



# MULTICULTURAL NSW RECONCILIATION ACTION PLAN | MAY 2023–MAY 2025





#### About the artwork

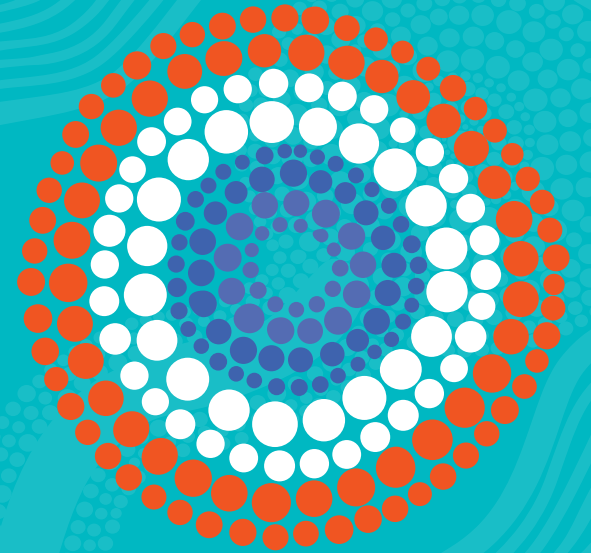
Multicultural NSW commissioned artist Rheanna Lotter to create an artwork to tell the story of our strong connection to the community and to launch our reconciliation journey.


Rheanna is a proud Yuin woman who grew up on Gundungurra Country, in the Southern Highlands.

Her artwork represents the commitment, inclusion, diversity and strength between Multicultural NSW and the wider community.



Rheanna Lotter





*“We recognise Aboriginal and Torres Strait Islander cultures are inextricably connected to the land, waters and skies on which we reside.”*

## Our vision for reconciliation

Multicultural NSW promotes community harmony and social cohesion in one of the most culturally diverse states in the world. Our vision is that respectful, meaningful connections between Aboriginal and Torres Strait Islander peoples and more recent arrivals will strengthen community harmony and deepen the breadth and scope of multiculturalism in NSW.

Multicultural NSW recognises Aboriginal and Torres Strait Islander peoples, cultures, histories and futures as being vital to a multicultural society.

Multicultural NSW acknowledges reconciliation is a continuous process of deepening knowledge, connections and understanding. We recognise Aboriginal and Torres Strait Islander cultures are inextricably connected to the land, waters

and skies on which we reside. We assert that all people in NSW, regardless of their heritage, have a role to play in promoting and preserving the traditions and cultures of Aboriginal and Torres Strait Islander peoples.

Our RAP goals are to incorporate the teachings, learning and cultures of Aboriginal and Torres Strait Islander peoples throughout our business. In addition, we will use our deep and strong relationships across diverse communities in NSW to champion reconciliation by engaging in cultural learning opportunities and promoting an understanding of Aboriginal and Torres Strait Islander cultures, histories and experiences.



# Our business

Multicultural NSW and its forebears have strived to be the State's hub of excellence in multicultural policy and engagement, having a proud history of standing up and speaking out on behalf of everyone in society to deliver tangible, long-lasting benefits to the people of NSW.

Multicultural NSW currently employs approximately 100 full-time staff. Two of our existing staff are proudly First Nations people. We are also supported by close to 1,300 casual interpreters and translators of many linguistically diverse backgrounds.

Multicultural NSW vision is for an inclusive, connected and socially cohesive multicultural NSW. It contributes to our success as a state, our sense of belonging and our common connection to the people of NSW. Central to the work of Multicultural NSW are our connection and commitment to people and relationships by upholding and enacting the Multicultural Principles enshrined in the *Multicultural NSW Act 2000*.

Here in New South Wales, we are home to people from more than 300 cultures, who speak 215 languages and follow 148 religious' traditions. Multiculturalism in Australia began more than 60,000 years ago with Aboriginal and Torres Strait Islander peoples. Cultural diversity is central to where we've come from, who we are, and where we're heading.





## Multicultural NSW prioritises:



NSW Language Services.

- Promoting the sustainability and standards of an industry-leading service used across government agencies
- Sector Capability



Modelling good practice and building capability across sectors to meet the needs of diverse communities through policy, programs and service delivery.

- Community Resilience



Expanding robust relationships that inspire people to foster social cohesion, stand united against divisive forces and come together in times of need.

