

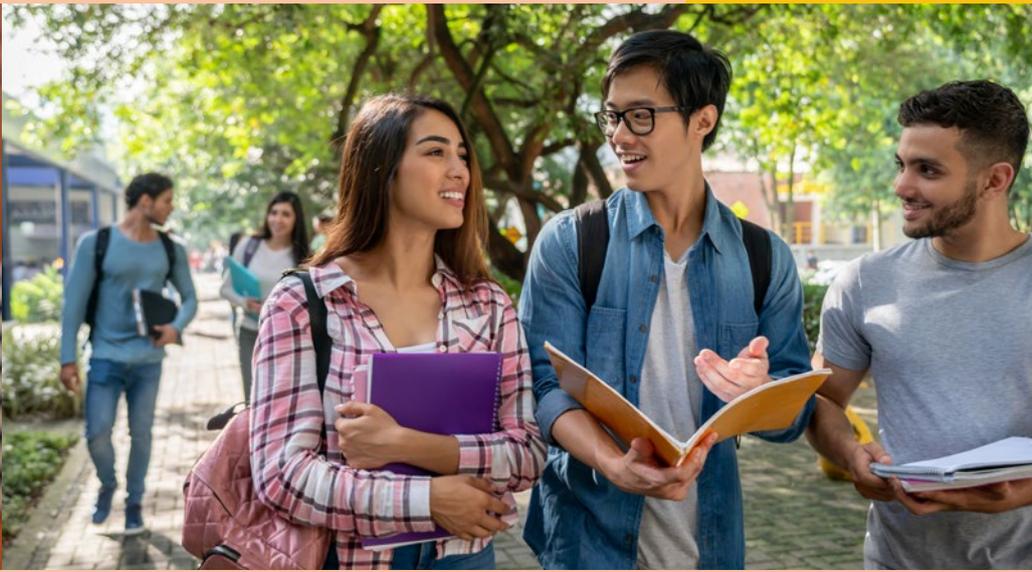




## Acknowledgment of Country

The Department of Communities (Communities) proudly acknowledges the traditional custodians of this country and recognises their continuing connection to land, waters, and communities. We pay our respects to Aboriginal cultures and to elders past and present.

Communities acknowledges the ongoing trauma and impact experienced by Aboriginal peoples resulting from past government policies and practices and commits to working in genuine partnership with Aboriginal peoples to improve outcomes for Aboriginal children, people, families, and communities.



# Contents

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<b>Director General’s Foreword</b> .....	<b>3</b>
<b>Western Australia’s Cultural Diversity – A snapshot from the 2021 Census</b> .....	<b>4</b>
<b>The Department of Communities</b> .....	<b>7</b>
<b>Communities’ Multicultural Plan</b> .....	<b>10</b>
<b>Communities inaugural Multicultural Plan 2021–2023</b> .....	<b>11</b>
<b>Development of the Multicultural Plan 2023–2026</b> .....	<b>11</b>
<b>Alignment with other key priorities</b> .....	<b>12</b>
<b>Case Study 1 – Harmonious and Inclusive Societies</b> .....	<b>14</b>
<b>Case Study 2 – Culturally responsive policies, programs and services</b> .....	<b>16</b>
<b>Implementation and Reporting</b> .....	<b>17</b>
<b>Case Study 3 – Cultural Participation</b> .....	<b>19</b>
<b>Department of Communities Multicultural Plan 2023–2026 Actions</b> .....	<b>20</b>

## Language

Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants

of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context. Refer to Appendix 1 for definitions of terms in this document.

## Scope

This Plan will use the following definitions of:

- Cultural and Linguistic Diversity from the Australian Bureau of Statistics 2016 Census Data Quality Statement; *“The term ‘Culturally and Linguistically Diverse’ (CALD) is generally applied to groups and individuals who differ according to religion, language and ethnicity and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo Saxon or Anglo Celtic.”*<sup>1</sup>
- Culturally and linguistically diverse (CaLD) endorsed by the Minister for Citizenship and Multiculturally Interests provided in Appendix 1.

Beyond the scope of this Plan, Communities is progressing a range of actions to improve outcomes for Aboriginal people living in Western Australia (WA). [‘Greater self-determination’ is paramount in Communities Strategic Direction Statement 2022–2025:](#)

*‘All people having a fundamental right to shape their own lives and control their future. In an Aboriginal context, it means Aboriginal people having a genuine say*

*in the design and delivery of policies, programs and services that affect them, and decision-making rights.’*<sup>2</sup>

At the state level, the [Aboriginal Empowerment Strategy – Western Australia 2021–2029](#) outlines the direction the Western Australian Government will take in order to enable all Aboriginal individuals, families, and communities to live fulfilling lives and make secure decisions for their futures.<sup>3</sup>

At the national level,

*‘The objective of the [National Agreement on Closing the Gap](#) (the National Agreement) is to enable Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians’.*<sup>4</sup>

Communities is committed to fulfilling all requirements of the [National Agreement on Closing the Gap](#).

## Contact details

Email: [multicultural@communities.wa.gov.au](mailto:multicultural@communities.wa.gov.au)

This Department of Communities Multicultural Plan 2023–2026 is available in alternative formats upon request including electronic format, in standard and large print and on the website at [Department of Communities \(www.wa.gov.au\)](#).



## The economic and social benefits of improving inclusion of cultural diversity are well documented...

### Director General's Foreword

It is my pleasure to present the Department of Communities (Communities) second Multicultural Plan 2023–26 (Plan). This Plan fulfils our responsibility to develop an agency specific plan under the Western Australian Multicultural Policy Framework and builds on the great work undertaken in our first Multicultural Plan 2021–2023.

The economic and social benefits of improving inclusion of cultural diversity are well documented, with improved social outcomes, greater workforce productivity and enhanced opportunities for everyone.

Communities is one of the largest service providers in WA, so our challenge is to ensure that the work we do is responsive to the needs of the communities we work with and we provide a workplace that is respectful and safe for all employees.

Meeting the challenge of developing our cultural competence is not optional. It is our core business as an employer, policy maker, funder and service provider.

There is much to be proud of in relation to the work that Communities does in the provision of culturally responsive services and the celebration of cultural diversity in our workforce. Some examples of best practice are included in the case studies in this Plan.

The Plan is grounded in our vision for a WA where cultural diversity is celebrated and embraced, and where everyone is empowered to fully participate in society.

We are committed to achieving this by engaging our employees and working in partnership with our stakeholders to promote social cohesion, cultural respect, and equity across all areas of our work.

It has been encouraging to see the significant level of staff engagement on the development of this Plan, with a wealth of information provided by staff on what activities Communities already has in place, as well as the identification of a multitude of opportunities for strengthening our work in this area.

Given that 16.5 per cent of our workforce identifies as Culturally and Linguistically Diverse,<sup>5</sup> and that our state has the largest proportion of overseas born residents in Australia at 32.2 per cent,<sup>6</sup> it is evident that there is a significant opportunity for us to strengthen our capacity in responding to cultural diversity.

I look forward to working with you to achieve the strategies and actions outlined in the Plan which support building an inclusive, unified and harmonious WA for everyone.

**Mike Rowe**

Director General

# Western Australia's Cultural Diversity – A snapshot from the 2021 Census<sup>7</sup>

## Population and Multiculturalism in Western Australia

The 2021 Census shows that WA's resident population has reached 2,660,026.



**62%**  
Australia-born



**32.2%**  
Born overseas

The proportion of overseas born is larger in WA (32.2%) than the national figure (27.6%).

**55.6%**  
of Western  
Australians  
have one or  
both parents  
born overseas

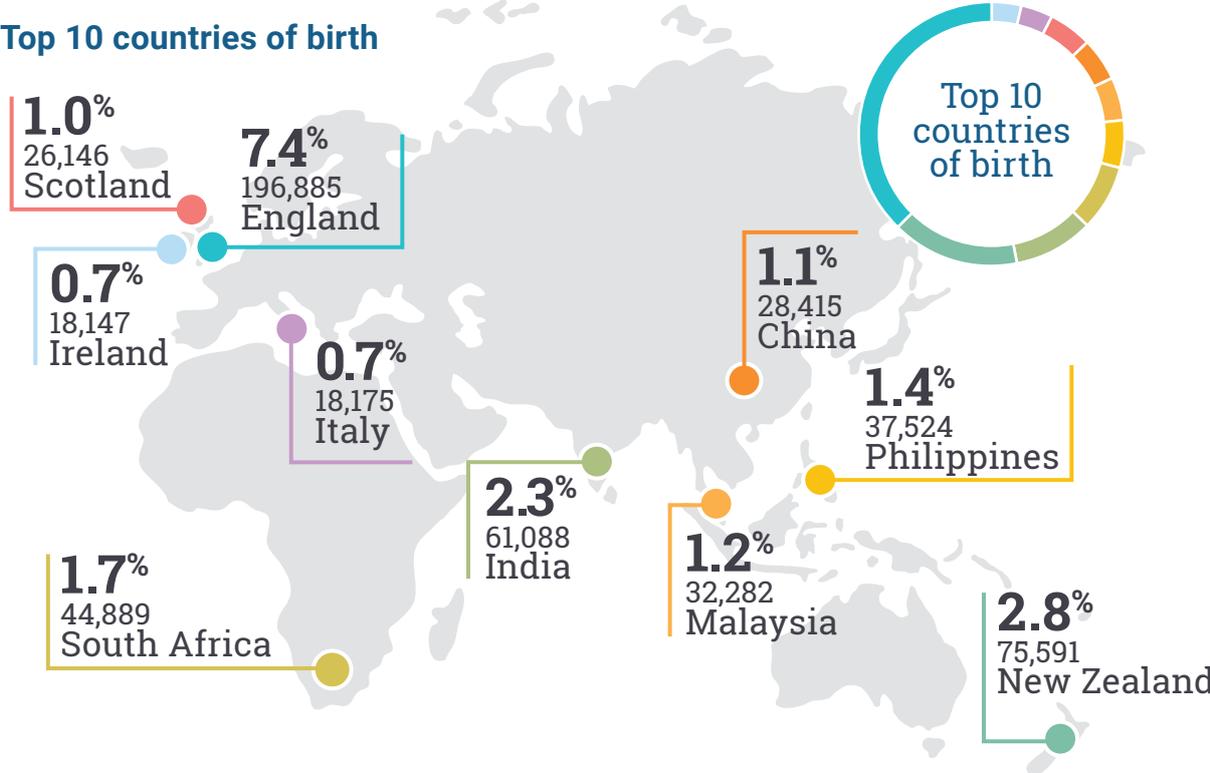


This is higher than the national average of 48.2%.

