



**Planning &  
Environment**

# **NSW Department of Planning and Environment**

Multicultural Plan

**2015-2018**

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## Secretary's Introduction

The Department of Planning and Environment seeks to drive sustainable growth throughout NSW, balancing the needs of the whole community now and in the future. Our vision is to plan for growing NSW, inspire strong communities and protect the environment.

The NSW Department of Planning and Environment, Multicultural Plan 2015-2018 aligns with state and national planning initiatives to ensure all levels of government and the wider community make the choice to ensure that multiculturalism in NSW is more than a policy. With a steady commitment to the principles of access and equity, which affirm that all people, whatever their language, religion or cultural background have an equal right to access and make use of programs and services provided by the NSW government.

This Multicultural Plan for the Department of Planning and Environment captures actions that are unique to our entities excluding the Environment and Heritage portfolio which has a separate plan.

Our initial focus is two-fold; to ensure that multicultural policy goals are consistently integrated into overall corporate and business planning, and to ensure that leaders are accountable for the implementation of the multicultural principles within the Department and wider community.

Progress will be reported to the [Community Relations Commission for a Multicultural NSW](#), New South Wales' lead agency for implementing the policy and legislative framework to support multiculturalism. The Commission is responsible for assessing and monitoring the performance of all public sector agencies, and reports on this performance in an annual Community Relations Report.

This document sets out how the Department will achieve the outcomes set by the Community Relations Commission for a Multicultural NSW in the [Multicultural Planning Framework](#). By embedding multicultural policies and services within the culture of the Department, we aim to ensure that the people of NSW, whatever their cultural, linguistic or religious background, are engaged and harmonious members of the NSW community.

**Carolyn McNally**  
**Secretary**

Department of Planning and Environment

# 1 What are the guiding principles

This plan outlines how the Department of Planning and Environment will conduct its business within a culturally, linguistically and religiously diverse society. The Environment and Heritage Portfolio has a separate plan.

It meets the requirements under the [Multicultural NSW Act 2000](#) and the Multicultural Policies and Services Program overseen by the [Community Relations Commission for a Multicultural NSW](#).

The Multicultural Policies and Services Program is the practical way government agencies implement the multicultural principles. The ‘**multicultural principles**’ 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
  - 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.

In practical terms, it is expected that the Department make these principles part of their core business through their corporate strategic initiatives and Multicultural Plan.

The Community Relations Commission has developed a [Multicultural Planning Framework](#) to guide agencies in their multicultural planning and implementation processes. Our Multicultural Plan identifies strategic priorities, assigns corporate responsibilities and specifies implementation timeframes based on this framework.

The Plan also consists of actions against seven outcome areas as set by the [Multicultural Planning Framework](#):

1. Planning
2. Consultation and feedback
3. Leadership

4. Human resources
5. Access and equity
6. Communication
7. Social and economic development.

## Our Department

The Department of Planning and Environment has a culturally diverse workforce and this is a valuable contributor towards the creation of our organisation culture, behaviours and organisational identity. Our multiculturalism is a factor considered in both operational and strategic initiatives including workforce planning, capability development and community and staff engagement initiatives.

Currently the Department's Cluster is exceeding the Aboriginal employment target as set by the Council of Australian Governments (COAG). However, more work is needed within the Department of Planning and Environment to contribute to the achievement of diversity targets at the cluster level.

To assist in achieving the targets set by COAG and the multicultural principles, we will be including actions to analyse profile data, align recruitment processes and improve work practices in regard to the diversity initiatives set for our Department.

Shown below are the Cluster indicators:

Indicator	Planning and Environment Cluster	Council of Australian Governments (COAG) target
Aboriginal/Torres Strait Islander	<ul style="list-style-type: none"> <li>• 6.3%*</li> </ul>	a. 2.6% by 2015
People whose Language First Spoken as a Child was not English	<ul style="list-style-type: none"> <li>• 11.2%*</li> </ul>	n/a

\*Public Service Commission – Workplace Diversity Report 2015

In the recent People Matters Employee Survey, 92 per cent of respondents\*\* from the Planning and Environment Cluster agreed that:

*'Cultural background is not a barrier to success in my organisation.'*

This statistic is reflective of the Cluster's focus on organisational behaviours that value staff collaboration, professionalism and empowerment and that our organisational success is closely tied to diversity of cultural, language and religion at all organisational levels.

