



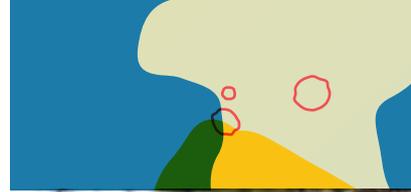
Government of **Western Australia**
Department of **Communities**



Multicultural Plan

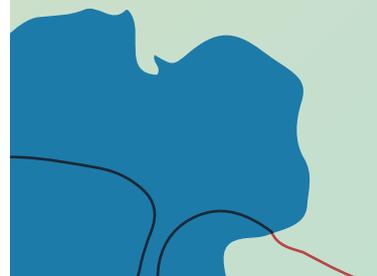
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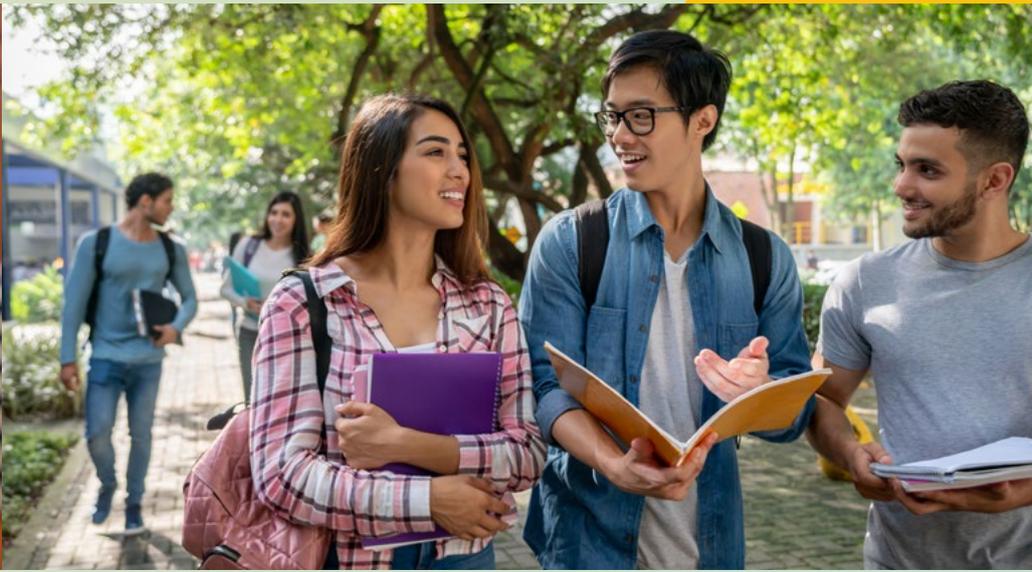
**2021
2023**



Acknowledgment of Country

The Department of Communities proudly acknowledges Traditional Owners throughout Western Australia and recognises their continuing connection to their lands, water and communities. We pay our respects to Aboriginal and Torres Strait Islander people and cultures, and to Elders past, present and emerging.





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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.

This Plan will use the following definition of Cultural and Linguistic Diversity¹:

People who were born in countries other than those categorised by the Australian Bureau of Statistics as mainly English speaking – Australia, Canada, England, New Zealand, Northern Ireland, Republic of Ireland, Scotland, South Africa, United Kingdom, United States of America, and Wales.





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) Multicultural Plan 2021-23 (the Plan). This Plan is the first Communities wide Multicultural Plan and fulfils our responsibility to develop an agency specific plan under the Western Australian Multicultural Policy Framework.

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 all.

As one of the largest service providers in the state of Western Australia, 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.

The COVID-19 pandemic, and the activation of the State Emergency Welfare Plan, saw the need for Communities to respond in a timely and flexible manner to the needs of vulnerable groups across the state. Communities will continue to rise to this challenge, and other emergency situations, as we manage the demands of service provision in this new environment.

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, and some examples of best practice are included in the case studies in this Plan.

It has been encouraging to see the significant level of staff engagement on the development of the Multicultural 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.

With 15.6 per cent of our workforce identifying as Culturally and Linguistically Diverse, and a Western Australian community with the largest proportion of overseas born (32.2 per cent) in Australia, it is clear there remains greater opportunity for us to build our capacity in responding to cultural diversity.

I look forward to your support in driving the implementation of this Plan over the next two years.

