



Australian Government



Services  
Australia

# Multicultural Servicing Strategy

2023 to 2025







## Acknowledgment of Country

Services Australia acknowledges the Traditional Custodians of the lands we live on. We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

We acknowledge the many nations, cultures, languages, diverse practices and connection to Country. Aboriginal and Torres Strait Islander peoples share their insights into their unique values, customs, beliefs, social structures and spiritual connections. We respect and learn from these ancient wisdoms, belonging to the oldest evolving culture in the world.

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# Chief Executive Officer's foreword

Australia is an increasingly diverse nation,  
with over 1 in 4 Australians born overseas.

Our services must be accessible and responsive to the needs of all Australians if we're to become a world leader in government services under the Australian Government's Multicultural Access and Equity Policy.

The challenges from 2020 to 2022 have shown that we need to rapidly modernise and improve the service offer and operations that underpin all we do to support culturally and linguistically diverse customers.

This strategy will be our guide to do just that. It sets out how we will streamline, modernise and enhance our already successful tailored programs and services to meet the evolving needs of the community.

It also highlights how we will work closely with our customers, other government agencies, business partners and communities to design and deliver services.

Our staff have a wealth of expertise and experience. We will harness the cultural and language skills of our staff and ensure they have the right skills, knowledge and resources to support our culturally and linguistically diverse customers.

Our strategy will ensure we continue to provide culturally sensitive and responsive services to every Australian.

Therefore, I am pleased to present the Multicultural Servicing Strategy for Services Australia for 2023 to 2025.



**Rebecca Skinner PSM**  
Chief Executive Officer  
Services Australia



# Overview

The *Multicultural Servicing Strategy 2023 to 2025* (strategy) builds on our strong foundation of providing quality government services to culturally and linguistically diverse (CALD) customers and communities.

We acknowledge that 'CALD' is an umbrella term for many people. With it comes diverse life experiences that can intersect with other life events and identities. This includes:

- Young people
- Older Australians
- People with disability
- People with caring responsibilities
- People living rurally or remotely
- People of all genders and LGBTI+
- People impacted by family and domestic violence
- Migrants and refugees.

This intersection creates unique challenges and vulnerabilities for CALD people and communities when trying to engage with government services. We listen, and remain responsive, to the diverse needs of CALD customers and communities.

Our CALD customers and communities have told us they want culturally appropriate products and services. They should be easy to navigate and accessible in languages other than English. CALD customers and communities want to play a role in helping us design and deliver these products and services.

The strategy is our future-focussed sustainable plan for delivering world leading government services to CALD customers and communities.

# Vision

Our vision is to make government services simple so all people from CALD backgrounds can get on with their lives.

Our vision brings together our *Multicultural Equity and Access Policy* commitments with the principles of the Services Australia corporate plan.

We'll achieve this by:



**Engaging early and often** with CALD customers and communities at every stage of our design, delivery and evaluation processes. We'll understand the customer experience and bring their needs and perspectives into the centre of everything we do.



**Modernising our approach** through data, technology and digitalisation, making our services simple and more accessible for CALD customers and communities. This ensures we're supporting customers with services best suited to their needs and circumstances regardless of the service channels they use.



**Building and using the unique cultural knowledge, skills and perspectives of our staff** to optimise our performance. This will provide helpful and respectful services to CALD customers and communities.



**Working in partnership across government and community** to design and deliver customer experience solutions, improving outcomes for CALD customers and communities.

We're accountable and transparent to our CALD customers and communities, the agency, and the Australian Government, on our progress.

CALD customers and communities want to play a role in helping us design and deliver these products and services.

# Our multicultural servicing principles

These principles guide our vision to make government services simple so all people from CALD backgrounds can get on with their lives.



## Simple

Pathways and processes that reduce steps and improve access to government services.

Services that are culturally appropriate and tailored to a customer's situation.

Access to information, services and support customer needs in languages other than English.



## Helpful

Recognition of the unique experiences of CALD people to inform advice and options.

Bilingual and specialist staff who provide proactive, personalised services.

Help for newly arrived refugees and CALD people experiencing vulnerability to access government services.



## Respectful

Culturally competent staff trained to listen to and understand a customer's needs.

Basing service options on evidence, consultation and engagement about CALD customers' needs.

Creating a welcoming environment for people from all backgrounds.



## Transparent

Products and services tailored to CALD people that help them understand the process and what to do next.