These results provide the Cluster with a strong foundation from which we can aim to drive cultural diversity initiatives and meet key statistics as outlined in this plan for the coming years.

\*\*40.4% of staff in the Planning and Environment Cluster responded (Response Rate) to the People Matters Employee Survey in 2014.

## 2 What is the policy and legislative context

This plan has been developed within the context of the following legislation.

- **[Multicultural NSW Act 2000 \(NSW\)](#)**: Under this Act, all government departments are to have a Multicultural Plan as part of the Multicultural Policies and Services Program managed by Multicultural NSW. This is the practical way government agencies implement the multicultural principles contained in the Act.
- **[Government Sector Employment Act 2013 \(NSW\) \(GSE\)](#)**: The associated Regulation and Rules provide a new statutory framework focused on NSW government sector employment and workforce management. Strategies for workforce diversity are now required to be integrated with workforce planning across the government sector.

### 3 Who is included in this plan

The scope of this plan includes the Department of Planning and Environment, excluding the OEH Portfolio, and therefore addresses the services and facilities provided by the following entities:

- Department of Planning and Environment
- Office of Local Government
- Lord Howe Island Board
- Office of Strategic Lands
- Central Coast Regional Development Corporation
- Hunter Development Corporation



## 4 Key outcome areas and actions

### 4.1 Activity Area A: Planning and Evaluation

#### 4.1.1 Outcome 1: Planning

Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms.

The Department has a Multicultural Policy and Service Plan (Multicultural plan) with performance measures.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Planning and performance measurement <b>(Criteria: A1.1)</b>	4.1.1.1    Develop and promote a Multicultural Plan that endorses key initiatives to recognise and value the cultural diversity of our staff, our stakeholders and the people of NSW.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2015–2018	Preparation in 2015, of a new three year Multicultural Plan (2015–2018) to be aligned with the financial year cycle.  Steering committee to develop a one page strategic summary plan.  Event held to launch Multicultural plan on Harmony Day, 21 March 2016.  Preparation in 2018 of a report on the outcomes of the Multicultural Plan to Multicultural NSW.  Preparation in 2017–2018 of a new three year Multicultural Plan (2018–2021) to be aligned with the financial year cycle.

The Department recognises that they operate in a culturally diverse environment.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Integration with corporate planning <b>(Criteria: A1.2)</b>	4.1.1.2 Reflect Multicultural Plan in the Department's planning frameworks and ensure the multicultural principles are acknowledged and addressed in the planning and reporting process.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2016–2018	Evidence of integration in key planning and reporting processes, including Annual Reports.

Analysis, planning, program development and monitoring are informed by Australian Bureau of Statistics (ABS) data, client data from relevant program areas and business units and other data sources.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Use of data and analysis <b>(Criteria: A1.3)</b>	4.1.1.3 Identify and use culturally and linguistically diverse (CALD) client and other data sources to better understand the needs of CALD communities.	All divisions	2015–2018	CALD data sources and analysis published and promoted on the intranet sites.
	4.1.1.4 Use the Multicultural NSW Community Profile tool to obtain information about ancestry, birthplace, languages, and religion, to inform key planning processes.	All divisions	2015–2018	Reports are generated and appropriately inform the Department's Strategic Plans.

#### 4.1.2 Outcome 2: Consultation and Feedback

Policy development and service delivery is informed by experts, client feedback and complaints, as well as participation on advisory boards, significant committees and consultations.

Staff expertise at different levels is drawn on during the development and evaluation of implementation of the multicultural plan.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Staff expertise and research <b>(Criteria: A2.4)</b>	4.1.2.1 Maximise the use of staff expertise and research to inform development of the Multicultural Plan and effective provision of services to the diverse NSW public.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2015–2018	Staff is consulted as part of the development and finalisation of the Multicultural Plan.  Establishment, by 28 February 2016, of a steering committee to review implementation of the Multicultural Plan.

Mechanisms are in place to incorporate the views of multicultural client groups, the community and expert advice into its planning and program development.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Client and community feedback <b>(Criteria: A2.5)</b>	4.1.2.2 Implement mechanisms to identify and incorporate the views of multicultural client groups, the community and expert advice in planning and program development.	All divisions	2016–2017	Resources identifying liaison points and key representative organisations for CALD stakeholders are published on the intranet sites.