Mike Rowe
Director General

Western Australia's Cultural Diversity – A snapshot from the 2016 Census

The 2016 Census shows that WA's resident population has reached 2,474,440.



60.3%
Australia-born

The proportion of overseas born is larger in WA (32.2%) compared with the national figure of 26.3%.

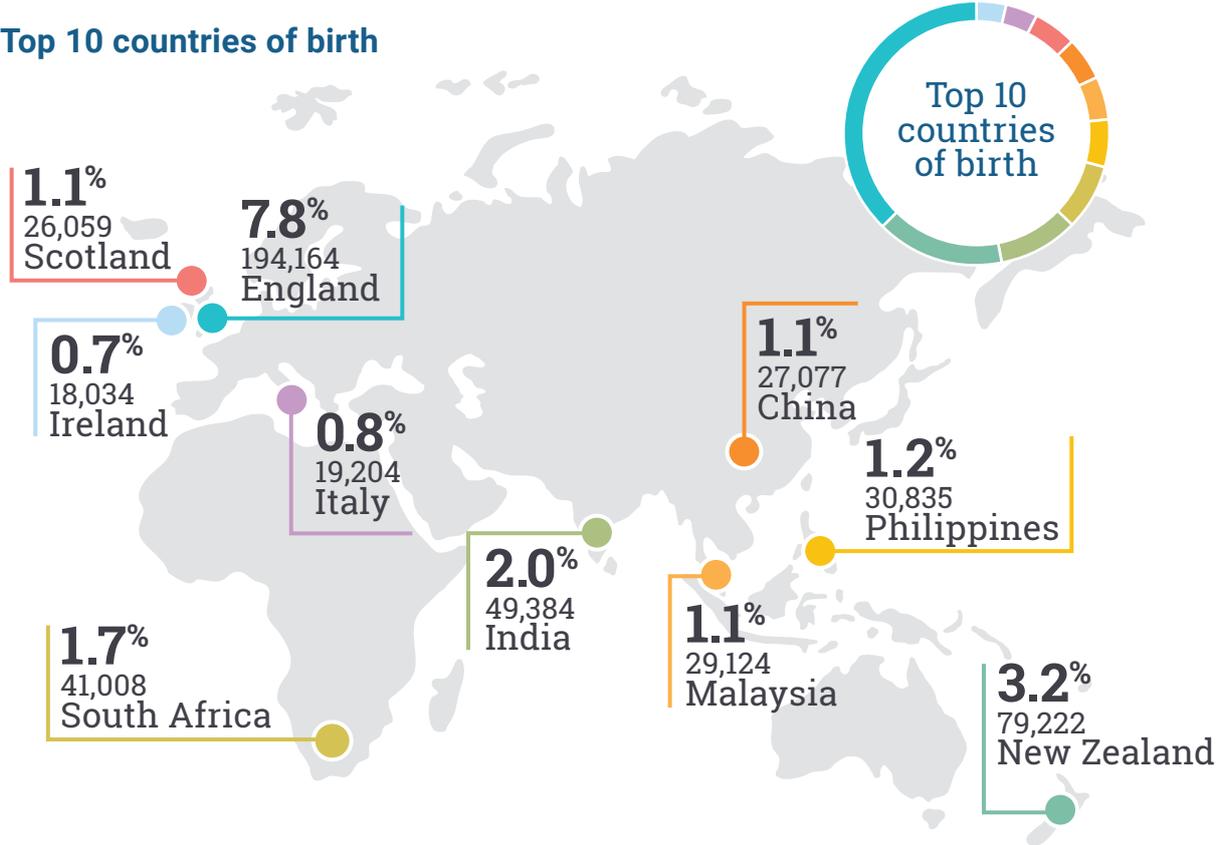


32.2%
Born overseas



53.5%
of Western Australians
have one or both
parents born overseas.

