



# Transport for NSW Multicultural Plan 2021-2023



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# Secretary's Foreword

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At Transport for NSW, our customers are at the centre of everything that we do. Ensuring that our transport system provides access for all customers with no exceptions, is a core objective of Future Transport 2056.

Future Transport 2056 is our 40-year vision for transport outcomes across the state of New South Wales. Transport enables everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstance.

The Transport for NSW Multicultural Plan 2021-2023 outlines our strategies and commitment to engaging with culturally and linguistically diverse communities through the services that we provide. It aligns with state and national priorities to ensure that multiculturalism in New South Wales is more than a policy; it is an agile and actionable plan with clearly defined outcomes.

Access to transport is fundamentally important for the people of New South Wales and Transport for NSW is committed to providing accessible and inclusive transport services to customers from culturally and linguistically diverse backgrounds — whether they be permanent residents, new arrivals or visitors to the state of New South Wales.

For individuals, transport is a vital service that connects people to their communities and helps them to access jobs, social activities, family, friends and essential services. For the community, access to public transport increases social cohesion, creates opportunities for business and investment, and encourages visitors to our cities and regional communities.

It is important that the diversity of the community we serve is reflected in our staff. I regard the diversity of culture within our organisation as our greatest asset, helping to embed the principles of multiculturalism in all areas of our operations.

This Multicultural Plan and the approach being taken across Transport for NSW, have my wholehearted support. Each division and agency is responsible and accountable for the specific actions set out in our Multicultural Plan in alignment with Future Transport 2056 and other strategic plans.

I look forward to seeing the progressive implementation of this Multicultural Plan and the benefits that it will bring to the people of New South Wales.



**Rob Sharp**  
**Secretary, Transport for NSW**

12 April 2021

# 1. Introduction

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## 1.1 About Transport for NSW

Transport for NSW is the lead agency for the New South Wales state government in developing strategic transport policy and delivering transport services. Our goal is to ensure the development of a safe, efficient and integrated transport system that keeps both people and goods moving whilst connecting communities and shaping the future of our cities, centres and regions. The organisation oversees an extended network of government agencies and private organisations which work together to deliver transport services.

We work hand-in-hand with our operating agencies, private operators and industry partners to deliver customer-focused services and projects. Our cluster includes operational and support divisions, project delivery offices, business areas and major transport agencies that lead the planning, procurement and delivery of all modes of transport in New South Wales. These transport modes include road, rail, ferry, light rail, point to point, regional air, cycling and walking.

## 1.2 Transport for NSW and the Multicultural Plan 2021–2023

Future Transport 2056 is a 40-year strategy to create places that all customers can enjoy by connecting roads and public transport across greater Sydney and New South Wales regional towns. Future Transport 2056 commits Transport for NSW to delivering transport services that are inclusive, safe, accessible and convenient for all New South Wales residents and visitors, with detailed planning and service delivery strategies in place to ensure that the customer experience is central to our decision making process.

Our Multicultural Plan aims to ensure that the multicultural principles of the *Multicultural NSW Act 2000* (NSW) are maintained and that culturally and linguistically diverse (CALD) communities continue to be included and consulted throughout all areas of work. (For more information about the multicultural principles, see Chapter 6 of this document.) This Multicultural Plan outlines the commitments that Transport for NSW and its service delivery agencies (including Sydney Trains, NSW TrainLink, Sydney Metro and State Transit Authority) have put into place to ensure the integration of the multicultural principles into organisational practices.

Transport for NSW is enriched by a diverse and talented workforce across all operational levels that reflect the communities we serve. Our organisation is committed to creating inclusive workplaces which encourage participation and empower staff. The application of multicultural principles into our organisational framework aims to strengthen development opportunities for the Australian community and address social barriers that might otherwise impact on staff retention and morale. The Multicultural Plan aims to outline work conducted across the cluster which celebrates our differences and fosters a culturally safe workplace for all.