**1 in 3** Western Australians are born overseas

This is the highest proportion, compared to other States and Territories, in the last 50 years.

### Top 10 countries of birth

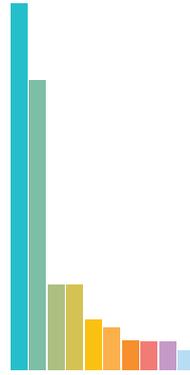


● England	196,885	7.4%
● New Zealand	75,591	2.8%
● India	61,088	2.3%
● South Africa	44,889	1.7%
● Philippines	37,524	1.4%

● Malaysia	32,282	1.2%
● China	28,415	1.1%
● Scotland	26,146	1.0%
● Italy	18,175	0.7%
● Ireland	18,147	0.7%

## Top 10 Western Australian ancestries<sup>1</sup>

English	1,000,796	28.5%
Australian	789,282	22.5%
Irish	233,323	6.6%
Scottish	232,541	6.6%
Italian	137,255	3.9%
Chinese	116,848	3.3%
Aboriginal Australian	81,117	2.3%
German	78,337	2.2%
Indian	77,357	2.2%
Dutch	52,828	1.5%

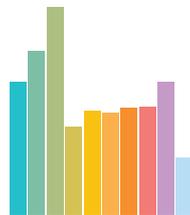


**75.2%**  
of Western Australians had a non-Australian ancestry.

<sup>1</sup> Ancestries indicate how a person identifies and can be related to the place a person, their parents or grandparents were born or the cultural group they most identify with.

## Top 10 most culturally and linguistically diverse Local Government areas

Stirling	57,727	26.6%
Gosnells	41,360	32.7%
Canning	39,698	41.4%
Wanneroo	36,924	17.7%
Swan	31,837	20.8%
Cockburn	24,070	20.4%
Melville	22,276	21.5%
Armadale	20,311	21.6%
Bayswater	18,456	26.6%
Joondalup	18,456	11.5%



**91.2%**  
of people born in non-main English speaking countries live in Metropolitan Perth.

## Religious affiliations

WA is a multi-faith society with Western Australians having many different religious affiliations.

Christianity is the largest religious group. The fastest growing religions are Hinduism, Islam and Buddhism.



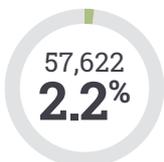
Christianity



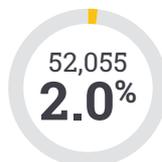
Islam



Buddhism



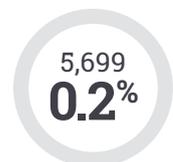
Hinduism



Sikhism



Judaism



## WA's Linguistic Diversity<sup>8</sup>

**249** languages

In Western Australia, 249 languages and dialects are spoken (including Aboriginal and sign languages).

**ONE** in every five

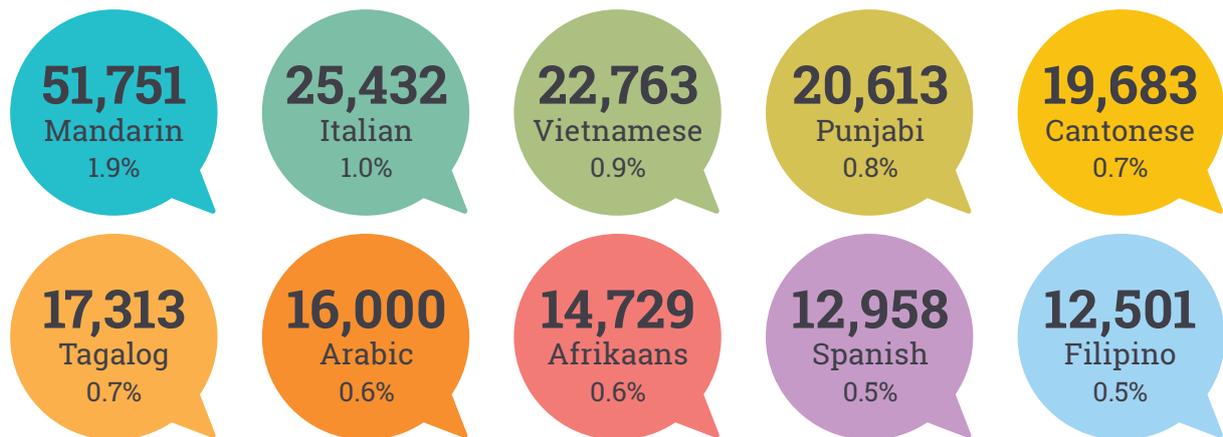
The 2021 Census shows that **almost one in every five** Western Australians (**18.7%**) speaks a language other than English (LOTE) at home, up from **17.7%** in 2016.

**2x** LOTE speakers

The number of LOTE speakers rose **by 13.6%** since 2016, almost double compared with the English only speakers (**up by 7.6%**). The proportion of English only speakers became smaller – from 79.3% to 75.3%.

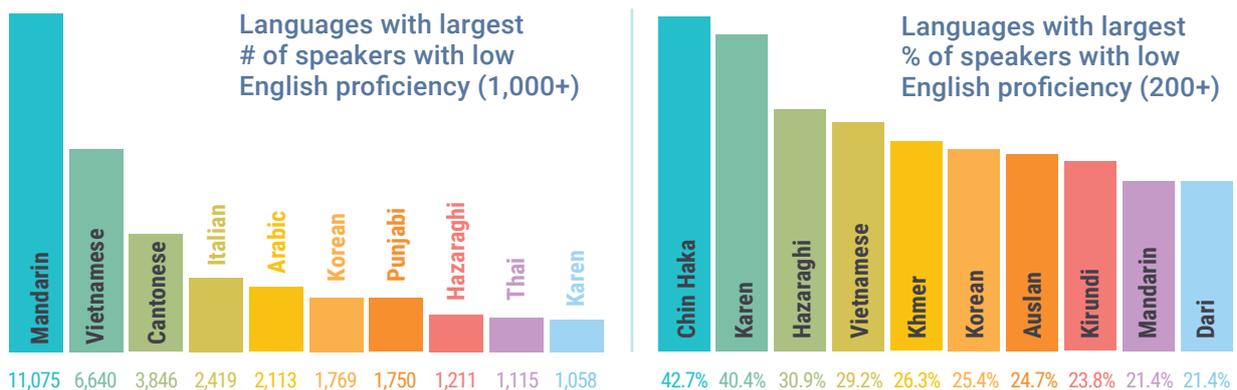
### Top 10 languages other than English (LOTE) spoken at home

Except for Italian and Spanish, the largest LOTE groups comprised mainly of Asian, followed by African languages. Since 2016, the largest increase was in the number of **Mandarin (+23,717)** and **Punjabi (+15,792)** speakers.



### English Language Proficiency

Of the languages other than English speakers, **12.1%** reported as having low English proficiency, which was lower than 2016 (**14%**) and the national average (**15%**). As proportion of total population, Western Australians with low English proficiency became smaller in 2021, comprising **2.2%** of the population, dropping from **2.5%** in 2016.



# The Department of Communities

The Department of Communities (Communities) is one of the largest government service providers in WA. The people who use our services range from those with exceptionally complex needs, to people who need support to live in an inclusive community. Our services range from intensive to supportive and

enabling activities that foster vibrant inclusive places and communities.

The need for culturally responsive services is highlighted when considering the diversity of the individuals, families and communities we work with. The data below demonstrates this diversity across the different services provided by Communities.