Top 10 countries of birth

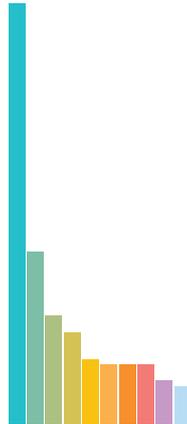


● England	194,164	7.8%
● New Zealand	79,222	3.2%
● India	49,384	2.0%
● South Africa	41,008	1.7%
● Philippines	30,835	1.2%

● Malaysia	29,124	1.1%
● China	27,077	1.1%
● Scotland	26,059	1.1%
● Italy	19,204	0.8%
● Ireland	18,034	0.7%

Top 10 ancestries

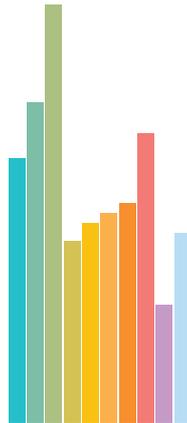
English	931,147	37.6%
Australian	760,035	30.7%
Irish	224,372	9.1%
Scottish	214,153	8.7%
Italian	122,944	5.0%
Chinese	103,683	4.2%
German	73,062	3.0%
Indian	68,799	2.8%
Dutch	47,039	1.9%
Filipino	35,454	1.4%



77.2%
of Western Australians had
a non-Australian ancestry.

Top 10 most culturally and linguistically diverse Local Government areas

Stirling	52,152	24.9%
Gosnells	35,591	30.1%
Canning	35,413	39.3%
Wanneroo	32,143	17.1%
Swan	25,218	18.8%
Cockburn	20,698	19.8%
Melville	20,337	20.7%
Bayswater	17,601	27.2%
Joondalup	17,346	11.2%
Armadale	14,283	17.9%



90%
of people born in
NME 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



No religion



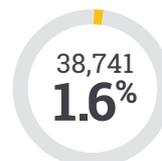
Buddhism



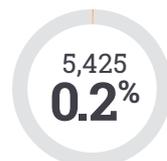
Islam



Hinduism



Judaism



The Department of Communities

Communities is one of the largest government service providers in the state of Western Australia. 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.

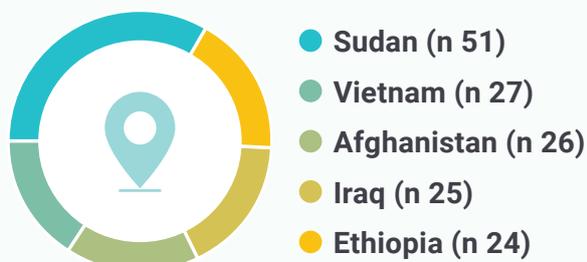


Children in the CEO's Care who are from CaLD backgrounds 30 June 2010 – 30 June 2020

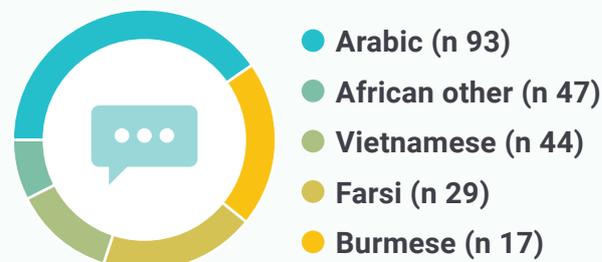


CaLD Status of Individuals on the Statewide Public Housing Waitlist at 31 May 2021 (top five)²

Geographic Origin



Primary Language



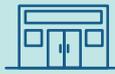
Western Australian NDIS Participant Profile Per Quarter by CaLD Status³

Participant Profile	Prior Quarters		2020-2021 Q2		Total	
	N	%	N	%	N	%
CaLD	2945	8.5%	200	9.5%	3145	8.5%
Not CaLD	26435	76.2%	1907	90.4%	28342	77.0%
Not Stated	5321	15.3%	<11		5323	14.5%
TOTAL	34701	100%	2109	100%	36810	100%



Communities employs **6380** staff over **109⁴** offices, with **15.6%** of our staff identifying as Culturally and Linguistically Diverse (CaLD)⁵.