## 2. Our Diverse Environment

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### 2.1 Our customers

New South Wales is the most culturally, linguistically and religiously diverse state or territory in Australia.<sup>1</sup> A sound understanding of the diversity that exists in communities across our state will assist us with the delivery of services which meet the many and varied needs of our customers.

Transport for NSW serves the highest population of residents of any state or territory in Australia, with New South Wales having a population of over 7.4 million.<sup>2</sup> Of this population, more than one third (34.5%) were born overseas and more than half (54.6%) had at least one parent born overseas.<sup>3</sup>

#### 2.1.1 Linguistic diversity

More than one-quarter of New South Wales households speak a language other than English at home, with Mandarin, Arabic, Cantonese and Vietnamese being the most common.<sup>4</sup> Approximately 4.5% of the New South Wales population who speak a language other than English also reported that they have difficulty speaking English.<sup>5</sup>

#### 2.1.2 Emerging communities

New South Wales is experiencing incredible growth in the diverse cultural and linguistic groups living in our regional New South Wales communities. Transport for NSW's aim is to keep communities such as these connected by considering their different needs when providing information or developing new services.

##### **Example 1 – Wagga Wagga<sup>6</sup>:**

Located in the southern Riverina region of New South Wales, almost one-third (31.7%) of Wagga Wagga's overseas born population arrived in the city between 2011 and 2016. When compared to the regional state average of 14.8%, Wagga Wagga is one of the largest CALD regional communities. By 2036, Wagga Wagga's total population is forecast to increase by 26.37%, reinforcing the need for transport services and schemes to support the increasing number of resident Malayalam, Filipino, Persian and Burmese speaking migrant communities.

##### **Example 2 – Coffs Harbour<sup>7</sup>:**

Situated on the Mid North Coast of New South Wales, Coffs Harbour has also experienced a recent surge in migration with 19.3% of its overseas born population arriving between 2011 and 2016. Of those recent arrivals, almost three-quarters (74.8%) spoke a language other than English at home. Most notably, Coffs Harbour has significantly larger populations of Punjabi (+12.6%), Dari (+5.4%), Chin Haka (+4.8%), Swahili (+4%), Burmese (+3.5%) and Hazaraghi (+2.9%) speakers when compared to the regional state averages for these languages.

### 2.2 Our visitors

In 2019, Australia welcomed 9.4 million international visitors who contributed 36% of the total \$126.1 billion in overnight visitor expenditure during that year.<sup>8</sup> These figures meant that the national tourism industry was on track to meet Tourism Australia's target of \$115 to \$140 billion

in overnight visitor expenditure by 2020, however this forecast became unfeasible due to the impact of COVID-19 travel restrictions.<sup>9</sup> International Travel Survey data from 2020 also identified that the majority of Australia’s top markets for international tourism were from non-English speaking countries or regions located in Asia; namely China, Japan, Singapore, India, Malaysia, Hong Kong and Korea.<sup>10</sup>

New South Wales is the most popular state for tourism in Australia, accounting for half of all international visitors to Australia in 2019.<sup>11</sup> More than half (56%) of those visits were for the purpose of holidaying, however New South Wales is also a popular destination for business, education, employment and visiting relatives.<sup>12</sup> Whilst Sydney was the number one destination for international tourists to New South Wales (94%), it is important to note the growth of international tourism across regional parts of the state, particularly the North Coast, Murray and Snowy Mountain regions.<sup>13</sup>

