



Office of the
Children's Guardian

Multicultural Plan

2020 – 2023

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Foreword

I am proud to present the Office of the Children's Guardian first Multicultural Plan. The Plan will guide how our organisation plans for and supports our multicultural stakeholders and employees over the next three years 2020-2023.

At the Office of the Children's Guardian, we aim to provide child safe education, oversight and services that are accessible to all people of NSW. Being culturally responsive is about planning and delivering those services for a multicultural community, tapping into the benefits of a diverse and inclusive workforce, and ensuring that our stakeholders feel respected and supported when they work with us.

One of the key goals of this Multicultural Plan is to continue to develop a nurturing workplace and to celebrate the diversity of our people.

This commitment is important and has been made across NSW government agencies. For the Office of the Children's Guardian, it is particularly important in our work focusing on the safety and wellbeing of children, including vulnerable children.

It is fair to say children can pay a very high price for institutional and social intolerance and, conversely, reap strong rewards of resilience and support when diversity is welcomed.

In the same way, organisations like ours, benefit from genuine inclusion and diversity.

I am deeply committed to having a diverse and accepting culture at the Office of the Children's Guardian. Our organisational values provide the foundation for our employees to live those values outlined in our Strategic Plan.

This plan puts in place a strong organisational commitment to the NSW Premier's Priorities of Improving Government Services and Driving Public Sector Diversity.

While we are starting from a very welcoming and accepting place, I look forward to seeing how we develop and mature as an organisation in our approach to embedding cultural diversity and inclusion into our everyday business.

Janet Schorer PSM
Children's Guardian

About the document

NSW Government agencies produce Multicultural Plans as part of their corporate planning responsibilities, with the objectives of improving access to services and reflecting the diversity of the NSW community in their workforce.

The Office of the Children's Guardian's Multicultural Plan is a public document.

The Office of the Children's Guardian

The Office of the Children's Guardian (OCG) is an independent statutory agency in NSW Government. We uphold children and young people's right to be safe.

The OCG Strategic Approach 2020-2023 sets our new purpose and vision which encompasses our new functions under the new *Children's Guardian Act 2019*.

Our **purpose** is to regulate and oversee organisations to uphold children and young people's right to be safe.

Our **vision** is to influence and lead change by building capability in organisations to be child safe.

Our strategic priorities are:

- Regulate, monitor and foster capability in quality child safe practices
- Strong outcomes orientated stakeholder relationships
- An integrated child safe authority supported by contemporary systems
- A great place to work and make a difference.

As part of the OCG's Strategic Approach 2020-2023, the OCG established a new set of values. The Multicultural Plan is underpinned by our values.

Our values



Integrity



Trust



Service



Accountability



Respect



Empathy

These new values guide the actions and decisions of every employee. Any organisation or person who interacts with our office can expect that their interactions with our employees will be underpinned by these values.

The Multicultural Plan 2020-2023 demonstrates our commitment to provide integrated oversight for promoting child safe practices, identify gaps in protection, monitor performance and trends, detect and act on non-compliance.

The Multicultural Plan outlines our objectives of improved access to services, development of programs aimed at identified needs, and a recognition of the contribution of our diverse workforce.

The Multicultural Plan reflects the NSW Premier’s Priorities, including *Improving Government Services and Driving Public Sector Diversity*.

Our workforce profile

Trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark	2018	2019	2020
Women	50%	76.3%	77.9%	67.5%
Aboriginal and/or Torres Strait Islander people	3.3%	0.0%	1.2%	3.3%
People whose first language spoken as a child was not English	23.2%	11.9%	12.3%	11.5%
People with disability	5.6%	0.7%	1.8%	1.4%
People with disability requiring work related adjustment	N/A	0.7%	1.2%	0.5%

Guiding principles

The NSW Multicultural Principles are a provision of the *Multicultural NSW Act 2000* and state that:

- all individuals in NSW, irrespective of their linguistic, religious and ancestral backgrounds, should demonstrate a unified commitment to Australia, its interests and future
- all individuals in NSW should recognise the importance of shared values governed by the rule of law within a democratic framework
- the people of NSW 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
- 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
- all individuals in NSW should have the greatest possible opportunity to:

- contribute to, and participate in, all aspects of public life in which they may legally participate, and
- make use of, and participate in, relevant activities and programs provided or administered by the Government of NSW
- all institutions of NSW should recognise the linguistic and cultural assets in the population of NSW as a valuable resource and promote this resource to maximise the development of the State.

