



NSW Ombudsman Multicultural Plan

2025 - 2026

Pursuing fairness for
the people of NSW.

 **Ombudsman**
New South Wales

NSW Ombudsman

Level 24, 580 George Street
Sydney NSW 2000

Phone: (02) 9286 1000

Toll free (outside Sydney Metro Area): 1800 451 524

Website: ombo.nsw.gov.au

Email: info@ombo.nsw.gov.au

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We acknowledge the traditional custodians of the land on which we work and pay our respects to all Elders past and present, and to the children of today who are the Elders of the future.

Artist: Jasmine Sarin, a proud Kamilaroi and Jerrinja woman.

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1. Ombudsman's message



At the NSW Ombudsman, we aim to be an employer whose workforce is diverse, highly engaged, capable, and bound together by shared values, purpose, and culture.

Leveraging the contributions of people with diverse backgrounds and perspectives is critical to our success and strengthens our workforce and relevance to the communities we serve as we pursue fairness for all people of NSW.

In collaboration with our Diversity and Inclusion Advisory Forum we are implementing a range of initiatives to promote greater inclusion and support diversity. We are keen to ensure that people from culturally diverse communities understand our role, can access our services, and have trust and confidence that we will try to help.

The aim of this Multicultural Plan is to demonstrate our commitment and show the actions we are taking to improve our service delivery to culturally diverse communities across NSW and enhance the diversity and inclusivity of our workplace.

2. About the NSW Ombudsman

Government agencies touch and impact the lives of the people of NSW every day, and we are there to make sure those interactions are fair. Government is complex and people need to have confidence that someone is holding government agencies to account if their actions are unreasonable, wrong, or unlawful. We are that someone.

We are the organisation that shines a light on serious wrong conduct in the delivery of government services. Our goal is that everyone receives the right services and fair treatment from the agencies we oversee.

Our scope is broad. We cover services for vulnerable families, including the delivery of community services funded by government; local councils; correctional and youth justice centres; education; environment protection and public transport – to name a few.

We work to help resolve problems at an individual level, as well as looking at the bigger picture to promote system improvements in public administration and in the delivery of government funded community services. We are confident in the knowledge that our work will give voice to the individual and bring fairness and balance to how the government delivers to the public it serves.

At the NSW Ombudsman, we are committed to fostering a diverse and inclusive workplace culture that embraces, values, and represents the many communities, places, and perspectives of the people we serve.

We are committed to driving inclusive work practices to foster a culture that celebrates diversity and creates a greater sense of belonging for people to be their authentic selves in the workplace.



NSW Ombudsman staff

3. Our work to date

The NSW Ombudsman is committed to multiculturalism and to nurturing a respectful and inclusive culture. This commitment is demonstrated through work undertaken in accordance with previous Multicultural Plans and more broadly.

- Developed a Diversity and Inclusion Strategy and Framework that includes talent acquisition, training and development, and all other People & Culture initiatives that focuses on inclusion and belonging.
- 73% of all new staff completed Diversity and Inclusion training within 12 months of commencement of employment.
- Developed our first Reflect Reconciliation Action Plan in 2025.
- Undertook Community Awareness surveys to determine awareness of the NSW Ombudsman among people whose first language is not English and derive strategies to better engage and inform these communities.
- Improved analysis of our complaints data to ensure we better understand demographic variables – so we can focus our efforts to improve awareness with, and service delivery to, culturally diverse people and communities.
- Upgraded our website to ensure all people have equity of access, including the provision of NSW Ombudsman *Right to Complain and Complaint Information* factsheets in fifty languages and "How to make a complaint" and "complaint form" in Easy Read format.
- Subscribe to, and provide to our customers, access to the Telephone Interpreter Service (TIS).
- Improved overall accessibility through the dynamic translation function of our entire website into 43 languages.
- Participate annually in relevant interagency and community/service provider organisation meetings to build relationships, share information, and gain feedback.
- Hold information stalls and encourage staff participation at community events that recognise cultural diversity.
- Designed - in consultation with a number of peak bodies, government agencies, and community groups – and piloted a digital toolkit aimed at members of culturally and linguistically diverse communities (specifically: Arabic, Mandarin Chinese, Nepalese and Vietnamese speakers).



