



CREATING FUTURES

Multicultural Action
Plan 2017-2019



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OUR ORGANISATION

OUR HISTORY

Communicare was established in 1977 growing into a dynamic community sector organisation with an excellent reputation in delivering high quality and innovative services to support people and communities.

Our purpose is to provide hope and opportunity for people requiring support at different stages of their lives. Through the years Communicare has demonstrated its social advocacy commitment in numerous ways aiming to enhance community, economic and social inclusion.

Supported by over 350 employees and volunteers; and partnerships across government, community and private sectors, Communicare's focus is on collaborating to achieve better outcomes for the West Australian community.

Our commitment is to design and provide high quality, holistic and integrated community services that respond to diversity and seek to inspire and empower people to participate safely and fully in their communities.

OUR ASPIRATION

To create strong, safe and inclusive communities for people to participate to their full potential.

OUR VALUES

H

HOPE

Creating optimism and hope for the future.

O

OPPORTUNITY

Creating opportunities to learn, to share knowledge and experience, to grow and advance.

P

PERSEVERANCE

Leading with courage, passion and determination to overcome challenges and reach and achieve goals.

E

EQUALITY

Recognise, respect and value people's differences to contribute to and realise their full potential.

OUR PURPOSE

To inspire and empower people to live a life of their choice in an inclusive community.

MESSAGE FROM OUR PATRON

It is my great pleasure, as Patron, to ratify the development of Communicare's first Multicultural Action Plan (MAP) which further recognises and responds to community needs with pro-active initiatives that promote multiculturalism within our communities.

Communicare has, for 40 years, worked with our community's most vulnerable citizens. We provide a wide range of services, support and advocacy assistance to an extraordinarily diverse range of people, many of whom are from varied cultural backgrounds. We understand that successfully providing services to a diverse group of people needs a deep cross-cultural understanding and interconnected perspectives of every walk of life, language, culture and faith.

The development of our Multicultural Action Plan has allowed us to reflect on who we are and how we can do more to continue on the path to an interconnected, united, multicultural and harmonious community.

In that regard, I am particularly pleased that the MAP Working Group has identified a set of specific core outcomes which represent the minimum set of actions which we will collectively work towards. Our innovative community engagement strategies and programs will be instrumental in addressing ongoing social challenges and provide opportunities for people of all cultures; ensuring Communicare is best placed to provide the most successful support services to our community.

Finally, as Patron of Communicare, I am delighted to be involved with an organisation that inspires, empowers and supports people to live a life of their choice in an inclusive community.



A stylized, handwritten signature in blue ink, reading 'Ben Wyatt'.

Ben Wyatt MLA
Patron

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am pleased to present Communicare's inaugural Multicultural Action Plan. We welcome and acknowledge the positive and immensely multifaceted contributions of our multicultural communities to our past, present and future and respect their right to express and share their heritage within our thriving State.

For four decades we have worked together with some of the most vulnerable people in our community, helping to support and empower them to achieve safety, independence, respect, social participation and economic security. Our commitment to these objectives remains constant as we are dedicated to ensuring people of all cultural backgrounds feel understood, valued, supported and respected as employees, corporate partners and members of our community in an inclusive, cohesive and equitable society.

Our MAP embraces our shared values between the wider Australian community and people of diverse cultural backgrounds and recognises that our cultural diversity provides us with a contemporary multicultural landscape to work within. In an increasingly culturally diverse society, with recently arrived migrant communities adding to our cultural, linguistic and religious melting pot every day, our first MAP demonstrates our focused commitment to working to advocate and contribute to multiculturalism.

This includes our commitment to diversity, equal opportunity in employment, and cultural awareness as we want to attract the right people who live our values and will actively contribute to our long term success.

I am genuinely excited about the journey before us and am looking forward to working with our team of skilled and passionate employees, our corporate partners and the multicultural community to make a real difference for integration and connectedness, every day. I look forward to sharing our progress as we continue on our path of *Creating Futures*.



A handwritten signature in blue ink that reads "M. Perry". The signature is fluid and cursive, with a long horizontal stroke at the end.