- Settlement

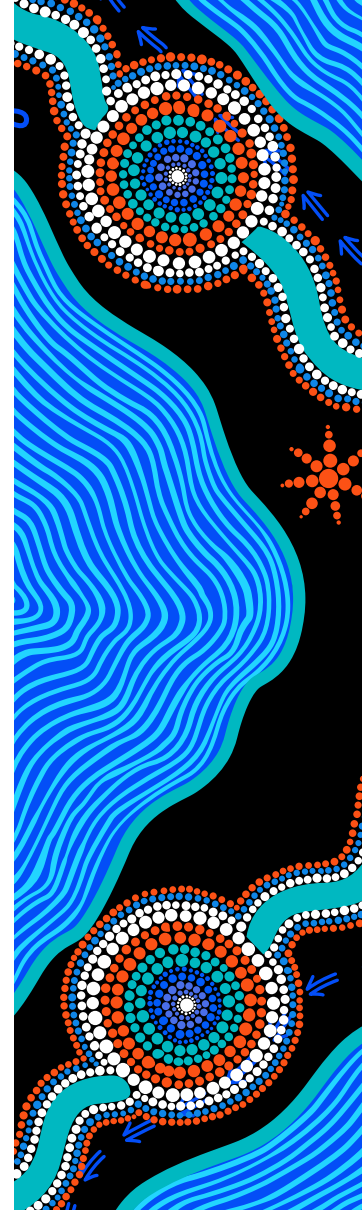
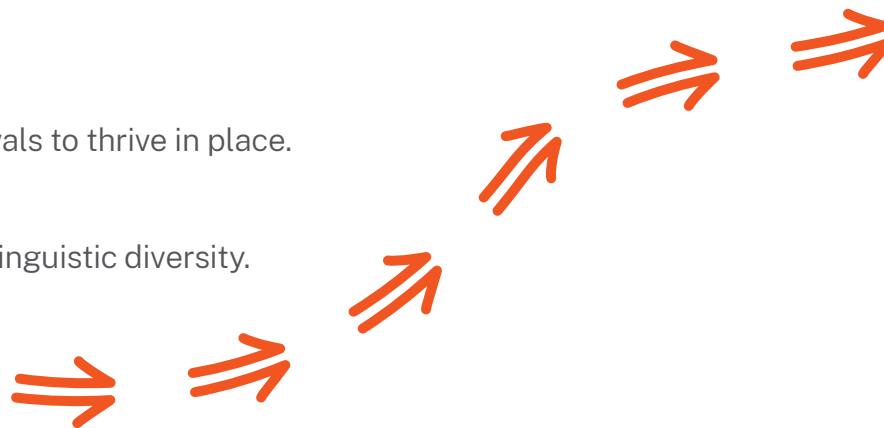


Supporting established communities and new arrivals to thrive in place.

- A Shared Sense of Value



Understanding the value of cultural, religious and linguistic diversity.



## Our RAP

Building and maintaining social cohesion and community harmony are at the heart of Multicultural NSW's purpose. We recognise our cultural diversity as one of our state's greatest assets. We view First Nations peoples and their histories as the foundation to this and we are developing our RAP to foster understanding across our agency and the communities with which we engage.

We will champion the RAP process and our RAP working group will oversee the execution of the RAP. Multicultural NSW's Reconciliation Action Plan Working Group is comprised of a diverse range of staff and one external stakeholder who volunteer their time, expertise and enthusiasm to develop and implement our RAP.

Representatives from the Corporate & People Division offer their expertise in people and culture, organisational development, and grants management. Our Communication & Marketing Division shares their skills and knowledge in communication and events including First Nations representation. Our Community & Policy Division brings their skills in community engagement, stakeholder management, community resilience, strategic policy development and implementation.

The external First Nations community advisor acts as an independent body providing advice and feedback on our RAP process.

We are united in our commitment to engage, support and challenge each other and our colleagues across the organisation on our RAP journey, as committed champions of reconciliation.

Our future engagement offerings will focus on connecting Aboriginal and Torres Strait Islander communities with our multicultural communities across the state. Our Regional Engagement Program which will encompass various offerings and working groups will ensure that we have an Aboriginal and Torres Strait Islander Representative on our Regional Community Networks. The Regional Community Networks will replace our former Regional Advisory Councils and will act as a steering committee that fosters expanded partnerships and networks at the local level across NSW.



Our RAP launch event will also consist of a round table discussion between leaders of Aboriginal and Torres Strait Islander communities and multicultural community leaders. The discussion will focus on difference and similarities between the communities and the ways in which we enhance the similarities leading to future cooperation and bridging the difference by mutual understanding and respect.