The Department has some representation on its advisory bodies from community and/or government members with experience in cultural diversity matters.  
 Staff with experience of cultural diversity issues represents the agency on advisory bodies and interagency forums.

Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Participation on advisory bodies <b>(Criteria: A2.6)</b>	4.1.2.3 Encourage the participation of representatives of CALD organisations and people from CALD communities on the Department's advisory bodies.	All divisions	2016–2018	Evidence of active promotion of membership of the Department advisory bodies to CALD communities through multicultural forums, meetings of CALD organisations and the multicultural media.  Review the NSW Government Boards and Committees register, maintained by the Department of Premier and Cabinet, for suitable applications for boards and committees.

## 4.2 Activity Area B: Capacity Building and Resourcing

### 4.2.1 Outcome 3: Leadership

Executive and senior managers actively promote and are accountable for the implementation of the Multicultural Principles within each division and the wider community.

The Executive and senior management express support for the Multicultural principles and the agency multicultural objectives.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Active involvement of senior management ( <b>Criteria: B3.1</b> )	4.2.1.1 Executive and Senior Management support the Multicultural principles, an inclusive culture and the Multicultural Plan.	Executive and Senior Management of divisions.	March 2016	Approval from the Secretary published in staff communications in March 2016 and available on the internet and intranet.
	4.2.1.2 Identify an Executive to be sponsor and accountable for the Multicultural Plan for the Department.		Ongoing	Senior Management behaviours reflect the Multicultural Principles when engaging and developing staff, reflecting their obligations under the performance development framework.  Senior management raise the profile of the Multicultural Principles and the Plan in their communication by promoting the implementation the Multicultural Plan in their teams and nominating a steering committee representative.

A Multicultural Planning Coordinator is appointed from senior management.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Accountability of senior management ( <b>Criteria: B3.2</b> )	4.2.1.3 Provide clear accountabilities for implementation of the Multicultural Plan.	Executive and Senior Management	March 2016	Lead responsibility identified for each item in the Multicultural Plan with acceptance of that responsibility by the relevant leader.
	4.2.1.4 A Multicultural Planning Coordinator leads the implementation steering committee across the Department.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	March 2016	Multicultural Planning Coordinator exists. Progress will be monitored, reviewed and reported quarterly and annually by the steering committee.

## 4.2.2 Outcome 4: Human Resources

The capacity of the Department is enhanced by the employment and training of people with linguistic and cultural expertise.

The Department identifies the linguistic and intercultural skills needed, to ensure that the business requirements are serviced by appropriate human resourcing.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Staffing reflects business needs <b>(Criteria: B4.3)</b>	4.2.2.1 Ensure staff have appropriate linguistic and intercultural skills to deliver services efficiently.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2016–2018	<p>Integrate workforce diversity, including linguistic and intercultural work skills, into workforce planning.</p> <p>Talent strategy to attract candidates from CALD to achieve COAG targets at all levels.</p> <p>Improve analysis of workforce profile data and track cultural diversity.</p> <p>Review recruitment processes to ensure accessibility for CALD.</p>

The Department makes use of the Community Language Allowance Scheme (CLAS), and monitors its implementation.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Cultural and linguistic competence <b>(Criteria: B4.4)</b>	4.2.2.2 Continue to implement and promote the Community Language Allowance Scheme (CLAS) and monitor participation in the scheme.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	Ongoing	The Scheme is promoted on the Department's intranet site, with a listing of staff participating in the Scheme.

Staff in public contact roles receives training and support relating to working in a culturally diverse environment. Staff in multicultural roles is supported to further develop their multilingual and/or intercultural skills.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Staff development and support <b>(Criteria: B4.5)</b>	4.2.2.3 Staff in public contact roles receives training relating to working in a culturally diverse environment.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2017	Evidence that the Department’s training catalogue includes programs with content for staff on working in a culturally diverse environment.
	4.2.2.4 Where possible provide cultural awareness training to all staff.	Human Resources (DPE People & Business Transformation – Cluster Shared Services)	2017–2018	Evidence that the Department’s training catalogue includes programs with content for staff on working in a culturally diverse environment.  Data on complaints and resolution of discriminatory incidents is collected and informs professional learning for all staff.  The Multicultural Plan and Multicultural Principles are communicated to staff and awareness is captured as part of performance development planning.



## 4.3 Activity Area C: Programs and Services

### 4.3.1 Outcome 5: Access and equity

Barriers to the accessibility of services for people of culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.