Melissa Perry
Chief Executive Officer



OUR PEOPLE & COMMUNITIES

Our people make us different – they are energetic about supporting our clients and are passionate about making a measurable impact in all we do. By living our values, our people have developed a unique organisational culture that delivers outcomes for people, families and communities. We always aim to work alongside our clients, our people and our communities as together, we're *Creating Futures*.

OUR TEAM

We have over 350 employees with 72% identify as being from culturally and linguistically diverse (CaLD) backgrounds, speaking a total of 38 different languages. Our ambition is to grow the diversity within our organisation. By 2020, we plan to increase our Aboriginal workforce to 5%, while maintaining our commitment to having 72% of our people identify as being from a CaLD background. Our diverse workforce is one of our major assets.

OUR COMMUNITIES

Communicare has a long and sustained connection to the south east metropolitan area of Perth, having been located in this region for the last four decades.

Communicare delivers services from 28 offices, geographically spread across Perth and in the South West and Mid-West regions of Western Australia. We continue to build a strong understanding of what it means to be connecting to community and place.

Communicare partners with a range of government, community and corporate sector organisations. Our commitment is to collaborate with organisations that are aligned with our values to maximise our performance and impact. By integrating our shared experience, knowledge and skills we can make a significant contribution to the community. We strive to be an organisation that is a good partner.

Our commitment to building relationships with communities of place and communities of people will grow over the life of our MAP and be a key direction. Building this engagement across the range of existing relationships will increase the knowledge and capacity to understand the issues experienced by people from diverse backgrounds. We will also commit our organisation to key events which promote cultural diversity.

Alongside this will be a greater focus on place based approaches for our staff who lead our community based service delivery. Our staff will ensure that they have effective relationships with key CaLD groups in their region, with the aim of promoting multiculturalism through inclusion and opportunity.

OUR VISION FOR A UNITED MULTICULTURAL COMMUNITY

Our vision as an organisation is to celebrate cultural diversity with a highly professional and skilled workforce who have the knowledge and capacity to support people from diverse backgrounds in ways that are meaningful to them. We commit to supporting action and lasting change to improve the lives of culturally and linguistically diverse people through participation in social, economic, cultural and civic activities.

Western Australia is a state rich in diversity and culture largely due to the settlement of thousands of refugees, humanitarian entrants and migrants over many decades. This settlement continues with new arrivals coming every day from all parts of the globe.

Communicare is proud to have a long history of delivering cultural services to some of the most vulnerable new arrivals in our community – some fleeing war, conflict and despair. They arrive in Australia with hope and aspirations for a better future.

Our organisational values outline our commitment to providing hope, opportunity, perseverance and equality to people who come into contact with our services and staff. These values align us with the needs and aspirations of the individuals, families and communities we work with.

Our Multicultural Action Plan provides a foundation for us to build an environment where all people are welcome and able to participate in their communities. Our vision of multiculturalism sees all groups included in our society and bound together by an interconnectedness and shared responsibility to make our families and communities the best that they can be.

Our workplace and relationships will be based on mutual respect for our clients and each other, where we celebrate, embrace, recognise and promote diversity in all facets of life such as heritage, language and religion. This includes actively fostering a diverse workforce.

We commit to ensuring cultural competence is embedded in our workforce enabling all staff to deliver services in a relevant and respectful manner.





OUR STATEMENT OF COMMITMENT TO DIVERSITY

Communicare supports and encourages a diverse Western Australia where individual difference deepens the richness of our communities. Our commitment to diversity is built on a belief that all people and groups are to be valued and included. While each person is an individual and unique in their identity, our shared humanity binds us together.

We have a strong and enduring commitment to diversity and inclusion. We work to ensure this is demonstrated through a workforce that represents the communities in which we work. We review the suitability of our programs to meet the diverse needs of people and through strategies that maximise service access and inclusion of all people. Our organisational leadership in building social justice makes clear our commitment for all people to be included and to be afforded social and economic opportunities.

Communicare requires all employees to work in a manner which respects diversity and builds inclusion. Our approach to learning and development includes opportunities to build a greater understanding of diversity. We believe that difference is only seen as an issue when it directly impacts on the rights, safety or wellbeing of people.

Our organisational culture is informed by a demonstrated commitment to diversity, respect and fairness.