Tailoring information about how customer data is used and provide clarity about the reason for decisions.

# Our commitment to multicultural access and equity

Our vision supports the Australian Government's *Multicultural Access and Equity Policy*.

This policy ensures programs and services meet the needs of all Australians, whatever their cultural and linguistic background.

The policy has 6 commitments essential to the effective delivery of government programs and services in a multicultural society. That is leadership, engagement, responsiveness, performance, capability and openness.

Australian Government departments and agencies have to apply the commitments to all relevant activities. This includes work on behalf of government by contractors and service delivery partners.

1	<b>Leadership</b>	Demonstrate a commitment to multicultural access and equity and take responsibility for its implementation.
2	<b>Engagement</b>	Identify and strategically engage with culturally and linguistically diverse customers, stakeholders and communities.
3	<b>Responsiveness</b>	Strategies to ensure that policies, programs, community interactions and service delivery (whether in-house or outsourced) are responsive to CALD Australians.
4	<b>Performance</b>	Strong and clear mechanisms in place to measure their multicultural access and equity performance.
5	<b>Capability</b>	Understand, and have capacity to respond to, the cultural and linguistic diversity of Australia's population.
6	<b>Openness</b>	Transparent implementation of multicultural access and equity.



# Our multicultural access and equity commitment achievements so far

We've laid a good foundation in our last strategy. We're looking to strengthen these in this strategy.

## 1 Leadership

Our Senior Executive Multicultural Champions have fostered an inclusive culture across the agency, representing the needs of CALD staff and customers.

Our champions promoted events like Harmony Week. They've shared personal stories about their multicultural backgrounds and the value of cultural diversity.

## 2 Engagement

Our proactive engagement with CALD customers and communities feeds and supports our human centred design approach.

We purposefully engaged CALD stakeholders in user testing and research, identifying crucial service needs.

## 3 Responsiveness

We've enhanced our design approach to be more responsive to the needs of all customers, regardless of their background.

Our new multicultural service design standards help us ensure the needs of CALD customers are front and centre. This guides us to design more inclusively and responsively.

## 4 Performance

We used multiple feedback mechanisms to enhance our performance and improve outcomes for CALD customers.

We conduct targeted CALD customer surveys on complaints and customer satisfaction. We get valuable insights to help us strengthen and improve CALD customer servicing.

## 5 Capability

Over 30,000 staff completed multicultural awareness training, demonstrating their commitment to developing their cultural capability.

## 6 Openness

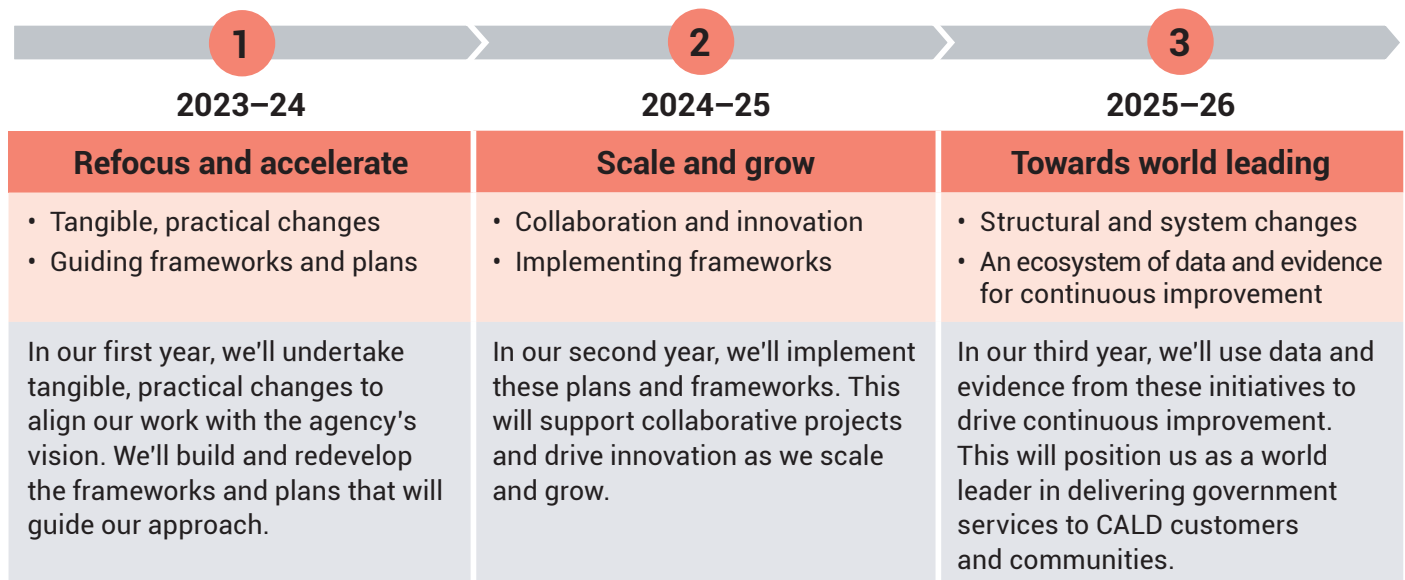
We're more open and transparent about our multicultural access and equity commitments and progress.