A focus of our COMPACT program is to foster connection and collaboration between multicultural and Aboriginal and Torres Strait Islander youth. The RAP will support our agency to deepen our relationships with existing partners and foster opportunities to profile those relationships and connections.

As a peak government body, we are also committed to connecting and fostering opportunities for our external stakeholders to build networks and explore their own journey of reconciliation.

Multicultural NSW also involves First Nations people across our engagement initiatives and will be visiting several regional towns learning about Aboriginal and Torres Strait Islander heritage as part of our Regional Engagement Program. In the past few years, we have also met with several regional Aboriginal Land Councils to discuss how we connect our Aboriginal and Torres Strait Islander communities with people from diverse backgrounds and have embedded these ideas into the future plans of our Settlement Team. Multicultural NSW celebrates National Reconciliation Week and NAIDOC week yearly and encourages staff and community partners to observe important Aboriginal and Torres Strait Islander events and dates.

For our major events, Multicultural NSW organises Welcome to Country and cultural performances with local Aboriginal community organisations. Internally, we are also commencing meetings, presentations and forums with an Acknowledgement of Country.



**Joseph La Posta**  
Multicultural NSW CEO

**Breda Diamond**  
RAP Executive Sponsor





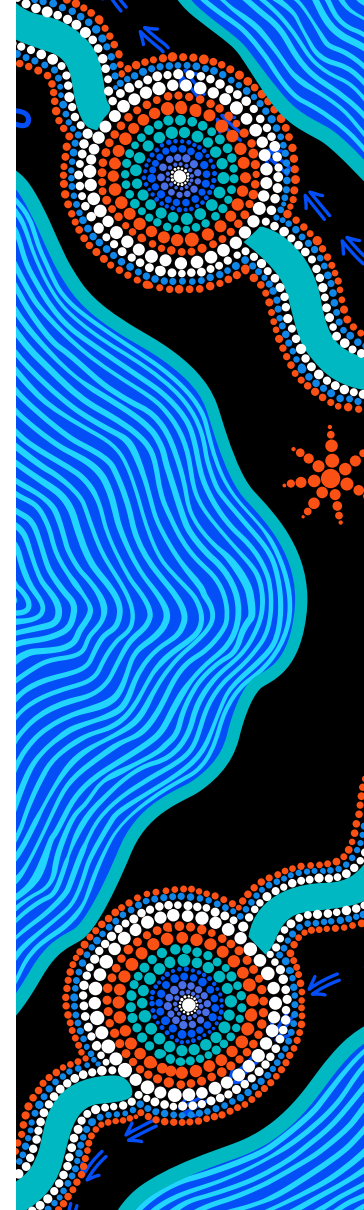


## Relationships

As an organisation committed to social cohesion and community harmony, Multicultural NSW prides itself on fostering meaningful relationships with a vision to deepen our connection with Aboriginal and Torres Strait Islander peoples across NSW. We recognise the strength, expertise and capacity across all communities in NSW. Our intention is to develop and build sustainable partnerships with Aboriginal and Torres Strait Islander leaders, government agencies and community organisations to support our goal of broadening our understanding and the connection with all people of NSW

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2023	Associate Director Community Engagement Manager Community Engagement
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Manager Community Engagement Community Engagement Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Manager Community Engagement Community Engagement Officer
	RAP Working Group members to participate in an external NRW event.	May 2023, 2024	Manager Community Engagement Community Engagement Officer
	Encourage and support staff and senior leaders to participate in at least one event to recognise and celebrate NRW.	May 2023, 2024	Manager Community Engagement Community Engagement Officer
	Organise at least one NRW event each year.	June 2023 May 2024	Manager Community Engagement Director Communications Community Engagement Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Manager Community Engagement Administrator Community Engagement



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2023	Associate Director HR
	Communicate our commitment to reconciliation publicly through our communication and social channels.	May 2023	CEO Director Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2023, 2024	Associate Director Community Engagement Manager Community Engagement
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2023, 2024	Chief Executive Officer Manager Community Engagement



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	Associate Director Human Resources
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2023	Director People & Corporate Associate Director Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2023	Associate Director Human Resources
	Educate senior leaders on the effects of racism.	October 2023	Associate Director Human Resources



