

Department of Communities and Justice

# Multicultural Plan 2022 – 2025



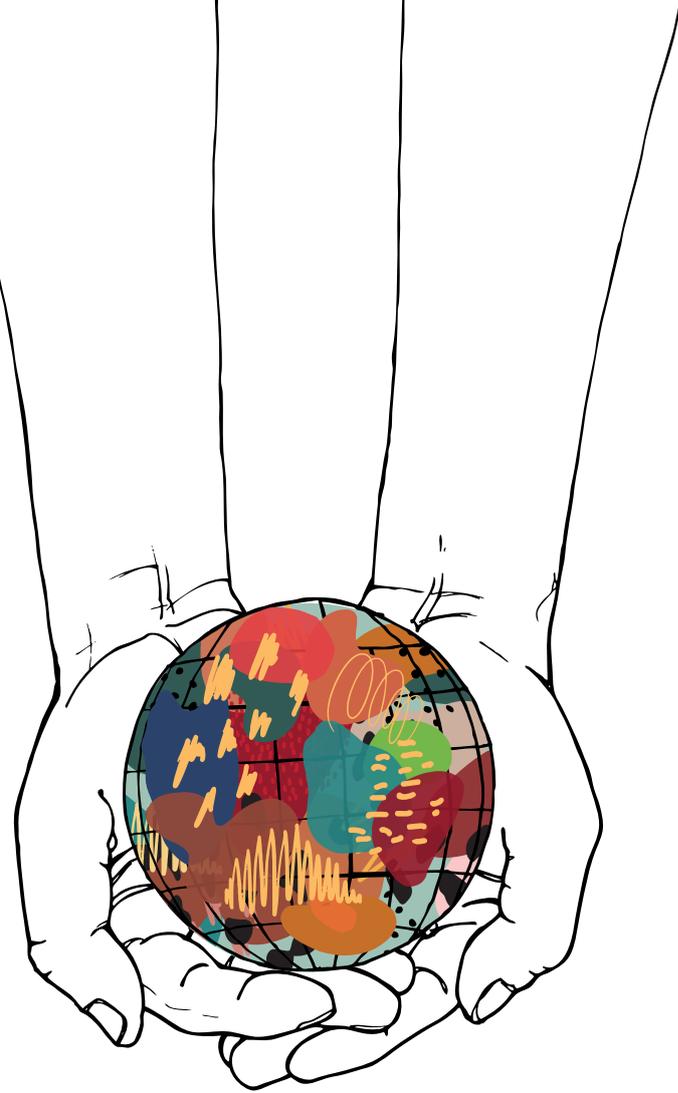


## Acknowledgement of Country

The Department of Communities and Justice acknowledges the Traditional Custodians of the land on which we live and work, and pays its respects to Elders past, present and emerging. We also acknowledge our Aboriginal and Torres Strait Islander employees, who are an integral part of the workforce.

The Department acknowledges that Aboriginal and Torres Strait Islander People have distinct rights that must be recognised and valued. These rights are considered in specialised Department plans.

The Department of Communities and Justice will continue to work together to celebrate the First Peoples' rich contribution to Australia and our diverse employees and NSW communities.



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# Foreword from Secretary

Our aim at the NSW Department of Communities and Justice (DCJ) is to build inclusive and resilient communities through our services and partnerships.



**Michael Tidball**  
Secretary  
NSW Department of  
Communities and Justice

At DCJ, we welcome and value the different backgrounds and perspectives of our people. We recognise that an inclusive workplace promotes mutual respect and values cultural diversity. This is critical to achieving quality service delivery and a more cohesive and harmonious multicultural society.

I am proud to present the DCJ Multicultural Plan 2022 – 2025 which embodies, just as our people do, the department’s values of Service, Trust, Accountability, Integrity and Respect.

Our Plan sets the path for DCJ to deliver high quality services that consider the linguistic, religious and cultural diversity of the people of NSW.

This is the first multicultural plan since the former Department of Family and Community Services and Department of Justice came together to form DCJ. This Plan reflects our combined strengths and continued goal to improve the accessibility of our services for the communities that we serve.

Under the Multicultural Policies and Services Program (MPSP) of Multicultural NSW, government agencies are required to develop and implement a multicultural plan. DCJ responds to this requirement by embedding multicultural planning within core

business operations and affirming the principles set out in the *Multicultural NSW Act 2000*.

Through each stage of the Plan, we have reflected, assessed and determined ways to apply these principles into all areas of our service delivery, planning, leadership and engagement.

We have consulted with the divisions across DCJ to identify strategies that can allow our processes and services to be culturally responsive and to meet the individual needs of our diverse communities, from established communities to new and emerging groups. This Plan also aims to deliver on our priority to create a workplace that truly values unity, respect and inclusion.

As we look to the next four years, DCJ is committed to working in partnership with multicultural communities, to facilitate the social and economic participation of all people in NSW.

I look forward to seeing the outcomes of the Plan and ensuring that our services promote equity and enrichment for all sections of our culturally and linguistically diverse workforce and society.

# Foreword from the Executive Sponsor of the DCJ Multicultural Network

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The Department of Communities and Justice Multicultural Network recognises and values the culturally diverse workforce across DCJ.

The Network aims to provide support, peer connection and advocacy for multicultural staff. The DCJ Multicultural Plan is an opportunity for the Network to continue to support the department to meet its commitments in supporting staff and communities from culturally and linguistically diverse backgrounds.

The network's key priorities are focused on the promotion of inclusiveness, acceptance, understanding and respect for all cultures and religions through:

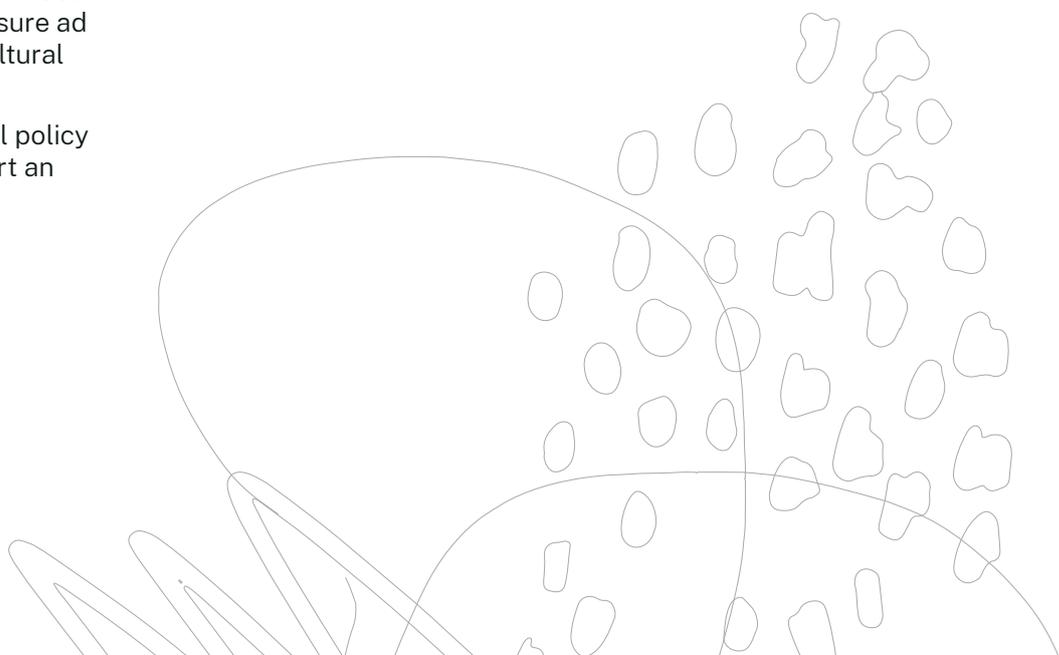
- advocating for cultural diversity and ensuring diversity is reflected at all decision-making levels across the department
- supporting the department to address cultural bias, discrimination and racism
- creating cultural safety across the department
- supporting the department to accurately define, measure and report on workforce cultural diversity
- informing departmental policy and practices to support an inclusive workplace.

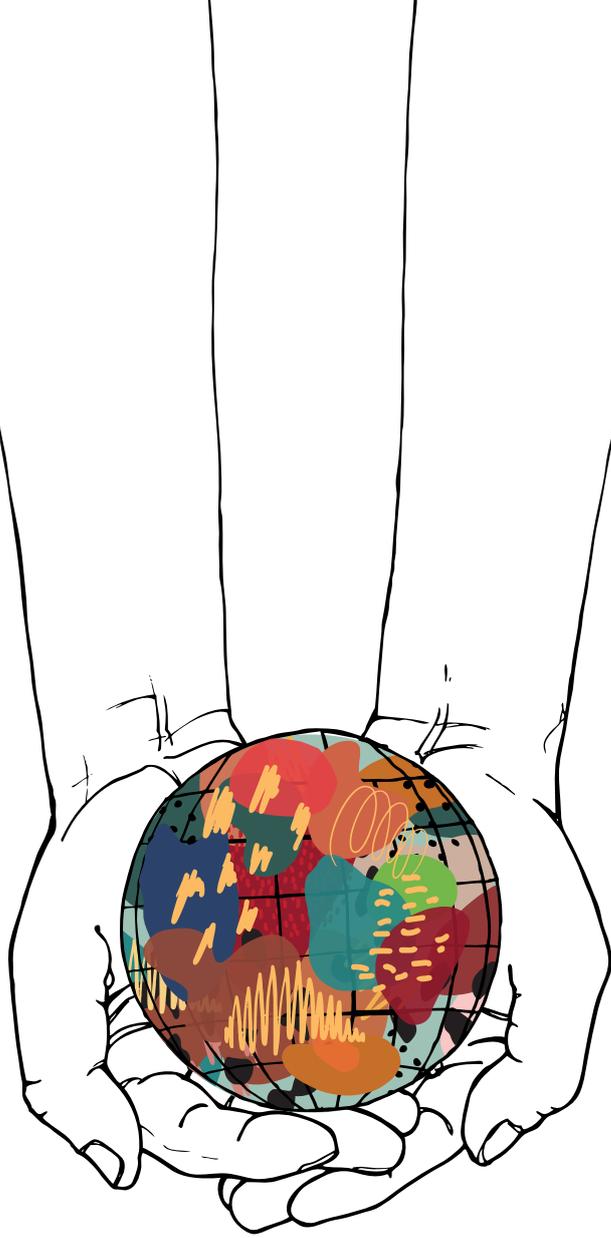
The targets and strategies outlined throughout the Multicultural Plan, particularly those that aim to address barriers and improve outcomes and experiences for people from culturally and linguistically diverse backgrounds brings us one step closer to achieving our goals to support the department's diverse workforce and promote cultural representation.