We report annually against all actions and contribute to the Multicultural Access and Equity triennial report.

# What success looks like

Over the next 3 years, we'll deepen our understanding of the CALD customer experience and embed this in everything we do.

Our approach has 3 phases: Refocus and accelerate (2023–24), Scale and grow (2024–25) and Towards world leading (2025–26).



## How we'll measure our progress

### Yearly progress report

Each year, we'll publish our progress in the agency's annual report. We'll also provide a progress report to our Executive Committee, Multicultural Reference Group and the Department of Home Affairs. This department is responsible for reporting on whole of government multicultural access and equity performance. A real-time progress snapshot will be available for staff via our online Multicultural Servicing Strategy action plan.

### Benchmarks for success

Our benchmarks for success will understand and measure multicultural access and equity by:

- focussing on accurate representation, ethical and meaningful inclusion in our data collection and customer feedback processes
- ensuring our agency's key strategic performance measures includes CALD data and address barriers that might create gaps or discrepancies
- fair and equitable performance measures for all customers, regardless of language or culture.

### Business-led outcomes

All parts of our agency are responsible for working in ways that support multicultural access and equity. We'll support business areas to deliver on those commitments. We'll do this through the online Multicultural Servicing Strategy action plan.



# Our multicultural servicing landscape

The 2021 Census counted nearly 25.5 million people in Australia. More than half of all Australians are first or second-generation migrants.

Insights and data into cultural diversity, families and homes indicate Australia is a fast-changing, growing and culturally diverse nation.



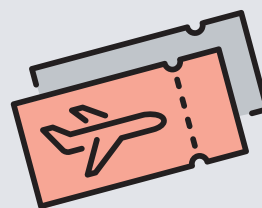
**48.2%** of Australians have a parent born overseas, and **27.6%** were born outside Australia.



Over **200 languages** are spoken in Australia and over **5.5 million people** use a language other than English at home. That's an increase of nearly 800,000 since 2016.



The **top 5 languages** other than English are Mandarin (2.7%), Arabic (1.4%), Vietnamese (1.3%), Cantonese (1.2%) and Punjabi (0.9%).



From 2017 to 2021, **over one million people** (1,020,007) arrived in Australia, contributing to the proportion of residents who are either first or second-generation increasing to **51.5%**.

## Our customer base

Our CALD customer base reflects Australia's rich cultural diversity.

Our data reinforces the importance of delivering quality government services that respond to the needs of customers from all backgrounds.



**Over 1.6 million customers accessing Centrelink services were born overseas** in non-English speaking countries.



**Over 6% use an interpreter** when conducting their Centrelink business with us. The 5 most requested languages are Arabic, Vietnamese, Mandarin, Cantonese and Greek.



Our multilingual phone service offers in language support for Centrelink enquiries in 33 languages. Our **bilingual service officers** answered close to **one million calls** in 2021–22.



**Over 700,000 customers accessing Medicare services** have indicated that they were born overseas in a non-English speaking country. The top 5 most requested languages are Mandarin, Cantonese, Vietnamese, Italian and Arabic.



**Over 20,000 customers accessing Child Support services** were born overseas. The top 5 most requested languages are Vietnamese, Arabic, Mandarin, Persian and Turkish.

**Note:** It's not mandatory to collect country of birth, spoken language or interpreter requirements for customers accessing Child Support and Medicare services.

## Our staff diversity



**Over 25% of Services Australia staff** were born or have a parent born outside of Australia.



To support customers in their own language, 587 of our staff receive **Community Language Allowance**. This helps us use their language skills regularly.