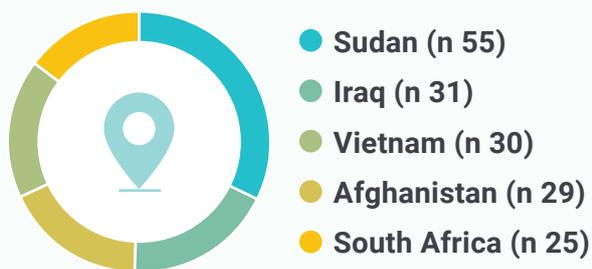
## Children in the CEO's Care who are from CaLD backgrounds 30 June 2010 – 30 June 2022<sup>13</sup>

Children and young People

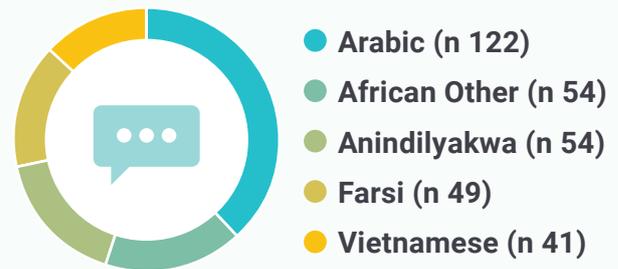


## Status of Individuals on the State-wide Public Housing Waitlist at 31 March 2023<sup>9</sup>

Geographic Origin



Primary Language



## Western Australian NDIS Participant Profile Per Quarter by CaLD Status<sup>10</sup>

Participant Profile	Prior Quarters		2022-2023 Q2	
	N	%	N	%
CaLD	3762	8.1%	4004	8.1%
Non-CaLD	37,887	81.5%	40,630	82.2%
Not Stated	4,846	10.4%	4,785	9.7%
<b>TOTAL</b>	<b>46,495</b>	<b>100%</b>	<b>49,419</b>	<b>100%</b>

Communities employs **6,338** staff over **166** offices, with **16.5%** of our staff identifying as Culturally and Linguistically Diverse (CaLD).<sup>11</sup>

**6,338**  
Staff

**166**  
Offices

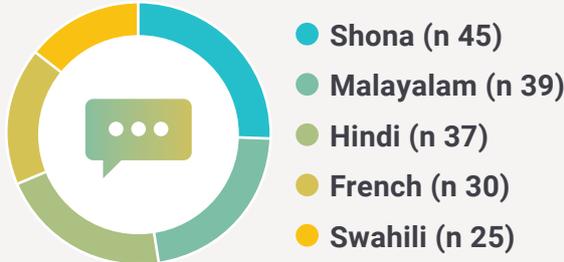
**16.5%**  
CaLD

# Communities' inaugural plan workforce country of birth and language spoken at home

## Country of birth



## Language spoken at home



Communities is made up of seven Divisions, as depicted in the diagram below:



Communities defines its purpose as **working together to provide responsive services that build safe, inclusive and empowered communities.**

# Communities' Multicultural Plan

The Western Australian Multicultural Policy Framework requires all WA Public Sector organisations to develop their own Multicultural Plan. This is the second plan developed by Communities.

The Multicultural Plan 2023–2026 (Plan) builds on the work undertaken in the inaugural plan launched in July 2021 and remains committed to achieving substantive equality in service delivery for the WA community.

The three-year plan will guide Communities' service responsiveness, employment practices and community outcomes for people of CaLD backgrounds by identifying key actions. The Plan focuses on capturing the benefits of cultural diversity within our staff group, as well as ensuring we are responsive to the needs of the cultural groups we work with.

A key aim of the Plan is to improve Communities' cultural competence as it relates to individuals and communities of CaLD backgrounds. Cultural competence can be defined as:

**a set of congruent behaviours, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professionals to work effectively in cross-cultural situations<sup>12</sup>.**

The WA Multicultural Policy Framework also focuses on CaLD communities and, as such, this Plan will adopt a similar focus.

Communities recognises the diverse needs of both Aboriginal people and people of CaLD backgrounds. There are overlaps in the challenges facing both groups and this Plan

will align with the work being undertaken across the Department to address these challenges whilst maintaining a focus on CaLD communities.

The actions identified in this Plan are divided into the following three policy priorities identified in the WA Multicultural Policy Framework:

- Priority 1** Harmonious and inclusive communities
- Priority 2** Culturally responsive policies, programs and services
- Priority 3** Economic, social, cultural, civic and political participation

This Plan recognises that characteristics such as an identification as culturally and linguistically diverse do not exist in isolation but can intersect with other characteristics to compound vulnerability and disadvantage if systems and structures do not fully account for these different forms of diversity.

An example of the way in which Communities can adopt an approach that recognises the intersection of disadvantage is the design of the Age Friendly WA: State Seniors Strategy 2023–2033, which considers the particular vulnerabilities of culturally and linguistically diverse older people accessing services (see Case Study 2).

# Communities’ inaugural Multicultural Plan 2021–2023

Communities’ first Multicultural Plan 2021-2023 aimed to create a more inclusive and connected department, where people from diverse cultural backgrounds in the workplace feel valued and respected with equal opportunities to participate.

Some of the key achievements under this first Multicultural Plan 2021–2023 include:

- promotion of the “Racism It Stops With Me” campaign;
- development of the CaLD Hub – a centralised platform for resources and policy frameworks that relate to working with CaLD communities and celebrating multiculturalism;
- development and publication of the Substantive Equality Policy and the

Diversity Equity and Inclusion Lens Tool to ensure substantive equality is considered in the development and implementation of policies and projects;

- development and implementation of a whole-of-department Language Services Policy to ensure equitable access to information, services and complaints; and
- inclusion of Diverse WA – An Introduction to Cultural Competency Training within Communities’ onboarding program for all new employees.

The development of Communities’ second Plan Multicultural Plan 2023–2026 builds on the actions and achievements from the Multicultural Plan 2021–2023.

# Development of the Multicultural Plan 2023–2026

The development of the Multicultural Plan 2023–2026 involved creating a cross-divisional working group, with representatives identified and engaged from across the seven divisions of Communities. A Self-Assessment Template, developed by the Office of Multicultural Interests,

was distributed across the divisions to collect information on the activities currently being undertaken, as well as to identify opportunities to strengthen work by Communities that focuses on CaLD individuals and communities.

## The following additional consultations were undertaken to inform the Plan:

 <p><b>Targeted external consultations with the Office of Multicultural Interests</b></p>	 <p><b>Fortnightly meetings with a Multicultural Plan Working Group (Appendix 3)</b></p>
 <p><b>Cross-Divisional survey to inform the development of initiatives using the self-assessment tool provided by Office of Multicultural Interests</b></p>	 <p><b>Internal consultations to inform the development of key actions (Appendix 4)</b></p>  <p><b>Consultation with Multicultural Champions involved in the development of the first Multicultural Plan</b></p>

# Alignment with other key priorities

There is a significant body of work underway across Communities focusing on building our cultural responsiveness as an organisation and improving inclusion of diversity groups more broadly in Communities' Equity and Diversity Plan.

This Plan aligns with current initiatives that build the capacity of the organisation to respond to cultural diversity, rather than creating a separate plan of action.

It is worth noting that advancing inclusion of a particular diversity group often has flow on benefits for other groups – a prime example of this being the use of plain English, which can benefit those with a learning disability, the aged, and individuals from non-English speaking backgrounds.

The diagram below reflects alignments with State legislation and policy, as well as with existing initiatives across Communities.



In addition to these initiatives focusing on cultural competence and inclusion, the following plans, policies and strategies intersect with and support the implementation of the Plan:

- [Aboriginal Family Safety Strategy 2022–2032](#)
- [Aboriginal Community Controlled Organisation \(ACCO\) Strategy 2022 to 2032 Implementation Plan](#)
- [WA Carers Strategy](#)
- [WA Strategy to Respond to the Abuse of Older People \(Elder Abuse\) 2019–2029](#)
- [WA Housing Strategy 2020–2030](#)
- [All Paths Lead to a Home: Western Australia’s 10 year strategy on homelessness 2020–2030 \(Action Plan 2020–25\)](#)
- [Path to Safety: Western Australia’s strategy to reduce family and domestic violence 2020–30](#)
- [Ageing with Choice: Future directions for seniors housing 2019–2024](#)
- [Workforce Equity and Diversity Plan 2021–2022](#)

# Case Study 1 – Harmonious and Inclusive Societies

## Celebrating cultural diversity in the workplace

In celebration of Harmony Week 2023, Communities' Corporate Communications team published a series of stories featuring staff with CaLD backgrounds on Communities' intranet *The Common*. Department

staff demonstrated a high engagement with the content, with **1,863** views and **56** comments across all five stories. Staff engagement with these stories of cultural diversity was greater than comparable articles.<sup>14</sup>

## The Common



**1863**  
views



**56**  
Comments

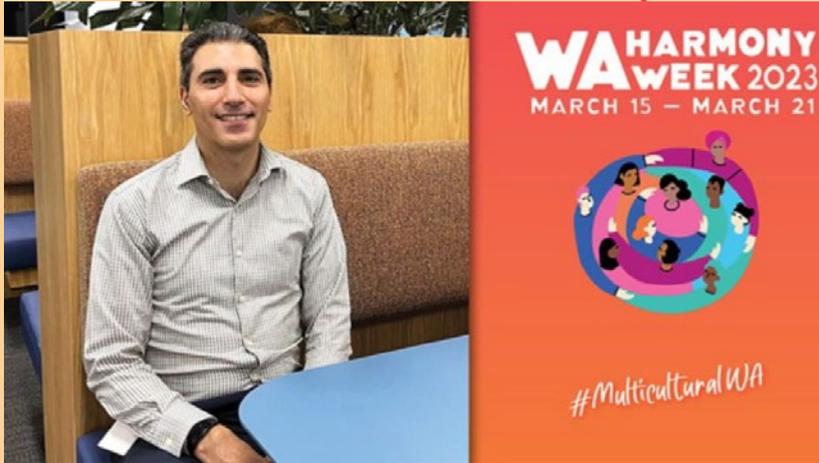
Below are snapshots from the stories featured on The Common:



### **Nicole Barthomeuf**

"For Harmony Week, I would like to build awareness on the uniqueness and diversity of the needs of the CaLD community as well as recognition for our contribution to the department and society more broadly. I would also like to acknowledge the sovereignty of First Nations people. I believe in an inclusive, aware and just Australia."

*Published on The Common, 16 March 2023*



**Akeal Hayek**

“For me, the idea that our government supports multiculturalism in an official way, celebrating who we are as a nation of immigrants, as well as our First Peoples, is extraordinary. Considering Australia’s colonial history, compared to the direction we are now heading, I am grateful that I live in a country that succeeds more than perhaps any other country in this. I hope we can do even better. I think the last part of the puzzle for our country is to work better inclusively with Indigenous Australians.”

*Published on The Common, 17 March 2023*



**Anamika Chaudhary**

“Harmony Week is new to me as I did not grow up celebrating diversity and uniqueness. I love the idea of having a dedicated day to celebrate diversity; this makes me love Australia more.”

