Multicultural Inclusion Action Plan
FY21-23

28 January 2021

Introduction

icare's Multicultural Inclusion Action Plan has been developed within a broad policy and legislative context, specifically the *Multicultural NSW Act 2000* and the *Public Finance and Audit Act 1983*. A key principle from the *Multicultural NSW Act 2000* is that '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'. A second key principle is that 'all individuals in NSW should have the greatest possible opportunity to… (ii) make use of, and participate in, relevant activities and programs provided or administered by the Government of New South Wales'.

The Multicultural Policies and Services Program (MPSP) is administered by Multicultural NSW and is the mechanism for implementing the multicultural principles as outlined in the *Multicultural NSW Act 2000*. Under the MPSP all NSW Government departments and statutory authorities are required to prepare a Multicultural Inclusion Action Plan (MIAP) to show how they will conduct their business within a culturally, linguistically and religiously diverse society. Each plan must be consistent with the MPSP framework and include outcomes across the four key focus areas, shown in the table below.

Based on insights from icare's Customer Advocate and research into the experience of multicultural customers, this draft 'strawman' plan for consultation suggests icare's MIAP focusses on customer outcomes and operations.

icare strategic objective	MPSP focus areas	#	Outcome
Customer outcomes	1. Service Delivery	1.1	Mainstream services are delivered for everyone and improved through the collection and application of data
		1.2	Targeted programs fill the gaps
		1.3	People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions
	2. Planning	2.1	Strong plans to deliver services
		2.2	Evidence driven planning
Operations	3. Leadership	3.1	Demonstrated leadership in culturally inclusive practices
		3.2	Increased recognition of the value of cultural diversity
	4. Engagement	4.1	Collaboration with diverse communities
		4.2	Understanding the needs of people from diverse backgrounds

icare strategic objective: customer outcomes

As the state's social insurer, we are committed to delivering empathetic experiences and fair outcomes for the people and businesses we serve and the community we protect. We keep our customers at the centre of everything we do and actively use our capabilities, scale and influence to improve customer outcomes and experiences.

icare's customer conduct principles as set out by the regulator are:

Be easy to engage and efficient
Act fairly, with empathy and respect
Resolve customer concerns quickly, respect customers time and be proactive
Have systems in place to identify and address customer concerns
Be accountable for actions and honest in interactions with customers

icare's customer design principles will be included in future tender processes and Scheme Agent and third-party contracts. The customer design principles are:

We demonstrate empathy in action
We make things transparent
We make it simple
We collaborate for better outcomes
We set the bar

These principles underpin the human centered design approach of services and products for icare customers, including those from Culturally and Linguistically Diverse (CALD) backgrounds.

Multicultural Inclusion Action Plan – Customer outcomes objectives

	icare objective – customer outcomes links to MPSP focus areas 1&2 service delivery and planning	Actions year 1 FY 2020-21	Actions year 2 FY 2021-22	Actions year 3 FY 2022-23
1	icare's planning and service delivery is informed by understanding the needs of people from diverse backgrounds, as our customers are the community of NSW	• Data on customer demographics is analyzed, leveraging research and community insights to enable improved planning and customer service delivery • Customer feedback systems are reviewed and implemented across all customer groups	• Net Promoter Score (NPS) process and customer feedback systems allow the experience of diverse customer groups to be interrogated • icare planning process reviewed to ensure time and accessible channels for customer feedback • Establish a Customer and Community Reference Group to provide direction/guidance in connecting with the community to improve accessibility and awareness of customer needs	• NPS feedback is used to report on the success of planned improvements in service quality • Review the effectiveness of the Customer and Community Reference Group and identify priority improvements and develop implementation plans
2	Translation and interpreting services are available to all customers at key interactions and monitoring demonstrates efficacy	• Identified information for key interactions is available in at least six community languages based on icare customer data and broader NSW data • The Telephone Interpreting Service is available across all customers contact points and relevant staff are trained in its use • New and renewal of service contracts comply with procurement social standards	• Evaluate current translator and interpreter services and materials to streamline engagement and increase consistency and accessibility across icare's functional lines. • Disseminate best practice within icare on how to work with an interpreter, including provision of relevant staff training annually	• Evaluate the effectiveness and timeliness of translations and interpreter services. Identify priority improvements and develop implementation plans • Establish target measures for use and satisfaction in key interactions

