



# **Western Australian Multicultural Policy Framework**

**Pilbara Development Commission**

**Multicultural Plan 2021-2024**

## DOCUMENT CONTROL

This document has been endorsed and approved for use by:



---

Terry Hill  
Chief Executive Officer

### ***Document Version Control***

Document Name:	Pilbara Multicultural Plan
Document Status:	Draft
Version Number:	1.0
Date:	February 2021
Author:	PDC Staff
Authorised by:	Chief Executive Officer

### ***Change History***

Version	Issue Date	Author	Reason for Change
1.0	15 February 2021	PDC Staff	Inaugural plan

# Pilbara Development Commission Multicultural plan

## Introduction

The Western Australian (WA) [Multicultural Policy Framework \(WA MPF\)](#) was approved on 3 February 2020 and launched on 17 March 2020. The framework translates the principles and objectives of the WA Charter of Multiculturalism (2004) into multicultural policy priorities, outcomes, strategies and measures for WA public sector agencies. Implementing the framework has required agencies to develop multicultural plans and this is the Pilbara Development Commission's three-year plan.

## The Pilbara Development Commission

The Pilbara Development Commission (PDC) is a Statutory Authority established under the *Regional Development Commissions Act 1993*. It is also a Western Australian Public Sector Agency and one of nine Regional Development Commissions (RDCs) in Western Australia. The PDC is directly responsible to the Minister for Regional Development and has a Board of seven including the Chief Executive which guides the PDC's operations. The Chief Executive and up to 12 PDC based staff are located in one of two PDC offices in Karratha (main office) and Port Hedland. PDC staff regularly visit the towns of Onslow, Paraburdoo, Tom Price, Newman and Nullagine. The PDC also has essential relationships with other State Government Agencies, the four Pilbara Local Government Authorities, regional Industry, Businesses and Community organisations.

In accordance with the *Regional Development Commission's Act*, the main business activity of the Pilbara Development Commission is to achieve an environment which is conducive to the balanced economic and social development of the Pilbara region by:

- maximising job creation and improving career opportunities in the region; developing and broadening the economic base of the region;
- identifying infrastructure services to promote economic and social development within the region;
- providing information and advice to promote business development within the region;
- seeking to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- generally taking steps to encourage, promote, facilitate and monitor the economic development in the region.

## Agency contact details

Please list your agency details here:

<b>Agency name:</b>	Pilbara Development Commission
<b>Address:</b>	PO Box 294, Karratha WA 6714
<b>Contact person:</b>	Trish Barron
<b>Position title:</b>	Director Regional Development (People, Place and Community)
<b>Email:</b>	<a href="mailto:Trish.Barron@pdc.wa.gov.au">Trish.Barron@pdc.wa.gov.au</a>
<b>Telephone:</b>	08 9173 8405

## Policy priority 1—Harmonious and inclusive communities

### Policy outcome

- Every Western Australian values cultural, linguistic and religious diversity and feels that they belong

### Strategy

Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds

### Consider:

- How is, or could, cultural diversity and the achievements of people from culturally and linguistically diverse (CaLD) backgrounds, be celebrated, such as through awards and/or other events, or in newsletters, media releases, and other publications?

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
To be inclusive of people from other cultures in the Commission's project work.	Integral to project funds	Ongoing	Director Regional Development (People, Place and Community)	Number of projects in which participants are multicultural.	Regional projects benefit all cultures.
To support cultural preservation.	Operational funds and grants rounds.	Annual	Board and Chief Executive Officer	Number of projects that provide cultural benefits.	Cultural preservation, especially of Aboriginal culture

## Policy priority 1—Harmonious and inclusive communities

### Strategy

Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality

### Consider:

- What steps are, or could be, taken to prevent individual discrimination?
- What steps are, or could be, taken to prevent institutional/systemic discrimination?
- How does your agency respond to incidents of racial harassment and discrimination and how could this be improved if necessary?
- What efforts are, or could be, made to identify both institutional/systemic discrimination and address this?

