

Multicultural plan

Department of Planning,
Industry and Environment

2021-25



Acknowledgement of Country

The Department of Planning, Industry and Environment 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.

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Secretary's foreword

At the NSW Department of Planning, Industry and Environment, our work touches the lives of people from many different backgrounds. It is our duty to support community members from all walks of life, provide them with the services they need, ensure they can interact with us easily and meaningfully, and enable them to have a say in the future of their local community and environment.

As a department, our diverse workforce is one of our strongest assets. Welcoming, respecting and valuing the backgrounds, experiences and perspectives of all our people are critical to enabling innovation, productivity and the delivery of quality services for the NSW community. We can make a real, positive difference in the lives of the people of NSW, particularly if the diversity of our people reflects that of the communities we serve.

I am pleased to introduce the Department of Planning, Industry and Environment's Multicultural plan 2021-25. This is our first multicultural plan together as a department, and it is based on the extensive knowledge, experiences and perspectives of our people from across our teams. The plan outlines our commitment to people of culturally and linguistically diverse (CALD) backgrounds in creating a workplace that truly values dignity, trust, respect, diversity and inclusion. It also aims to deliver on the policy objective of the Multicultural Policies and Services Program (MPSP): 'that people from culturally diverse communities achieve high degrees of social and economic participation'.

The plan embodies, just as our people do, the department's values of kindness, inclusion, daring, creativity and collaboration.

Jim Betts
Secretary



Jim Betts, Secretary, Department of Planning, Industry and Environment

About the Department of Planning, Industry and Environment

The department was formed on 1 July 2019 and brings together specialists in planning, natural resources, industry, environment, heritage, and Aboriginal and social housing. We are responsible for delivering:

- a strong and livable New South Wales
- maximum community benefit from government land and property
- resilient and sustainable environments and energy
- sustainable, secure and healthy water resources and services

Our vision, priorities and values



Our vision is: 'Together, we create thriving environments, economies and communities'. A key part of the department's vision is ensuring that we embrace and respect the diversity of our communities and customers.

Our priorities are the steps we are taking to achieve our vision. They are:

- connecting communities to resilient and sustainable environments and energy
- maximising community benefit from government land and property
- providing sustainable, secure and healthy water resources and services
- creating a strong and livable NSW
- embedding Aboriginal cultural knowledge
- providing world-class public service
- making government easy.

Our values are the way we work together to achieve our vision and priorities:

- Daring
- Collaborative
- Creative
- Kind
- Inclusive.

How diverse is the department?

Table 1. workforce profile as at October 2020

Diversity categories	Amount
Total number of employees	9,205 employees (8,971 excluding casuals)
Employees with disability	2.5%
Employees from Aboriginal and/or Torres Strait Islander background	4%
Employees from culturally and linguistically diverse backgrounds	10%
Women in senior executive roles	48%

Table 2. cultural diversity as at October 2020

Cultural diversity at a glance	Number of employees
Total number of employees	885 employees, or 10%
Language other than English	885 employees, or 10%
Culturally diverse leaders	30 employees, or 6.9%

Culturally and linguistically diverse (CALD) employment

The department is committed to the multicultural principles in the *NSW Multicultural Act 2000* and should aim to better reflect the community it serves. Currently, around 10% of all staff have indicated they are from a CALD background. This is somewhat less than NSW community representation of this group, which is at more than 25% and below the 18% representation within the NSW public sector. Department of Planning, Industry and Environment Multicultural plan 2021–25 will help us achieve greater CALD employment.

Although the 25% representation is a stretch target, a more achievable target over the next five years is to reach the NSW public sector average of 18%.

To achieve this, the department should aim to recruit as many as 145 staff from CALD backgrounds over the next five years.

Figure 1 shows the journey to 18% CALD representation across the department.