These principles will be integrated into our planning processes. All business units will be expected to play a role in advising, supporting and monitoring their implementation.

Governance, monitoring and reporting

Development and implementation of the Multicultural Plan is ultimately the responsibility of the Children’s Guardian.

Progress of the Multicultural Plan will be reported each year as part of our Annual Report. A copy will be provided to Multicultural NSW and will be uploaded to our website.

Guiding principles

The OCG’s functions are focused around upholding children and young people’s right to be safe and regulating and overseeing organisations to uphold that right. These functions are outlined in Division 5 of the *Children’s Guardian Act 2019*.

The primary functions of the OCG are to:

- accredit and monitor the designated agencies that arrange statutory out-of-home care in NSW
- maintain and monitor the NSW Carers Register, a centralised database of people who are authorised, or who apply for authorisation, to provide statutory or supported out-of-home care
- register and monitor agencies that provide, arrange or supervise voluntary out-of-home care
- accredit non-government adoption services providers
- authorise the employment of children under the age of 15, and child models under the age of 16, in the entertainment sector
- administer the Working With Children Check and encourages organisations to be safe for children
- administer the Reportable Conduct Scheme to monitor how certain organisations (‘relevant entities’) investigate and report on types of conduct (‘reportable allegations’ or ‘reportable convictions’) made against their employees, volunteers or certain contractors who provide services to children.
- administer the Child Sex Offender Counsellor Accreditation Scheme – a voluntary accreditation scheme for persons working with those who have committed sexual offences against children.

All are connected by the same goals and the same outcome: that child safety is practised and delivered.

Strategic alignment

The Multicultural Plan 2020-2023 supports the OCG Strategic Approach 2020-2023 objectives and the People and Culture 2020-2023 Strategic Plan.

Key outcomes

All NSW government agencies are expected to provide high quality services and programs for all people of NSW. The OCG has developed the Multicultural Plan 2020–2023 according to the NSW Government’s *Multicultural Policies and Services Program (MPSP)* which provides a whole-of-government policy framework with four focus areas: Service delivery; Planning; Leadership; Engagement.

Multicultural Policies and Services Program (MPSP) Framework

The Multicultural Plan 2020-2023 was developed in line with the four focus areas and nine outcomes outlined in the MPSP Framework tabled below. The MPSP Framework was introduced by Multicultural NSW in October 2016. The framework helps government agencies embed multicultural planning within core business operations and to meet planning and reporting requirements as set out in the *Multicultural NSW Act 2000*.

The MPSP Framework is outcome-focused and consists of:

The MPSP framework

Focus area	Outcome	What the outcome means
Service delivery	Mainstream services deliver for everyone	Overall goals for people in NSW are achieved proportionally for people from culturally diverse backgrounds
	Targeted programs fill the gaps	Agency develops and implements targeted programs to address specific needs or, Mainstream services adequately serve the needs of people from culturally diverse backgrounds
	People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions	Agency communicates effectively with culturally diverse client groups, including using multiple communication channels
Planning	Strong plans to deliver services	All plans and organisational processes include effective consideration of culturally diverse communities (corporate, business and strategic plans) and there are specific multicultural plans for key issues
	Evidence driven planning	Agency collates and analyses data about culturally diverse communities and uses evidence in planning services and designing systems and policies