The Network looks forward to supporting the department to meet the commitments outlined in the Multicultural Plan over the next four years.



**Brendan Thomas**  
Deputy Secretary  
NSW Department of  
Communities and Justice





## About DCJ

# About DCJ

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The Department of Communities and Justice (DCJ) was formed on 1 July 2019 when the NSW Government brought together the Department of Family and Community Services, and the Department of Justice.

DCJ is the lead agency in the Stronger Communities Cluster, which aims to create safe, just, inclusive and resilient communities through its services.

The Department which is made up of the below eight divisions, enables services to work together to support everyone's right to access justice and other help for families, and strengthen the promotion of early intervention and inclusion, with benefits for the whole community.

- Courts, Tribunals and Service Delivery
- Corrective Services NSW
- Child Protection and Permanency, District and Youth Justice Services
- Housing, Disability & District Services
- Strategy, Policy and Commissioning
- Law Reform and Legal Services
- Corporate Services
- Transforming Aboriginal Outcomes

## Our purpose

Our purpose is to help create a safe, just, resilient and inclusive NSW in which everyone has the opportunity to realise their potential.

## Our values

We are all responsible for creating and maintaining positive and supportive environments both in our community settings and in our workplaces. We engage and develop leaders who model the highest standards of conduct and actively demonstrate our values.

They are:

- **Service:** We put people at the centre of all we do and provide the highest quality services.
- **Trust:** We value the quality of our relationships and do what we say we will do.
- **Accountability:** We take responsibility for our decisions and actions.
- **Integrity:** Ethics are at the heart of all we do and we show courage by acting honestly, consistently and impartially.
- **Respect:** We are inclusive and how we talk with, and about, each other matters.

## Our priorities and outcomes

DCJ is accountable for five of the Premier's Priorities. We take this responsibility seriously and use these as our framework to both demonstrate our achievements to the citizens of NSW and to report back to government on our performance and progress.

- Reducing domestic violence reoffending window
- Reducing recidivism in the prison population
- Reducing homelessness
- Protecting our most vulnerable children
- Increasing permanency for children in out-of-home care.

We work across our Stronger Communities Cluster agencies and with other government departments to lead the development and delivery of coordinated support, services and programs to achieve our departmental goals.

DCJ supports safer and stronger communities through:

- Safer communities
- Providing more efficient and effective legal systems
- Reducing reoffending
- Preparing for disasters and emergencies
- Active and inclusive communities
- Ensuring children and families thrive
- People having a safe and affordable place to live
- Enabling improved service delivery

# Our commitment to people from culturally diverse backgrounds

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DCJ has an ongoing commitment to cultural diversity by embedding the multicultural principles of the *NSW Multicultural Act 2000* (outlined in Appendix 1A) in its workforce and organisational culture. DCJ is using deliberate strategies that embrace cultural and linguistic diversity as an asset and a source of pride for our workforce and actively seeks to harness cultural diversity by ensuring that its workforce reflects the community we serve.

Australia has a rich mix of culturally and linguistically diverse backgrounds. According to the results of the 2021 census data, the proportion of Australian residents that are born overseas (first generation) or have a parent born overseas (second generation) has continued to increase and is now at 51.5%. New South Wales has remained as the most popular state or territory to live in, also maintaining 34% of the overseas born population within Australia. In 2021, the New South Wales population was 8,072,163 of which nearly 29.3% were born overseas, an increase from 27.6% in the 2016 census. 50.3% had one or both parents born overseas, an increase from 47.4% in the 2016 census. The top five countries of birth in NSW other than main English-speaking countries (UK, Republic of Ireland, USA, Canada, South

Africa) are: China (excludes SARs and Taiwan), India, Philippines, Vietnam, Nepal. Most people in NSW only use English at home (67.6%). After English the most common languages used were Mandarin (3.4%), Arabic (2.8%), Cantonese (1.8%) and Vietnamese (1.5%).

As of 30 June 2020, DCJ had 23,450 employees, with around 9.5% of all staff indicating that they are people whose first language spoken as a child was not English. DCJ is continuing to work on broadening the data capture for a wider range of diversity groups and has developed an Inclusion Strategy for 2021-2025 and an Aboriginal Employment Strategy for 2021-2025. These strategies aim to achieve the goal of the Premier's Priority 14 for a World Class Public Service and improve inclusion and employment outcomes for people from diverse backgrounds.

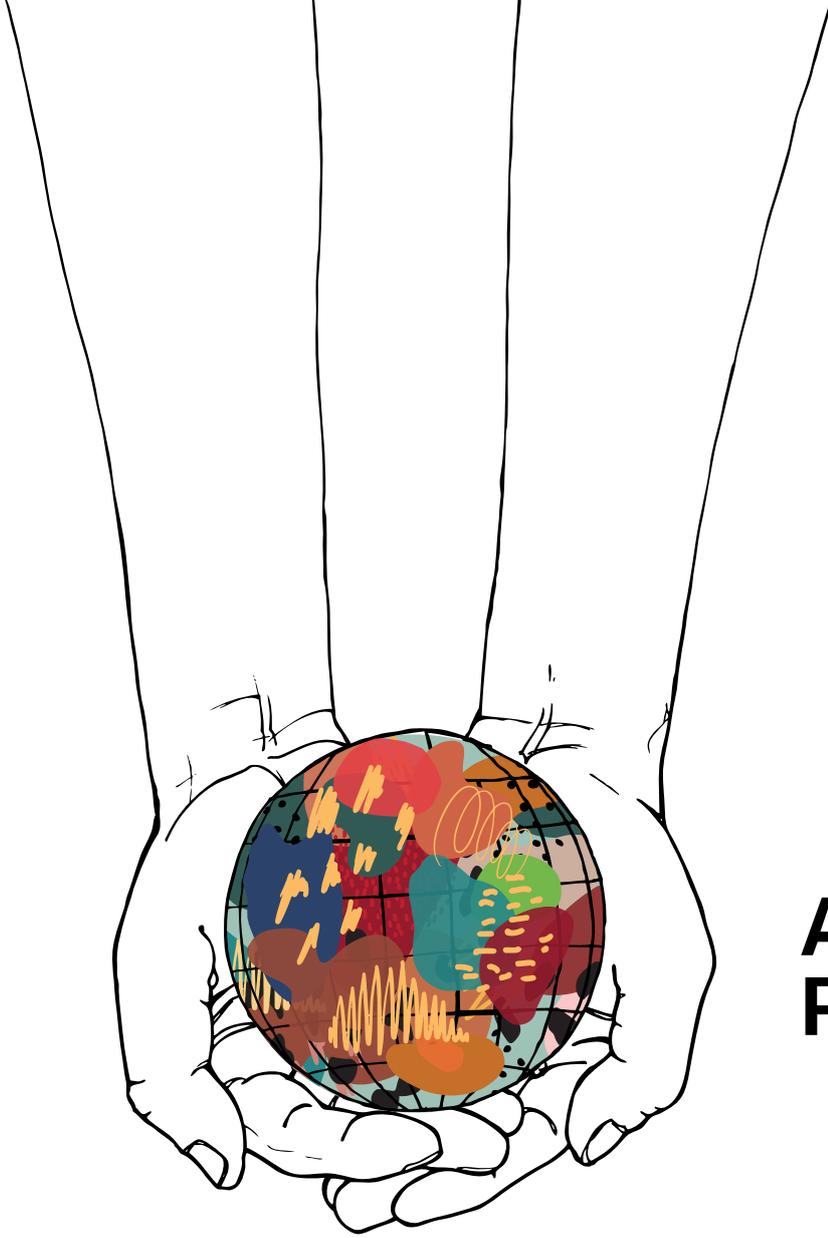
Our Multicultural Plan 2022-25 aligns with this goal and advances our commitment to people of culturally and linguistically diverse backgrounds.

## Workforce diversity statistics

Workforce diversity group	Trends in the representation of workforce diversity groups (% of total staff) <sup>1</sup>		Trends in the distribution of workforce diversity groups (Distribution Index) <sup>2</sup>	
	2019/20	2020/21	2019/20	2020/21
Women	61.8	61.6	105	105
People whose first language spoken as a child was not English	9.6	9.5	103	103
Aboriginal and Torres Strait Islander people	4.5	4.7	104	102
People with disabilities	3.3	3.2	104	103
People with disabilities requiring work-related adjustment	0.9	0.9	105	102

Source: NSW Public Service Commission Workforce Profile - Diversity Data 2020 and 2021

1. Based on staff numbers as of 30 June 2020 and excludes casual staff
2. A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels. The Distribution Index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.



## About the Plan

# About the Plan

The DCJ Multicultural Plan 2022 – 2025 builds on the achievements of the former Departments of Justice Multicultural Plan and FACS Multicultural Plan. This plan includes all the agencies that now make up the Department of Communities and Justice

As a NSW Government agency, we recognise the importance of our function to the increasingly diverse state and its workforce. This Plan is designed to support an equitable communities and justice system where cultural and linguistic needs are recognised and addressed in policy development, service planning and delivery. The Plan will also assist DCJ to meet its obligations under the *Multicultural NSW Act 2000* and the Multicultural Policies and Service Program (MPSP) (see Appendix 1B).

The outcomes approach for this plan, reflects the desired results for our culturally diverse audiences, workforce and communities. High level targets and strategies within the Plan will assist our agency to monitor their progress towards achieving the desired outcomes.

The desired outcomes of the Plan are to ensure that our department:

- Provides accessible services that promotes participation for people from culturally and linguistically diverse backgrounds
- Is a contemporary business that provides high quality and culturally responsive programs and services
- Uses its understanding of community needs, experiences and identities to inform the work it does
- Builds the capacity and capability of the communities we serve and our workforce.

We developed each strategic target in the DCJ Multicultural Plan 2022 – 2025 in line with the four focus areas in the MPSP framework. We have identified which Branch will be implementing the action, as per the following timeframes. Appendix 1C contains an outline of each Agency Division and respective Branch.