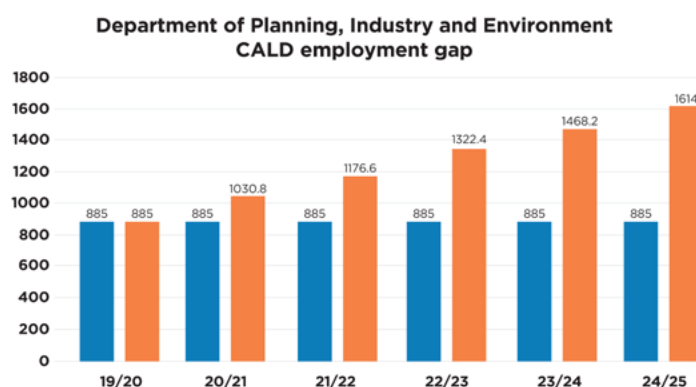


Figure 1
CALD employment gap

The 2016 Census also revealed that more than one-fifth (21%) of Australians spoke a language other than English at home. After English, the most common languages people spoke at home were Mandarin, Arabic, Cantonese and Vietnamese. In NSW, 25% of the population (1,878,653 people) spoke a language other than English.

Cultural diversity has been growing since the early days of migration and contributes to the unique identity of the NSW community.

About the plan

The *Multicultural NSW Act 2000* established both a new agency, Multicultural NSW, and a set of multicultural principles as the policy of the state. Importantly, Multicultural NSW oversees the implementation of the Multicultural Policies and Services Program (MPSP). This framework guides all NSW Government agencies in developing their multicultural plans to ensure consistency across the NSW public sector.

NSW embraces its cultural diversity as an asset. It was the first state in Australia, and the second in the world, to introduce a deliberate policy that welcomes cultural and linguistic diversity as a social and economic advantage. The *Multicultural NSW Act 2000* embodies the NSW Government's commitment to culturally diverse peoples and communities.

The department's *Multicultural Plan* responds to our requirement as a government agency to implement a multicultural plan. As a NSW Government agency, we recognise the importance of our function to the increasingly diverse state and its workforce.

This plan builds on the former *Planning and Environment Cluster Multicultural Plan 2018–2021*. It broadens it to include all agencies that now make up the Department of Planning, Industry and Environment as a result of machinery of government changes in July 2019.

- It sets out how the department will implement the multicultural plan to align with the Multicultural NSW principles, the department's vision and values, and its broader diversity and inclusion strategy.

- It articulates how we will achieve that vision within the context of our cultural and linguistic diversity, to encourage inclusive workplace behaviours and practices and foster community harmony.
- It has both an internal and an external focus and identifies some of the key actions and commitments for embedding the multicultural principles within our departmental culture and business operations and in how we serve the communities of NSW.
- We developed each action under the *Multicultural Plan 2021–25* in line with the four focus areas in the MPSP framework and identifies the entity, division or team implementing the action within specified timeframes as follows:
 - Short-term, indicates implementation within 12 months
 - medium-term, indicates implementation within 24 months
 - long-term, indicates implementation within 36 months
 - ongoing, indicates that work has started and will be monitored throughout the duration of the plan
- We use the term 'culturally diverse' throughout this document to include people and communities from culturally, linguistically and religiously diverse backgrounds.
- The plan is a dynamic document; we will regularly update it to reflect legislation, policy and organisational changes.

Diversity and inclusion workforce strategy

Figure 2 illustrates where the multicultural plan sits in relation to the broader departmental diversity and inclusion strategy and plans.