Mainstream programs, services and activities include strategies to ensure they are culturally sensitive and inclusive of people from diverse language, cultural and religious backgrounds.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Responsive mainstream and targeted programs <b>(Criteria: C5.1)</b>	4.3.1.1 Identify and respond to opportunities to build and strengthen the link between entities within the Department and multicultural communities through targeted multicultural services, events, programs, visitor experiences and interpretation.	All divisions	2016–2018	Evidence of increased targeted multicultural services, events, programs and visitor experiences where appropriate opportunities are identified.  Feedback and data is captured from these groups to inform organisational reports, programs and staff development.  Where relevant, applications will be made for grants, awards, training initiatives and events that support and promote multiculturalism within the Department and the community.
	4.3.1.2 Review externally focused touch points within the business to ensure ease of accessibility and use by the CALD community. Consult with program managers, CALD staff and/or Multicultural NSW to identify any specific issues or barriers impeding access and make recommendations. Areas for investigation may include: <ul style="list-style-type: none"><li>- Lodging a submission</li><li>- Accessing regional plans</li><li>- Using the NSW Interactive Buildings for Exempt Development</li></ul>	All divisions	2017	Review is completed and recommendations are made.

	<ul style="list-style-type: none"> <li>- Accessing exhibitions and engagement opportunities</li> <li>- Accessing and using the NSW Planning Hub and Portal</li> <li>- Accessing and using BASIX.</li> </ul>			
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**Each division within the Department will develop, and make staff aware of guidelines on the use of interpreters. Entities use the service of accredited interpreters on site, or by telephone as appropriate.**

Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Interpreter service use <b>(Criteria: C5.2)</b>	4.3.1.3 Ensure that guidelines on the use of interpreters are available to all staff.	All divisions	2016	All staff is aware of the use of external accredited interpreters and Multicultural NSW services.
	4.3.1.4 Provide access to Telephone Interpreter Services to customers. (I.e. National Translating and Interpreter Services Phone: 131 450).	All divisions	2016	All 'Contact us' sections on internet pages include information on how to access Telephone Interpreter Services.

**Contracted out and funded services have accountability measures which aim to ensure the participation and inclusion of people from diverse cultural backgrounds.**

Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Accountability of funded services <b>(Criteria: C5.3)</b>	4.3.1.5 Ensure that contracted out and funded services are designed to enable the participation and inclusion of people from diverse cultural backgrounds and where possible, co-designed with stakeholders.	All divisions	Ongoing	Evidence of co-design with stakeholders in contracted and funded services.
	4.3.1.6 When working in a partnership to deliver services- ensure that the participation and inclusion of people from diverse cultural backgrounds is addressed.	All divisions	Ongoing	Evidence of services delivered in partnerships that are inclusive.

## 4.4 Activity Area D: Programs and Services

### 4.4.1 Outcome 6: Communication

A range of communication formats and channels are used to inform people from culturally, linguistically and religiously diverse backgrounds about programs, services and activities.

Written and audio/visual materials are translated into priority community languages, as identified through client data.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Planned Communication <b>(Criteria: C6.4)</b>	4.4.1.1 Where possible and appropriate written and audio/visual materials are made available in priority community languages, as identified by client needs and agency priorities/funding.	Community Stakeholder Engagement (CSE)	Ongoing	Evidence of written and audio/visual materials are in priority community languages, as identified by client needs and agency priorities/funding.  CSE to have a process to identify where translation is appropriate for customer facing audio and visual materials.
	4.4.1.2 CALD media to be included in mass awareness advertising campaigns.	Community Stakeholder Engagement (CSE)	Ongoing	Evidence of CALD media in mass awareness advertising campaigns.
	4.4.1.3 Convey diverse and multicultural Australian identities in all communications.	Community Stakeholder Engagement (CSE)	Ongoing	Review communication plans and identify opportunities to include images, appropriate language and stories of diverse and multicultural Australian identities in all internal and external communications.  Incorporate identified opportunities into communication plans.



Each division in the Department utilises telephonic and/or video conferencing facilities for the provision of interpreting services, and static website links in targeted community languages to provide important information and access to services.

Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Emerging technology use <b>(Criteria: C6.5)</b>	4.4.1.4 Investigate opportunities for web content to be suitably structured for auto-translation tools. 4.4.1.5 Investigate cost effectiveness of client side translation tools for web based material.	Community Stakeholder Engagement (CSE)	2017	Trials and assessments of web translation tools complete by June 2017.