*Published on The Common, 20 March 2023*



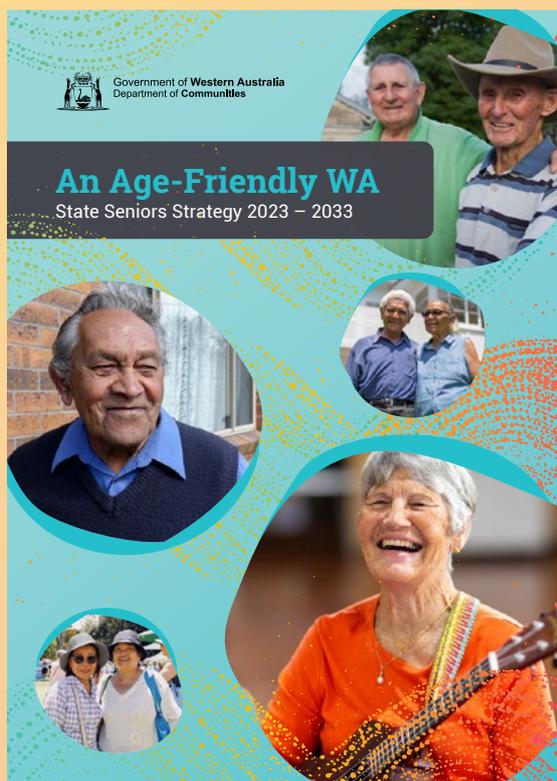
**Wanjiku Gichuki**

“Harmony Week is about celebrating the cultural diversity and connections in Australia... It’s also a time to reflect on the things that need to be done to ensure that everyone, regardless of their background, gender, sexual orientation, race and abilities, has access to equitable resources and is supported to be the best versions of themselves that they can be.”

*Published on The Common, 23 March 2023*

# Case Study 2 – Culturally responsive policies, programs and services

Enabling culturally diverse communities to have meaningful input into policies through co-design



About 31.4 per cent of WA's seniors come from a CaLD background, which refers to seniors born in countries where English is not the first language.

In designing the State Seniors Strategy 2023–2033 (Strategy), a key focus of the Seniors and Ageing Policy team was to reflect the diverse experiences, knowledge and needs of seniors from CaLD backgrounds, and to ensure our communities are welcoming and supportive of their unique strengths and challenges. Consistent with this commitment, the Seniors and Ageing Policy team consulted widely with older people from CaLD backgrounds living in WA during the development of the Strategy.

The development of the Strategy was also guided by the WA Multicultural Policy Framework which aims to ensure services, policies and supports are culturally appropriate and responsive to the needs of all Western Australians.

The Strategy highlighted that:

- Social connection reduces isolation for seniors from CaLD backgrounds. Whether it be through volunteering, engaging in hobbies or simply taking time to connect with one another, the Seniors and Ageing Policy team heard that being part of a community helps seniors from CaLD backgrounds to engage with other people from the same cultural backgrounds and reduces the risk of social isolation.
- Language can be a barrier to accessing services and support. Seniors from CaLD backgrounds told the Seniors and Ageing Policy team that they can face cultural and language barriers when navigating community and government services. This highlighted the importance of services being delivered in languages that seniors can understand and relate to adequately.

The Strategy supports working with partners in government and community organisations to ensure that seniors from CALD backgrounds have strong opportunities to engage with one another and the community more broadly.

# Implementation and Reporting

This Plan will be implemented through the actions and indicators detailed in the action plan on page 20 of the document.

This Plan identifies timeframes and divisional responsibility, as well as the metrics and indicators we will use to measure progress.

A number of indicators are aligned with current initiatives underway within Communities. The intention with this Plan is that the activities identified within are, where appropriate, integrated into existing initiatives, programs and workplans within Communities and become part of our staff development, human resource and service delivery functions.

The Plan will be monitored throughout its three-year phase to track actions and reviewed at its completion. Reporting on progress against the Plan will form part of Communities' Annual Reporting obligations.

The Office of Multicultural Interests (OMI) will provide an annual summary of implementation of Multicultural Plans across the WA Public Sector for consideration by the Minister for Citizenship and Multicultural Interests and the Minister's Multicultural Advisory Group.

Communities' Multicultural Plan Working Group comprises of action leads and champions across the department's seven Divisions. The working group has been established to support the development of the second Multicultural Plan 2023-2026 and support its implementation across Communities. The action leads will provide regular reports to their respective divisional Deputy/ Assistant Director General on the progress of divisional actions. The working group will also make recommendations to the Communities' Leadership Group for endorsement. These recommendations include the development of actions and targets that each division will be responsible for delivering under this Plan. The working group will identify potential challenges and opportunities associated with the implementation of actions and embed inclusive practices and policies across Communities.

# Multicultural Plan Governance Framework

## Government Agencies

**Office of Multicultural Interests** within the Department of Local Government, Sport and Cultural Industries (DLGSC)

**Other WA Departments**

**Other government agencies:**  
Federal Government: (Home Affairs)  
Other jurisdictions  
Local Government

*Divisional Representatives provide progress updates to their ADG*

### Department of Communities

- People Division
- Community Services Division
- Governance Integrity and Reform Division
- Housing and Assets
- Aboriginal Outcomes
- Business and Operational Support Services
- Office of the Director General
- Strategy and Partnerships

*Provides direction*

**Coordinating Minister for Communities:**  
Minister Carey

*Reports to*

**Director General**

*Reports to*

**Communities Leadership Team**

*Reports to*

### Multicultural Plan Working Group

- Drives the work of the Multicultural Plan;
- Fortnightly meetings
- Secretariat Support provided by Strategy & Partnerships Team

*Representatives from teams across Communities form the working group to achieve the outcomes of the MP*

### Strategy & Partnerships

Coordinates the initiatives and develops the content of the MP in consultation with the working group

## Non government

**Multicultural/ CaLD service providers** (MYANWA; Ethnic Communities Council of Western Australia; Western Australia Multicultural Association)

*Consultation*

The WA Multicultural Policy Framework informs Communities' Multicultural Plan with the aim to achieve:

- Harmonious and inclusive communities
- Culturally responsive policies, programs and services, and
- Economic, social, cultural, civic and political participation.

# Case Study 3 – Cultural Participation

## Developing initiatives that encourage cultural participation



The Cultural Diversity team within the Specialist Child Protection Unit (SCPU) provides state-wide consultation and support on matters related to child protection work with families and children from CaLD backgrounds. The team supports the development and delivery of training on working with refugee families and children from CaLD backgrounds, and provides advice on issues around family and domestic violence through a cultural lens.

The Cultural Diversity team demonstrates expert knowledge in cultivating inclusivity and navigating cultural complexities in the practice of child protection. They assist in the development of policy frameworks relating to communities with CaLD backgrounds and engage in interagency forums. The latter include, but are not limited to, the Forced Marriage Network, the Female Genital Cutting/Mutilation Interagency Committee, the Interagency Group on Human Trafficking and Slavery, the Interagency Settlement Group, the Cultural Diversity Across-Government Language

Services Policy Reference Group, and various CaLD network groups across WA including that meet bi-monthly covering East, North, and South East metropolitan areas under OMI's auspices and are hosted by local city councils. These engagements enable the team to inform and provide input into the development of relevant policy and practice across Communities' key business areas.

The creation of the new Senior Cultural Diversity Officer position in November 2022 has increased the capacity to support frontline staff with consultation and support with complex cases involving families with CaLD backgrounds. Communities continues to strive to effectively apply the Principle for the Placement of Children and Young People from CaLD backgrounds and provide oversight and quality assurance in relation to cultural support planning processes for children with CaLD backgrounds in the care of the Chief Executive Officer, including review and input into cultural plans in the context of protection order applications.

# Department of Communities Multicultural Plan 2023–2026 Actions

## Policy Priority 1: Harmonious and Inclusive Communities

**Strategy:** Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally and linguistically diverse (CaLD) backgrounds

Action	Responsibility	Timeframe	Measure
1.1 Promote and raise awareness of multiculturalism across Communities.	Lead: Corporate Communications Support: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Develop a Communications Strategy to promote the release of the Plan and facilitate ongoing engagement through promotion and visible leadership of Communities’ commitment to valuing multiculturalism.</li> <li>• Promote events that celebrate diversity on The Common intranet including but not limited to: Harmony Day and Week; World Refugee Day and Week; Diwali; Chinese New Year; Eid-al-Fit; Iftar; International Day for Tolerance, Sikh Turban Day etc.</li> <li>• Review Communities’ diversity data to ensure we have coverage of key multicultural events.</li> <li>• Publish at least four articles annually (quarterly) promoting the achievements of Communities’ staff from CaLD backgrounds.</li> <li>• Highlight positive stories and achievements supporting inclusion in the Communities’ Annual Report.</li> <li>• Publish at least four stories promoting the diversity of Communities’ staff during Harmony Week.</li> <li>• Support a culture of inclusion through the Communities’ iCREATE values.</li> </ul>
1.2 Promote the benefits of a CaLD workforce, to build Communities’ profile and reputation as an Employer of choice.	Lead: People; Corporate Communications Support: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Promote key messages on diversity and inclusion during recruitment and promotional campaigns.</li> <li>• 100 per cent of job advertisements include an equity and diversity statement.</li> <li>• Ensure photography and imagery in Communities’ publications and advertisements reflects Communities’ diverse workforce and the diverse Western Australian community.</li> <li>• Share workforce profiles of Communities’ CaLD staff on LinkedIn.</li> </ul>