# Our core multicultural service offer

We commit to delivering and building on our successful tailored programs and services for CALD people and communities.

This includes:



## Language services

People with limited or no English language proficiency can access payments and services in person, over the phone or online.

We provide a multilingual phone service, bilingual staff, interpreter and translation services for CALD customers. We also support and train our staff to connect people with the help they need.



## Settlement programs

We provide a tailored service offer to help newly arrived refugees get the services and support they need.

We deliver other government payments and services that support customers at different stages of their settlement journey.



## Specialised support

We provide proactive, personalised services for CALD customers according to their needs. This includes developing tailored products and services and targeted community engagement via the Multicultural Service Officer program.



## Strategic engagement

We focus design and delivery to consider the needs and experiences of CALD customers in everything we do. This includes our transformation work, new policy measures and service delivery projects.

We do this by engaging with CALD customers, staff and our national and state based advisory groups and forums.



## Training and capability

We develop and implement programs to build the multicultural capability of all staff across the agency. We ensure that staff have the right tools, resources, knowledge and skills to work helpfully and respectfully with CALD customers and communities.

We leverage the language and cultural knowledge CALD staff bring to the workplace to enhance and tailor our services.



# Leadership

We are committed to and take responsibility for multicultural access and equity across the agency.

We're all responsible for multicultural access and equity. Our leadership, at all levels, is committed and accountable for ensuring our services are inclusive, equitable and accessible for CALD customers and communities.

## Responsible Senior Executive Officer

Our nominated Deputy CEO is responsible for delivering on our multicultural access and equity commitments and reporting our achievements to government.

## Champions

Our Senior Executive Multicultural Champions are responsible for providing leadership to drive CALD inclusion. They challenge and influence others to embed an inclusive and respectful culture within the agency. They commit to representing the needs of CALD staff and customers across the agency and the wider Australian Public Service.

## Reference group

The Senior Executive Multicultural Reference Group supports the implementation of our multicultural access and equity commitments. They do this by reviewing and providing guidance on our progress, and identifying any emerging risks and independencies.

## Roundtables and portfolio framework

Multicultural roundtables and the portfolio framework provide opportunities for leadership and staff to discuss issues affecting CALD customers and staff. They facilitate working collaboratively to reach solutions. The purpose of these initiatives focuses on and promotes multicultural access and equity across the agency.

## Multicultural Champions

Our Senior Executive Multicultural Champions, John Kalokerinos and Lisiane Barao Macleod, promote an equitable, culturally safe and inclusive workplace for our CALD staff.

As well as contributing to service excellence and the customer experience, the champions influence how we think about each other.

By promoting diversity, connection and inclusion across the agency, they challenge and influence others to bring about a cultural change. This embeds CALD inclusion principles in the culture of the agency.

*'I would like to help build the cultural capability of our staff. To help them not only better support our customers, but to better support each other as well. This role helps me connect people and to enable an environment where there is no racial discrimination. By embracing other cultures and supporting each other, everyone can grow as people and professionals.'*  
– Lisiane Barao Macleod

The champions promote days of significance such as Harmony Week, Refugee Week and International Migrants Day. They share the important stories of our people and recognise the value that cultural diversity brings. This leads to a positive impact on our workplace, our services and social cohesion.

*'I'm excited to participate in promoting diversity in a changing multicultural society. Demographics across the country will change. We need to support initiatives and look for opportunities to improve services for our CALD customers.'*  
– Lisiane Barao Macleod

Australia is a vibrant and multicultural country and our agency celebrates our diverse workforce that reflects the communities we serve.

*'Cultural diversity has been a key contributor to what has made Australia a success. We want our workforce to be a mirror of society. That's one of the reasons we're working towards a more culturally diverse workforce in Services Australia.'*  
– John Kalokerinos

# Engagement

We identify and strategically engage with culturally and linguistically diverse customers, stakeholders and communities.

We recognise that CALD customers and communities are best to help us to design services that meet their needs. To improve customer experience, we'll engage with individuals, stakeholders and communities at every step of the design process. We'll tailor our products and services so CALD customers can access the services they need and know what to do next.

## Co-design model

We'll develop a model to help us engage CALD customers when we're designing and developing our products and services. We'll promote inclusive user research and collaborative human-centred design practices with the CALD community.