<b>Timeframe</b>	<b>Implementation Period</b>
Ongoing	Business as Usual – to be monitored throughout the duration of the plan
Short-term	0-12 months
Medium-term	12-24 months
Long-term	24-36 months

# Consultation Process

DCJ undertook a consultation program to inform the Multicultural Plan. This was designed to identify opportunities and strategies relating to the Four Focus Areas required under the Multicultural Policies and Services Program (MPSP) Framework: Service Delivery, Planning, Leadership, and Engagement.

The consultation program consisted of 3 phases.

- DCJ stakeholder survey
- Targeted consultations
- Internal consultation

Nine main themes emerged across all engagement activities, with key focus areas identified by the participants in our engagement program. These nine themes have been considered by the Department in developing the new Plan and key strategies have been developed that align with the identified themes.

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## DCJ stakeholder survey

Between August and September 2021, DCJ sought feedback using the NSW Government Have Your Say website, from service providers and community stakeholders to inform the development of the Multicultural Plan.

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## Targeted consultations

A consulting business was engaged to design and deliver a targeted engagement program in November 2021 that built on the results of the DCJ survey. The purpose of the targeted engagement program was to identify the needs, priorities and concerns of key community stakeholders and clients, to inform the development and implementation of the DCJ Multicultural Plan 2022–25. This program consisted of: An online stakeholder workshop, three online focus groups, and an online survey for young people. A list of the stakeholder attendees can be found in Appendix 1D.

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## Internal consultation

Internal consultation was undertaken with the Multicultural Plan working group that has representation from key areas across DCJ, that deliver services, programs and policies which impact culturally and linguistically diverse communities. The outcomes from the DCJ stakeholder survey and targeted consultations formed the basis of discussion for this consultation.

Theme	Theme Description	DCJ Strategies
1 Improve access to Information and Language Services	<ul style="list-style-type: none"> <li>• More translation and interpreter services, audio-visual materials and translated resources to help support people with limited English proficiency</li> <li>• Non-digital information options encouraged</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible communication: 2.1.11–2.1.29</li> <li>• Non-digital options: 2.1.8–2.1.10</li> </ul>
2 Consistency across DCJ	<ul style="list-style-type: none"> <li>• More consistency across DCJ units in terms of how culturally safe they are across all geographic areas</li> <li>• Policies to be reviewed to ensure they are culturally and religiously sensitive</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural considerations: 1.1.10–1.1.16, 1.2.15-1.2.18</li> <li>• Review: 1.1.19</li> <li>• Geographic area consideration: 2.1.5</li> </ul>
3 Develop cultural competence of service providers and the DCJ workforce	<ul style="list-style-type: none"> <li>• Cultural competency training occurring on a regular basis</li> <li>• DCJ officers to attend interagency meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural competency: 4.3.1-4.3.18</li> <li>• Interagency meetings: 3.3.1–3.3.6</li> </ul>
4 Build capacity and provide training opportunities for community leaders	<ul style="list-style-type: none"> <li>• Prioritisation of programs that build the capacity of cultural and religious leaders and develop the social capital of multicultural communities</li> </ul>	<ul style="list-style-type: none"> <li>• Religious Leader engagement: 2.2.4 and 4.1.4</li> </ul>
5 Longer term funding for multicultural services and programs	<ul style="list-style-type: none"> <li>• Funding to be better aligned with policy</li> <li>• Services to be extended to people on temporary visas to ensure equity of access to services</li> </ul>	<ul style="list-style-type: none"> <li>• Equity in access: 2.1.8–2.1.10, 4.1.1–4.1.3</li> </ul>
6 Improve coordination and communication	<ul style="list-style-type: none"> <li>• More partnerships and coordinating with service providers and other government agencies.</li> <li>• Multicultural principles be communicated and embedded across all DCJ business units</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships: 2.2.1–2.2.12</li> <li>• Multicultural Planning: 1.2.1–1.2.9</li> </ul>
7 Diverse representation at the leadership level	<ul style="list-style-type: none"> <li>• More diverse DCJ Executive Leadership Team</li> <li>• DCJ Multicultural Plan as a priority at the leadership level</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse Leadership and Accountability: 1.1.17, 3.2.11, 4.3.17 -4.3.20</li> </ul>
8 Caring for children and young people	<ul style="list-style-type: none"> <li>• Care and Cultural Plans be completed for all multicultural children and young people</li> <li>• Qualitative reporting methods are used to capture experiences of young people</li> <li>• More cultural programs, greater access to cultural foods, and celebration of cultural days.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural safety: 1.1.1–1.1.10, 4.2.13</li> <li>• Targeted Program for children and young people: 3.1.1-3.1.3, 4.1.5-4.1.8</li> <li>• Cultural access: 1.1.25</li> </ul>
9 Improving community perceptions of DCJ through tailored engagements	<ul style="list-style-type: none"> <li>• Improve messaging and increase widespread understanding about the role and services of DCJ</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningful Engagement: 2.2.12–2.2.25</li> </ul>

# Implementation and Reporting for the Plan

## Implementation

DCJ will monitor the DCJ Multicultural Plan 2022–25 through a Multicultural Steering Committee (Strategy 4.3.21). This internal committee is chaired by the Director of the Office of the Deputy Secretary, senior representatives and practitioners from areas across the Department who have actions in the Plan. They will meet 6-monthly to report on their progress in implementing their strategies under the Plan.

The Department will also be tracking the progress of the Plan through qualitative and quantitative measurement based on key performance indicators, workforce diversity metrics and by reviewing the People Matter Employee Survey annual findings.

## Reporting

DCJ will annually report on our progress towards the targets and strategies outlined in this Multicultural Plan, as required by the *Multicultural NSW Act 2000*. The MPSP reporting process is an opportunity for DCJ to review our alignment with the NSW multicultural principles and to share our success and methods for best practice.

DCJ consists of a number of different divisions and branches that all have unique service delivery, policy and programs. We encourage each contributing division, branch and unit to monitor and report on the implementation of their identified strategies. This information will inform the NSW DCJ Annual Report, where key highlights from our multicultural service delivery will be shared with Multicultural NSW, for inclusion in their annual State of Community Relations in NSW.

Multicultural NSW has previously identified and classified DCJ as a Designated MPSP Agency (DMA). DMAs provide particularly important functions to a culturally and linguistically diverse society and have additional planning and reporting requirements. As an identified DMA, DCJ has additional reporting requirements and will provide a report to Multicultural NSW every three-year cycle, to report on our progress against our Multicultural Plan.

# Policy and legislative context

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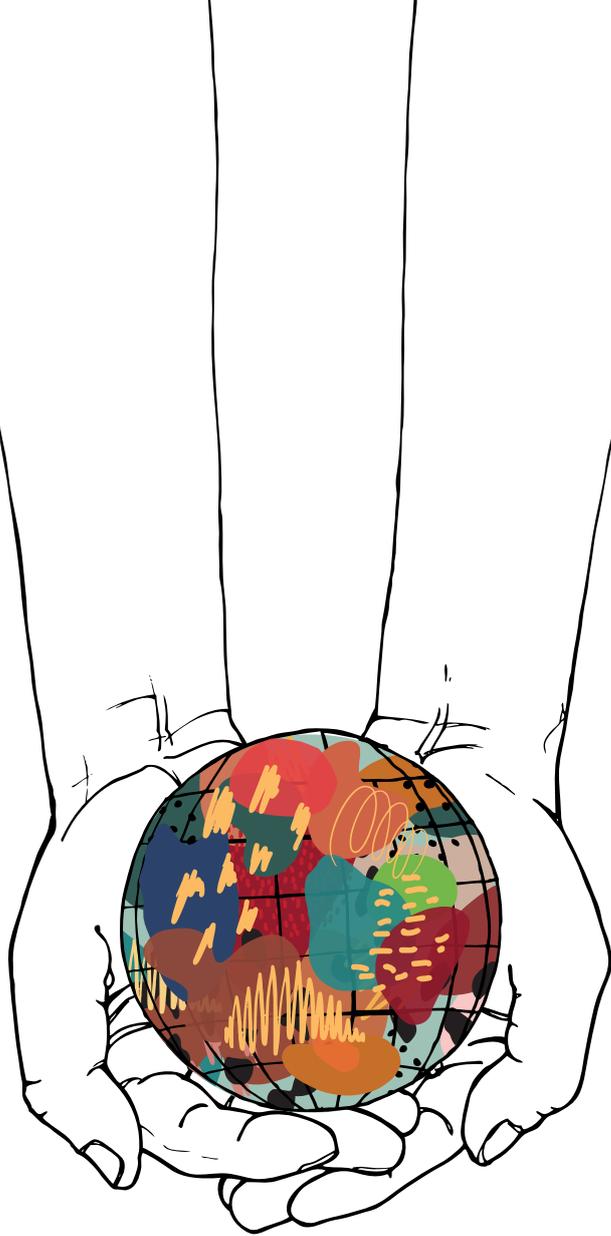
The DCJ Multicultural Plan 2022–2025 is informed by a number of legislative and regulatory requirements, federal government policies and internal governance documents, including:

- Multicultural NSW Act 2000 (NSW)
- Australian Human Rights Commission Act 1986 (Cth)
- Government Sector Employment Act 2013 (NSW)
- Anti-Discrimination Act 1977 (NSW)
- Government Sector Employment Act 2013 (NSW)
- Government Sector Employment Regulation 2014 (NSW)
- Government Sector Employment (General) Rules 2014 (NSW)
- Work Health and Safety Act 2011 (Cth)
- Racial Discrimination Act 1975 (Cth)
- DCJ Aboriginal Employment Strategy for 2021– 2025
- DCJ Code of Ethical Conduct
- DCJ Strategic Direction 2020-2024
- DCJ Inclusion Strategy 2021 – 2025
- Aboriginal Housing Act 1998 (NSW)
- Adoption Act 2000 (NSW)
- Boarding Houses Act 2012 (NSW)
- Children and Young Persons (Care and Protection) Act 1998 (NSW)
- Community Housing Providers (Adoption of National Law) Act 2012 (NSW)
- Community Services (Complaints, Reviews and Monitoring) Act 1993 (NSW)
- Disability Inclusion Act 2014 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- Housing Act 2001 (NSW)
- National Disability Insurance Scheme (NSW Enabling) Act 2013
- National Disability Insurance Scheme Act 2013 (Cth)
- Residential Tenancies Act 2010

# Outline of Plan

The Department of Communities and Justice is an equitable and accessible department that ensures cultural and linguistic diversity is recognised and addressed in policy development, service planning and delivery.