Action	Responsibility	Timeframe	Measure
1.3 Celebrate and acknowledge diversity events and continue to incorporate multicultural events into the Communities' events calendar.	Lead: People; Corporate Communications  Support: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Publish and promote calendar of significant dates and events which includes but not limited to: Harmony Week; World Refugee Day; NAIDOC; International Day of People with Disability; Mental Health Week; Wear it Purple Day and Sorry Day.</li> <li>• Share and promote Office of Multicultural Interests and Equal Opportunity Commission events and news with Communities staff.</li> <li>• Regularly update and promote CaLD Hub across Communities.</li> <li>• Allocate designated spaces for diverse cultural needs, such as the Multi-Faith Room at the Walyalup Campus and Boorloo Campus.</li> </ul>
<b>Strategy:</b> Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality			
1.4 Implement the Communities' Substantive Equality Policy and Equity Lens Tool & Guide.	Lead: Governance, Integrity and Reform Division  Support: All Divisions	31 July 2024	<ul style="list-style-type: none"> <li>• Publish the Substantive Equality Policy and Equity Lens Tool &amp; Guide on the CaLD Hub and promote to Communities' staff.</li> <li>• The Delegations and Corporate Policy Working Group to continue to monitor compliance of this policy, which includes the requirement to use the Equity Lens Tool &amp; Guide prior to a policy being approved.</li> </ul>
1.5 Develop and deliver training to Communities staff which addresses how to prevent and respond to racism and discrimination.	Lead: Governance, Integrity and Reform  Support: People (Learning and Development Team)	December 2024	<ul style="list-style-type: none"> <li>• 100 per cent of Communities' staff completed the Accountable and Ethical Decision Making (AEDM) training, which covers the Communities' Code of Conduct, discrimination and harassment.</li> <li>• Review and update AEDM Training to include how to prevent and respond to racism and discrimination.</li> </ul>
1.6 Monitor feedback of any racism and discrimination in the workplace to identify potential systemic discrimination or business improvement opportunities within Communities.	Lead: People (workforce); Community Services (communities)	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Collect de-identified data from feedback to identify trends and business improvement opportunities.</li> <li>• Develop strategies to effectively address feedback.</li> <li>• Facilitate meetings with Employee Assistant Program providers to ensure psychological support for staff.</li> </ul>

**Policy Priority 1: Harmonious and Inclusive Communities (continued)**

Action	Responsibility	Timeframe	Measure	
1.7	Develop and regularly review policies and procedures to support inclusion and ensure anti-discrimination	Lead: People; Governance, Integrity and Reform	July 2024	<ul style="list-style-type: none"> <li>Develop and implement agency wide frameworks that harmonise key inclusion and anti-discrimination policies including: the Prevention and Management of Adverse Workplace Behaviour Procedure; the Grievance Policy; the Corporate Policy Framework and the Code of Conduct.</li> <li>Ensure these policies are reviewed and refreshed so that they are fit-for-purpose, reflect best practice and support achievement of a culture of integrity and performance.</li> </ul>
1.8	Promote the Australian Human Rights Commission “Racism It Stops With Me” campaign throughout Communities	Lead: Corporate Communications	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Develop and deliver Racism It Stops With Me campaign.</li> </ul>

**Strategy:** Develop workplace cultures that are welcoming and inclusive of all Western Australians

1.9	Run an expression of interest process to appoint Multicultural Plan champions across Communities	Lead: Strategy and Partnerships Support: All Divisions	December 2023	<ul style="list-style-type: none"> <li>Multicultural Plan champions appointed for each Division.</li> <li>Champions promote key multicultural inclusion messages, support inclusive workplaces and coordinate events that relate to cultural inclusion such as Harmony Week.</li> <li>Regularly promote key messages developed in the Multicultural Plan Working Group.</li> </ul>
1.10	Increase cultural competency skills of staff members through delivery of relevant training programs including Diverse WA training for all new staff joining Communities.	Lead: People Support: All Divisions	December 2024	<ul style="list-style-type: none"> <li>100 per cent of Communities staff register and complete ‘Diverse WA – An Introduction to Cultural Competency’ (CR.000022) available via Compass and Moodle E-learning training platform.</li> <li>Include cultural diversity and valuing differences in onboarding essential courses.</li> <li>Implement ‘Diverse WA - Introduction to Cultural Competency’ delivered as E-learning by the Office of Multicultural Interests as an essential onboarding course.</li> <li>Include competency training on all aspects of diversity including cultural competency when developing leadership and management development programs.</li> </ul>

Action	Responsibility	Timeframe	Measure
	Support: Community Services		<ul style="list-style-type: none"> <li>Embed inclusive cultural practices in the Community Services Residential Care Services through developing Residential Care Cultural Plan templates and delivering "Introduction of Cultural Responsiveness &amp; Culturally Safe Practices" training.</li> </ul>
1.11	Incorporate elements of multicultural design and art in offices and uniforms	Lead: All Divisions	Ongoing, completed annually. <ul style="list-style-type: none"> <li>Incorporate multicultural art and design in office buildings and online platforms, including but not limited to electronic noticeboards, artwork in offices and electronic signature blocks.</li> <li>Include multicultural elements in the design of uniforms where possible.</li> <li>Include multi-faith spaces and cultural narratives where possible in the development of new workplaces.</li> </ul>
1.12	Develop and deliver CaLD training to Communities frontline staff on cultural awareness and diversity.	Lead: People Support: Strategy and Partnerships	July 2025 <ul style="list-style-type: none"> <li>Update frontline staff training to address unconscious bias and incorporate subject matter including cultural intersectionality in the workplace, cultural competency, working with interpreters, the impact of trauma and Family and Domestic Violence (FDV) through a CaLD lens.</li> <li>100 per cent of Communities frontline staff complete CaLD specific training such as the 'Diverse WA – An introduction to language services' training.</li> </ul>
1.13	Include questions on diversity in relation to workforce, culture and work environment in climate surveys and staff perception surveys.	Lead: People	Ongoing, completed annually <ul style="list-style-type: none"> <li>Include questions on diversity in relation to workforce, culture and work environment in staff perception surveys and exit surveys. This includes but not limited to measuring the increase in staff awareness of Communities' commitment to diversity and inclusion, with a target of a 10 per cent increase each year.</li> <li>Offer exit interviews and surveys to staff leaving Communities to identify trends in turnover.</li> <li>Use data provided through staff perception surveys and exit surveys to develop strategies that retain and increase Communities' cultural diversity.</li> <li>Report a summary of exit interviews and surveys provided bi-annually to the Director General.</li> </ul>

**Policy Priority 1: Harmonious and Inclusive Communities (continued)**

Action	Responsibility	Timeframe	Measure
<b>Strategy:</b> Initiate and support events and projects that build mutual understanding and respect between cultures			
<p><b>1.14</b> Celebrate Communities' multicultural identity through hosting and participating in events across Communities such as:</p> <ul style="list-style-type: none"> <li>• Harmony Week</li> <li>• Refugee Week</li> <li>• Diwali</li> <li>• Chinese New Year</li> <li>• Eid-al-Fitr</li> </ul>	Lead: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Host a minimum of three events across Communities that acknowledge and celebrate multiculturalism annually.</li> <li>• Hold one departmental wide significant event during Harmony Week each year.</li> </ul>
<p><b>Desired impact:</b></p> <ul style="list-style-type: none"> <li>• An inclusive and welcoming workplace established for all staff, stakeholders and clients.</li> <li>• Internal stakeholders have broader awareness about issues impacting CaLD communities.</li> <li>• Broader awareness for staff of culturally significant days and events that may impact people from CaLD backgrounds.</li> </ul>			

**Policy Priority 2: Culturally responsive policies, programs and services**

**Strategy:** Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes

Action	Responsibility	Timeframe	Measure	
2.1	Develop and implement a whole of department CaLD Services Framework into the work delivered across Communities.	Lead: Community Services Support: All Divisions	July 2024	<ul style="list-style-type: none"> <li>• Ensure the CaLD Services Framework is developed, incorporating Substantive Equality considerations, and endorsed by Communities Leadership Team.</li> <li>• Make the CaLD Services Framework available on CaLD Hub on The Common.</li> <li>• Promote and embed the CaLD Services Framework into the work delivered across Communities.</li> </ul>
2.2	Embed the Equity Lens Tool and Guide into policy and program development.	Lead: All Divisions	Ongoing, completed annually.	<ul style="list-style-type: none"> <li>• Incorporate the Equity Lens Tool and Guide into business-as-usual work across Communities. This includes considering key findings and implementing actions.</li> </ul>
2.3	Deliver funded services that are culturally responsive to the needs of CaLD people.	Lead: Business and Operational Support Services Support: Strategy and Partnerships	December 2024	<ul style="list-style-type: none"> <li>• Include a requirement to consider the cultural appropriateness of service delivery organisations, and the connection of the organisation to the local community in the procurement of new services.</li> <li>• Include a requirement in tender requests for community sector organisations to provide qualitative criteria demonstrating cultural competency in their requests.</li> <li>• Where possible, include a requirement for Community Services tender evaluation panels to have a CaLD representative from Communities or a CaLD service user with lived experience, where there is a large majority of CaLD clients for that specified service.</li> <li>• Encourage service providers contracted by Communities to undertake CaLD specific training.</li> <li>• Where possible, aim to include an allocated budget for language services to ensure that people with low English proficiency can equitably access relevant services in tenders for community services.</li> </ul>