## Community engagement specialists

We have a network of Multicultural Service Officers across Australia who build relationships with community groups, service providers and other agencies. They support CALD customers and communities to access the information, payments and services they need.

## Multicultural advisory groups and forums

We hold regular national advisory group meetings and state and territory based forums. Participants include CALD peak bodies, service providers, community organisations and other government agencies. These forums inform service design, highlight emerging issues and improve experiences and outcomes for CALD customers and communities.

## Tailored products and services

We provide tailored support to CALD customers through our multilingual phone service, bilingual staff, interpreter and translation services and Refugee Service Offer. Our multicultural communications strategy guides how we deliver translated content and CALD-centric tactics across different platforms.

We'll continue to explore the expansion of digital content and online services into other languages. We also recognise that customers are increasingly using their own translation tools for online content and we'll consider this when developing digital content and online services in English.

## Multicultural Service Officers

In the months following the escalation of the Ukraine – Russia conflict in early 2022, more than 1,400 Ukrainian nationals got financial support from Services Australia. Behind that number were grandparents caring for their grandchildren, young adults travelling alone, orphans and highly skilled professionals who gave up everything to make it to safety.

Our Multicultural Service Officers (MSOs) in New South Wales and Queensland helped make the journey a bit smoother for the new arrivals.

*'We helped the Ukrainian families access payments such as Special Benefit and Family Tax Benefit,' said Carly Holdsworth, Program Support Manager in Northern Queensland.*

*'We arranged Ukrainian interpreters and delivered information sessions about eligibility requirements and the documents they needed to provide. We also ensured the claims were monitored and actioned.'*

MSO Kumar Sathyanarayana added: *'they had to rebuild their lives in Australia while still missing their loved ones who couldn't leave. It was great to see them realise they were going to get the assistance and support they need'.*

# Responsiveness

We have strategies to ensure our community interactions, products and services are responsive to culturally and linguistically diverse Australians.

We recognise cultural and linguistic diversity as a driver for how CALD customers engage with our products and services. Cultural responsiveness ensures our processes are simpler and our services more helpful and respectful for CALD customers and communities.

## Design standards

The Multicultural Service Design Standards provide a framework for the way we design and deliver our products and services. They ensure we consider the cultural and linguistic needs of our customers at all stages of our work. Change initiatives that will affect CALD customers will adopt the standards in their project methodology and planning.

## Research and data

We'll draw on a range of research and data to understand our CALD customers and communities. We'll promote inclusive and ethical data collection to drive awareness of individual and community needs. We'll base our service approach on the best available evidence and tailor accordingly.

## Policy and service partners

We work with our policy partners to identify impacts of new policy proposals and initiatives on CALD customers. This improves our responsiveness during implementation and customer outcomes. We'll work closely with outsourced service providers to ensure they deliver responsive and inclusive government products and services.

## Issues and events affecting CALD communities

We consider the needs of CALD customers and communities in all our work and increasingly in our emergency preparedness and response work.

We're able to minimise impacts by detecting issues affecting CALD customers and communities early and tailoring strategies. This includes translated information, interpreter services and deployment of Multicultural Service Officers to Mobile Service Centres.

### Multicultural Service Design Standards



Build culturally capability of design and project teams.



Consider the needs of CALD customers in funding and resourcing decisions.



Consult with subject matter experts on CALD customers.



Engage with CALD customers to gain insights and understand their experiences.



Consider implementing tailored solutions for CALD customers.



Ensure evaluation processes are inclusive of CALD customers.



# Performance

We have strong and clear mechanisms in place to measure multicultural access and equity performance.

Together, our feedback mechanisms and quality and performance measures will drive equitable outcomes for CALD customers and communities. They'll reflect our understanding of the unique challenges and barriers some CALD customers face when engaging with us.

## Multicultural Servicing Strategy action plan

The Multicultural Servicing Strategy action plan online portal contains all the work the agency is doing to support our multicultural access and equity commitments. The portal provides a real-time snapshot of our ongoing performance, linking to our agency and whole of government reporting requirements. It also supports agency collaboration and transparency on our performance.

## Customer feedback mechanisms

We have feedback mechanisms in place to understand our CALD customers' needs and identify opportunities to improve our responsiveness. We'll ensure our customer feedback processes are clear and simple, empowering CALD people to tell us about their experiences.

## Quality and performance

We'll build on our quality and performance measures and indicators to improve how we measure, monitor and drive equitable outcomes for CALD customers. This includes customer satisfaction and trust, correct payments, ease and timeliness of service, call quality and digital engagement.

