



# Multicultural Plan

2024-2028



# Acknowledgement of Country

The Office of Sport acknowledges and celebrates the Traditional Custodians of the lands and waters of NSW where we work, live and play.

We pay our respects to Elders past and present, and recognise their strengths, knowledge, and continuing connection to Country.

Artwork  
"Jennebe"  
By Jasmine Sarin



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# 1



## Section



# Message from the Chief Executive



Sport and active recreation have the power to change lives and promote social inclusion within our community. At the Office of Sport, we see people engaged in sport at all levels, watching, supporting, or participating – all with the positive aspiration of a productive and enjoyable life for themselves and their families.

The Office of Sport is the lead agency for sport and active recreation. Our work is spread across NSW, with 10 Sport and Recreation Centres, six sport venues, and offices throughout the state.

Most importantly, we recognise and value the diversity of our NSW community. The Office of Sport is committed to ensuring that all members of our community have every opportunity to participate in sport and active recreation in an inclusive, fair, and safe way.

The 2024-2028 Office of Sport Multicultural Plan is our roadmap for how we will provide leadership that empowers the sport and active recreation sector, as well as our own staff, to develop culturally appropriate and inclusive practices, services, and support that speak to the needs and interests of people from multicultural communities.

As part of the Plan, we are committed to leading the sport and active recreation sector in engaging with multicultural people and organisations in a positive way to ensure that activities are informed and co-designed by the community. The establishment of

the Office of Sport Multicultural Advisory Committee reflects that commitment.

Ongoing constructive and collaborative partnerships between the sport and active recreation sector, multicultural communities and the Office of Sport are crucial to the success of our Plan.

The Plan includes outcomes and initiatives that set out what we intend to do over the life of the Plan across the following four focus areas:

- Leadership
- Engagement
- Planning
- Service Delivery

The Office of Sport Multicultural Plan is part of a broader commitment to inclusion and diversity across our organisation and in our dealings with partners and stakeholders.

Sport and active recreation are for everyone. The Office of Sport is committed to continuing its journey in fostering an inclusive and collaborative sport and active recreation culture to achieve positive outcomes for the people of NSW.

I look forward to working with key stakeholders as well as the broader NSW community in progressing the initiatives set out in the Multicultural Plan.

**Karen Jones**  
Chief Executive

# 2



Photo Credit: Steve Christo - World Athletics

## Section



# Our commitment to diversity and inclusion

NSW is a richly diverse state with a mix of cultures, languages, and religions. Our state's population represents over 250 ancestries, and we speak more than 200 languages and dialects. In the 2021 Census, it was revealed that almost 30% (29.3%) of people in NSW were born overseas. Nearly a third of people in our State spoke a language other than English at home. It is the rich character of our community that enhances our daily lives and broadens our horizons

The Office of Sport (the Office) celebrates cultural diversity, and the key role that sport and active recreation plays in bringing communities together. We are committed to ensuring that everyone across the State can access these opportunities.

We will continue to work with stakeholders in our local communities, especially multicultural communities, and the sport and active recreation sector to understand and address barriers to participation in an appropriate and culturally sensitive way.

We are committed to increasing participation in sport and active recreation within multicultural communities by:



1

Building the capability of all employees in developing and administering high quality, culturally responsive programs, and initiatives.



2

Attracting and retaining a diverse workforce.



3

Understanding and addressing our customers' needs.



4

Fostering relationships with multicultural communities and other key stakeholders to build partnerships with the sport and active recreation sector.

# 3



## Section



# Why an Office of Sport Multicultural Plan?

The *Multicultural NSW Act 2000* (the Act) promotes the recognition of equal rights and responsibilities of all the people of NSW within a cohesive and multicultural society.

Under the Act, all NSW Government agencies are required to prepare and implement a Multicultural Plan. This Plan reflects Multicultural NSW's key principles for individuals and organisations.

The term 'multicultural' is used throughout this Multicultural Plan to include cultural, linguistic, and religious diversity.

While we are fulfilling a legislative requirement, the Office of Sport Multicultural Plan is the framework by which we lead and empower our staff and the sport and active recreation sector to meet the needs and interests of people from multicultural communities. The Office is committed to integrating the objectives of this Multicultural Plan into our organisational culture and core business.