NSW Ombudsman staff at Yabun Festival 2025

4. NSW Ombudsman’s focus on cultural diversity

NSW is one of the most culturally diverse states in the world¹. Against that background the NSW Ombudsman’s commitment to “pursue fairness for the people of NSW” requires particular focus on ensuring we understand the cultural, linguistic, and religious diversity of the people we serve and ensure consistently high levels of awareness across all multicultural groups and thereby equity of access.

While there is no single definition of culturally diverse people and communities, factors used by the Australian Bureau of Statistics and other agencies to capture data on cultural diversity include country of birth, main language other than English spoken at home and proficiency in English language. Other relevant indicators are ancestry, religious affiliation, year of arrival in Australia, first language spoken and country of birth of parents. We recognise that these variables may impact a person’s ability to understand administrative laws and government processes, access information and services, and resolve issues and complaints.

The community we serve:

- 3.4% of the NSW population are First Nations people.
- 29.3% of the NSW population were born overseas.
- 37.0% of the NSW population reported both parents born overseas.
- People in NSW have more than 310 ancestries and speak more than 280 languages at home.
- The number of people who used a language other than English at home has increased by 13.4% from 2016 to 2021, or nearly 231,976 people, making the total number of people 5.6 million.
- Of the 5.6 million people, around 645,160 people reported that they do not speak English well or at all.²

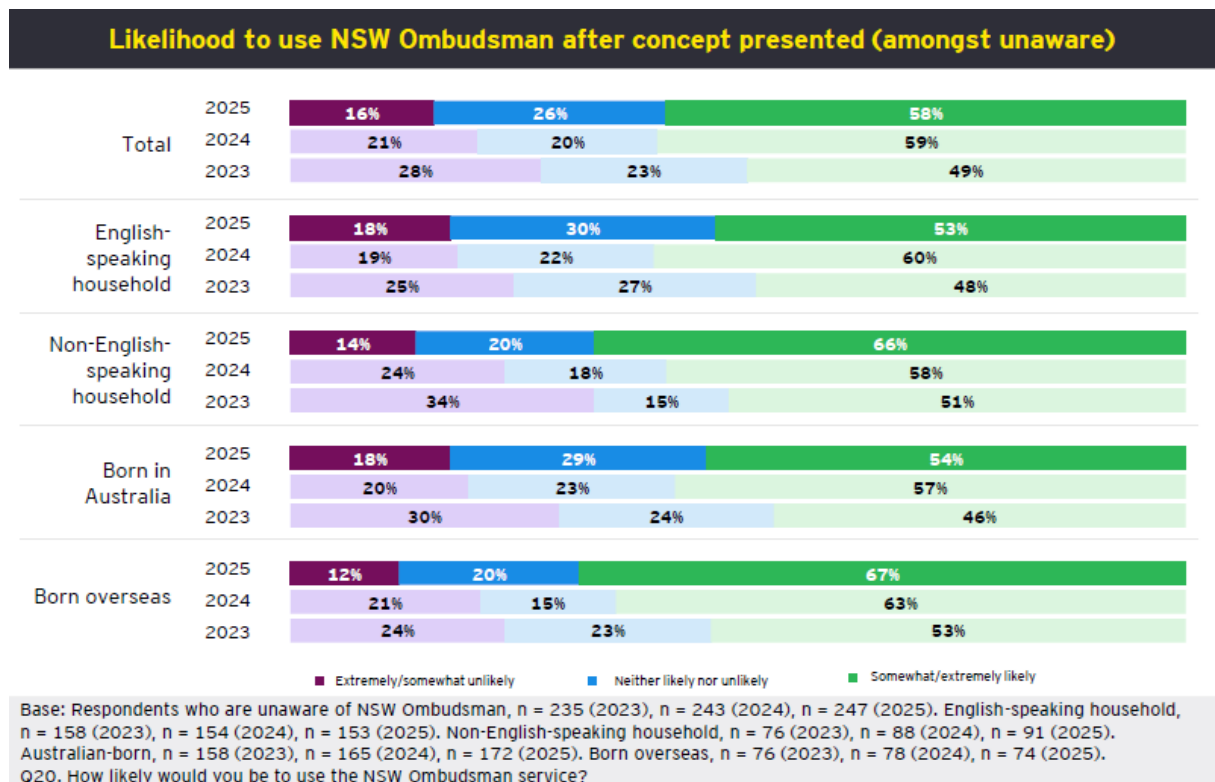


¹ [Communities - Multicultural NSW](#) (accessed 09/03/2026)