### Complaints and feedback

We value feedback from our CALD customers. Customers can submit a complaint, give a compliment or offer a suggestion to help us improve our service.

Customers have the right to ask for a review of the decision if they don't agree with a decision. This can be about their Centrelink payments or services, Medicare debt or child support.

Customers can provide feedback to us in person, over the phone, online or by sending us a letter.

We support CALD customers to provide feedback. We have information in 36 languages or they can use our free interpreter service when they visit or call us.

# Capability

We understand and have capacity to respond to the cultural and linguistic diversity of Australia's population.

We'll leverage the cultural and linguistic diversity of our staff and build our overall staff cultural capability. This will deliver more simple, helpful, respectful and transparent services to CALD customers and communities. We commit to a culturally safe and inclusive environment, where we value and respect all staff and customers. We promote and celebrate cultural days of significance to encourage cultural respect and understanding.

## Cultural capability

All staff undertake multicultural awareness training. We'll continue to build on our multicultural awareness capability framework to guide continuous improvement in multicultural awareness, sensitivity and competence. We'll ensure we're responsive to the needs of our staff and customers. We'll continue to develop and improve learning tools and resources that support our staff to provide culturally appropriate services.

## Specialist services and support

Our Multicultural Service Officers will continue to provide specialist cultural advice. This informs service delivery and other specialist staff, improving outcomes for CALD customers and communities.

We'll continue to expand opportunities for our staff to use their language skills and cultural knowledge. This will improve customer experience as we modernise our services in new and innovative ways. We promote and provide Community Language Allowance to staff that use those language skills in the workplace.

## Leveraging the skills of our bilingual staff to support vulnerable customers

Social Work Services Branch is currently undertaking a trial with bilingual social workers. They'll work with customers requiring a social work intervention in a language other than English.

Customers affected by family and domestic violence, or other complex circumstances, can get social work services in their language. This allows for greater rapport building and a seamless experience for customers discussing urgent and sensitive issues.

## Workplace inclusion and diversity

We commit to a diverse and inclusive workforce that reflects the community we serve. This supports our capability to deliver culturally appropriate and responsive services. Our Workplace Inclusion and Diversity Strategy focuses on culture, capability, creativity and connection.

## Collaborating on cultural capability across government

In June 2022, Services Australia ran a multicultural awareness session for 20 staff from the Department of Health and Aged Care. The training is one of many CALD focussed services available across the Australian Public Service in our shared services catalogue.

The highlight of the session was hearing from 2 multicultural Australians about their personal journey and experiences. One as a visibly Muslim Australian, the other as a person who sought asylum and was detained. The session was thought provoking and confronting. This is where APS staff gain the most insights.

Lead facilitator Rocio shared her thoughts. *'To say that the most humbling part of delivering our amazing program is to listen to the lived experience of guest speakers would be an understatement – their strength, resilience and never ending positivity is remarkable. The power of their stories and the privilege of hearing their stories humanises topics that are often uncomfortable and can seem abstract in most people's day-to-day.'*

*'Our program is entirely grateful to our network of external and internal guest speakers and of course our amazing network of facilitators.'*

More participants in the session reflected:

*'Hearing the lived experience of guest speakers was invaluable. Thank you for sharing your experiences.'*

*'Lived experiences and stats really changed my views/understanding.'*

The success of this program is a great example of how effective and meaningful cross-government collaboration can be.

# Openness

We're transparent in the implementation of multicultural access and equity.

We're accountable to CALD customers and communities, and the Australian Government about our multicultural access and equity progress.

## Accountability and reporting

We'll use the Multicultural Servicing Strategy action plan portal, and quality and strategic performance measures to inform our progress reporting. This will go to our Executive Committee, Multicultural Reference Group and the Department of Home Affairs.

We'll publish our Multicultural Servicing Strategy. We'll feature our progress in the Services Australia annual report.

We'll share our progress at our national and state based forums. This includes CALD peak bodies, service providers, community organisations and other government agencies.

## Working in partnership with community and across government

We recognise the importance of a whole-of-government approach to multicultural access and equity. We continue to collaborate with CALD peak bodies, service providers, community organisations and other government agencies. This improves outcomes for CALD customers and communities.