The Plan contains initiatives that, when implemented, will be achievable, measurable, and designed to improve the lives of people from multicultural communities through sport and active recreation.

### Consultation and Engagement

Consultation is critical to the Office of Sport and the sport and active recreation sector developing a better understanding of the needs of multicultural communities and identifying barriers to inclusion, as well as taking planned actions to address them.

The Office aims to be the sector leader in our approach to consultation and collaboration with people from culturally diverse backgrounds, multicultural communities, sporting organisations and other government agencies. Actions to engage and consult with key stakeholders, both internally and externally, in a culturally and sensitive manner are built into the Plan.

The Office established a stakeholder advisory group, the Multicultural Advisory Committee, in 2022. This Committee includes members from multicultural communities, Multicultural NSW, and Sport NSW.

The Committee is designed to ensure that the Office understands the different perspectives of multicultural communities, to increase their participation in sport and active recreation.

Through the life of the Plan, the Committee will work with the Office to identify opportunities for co-design of specific sport and recreation partnerships with the sector. The Office will continue to work with the Committee to promote inclusion, address barriers, and share information to support multicultural communities.

### Governance

The Multicultural Plan is overseen by the Diversity and Inclusion Executive Steering Committee. This Committee meets quarterly and includes senior representatives from across the Office.

### Measuring Our Success

To ensure that initiatives in the Plan are progressed effectively, each initiative has been allocated Executive Sponsors to facilitate its implementation. These Executive Sponsors will provide regular advice to the Diversity and Inclusion Executive Steering Committee on progress.

The Multicultural Plan will be published in the Annual Report and on the Office's website. Each year, the Office will produce an annual progress report to Senior Leadership and Multicultural NSW.

# 4



## Section



# Focus Areas

The Multicultural Plan was developed in accordance with Multicultural NSW's Multicultural Policies and Services Program (MPSP) Framework. The MPSP is the rationale for implementing the Multicultural Principles and embedding multicultural planning within our core business operations. The MPSP Framework consists of four Focus Areas which provide a structure for our Plan.

### Focus Area 1: Leadership

The Office of Sport is committed to providing leadership to increase inclusivity across the NSW sport and active recreation sector. The Office will promote and foster a culture of inclusion, both internally and across the sector. We will ensure that multicultural perspectives inform strategic planning undertaken by senior leaders and other managers across the organisation.

We will continue to build the capacity of all employees to develop and provide high quality, culturally inclusive practices, programs, and initiatives.

We are committed to attracting and retaining staff from diverse backgrounds to reflect the communities we serve.

The Office will continue to support and promote activities and campaigns across the sport and active recreation sector that foster and celebrate cultural diversity. We will produce messages and campaigns for our policies, programs and venues that are reflective of the cultural diversity of NSW.

### Focus Area 2: Engagement

The Office of Sport is committed to fostering and strengthening relationships, networks and partnerships between multicultural communities, and the sport and active recreation sector. This will be achieved through culturally appropriate consultation and stakeholder engagement. Our Multicultural Advisory Committee will have a key role in supporting our engagement with multicultural communities.

The deep engagement with multicultural communities will facilitate opportunities for co-design of activities that meet their needs and interests.

### Focus Area 3: Planning

Multicultural perspectives and voices will continue to be explicitly sought as part of business planning in the Office. We will undertake an evidence-based approach in our planning processes which aims to produce increased opportunities for multicultural communities to participate in sport and active recreation. This includes the facilitation of partnerships between multicultural communities and the sport and active recreation sector to deliver outcomes for the NSW community.

### Focus Area 4: Service Delivery

We will ensure that our activities, including partnerships that the Office has facilitated between the sport and active recreation sector and multicultural communities, are culturally appropriate and designed to meet the needs and interest of people from multicultural communities.

We will regularly review and update our current offerings to improve cultural inclusivity and implement new ideas to respond to the emerging needs of the NSW community. Where applicable, we will address the need for specialised approaches in targeting services and programs to multicultural communities.

As part of the evaluation of any pilot initiatives we have delivered or facilitated, we will identify opportunities for potential scale-up and broader implementation across NSW.

We will also endeavour to ensure that all members of the NSW community, including people from multicultural communities, are supported in accessing the information they need about the Office of Sport's services.