Focus area	Outcome	What the outcome means
Leadership	<p>Demonstrated leadership in culturally inclusive practices</p> <p>Increased recognition of the value of cultural diversity</p>	<p>Senior management leads and is accountable for building a culture that promotes diversity</p> <p>All staff demonstrate skills in culturally inclusive practices</p> <p>Agency leads by example in fostering respect for culturally diverse client groups and maintaining community support for diversity</p>
Engagement	<p>Collaboration with diverse communities</p> <p>Understanding the needs of people from diverse backgrounds</p>	<p>People and communities from culturally diverse backgrounds have meaningful input into policies and systems through a range of mechanisms that are appropriate for each agency which could include co-design, working in partnership and effective consultation</p> <p>Agency systematically seeks and captures feedback, has advisory mechanisms and effectively monitors the needs of culturally diverse client groups. Agency analyses and uses that data intelligently</p>

Consultation governance

Stakeholder consultation

The Multicultural Plan 2020-2023 has been developed in consultation with some key agency stakeholders: Barnardos Australia; Multicultural NSW and Settlement Services International (SSI).

The stakeholder's role is to provide guidance and advice about addressing barriers to child safe practices from culturally diverse backgrounds.

Consultations for the development of this plan took place in 2020, to determine the barriers to participation for culturally and linguistically diverse people and to discuss strategies to address these barriers.

Employee consultation

The Multicultural Plan 2020-2023 has also been developed in consultation with employees. Employee consultation took place in 2020 and incorporate appropriate changes.

Focus area 1: Service delivery

Focus area	Outcome	Action	Measure	Responsible	Timeframe
Service delivery	Mainstream services deliver for everyone	<p>Review and assess available information on multicultural audiences to establish a culturally and linguistically diverse (CALD) community profile / benchmark.</p> <p>Identify, review, and promote translated CALD material on the OCG website.</p> <p>Tailor programs and services to meet the needs of culturally diverse audiences.</p> <p>Provide appropriate language services including translations and interpreting services. Advertise these services via existing networks servicing CALD communities.</p> <p>Develop tailored inclusive recruitment collateral for promoting, advertising, and hiring diverse talent.</p> <p>Facilitate unconscious bias training for hiring managers and ensure recruitment panels reflect the diversity of the agency and candidates.</p>	<p>Increase awareness and access to programs and services by culturally diverse groups.</p> <p>Directorates to broaden the communication of translated material to best meet the needs of their stakeholders.</p> <p>Increase in job candidates and hires from culturally diverse backgrounds.</p>	All Directorates	2020 – 2023
Service delivery	Targeted programs fill the gaps	Culturally diverse backgrounds must be considered when planning and implementing programs, projects, and policies.	New policies and Directorate Business Plans to include how they will better service CALD communities.	All Directorates	2020 - 2023

Focus area	Outcome	Action	Measure	Responsible	Timeframe
Service delivery	People from culturally diverse backgrounds are aware of NSW Government services, programs and functions	<p>Recognise cultural diversity when planning and implementing Directorate work and projects.</p> <p>Showcase Child Safe Standards and other OCG initiatives at multicultural community events.</p> <p>Target information to culturally diverse communities to help promote greater understanding of, and participation in, the OCG's services and programs.</p>	<p>Increased access to our programs and services by culturally diverse groups.</p> <p>Improved participation of OCG representatives in multicultural community events.</p> <p>OCG communications and change management planning templates are updated to include prompts to consider culturally diverse backgrounds.</p> <p>At least four multicultural events are attended by OCG representatives annually.</p> <p>Information about OCG and our programs and services are available to multicultural communities and translated in different languages.</p>	All Directorates	2020 - 2023

Focus area 2: Planning

Focus Area	Outcome	Action	Measure	Responsible	Timeframe
Planning	Strong plans to deliver services	<p>The Multicultural Plan 2020-2023 is developed with specific, measurable objectives where:</p> <p>Directorate Business Plans draw on CALD data (with the support of Multicultural NSW) to inform service delivery and respond to community needs, which in-turn shape and strengthen the OCG strategic priorities.</p>	<p>Directorate Business Plans to include outcomes and activities that achieve the actions of the Multicultural Plan.</p> <p>Directorates to provide bi-annual progress on effective implementation of the Multicultural Plan. Directorate progress report to include:</p> <ul style="list-style-type: none"> - achievements; - areas for improvement; - recommendations for future planning; and - community stories, OCG community initiatives and/or good news stories. 	All Directorates	2020 - 2023