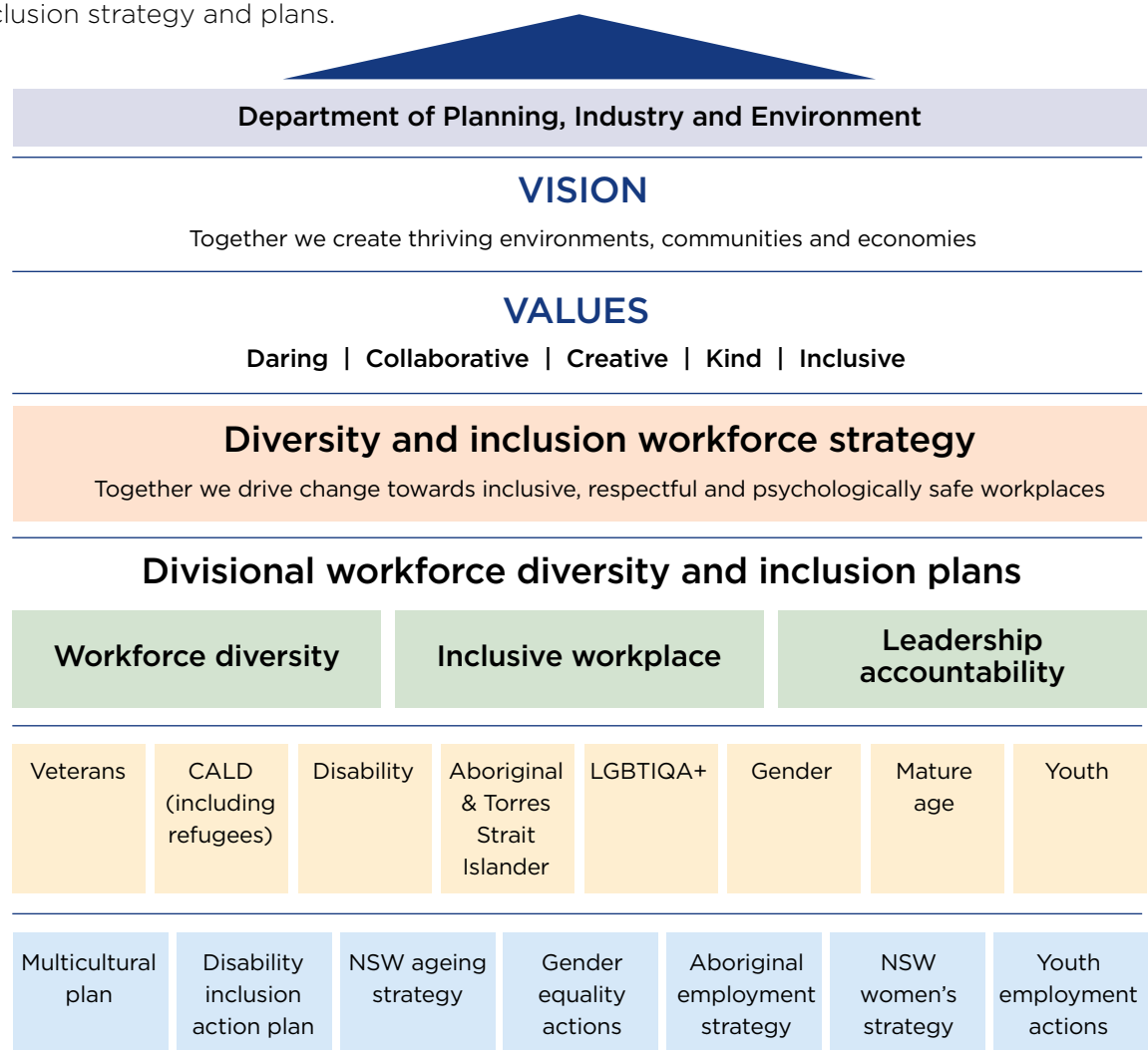


Figure 2
Multicultural plan position graph

Consultation

We developed the plan to align with sector diversity targets, organisational objectives, and departmental diversity and inclusion goals.

Consultation for formal Department of Planning and Environment staff took place through meetings, roundtable discussions and workshops over five months. These included consultation with entity and divisional leaders, teams delivering services to or engaging with culturally diverse communities, and staff from different cultural backgrounds.

In 2020, we updated the plan in consultation with key divisional stakeholders within the department and members of the departmental Harmony Council.