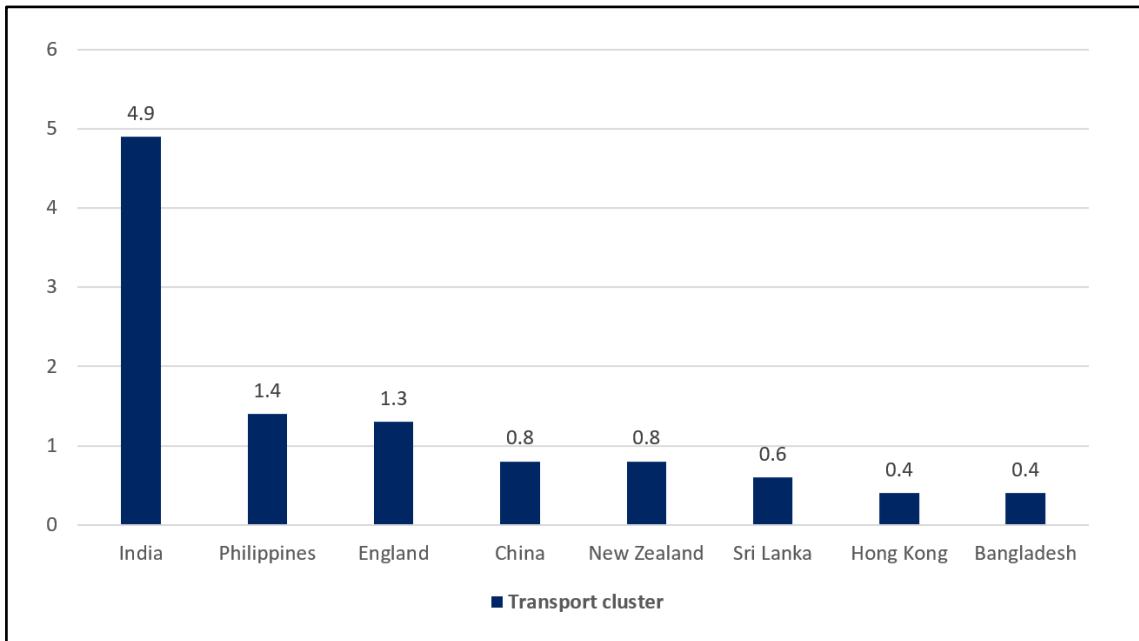
Transport for NSW recognises that our services, infrastructure and policies play a big part in enriching the visitor experience and keeping them connected.

### 2.3 Our workforce

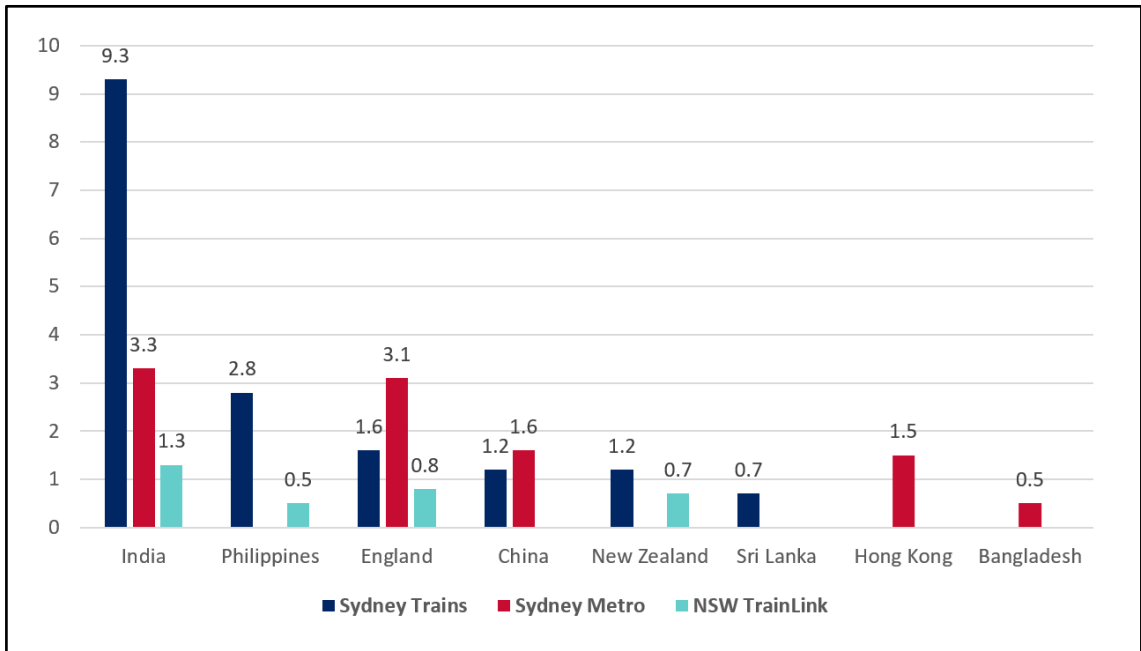
We believe that workforce diversity is a key strength of our organisation as it enables us to harness the individual skills, perspectives and experiences of our people. This puts us in a position to deliver innovative solutions in an ever-changing environment whilst meeting the needs of the community that we serve.