**Policy Priority 2: Culturally responsive policies, programs and services (continued)**

Action	Responsibility	Timeframe	Measure
2.4 Enhance the effectiveness of services and outcomes by developing strategies that integrate a range of cultural perspectives	Lead: Community Services	Ongoing, completed annually.	<ul style="list-style-type: none"> <li>• Incorporate cultural and linguistic diversity as part of service design and implementation.</li> <li>• Create individual development plans for residents in specialised accommodation, with culture factoring as an important component of this plan.</li> <li>• Support and fund culturally responsive family and domestic violence services</li> </ul>
<b>Strategy:</b> Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them			
2.5 Undertake analysis of existing data on the Communities client base to identify the diverse range of people we service.	Lead: Governance, Integrity and Reform	December 2024	<ul style="list-style-type: none"> <li>• Map clusters of cohorts spatially to assist in framing service response to particular groups.</li> <li>• Undertake analysis of census data on specific CaLD representation by region to better inform and target culturally secure services and supports.</li> <li>• Undertake analysis of the CaLD Early Years Link Pilot Program and consider findings in the future development of the program.</li> </ul>
<b>Strategy:</b> Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes			
2.6 Promote and implement the Language Services Policy across Communities’.	Lead: Governance, Integrity and Reform  Support: People; Business and Operational Support Services; Corporate Communications	Ongoing, completed annually.	<ul style="list-style-type: none"> <li>• Publish and promote the Language Services Policy across Communities on the CaLD Hub and The Common.</li> <li>• Deliver training on how to engage with language services such as interpreters and translators, where needed.</li> <li>• Scope opportunities to engage AUSLAN training services in sign language.</li> <li>• Implement the Language Services Policy into the complaints handling processes, funding programs and procurement of services.</li> </ul>
2.7 Present information to stakeholders and clients in inclusive formats.	Lead: Community Services	Ongoing, completed annually	<ul style="list-style-type: none"> <li>• Collect data on language services with variables including service unit requesting; service type; type of language service used and type of document.</li> </ul>

Action	Responsibility	Timeframe	Measure
	Lead: Strategy and Partnerships; Corporate Communications		<ul style="list-style-type: none"> <li>• Develop and promote materials for Elder Abuse, Seniors and Ageing and Volunteering in translated languages.</li> <li>• Develop and publish a welcome message translated in main languages other than English (LOTE) on the Communities’ website.</li> <li>• Promote and publish on the Communities’ website a link to the Office of Multicultural Interests’ web page that facilitates access to information and resources relating to CaLD communities.</li> <li>• Embed consultation into service design through the provision of interpreters in co-design workshops to encourage participation from CaLD stakeholders.</li> </ul>
<p><b>Strategy:</b> Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes</p>			
2.8	<p>Continue to develop and standardise CaLD data collection methodology for client services across Communities. Specifically: integrate and standardise the current client data collection systems.</p> <p>Lead: Governance, Integrity and Reform</p> <p>Support: Community Services</p>	July 2026	<ul style="list-style-type: none"> <li>• Develop and implement a harmonised data collection methodology across Communities to ensure a standardised and integrated approach to future client data collection – this would include the following consistent data fields: country of birth, ancestry, religion, and LOTE.</li> <li>• Consistent use of the CaLD definition and indicators across Communities, to ensure effective data collection.</li> <li>• Develop data collection mechanisms to collect diversity data from frontline services.</li> <li>• Scope opportunities to extend child protection data fields to capture cultural background for children, families and carer entities.</li> <li>• Analyse CaLD information in the ASSIST data base (child protection data management) and incorporate into service design and program implementation.</li> <li>• Review and update assessments to ensure cultural information is captured accurately to deliver the most effective services and interventions to children and families in the child protection system.</li> <li>• Foster collaborative relationships with national reporting teams to improve data connectivity within Communities.</li> </ul>

**Policy Priority 2: Culturally responsive policies, programs and services (continued)**

Action	Responsibility	Timeframe	Measure
	Support: Business Operational Support Services		<ul style="list-style-type: none"> <li>Update progress report templates for Communities' funded service providers to collect diversity data which may include ethnic background where possible.</li> </ul>
2.9 Use CALD data to inform Communities' commissioning activities across all program areas to ensure that services continue to meet the diverse needs of service users.	Lead: Business and Operational Support Services  Support: Strategy and Partnerships	July 2025	<ul style="list-style-type: none"> <li>Use CaLD data to inform service models to ensure they are culturally responsive through embedding a qualitative criterion in tender requests, where there is a high proportion of CaLD service users.</li> </ul>
2.10 Monitor and report on multicultural initiatives that are included within internal databases.	Lead: Governance, Integrity and Reform	Six monthly, commencing January 2024	<ul style="list-style-type: none"> <li>Map existing service data when designing new programs and services.</li> </ul>
<p><b>Strategy:</b> Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes</p>			
2.11 Consider opportunities to improve inclusion in service delivery as part of business planning and policy development.	Lead: All Divisions  Support: Strategy and Partnerships	July 2024	<ul style="list-style-type: none"> <li>Identify opportunities for business improvement in service delivery by enhancing cultural inclusion and designing safe and supported processes.</li> <li>Develop and implement whole of government strategies that are inclusive of the needs of people from CaLD backgrounds. This includes:                             <ul style="list-style-type: none"> <li>An Age Friendly WA: State Seniors Strategy</li> <li>Stronger Together: WA's Plan for Gender Equality</li> <li>WA Volunteering Strategy</li> <li>Path to Safety: Western Australia's strategy to reduce family and domestic violence 2020-2030</li> <li>WA Housing Strategy 2020-2030</li> <li>All Paths Lead to a Home: Western Australia's 10 year Strategy on Homelessness 2020-2030</li> <li>State Disability Strategy 2020-2030</li> </ul> </li> </ul>

Action	Responsibility	Timeframe	Measure
2.12 Develop an Engagement Guide to support consultation with CaLD community groups	Lead: Strategy and Partnerships Support: All Divisions	December 2024	<ul style="list-style-type: none"> <li>Develop a guide to support Divisions to engage and/or consult with CaLD staff and community groups during the development and evaluation of policies, programs and services.</li> <li>Engage with Office of Multicultural Interests to explore inclusion of a register of CaLD services and channels utilised by CaLD people/communities for inclusion.</li> </ul>
2.13 Support CaLD representation on assessment panels for relevant community funding applications where possible.	Lead: All Divisions Support: Strategy and Partnerships	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Provide opportunities for CaLD representation on grant and funding assessment panels where possible.</li> <li>Provide grant funding to Multicultural Services Centre of WA for the Zero Tolerance: Creating Safe, Respectful and Inclusive Workplaces for Women project as part of Women's Grants for a Stronger Future.</li> </ul>

**Strategy:** Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce

2.14 Ensure recruitment selection panels are free from discrimination and unconscious bias.	Lead: People Support: All Divisions	Ongoing, completed annually.	<ul style="list-style-type: none"> <li>Implement streamlined recruitment practices which include contemporary assessment methodologies and tools aimed at eliminating indirect discrimination and unconscious bias.</li> <li>Develop and deliver training for recruitment panel members and managers to support decision making free from discrimination and unconscious bias.</li> <li>100 per cent of recruitment panellists complete the Mandatory cultural competency training (Diverse WA) training.</li> <li>Implement strategies for attracting and maintaining CaLD staff.</li> <li>Identify opportunities to recruit graduates from CaLD backgrounds.</li> </ul>
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**Desired impact:**

- Greater CaLD representation at all employment levels across Communities.
- Information and complaints processes reviewed and updated to ensure better access for people with English language barriers.
- CaLD data collection process established and used for strategic planning across relevant departments, and for procurement purposes.

**Policy Priority 3: Economic, social, cultural, civic and political participation**

**Strategy:** Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds

Action	Responsibility	Timeframe	Measure
3.1 Ensure recruitment and career development processes and practises are inclusive and equitable to attract and retain staff.	Lead: People	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Promote job vacancies through channels utilised by people/communities of CaLD background.</li> <li>Develop and implement the Workforce Diversification and Inclusion Strategy 2023–2025, which aims to create an inclusive workforce with a range of skills, experiences and perspectives that is reflective of the community we engage and establishing a workplace culture where all staff feel valued and respected.</li> <li>Integrate diversity and inclusion performance outcomes from the Workforce Diversification and Inclusion Strategy 2023–2025 into operational plans and link to the performance plans of Corporate Executive, senior leadership teams and managers.</li> <li>Review and update the Communities’ career page to ensure content is inclusive, and imagery is reflective of the diverse Western Australian community.</li> </ul>
3.2 Ensure mentoring and career progression programs support CaLD staff.	Lead: People	July 2025	<ul style="list-style-type: none"> <li>Tailor mentoring and career progression programs to support staff from CaLD backgrounds.</li> </ul>

**Strategy:** Achieve equitable representation of people from culturally and linguistically diverse backgrounds at all levels and in decision making

3.3 Collect and analyse data to understand the representation of people from CaLD backgrounds at all levels in decision making across Communities.	Lead: People Support: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Collect and analyse data of CaLD staff across all levels within Communities, in particular decision-making roles (Level 7 and above). Target of at least 15.6 per cent of Communities’ staff Level 7 and above identifying as coming from CaLD backgrounds. Report breakdown annually.</li> <li>Ensure equal representation of people from CaLD background in committees and forums.</li> <li>Collect and analyse ancestry data for the Communities’ workforce.</li> </ul>
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**Strategy:** Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia’s culturally and linguistically diverse community