GOALS	TARGETS	MPSP FOCUS AREA	KEY
<b>1 Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds</b>	<b>1.1</b> Monitor and review our programs and services to ensure that they are delivered at a high quality, are culturally responsive and are tailored to suit the community we serve	Service delivery	
	<b>1.2</b> Consider multicultural issues as part of business planning for each division and identify accountabilities within DCJ to ensure that we consider the needs of our consumers in the development of service plans and relevant policies	Planning	
<b>2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience</b>	<b>2.1</b> Ensure that infrastructure is in place to support the visibility of our services and make programs and services accessible through language services and appropriate communication channels	Service delivery	
	<b>2.2</b> Strengthen service responsiveness to emerging needs by building partnerships with culturally diverse structures and involving culturally and linguistically diverse consumers when developing, implementing, facilitating and evaluating policies and systems	Engagement	
<b>3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW</b>	<b>3.1</b> Use of cultural data to change or improve existing services and to design new systems and policies to address the needs of culturally and linguistically diverse consumers and communities	Planning	
	<b>3.2</b> Model culturally inclusive practice through participation and incorporation of activities and practices that celebrate and value cultural diversity	Leadership	
	<b>3.3</b> Systematically collect and analyse client feedback to inform service delivery and participate in advisory mechanisms to highlight the issues and needs of culturally diverse client groups	Engagement	
<b>4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees</b>	<b>4.1</b> Provide targeted programs and partners with communities, other agencies and service providers to identify priority areas within the community and to build the capacity of our consumers	Service delivery	
	<b>4.2</b> Integrate multicultural considerations and cultural diversity employment targets in strategic documents as well as division and business unit corporate plans, to allow for equal access to employment opportunities and the promotion of a culturally and linguistically diverse workforce	Planning	
	<b>4.3</b> Assess the cultural responsiveness of our staff and raise the capacity and accountability of senior leaders, managers, team leaders and team members on inclusive leadership and contemporary models and practices for working with diverse communities	Leadership	



## Targets and strategies



# Goal 1 - Target 1.1

MPSP outcome areas: Mainstream services deliver for everyone, Strong plans to deliver services

## Goal 1 Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds

**1.1 TARGET:** Monitor and review our programs and services to ensure that they are delivered at a high quality, are culturally responsive and are tailored to suit the community we serve

STRATEGIES	RESPONSIBILITY	TIMEFRAME
1.1.1 Engage multicultural focus groups to assist and understand customs and cultural norms when undertaking Serious Case Reviews	Office of the Senior Practitioner	Ongoing
1.1.2 Consult with Multicultural Services as part of internal consultation on Child Death Annual Reports to ensure that practice initiatives and reform are represented as appropriate	Office of the Senior Practitioner	Ongoing
1.1.3 Consider cultural consultations when reviewing DCJ practice with culturally and linguistically diverse (CALD) children, young people and families, where a child/young person known to DCJ has died	Office of the Senior Practitioner	Ongoing
1.1.4 Seek cultural consultations when interviewing CALD children and young people about allegations against carers, ensuring additional cultural supports are provided	Office of the Senior Practitioner	Ongoing
1.1.5 Seek appropriate and timely cultural consultations when undertaking investigations into allegations of reportable conduct against CALD authorised carers	Office of the Senior Practitioner	Ongoing
1.1.6 Increase the validity and cultural safety of the child protection assessment tools, through Multicultural consultation with stakeholders who have cultural authority	Office of the Senior Practitioner	Ongoing
1.1.7 YJNSW systems and processes support culturally responsive service delivery	Youth Justice	Medium-term
1.1.8 Deliver culturally appropriate permanency outcomes for children in Out of Home care through the permanency taskforce	Child and Family	Ongoing
1.1.9 ChildStory enhancements to referrals to more accurately capture cultural consults, multicultural consults and LGBTQI + consults	Childstory	Short-term
1.1.10 Ensure the Youth Justice system allows individualised service design and implementation of programs and services that are culturally responsive	Youth Justice	Ongoing



# 1 Goal Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds

**1.1 TARGET:** Monitor and review our programs and services to ensure that they are delivered at a high quality, are culturally responsive and are tailored to suit the community we serve

STRATEGIES	RESPONSIBILITY	TIMEFRAME
1.1.11 Deliver specialist homelessness services that are culturally safe; and ensure accessibility and appropriateness for people from CALD backgrounds	Housing, Homelessness and Disability	Ongoing
1.1.12 Consider cultural and spiritual beliefs in Coronial processes	Court Services	Ongoing
1.1.13 Program design and evaluation is informed by identified needs of CALD offenders	Corrective Services NSW	Ongoing
1.1.14 Commit to consultations with appropriate multicultural caseworkers when working with CALD families	Sydney, South East Sydney and Northern Sydney District	Ongoing
1.1.15 Deliver and update the Caseworker Development Program (CDP) to support new caseworkers to develop skills and capabilities in working with CALD children and families. This includes assessment of cultural capability as a condition of successfully completing the program	Office of the Senior Practitioner	Ongoing
1.1.16 Continue to deliver and update the Change Together learning program for NGO family preservation and early intervention providers, which has specific modules on cultural capability	Office of the Senior Practitioner	Ongoing
1.1.17 Maintain the Multicultural Steering Committee that oversees the implementation of the Multicultural Plan and principles	Office of the Deputy Secretary, Strategy, Policy and Commissioning (SPC)	Ongoing
1.1.18 Youth Justice NSW Quality Assurance conducts annual reviews that measure effectiveness of Youth Justice NSW Centres' processes and systems	Youth Justice	Ongoing
1.1.19 Contract managers assess service provider progress toward the achievement of specific deliverables relating to young people from CALD backgrounds, through evidence and examples provided in the quarterly reporting process	Youth Justice	Medium-term
1.1.20 Develop Group Supervision workshop for visiting consultants that will include Multicultural Caseworkers who may provide consultation through group supervision.	Office of the Senior Practitioner	Medium-term
1.1.21 Coordinate and facilitate mandatory reporting training to Multicultural staff within DCJ funded Multicultural organisations	Hunter and Central Coast District	Medium-term



## Goal 1 Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds

**1.1 TARGET:** Monitor and review our programs and services to ensure that they are delivered at a high quality, are culturally responsive and are tailored to suit the community we serve

STRATEGIES	RESPONSIBILITY	TIMEFRAME
1.1.22 General practice support provided to districts working with CALD families including recommendations for multicultural consults	Office of the Senior Practitioner	Ongoing
1.1.23 Implement local procurement arrangements for High Intensity Program Units to ensure that participation and completion rates for services and programs meet the intended target for CALD offenders	Corrective Services NSW	Ongoing
1.1.24 Embed the Identity and Culture mandate in practice through communication and implementation plan activities	Child and Family	Ongoing
1.1.25 Collate existing, or develop new, resources and processes in a centralised multicultural register and make available to all Youth Justice NSW employees to further support them in connecting young people with their birth culture(s)	Youth Justice	Long-term
1.1.26 Continuous review and improvement of DCJ websites and intranet platforms and components to ensure compliance with WCAG 2.1 AA standards and NSW Digital Design Standards	Communications	Ongoing
1.1.27 Roll out automated language translation feature on DCJ websites	Communications	Medium-term
1.1.28 Ensure all events that are inclusive of multicultural communities	Communications	Ongoing



Planning

# Goal 1 - Target 1.2

MPSP outcome areas: Mainstream services deliver for everyone, Strong plans to deliver services

## Goal 1 Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds

**1.2 TARGET:** Consider multicultural issues as part of business planning for each division and identify accountabilities within DCJ to ensure that we consider the needs of our consumers in the development of service plans and relevant policies

STRATEGIES	RESPONSIBILITY	TIMEFRAME
1.2.1 Develop Social Housing Assistance Commissioning Statements to better identify the characteristics and needs of clients including people from CALD backgrounds	Housing, Homelessness and Disability	Medium-term
1.2.2 Consider and discuss approaches needed to target any emerging trends in terms of CALD families being reported at ROSH and connect with partner agencies to discuss/plan for approaches	Sydney, South East Sydney and Northern Sydney District	Ongoing
1.2.3 Develop CJC Alternative Dispute Resolution diversity, equity and vulnerable People Framework, to improve knowledge, understanding and skills for staff to support clients	Alternative Dispute Resolution Services & CJC	Short-term
1.2.4 Adopt broad and inclusive engagement practices in the development of policy and legislation. Plan to consult widely and appropriately to ensure the voices of the NSW Multicultural communities are heard	Law Reform and Legal Services	Ongoing
1.2.5 Develop an inclusion and diversity action plan	Courts, Tribunals and Service Delivery	Medium-term
1.2.6 Develop a new state-wide audit tool and program that aligns with the Child Safe Standards. Quality Assurance to consult with Multicultural Services on the tool and its fitness for application with CALD families	Office of the Senior Practitioner	Long-term
1.2.7 Develop a department framework for responding to DFV in CALD communities to improve the justice response to the specific needs and barriers faced by persons from culturally diverse communities	Office of the Deputy Secretary, SPC	Medium-term
1.2.8 Develop a quality, continuous system/model approach for compliance, quality, and continuous improvement in Out of Home Care service delivery that will include a focus on meeting the specific needs of CALD children, families, and communities	Office of the Senior Practitioner	Medium-term
1.2.9 Community Engagement and Culture Officers to contribute to case-management and inform policy development	Corrective Services NSW	Ongoing



**Goal 1 Our organisation has strategies in place to improve the quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds**

**1.2 TARGET:** Consider multicultural issues as part of business planning for each division and identify accountabilities within DCJ to ensure that we consider the needs of our consumers in the development of service plans and relevant policies