The collection of employee diversity data relies heavily upon self-identification and reporting. As at October 2020, approximately 42% of the more than 28,000 employees who work across the Transport cluster had self-reported their country of birth.<sup>14</sup>

The following graphs show the top 8 countries or regions of birth declared by our staff as percentages of the overall workforce and our three rail agencies respectively:<sup>15</sup>



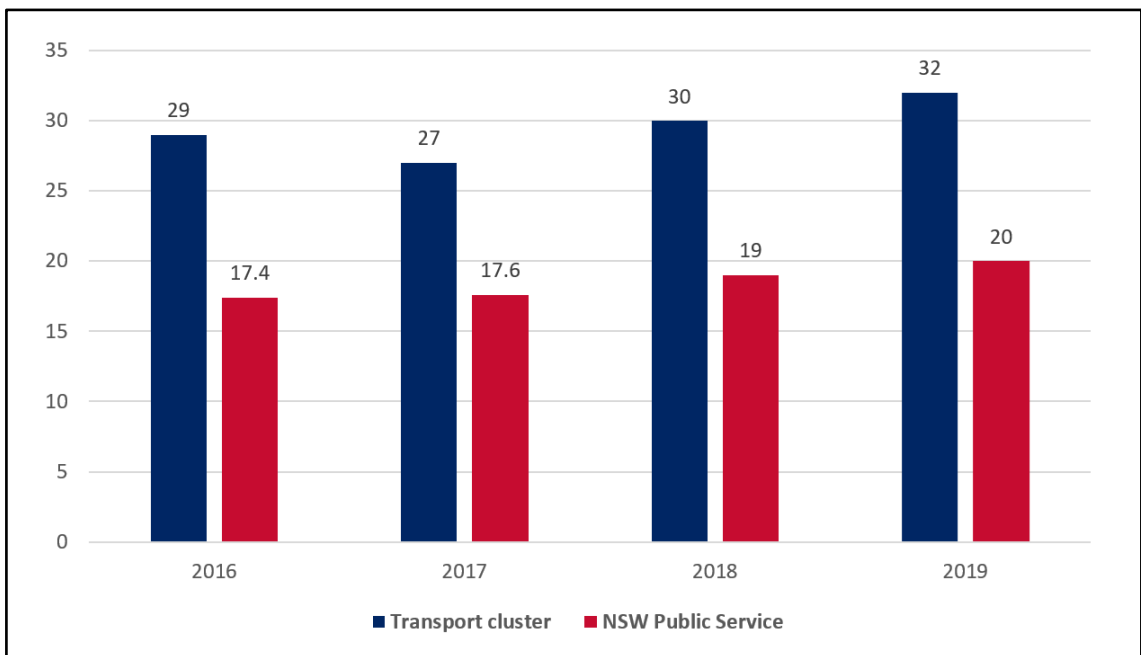
**Figure 1 – Top 8 countries or regions of birth declared by Transport cluster staff**