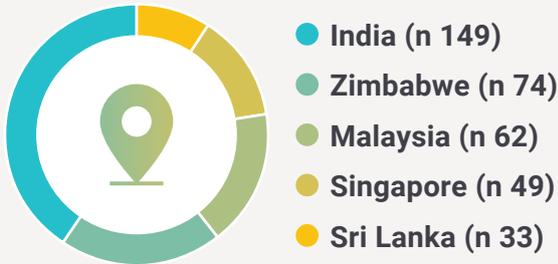

6380
Staff


109
Offices

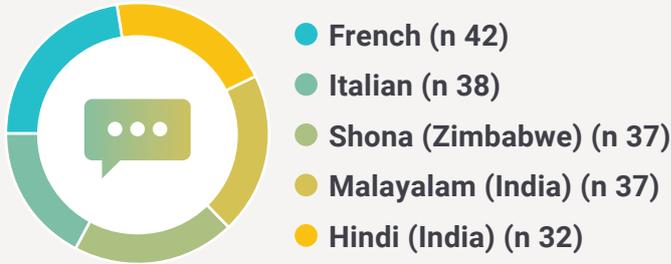

15.6%
CaLD

Communities' workforce country of birth and language spoken at home⁶

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 collaborating to create pathways that enable individual, family and community wellbeing.

Case Study 1 – Harmonious and Inclusive Societies

Celebrating Cultural Diversity in the Workplace

As part of Harmony week 2021, the Corporate Communications area of Communities facilitated the publication of a series of personal stories on staff from a range of cultural backgrounds. Four staff participated in sharing their stories, and these stories were published on The Common over the week.

Staff engagement with these stories of cultural diversity was far greater than for comparable articles on The Common, with the most widely viewed article receiving **1,278** total views and **34** comments⁷.



The Common



1278
views



34
Comments

Communities' Multicultural Plan

The Western Australian Multicultural Policy Framework requires all Western Australian Public Sector organisations to develop their own Multicultural Plan, and this Plan is the inaugural plan developed by Communities.

This two-year Plan will guide Communities' service responsiveness, employment practices and community outcomes for people of CaLD backgrounds by identifying key priority areas for future action.

This Plan focuses on capturing the benefits of cultural diversity in 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 CaLD individuals and communities. 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 situations⁸.

The WA Multicultural Policy Framework focuses on culturally and linguistically diverse communities and, as such, this Plan will adopt a similar focus. Communities recognises the diverse needs of both Aboriginal peoples and people from culturally and linguistically diverse backgrounds. There are overlaps in the challenges facing both groups and this plan will align with the work being undertaken across Communities to address challenges faced by Aboriginal peoples, whilst maintain a focus on CaLD communities. Communities is progressing a dedicated body of work focussing on Aboriginal people and communities.

Communities also recognises the position occupied by Aboriginal people as the First Nations people of Australia.

The targets identified in this Plan are divided into the following three policy priorities identified in the WA Multicultural Policy Framework, and our targets for this Plan will address these three areas:

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 Family and Domestic Violence services that take into account the particular vulnerabilities of culturally and linguistically diverse women and children accessing these services (see [Case Study 2](#)).

Development of the Multicultural Plan 2021 – 23

The development of the Multicultural Plan involved the creation of a cross-divisional Working Group, with representatives identified and engaged from across the seven divisions of Communities. A Sub-Committee was also convened to capture the views of staff interested in participating in the development of the Plan who were unable to be accommodated within the broader Working Group⁹.

In addition, a Self-Assessment Template, developed by OMI, was distributed across Divisions to collect information on the activities currently being undertaken, as well as to identify opportunities to strengthen the work undertaken in Communities focused on CaLD individuals and communities.

The following additional consultations were undertaken to inform the Plan:

 A staff information session¹⁰	 Targeted external consultations with key CaLD peak bodies and the Office of Multicultural Interests¹³
 A survey of Working Group and Sub-Committee members¹¹	 Targeted internal consultations to inform the development of key targets¹²

Alignment with other key priorities

There is currently a significant body of work underway across the Department focussing on building our cultural responsiveness as an organisation and improving inclusion of diversity groups more broadly.

Where initiatives currently exist that build the capacity of the organisation to respond to cultural diversity, this Plan aligns with these initiatives, 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 be of benefit for 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 Communities¹⁴.



In addition to the above initiatives focusing on cultural competence and inclusion, the following plans, policies and strategies have identified the CaLD community as a particular area of focus:

- [Stronger Together: WA’s Plan for Gender Equality](#)
- [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 senior’s housing 2019-2024](#)
- [Beyond 2020 – WA Youth Action Plan](#)

Case Study 2 – Culturally Responsive Services

Co-Design of Family and Domestic Violence Services

As part of the Western Australian Government's *Stopping Family and Domestic Violence Policy*, a new refuge was planned for the Peel region.