² Australian Bureau of Statistics – 2021 Census data

Annual surveys undertaken by the NSW Ombudsman indicate the willingness to use the NSW Ombudsman has grown amongst those from diverse backgrounds. When informed of the NSW Ombudsman’s functions in 2025, most previously unaware overseas-born (67%) and non-English speaking households (66%) expressed a likelihood to use its services compared to 2024 (63% and 58%, respectively) and 2023 (53% and 51%, respectively).

These findings reinforce the importance of raising awareness of the NSW Ombudsman with diverse communities.



5. Our Staff Diversity

To achieve our strategic outcomes and to enable greater inclusion and belonging, we need to foster an organisational culture where inclusion is embedded in everything we do. Our Diversity and Inclusion Framework supports our commitment to growing an inclusive workplace.

Within the NSW Ombudsman, our staff diversity (as at 30 June 2025) is represented by:

Headcount of 259

(Not including contractors/contingent)



- Gender**
- 77.21% Female
 - 20.85% Male
 - 0.39% Intermediate/ unspecified/Intersex
 - 1.55% Prefer not to answer



- Aboriginal and Torres Strait Islander**
- 4.27%



- Part time staff**
- 13.9%



- Person with a Disability**
- 7.35%



- Other Language first spoken as a child (not English)**
- 32.45%



- AGE**
- 34 years & under = 24%
 - 35-54 years= 60.62%
 - 55years & over = 15.38%
- Average age: 50.26 years old
Youngest – Age 22
Oldest – Age 72



- Highest Level of Education**
- 48.66% Bachelor’s Degree
 - 26.64% Master’s Degree
 - 7.7% Graduate Dip
 - 17% Others



50th year Anniversary staff event

To foster inclusive cultural competency, NSW Ombudsman offers a wide range of programs to staff including training workshops, events, and eLearning modules. We celebrate significant Diversity and Inclusion events by hosting guest speakers and conducting awareness-raising sessions. Our Diversity and Inclusion Action Plan outlines activities and initiatives aimed at enhancing staff capabilities, including Aboriginal Cultural Awareness, Working with People with Disability, LGBTQIA+ and training focused on engaging with other diverse groups.





We have developed our first Reconciliation Action Plan (RAP). This process included contributions from staff across the office.

We continue our efforts to support our staff and promote disability inclusion throughout the employee lifecycle. We achieved the status of Disability Confident Recruiter for the 2nd year running through the Australian Disability Network.

We have continued our diversity-focused organisational memberships including ACON (Pride in Diversity), Australian Disability Network, Diversity Council Australia, Family Friendly Workplaces, and Menopause Friendly Australia, as well as participating in cross-agency diversity and inclusion events.

6. Focus Areas and outcomes

The Multicultural Outcomes Reporting Framework (MORF) sets the following Focus Areas and Outcomes which we have had regard to in our multicultural planning:

	Outcomes
 <p>Accessible Services</p>	<ul style="list-style-type: none"> • Barriers are removed for all people to engage with policies and access programs and services, enabling them to harness the strengths they bring to NSW.
 <p>Tailored Planning</p>	<ul style="list-style-type: none"> • Policies, programs and services embed consideration of cultural, linguistic, or religious diversity in planning.
 <p>Effective Engagement and Communication</p>	<ul style="list-style-type: none"> • The needs of people are understood and engagement in policy, programs and services is demonstrated.
 <p>Active Leadership</p>	<ul style="list-style-type: none"> • Leadership champions and embeds a culturally inclusive workplace across their operations.