**Figure 2 – Top 8 countries or regions of birth declared by rail agency staff**

In the 2019 People Matter Employee survey conducted by the Public Service Commission, 32% of employees within the Transport cluster indicated that they spoke a language other than English at home.<sup>16</sup> This marked a 2% increase on the response from Transport employees in 2018 and is 12% greater than the 2019 result for the entire state public sector workforce.<sup>17</sup>

When compared to the overall New South Wales public sector, the Transport cluster has maintained a proportionately greater percentage of staff who speak a language other than English at home:<sup>18</sup>



**Figure 3 – Comparison between the percentage of Transport cluster and New South Wales Public Service staff who speak a language other than English at home**

## 3. Current Work and Programs

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### 3.1 Customers

Transport for NSW offers a number of materials that support and assist people from CALD backgrounds. The transportnsw.info website currently provides tailored trip planning advice for residents and visitors in the following languages:<sup>19</sup>

- Arabic
- Chinese Simplified
- Chinese Traditional
- Korean
- Vietnamese

This website has been regularly accessed even throughout the impacts of COVID-19, with web traffic indicating over 10,700 unique page views by customers in 2020.<sup>20</sup>

More recently, the 'Next Station' app has been endorsed by Transport for NSW for using open source data to provide real-time trip planning and service alerts for the transport network in both Simplified and Traditional Chinese.<sup>21</sup>

Transport for NSW also makes essential information for drivers available in community languages. Translated versions of the Road Users' Handbook are available in 10 languages other than English, with over 9,900 individual downloads in the 12 months to September 2020.<sup>22</sup>

Interpreter services are also provided to support customers undertaking tests related to obtaining a driver licence. Over 80 languages have been introduced to the driver test system to serve the community's growing ethnic populations.<sup>23</sup> In 2019, over 200 driver tests were delivered in Kurdish, whilst other interpreter assisted tests on the rise included Punjabi, Dari, Armenian, Assyrian, Hindi and Thai.<sup>24</sup> This information assists Transport for NSW with identifying emerging communities and language groups who may need assistance accessing transport services.

For customers with a disability, information on how to use a Mobility Parking Scheme permit is available for download in 11 different community languages.<sup>25</sup>

### 3.2 Staff

Transport for NSW's ongoing commitment to fostering inclusion amongst CALD employees extends to our internal operations, with a range of services offered that promote equitable opportunities for leadership and development.

The Humanitarian Cadet Program currently offers refugees a 12-month employment placement within the Transport cluster to build on their workforce experience and skills. This program currently employs 10 cadets and has had 18 cadets previously complete the program, with 14 of these cadets transitioning to permanent/long term employment.

Transport for NSW also aims to establish an inclusive and supportive environment for all staff across the cluster. Our Employee Assistance Program utilises a provider who can offer direct counselling support in over 25 different languages as part of their standard service. Through their partnerships, a total of 109 languages can be facilitated by our provider to encourage targeted support for employees. These languages include:



- Arabic
- Italian
- Hebrew
- Hindi
- Tamil
- Croatian
- Spanish
- Cantonese
- Ukrainian
- Persian

Our Employee Assistance Program provider also offers experienced Wellbeing Support Officers who are trained to match client preferences with clinicians who specialise in servicing their specific needs.



## 4. Development of the Multicultural Plan

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### 4.1 Scope

Transport for NSW has developed this Multicultural Plan to outline the key targets and strategies for the Transport cluster's commitment to delivering services in a culturally, linguistically and religiously diverse society.

This Multicultural Plan is developed to complement Transport for NSW's other plans and programs that address inclusiveness for both customers and staff, including the Transport Reconciliation Action Plan 2019-2021 and the Disability Inclusion Action Plan 2018-2022.

### 4.2 Consultation

Whilst developing the Multicultural Plan, Transport for NSW engaged with both staff and external stakeholders to gather feedback on the contents of this document. Throughout the process, extensive consultation proved valuable in enhancing our understanding of the needs of people from CALD backgrounds.