OUR MULTICULTURAL ACTION PLAN

Our Multicultural Action Plan is integral to our commitment and efforts for overall business diversity. Our MAP provides the framework that brings together our principles and strategic directions aimed at building, strengthening and celebrating our rich cultural diversity. It sets out the priority actions and our Statement of Commitment to Diversity.

Our MAP also provides an opportunity for our employees to understand more about the broader action of cultural awareness and how we are contributing.

WHY IS OUR ORGANISATION DEVELOPING A MAP

The development of Communicare's Multicultural Action Plan is guided by a range of factors including:

- a deep commitment to multiculturalism and diversity,
- taking a position on important social justice issues,
- considerable experience in designing and delivering services to diverse groups,
- the need to build greater cultural awareness and competence within the organisation,
- the desire to identify key focus areas in an everchanging environment.

The Multicultural Action Plan formalises our organisational commitment to work in a manner that not only demonstrates respect for all cultures, but actively supports diverse groups across economic, social and community participation.

Communicare works with multicultural families and communities in many ways. Our Multicultural Action Plan will enable our organisation to strengthen the way we understand cultural diversity, while improving the way we provide support. This will occur at different levels and through different activities, allowing us to respond to the needs of our clients in the most appropriate way. Our strategic directions outlined further in the MAP provide our priority focus areas over the life of this plan, while the principles outlined guide our decision making and planning.

Our Multicultural Action Plan aligns with our Reconciliation Action Plan, which has been designed to enhance our understanding of, and support for, Aboriginal people. The two plans executed in tandem will enhance our service quality and commitment to social justice.

OUR ORGANISATION'S JOURNEY TO DATE

Communicare has provided support to CaLD clients and communities for four decades.

Considerable experience has been developed within cultural and settlement support services including Humanitarian Settlement Services, Settlement Service Activities, Multicultural Playgroups, A Global Workforce, as well as the Get Active Project designed to build leadership and sports participation with young people from CaLD backgrounds. Ongoing integration between key services to build better outcomes for CaLD people and families as a major current and ongoing direction.

Our services target a diverse group of clients with different needs including newly arrived humanitarian entrants to Australia, skilled migrants needing support with employment, and services to connect young people and children with local sports activities.

Our Board of Management has oversight of the delivery of the Multicultural Action Plan, with the Executive Team responsible for its implementation, monitoring and review.

Key staff from across the organisation have had an active role in influencing and promoting the plan with the Executive Director Professional Services holding responsibility for leading the MAP and reporting on its progress to the CEO.



THE DEVELOPMENT OF OUR MAP

The Multicultural Action Plan was developed by a working group comprising representation of diverse range of employees from all Communicare business areas including those from Culturally Diverse and Aboriginal backgrounds. Each person has a passion and commitment to drive our organisation's commitment to diversity.

The plan was developed through a series of workshops that identified and refined strategic directions, key principles and actions.

The MAP Working Group comprised the following roles and organisational areas:

- **Executive Director Professional Services**
- **Director Community Services**
- **Director People and Culture**
- **Director Employment Services**
- **Manager Perpetrator Intervention Services**
- **Manager Multicultural Services**
- **Senior Advisor Marketing and Communications**
- **Child Inclusion Professionals**
- **Employment Consultant**
- **Project Officer A Global Workforce**
- **Multicultural Playgroup Leader**
- **Business Support Officer**

OUR PARTNERSHIPS AND CURRENT ACTIVITIES

Communicare is committed to creating relationships which build better outcomes for people and communities. Working collaboratively through formal and informal partnerships is a key direction. We will continue to build relationships to enable us to deliver better services and more holistic support. Where resources allow we will also work alongside CaLD community groups in ways that support their purpose. Our commitment will be informed by an assessment of current and future engagement.

Our clients can access a range of services spanning a range of life cycle, community and settlement areas. This can include intensive case management and complex case supports for newly arrived refugees through Humanitarian Settlement Services, as well as education and employment supports via the Settlement Services Activities. Families participate in our multicultural playgroups and parenting supports through our Family Support Services. Skilled migrants can access vocational support and assistance through A Global Workforce.

Implementation of our MAP will see closer service coordination, the development of pilot projects and a workforce better able to respond to the changing diversity of the community.