3	Target groups are aware of their health and safety rights and icare services	• Series of workshops scheduled for FY21 to improve the service delivery and experience for CALD injured workers • Evaluate the efficacy of the timeline cards introduced in FY20 • Define the target groups in scope that align with icare's strategy	• Evaluation of FY21 workshop impact and the program expanded to other groups if appropriate • Target group tracking of the awareness of rights and decrease in preventable accidents • Collaborate with SafeWork NSW and NSW Health and utilise health promotion and health principles for prevention tools and training	• Reporting on extent to which actions taken have increased awareness of rights and decrease in preventable accidents in target groups and ongoing strategy agreed
4	Care services customers from culturally and diverse backgrounds are matched with providers that can meet their cultural needs	• Evaluate the current CALD provider program availability and effectiveness with a view to increase diversity of CALD providers to reflect the customer base • Survey customer satisfaction annually on the quality of the CALD provider match • Review selection processes for CALD providers and related training for program staff	• Success indicators for provider selection and program offerings agreed and measured • Leveraging insights from customer experiences and satisfaction enables proactive matching of people from CALD backgrounds in Care services with suitable providers	• Effectiveness of the matching program evaluated and learnings / innovations in practice identified and disseminated internally and externally • Conduct research on cultural and family power dynamics and how icare can best support the customer taking this into account

icare strategic objective: operations

We will continuously uplift operational efficiency, drive financial performance and ensure effective governance and risk management.

	icare objective – operations links to MPSP areas 3&4 leadership and engagement	Actions year 1 FY 2020-21	Actions year 2 FY 2021-22	Actions year 3 FY 2022-23
5	Workforce diversity enhances organisational performance	• Develop and/or implement learning tools to increase awareness and competence in hiring managers and people leaders of understanding unconscious bias and discrimination • CALD data continues to be collected about icare's people at onboarding	• Internal vibrant CALD network established with accessibility to internal information, tools and talent • Degree to which icare's people feel safe speaking up about diversity and inclusion is measured via staff surveys	• Measures of psychological safety are agreed, and improvements tracked • Use of the People Matter Employment Survey to continue to track and report on Inclusion and Diversity and leverage results to support prioritisation of initiatives and objectives

		• Data capture and analysis systems established and communicated to improve employee experiences at work	• Increase People Matter Employment Survey Inclusion and Diversity overall result by +5% through specific promotion of the survey	
6	Customer conduct principles and multicultural inclusion is promoted and celebrated	• Deliver at least four internal icare sponsored and provide self-service information for employee-led events that are aligned to icare's strategy and delivered in COVID-19 context • Information on cultural diversity is included in induction	• Events program evaluated and improved as appropriate	
7	Customer conduct principles are embedded in contracts with scheme agents, claim agents and other third parties	• Current procurement process and contract content reviewed to comply with procurement social standards, and any areas of change identified • Action plan reflects business priorities	• Prioritised action plan implemented • Provide agents and third parties with education and resources to increase compliance and effectiveness in working with icare around multicultural principles/cultural diversity	• Action plan reviewed for continuous improvement
8	Active partnerships with multicultural organisations enhance organisational performance	• Existing partnerships with Multicultural NSW, Regional Advisory Councils, ECC NSW, and Plus Inclusion maintained • Key new partners identified to enhance relevant areas of the business	• Partners provide regular feedback to inform service delivery/quality measures and continuous improvement opportunities	• Overarching Diversity and Inclusion strategy evaluated including partner and customer feedback to inform new MIAP and icare strategic planning
9	Executive leadership for Diversity and Inclusion oversees regular plan review and refresh over three-year cycle	• Leadership role established • Executive sponsor identified • Executive meeting cadence established for a Diversity and Inclusion standing item • Reporting and monitoring cadences established	• Achievements in 2021 recognised and prioritised actions for 2022 agreed by leadership incorporated into icare's strategic plan and business plans	