STRATEGIES	RESPONSIBILITY	TIMEFRAME
1.2.10 Consider approaches needed to target any emerging trends in terms of CALD families being reported at Risk of Significant Harm (ROSH)	Sydney, South East Sydney and Northern Sydney District	Ongoing
1.2.11 Plan for Governance forums to consider the specific needs of CALD offenders and their families and enlist a CALD co-ordinator to represent multicultural issues at governance forum	Corrective Services NSW	Ongoing
1.2.12 Explore opportunities for multicultural considerations within court assets	Court Services	Medium-term
1.2.13 Support the work of other Departments and local councils in their disability inclusion action planning for CALD communities, and promote CALD communities as an important target	Housing, Homelessness and Disability	Ongoing
1.2.14 Work with the Industry Partnership to ensure the accreditation assessment process is culturally safe, as part of the implementation of specialist homelessness services accreditation framework	Housing, Homelessness and Disability	Medium-term
1.2.15 Embed awareness and inclusion of people from CALD backgrounds into Case Coordination and Mediator ISAAC (intake, screening, assessment, administration, conflict coaching) workflows	Alternative Dispute Resolution Services & CJC	Ongoing
1.2.16 Update four Out of Home Care (OOHC) mandates so they provide clearer instruction to staff about cultural consultation	Child and Family	Ongoing
1.2.17 Continue to promote the 'Shining a light on good practice' resource to internal and external stakeholders and develop learning resources to support staff to embed the skills and knowledge shared through these stories.	Office of the Senior Practitioner	Ongoing
1.2.18 Develop resources and tools to support culturally competent child protection practice	Office of the Senior Practitioner	Ongoing
1.2.19 Conduct a comprehensive evaluation of the Multicultural Plan and provide a report to Multicultural NSW	Office of the Deputy Secretary, SPC	Long-Term
1.2.20 Review and update Accessible digital communications policy to ensure the policy clearly identifies accountabilities within DCJ for making digital communications and information accessible for everyone	Communications	Short-term
1.2.21 Deliver practical eLearning modules for DCJ staff in how to make content and documents accessible	Communications	Short-term



Service delivery

# Goal 2 - Target 2.1

*MPSP outcome areas: People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions and Collaboration with diverse communities*

## Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience

**2.1 TARGET:** Ensure that infrastructure is in place to support the visibility of our services and make programs and services accessible through language services and appropriate communication channels

STRATEGIES	RESPONSIBILITY	TIMEFRAME
2.1.1 Develop culturally appropriate communications, as part of the NSW Disability Inclusion Plan Action Plan. The communication will raise awareness about abuse, neglect and exploitation, and the rights of adults with disability in Aboriginal and CALD communities	Housing, Homelessness and Disability	Medium-term
2.1.2 Anti-Slavery Commissioner to promote and engage with communities to ensure culturally appropriate communications that raise awareness about modern slavery, promote the rights of an individual and provide support for all, especially those in Aboriginal and CALD communities	Anti-Slavery Commissioner	Short-term
2.1.3 Include stories that feature caseworkers from CALD backgrounds, and/or support for children and families from CALD backgrounds, in the Shining a light on good practice resource	Office of the Senior Practitioner	Ongoing
2.1.4 Explore opportunities to include the National Interpreter Symbols on court websites and information	Court Services	Short-term
2.1.5 Meet with key agencies working with multicultural communities in regional NSW and attend various towns to consult with the community and provide information and workshops	Office of the Deputy Secretary, SPC	Ongoing
2.1.6 Partner with districts and central office teams on a Children's Participation Communication Campaign to support children's participation in all aspects of DCJ's practice. The campaign will promote the importance of participation from Aboriginal, CALD, LGBTQIA+ children and children with a disability	Office of the Senior Practitioner	Medium-term
2.1.7 Engage with the local Mosque to assist in the coordination of a mini expo that would promote services to work with the multicultural community, such as DFV services	Hunter and Central Coast District	Medium-term



**Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience**

**2.1 TARGET:** Ensure that infrastructure is in place to support the visibility of our services and make programs and services accessible through language services and appropriate communication channels

STRATEGIES	RESPONSIBILITY	TIMEFRAME
2.1.8 Organise Law Expo events and Court Open Days that target multicultural communities and students, with a focus on refugees and newly-arrived migrants	Office of the Deputy Secretary, SPC	Ongoing
2.1.9 Community Liaison Officers to participate and coordinate workshops, festivals and information sessions with multicultural communities to promote Departmental programs and services	Office of the Deputy Secretary, SPC	Ongoing
2.1.10 Work with Commonwealth funded agencies by attending newly arrived refugees orientation sessions to provide information on the role of DCJ regarding Child Protection	Hunter and Central Coast District	Medium-term
2.1.11 Improve our website to ensure information about our services is accessible and work with the digital communications team to include translation options on the website	Courts, Tribunals and Service Delivery	Medium-term
2.1.12 Ensure the availability of Interpreter services	Courts, Tribunals and Service Delivery	Ongoing
2.1.13 Brochures and court information available in multiple languages	Court Services	Ongoing
2.1.14 Ensure key information is displayed in emerging community languages spoken in the local community	Youth Justice	Medium-term
2.1.15 New and reviewed materials facing young people and clients to be produced in Easy Read English wherever possible, otherwise clear English. Source and provide translated materials, as required	Youth Justice	Medium-term
2.1.16 Develop a NSW Child Protection Information Kit for families that will be translated into five community languages and available via print, online and potentially on an app.	Office of the Senior Practitioner	Medium-term
2.1.17 Promote mainstream services and programs to CALD offenders	Corrective Services NSW	Ongoing
2.1.18 Identify accessibility issues and availability of interpreter services to support CALD offenders' participation in programs	Corrective Services NSW	Ongoing



## Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience

**2.1 TARGET:** Ensure that infrastructure is in place to support the visibility of our services and make programs and services accessible through language services and appropriate communication channels

STRATEGIES	RESPONSIBILITY	TIMEFRAME
2.1.19 Set policies that facilitate the availability/use of translation and interpreting services as needed	Housing, Homelessness and Disability	Ongoing
2.1.20 Review and maintain relevant communications regarding interpreter services	Court Services Alternative Dispute Resolution Services & CJC	Ongoing
2.1.21 Review and update Child Protection Interpreter and Language Services Mandate in line with legislation	Office of the Senior Practitioner	Ongoing
2.1.22 Promote greater participation of families of CALD offenders in case management	Corrective Services NSW	Ongoing
2.1.23 Publish online information about CSNSW's services for CALD families in priority community languages	Corrective Services NSW	Ongoing
2.1.24 Develop Infrastructure Strategies and Asset Management Plans to ensure the investment and priority for investment in infrastructure/amenities that support cultural safety and inclusion in DCJ workplaces	Communications	Long-term
2.1.25 Adapt the Workplace Design Guidelines for offices to apply to other DCJ asset classes, identifies principles and the design concepts for cultural safety and inclusion	Infrastructure & Assets	Medium-term
2.1.26 Implement the Workplace Design Guidelines across the DCJ office network, as part of the design and fitout process	Infrastructure & Assets	Long-term
2.1.27 Promote use of the Multicultural Communications Guide (developed by the Communications Branch) across all DCJ communications	Communications	Ongoing
2.1.28 Ensure all advertising campaigns include a minimum 7.5% of media buy is allocated to multicultural and Aboriginal communities	Communications	Ongoing
2.1.29 Ensure critical legislative changes are translated and communicated to key multicultural communities	Communications	Ongoing



# Goal 2 - Target 2.2

MPSP outcome areas: People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions and Collaboration with diverse communities

## Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience

**2.2 TARGET:** Strengthen service responsiveness to emerging needs by building partnerships with culturally diverse structures and involving culturally and linguistically diverse consumers when developing, implementing, facilitating and evaluating policies and systems

STRATEGIES	RESPONSIBILITY	TIMEFRAME
2.2.1 Deliver annual Sydney West DFV Conference to help inform service providers on best practice when working within the DFV sector with Multicultural communities	Office of the Deputy Secretary, SPC	Short-term
2.2.2 Support Anti-Discrimination NSW to continue to deliver their services to the public of NSW, including community engagement work with multicultural communities	Law Reform and Legal Services Anti-Discrimination NSW Board	Ongoing
2.2.3 Work in partnership with Community Migrant Resource Centre to support the coordination of Multicultural Support Workers Project	Office of the Senior Practitioner	Ongoing
2.2.4 Work in partnership with various streams within DCJ and the Multicultural Policy and Engagement Team to implement a Religious Leaders Forum with a focus on DFV	Hunter and Central Coast District South Western Sydney District	Ongoing
2.2.5 Facilitate the partnership between DCJ Community Service Centre (CSC) and the multicultural community, to increase the level of cultural safety for multicultural communities when engaging with child protection services	Hunter and Central Coast District	Medium-term
2.2.6 Co-ordinate Child Protection Community Information sessions and deliver sessions in partnership with CSCs in response to CALD community requests	Office of the Senior Practitioner	Ongoing
2.2.7 Continue to support and develop local partnerships with multicultural service providers, PCYC, and mainstream providers employing people from CALD backgrounds, to provide referral pathways for young people	Youth Justice	Ongoing
2.2.8 Maintain formalised partnerships with Settlement Service providers	Youth Justice	Ongoing
2.2.9 Work in partnership with Multicultural NSW on initiatives such as the COVID response	Partnerships	Ongoing



## Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience

**2.2 TARGET:** Strengthen service responsiveness to emerging needs by building partnerships with culturally diverse structures and involving culturally and linguistically diverse consumers when developing, implementing, facilitating and evaluating policies and systems

STRATEGIES	RESPONSIBILITY	TIMEFRAME
2.2.10 Work with service providers who work with non-residents and find opportunities to join responses for women escaping DFV who are not Australian permanent residents	South Western Sydney District	Ongoing
2.2.11 Explore a partnership with Settlement Services International that is a campaign to enhance cultural communities in the Districts responsiveness to child protection, and caring for multicultural children	South Western Sydney District	Medium-term
2.2.12 Engage with community organisations that provide reintegration and other support services to CALD offenders and their families	Corrective Services NSW	Ongoing
2.2.13 Contribute to New Wave Engage: 12-week mentoring program targeting young Māori people	Youth Justice	Ongoing
2.2.14 Utilise the expertise available in Anti-Discrimination NSW	Law Reform and Legal Services	Ongoing
2.2.15 Ensure the new Social and Affordable Housing Strategy will include consultation with people with a lived experience of homelessness who are from CALD backgrounds and the services which engage with them	Housing, Homelessness and Disability	Medium-term
2.2.16 Engage CALD communities and religious leaders in community forums to improve their understanding of CSNSW	Corrective Services NSW	Ongoing
2.2.17 Ensure the forthcoming refresh of the NSW Homelessness Strategy will include consultation with people with a lived experience of homelessness who are from culturally diverse backgrounds and the services which engage with them	Housing, Homelessness and Disability	Medium-term
2.2.18 Ensure engagement and consultation with relevant CALD groups to update the guardianship mandate	Child and Family	Short-term
2.2.19 Ensure people from CALD backgrounds who are experiencing street homelessness are effectively engaged by NSW Government agencies through the Protocol for Homeless People in Public Places	Housing, Homelessness and Disability	Ongoing
2.2.20 Consult, where possible, CALD communities and religious leaders about co-design of services	Corrective Services NSW	Ongoing



