



Multicultural Framework

Reaping the rewards of our cultural diversity





Introduction

The City of Stirling is one of the most culturally diverse local governments in Western Australia. We want to help our community reap the rewards of that diversity.

The City is known nationally for its work in promoting multiculturalism and newcomer integration. We are proud of what we have already achieved through the development of the Mirrabooka Multicultural Centre, securing strong partnerships with local multicultural communities and supporting programs that provide newcomers with information and connections to help them settle in to the community.

This Multicultural Framework aims to build on what we have already achieved by focusing on three key areas – our newcomers, our community and our organisation. The framework identifies

twelve outcomes across these three areas. Whilst many of these outcomes are not the sole responsibility of the City of Stirling, they represent a vision for our community that we hope to achieve in partnership with other stakeholders. By working in partnership with community organisations and other tiers of government, we are well positioned to ensure that our community harnesses the benefits that cultural diversity has to offer.

The framework will help the City deliver on Objective 3.1 – Inclusive and Harmonious City in our Strategic Community Plan. It complements our existing Reconciliation Action Plan that recognises our Aboriginal heritage, our Access and Inclusion Plan and Age Friendly Community Strategy. These strategies focus on ensuring that residents of all abilities have access to City services and are included in community life.



Our use of terms

The term newcomer in this document refers to individuals who are relatively new members of our community. Newcomers may have migrated to Australia from overseas or relocated from within Australia.

Multicultural communities refers to the formal and informal associations and groups which represent members of our community who identify with a particular ethnic or cultural heritage (for example Italian community or Sudanese community).

Integration refers to a two-way process of mutual adaptation where newcomers adapt to the host community and the host community is shaped by the contributions of newcomers.

Social cohesion refers to the extent to which we live ‘well’ together despite our differences. In relation to cultural diversity, the Organisation for Economic Co-operation and Development (OECD) measures social cohesion by analysing the degree of acceptance of immigration within a host community.

We Are a Multicultural City

Australia is home to the oldest continuous living culture in the world, which is something we as Australians can all take pride in. The City of Stirling is located in a region that has been home to Wadjak people for over 40,000 years. Wadjak is one of 14 groups that are part of the Nyoongar nation, which covers the south-west of Western Australia. The City of Stirling acknowledges the Nyoongar People as the traditional custodians of this land. Many of the suburbs within the City derive their names from Aboriginal words, such as Balga, Mirrabooka, Balcatta, Innaloo, and Gwelup.

In addition to our rich Aboriginal cultural heritage, the City of Stirling has a long history of migration with many well-established multicultural communities that have made significant contributions to the City. We continue to receive large numbers of newcomers that choose to make the City of Stirling their home.

The History of Our Cultural Diversity

The Swan Colony was established on Wadjak Nyoongar country in 1829. The colony invited many British citizens to start new lives in Western Australia with the promise of better opportunities. Convicts were also brought to WA to help build the colony, including people of English, Irish, Scottish, and Welsh heritage.

In the early federation years (1901-1945), the discovery of gold and the post-World War One immigration of refugees brought many people to WA from across Europe and Asia. Chinese

market gardens were established in Osborne Park at the beginning of the 1900s. By 1911, most farmers in Osborne Park were of European and Chinese origin. It didn't take long before Italian families also immigrated to Osborne Park to establish market gardens of their own.

Post-war immigration (1945-1970) brought many more cultures to the City. By this stage, most of the suburbs had residential areas or were in the process of development. Displaced Europeans from World War Two immigrated to Australia in the late 1940s through until the 1960s. The suburb Menora traditionally has a strong association with the Jewish community that emigrated from Europe. The name Menora reflects the word "Menorah", which is a seven-branched candlestick considered the symbol of good.

The 1970s and 1990s resulted in many refugees settling in the City of Stirling as a result of international conflicts including the Vietnam War and the breakup of Yugoslavia.

Over the last two decades, the City of Stirling has attracted large numbers of migrants from the United Kingdom, India, South Africa, Ireland and China. The City has also become home for an increasing number of refugees fleeing from conflicts in the Middle East, Africa and South East Asia.

As a result of successive waves of migration, the City of Stirling is one of the most culturally diverse local governments in Western Australia⁽¹⁾⁽²⁾:

Over one in three residents are born overseas

62 per cent of residents have a parent born overseas

Over one in four households speak a language other than English

More than 15,000 residents have lived in Australia for less than five years

Over the last five years, we have experienced a trend towards an increasing number of overseas migrants from non-English speaking backgrounds settling in the City of Stirling.

Top ten countries of birth for overseas migrants arriving between 2012-2017

1. India	6. Iran
2. Ireland	7. Burma
3. United Kingdom	8. Pakistan
4. China Peoples Republic	9. Vietnam
5. Philippines	10. South African Republic

Settlers in Stirling 2012-2017

(Settlement Reporting Facility, Australian Government, Nov 2017)

The suburbs that form the City of Stirling display different trends with respect to levels of overseas migration and the cultural and linguistic diversity.