Focus area 3: Leadership

Focus area	Outcome	Action	Measure	Responsible	Timeframe
Leadership	Demonstrated leadership in culturally inclusive practices	<p>Leaders demonstrate their ability to engage and include people from different cultures and backgrounds and role model inclusive practices.</p> <p>Embed cultural diversity into workforce planning and development.</p>	<p>Executive representatives attend OCG induction events promoting the Multicultural Plan and related initiatives.</p> <p>Executive to role model inclusion of culturally diverse people and communities.</p> <p>Every year minimum of two employees from CALD communities to participate in leadership programs and/or professional development events. For example, IPAA, Young Professionals.</p>	All Directorates	2020 - 2023
Leadership	Increased recognition of the value of cultural diversity	<p>Invest in our employees.</p> <ul style="list-style-type: none"> - Opportunities to participate in cultural competence training. - Support with information and resources. - Ensure Performance Development Plan (PDP) includes diversity and inclusion indicators. <p>Encourage employees from a culturally and linguistically diverse background to identify to inform workforce data and strategies.</p> <p>Recognition of key multicultural events and promotion.</p>	<p>Employees to participate in cultural awareness training.</p> <p>Regular celebration of culturally significant dates and events across the agency.</p> <p>Employees access leave to attend culturally significant events and celebrations.</p> <p>Targeted campaign to encourage employees to indicate in SAP HR if they are from a culturally and linguistically diverse background.</p>	All Directorates	2020 - 2023

Focus area 4: Engagement

Focus area	Outcome	Action	Measure	Responsible	Timeframe
Engagement	Collaboration with diverse communities	<p>Work in partnership with culturally diverse people and communities on the development of policies, programs, and initiatives.</p> <p>Support all employees to champion the Multicultural Plan.</p> <p>Explore options for creating or accessing a database / service guide which identifies organisations that work closely with multicultural groups.</p> <p>Employees coordinate and collaborate to organise online seminars and information dissemination events targeting multicultural employment agencies and organisations that primarily provide support to multicultural groups.</p> <ul style="list-style-type: none"> - For example, Metro Assist (Metro Migrant Resource Centre) and Settlement Services International (SSI). Events to promote OCG resources and support the delivery of information to diverse groups such as print material for CALD groups. <p>Co-partner with education field counterparts to promote OCG services especially in areas with diverse demographics.</p>	<p>Expand OCG external networks of culturally diverse people and communities and specifically support educational events such as Careers Day.</p> <p>Employees attend compliance roadshow events in areas with high CALD demographics.</p> <p>Employees attend relevant local events to promote OCG programs and services.</p>	All Directorates	2020 - 2023

Focus area	Outcome	Action	Measure	Responsible	Timeframe
		<p>Use existing compliance roadshow engagement strategy to promote OCG services in areas with strong CALD demographic.</p> <p>Encourage employees to volunteer for local community events.</p> <ul style="list-style-type: none"> - For example, Foster Care Week, Multicultural Week activities within their local community and professional associations such as career fairs. 			
Engagement	Understanding the needs of people from diverse backgrounds	<p>Influence the development of the OCG Stakeholder Engagement Database to include contacts from culturally diverse communities that can be shared with employees to assist with community engagement and consultation when developing policies, programs, and services.</p> <p>Establish and maintain an OCG intranet page for the Multicultural Plan for sharing achievements, stories and opportunities for employee discussion and consultation and link to any learning programs and reference material.</p> <p>Support culturally diverse employees who wish to take annual/flex leave for significant cultural and religious events and days.</p>	<p>Representation of culturally diverse people and communities in consultation processes.</p> <p>Programs, services, and initiatives consider cultural diversity database of culturally diverse stakeholders available to teams.</p> <p>Increased awareness among employees of the Multicultural Plan and progress.</p>	All Directorates	2020 - 2023