Consultation ensured that the plan incorporated diverse perspectives and ideas so that the department's future services and programs address the needs of our people and customers from culturally diverse backgrounds.

Departmental key focus outcomes and actions

Outcome 1: Leadership

Senior management leads and is accountable for building a culture that promotes diversity and inclusion and acknowledges the value of a culturally diverse workforce and the communities it serves.

Table 3. Leadership actions

Actions	Key performance indicators	Responsibility	Timeframe
1.1 Maintain the department's multicultural plan	Review and update the <i>Multicultural plan 2018-21</i> Make plan available on department's intranet and internet Launch the multicultural plan Report on multicultural plan in the department's annual report	Diversity & Inclusion team	Short-term
1.2 Integrate multicultural obligations and cultural diversity employment targets in strategic documents as well as division and business unit corporate plans	Include multicultural issues as part of business planning Illustrate cultural diversity at all levels of the department through workforce profile	Senior leaders	Ongoing
1.3 Promote the Multicultural Plan and raise awareness among leaders and all existing and new employees about our multicultural obligations, events and initiatives	Information, highlights and outcomes of Multicultural Plan are shared during orientation and reported on department's communication channels	Diversity & Inclusion team Senior Leaders Harmony Council	Ongoing
1.4 Raise capability of senior leaders, managers, team leaders and team members on inclusive leadership behaviours and practices through development opportunities, cultural awareness training and participation in language certification (National Accreditation Authority for Translators and Interpreters)	Improve in PMES aggregate score in the diversity and inclusion section. Review and increase the number of employees who have language certification in the organisation, including promotion and greater participation in the Community Language Allowance Scheme Equip employees to be culturally responsive	Capability & Development People & Performance Diversity & Inclusion	Ongoing

Actions	Key performance indicators	Responsibility	Timeframe
1.5 Elaborate culturally significant dates and events across the department and staff who wish to take leave for significant and religious events	<p>Publish calendar of significant events and dates on the intranet</p> <p>Regularly celebrate/raise awareness for key culturally and religious significant dates and events</p> <p>Provide staff leave to attend culturally significant events and celebrations</p>	<p>Diversity & Inclusion</p> <p>Senior leaders/managers</p>	Ongoing
1.6 Promote how the department supports flexible work practices and values diversity and staff from different backgrounds on our online careers and social pages and job advertisements	<p>Increased number of applications from people from culturally diverse backgrounds, including those for senior executive roles</p>	<p>Talent Acquisition</p> <p>Communications</p>	Ongoing



Larry Clayton Photography



Chinese waist drum and dance group, Burwood, 2019

Departmental key focus outcomes and actions

Outcome 2: Engagement

We work in partnership with communities from culturally diverse backgrounds to understand their needs and ensure they provide meaningful input and feedback on policies, programs and initiatives through collaboration and effective consultation.

Table 4. Engagement actions

Actions	Key performance indicators	Responsibility	Timeframe
2.1 Work in partnership with Multicultural NSW, local councils and community organisations to identify needs, customer experiences and opportunities to work with culturally diverse people and groups	Increase use of Multicultural NSW services	Department-wide	Ongoing
2.2 Inform and improve planning and service at local and state levels through consultation and collaboration with Department of Planning, Industry and Environment employee networks, social networks and CALD communities	Increase visibility and active representation of CALD people in all internal and external consultation processes and by recognising significant cultural community events.	Department-wide	Ongoing
2.3 Engage bilingual educators, professional interpreters and Multicultural NSW Language Services guidelines to provide translation and interpreting services as required when engaging, consulting and providing services to employees and communities of culturally diverse backgrounds	Maintain data on the use of interpreters Regularly review use of interpreting services Conduct surveys to evaluate effectiveness of interpreters	Department-wide	Ongoing
2.4 Provide advice to project teams on engagement with culturally diverse communities	Increased awareness among staff of process for community engagement and consultation Document standards/guidelines for community engagement and make them available across the department	Stakeholders & Strategy within the Communications team	Ongoing
2.5 Establish a list of stakeholders and a database of contacts from culturally diverse communities that we can share with staff to help with community engagement and consultation when developing policies, programs, initiatives and services.	Make database of culturally diverse stakeholders available on the intranet for access across the department	Stakeholders & Strategy within the Communications team	Ongoing