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Strengthen harmonious relations between Aboriginal and Torres Strait Islander peoples and people from migrant and refugee backgrounds.	Strengthen relations between Aboriginal and Torres Strait Islander peoples and people from migrant and refugee backgrounds through the successful delivery of COMPACT (Community Partnership Action) Partnership Projects working in regional and metropolitan settlement locations.	July 2023, 2024	Director Community & Policy
	Identify and build relationships with key stakeholders across regional areas of NSW and build stronger connections with existing COMPACT partners.	July 2023, 2024	Director Community & Policy
	Proactively encourage First Nations involvement on our Regional Community Networks through proactive recruitment and connecting with local Aboriginal Land Councils to identify suitable leaders who can provide advice and information to government on community relation issues and opportunities.	July 2023, 2024	Director Community & Policy



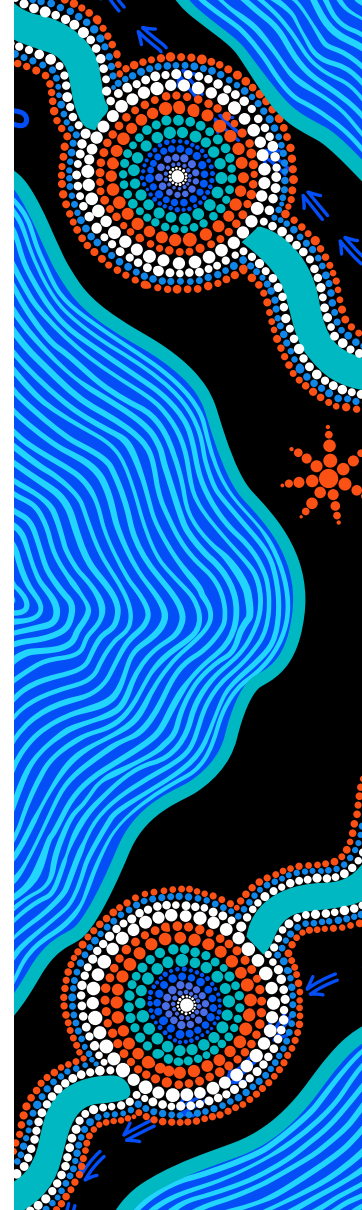
# Respect

For Multicultural NSW, respect begins with the recognition that Australia's rich cultural diversity began more than 60,000 years ago and is one of the oldest living cultures in the world. Enshrined in the principles of the *Multicultural NSW Act 2000* is our commitment to the common values and things that bind Australians together including the recognition of the heritage of Australia's Aboriginal and Torres Strait Islander peoples.

All people in NSW, regardless of their heritage, have a role to play in promoting and preserving the traditions and cultures of Aboriginal and Torres Strait Islander peoples. To achieve this, we are committed to creating meaningful opportunities for staff and key community and government stakeholders to learn about the cultures, histories, customs and protocols of Aboriginal and Torres Strait Islander peoples.

Respect requires not just celebration of the successes and ongoing contributions of Aboriginal and Torres Strait Islander peoples to our agency and our state, but honest acknowledgement of the complex and often traumatic history since European settlement and a commitment to being guided by Aboriginal and Torres Strait Islander people to listen to their stories and motivations for their futures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, experiences, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2023	Associate Director Human Resources
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2023	Manager Community Engagement Community Engagement Officers





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop, implement and communicate a cultural learning strategy for our staff.	February 2024	Associate Director Human Resources
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2024	Associate Director Human Resources
2. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Chief Executive Officer Manager Community Engagement Community Engagement Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	Associate Director Community Engagement Manager Community Engagement Community Engagement Officer
	Invite a local traditional owner or custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2024	Director Comms & Marketing Partnership Grants and Events Manager Community Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2024	Chief Executive Officer Associate Director Community Engagement Manager Community Engagement
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	1st week July 2023, July 2024	Manager Community Engagement Community Engagement Officer Engagement
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023	Associate Director Human Resources
	Promote and encourage participation in external NAIDOC events to all staff.	1st week July 2023, July 2024	Chief Executive Officer
	Attend 2-4 new NAIDOC events during the year including those in regional NSW.	May/July 2023 May/July 2024	Chief Executive Officer Director of Community & Policy