Note: these considerations refer to incidents both within and outside the agency

What are your actions?	Budget/ resources	Timeframe	Who is responsible	Outcome / measure	Desired impact
Zero tolerance for racism and discrimination in the Pilbara Development Commission.	Integral to operations	Ongoing	Chief Executive Officer	Number of initiatives that eliminate racism and discrimination within the PDC.	Zero racism and discrimination within the PDC.
To provide regional leadership in zero tolerance for racism and discrimination in the Pilbara.	Integral to operations	Ongoing	PDC Board	Number of initiatives that reduce racism and discrimination in the Pilbara.	Reduction in racism and discrimination within the Pilbara.

<p>To maintain and update the Commission's Equal Employment Opportunity (EEO) Plan (less than 100 employees).</p> <p><i>Note: Public Sector Commission - Equal Opportunity Office guidelines do not require organisations of the PDC's size to have a Substantive Equality plan.</i></p>	<p>Integral to operations</p>	<p>Annual</p>	<p>Director Regional Development (People, Place and Community)</p>	<p>EEO Plan targets updated annually and plan every three years.</p>	<p>An equal employment opportunity workplace.</p>
--	-------------------------------	---------------	--	--	---

## Policy priority 1—Harmonious and inclusive communities

### Strategy

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

### Consider:

- What is, or could be done, to make all staff, including those from different cultural backgrounds, feel included?
- Events or projects that are, or could be undertaken, to build understanding and respect between cultures
- Initiatives such as training programs your agency might undertake to address unconscious bias in the workplace
- Recruitment practices to provide culturally appropriate orientation for staff who are new to Australian workplaces

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Create greater awareness and understanding of different cultural backgrounds within the Commission's staff.		Ongoing	Director Regional Development (People, Place and Community)	Improved cultural understanding within the Commission.	Harmonious workplace.
Project work includes input from people from different cultural backgrounds.		Ongoing	Director Regional Development (People, Place and Community)	Projects benefit people from all cultural backgrounds.	Multicultural benefit.



## Policy priority 1—Harmonious and inclusive communities

### Strategy

Initiate and support events and projects that build mutual understanding and respect between cultures

### Consider:

- What types of events or projects could be done to help build understanding and respect between cultures in your workplace and with relevant stakeholders?
- What training or programs are offered to increase intercultural understanding?

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Provide financial assistance to regional events that build mutual understanding and respect between cultures e.g. NAIDOC Week awards.	Small grants	Annual	Director Regional Development (People, Place and Community)	Number of applicable regional events supported.	Regional cross-cultural awareness and respect enhanced.
Provide financial assistance towards regional projects, including suitable training programs, that build mutual understanding and respect between cultures.	Small grants	Annual	Director Regional Development (People, Place and Community)	Number of applicable regional projects supported.	Regional cross-cultural awareness and respect enhanced.

## Policy priority 2—Culturally responsive policies, programs and services

### Policy outcomes

- All Western Australians are informed and have equitable access to government services
- Programs and services are culturally appropriate to the needs of all Western Australians
- Customised culturally and linguistically diverse (CaLD) specific services are provided for those who need them
- A workforce that is culturally competent and representative of its community, and business and client needs

### Strategy

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

### Consider:

- How strategic, corporate or business plans include, or could include objectives or strategies relevant to cultural diversity
- How procurement processes consider, or could consider, the cultural appropriateness of service delivery organisations
- How review processes take into account the needs of different groups, including those from CaLD backgrounds, to improve client or customer outcomes and where this could be improved

What are your actions?	Budget/ resources	Timeframe	Who is responsible	Outcome / measure	Desired impact
Ensure that people from different cultures have equal access to the Commission's services. (Refer also PDC Disability & Inclusion Access Plan).	Integral to operations	Ongoing	Director Regional Development (People, Place and Community)	Cultural accessibility of PDC's services.	People from different cultural backgrounds are able to access PDC's services.