Communities commissioned a co-design process as part of the planning for the Peel refuge. As part of the co-design process, CaLD women and children had been identified as a significant group of refuge service users, which adds an additional factor in cross-cultural complexity for refuges to manage. Initial research highlighted the need for a therapeutic, culturally responsive service as an essential feature of the Peel refuge.

The co-design process engaged with a range of stakeholders including CaLD service providers and survivors of family and domestic violence through workshops and facilitated discussions. This co-design process identified five guiding principles to drive the design and delivery of services to women and children experiencing family and domestic violence. These guiding principles include:

- culturally safe;
- trauma informed;
- voice;
- person driven; and
- collaborative.

The above principles were supported by five enabling conditions, which included cultural intelligence, diversity and inclusion.



The following considerations have been identified to support a culturally safe service:

- spaces and support for cultural and spiritual practice;
- celebrate traditions and important days of recognition for different cultures and identities;
- refuge staff to collaborate with other CaLD service providers, including multicultural organisations during referral pathways;
- staff to receive ongoing development in therapeutic, trauma-informed culturally responsive approaches;
- culturally informed practice is integrated into every policy and practice at all levels;
- the use of translators when required;
- identify and ensure support services are culturally appropriate; and
- cultural celebrations and activities provided for children and young people accessing refuge services.

The new Peel refuge was officially opened by Minister McGurk in December 2020, and is WA's first therapeutic women's refuge tailored to provide specialist, person-centred responses for women who are escaping family and domestic violence.

Implementation and Reporting

This Plan will be implemented through the actions and indicators detailed in the action plan at the end 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.

Reporting on progress against the Plan will form part of Communities' Annual Reporting obligations from 2021-22 onwards.

A copy of this Plan will be provided to the Minister for Citizenship and Multicultural Interests by 31 July 2021.

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.

Case Study 3 – Social Participation

CaLD representation on advisory bodies

The Ministerial Youth Advisory Council (MYAC), supported by Communities, is comprised of up to 12 young people aged 15 to 25 years, who provide advice to the Minister for Youth on matters relating to young people.

Membership of the MYAC also provides skills to support career development for members. Culturally and Linguistically Diverse young people are active members of MYAC ensuring diversity of the membership and that CaLD inclusive advice is provided to the State Government.

MYAC has a CaLD representation of 45% with five current members identifying as CaLD in 2021-22.

Applicants are required to identify a number of demographics, including CaLD status, when applying for membership of the MYAC.

Promotion of the 2020-21 EOI for membership included promotion through the Office of Multicultural Interests (OMI). The rate of CaLD young people participating in the 2020-21 EOI for membership was high, at more than 30%.



The MYAC, 2017 – 2021. Absent are Amelia Channer-Holmes and Joshua Cahill.

MYAC
Ministerial Youth Council



Up to 12
people aged
15 to 25



45%
CaLD
membership

Multicultural Action Plan

Policy Priority 1 – Harmonious and inclusive communities

WA Multicultural Policy Framework strategies:

- Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds
- Initiate and support events and projects that build mutual understanding and respect between cultures
- Develop workplace cultures that are welcoming and inclusive of all Western Australians

Action	Responsibility	Targets	Timeframe
Workplace communication			
Celebrate Communities' multicultural identity through acknowledgement of events such as Harmony Week and Refugee Week across Communities.	Lead: Corporate Communications Supporting: All Divisions	<ul style="list-style-type: none"> • Publish four stories on The Common promoting the diversity of Communities' staff • Develop a calendar of key events related to cultural diversity and publish on The Common • Hold a whole of Communities event for Harmony week 	Annually, over Harmony week Ongoing, for the life of the Plan Ongoing annually, from 2022 onwards
Develop and launch a CaLD Hub on Communities' intranet site, including links to CaLD resources (internal and external) accessible to all staff.	Lead: Communications Supporting: Strategy and Partnerships (SCPU) People	<ul style="list-style-type: none"> • Release of CaLD Hub on intranet • Publicise the existence of the Multi-Faith Room at Fremantle across Communities 	December 2021 December 2021
Increasing workplace inclusion			
Address unconscious bias in recruitment processes	Lead: People	<ul style="list-style-type: none"> • The Communities' Workforce Equity and Diversity Plan 2020/21-2021/22 is implemented in full, in particular Outcome 2, Initiative 2 Note: Outcome 2, Initiative 2 includes: Task 1 – Review and revise recruitment practices to eliminate indirect discrimination. Task 2 – Provide training in staff selection techniques including eliminating direct and indirect discrimination and unconscious bias 	Ongoing, to be reported on annually through annual reporting processes for life of Multicultural Plan and as per the Workforce Equity and Diversity Plan
	Lead: People	<ul style="list-style-type: none"> • Review and update current training on recruitment 	January 2023
Promote the Australian Human Rights Commission "Racism It Stops With Me" campaign throughout Communities	Lead: People Supporting: Corporate Communications	<ul style="list-style-type: none"> • Racism It Stops With Me campaign plan developed and implemented 	30 June 2022