## Community and cross government collaboration in action

The delta strain of the coronavirus swept through New South Wales (NSW) in mid-2021, resulting in a 4 month lockdown. Multicultural communities in south west Sydney were among the hardest hit in NSW.

To make sure these communities got important information about government support, our Multicultural Service Officers (MSOs) kicked into high gear.

In collaboration with the NSW Government and local governments like Canterbury-Bankstown Council, they ran virtual in-language information sessions. This included languages like Arabic, Mandarin and Swahili. Our bilingual MSOs provided information about the COVID-19 Disaster Payment, Pandemic Leave Disaster Payment and proof of COVID-19 vaccination.

Our MSOs also connected with local health districts and community organisations to hold sessions at Bankstown Library and Fairfield Community Hall. These sessions provided practical help for people to download their digital COVID-19 vaccination certification. MSOs were also providing one-on-one support and assistance.

*'The partnership was a valuable collaborative program and the team was able to help most clients. For us it was a positive experience and we have now developed strong networks between two government departments and a local non-government organisation. Most of the people that came forward had very complex needs that required this type of support. We had 60-plus clients who were not even familiar with applications and your team managed to help them download the app or refer them to the correct organisation.'* – NSW Health



# Key deliverables 2023 to 2025

● Planning	■ Implementation	▲ Continuous improvement
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Deliverables	2023–24	2024–25	2025–26
<b>1 LEADERSHIP</b>			
1.1 Establish a Senior Executive Multicultural Reference Group to support the implementation of our multicultural access and equity commitments.	● ■	▲	▲
1.2 Introduce Multicultural Roundtables for leadership and staff to promote multicultural access and equity initiatives across the agency.	● ■	▲	▲
1.3 Develop a multicultural portfolio framework to support leaders who hold multicultural portfolios.	●	■	▲

## What success will look like beyond 2025:

- Leaders at all levels are visible, committed and accountable for ensuring we deliver on our multicultural access and equity commitments.

Deliverables	2023–24	2024–25	2025–26
<b>2 ENGAGEMENT</b>			
2.1 Develop a culturally appropriate co-design engagement model that reflects the diversity of CALD customers and communities.	●	■	▲
2.2 Explore technology solutions to modernise interpreter and translation services.	●	■	▲
2.3 Develop multicultural community and stakeholder engagement plan to leverage data, technology, collaboration opportunities and community feedback. This will help meet the evolving needs of CALD communities.	● ■	■	▲
2.4 Explore opportunities to modernise and streamline Refugee Service Offer.	●	■	▲
2.5 Analyse CALD digital engagement to explore opportunities to improve digital inclusion and easy adoption for CALD customers and communities.	●	■	▲

## What success will look like beyond 2025:

- Service delivery solutions co-designed with CALD customers, stakeholders and communities.
- Enhanced interpreter and translation services leveraging new and emerging technology to provide a seamless, timely and consistent experience
- A network of expert Multicultural Service Officers. They leverage data, technology and community feedback to provide dynamic, tailored and targeted community engagement.
- A tailored Refugee Service Offer that leverages data, technology and community feedback. This provides humanitarian entrants with a seamless, timely and consistent experience that meets their needs during their settlement journey.
- Our digital services are the preferred way that CALD customers and communities choose to interact with us.

● Planning	■ Implementation	▲ Continuous improvement
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Deliverables	2023–24	2024–25	2025–26
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### 3 RESPONSIVENESS

3.1 Implement Multicultural Service Design Standards.	● ■ ▲	▲	▲
3.2 Conduct deep dive, customer satisfaction and trust surveys. We'll also do other research and use data analytics to understand CALD customers and communities.	● ■	▲	▲
3.3 Develop multicultural access and equity clauses we'll use for relevant Approach to Market documentation and contractual arrangements for procurements of outsourced service delivery requirements.	● ■	■ ▲	▲

#### What success will look like beyond 2025:

- We consider the needs and perspectives of CALD people in everything we do as an agency.
- We design and deliver world leading CALD-inclusive government products and services.
- We base service improvements for CALD customers and communities on latest available research and data analytics.
- Broad awareness, consideration and use of multicultural access and equity contract clauses, ensuring delivery of CALD-inclusive government products and services for service delivery that is outsourced.