## **Goal 2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience**

**2.2 TARGET:** Strengthen service responsiveness to emerging needs by building partnerships with culturally diverse structures and involving culturally and linguistically diverse consumers when developing, implementing, facilitating and evaluating policies and systems

<b>STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>
<b>2.2.21</b> Seek the input of CALD communities and religious leaders on the Culture and Religious Services Policy	Corrective Services NSW	Ongoing
<b>2.2.22</b> Engaging with the local Mosque to connect with the Muslim community and identify their current needs	Hunter and Central Coast District	Medium-term
<b>2.2.23</b> All Registrars and Senior Registrars have an achievement plan that includes a key performance indicator related to engagement with local multicultural communities	Court Services	Ongoing
<b>2.2.24</b> Engage with multicultural communications agencies to develop targeted campaigns for culturally diverse communities	Communications	Ongoing
<b>2.2.25</b> Include participant quotas for people from multicultural backgrounds (proportionate to the NSW population) for all communication campaign market research. Use this data to identify specific needs for multicultural audiences and appropriate action	Communications	Ongoing



Planning

# Goal 3 - Target 3.1

MPSP outcome areas: Evidence driven planning, Increased recognition of the value of cultural diversity, Understanding the needs of people from diverse backgrounds

## Goal 3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW

**3.1 TARGET:** Use of cultural data to change or improve existing services and to design new systems and policies to address the needs of culturally and linguistically diverse consumers and communities

STRATEGIES	RESPONSIBILITY	TIMEFRAME
3.1.1 Identify and prioritise potential research concerning young people from CALD backgrounds' interactions with Youth Justice NSW to inform the agency's overall research agenda	Youth Justice	Medium-term
3.1.2 Maintain the Pathways of Care Longitudinal Study (POCLS), which examines the risk and protective factors influencing the outcomes of children and young people in out-of-home care. Findings from the POCLS research report inform service delivery, as CALD data is measured	FACSIAR	Ongoing
3.1.3 Provide analysis of data from Young People in Custody Health Survey (YPICHS) 2022 survey and regular administration of CHILD SAFE: Safety and Empowerment Questionnaire (Young People) to target any particular needs identified for or by young people from CALD backgrounds	Youth Justice	Ongoing
3.1.4 Analyse information collected via the Community Language Allowance Scheme e-form to identify gaps in the service and determine frequency and monitor the type of language assistance CLAS officers provide	Corrective Services NSW	Ongoing
3.1.5 Support research into CALD offenders' pre prison lived experience and support services	Corrective Services NSW	Ongoing
3.1.6 Include CALD demographic data for various social housing measures in Annual Statistical Report	FACSIAR	Ongoing
3.1.7 Research the service needs of young people from CALD backgrounds in contact with YJNSW that will improve criminal justice outcomes for them	Youth Justice	Long-term
3.1.8 Collect and distribute CALD data to stakeholders to inform DCJ policy and practice including: <ul style="list-style-type: none"> <li>• TIS annual usage data</li> <li>• Multicultural consultation requests</li> <li>• Childstory</li> <li>• OSP Quarterly Business Reporting</li> <li>• DCJ Annual report</li> </ul>	Office of the Senior Practitioner	Ongoing



## Goal 3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW

**3.1 TARGET:** Use of cultural data to change or improve existing services and to design new systems and policies to address the needs of culturally and linguistically diverse consumers and communities

STRATEGIES	RESPONSIBILITY	TIMEFRAME
<b>3.1.9</b> Collect high quality data in the Data Exchange about the engagement and experiences of people from CALD cultures with early intervention services in the TEI and FCS Programs, to understand demand for early support services and impact of program on their goals	Child and Family	Ongoing
<b>3.1.10</b> Incorporate Australian Bureau of Statistics data into individual Local Court profile documents, which are used to inform the Department about the multicultural makeup of the community in which the court operates and develop strategies across courts	Court Services	Ongoing
<b>3.1.11</b> Explore a cross-government initiative proposed by the NSW Public Service Commission (PSC) that aims to address uniquely CALD experiences and the collection and monitoring of data	People	Long-term
<b>3.1.12</b> Liaise with the PSC to encourage revised definitions for data collection for people from CALD backgrounds to capture the nuances of multicultural identity and improve the accuracy and reliability of collected data	People	Long-term
<b>3.1.13</b> Collect and analyse CALD offender data to identify emerging trends for language services and emerging needs for all services and programs	Corrective Services NSW	Ongoing
<b>3.1.14</b> Include CALD diversity data for the DCJ workforce in Board reporting	FACSIAR	Ongoing
<b>3.1.15</b> Inviting staff to complete the Workforce Diversity Survey on ESS/OneSAP to capture accurate diverse workforce data	Community Services Statewide Services	Short-term
<b>3.1.16</b> Monitor customer feedback and insights submitted through DCJ's websites to identify and implement improvements which address the needs of culturally and linguistically diverse communities	Communications	Ongoing



Leadership

# Goal 3 - Target 3.2

MPSP outcome areas: Evidence driven planning, Increased recognition of the value of cultural diversity, Understanding the needs of people from diverse backgrounds

## Goal 3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW

**3.2 TARGET:** Model culturally inclusive practice through participation and incorporation of activities and practices that celebrate and value cultural diversity

STRATEGIES	RESPONSIBILITY	TIMEFRAME
3.2.1 Promoting and participating in Harmony Day activities	Courts, Tribunals and Service Delivery Office of the Senior Practitioner Corrective Services NSW	Ongoing
3.2.2 Celebrate food and customs of all cultures in morning teas and lunches	Partnerships	Ongoing
3.2.3 Resource 'Multicultural Champion' from Youth Justice NSW Executive team	Youth Justice	Ongoing
3.2.4 Promote the role of the Community Engagement and Culture Officers	Corrective Services NSW	Ongoing
3.2.5 Maintain the Multicultural Staff Network for support, peer connection and advocacy for multicultural staff. The Network coordinates annual Harmony Week events and is also a key stakeholder for inclusion for our multicultural staff	People	Ongoing
3.2.6 Identify staff with relevant language skills and encourage them to apply for CLAS allowance	Court Services	Ongoing
3.2.7 Acknowledge and/or celebrate those cultures most prevalent in the Youth Justice NSW employee establishment on key dates throughout the year	Youth Justice	Ongoing
3.2.8 Acknowledge and/or celebrate key religious and cultural dates observed by young people from culturally diverse backgrounds detained in Youth Justice Centres	Youth Justice	Ongoing
3.2.9 Engage, promote and celebrate special days and customs of all cultures, through team engagement such as newsletter focus editions, division / branch events, and partnering with other cluster agencies to deliver events	Law Reform and Legal Services	Ongoing

**Goal 3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW**

**3.2 TARGET:** Model culturally inclusive practice through participation and incorporation of activities and practices that celebrate and value cultural diversity

STRATEGIES	RESPONSIBILITY	TIMEFRAME
<b>3.2.10</b> Celebrate the contribution of DCJ caseworkers and/or teams supporting CALD children and families with the Mary Dimech Award for Multicultural Practice as part of the 2022 Excellence in Practice Awards presented annually	Office of the Senior Practitioner	Ongoing
<b>3.2.11</b> Explore and strengthen leadership accountability for promoting cultural inclusion, representation and education	People	Ongoing
<b>3.2.12</b> Promote DCJ employee diversity networks	Courts, Tribunals and Service Delivery	Ongoing
<b>3.2.13</b> Design and host OSP Harmony Day and Refugee Week events and resources	Office of the Senior Practitioner	Ongoing
<b>3.2.14</b> Ensure all communication campaign assets and talent are reflective of the cultural diversity in NSW	Communications	Ongoing
<b>3.2.15</b> Increase the representation of people from CALD backgrounds across our media and social media channels	Communications	Ongoing
<b>3.2.16</b> Ensure representation of DCJ employees from multicultural backgrounds in internal communications, with a focus on celebrating the diversity of our people	Communications	Ongoing



# Goal 3 - Target 3.3

MPSP outcome areas: Evidence driven planning, Increased recognition of the value of cultural diversity, Understanding the needs of people from diverse backgrounds

## Goal 3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW

**3.3 TARGET:** Systematically collect and analyse client feedback to inform service delivery and participate in advisory mechanisms to highlight the issues and needs of culturally diverse client groups

STRATEGIES	RESPONSIBILITY	TIMEFRAME
3.3.1 Contribute to key NGO partner agency meetings and internal DCJ multicultural advisory committees	Office of the Senior Practitioner	Ongoing
3.3.2 Deliver and provide secretariat support for two Multicultural Advisory Committee (MAC) meetings held quarterly, in Nepean Blue Mountains and Western Sydney. These Committees help districts to understand the needs of people from CALD backgrounds and collaborate to improve services	Western Sydney Nepean Blue Mountains District	Ongoing
3.3.3 Coordinate and lead the MAC meetings in the Hunter, held quarterly	Hunter and Central Coast District	Ongoing
3.3.4 Attend and participate in the following: <ul style="list-style-type: none"> <li>Humanitarian Settlement Program Interagency, held bi-monthly</li> <li>Multicultural Action Group Interagency, held monthly</li> <li>Central Coast Multicultural Interagency, held bi-monthly</li> <li>Information sessions for all DCJ funded service providers on the importance of Culturally Reflective Practice delivered by DCJ Multicultural team, held twice per year</li> <li>Multicultural Services Expo held annually in the Newcastle CBD</li> </ul>	Hunter and Central Coast District	Ongoing
3.3.5 Coordinate quarterly DCJ Multicultural Consultative Group where peak body NGOs consult on DCJ policy and programs that affect CALD families	Office of the Senior Practitioner	Ongoing
3.3.6 Participate in community engagement forums to identify current and emerging multicultural issues	Corrective Services NSW	Ongoing
3.3.7 Annual customer survey in courts to collaborate and understand need of court users from diverse backgrounds	Court Services	Medium-Term
3.3.8 Resource the Youth Justice NSW Multicultural Advisory & Working Group to provide advice on new and reviewed policies, programs & other initiatives, and their potential impact on clients from CALD backgrounds	Youth Justice	Ongoing
3.3.9 Undertake a survey to gauge CALD families views of visits and other issues	Corrective Services NSW	Ongoing
3.3.10 Ensure all advertising campaigns include research, testing and evaluation with representation from people from multicultural backgrounds	Communications	Ongoing



