

# Quick reference guide overview

## Multicultural Access and Equity Policy: minimum obligations

	Minimum obligation	Why is this a minimum obligation?
<b>1. Leadership</b>	<p><b>1.1 Executive accountability:</b> Assign a Senior Executive Officer to be responsible for implementation of multicultural access and equity obligations in the agency.</p> <p><b>1.2 Agency commitment:</b> Leadership to ensure that staff understand and are committed to multicultural access and equity implementation.</p>	<ul style="list-style-type: none"> <li>• Feedback from clients and stakeholders suggests that the better performing departments and agencies have a dedicated point of leadership and clear planning for achieving their multicultural access and equity obligations.</li> <li>• With effective leadership, staff are better placed to understand and commit to the implementation of their AMP. This department and agency level 'buy in' helps ensure that your AMP translates into accessible services, inclusive policies and effective programs for Australia's diverse communities.</li> </ul>
<b>2. Engagement</b>	<p><b>2.1 Stakeholder engagement:</b> Have a stakeholder engagement strategy to understand culturally and linguistically diverse communities' interaction with their agency.</p> <p><b>2.2 Language and communication:</b> Have a language and communication plan for culturally and linguistically diverse communities, including on the use of languages other than English and incorporating the use of interpreters and translators.</p>	<ul style="list-style-type: none"> <li>• A strategic approach to stakeholder engagement builds better ongoing relationships and is more likely to realise benefits for both the department or agency and its stakeholders.</li> <li>• Enhancing the effectiveness of a department or agency's engagement strategies towards its diverse stakeholders can also assist departments and agencies to better target their efforts and achieve their strategic objectives in a more effective and efficient way.</li> <li>• Feedback from clients, stakeholders and departments and agencies, indicate that communication with diverse communities is central to improving performance in multicultural access and equity.</li> <li>• Lack of effective language and communication practices risks excluding those whose English language skills are low or still developing or who have a low level of familiarity with Australia and how the</li> </ul>

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		Australian Government system works.
<p><b>3. Performance</b></p>	<p><b>3.1 Performance indicators and reporting:</b> Develop a set of KPIs relating to engagement with, or outcomes of services to, culturally and linguistically diverse clients.</p> <p><b>3.2 Feedback:</b> Have arrangements to ensure affected culturally and linguistically diverse communities are able to provide feedback on agency multicultural access and equity performance.</p>	<ul style="list-style-type: none"> <li>• The KPIs your department or agency sets will provide a clear-cut, objective basis for measurement of your department or agency's performance in multicultural access and equity. In doing so, they demonstrate clarity of commitment and accountability.</li> <li>• Establishing clear benchmarks upon which your performance will be measured will also assist departments and agencies with whole-of-government reporting obligations and performance auditing.</li> <li>• An important element in achieving responsiveness is for clients to be empowered to give feedback and make complaints to government departments and agencies.</li> <li>• Having arrangements in place to ensure that feedback mechanisms are truly accessible to diverse communities will help improve responsiveness to their needs and build trust/credibility.</li> <li>• Trust in government will increase if feedback is incorporated into policies, programs and services and clients are informed of how their feedback has been addressed.</li> </ul>
<p><b>4. Capability</b></p>	<p><b>4.1 Cultural competency:</b> Have training and development measures to equip staff with cultural competency skills.</p> <p><b>4.2 Research and data:</b> Each agency is required to collect ethnicity data on the culturally and linguistically diverse groups with which the agency engages and to which it delivers services directly or indirectly.</p>	<ul style="list-style-type: none"> <li>• Strong foundations in cultural competency increase the capacity of Australian Government departments and agencies and their staff to understand and respond to the growing diversity within the Australian community.</li> <li>• Demonstrated cultural competency also helps to build trust and provides a vital bridge between a department or agency and the communities they serve.</li> <li>• Without effective research and data collection, departments and agencies risk failing to understand the multicultural nature of their client group (whether they interact directly with them or through policies and programs delivered by third parties). This in</li> </ul>

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		<p>turn represents a major barrier to effective planning and delivery.</p> <ul style="list-style-type: none"> <li>• Having a strong evidence base is also critical when evaluating the effectiveness of a department's or agency's policies, programs and engagement activities in serving the needs of Australia's diverse communities.</li> </ul>
<p><b>5. Responsiveness</b></p>	<p><b>5.1 Standards:</b> Any whole-of-government standards and guidelines developed by the agency must address multicultural access and equity considerations.</p> <p><b>5.2 Policy, program and service delivery:</b> Provision to ensure that policies, programs, community interactions and service delivery (whether in-house or outsourced) are effective for culturally and linguistically diverse communities.</p> <p><b>5.3 Outsourced services:</b> Where relevant, provision for incorporation of multicultural access and equity requirements into contracts, grant agreements and related guidance material of which the agency has carriage.</p>	<ul style="list-style-type: none"> <li>• Where relevant, multicultural access and equity considerations in whole-of-government standards and guidelines is important to ensuring that such standards and guidelines properly reflect and account for the diverse communities we serve.</li> <li>• It also enables departments and agencies with responsibility for whole-of-government standards and guidelines to demonstrate leadership in multicultural access and equity.</li> <li>• Australia's diverse communities simply want multicultural access and equity to work 'on the ground'. This applies to all aspects of government work, from policy design right through to service delivery and engagement and whether delivered directly or outsourced.</li> <li>• Where relevant, inclusion of multicultural access and equity requirements in funding agreements with states and third-party service deliverers is important to driving better multicultural access and equity performance through Australian Government-funded programs.</li> <li>• Those delivering services on behalf of the Australian Government need to be aware of multicultural access and equity considerations in order for those services to work effectively 'on-the-ground' for Australia's diverse communities.</li> <li>• Note: It is important that this is done progressively, particularly in relation to existing contracts and funding agreements, and mindful of other obligations on agencies (such as the National Compact).</li> </ul>
<p><b>6. Openness</b></p>	<p><b>6.1 Publishing:</b> Agency to publish its Agency</p>	<ul style="list-style-type: none"> <li>• Effective delivery of multicultural access and</li> </ul>

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	<p data-bbox="427 150 751 450">Multicultural Plan on its website and performance reports against agency KPIs for culturally and linguistically diverse clients in agency annual reports.</p> <p data-bbox="427 528 751 714"><b>6.2 Data:</b> Agency to make culturally and linguistically diverse data available to other agencies and the public.</p>	<p data-bbox="852 150 1442 255">equity, like any area of social policy, requires effective accountability and governance arrangements.</p> <ul data-bbox="802 309 1442 1032" style="list-style-type: none"> <li data-bbox="802 309 1442 607">• Placing your AMP on your department or agency’s website, and publishing performance reports against the KPIs in your department or agency’s annual report, demonstrates your department or agency’s commitment to accountability and enables a more objectively based analysis of department and agency performance.</li> <li data-bbox="802 660 1442 1032">• Transparency regarding the diverse communities with which your department or agency interacts helps build trust with communities, demonstrates your department or agency’s understanding and commitment to serving their needs and allows other departments and agencies and the public to better understand how the work of your department or agency contributes to building Australia’s successful multicultural society.</li> </ul>