Deliverables	2023–24	2024–25	2025–26
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### 4 PERFORMANCE

4.1 Identify opportunities to increase CALD inclusion in our feedback and complaints processes.	●	● ■	▲
4.2 Explore the feasibility of creating consistent CALD customer indicators across programs and services, in line with best practice government standards.	●	●	■ ▲
4.3 Review multilingual phone service data and quality call framework for calls taken in languages other than English. This will improve staff capability and performance.	●	● ■	▲

#### What success will look like beyond 2025:

- CALD customers feel safe and empowered to provide feedback on all of our channels.
- We act on feedback quickly and appropriately to consider it in how we deliver and improve our services.
- Our customer experience and performance data supports customer centric design and improved outcomes for CALD customers.
- CALD customer indicators are in line with best practice standards for the collection and use of CALD data.
- CALD customers who call our multilingual phone service receive a timely, consistent and quality tailored service.

● Planning	■ Implementation	▲ Continuous improvement
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Deliverables	2023–24	2024–25	2025–26
<b>5 CAPABILITY</b>			
5.1 Refresh and build on our existing multicultural awareness capability framework. This is to ensure we're responsive to the needs of our CALD customers and staff.	●	■	▲
5.2 Review and identify opportunities to improve learning and development that supports staff to deliver services to CALD customers and communities.	●	■	▲
5.3 Evaluate the effectiveness of the 2019–23 Workplace Inclusion and Diversity Strategy. We'll also undertake consultation for the next iteration of our strategy for 2025–27 period.	●	■	▲

#### What success will look like beyond 2025:

- Continuous improvement of cultural awareness, sensitivity and competency to deliver respectful government services that are responsive to evolving community needs.
- We're a trusted source of advice and a flexible delivery partner across the government sector.
- A dynamic approach to learning and development that supports staff to be responsive to evolving CALD customer and community needs.
- A diverse and inclusive workforce that reflects the community we serve. This supports our capability to deliver culturally appropriate and responsive services.
- We harness cultural and language skills of CALD staff in adaptive and innovative ways to improve the customer experience.

Deliverables	2023–24	2024–25	2025–26
<b>6 OPENNESS</b>			
6.1 Implement the Multicultural Servicing Strategy action plan portal for all identified projects that support our commitment to multicultural access and equity.	● ■	▲	▲
6.2 Review our suite of CALD services available on the shared services catalogue and identify opportunities to strengthen the offering.			

#### What success will look like beyond 2025:

- Simple and transparent mechanisms in place for business areas to report on their multicultural access and equity performance.
- Real time snapshot of our multicultural access and equity progress.
- Increased knowledge, skills and resource sharing with other agencies. This will lead to a consistent and seamless experience for CALD customers and communities when engaging with government services.

# Performance measures

Our actions will support the agency's 7 strategic performance priorities. We'll ensure meaningful inclusion and representation of CALD customers across all of the agency's performance measures and benchmarks for success. We'll use these measures to better understand and ensure equitable outcomes for CALD customers.

Customer satisfaction			
Description	To drive the agency's performance, ensuring all information and services are high quality, timely and meet customer needs.		
Target	2023–24	2024–25	2025–26
	≥85 out of 100	≥85 out of 100	≥85 out of 100

Customer trust			
Description	To drive the agency's performance, ensuring that our customers trust the information and advice provided. Also ensuring their data is secure, appropriately managed and used ethically.		
Target	2023–24	2024–25	2025–26
	≥72 out of 100	≥74 out of 100	≥76 out of 100

Payment quality			
Description	To drive the agency's performance to ensure our processes deliver high quality, correct and reliable payments to customers		
Target	2023–24	2024–25	2025–26
	≥98%	≥98%	≥98%

Customers served within 15 minutes			
Description	To drive the agency to provide customers with timely access to services and support via face-to-face and telephone contact so they can get on with their lives.		
Target	2023–24	2024–25	2025–26
	≥70%	≥70%	≥70%

Work processed within timeliness standards			
Description	To drive the timely processing of work to ensure customers get the right payment, at the right time, based on the information they provide to the agency.		
Target	2023–24	2024–25	2025–26
	≥90%	≥90%	≥90%

Availability of digital channels			
Description	To drive the agency, ensuring our digital services are stable and available for customers to use when they need them.		
Target	2023–24	2024–25	2025–26
	≥99%	≥99%	≥99%

Tasks managed by customers in digital channels			
Description	To drive the agency to develop and deliver services that enable customers to manage their own business digitally where possible.		
Target	2023–24	2024–25	2025–26
	≥82%	≥83%	≥84%