Policy Priority 2 – Culturally responsive policies, programs and services

WA Multicultural Policy Framework strategies:

- Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes
- Collect and analyse CaLD data to contribute to the identification of client needs, the development of policies and programs and evaluation of outcomes
- Enable CaLD communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation and evaluation processes

Action	Responsibility	Targets	Timeframe
Language Services			
Develop and implement a whole of department Language Services Policy	Lead: GIR Lead: Strategy and Partnerships (Corporate Communications)	<ul style="list-style-type: none"> • Whole of Department Language Services Policy (LSP) developed and endorsed by Communities Leadership Team (CLT) • Communities' LSP made available on Multicultural Hub on intranet • WA LSP made available on Multicultural Hub on intranet 	30 June 2022 31 August 2022 31 January 2022
Develop and launch a CaLD Hub on Communities' intranet site, including links to CaLD resources (internal and external) accessible to all staff.	Lead: Communications Supporting: Strategy and Partnerships (SCPU) People	<ul style="list-style-type: none"> • Release of CaLD Hub on intranet • Publicise the existence of the Multi-Faith Room at Fremantle across Communities 	December 2021 December 2021
Service Delivery			
Develop and implement a whole of department CaLD Services Framework ¹⁵	Lead: Community Services Supporting: SCPU	<ul style="list-style-type: none"> • CaLD Services Framework developed and endorsed by CLT • CaLD Services Framework made available on Multicultural Hub on intranet 	31 January 2023 31 July 2023
Embed the Western Australian Policy Framework for Substantive Equality within Communities ¹⁶	Lead: Governance, Integrity and Reform	<ul style="list-style-type: none"> • Develop a Communities' policy on the Western Australian Policy Framework for Substantive Equality 	30 June 2022

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

Action	Responsibility	Targets	Timeframe
Workplace Training and Development			
Training on working with cultural diversity developed and made available to all staff ¹⁷	Lead: People	<ul style="list-style-type: none"> Monitor uptake and implementation of Diverse WA online training modules as part of the HR onboarding process Communities to scope opportunities to deliver CaLD specific training for frontline staff through external partnerships with organisations and other public sector agencies. 	Ongoing
	Lead: Learning and Development Supporting: Strategy and Partnerships SCPU Community Services		31 January 2023
Client Data Systems			
Develop and standardise CaLD data collection methodology for client services across Communities ¹⁸	Lead: GIR	<ul style="list-style-type: none"> Review current client data collection systems to ensure standardised and integrated approach to client data collection Implement any recommendations from the above review in a CaLD data collection plan developed for implementation Explore the feasibility of extending the mandated data collected on CaLD Children in Care in ASSIST to include ethnicity, religion and language 	31 July 2022
	Supporting: Community Services		31 March 2023
			30 June 2022

Policy Priority 3 – Economic, social, cultural, civic and political participation

WA Multicultural Policy Framework strategies:

- Achieved equitable representation of people from CaLD backgrounds at all levels and in decision making roles
- Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of WA's CaLD community
- Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of the WA's CaLD community