<p>PDC service contracts are considerate of multicultural and diversity requirements where service permits.</p>	<p>Integral to operations</p>	<p>Ongoing</p>	<p>Director Regional Development (People, Place and Community)</p>	<p>Percentage of PDC service contracts that are considerate of multicultural and diversity requirements.</p>	<p>PDC Contractors provide multiculturally appropriate service.</p>
<p>All staff know where to access resources to support clients from culturally and linguistically diverse backgrounds.</p>	<p>Integral to operations</p>	<p>Ongoing</p>	<p>Director Regional Development (People, Place and Community)</p>	<p>Percentage of staff that know where to access said resources.</p>	<p>Clients from all cultural backgrounds supported in accessing services.</p>

## Policy priority 2—Culturally responsive policies, programs and services

### Strategy

Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them

### Consider:

- What cultural and linguistic data is collected in relation to clients and/or customers
- How the data is, or could be, used to improve services and other agency outcomes
- Strategies your agency has, or could develop, to improve accessibility of information about agency services, complaints process and other initiatives

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Similarly, to Disability Access and Inclusion objectives, the Commission will strive to ensure accessibility to information and events that it holds.	Integral to operations	Ongoing	Senior Communications Adviser	Multicultural clients able to access PDC information.	Improved provision of information to multicultural clients

## Policy priority 2—Culturally responsive policies, programs and services

### Strategy

Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes

### Consider:

- The types of training and initiatives your agency provides to staff to assess whether a person requires an interpreter
- Does your agency collect data to capture the use of interpreter services, including languages used and associated costs?
- The types of documents your agency has translated and why these documents are translated
- What other multilingual strategies are, or could be, used to assist CaLD clients with low English language proficiency levels to understand information and access services
- Does your agency use staff who speak languages other than English to communicate with people who do not speak English well?

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Based on data, tailor information services to support different cultural groups.	Integral to operations	Ongoing	Director Regional Development (People, Place and Community)	Multicultural clients able to access PDC information.	Improved provision of information to multicultural clients.

## Policy priority 2—Culturally responsive policies, programs and services

### Strategy

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

### Consider:

- How your agency does, or could, engage with CaLD clients and communities in the design, planning, delivery, implementation and evaluation of policies, programs and services

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Where necessary access resources to ensure people from culturally and linguistically diverse backgrounds can effectively participate.	Integral to operations	Ongoing	Director Regional Development (People, Place and Community)	Cultural and linguistic diverse people have equal opportunity to participate in regional project development.	More inclusive region.

## Policy priority 2—Culturally responsive policies, programs and services

### Strategy

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

### Consider:

- How the agency could, or does, develop a culturally diverse workforce
- Strategies in place to ensure a culturally competent workforce

What are your actions?	Budget/ resources	Timeframe	Who is responsible	Outcome / measure	Desired impact
Ensure selection and recruitment processes are sufficiently flexible to attract people from multicultural backgrounds into the Commission's workforce.	Integral to operations	Ongoing	Chief Executive Officer	People from multicultural backgrounds are welcomed to apply for positions with the Commission.	Multicultural workforce
Ensure that all new staff attend cross-cultural training.	Integral to operations	Ongoing	Chief Executive Officer	Percentage of staff that have completed cross-cultural training.	Workforce that has respect for individuals regardless of their culture.

## Policy priority 3—Economic, social, cultural, civic and political participation

### Policy outcomes

- Western Australians from culturally and linguistically diverse backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies
- Western Australia’s culturally and linguistically diverse community is harnessed to grow economic, social, cultural, civic and political development

### Strategy

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

### Consider:

- The proportion of the workforce who identify as being from a CaLD background and ways to increase representation if necessary
- Level of representation of people from CaLD background in Level 7 roles and above
- Strategies to identify and address unconscious bias in recruitment and selection processes

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Enhance and monitor the multicultural composition of the Commission’s workforce.	Integral to operations	Ongoing	Director Regional Development (People, Place and Community)	Diversity maintained or increased.	A multicultural workforce.