Service delivery

# Goal 4 - Target 4.1

MPSP outcome areas: Strong plans to deliver services, demonstrated leadership in culturally inclusive practices, Targeted programs fill the gaps

## Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees

**4.1 TARGET:** Provide targeted programs and partners with communities, other agencies and service providers to build the capacity of CALD clients and to identify priority areas within the community

STRATEGIES	RESPONSIBILITY	TIMEFRAME
4.1.1 Coordinate Targeted Earlier Intervention program providers to deliver parenting programs to newly arrived refugees in the local area	Hunter and Central Coast District	Short-term
4.1.2 Provide Emergency Accommodation Assistance for non-residents	South Western Sydney District	Ongoing
4.1.3 Deliver culturally competent Domestic and Family Violence (DFV) services through the strategy and delivery elements of the \$426m core & cluster refuge program	Housing, Homelessness and Disability South Western Sydney District	Long-term
4.1.4 Deliver half day Justice focused seminars to upskill community and religious leaders across regional and metropolitan areas of NSW on DFV issues	Office of the Deputy Secretary, SPC	Ongoing
4.1.5 Implement program initiatives that engage young people from CALD backgrounds with their language, history, ancestry and respected members of their communities, ensuring that, wherever possible, they are led by members of those communities and are proactive in nature	Youth Justice	Ongoing
4.1.6 Evaluate the Pasifika program at Cobham Youth Justice Centre	Youth Justice	Long-term
4.1.7 Deliver culturally appropriate Target Earlier Intervention - Targeted Support for CALD children and families in the District, specifically considering new and emerging communities	South Western Sydney District	Ongoing
4.1.8 Deliver culturally appropriate Target Earlier Intervention - Targeted Support for culturally and linguistically diverse children and families who live in Griffith and Wagga Wagga, within the Murrumbidgee District	Housing, Homelessness and Disability	Ongoing



## Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees

**4.1 TARGET:** Provide targeted programs and partners with communities, other agencies and service providers to build the capacity of CALD clients and to identify priority areas within the community

STRATEGIES	RESPONSIBILITY	TIMEFRAME
4.1.9 More Jobs More Care will provide more access to services for National Disability Insurance Scheme participants. Phase Two seeks to support initiatives to increase NDIS participant plan utilisation across three key cohorts, including people from CALD backgrounds	Housing, Homelessness and Disability	Medium-term
4.1.10 Provide advice to DCJ staff and NGOs about the process for applying for citizenship for Underage Humanitarian Minors, including joint information sessions with the Commonwealth	Child and Family	Medium-term
4.1.11 Provide advice to DCJ staff about the process for assessing the support needs and potential services for underage humanitarian minors	Child and Family	Medium-term
4.1.12 Provide policy advice and consultation as requested to various parts of DCJ including OSP, SPC and cross-agency working groups	Office of the Senior Practitioner	Ongoing
4.1.13 Deliver the Housing and Mental Health Agreement and Action plan together with NSW Health which will provide culturally responsive services, that are consistent with the cultural identity, communication styles, meaning and value or normative systems and social contexts of clients	Housing, Homelessness and Disability	Medium-term



Planning

# Goal 4 - Target 4.2

MPSP outcome areas: Strong plans to deliver services, demonstrated leadership in culturally inclusive practices, Targeted programs fill the gaps

## Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees

**4.2 TARGET:** Integrate multicultural considerations and cultural diversity employment targets in strategic documents as well as division and business unit corporate plans, to allow for equal access to employment opportunities and the promotion of a culturally and linguistically diverse workforce

STRATEGIES	RESPONSIBILITY	TIMEFRAME
4.2.1 Re-instigate refugee employment program to provide sustainable employment for a vulnerable group whereby refugees are matched with existing multicultural staff for mentorship and peer support	People	Long-term
4.2.2 Work with the Multicultural Services Unit to ensure vacancies for tagged multicultural caseworker positions are filled	Sydney, South East Sydney and Northern Sydney	Ongoing
4.2.3 Increase the understanding of the nature, prevalence and incidence of racism in DCJ, through measuring the incidences and perceptions of employees experiencing discrimination, harassment, and bullying via the annual People Matter Employee Survey (PMES)	People	Ongoing
4.2.4 Monitor outcomes of the Inclusion Strategy 2021-2025 that was launched in 2021, to build inclusive leaders and culture, representation in the workforce and opportunities for professional growth and development from people from diverse backgrounds	People	Ongoing
4.2.5 NCAT staff induction program updated to include diversity network information and contacts	Courts, Tribunals and Service Delivery	Short-Term
4.2.6 Develop NCAT Manager Induction program that will include diversity network information and contacts to support managers to support staff	NSW Civil & Administrative Tribunal	Short-Term
4.2.7 Attract and maintain the number of staff from multicultural backgrounds	Partnerships	Ongoing



**Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees**

**4.2 TARGET:** Integrate multicultural considerations and cultural diversity employment targets in strategic documents as well as division and business unit corporate plans, to allow for equal access to employment opportunities and the promotion of a culturally and linguistically diverse workforce

STRATEGIES	RESPONSIBILITY	TIMEFRAME
<p><b>4.2.8</b> Coordinate NSW Multicultural Caseworker Program:</p> <ul style="list-style-type: none"> <li>Recruit and retain targeted positions</li> <li>Provision of and referral for cultural consultations</li> <li>Coordinate professional development activities</li> <li>Enable consultation on OSP resources and practice</li> <li>Advocate for new tagged positions based on data and demographics across NSW</li> </ul>	Office of the Senior Practitioner	Ongoing
<p><b>4.2.9</b> Set policies that proactively seek recruitment and retention of staff from relevant CALD backgrounds</p>	Housing, Homelessness and Disability	Ongoing
<p><b>4.2.10</b> Increase the representation of employees from diverse backgrounds within CS Statewide Services (CSSS) by:</p> <ul style="list-style-type: none"> <li>Establishing innovating and targeted strategies to attract CALD candidates</li> <li>Ensuring CSSS recruitment and selection process are accessible and inclusive to optimise candidate experience</li> <li>Actively participate in DCJ inclusion workplace programs as an avenue to recruit, develop and retain a diverse workforce</li> <li>Providing development opportunities and career pathways for our CALD employees</li> </ul>	Community Services Statewide Services	Long-term
<p><b>4.2.11</b> Promoting flexible work practices, including the timely completion of workplace adjustments to better support the needs of our diverse employees, including in regional and rostered areas</p>	Community Services Statewide Services	Ongoing
<p><b>4.2.12</b> DCJ corporate policies enforce state anti-discrimination legislation, with mandatory Code of Ethical Conduct training deployed and monitored for completion. This training defines discrimination as including unfair treatment based on race, religion and ethno-religious origin</p>	People	Ongoing
<p><b>4.2.13</b> Ongoing planning and identification of opportunities to improve cultural safety and understanding</p>	Courts, Tribunals and Service Delivery	Ongoing
<p><b>4.2.14</b> Target local recruitment strategies to attract recruits (including Youth Justice Conference Convenors) from CALD backgrounds that reflect the Youth Justice NSW client demographic and ensures that staff are working in a culturally responsive way</p>	Youth Justice	Ongoing
<p><b>4.2.15</b> Develop major recruitment campaigns that reach multicultural communities and reflect the cultural diversity of DCJ</p>	Communications	Ongoing



# Goal 4 - Target 4.3

MPSP outcome areas: Strong plans to deliver services, demonstrated leadership in culturally inclusive practices, Targeted programs fill the gaps

## Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees

**4.3 TARGET:** Assess the cultural responsiveness of our staff and raise the capacity and accountability of senior leaders, managers, team leaders and team members on inclusive leadership and contemporary models and practices for working with diverse communities

STRATEGIES	RESPONSIBILITY	TIMEFRAME
4.3.1 Promote the Community Language Allowance Scheme both internally and externally, identifying and addressing service gaps	Youth Justice	Ongoing
4.3.2 Assist with the coordination of professional development activities within the OSP to improve the responsiveness of DCJ services to CALD children, young people, families and communities	Office of the Senior Practitioner	Ongoing
4.3.3 Ongoing commitment to developing cultural competence is included in CSSS staff PDP plans	Community Services Statewide Services	Long-term
4.3.4 CSNSW executive promote cultural safety and respectful working environment	Corrective Services NSW	Ongoing
4.3.5 Provide ongoing and regular Cultural Awareness training across all DCJ in order to raise awareness of and develop sensitivity to cultural difference and diversity	Aboriginal Strategy, Coordination & Evaluation	Ongoing
4.3.6 More cultural awareness training opportunities for staff from 7/8; 5/6; 3/4 positions	Aboriginal Strategy, Coordination & Evaluation	Ongoing
4.3.7 DCJ participates in the Community Language Allowance Scheme and provides payments for staff who provide language services in their work to provide access to services for non-English speaking clients. This allowance recognises the language skills of our staff and the improvement to client interactions and cultural competence of our service	People	Ongoing
4.3.8 Staff complete trainings that enhance their understanding of working with CALD clients, promote cultural safety, resilience, and respectful workplace relationships	Corrective Services NSW	Ongoing
4.3.9 Set Policies to facilitate cultural competence training for all staff	Housing, Homelessness and Disability	Ongoing

**Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees**

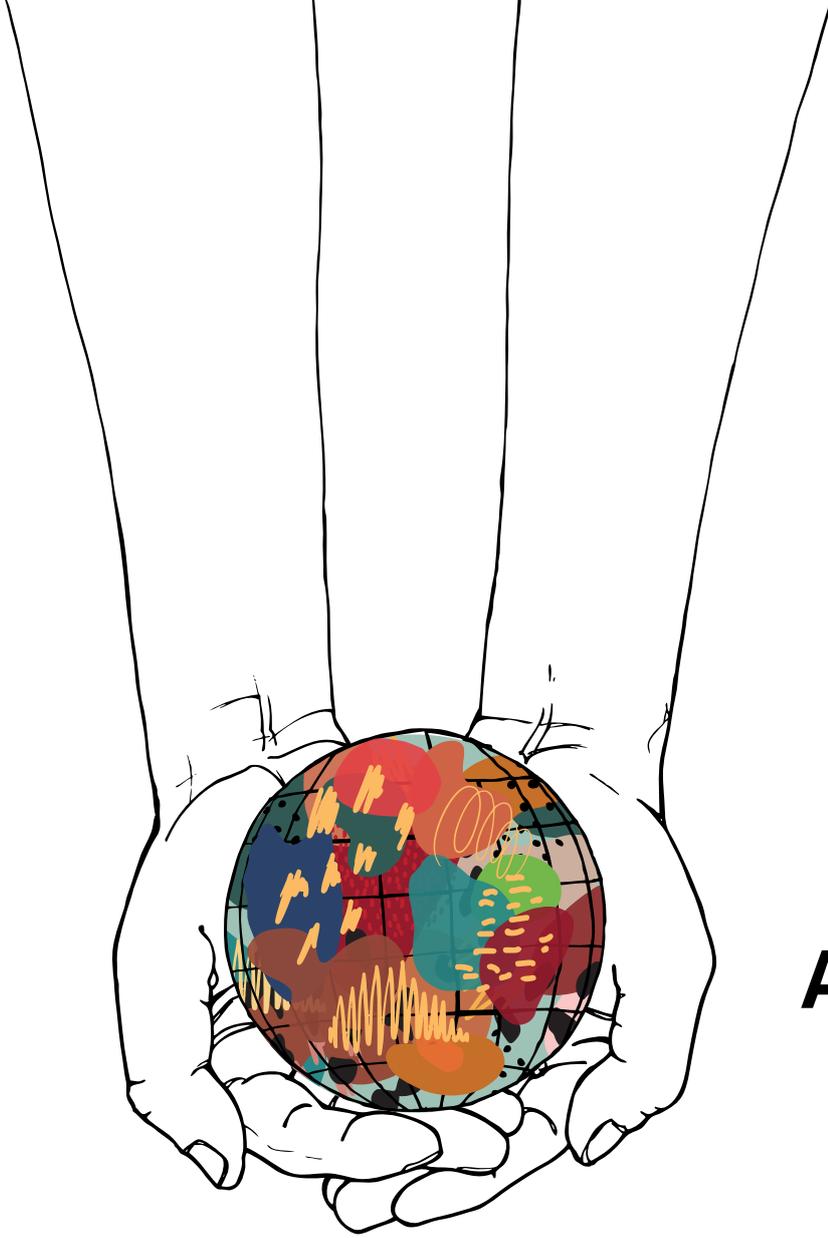
**4.3 TARGET:** Assess the cultural responsiveness of our staff and raise the capacity and accountability of senior leaders, managers, team leaders and team members on inclusive leadership and contemporary models and practices for working with diverse communities

STRATEGIES	RESPONSIBILITY	TIMEFRAME
4.3.10 Deliver the Practice Leadership Development Program to all existing managers casework and managers client services. One of the aims of this program is to develop leaders' cultural capability in supporting CALD and Aboriginal staff, children and families	Office of the Senior Practitioner	Ongoing
4.3.11 In 2022, an Inclusion Playbook will be developed to support capability in working with diversity groups across the organisation. This includes the existing Multicultural Competence digital program already available to employees across the organisation through Thrive, the organisation's Learning Management System	People	Short-term
4.3.12 Cultural capability training for all staff	Court Services	Ongoing
4.3.13 All new employees complete the Valuing Diversity training module upon entry and current Youth Justice NSW employees complete refresher training annually	Youth Justice	Ongoing
4.3.14 Develop Practice Framework coaching resources for each Practice Framework Action Learning Program module – that will support practitioners and leaders to explore, extend and embed stronger culturally capable practice with CALD families	Office of the Senior Practitioner	Medium-Term
4.3.15 Operational training to include topics on working in multicultural environments as part of induction and client service skills training	Court Services	Ongoing
4.3.16 Provide policy guidance, strategies and training to support inclusive workplace behaviours	People	Ongoing
4.3.17 Include regular discussions about ways in which diversity can be valued at forums such as Combined Managers Meetings, Executive Meetings and People and Culture Committees	Sydney, South East Sydney and Northern Sydney	Ongoing
4.3.18 Demonstrated leadership in culturally inclusive practices to leverage the benefits of a culturally diverse workforce for staff and clients, including: <ul style="list-style-type: none"> <li>• Leveraging DCJ Cultural Awareness training across the division</li> <li>• Ensuring broad outreach in recruitment</li> <li>• Promoting the DCJ Multicultural network for all staff</li> <li>• Demonstrating commitment to an inclusive workplace in everything we do</li> </ul>	Law Reform and Legal Services	Ongoing

**Goal 4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees**

**4.3 TARGET:** Assess the cultural responsiveness of our staff and raise the capacity and accountability of senior leaders, managers, team leaders and team members on inclusive leadership and contemporary models and practices for working with diverse communities

STRATEGIES	RESPONSIBILITY	TIMEFRAME
<b>4.3.19</b> Executive leadership continue to promote zero tolerance of racism in the Youth Justice NSW workplace through: <ul style="list-style-type: none"> <li>• Regular whole-of-agency communication around Youth Justice NSW values and zero tolerance of racism</li> <li>• Specific strategies developed (as required)</li> </ul>	Youth Justice	Ongoing
<b>4.3.20</b> Provide regular updates to the Executive following Multicultural Steering Committee meetings	Office of the Deputy Secretary, SPC	Ongoing
<b>4.3.21</b> Building the knowledge and skills of the workforce to recognise and celebrate difference. This will be achieved by staff completing online cultural and social awareness training on the Thrive Learning platform	Community Services Statewide Services	Long-term



## Appendices

# Appendix 1

## A. Multicultural principles

The multicultural principles, as set out in the *Multicultural NSW Act 2000*, are as follows:

- a. all individuals in New South Wales, irrespective of their linguistic, religious and ancestral backgrounds, should demonstrate a unified commitment to Australia, its interests and future
- b. all individuals in New South Wales should recognise the importance of shared values governed by the rule of law within a democratic framework
- c. the people of New South Wales are of different linguistic, religious and ancestral backgrounds who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious and ancestral heritage,
- d. all individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language
- e. all individuals in New South Wales should have the greatest possible opportunity to:
  - i. contribute to, and participate in, all aspects of public life in which they may legally participate, and
  - ii. make use of, and participate in, relevant activities and programs provided or administered by the Government of New South Wales
- f. all institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

## B. Multicultural Policies and Service Program Framework

As set out in the *Multicultural NSW Act 2000*, the MPSP is the mechanism for NSW agencies to show how they are planning effectively for people from culturally diverse backgrounds and to report on the benefits of the agencies' actions.

The MPSP uses an outcome-focused approach and is categorised into two levels:

- Level one consists of four focus areas: Service Delivery, Planning, Leadership and Engagement.
- Level two consists of nine outcomes, in which agencies are expected to develop a set of specific targets against the agreed focus areas relevant to their context and business activities.

The goals for the DCJ Multicultural Plan 2022–2025 have been developed in alignment with the four focus areas and nine outcomes of the MPSP framework.

## Alignment of Plan goals with MPSP Framework outcomes

Goals of the DCJ Multicultural Plan	MPSP Focus Areas	MPSP Framework Outcomes
1 Our organisation has strategies in place to improve quality of services and programs proportionately for all people from culturally and linguistically diverse backgrounds	Service Delivery	Mainstream services deliver for everyone
	Planning	Strong plans to deliver services
2 Our organisation enhances access for people from culturally and linguistically diverse backgrounds to encourage their participation in service and policy design and to improve their client experience	Service delivery	People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions
	Engagement	Collaboration with diverse communities
3 Our organisation understands the needs, experiences and identities of culturally and linguistically diverse communities in NSW	Planning	Evidence driven planning
	Engagement	Understanding the needs of people from diverse backgrounds
	Leadership	Increased recognition of the value of cultural diversity
4 Our organisation is responsive to the individual needs, language and culture of our culturally and linguistically diverse communities and employees	Planning	Strong plans to deliver services
	Leadership	Demonstrated leadership in culturally inclusive practices
	Service delivery	Targeted programs fill the gaps

## C. Contributing Divisions, Branches and Units

<b>Division</b>	<b>Branch</b>
Courts, Tribunal and Service Delivery	Alternative Dispute Resolution Services & CJC
	Court Services
	NCAT NSW Civil & Administrative Tribunal
	Victims Services
Corrective Services NSW	Corrections Strategy and Policy
Child Protection and Permanency, District and Youth Justice Services	Office of the Senior Practitioner
	Youth Justice
	Hunter & Central Coast
	South Western Sydney
	Western Sydney Nepean Blue Mountains
	Childstory
	Community Services Statewide Services
Strategy, Policy and Commissioning	Housing, Homelessness and Disability
	Office of the Deputy Secretary
	Child and Family
	FACSIAR
	Partnerships
Housing, Disability and District Services	Sydney, South East Sydney and Northern Sydney
Law Reform and Legal Services	Anti-Discrimination NSW Board
	Policy, Reform and Legislation
Corporate Services	People
	Communications
	Infrastructure & Assets
Transforming Aboriginal Outcomes	Aboriginal Strategy, Coordination & Evaluation
Office of the Secretary	Anti-Slavery Commissioner

## D. Broader Consultation participants

48 participants across 35 organisations attended the online stakeholder workshop on 10 November 2021.

<b>Consultation participants</b>	<b>Consultation participants</b>
Advance Diversity Services	Multicultural Disability Advocacy Association
Advocate for Children & Young People NSW (ACYP)	Muslim Women Australia
Anglicare	Northern Settlement Services (NSS)
Archaic Consulting Group	NAATI
Department of Communities and Justice NSW	NSW Service for the Treatment and Rehabilitation of Torture and Trauma Services (STARTTS)
Domestic Violence NSW	PaDandaro
Drug and Alcohol Multicultural Education Centre (DAMEC)	The Parks Community Network
Ethnic Communities Council of NSW	Red Cross Australia
Homelessness NSW	Settlement Services International
Immigration Advice and Rights Centre (IARC)	SHINE for Kids
Inner West Council	The Smith Family
Jesuit Refugee Service	South West Sydney Legal Centre
JewishCare NSW	SydWest Multicultural Services
Jewish House	TAFE NSW
Local Community Services Association	The Centre for Volunteering
Margaret Piper and Associates	Western Sydney Multicultural Resource Centre (WSMRC)
Mission Australia	Youth Action
Multicultural Communities Council of Illawarra	