Action	Responsibility	Targets	Timeframe
Increase capacity to progress into leadership roles			
Collect CaLD data in the workplace to identify the workplace progress of all CaLD staff, including senior staff	Lead: People	<ul style="list-style-type: none"> • The Communities' Workforce Equity and Diversity Plan 2020/21-2021/22 is implemented in full, in particular Outcome 3, Initiative 1 <p>Note: Outcome 3, Initiative 1 details that: Develop regular reports and analyse data to track progress against diversity targets.</p>	Ongoing, to be reported on annually through annual reporting processes for life of Multicultural Plan
Recruitment			
Develop and implement recruitment strategies that will increase employment of people from CaLD backgrounds	Lead: People	<ul style="list-style-type: none"> • The Communities' Workforce Equity and Diversity Plan 2020/21-2021/22 is implemented in full, in particular Outcome 2, Initiative 1 and Outcome 3, Initiative 2 <p>Note: Outcome 2, Initiative 1 details: Develop regular reports and analyse data to track progress against diversity targets (including CaLD).</p> <p>Note: Outcome 3, Initiative 2 details: Diversity and inclusion performance outcomes are integrated into operational plans of CLT, Senior leadership teams and managers.</p>	Ongoing, to be reported on annually through annual reporting processes for life of Multicultural Plan

Definitions

Agency Capability Review (ACR)

The ACR was initiated as a result of the 2017 Service Priority Review that examined the functions, operations and culture of the public sector, with the aim of driving lasting reform. The ACR was conducted in two phases: an internal review by Nous Group in late 2018, and an external review by Iain Rennie in 2019.

Cultural Competence

is 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.

Cultural and Linguistic Diversity (CaLD)

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

Culturally responsive

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 services 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; and
- organisational commitment that recognises and supports cultural diversity including the provision of staff cultural competency training.

OMI

Office of Multicultural Interests

PSC

Public Sector Commission

Substantive Equality

Involves achieving equitable outcomes as well as equal opportunity. It considers the effects of past discrimination. It recognises that rights, entitlements, opportunities and access are not equally distributed throughout society. Substantive equality recognises that equal or the same application of rules to unequal groups can have unequal results. Where service delivery agencies cater to the dominant, majority group, then people who are different may miss out on essential services. Hence, it is necessary to treat people differently because people have different needs.

Systemic Discrimination

discrimination that is embedded in the policies and practices of an organisation. Whilst this form of discrimination is often unintentional, the effect is to limit or restrict people, particularly from minority groups, 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.

Unconscious Bias

Includes 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 1

Multicultural Plan Working Group Members

Name	Division
Eduardo Farate	Strategy and Partnerships
Chanelle Wood	Strategy and Partnerships
Simi Chugani	Strategy and Partnerships
Shabnam Sarjani	Governance, Integrity and Reform
Janath Caldera	Governance, Integrity and Reform
Irma Lachmund (replaced by Lakdini Siriwardana after VTSS)	Finance
Mark Couzens	Governance, Integrity and Reform
Jo Clifton	People
Roger Heath	People
Lorelle Williams	People
Anne Matthews	Governance, Integrity and Reform
Ivana Pelemis	Governance, Integrity and Reform
Maleeha Rind	Aboriginal Outcomes
Nyoka Morgan	Aboriginal Outcomes

Community Services Sub- Committee Members

Name	Division
Michelle Brisset	Community Services
Dragana Danicic	Community Services
Colin Needham	Community Services
Catherine Hunter	Community Services
Chris Cable	Community Services
Gavro Draca	Community Services

Appendix 2

Staff Information Session – List of Attendees

Name	Division
Rachel Davey – Chair	Strategy and Partnerships
Biljana Balovska	Strategy and Partnerships (Intern)
Allison Reid	Strategy and Partnerships
Belinda Nguyen	Strategy and Partnerships (Intern)
Claire Malavaux	Strategy and Partnerships
Irma Lachmund	Finance
Fi Goodall	Community Services
Cheryl Nannini	Community Services
Vaishali Kame	Community Services (East Kimberley)
Helena Shojaei	People
Jeanette Watts	Governance, Integrity and Reform

Appendix 3

Internal Consultations

Name	Division
Paul Hoogland	Community Services
Jeevani Hadinnapola	Strategy and Partnerships
Roger Heath	People
Lorelle Williams	People
Rel Morris	Aboriginal Outcomes
Jane Simmons	Strategy and Partnerships
Jane Lorrimar	People
Eduardo Farate	Strategy and Partnerships
Anne Matthews	Governance, Integrity and Reform
Chanelle Wood	Strategy and Partnerships
Patrick McCutcheon	People
Luke Doyle	Community Services
Si Lappin	Governance, Integrity and Reform
Chris Pratt	Community Services
Michael Carroll	Governance, Integrity and Reform
Tenika Walker	Aboriginal Outcomes

Appendix 4

External Bodies Consulted

Name	Organisation
Andrea Creado (CEO)	Ishar
Vivienne Pillay (CEO)	Ethnic Communities Council of Western Australia
Udani Dhanojanan	Office of Multicultural Interests
Anukool Sathu	Office of Multicultural Interests
Cath Colvin	Office of Multicultural Interests

Appendix 5

Alignment with Key Initiatives within Communities

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.