3.4 Explore opportunities to engage CaLD businesses through Communities’ programs and initiatives.	Lead: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Identify at least two opportunities to engage with CaLD owned service providers within each Division.</li> </ul>
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Action	Responsibility	Timeframe	Measure	
<b>Strategy:</b> Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia’s culturally and linguistically diverse community				
3.5	Identify, develop and implement initiatives that encourage participation by CaLD community members in Communities’ programs and initiatives.	Lead: All Divisions	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Promote programs and campaigns through channels utilised by people/communities of CaLD background to increase the number of participants from CaLD backgrounds. This may include but not limited to the State Volunteering Campaign, Ministerial Youth Advisory Council etc.</li> <li>Share promotional requests to the Office of Multicultural Interests’ Community Relations and Information team to promote initiatives through their newsletters and alerts.</li> <li>Relevant programs and services funded or delivered by Communities through community sector organisations, engage with CaLD communities as part of consultation and service delivery.</li> </ul>
<b>Strategy:</b> Develop and strengthen global connections through partnerships with Western Australia’s culturally and linguistically diverse communities and businesses				
3.6	Participate in forums and advisory bodies that encourage social and cultural participation.	Lead: Strategy and Partnerships	Ongoing, completed annually	<ul style="list-style-type: none"> <li>Participate in inter-agency forums and committees to identify emerging trends and issues facing CaLD communities and collaborate in addressing these including Forced Marriage Network and the Female Genital Cutting/ Mutilation Interagency Committee.</li> <li>Provide state-wide consultation on matters related to child protection issues within CaLD families, including the delivery of training on working with CaLD families.</li> <li>Participate in the Advisory Group for Journey to Home, an exploratory research project focused on the relationship between housing, migration and health for people from CaLD backgrounds.</li> <li>Ensure engagement with CaLD stakeholders on the Common Risk Assessment and Risk Management Framework in the family and domestic violence context.</li> </ul>
<b>Desired impact:</b>				
<ul style="list-style-type: none"> <li>Increase employment prospects for people of CaLD background in the WA public sector.</li> <li>Increase participation of people from CaLD background in civic, social and economic environments to strengthen innovation for future planning of initiatives across various sectors.</li> </ul>				

**Note:** Actions that are ongoing for the life of the Plan will be reported on annually in the Department of Communities Annual Report and in the Progress Report provided to the Office of Multicultural Interests.

# Appendix 1

## Definitions<sup>15</sup>

### CaLD Hub

A page on the Communities' intranet (The Common) that hosts CaLD related resources for Communities' staff such as policies, resources, practice guidance and campaigns and events.

### Citizens/Citizenship

Promotion of active citizenship and representation in the democratic process is one of the main strategies in facilitating full participation by culturally and linguistically diverse communities in social, economic, cultural and civic activities.

Citizenship can be formally defined as the legal relationship between an individual and a state. More broadly, and in the context of the WA Charter of Multiculturalism, citizenship is the condition of belonging to social, religious, political or community groups, locally, nationally and globally. Being part of a group carries with it a sense of belonging or identity, which includes rights and responsibilities, duties and privileges. These are guided by the agreed values and mutual obligations required for active participation in the group. Citizenship incorporates three components—civil (rights and responsibilities), political (participation and representation) and social (social values, identity and community involvement). In this context, the term 'citizen' refers to not only people who hold Australian citizenship but all Western Australians.

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### Cultural Competence

A set of congruent behaviours, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professionals to work effectively in cross-cultural situations.

There is an organisational and an individual aspect to cultural competence. At the individual level, developing cultural competence requires acknowledgment of one's own cultural assumptions, values and beliefs. It involves understanding that culture shapes worldview, and that individuals view the world differently based on their cultural background and related experiences. Cultural competence includes an awareness that individuals have different needs because of their cultural and linguistic background. Improving cultural competence ensures better and more effective communication with individuals from a range of cultural and linguistic backgrounds.

Cultural competence at the organisational level involves developing systems, policies and processes that ensure cultural diversity and difference are considered in all aspects of an organisation's work. Organisations with high levels of cultural competence foster successful, diverse workforces, using cultural difference as a strength for more effective decision-making, innovation and adaptability. They also understand the needs and preferences of a diverse range of consumers and provide products and services that are appropriate, accessible and inclusive.

## Culturally and linguistically diverse (CaLD)

CaLD was introduced in 1996 to replace 'non-English speaking background' (NESB) and was intended to be a broader, more flexible and inclusive term.

CaLD applies to groups and individuals who differ according to religion, language and ethnicity, and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic.

For the purposes of data collection, the Australian Bureau of Statistics Standards for Statistics on Cultural and Language Diversity apply. These are national standards for measuring diversity and include a core and standard set of cultural and language indicators.

The core set comprises:

- country of birth
- main language other than English spoken at home
- proficiency in spoken English
- Indigenous status (used when the focus is not specifically on people from migrant and refugee backgrounds).

The other indicators in the standard set are:

- ancestry
- birthplace of parents
- first language spoken
- languages spoken at home
- main language spoken at home
- religious affiliation
- year of arrival in Australia.

Agencies are encouraged to collect the minimum core data set and to identify and include relevant standard variables as appropriate.

## Culturally responsive

Culturally responsive can be defined as the ability of individuals and systems to respond respectfully and effectively to people of all cultures, in a manner that acknowledges their worth and preserves the dignity of individuals, families, and communities.

The focus should be on seeing the individual as unique, identifying cultural identity, and responding to the needs of each person in a manner that is respectful and maintains this identity. Providing culturally appropriate care therefore includes:

- staff to be aware of the influence of their own cultural beliefs on their practice
- respect for, and sensitivity to, the cultural practices and beliefs of others
- provision of language services
- organisational commitment that recognises and supports cultural diversity including the provision of staff cultural competency training.

## Culture

Culture is the characteristics and knowledge of a particular group of people, encompassing shared values, beliefs, expectations, attitudes, assumptions and norms formed through similar experiences.

We develop shared patterns of behaviours and interactions, cognitive constructs and understanding through the socialisation process. This creates a cultural identity fostered by social patterns unique to the group. For example, it can influence what we believe is right or wrong and how we behave towards others.

Culture is not just about ethnicity. Culture is dynamic and constantly changing. It is the shared system of learned and shared

values, beliefs and rules of conduct that make people behave in a certain way. It is a process for perceiving, believing, evaluating and acting. It is a lens through which we view the world.

### **Diversity**

Diversity is a statement of fact that encompasses the range of visible and invisible attributes, experiences and identities that shape each individual. Diversity embraces all human differences including but not limited to ethnicity, sex, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values systems and national origin.

### **Ethnicity**

Ethnicity describes a population of human beings whose members identify with each other, usually based on a presumed common ancestry; recognition by others as a distinct group; or by common cultural, linguistic, religious or territorial traits. People can share the same nationality but belong to different ethnic groups, while people who share an ethnic identity can be of different nationalities.

### **Institutional/systemic discrimination**

Institutional, or systemic, discrimination is discrimination that is embedded in the policies and practices of an organisation. While this form of discrimination is often unintentional, the effect is to limit or restrict some groups of people from accessing all or some of the services of an organisation in a fair and non-discriminatory manner. This type of discrimination is often difficult to distinguish as it appears neutral but has a negative effect on people with a particular attribute or characteristic such as perceived impairment, race or gender.

### **Intersectionality**

Intersectionality as a process for systemic change recognises that individual characteristics do not exist independently of each other but rather inform our social identity and can intersect to create complex forms of oppression as a result of systems and structures that do not take this diversity into consideration.

Our social identities are based on groups or communities we belong to and give us a sense of who we are. Social identities are also multi-dimensional because we can belong to different groups at the same time. Where we are socially located is defined by the identities or groups to which we belong.

Using intersectionality as an analytical lens can guide us to consider a range of social identities simultaneously and enable us to understand the way privilege, power and oppression influence to include or exclude and how they shape an individual's sense of power, resilience and wellbeing.

### **Nationality**

Nationality refers to country of birth or citizenship. Nationality is sometimes used to mean ethnicity, although the two are technically different. People can share the same nationality but be of different ethnic groups and people who share an ethnic identity can be of different nationalities. The importance of this distinction can be seen in language services.

### **NESB**

NESB is the acronym for 'Non-English-Speaking Background'. For the purposes of the Australian Bureau of Statistics cultural and linguistic indicators, NESB countries include all those except Australia, Canada, Ireland, New Zealand, South Africa, the United Kingdom and the United States of America.

## Race

Race is an outdated term used to group humans based on shared physical or social qualities, into categories generally viewed as distinct by society. Modern scholarship views racial categories as socially constructed; that is, race is not intrinsic to human beings but rather an identity created, often by socially dominant groups, to establish meaning in a social context. Although still used in general contexts, race has often been replaced by less ambiguous terms, such as ethnicity, populations and people(s).

## Social cohesion

Social cohesion is achieved by supporting peoples' sense of belonging in a society, encouraging participation, combatting racism and discrimination, and promoting equal rights and responsibilities for all. A cohesive society is where everyone:

- feels that they belong and are respected, accepted and included
- shares a commitment to a country's laws, rights and responsibilities
- can participate in all aspects of society including education, training and employment
- has the opportunity to contribute to civic and political life and to have a say in decisions affecting them.

## Substantive equality

Substantive equality means achieving equitable outcomes as well as providing equal opportunity. It highlights the need to sometimes treat people differently to achieve equal results. It takes into account the effects of past discrimination, and recognises that rights, entitlements, opportunities and access are not equally distributed throughout society. It is

achieved by addressing and preventing systemic discrimination by adjusting policies, procedures and practices to meet the specific needs of certain groups in the community.

## Unconscious bias

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, which stem from a tendency to categorise people. It is far more prevalent than conscious prejudice and often incompatible with a person's conscious values.

Unconscious bias happens automatically and is triggered by making quick assessments of people and situations based on our own background, culture and personal experiences. Often people refer to 'first impressions' and intuitions about others, which are ways of expressing unconscious bias. Unconscious bias is considered to be outside our control though we can take steps to mitigate its effects.

## Appendix 2

### Alignment with key initiatives within Communities and State and National Legislation

#### Workforce Equity and Diversity Plan 2020/21–2021/22

The Communities' Workforce Equity and Diversity Plan 2020/21–2021/22 was released in May 2021. In 2023, the People Division are developing the second plan to be released in 2023. This document provides the high level overarching framework to diversity based initiatives, which echo the priority areas articulated in the Workforce Diversification and Inclusion Strategy (WDIS) action plans from the Public Sector Commission (PSC).