# Opportunities

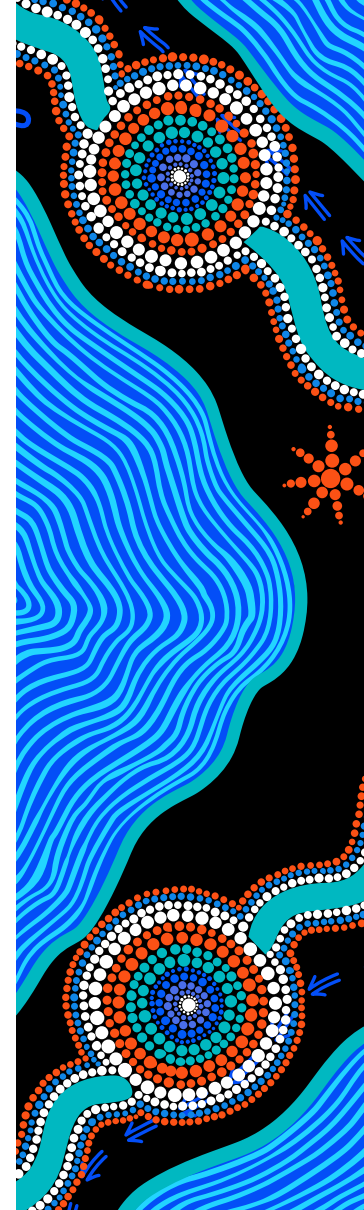
Through our RAP, Multicultural NSW will take practical steps in our employment, recruitment, procurement, professional development and decision-making processes to increase and enhance the contributions of Aboriginal and Torres Strait Islander peoples, organisations and communities. We will do this through targeted strategies to recruit, employ and retain more Aboriginal and Torres Strait Islander staff, board members and volunteers across our agency.

The NSW Government has now mandated Aboriginal and Torres Strait Islander business engagement through the Aboriginal Procurement Policy. We will leverage this policy to continue to build strong relationships with Aboriginal and Torres Strait Islander businesses and to provide meaningful contract and procurement opportunities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2023	Chief Executive Officer Associate Director Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2023	Associate Director Human Resources
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2023	Associate Director Human Resources



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy development strategy.	November 2023	Chief Executive Officer Associate Director Human Resources
	Promote job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2023	Associate Director Human Resources
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2023	Director Corporate & People
	Investigate Supply Nation membership.	August 2023	Director Corporate & People
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2023	Director Corporate & People
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2023	Director Corporate & People
	Develop commercial relationships with Aboriginal and/ or Torres Strait Islander businesses.	September 2023	Director Corporate & People





## Governance

The implementation and review of the RAP will be supported and guided by a RAP working group consisting of Multicultural NSW staff and the Multicultural NSW RAP external First Nations advisor.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2023	Chief Executive Officer
	Review and apply a Terms of Reference for the RWG.	July 2023	Associate Director Human Resources
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, and November 2023, 2024	Associate Director Human Resources

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023	Chief Executive Officer Director Policy & Community Director Corporate & People
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023	Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023	Manager Community Engagement Community Engagement Officer
	Appoint and maintain an internal RAP Champion from senior management.	May 2023	Chief Executive Officer



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	Annually (June)	Community Engagement Officer
	Contact Reconciliation Australia to request our unique link so we can access the online RAP Impact Measurement Questionnaire.	Annually (June)	Community Engagement Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually (30 Sept)	Manager Community Engagement Community Engagement Officer
	Report RAP progress to all staff and senior leaders quarterly.	Jan, April, July, Oct 2023, 2024	Chief Executive Officer Manager Community Engagement
	Publicly report our RAP achievements, challenges and learnings, annually.	Annually (June)	Associate Director Community Resilience Manager Community Engagement
	Investigate participating in Reconciliation Australia's two-yearly Workplace RAP Barometer.	May 2024	Community Engagement Officer & Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Director Policy & Community
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Manager Community Engagement

# A message from Reconciliation Australia

Reconciliation Australia commends Multicultural NSW on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Multicultural NSW to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Multicultural NSW will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Multicultural NSW is part of a strong network of more than 2,200 corporate,