# Actions

## Focus Area 1: Leadership

**Outcome:** The Office of Sport incorporates culturally inclusive practices in our policy development, program planning and delivery, and recruitment.

Strategy	Initiative	Business Units	Executive Sponsor(s)
<b>Demonstrate our culture of valuing diversity and inclusive practices.</b>	• Develop staff capability and accountability on inclusive leadership and contemporary practices for working with multicultural communities.	All Business Units	Chief Executive Executive Director, Policy and Planning Executive Director, Centres, Venues and Regions Executive Director, Corporate
	• Develop strategies to attract culturally diverse applicants to the Office and increase diversity in our organisation.	Human Resources Marketing and Communications	Executive Director, Corporate
<b>Deliver activities which foster and celebrate cultural inclusion.</b>	• Model culturally inclusive practice by supporting and observing special days of diverse cultures. • Promote staff participation in NSW Government diversity networks.	Human Resources Marketing and Communications Policy and Programs	Executive Director, Corporate Head of Marketing and Communications

## Focus Area 2: Engagement

**Outcome:** The Office of Sport is a sector leader in its approach to consultation and collaboration with people from culturally diverse backgrounds and communities.

Strategy	Initiative	Business Units	Executive Sponsor(s)
<b>Engage and collaborate with multicultural communities in the development of approaches that support greater participation in sport and active recreation.</b>	• Work with the Multicultural Advisory Committee, community partners, the sport and active recreation sector and multicultural communities to identify and address the needs and barriers to participation in sport and active recreation.	Policy Sector Support Centres, Venues and Regions	Executive Director, Policy and Planning Executive Director, Centres, Venues and Regions
	• Conduct culturally appropriate stakeholder engagement and co-design of programs, services and partnerships that are tailored to local communities. • Engage with local community champions to understand the needs of their communities and identify partnership opportunities. • Connect the sector to key community partners to facilitate collaboration and inform inclusive program development.	Centres, Venues and Regions Sector Support Policy	Executive Director, Centres, Venues and Regions Executive Director, Policy and Planning



# Actions

## Focus Area 3: Planning

**Outcome:** The Office of Sport is responsive to the individual needs, language, and culture of multicultural communities.

Strategy	Initiative	Business Units	Executive Sponsor(s)
<b>Consider the needs of, and barriers to participation for, multicultural communities in the planning of policies and programs.</b>	<ul style="list-style-type: none"> <li>Planning by each business unit is informed by the needs of local communities including multicultural communities in the review and/or development of programs, policies, services and partnerships.</li> </ul>	All Business Units	Executive Director, Policy, and Planning  Executive Director, Centres, Venues and Regions  Executive Director, Corporate
	<ul style="list-style-type: none"> <li>Implement an evidence-based approach to respond to emerging needs of multicultural communities through data analysis and evaluations of existing policies, programs, and services.</li> </ul>	Policy Data and Insights Centres, Venues and Regions	Executive Director, Policy and Planning  Executive Director, Centres, Venues and Regions

## Focus Area 4: Service Delivery

**Outcome:** The Office of Sport ensures access to, and provision of culturally inclusive programs and initiatives that support greater participation of people from multicultural communities in sport and active recreation.

Strategy	Initiative	Business Units	Executive Sponsor(s)
<b>Provide opportunities for everyone in NSW to participate in sport and active recreation throughout their whole life.</b>	<ul style="list-style-type: none"> <li>Systematically review and adjust current programs, including funding programs, to improve cultural inclusivity and eliminate barriers.</li> </ul>	Policy Sector Support Centres, Venues and Regions Grants	Executive Director, Policy, and Planning  Executive Director, Centres, Venues and Regions  Executive Director, Corporate
	<ul style="list-style-type: none"> <li>Develop, and/or facilitate pilot programs, in partnership with stakeholders, where appropriate, that respond to the needs of diverse communities.</li> </ul>	Policy Sector Support Centres, Venues and Regions	Executive Director, Policy and Planning  Executive Director Centres, Venues and Regions
	<ul style="list-style-type: none"> <li>Facilitate greater awareness and accessibility of information regarding Office of Sport programs and services.</li> </ul>	All Business Units Marketing and Communications	Head of Marketing and Communications



Photo Credit: Steve Christo - World Athletics

## Office of Sport

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View or download this report from the

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