staff Implementation of CLAS reviewed at least yearly Service to CALD clients who need language assistance improved	30/06/10 Yearly Ongoing
	c) Develop a register of staff who have bilingual skills, cultural and community knowledge to assist in our communications with our clients (B.2.4)	Director Corporate Manager Personnel Project Officer Community Relations	Language and cultural/community knowledge register developed and promoted to all staff Accessibility and responsiveness of our services to CALD people improved	30/06/11 Ongoing

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KPA 2: CAPACITY BUILDING AND RESOURCING				
Strategies	Action	Responsibility	Performance indicator	Time frame
	d) Develop cross cultural competence training sessions as part of our compulsory internal skill based training program (B.1.5) Provide cross cultural competence training to all staff (B.1.5)	Director Corporate Division Management Project Officer Community Relations	Cross cultural training sessions developed All staff trained	30/06/10 Starting from 30/06/10 then ongoing

KPA 3: PROGRAMS AND SERVICES				
Strategies	Action	Responsibility	Performance indicator	Time frame
3.1 Access and equity (MPF outcome 5)	a) Implement strategies in line with our office stakeholder engagement strategy to meet the needs of CALD people (C.1.1. & C.2.1) (see also 1.2.b)	Director Corporate Division Management	CALD people consulted as part of our stakeholder engagement strategy Identified needs of CALD people addressed	Ongoing
	b) Develop a community education program that targets CALD communities where appropriate (C.1.1) (C.2.4)	Director Corporate Director Strategic Project Division	Appropriate education program developed	30/06/11

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KPA 3: PROGRAMS AND SERVICES				
Strategies	Action	Responsibility	Performance indicator	Time frame
	c) Review our guidelines on use of interpreters and translators and provide training to all staff (C.1.2)	Director Corporate Project Officer Community Relations	Guidelines reviewed Training provided	30/06/11
	d) Ensure that our budget for interpreter services and interpreter use is monitored and reviewed (C.2.2)	Director Corporate Manage Accounts	Budget on interpreter use monitored and regularly reviewed	Ongoing
3.2 Communication (MPF outcome 6)	a) Review our information material in community languages for accessibility and appropriateness (C.1.4)	Director Corporate Project Officer Community Relations Publications	Community language information material reviewed	31/03/11
	b) Develop accessible and appropriate information material in a range of format (written, audio, online, etc) to meet the specific needs of CALD communities following consultation with key community organisations (C.2.4)	Director Corporate Project Officer Community Relations Publications	Information material developed and distributed	30/06/11

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KPA 3: PROGRAMS AND SERVICES				
Strategies	Action	Responsibility	Performance indicator	Time frame
	c) Explore and recommend where appropriate the use of a range of technology in targeted community languages to facilitate communication with CALD people and improve access to our services (C.1.5)	Director Corporate Project Officer Community Relations Publications	Research conducted and recommendations made	30/06/11
	d) Develop initiatives to raise awareness of, and celebrate the contribution of CALD people (C.1.6)	Director Corporate Project Officer Community Relations	Programs and services are in place to develop and use the skills of a culturally diverse population for the social and economic benefit of the State (C.1.6)	30/06/11