government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

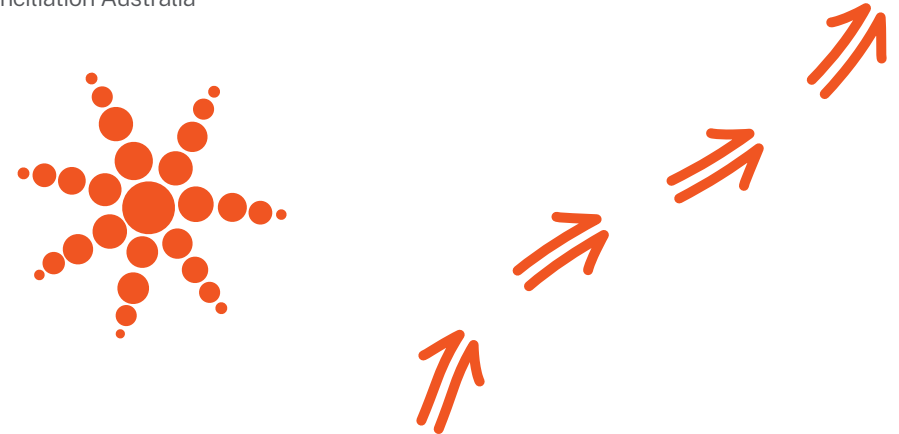
Implementing an Innovate RAP signals Multicultural NSW's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

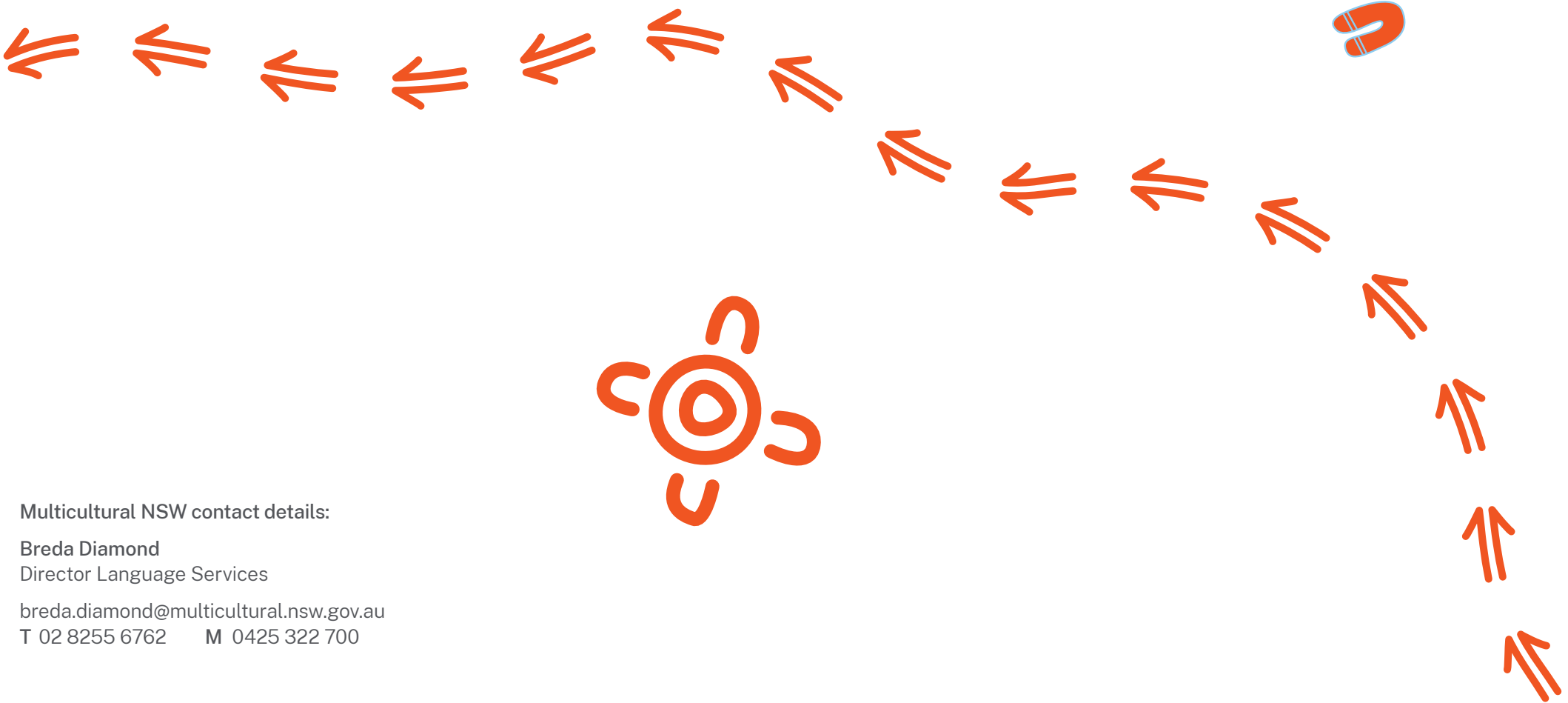
Congratulations Multicultural NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia







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**Breda Diamond**

Director Language Services

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