Internally, teams within the following divisions were engaged for consultation on the content for the Multicultural Plan:

- Customer Strategy and Technology
- People and Culture
- Greater Sydney and Regional and Outer Metropolitan
- Infrastructure and Place
- Safety, Environment and Regulation

External consultation on the content for the Multicultural Plan also occurred with several CALD community groups. We received detailed feedback from the following organisations:

- Red Cross
- Hunter Multicultural Communities
- Multicultural Disability Advocacy Association
- Community Migrant Resource Centre

### 4.3 Reporting

All agencies, including Transport for NSW, must report on progress against their Multicultural Plan in their annual reports as set out in Schedule 1 of the *Annual Reports (Departments) Regulation 2015* (NSW). Multicultural NSW assesses these reports to ensure agencies meet their legislative requirements.

Every three years, the Multicultural Policies and Services Program (MPSP) requires New South Wales public authorities and agencies that have been selected as a Designated MPSP Agency (DMA) to submit a detailed report on their performance. As a DMA, Transport for NSW will be submitting a DMA Report in 2023 that captures our progress against this Multicultural Plan.

# 5. Transport for NSW's MPSP Strategies

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## 5.1 Our approach

Transport for NSW has developed a series of strategies for the Multicultural Plan using two separate categories, namely Customers and Staff. Each strategy aligns with one or more of the outcomes under the Multicultural Policies and Services Program (MPSP) Framework.

Each of the strategies contain several actions which have in turn been classified according to the timeframe that they are expected to be completed under this Multicultural Plan.

The classifications used for the actions are:

- **Ongoing** – These are the actions that the Transport cluster is to complete continually and form part of the cluster's everyday operations.
- **Short Term** – These are the actions that aim to address the gaps identified in services carried out by the Transport cluster. These actions are scheduled to be completed during the life of this Plan.

## 5.2 Customers – Understanding the transport needs of CALD residents and visitors

In providing transport information and services to the whole of New South Wales, the Transport cluster needs to be aware of the range of CALD customers that it supports. Consideration of these needs should be factored throughout all decision-making processes, with CALD community consultation opportunities provided. To build up an appropriate knowledge base, the collection of data is essential in providing a baseline from which accurate responses can be developed.

As a mainstream service provider, supplying effective and accurate information about transport products ensures that all customers can easily carry out important daily tasks such as attending appointments, working or visiting family and friends. To ensure this information is accessible to CALD customers, Transport for NSW needs to be proactive in identifying opportunities to raise awareness amongst people from diverse backgrounds about Transport cluster services, programs and functions.

- **Strategy 1: Establish a CALD customer information base for use by the Transport cluster. Aligned MPSP outcomes are:**
  - Evidence driven planning
  - Understanding the needs of people from diverse backgrounds
  - Targeted programs fill the gaps

Actions	Type
1.1 Regularly extract NSW CALD resident and visitor research from external sources, such as the Australian Bureau of Statistics and Destination NSW	Ongoing

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Actions	Type
1.2 Identify established and emerging CALD communities from this data for use in planning and projects	Short Term
1.3 Collect NSW CALD customer data from surveys and feedback regarding transport services	Ongoing
1.4 Investigate mechanisms to measure CALD customer satisfaction and trends using this feedback	Short Term

• **Strategy 2: Build relationships with metropolitan and regional CALD representatives through stakeholder engagement and planning. Aligned MPSP outcomes are:**

- Collaboration with diverse communities
- Strong plans deliver services
- Evidence driven planning

Actions	Type
2.1 Understand the suitable techniques and approaches used to improve consultation engagement with CALD stakeholders	Short Term
2.2 Consult with both established and emerging CALD communities and leaders when developing planning strategies	Ongoing
2.3 Facilitate opportunities for CALD engagement throughout the delivery of transport projects	Ongoing
2.4 Record the information gathered from CALD stakeholders during consultation in work documentation	Ongoing
2.5 Strengthen relationships between Transport for NSW and organisations that represent CALD interests and networks	Short Term