Comply with the Commission's selection and recruitment policy to ensure no unconscious bias exists in the assessment of applicants.	Integral to operations	Ongoing	Director Regional Development (People, Place and Community)	The Commission's selection and recruitment processes are free from bias.	Fair and unbiased employment.
---	------------------------	---------	---	--	-------------------------------

## Policy priority 3—Economic, social, cultural, civic and political participation

### Strategy

Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles

### Consider

- The equity index for your agency in relation to CaLD staff and programs to support their career progression
- Workplace strategies to support people of CaLD background to progress their careers
- The proportion of members on the agency’s boards and committees who are from CaLD backgrounds,
- How does your agency encourage representation on boards, committees and other decision-making roles?

Note: Further information about the equity index can be found on the Public Sector Commission website under the Director of Equal opportunity in Public Employment>DEOPE annual report—a new paradigm for workforce diversification [page 12]

What are your actions?	Budget/ resources	Timeframe	Who is responsible	Outcome / measure	Desired impact
As far as possible in a small agency, work to incorporate succession planning and multiculturalism at all levels of the workforce.	Integral to operations	Ongoing	Chief Executive Officer	Increase in distribution of representation of employees from CaLD backgrounds across all levels of the PDC workforce.	Representation of employees from CaLD backgrounds is distributed across all levels of the PDC workforce.

As far as possible with a Board of seven and in compliance of the <i>Regional Development Commission's Act 1993</i> , work to incorporate succession planning and multiculturalism in the Board.	Integral to operations	Ongoing	Chief Executive Officer	Multiculturalism is maintained or increased on the PDC Board.	The PDC Board reflects the multiculturalism of the Pilbara region.
--	------------------------	---------	-------------------------	---	--

## Policy priority 3—Economic, social, cultural, civic and political participation

### Strategy

Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's CaLD community

### Consider:

- Support for initiatives, programs or enterprises that capitalise on the entrepreneurial potential of CaLD communities
- Support to CaLD communities to set up their own businesses
- Engagement with local international business councils or other international partners to foster partnerships and develop initiatives

What are your actions?	Budget/ resources	Timeframe	Who is responsible	Outcome / measure	Desired impact
Ensure regional project development and implementation is inclusive of and benefits culturally and linguistically diverse people.	Integral to operations and PDC grant schemes.	Ongoing	Chief Executive Officer	Percentage of regional projects that benefit culturally and linguistically diverse people.	Pilbara regional development supports multiculturalism.
As part of increasing Local Content across the Pilbara, enhance opportunities for people from culturally and linguistically diverse backgrounds in local State Government contracts.	Integral to operations	Ongoing	Chief Executive Officer & LocalContent Adviser	Percentage of State government contracts in the Pilbara that involve culturally and linguistically diverse people.	Pilbara local content supports multiculturalism.

### Policy priority 3—Economic, social, cultural, civic and political participation

**Strategy:** Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia’s CaLD community

**Consider:**

- Programs and initiatives to facilitate participation by Western Australians from CaLD backgrounds in social, cultural, civic and political activities
- Initiatives that are developed, or could be developed, to promote the economic benefits of cultural diversity in the wider community

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Encourage people from all backgrounds including culturally and linguistically diverse backgrounds to develop leadership skills to enhance regional capacity.	Integral to operations	Ongoing	Chief Executive Officer	PDC regional leadership and capacity building initiatives are inclusive.	Enhanced regional leadership and capacity.

## Policy priority 3—Economic, social, cultural, civic and political participation

### Strategy

Develop and strengthen global connections through partnerships with Western Australia’s CaLD communities and businesses

### Consider:

- Programs and strategies to develop and strengthen global connections through the links and networks of Western Australian CaLD communities

<b>What are your actions?</b>	<b>Budget/ resources</b>	<b>Timeframe</b>	<b>Who is responsible</b>	<b>Outcome / measure</b>	<b>Desired impact</b>
Build on regional networks and support development of global connections by drawing on the capabilities and initiatives of Pilbara cultural and linguistically diverse communities and businesses.	Integral to operations	Ongoing	Chief Executive Officer	PDC initiatives that contribute to beneficial cultural and linguistic global connections.	Enhanced multicultural connectivity in the Pilbara.