#### 4.4.2 Outcome 7: Social and Economic Development

Programs and services are in place to develop and use the skills of culturally diverse population for the social and economic benefit of the State.

Each division at the Department will develop initiatives to raise awareness of, and celebrate the contribution of people from cultural and linguistic backgrounds.				
Criteria	Action	Lead Responsibility	Timeframe	Milestone/Timeframes/Performance Measure
Building potential through partnerships <b>(Criteria: C7.6)</b>	4.4.2.1 Where possible, develop initiatives to raise awareness of, and celebrate contribution of, people from CALD backgrounds.	All divisions	Ongoing	Evidence of: <ul style="list-style-type: none"> <li>- CALD celebrations.</li> <li>- Events are held i.e. Harmony Day celebrations</li> <li>- Awards program exists.</li> </ul>
	4.4.2.2 Where appropriate initiate and support volunteer partnerships and programs that engage CALD communities.	All divisions	Ongoing	Number of partnerships and programs that engage CALD communities and number of CALD participants.
	4.4.2.3 Report on the diversity of candidates and councillors involved in the 2016 local government elections.	OLG	2017	Diversity report available.
	4.4.2.4 Provide a resource to support multicultural planning in NSW local councils.	OLG	2015	Resource available on OLG website
	4.4.2.5 Review the currency and value of the multicultural planning resource for NSW local councils.	OLG	2018	Currency and value of the framework is reviewed.

## 5 Who was consulted

This Multicultural Plan has been developed in consultation with people from entities across the Department of Planning and Environment. This ensures that the plan is focused on the needs of employees, customers and service users.

The table below outlines the consultation process completed. Our aim is to continue to consult and engage with the community on multicultural planning for the duration of this plan.

### Multicultural Plan Consultation Process

Who	Type of consultation	When
Steering Committee with representatives from the Department	<ul style="list-style-type: none"> <li>Engagement sessions with Multicultural NSW</li> <li>One committee meeting</li> <li>Draft plan review</li> <li>Continued consultation at quarterly steering committee meetings.</li> </ul>	November 2015 and ongoing
All Employees	<ul style="list-style-type: none"> <li>Consultation</li> </ul>	2016 and ongoing
Executive teams	<ul style="list-style-type: none"> <li>Plan review and endorse</li> </ul>	November 2015
The Secretary	<ul style="list-style-type: none"> <li>Plan review and approve</li> </ul>	December 2015
Senior Management Teams	<ul style="list-style-type: none"> <li>Business Partners presenting to Senior Management Teams and encouraging feedback</li> </ul>	November 2015 and ongoing 2016
Multicultural NSW	<ul style="list-style-type: none"> <li>Leader engagement</li> <li>One committee meeting</li> <li>Draft plan review</li> </ul>	October 2015 November 2015
Community	<ul style="list-style-type: none"> <li>Consultation</li> </ul>	2016 and ongoing

The steering committee has been a consultation body to ensure that all business divisions of the Department participate in the plan.

## 6 How will we keep track of progress

The governance and accountability arrangements have been established to support and sustain change, and communicated throughout the development of this plan.

The following steps are in place:

- all actions have approximate timeframes
- all actions have a named accountability
- all actions have an identified evaluation method to monitor progress and achievement against outcomes
- an Implementation Plan will be developed to support the actions
- quarterly steering committee meetings will be held to monitor, report, consult and review progress
- progress and achievements will be reported in the annual report
- the Plan and steering committee will be sponsored and championed at the executive level to position inclusion planning and actions as a high priority

## 7 Glossary

ABS	Australian Bureau of Statistics
CALD	Culturally and Linguistically Diverse
CLAS	Community Language Allowance Scheme
Cluster	The Planning and Environment Cluster
CSAB	Customer Services Advisory Board
COAG	Council of Australian Governments
DPE	Department of Planning and Environment
Entity	The word used to describe the Agencies/Divisions/Departments and Trusts within the Department of Planning and Environment's Cluster
EPA	Environmental Protection Authority
LOTE	Language other than English
MNSW	Multicultural NSW
OEH	Office of Environment and Heritage
OLG	Office of Local Government
The Framework	Multicultural NSW Multicultural Policies and Services Program Framework
The Plan	Department of Planning and Environment Multicultural Plan (excluding the OEH Portfolio)