• **Strategy 3: Provide effective communication to people from diverse backgrounds about transport service updates. Aligned MPSP outcomes are:**

- Mainstream services deliver for everyone
- People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions

Actions	Type
3.1 Communicate important transport updates to CALD communities, including the use of translated materials where there is an identified need	Ongoing

Actions	Type
3.2 Utilise alternative mediums (e.g. community newspapers, community council forums, church publications) to communicate effectively with CALD communities	Ongoing
3.3 Adhere to the NSW Advertising Handbook requirements for CALD advertising programs, including language and diversity targets	Ongoing

• **Strategy 4: Provide transport resources for CALD communities in accessible print and online formats. Aligned MPSP outcomes are:**

- Mainstream services deliver for everyone
- People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions

Actions	Type
4.1 Make online materials and information available in community languages where there is an identified need (such as low proficiency in English)	Ongoing
4.2 Develop a consistent approach for publishing materials in translated languages	Short Term
4.3 Make the Multicultural Plan available for public access on the Transport for NSW corporate website	Short Term

• **Strategy 5: Deliver safe and inclusive transport services for customers and visitors. Aligned MPSP outcomes are:**

- Mainstream services deliver for everyone
- Evidence driven planning
- Targeted programs fill the gaps

Actions	Type
5.1 Where possible, offer accessible bespoke transport programs for CALD customers	Ongoing
5.2 Monitor research sources (such as BOSCAR) that identify instances of racial abuse on public transport	Ongoing
5.3 Use this research in both customer awareness and behavioural campaigns and where possible, connect this to the Australian Human Rights Commission's 'Racism. It Stops with Me' campaign	Short Term



### 5.3 Staff – Ensuring a culturally diverse and competent organisation

Valuing the diversity of staff reinforces the multicultural principles within the Transport cluster. Visibility of senior leaders who are aware, proactive and mindful of CALD considerations will greatly assist in fostering the importance of diversity, not only throughout the work of staff but also their behaviour.

The provision of training opportunities will enable staff to enhance their understanding of service delivery in relation to CALD communities. Staff engagement and adherence to reporting processes showcases that Transport for NSW is committed to the Multicultural Plan and its performance initiatives.

- **Strategy 6: Collect information on Transport cluster staff diversity and satisfaction for use by the Transport cluster. Aligned MPSP outcomes are:**

- Understanding the needs of people from diverse backgrounds
- Evidence driven planning
- Targeted programs fill in the gaps

Actions	Type
6.1 Measure staff diversity and engagement using the People Matters Employment Survey, internal pulse surveys and other feedback processes	Ongoing
6.2 Encourage staff to provide their secure diversity data to better understand cultural diversity within the Transport cluster	Ongoing
6.3 Use de-identified satisfaction and cultural diversity information to inform the promotion of employment opportunities and staff awareness of multiculturalism	Short Term

- **Strategy 7: Ensure that the Transport cluster remains an Employer of choice. Aligned MPSP outcomes are:**

- Demonstrated leadership in culturally inclusive practices
- Increased recognition of the value of cultural diversity

Actions	Type
7.1 Promote employment opportunities and programs for all persons, with no barriers to those who identify with a CALD background	Ongoing
7.2 Continue to facilitate the Humanitarian Cadet Program for refugees to build their workforce experience and skills	Ongoing

- **Strategy 8: Increase staff awareness of diversity, inclusion and events. Aligned MPSP outcomes are:**

- Demonstrated leadership in culturally inclusive practices
- Increased recognition of the value of cultural diversity

Actions	Type
8.1 Promote events and celebrations in the Transport cluster's Diversity and Inclusion Calendar, recognising the different backgrounds of our staff and communities	Ongoing
8.2 Develop the newly formed partnership with the Australian Human Rights Commission to promote the 'Racism. It Stops with Me' campaign within the Transport cluster	Short Term