The Culturally and Linguistically Diverse People: Action Plan to Improve WA Public Sector Employment Outcomes 2020–25, published by the PSC, aims to increase the representation of CaLD people employed in the public sector to 15.5 per cent by 2025.

At the time of developing the Multicultural Plan 2023–2026 and the Workforce Diversification and Inclusion Strategy 2023–2025, 16.3 per cent of Communities' workforce identified as CaLD.

#### Agency Capability Program

The Agency Capability Program (ACP) was established in January 2020 to drive and coordinate agency capability improvement. The ACP is a three-year program, scheduled for completion in December 2022 and aim to progress the program that came out of the Agency Capability Review (ACR) conducted in 2018–19.

Three areas for improvement emerged from the ACR, and these are the priority areas for the ACP: improving outwards focus; strengthening people; enhancing systems and processes.

Six capability principles are helping drive improvements across the priority areas: different ways of working; cultural competence; recognising and celebrating diversity; exemplifying our values; strengths-based approach and collaboration.

The ACP currently includes more than 20 projects aligned to the ACR priority areas, as well as initiatives resulting from the 'Public Sector Commission Review of the Housing Authority and the Communities' 'Strengthening Partnership: A program for Partnership Development'.

It is intended that, over time, these key projects and others will collectively improve the department's capability.

#### Disability Access and Inclusion Plan

The *Disability Services Act 1993* (WA) requires public authorities to have a Disability Access and Inclusion Plan (DAIP) in place. DAIPs aim to ensure government continuously improves services and outcomes for people with disability.

Communities' DAIP 2023–2028 was released in May 2023 and aims to promote the access and inclusion of people with disability through consultation processes, employment, services and events, buildings and facilities, quality of service, information, and complaints processes.

The five-year Communities' DAIP strongly aligns with the principles of the *A Western Australia for Everyone: State Disability Strategy 2020–2030* and provides a solid foundation to achieve improved outcomes for people with disability.

In the development of the Communities' DAIP, significant work was undertaken to ensure alignment with key initiatives across Communities that identify access and inclusion as an area of focus, including the Multicultural Plan 2023–2026.

### Aboriginal Cultural Capability Reform Program

The Aboriginal Cultural Capability Reform Program (ACCRP), managed within the Aboriginal Outcomes Division, is a cultural reform initiative aimed at improving Communities' cultural capability.

Cultural competence is critical to enabling improved and sustainable whole of life outcomes for Aboriginal people who interface with the services Communities delivers.

The ACCRP is comprised of multiple actions across the Department's governance, workforce, policies, practices and procedures that will drive the changes required to improve the way Communities meets the needs of Aboriginal people.

### International conventions

Australia is signatory to the 1948 Universal Declaration on Human Rights and a number of International human rights treaties and conventions. These include the:

- 1951 Convention relating to the Status of Refugees
- 1963 Convention on the Elimination of All Forms of Racial Discrimination
- 1966 International Covenant on Economic, Social and Cultural Rights
- 1966 International Covenant on Civil and Political Rights
- 1979 Convention on the Elimination of All Forms of Discrimination against Women
- 1981 Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief
- 1989 International Convention on the Rights of the Child
- 2006 Convention on the Rights of People with Disabilities.

## National and State legislation

### National

At the national level, United Nations international instruments are supported by legislation including the:

- *Racial Discrimination Act 1975*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Criminal Code Amendment (Racial Vilification) Act 2004.*

### State

At the State level, WA's *Equal Opportunity Act 1984* is the primary legislative vehicle through which to promote equality of opportunity. The *Western Australian Disability Services Act 1993* supplements this and national legislation to ensure that people with disability can access services provided by public authorities in WA.

### State policy

Two key policies support national and State equal opportunity legislation.

The 2023 'Policy Framework for Substantive Equality' provides a process of continuous improvement through which organisations can progress towards achieving substantive equality and meeting their obligations under the *Equal Opportunity Act 1984*. Its objective is to achieve substantive equality by eliminating systemic discrimination in the provision of public sector services and promoting sensitivity to the different needs of client groups. The 'Western Australian Language Services Policy 2014' seeks to ensure that in a linguistically diverse community, limited competence in the English language is not a barrier to accessing services. Western Australians who may require assistance to communicate effectively include people who are Deaf or hard of hearing, Aboriginal peoples and people from culturally and linguistically diverse backgrounds.

# Appendix 3

## Multicultural Plan Working Group Members

	Name	Division
<b>Action Leads</b>	Kate Willcox	Office of the Director General
	Louise Chesby	People Division
	Jo Wellings	People Division
	Anjali Epanomitis	Business and Operational Support Services
	Rel Morris	Aboriginal Outcomes
	Kim Luu	Housing And Assets
	Michael Carroll	Governance, Integrity & Reform
	Clara Kirika	Community Services
	Tabitha Werder-Bigham	People Division
	Peter Byrne	Governance, Integrity and Reform
<b>Advisors</b>	Anne Mathews	Governance, Integrity & Reform
	Eduardo Farate	Strategy & Partnerships
	Carol Kaplanian	Strategy & Partnerships
	Rachel Davey	Strategy & Partnerships
	Priscilla Bignoux	Strategy & Partnerships
	Sara Gostelow	Strategy & Partnerships
	Claire Hurst	Strategy & Partnerships
<b>Secretariat</b>	Jessica Graham	Strategy & Partnerships
<b>Chair</b>	Chad Stewart	Strategy & Partnerships

### Action Leads

Action leads are responsible for driving the work for the Multicultural Plan related to their Division. Each Division within Communities nominates an action lead to drive the implementation of the Multicultural Plan. Action leads provide regular progress reports to their Divisional Assistant Director General and facilitate broader stakeholders consultations their respective Divisions.

### Advisors

Advisors provide an advisory role for the group. They will share insights with the group but are not responsible for delivering actions. The Multicultural Plan advisors are Communities' staff with relevant skills, experience and expertise in multicultural affairs.

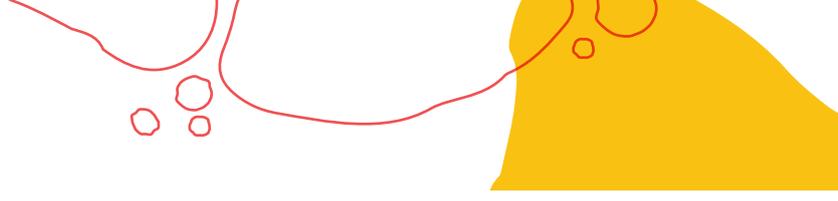
# Appendix 4

## Internal Consultations

Division	
Aboriginal Outcomes	<ul style="list-style-type: none"> <li>• Aboriginal Workforce Support</li> <li>• Cultural Competence and Response</li> <li>• Best Practise Partnerships</li> <li>• Strategy and Accountability</li> </ul>
Business Operational Support Services	<ul style="list-style-type: none"> <li>• Community Services Procurement</li> <li>• Strategic Contracting</li> <li>• Goods and Services and Procurement Policy</li> <li>• Contract Management FDV and Homelessness</li> <li>• Contract Management Disability Services and Community Development</li> <li>• Contract Management OOHC, Early Intervention and Regional</li> <li>• Contract Management Community Housing</li> <li>• Compliance and Assurance</li> <li>• Contracting</li> </ul>
Community Services	<ul style="list-style-type: none"> <li>• Target 120</li> <li>• Fostering and Family Care</li> <li>• Public Housing Reporting Team</li> <li>• Operational Practice and Support</li> <li>• SDI Business Stream</li> <li>• Seniors Card Centre</li> <li>• Specialised Accommodation and Care Services</li> </ul>
Governance, Integrity, and Reform	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Chief Data Office</li> <li>• Monitoring and Evaluation</li> </ul>
Housing and Assets	<ul style="list-style-type: none"> <li>• Housing and Assets Executive</li> </ul>
Office of the Director General	<ul style="list-style-type: none"> <li>• Executive Services</li> <li>• Corporate Communications</li> </ul>
People Division	<ul style="list-style-type: none"> <li>• HR Business Partnering</li> <li>• Learning and Development</li> <li>• Organisational Development and Workforce Capability</li> <li>• Work, Health and Safety</li> </ul>
Strategy & Partnerships	<ul style="list-style-type: none"> <li>• Specialist Child Protection Unit</li> <li>• Seniors and Ageing</li> <li>• Women's Interests</li> <li>• Youth</li> <li>• Office of Homelessness</li> </ul>

# Endnotes

- 1 Australian Bureau of Statistics 2016 Census
- 2 [Communities Strategic Direction Statement 2022–2025](#)
- 3 [Aboriginal Empowerment Strategy – Western Australia 2021-2029](#)
- 4 [National Agreement on Closing the Gap](#)
- 5 People Division, Department of Communities
- 6 [Cultural diversity of Australia | Australian Bureau of Statistics \(abs.gov.au\)](#)
- 7 [Office of Multicultural Interests-census-highlights-2021.pdf](#)
- 8 [Office of Multicultural Interests-linguistic-diversity 2021](#)
- 9 Public Housing Reporting Team, State-wide Services, Service Design and Operational Improvement, Housing, Department of Communities. This data is self-reported and has been adjusted to exclude countries that are primarily English speaking, as well as English and Aboriginal languages.
- 10 Access and Inclusion Team, Office of Disability, Department of Communities
- 11 [Department of Communities Annual Report 2021–22 \(www.wa.gov.au\)](#)
- 12 Organisational Development and Workforce Capability Team, Department of Communities
- 13 Reporting and Information team, Service Innovation & Customer Experience, Department of Communities
- 14 Corporate Communications Team, Department of Communities
- 15 The definitions have been sourced from [WA Multicultural Policy Framework \(omi.wa.gov.au\)](#)



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