7. Actions and Initiatives

The NSW Ombudsman will pursue the following actions and initiatives, mapped to the MORF Focus Areas:

Action	Description	MORF Focus Area(s)	Timeline	Performance Indicator
1. Develop and implement plans for community engagement and outreach	<p>A) Implement our Community Engagement (CE) Strategy 2024-2026 that specifically includes a focus on culturally diverse communities.</p> <p>B) Initiate development of a new CE Strategy which includes a focus on diverse communities and incorporates demographic data from State and Federal sources to determine priority communities, and consultation with public and community groups to identify key content and channels.</p>	Tailored Planning Effective Engagement and Communication	By 30 June 2026 By 30 June 2026	Actions outlined in the CE Strategy relating to diverse communities are complete. New CE Strategy is finalised and published Q1 FY27.
2. Promote our Multicultural Plan to community members and staff.	<p>A) Develop and implement a Multicultural Plan aligned to the MORF Focus Areas, publish it on the NSW Ombudsman website and promote through internal and external communications channels to demonstrate our commitment to multiculturalism.</p> <p>B) Initiate development of our next Multicultural Plan, incorporating insights from data, consultation and engagement.</p>	Accessible Services Effective Engagement and Communication Active Leadership	Q3 FY26 Q4 FY26	Multicultural Plan published on website and shared through comms. New Multicultural Plan published Q1 FY27.
3. Promote the Ombudsman's services and functions amongst diverse communities	<p>A) Attend and promote our services at events run by, or serving, CALD communities</p> <p>B) Ensure digital toolkits specifically aimed at CALD communities, translated into their native languages, remain relevant and accurate, and promote them through our website, social media,</p>	Effective Engagement and Communication Accessible Services	Ongoing	Survey data indicates willingness to use the NSW Ombudsman amongst diverse communities continues to increase

Action	Description	MORF Focus Area(s)	Timeline	Performance Indicator
	and outreach communications to CALD representatives or servicing organisations. C) Explore appropriate opportunities to promote Ombudsman services via CALD media.			
4. Effective monitoring of the Multicultural Plan delivery.	NSW Ombudsman Executive periodically monitor the delivery of our Multicultural Plan through trimester operations reporting.	Tailored Planning Active Leadership Accessible Services	Ongoing	Plan is implemented
5. Enhance the diversity of staff in our workplace.	Informed by data regarding our staff's cultural backgrounds, continue to implement our Diversity and Inclusion Framework that incorporates diversity and inclusion initiatives, supported by a recruitment and selection guide to promote inclusive hiring practices.	Tailored Planning Active Leadership Effective Engagement and Communication	Ongoing	Workforce diversity is maintained or increased
6. Build cultural capability of employees to ensure they have the skills and knowledge to effectively engage with culturally and linguistically diverse people and communities.	A) Ensure that all new staff complete Diversity and Inclusion training program within 90 days of commencement of employment. B) Promote Diversity and Inclusion initiatives through events, workshops and awareness programs aiming to develop culturally competent employees. C) Encourage staff from across the agency to support and participate in events run by, or serving, CALD communities at which the NSW Ombudsman has a stall / presence.	Active Leadership Accessible Services Effective Engagement and Communication	Ongoing	All staff complete the training within 90 days. Number of diversity initiatives promoted or run.

Action	Description	MORF Focus Area(s)	Timeline	Performance Indicator
<p>7. Ensure the delivery of effective and efficient language services to ensure we are accessible for people who prefer or need to communicate in a language other than English.</p>	<p>A) Continue providing translated factsheets in ~50 languages and expand the range of information available based on demographic insights and community consultation.</p> <p>B) Maintain a whole-of-website language translation function that allows for the instant translation of the NSW Ombudsman’s webpages and associated information into one hundred languages.</p> <p>C) Ensure translation services (e.g. TIS) are available and actively promoted to multicultural complainants, and usage is tracked.</p>	<p>Active Leadership Accessible Services Tailored Planning</p>	<p>Ongoing</p>	<p>Translated content and resources, and translation services, remain available and are accessed.</p>
<p>8. Continue to build and strengthen relationships and relevance between the NSW Ombudsman and peak bodies, and local agencies and communities that support people from culturally diverse backgrounds.</p>	<p>A) Engage in periodic consultation with external groups that represent or support people from culturally diverse backgrounds in order to better understand need and preference for information and support.</p> <p>B) Promote our role and functions to multicultural audiences via community and faith leaders, interagency meetings, and other key/peak body stakeholders.</p>	<p>Tailored Planning Effective Engagement and Communication Accessible Services Active Leadership</p>	<p>Ongoing</p>	<p>Stronger relationships evidenced by willingness to engage.</p>