IMPLEMENTING OUR MULTICULTURAL ACTION PLAN

The MAP Working Group will support and guide the implementation of Communicare's MAP. An implementation plan for the MAP will be developed each year outlining how each of the strategic directions will be achieved. This will occur through detailing the actions highlighted in the plan.

Every six months a summary report will be tabled to the Executive Team, while reporting against the plan to the Board will occur annually.

OUR PRINCIPLES

Our Multicultural Action Plan principles are designed to guide and govern our decision making, advocacy approach, service design and stakeholder relationships. Our principles underpin and inform our commitment to and understanding of multiculturalism.

RESPECT

Respect and recognise the contributions of the different cultural groups in building a rich and vibrant community.

RELATIONSHIPS

Meaningful relationships are at the core of our approach to people and communities.

EQUALITY

Equality and fairness will be evident in what we do and how we do it.

OPPORTUNITY

We work alongside people to develop knowledge, skills and attitudes that increase their options and connections.

CULTURALLY COMPETENT

We build our people and environments in ways that build their capacity to respond to diversity.

LEADERSHIP

We will demonstrate leadership in ways that promote community outcomes, address social justice issues and develop our organisation.



OUR STRATEGIC DIRECTIONS & ACTIONS

Our Strategic Directions outline the priority focus areas for Communicare through to 2019. Each of our Strategic Directions is aligned to either our services, community or people.

OUR SERVICES

BUILD OUR PARTNERSHIPS AND CAPACITY

We build and maintain key relationships with other organisations and community groups to strengthen our collaboration and increase our capacity to respond to diversity and deliver effective outcomes

ACTIONS

- 1.1 Establish a working group to support the development and implementation of the MAP.
- 1.2 Build internal collaboration and integration.
- 1.3 Engage senior leaders in the delivery of MAP outcomes.
- 1.4 Raise internal awareness of our MAP.
- 1.5 Identify aligned organisations to establish service delivery partnerships.
- 1.6 Establish dedicated roles to assist in building our organisational capacity.
- 1.7 Implement our Reconciliation Action Plan.
- 1.8 Develop and implement Communicare's Person Centred Framework.
- 1.9 Grow key relationships with business, government and community sectors.
- 1.10 Review our service delivery cultural competence.



OUR COMMUNITY

DEMONSTRATE LEADERSHIP AND SOCIAL ADVOCACY

We demonstrate our commitment to social justice through a range of actions and at different levels.

ACTIONS

- 2.1** Commit to an annual plan of activities which align with our MAP.
- 2.2** Implement our Reconciliation Action Plan.
- 2.3** Identify key local and national social justice issues impacting relevant people and groups.
- 2.4** Advocate for services which meet the emerging needs of CaLD communities.
- 2.5** Develop our leadership and management.
- 2.6** Develop a Strategic Investment Map to guide our commitment.
- 2.7** Promote and advocate the benefits of multiculturalism.
- 2.8** Consider place based approaches to building relationships with CaLD groups.
- 2.9** Develop annual schedule of community groups to meet to strengthen relationships.
- 2.10** Promote the community contributions of local refugees and migrants.



OUR PEOPLE

BUILD OUR CULTURAL COMPETENCE, DIVERSITY AND INCLUSIVENESS

Our organisation reflects the communities in which we work underpinned by an organisational culture which emphasises learning, performance and inclusion.

ACTIONS

- 3.1** Build the cultural competence of staff.
- 3.2** Implement the Reconciliation Action Plan.
- 3.3** Incorporate diversity as a workforce and succession planning area.
- 3.4** Build the diversity of the leadership team.
- 3.5** Establish ways to increase the success of CaLD staff in the workplace.
- 3.6** Improve the cultural appropriateness of Communicare's physical environments.
- 3.7** Promote our 'Statement of Commitment to Diversity'.
- 3.8** Increase the recruitment of CaLD volunteers.



OUR MAP CHAMPION

Our MAP Champion is responsible for championing our MAP with our internal stakeholders and keeping employees focused and motivated towards achieving our goals for reconciliation within our organisation.

For all public enquiries in relation to our Reflect MAP, please contact:

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