- **Strategy 9: Develop staff communication materials for CALD communities, incorporating the use of languages other than English. Aligned MPSP outcomes are:**

- Collaboration with diverse communities
- Understanding the needs of people from diverse backgrounds

Actions	Type
9.1 Promote the Multicultural NSW Language Service Guidelines within the Transport cluster	Short Term
9.2 Encourage and monitor staff participation in the Community Language Allowance Scheme	Ongoing

- **Strategy 10: Provide training and development opportunities that equip staff with cultural competency skills and knowledge. Aligned MPSP outcomes are:**

- Understanding the needs of people from diverse backgrounds
- Targeted programs fill the gaps

Actions	Type
10.1 Offer training modules and opportunities that equip staff with the skills for engaging with customers from CALD backgrounds	Ongoing

- **Strategy 11: Demonstrate commitment and mindfulness of the Multicultural Plan. Aligned MPSP outcomes are:**

- Demonstrated leadership in culturally inclusive practices
- Increased recognition of the value of cultural diversity

Actions	Type
11.1 Publish and promote the Multicultural Plan internally within the Transport cluster	Short Term
11.2 Ensure that executives and senior leaders endorse the Multicultural Plan and receive regular updates on its progress	Ongoing

• **Strategy 12: Adhere to the reporting requirements for the Multicultural Plan. Aligned MPSP outcomes are:**

- Strong plans to deliver services
- Mainstream services deliver for everyone

Actions	Type
12.1 Report on the progress of the Multicultural Plan in Transport for NSW Annual Reports in accordance with the <i>Annual Reports (Departments) Regulation 2015 (NSW)</i>	Short Term
12.2 Report on the outcomes of the Multicultural Plan in Transport for NSW's Designated MPSP Agency Report in 2023	Short Term



# 6. The Multicultural Policies and Services Program

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## 6.1 The Multicultural Principles

As set out under section 3 of the *Multicultural NSW Act 2000* (NSW), the multicultural principles are as follows:

1. 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.
2. All individuals in New South Wales should recognise the importance of shared values governed by the rule of law within a democratic framework.
3. 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, practice and maintain their own linguistic, religious and ancestral heritage.
4. 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.
5. All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.
6. All individuals in New South Wales should have the greatest possible opportunity to make use of, and participate in, relevant activities and programs provided or administered by the Government of New South Wales.
7. 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.

## 6.2 The MPSP Framework

The Multicultural Policies and Services Program (MPSP) is a whole of government framework developed by Multicultural NSW to assist all state public authorities and agencies with the implementation of multicultural principles within their strategic plans and services.

Under the MPSP, it is expected that each New South Wales public authority and agency makes these principles part of their core business through their corporate strategic initiatives in the form of a Multicultural Plan.

The MPSP Framework guides the formation of a Multicultural Plan. The framework includes four focus areas; service delivery, planning, leadership and engagement. These focus areas are supported by nine outcomes, which agencies use to guide the development of measurable targets. These specific targets can be aligned to the organisation's context and business activities. The MPSP Framework is as follows:

Focus Area	Outcomes	
Service Delivery	Mainstream services deliver for everyone	Overall goals for people in NSW are achieved proportionately for people from culturally diverse backgrounds
Service Delivery	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
Service Delivery	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
Planning	Evidence driven planning	Agency collates and analyses data about culturally diverse communities and uses evidence in planning services and designing systems and policies
Leadership	Demonstrated leadership in culturally inclusive practices	Senior management leads and is accountable for building a culture that promotes diversity and all staff demonstrates skill in culturally inclusive practices
Leadership	Increased recognition of the value of cultural diversity	Agency leads by example in fostering respect for culturally diverse client groups and maintaining community support for diversity
Engagement	Collaboration with diverse communities	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
Engagement	Understanding the needs of people from diverse backgrounds	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

**Figure 4 – The MPSP Framework**



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