Departmental key focus outcomes and actions

Outcome 3: Planning

We ensure all plans, organisational processes, design and delivery of services effectively consider CALD communities and employees through data analysis, thereby also ensuring evidence-driven planning.

Table 5. Planning actions

Actions	Key performance indicators	Responsibility	Timeframe
3.1 Consider multicultural issues as part of business planning for each division, business unit or both	Consider multicultural community issues in business planning Increase the number of culturally diverse staff and leaders across the department to reflect the community we serve	Department-wide	Ongoing
3.2 Improve participation rates from communities of CALD backgrounds through greater collaboration, and targeted, effective engagement and marketing	Engagement and marketing materials are available in languages other than English where appropriate Ensure DPIE consults with leaders of target communities for culturally appropriate approaches and messaging	Department-wide	Ongoing
3.3 Improve planning and service provision at all levels through informed research, data analysis and consultation with culturally and linguistically diverse communities	Increase participation in CALD communities in planning and service provision	Department-wide	Ongoing
3.4 Use Australian Bureau of Statistics data and community profile details of multicultural communities for engagement and providing services	Use data analysis to help identify and address cultural and linguistic barriers early to facilitate effective engagement, planning and service provision	Department-wide	Ongoing
3.5 Regularly review and update directions/guidelines for recruitment and selection to ensure equal access to employment opportunities to address racism, discrimination and unconscious bias and promote a CALD workforce	Measure and analyse recruitment and selection trends and issues Review recruitment questions to ensure they are inclusive	Talent Acquisition Diversity & Inclusion	Medium-term
3.6 Identify strategies for increasing workforce diversity survey response rates to improve multicultural community data and explain how data helps with organisational planning	Increase survey response rates across the department Embed workforce diversity is embedded in the department's workforce planning process	Diversity & Inclusion All senior executives	Medium-term
3.7 Participate in Multicultural NSW coordinators, forums to understand current issues and trends and share best practice with government and non-government sector	Attend Multicultural NSW meetings Share relevant information about current issues, trends and best practice with broader Capability & Inclusion team	Diversity & Inclusion	Ongoing

Outcome 4: Service Delivery actions

We achieve overall goals for people of NSW proportionately for people from culturally diverse backgrounds, and mainstream services adequately serve the needs of people from culturally diverse backgrounds.

Table 6. Service delivery actions

Actions	Key performance indicators	Responsibility	Timeframe
4.1 Make services and programs accessible to people from CALD backgrounds by providing language services, including translation, interpreting services, visual signage, messages and information in accessible formats; emerging languages and /or use plain English (for example national parks/EPA decision-making process)	<p>Ensure frontline staff are culturally sensitive to the needs and practices of diverse communities</p> <p>Use Multicultural NSW Language Services for translation and interpreting services</p> <p>Make sure signage and information are available in emerging languages where appropriate and accessible to culturally diverse communities with disability</p> <p>Increase safety for communities using public spaces</p>	Department-wide	Ongoing
4.2 Provide accurate and timely information to multicultural communities about NSW Government-funded services, programs and functions by sharing information and success stories	<p>Make sure information is available and relevant to multicultural communities and across multicultural channels</p>	Department-wide	Ongoing
4.3 Develop tailored and accessible communication to inform CALD communities about our services, programs, projects and employment opportunities	<p>Increase visibility and active representation of CALD people in all internal and external communications and marketing</p> <p>Make sure information is accessible and in plain English</p> <p>Ensure the use of multicultural media platforms to communicate with culturally diverse communities</p>	Department-wide	Ongoing
4.4 Participate in community events and workshops to showcase employment opportunities and the department as an Employer of Choice for diversity groups	<p>Have a department presence at multicultural community events and workshops</p> <p>Achieve Employer of Choice accreditation</p>	Department-wide	Ongoing