This document is Communities' inaugural Workforce Equity and Diversity Plan, and 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% by 2025.

At the time of release of Communities' Workforce and Equity Plan 2020/21-2021/22, 15.6% 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
- 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 Department of Communities' and '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 was developed in accordance with the Disability Services Act 1993 and aims to achieve the following objectives:

- Eliminate access barriers and foster inclusiveness;
- Raise awareness and understanding of our customers' and employees' needs in order to deliver services and information that add value;
- Create an environment that embraces and values diversity; and
- Have a systematic approach to managing access and inclusion which is integral to the way we do business.

Communities' first DAIP was developed in 2018. Community Services Division is currently reviewing and updating the DAIP, with an intended release date of June 2021. Significant work is being done to ensure alignment with key initiatives across Communities, including this Multicultural Plan.

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.

Endnotes

- 1 Perspectives on Migrants, March 2013 | Australian Bureau of Statistics (abs.gov.au)
- 2 This data is self-reported and has been adjusted to exclude countries that are primarily English speaking, as well as English and Aboriginal languages.
- 3 This is Commonwealth data sourced at the following link: <https://www.ndis.gov.au/media/2940/download>
- 4 Department of Communities Annual Report, 2019-20.
- 5 Department of Communities Workforce Equity and Diversity Plan 2020/21-2021/22.
- 6 This data is self-reported by Communities' staff and has been adjusted for those who have chosen not to disclose this information. In addition, in accordance with the definition of CaLD used in this Plan, countries that are primarily English speaking have been excluded, as has English language.
- 7 For comparison, the most widely viewed article in comparable campaigns received 550 total views and 3 comments (this was an article on women in leadership).
- 8 Cultural Competence in Australia: A Guide, Federation of the Ethnic Communities Councils of Australia, 2019
- 9 A list of Working Group and Sub Committee Members can be found at Appendix 1.
- 10 A list of information session attendees can be found at Appendix 2.
- 11 9 surveys returned out of a distribution of 22.
- 12 A list of internal consultations can be found at Appendix 3.
- 13 A list of external bodies consulted can be found at Appendix 4
- 14 Further information on these initiatives can be found at Appendix 5.
- 15 The former Department for Child Protection and Family Support developed a CaLD Services Framework in 2013. A review of this CaLD framework did not occur due to the onset of Machinery of Government changes, the creation of the new Department of Communities, and subsequent restructure processes. While Community Services has been identified as the lead Division for this action, the development of this Framework will require cross-divisional work with input required from SCPU, OOD, H&A and CS (Child Protection Policy). The cross-divisional working group established to guide the development of the Plan may be a useful mechanism to engage this input in order to implement this action. This Framework should address embedding CaLD representation into Communities' emergency response. Most of this work could be undertaken within existing resources.
- 16 The Policy Framework for Substantive Equality was released by the WA Equal Opportunity Commission in 2005 and reviewed and expanded in 2013. The two key objectives of the Framework are the elimination of systemic discrimination in the provision of public sector services and the promotion of sensitivity to the different needs of client groups. Information provided by staff suggests the WA Policy Framework for Substantive Equality has been provided to Communities' Executives and they'll be working with staff to embed the Five Key Drivers of Change within this document.

- 17 Note: This training should include: specific information on working with CaLD families in the context of child protection (CP); a review of current training to frontline workers to identify gaps in CaLD components, such as working with interpreters, engagement, cultural planning, FDV in CaLD communities and identifying harmful cultural practices. Other potential areas to be covered in this training include both the WA Language Services Policy and the Communities Language Services Policy (when developed), as well as information on staff obligations under the Framework for Substantive Equality. Should also include expectations on CaLD status in data systems.
- 18 Note that collecting data on tenancy ethnicity is voluntary. The proposed Housing Options Project does not contemplate a policy change in this regard, meaning that housing tenants can continue to choose not to disclose their ethnicity.



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