Actions	Key performance indicators	Responsibility	Timeframe
4.5 Be a contemporary employer of choice and build an inclusive culture that embraces diversity within CALD communities	<p>Use data from workforce diversity profile to develop strategies that retain and increase cultural diversity within the workforce</p> <p>Increase the number of role descriptions and advertising that use plain English, inclusive language and accessible formats; include the department's statement on commitment to diversity</p> <p>Include representation from culturally diverse groups in interview panels</p> <p>Increase the number of hiring managers and Talent Acquisition team members that are culturally aware, use inclusive language and are aware of addressing unconscious bias as individuals and in the recruitment process</p> <p>Ensure end-to-end recruitment processes meet the needs of culturally diverse applicants (for example, use alternative advertising and plain English in interview questions and give applicants more time to respond to assessments)</p> <p>Conduct and implement training and targeted professional development for culturally diverse staff</p>	<p>Capability & Development</p> <p>Talent Acquisition</p> <p>Hiring managers</p> <p>Workforce Planning</p> <p>People & Performance</p>	Ongoing
4.6 Tailor programs and services to meet the needs of refugees and newly arrived migrants	<p>Ensure that an increased number of employment pathways programs, such as traineeships and internships, are available for newly arrived migrants and refugees</p> <p>Make sure process for refugee targeted roles, access to refugee talent pools and refugee employment providers are readily available to hiring managers</p> <p>Develop inclusive recruitment procedures and guidelines to support employment program pathways</p> <p>Make sure information to support employees from refugee backgrounds and development opportunities are readily available (for example, language and communication skills; shadowing; access to Employee Assistance Program; and external support, including trauma services)</p>	<p>Department-wide</p> <p>Capability & Development</p> <p>Diversity & Inclusion</p> <p>Talent Acquisition</p> <p>People & Performance</p>	Ongoing



Photography: Rukshan de Silva,/Department of Planning, Industry and Environment

Monitoring and reporting

The Department of Planning, Industry and Environment has unique service delivery, program and policy functions. Because of this, we encourage all departmental divisions to develop specific implementation plans that consider their work and business needs.

We will monitor and track the progress of the *Multicultural Plan 2021–25* through several ways:

- oversight by the Diversity & Inclusion team and the Harmony Council
- qualitative and quantitative measurement based on key performance indicators
- workforce profile and analysis
- analysis of the People Matter Employee Survey (PMES) annual results.

We will report on our progress through:

- quarterly reports to departmental senior leadership
- consultation with employees and customers.

We will also document progress against the plan in the department's annual report, and the biennial MPSP report to Multicultural NSW

Policy and planning context

Several legislative and regulatory requirements, NSW Government internal controls, federal government policies and internal governance documents inform the Multicultural plan 2021–25. These include but are not limited to the following:

- *Anti-Discrimination Act 1997 (NSW)*
- *Australian Human Rights Commission Act 1986 (federal government)*
- *Racial Discrimination Act 1975 (federal government)*
- *Work Health and Safety Act 2011 (federal government)*
- *Government Sector Employment Act 2013 (NSW)*
- *Government Sector Employment Regulation 2014 (NSW)*
- *Government Sector Employment (General) Rules 2014 (NSW)*
- *Multicultural Act NSW 2000 (NSW)*

- *Planning and Environment Cluster Multicultural Plan 2018–2021*
- *NSW Flexible Work Practices Policy and Guidelines*
- Australian Government's multicultural statement
- Department of Planning, Industry and Environment Vision and Values
- Department of Planning, Industry and Environment *Code of Ethics*



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