% of residents	Balga-Mirrabooka	Balcatta-Hamersley	Mt Lawley-Inglewood	Scarborough	Stirling-Osborne Park
Born overseas	49%	35%	31%	33%	42%
Speak language other than English at home	38%	20%	13%	10%	27%

Distribution of diversity across City of Stirling across Statistical Area Level 2 geographic regions (Census 2016)

⁽¹⁾ 2016 Census of Population and Housing, Australian Bureau of Statistics

⁽²⁾ Settlers in Stirling 2011-2016, Settlement Reporting Facility, Australian Government.



The Rewards of Our Cultural Diversity

Our Australian experience of migration has been overwhelmingly positive, with migrants bringing skills, knowledge and experiences that have contributed to the social, economic and cultural development of our communities.

In the City of Stirling, post-war European migration and more recent flows of migrants from the Middle East, Africa and Asia have contributed to the creation of diverse and dynamic communities that provide **unrivalled opportunities to experience the world** through food, arts, culture, celebrations and the day-to-day inter-cultural interactions that living in a multicultural society provides.

Our diverse community is also a **significant economic asset**. Research shows that migration benefits the Australian economy:

- Migrants demonstrate higher rates of entrepreneurship, which creates jobs for other Australians⁽³⁾
- Compared to 54 per cent of resident Australians, approximately 88 per cent of migrants are under 40 – prime working age⁽⁴⁾
- At least two thirds of migrants enter on skilled visas meeting stringent criteria to demonstrate valuable human capital⁽⁵⁾

- In the next 35 years, migrants will add an estimated \$1.6 trillion to Australia's Gross Domestic Product⁽⁶⁾.

The cultural diversity of our community and our workforce is a **driver for creativity and innovation**. Research shows that the 'outsider perspective' that newcomers bring helps to stimulate novel solutions^{(7) (8)}. In a rapidly changing world with complex challenges to solve, creativity is a key ingredient for thriving and resilient cities and for organisations striving to meet customer needs.

Cultural diversity is not without its challenges. In the short to medium term, diversifying communities can experience a decrease in social cohesion and institutions have to adapt its processes to ensure that all Australians have equitable access to services that are responsive to their needs.

The City of Stirling Multicultural Framework will help our community and the City address these challenges to reap the rewards of cultural diversity. We believe that the investment is worth it.

⁽³⁾ OECD (2011). 'Migrant Entrepreneurship in OECD Countries' chapter in International Migration Outlook 2011. OECD Publishing, Paris.

⁽⁴⁾ The Treasury (2015). 2015 Intergenerational Report: Australia in 2055. Commonwealth of Australia, Canberra.

⁽⁵⁾ Department of Immigration and Border Protection (n.d.). Migration Programme Statistics. Retrieved from <https://www.border.gov.au/about/reports-publications/research-statistics/statistics/live-in-australia/migration-programme>.

⁽⁶⁾ Migration Council Australia (2015). The Economic Impact of Migration. Report prepared by Independent Economics.

⁽⁷⁾ Edward de Bono (2015). Serious Creativity. Vermilion, London.

⁽⁸⁾ Jonah Lehrer (2012). Imagine: the science of creativity. The Text Publishing Company, Melbourne.



The Role of Local Government

International migration is one of the greatest global trends of our time. The responsibility for managing migration flows and the provision of initial settlement support for new immigrants lies with state and federal governments. Local councils – as the closest tier of government to the community – are uniquely positioned to work with other stakeholders to support the local integration of newcomers, nurture social cohesion and help communities thrive by leveraging the talents and strengths of newcomers and long-term residents alike.

At the City of Stirling, our employees are on the frontline of local service delivery, interacting with our multicultural residents across a wide range of services.

A Partnership Approach

By working in partnership with community organisations, local schools and other tiers of government, the City of Stirling plays an important role in creating welcoming environments. The City also plays a role in providing access to responsive local institutions and pathways for participation that enables newcomers to quickly become part of the

social fabric of our communities. We work closely with new and established multicultural communities to identify community needs and support community-led responses to social issues. Working in partnership with multicultural communities enables the City to support local groups who can share their cultures and build relationships with the broader community.

To effectively engage with and respond to the needs of our diverse community, local community organisations are important partners for local government. These partnerships are based on a win-win approach. Local government benefits from improved access to ‘hard to reach groups’, community organisations benefit from access to local government resources and the whole community benefits from the pathways to participation that these partnerships create.

The City of Stirling also works closely with neighbouring local governments to identify regional partnership opportunities that benefit our community. We have recently joined the Welcoming Cities Network – a growing international network of cities, regions and communities committed to welcoming and inclusion.

How We Developed the Framework

In recognition of our growing diversity, the City of Stirling initiated a process in 2015 to develop our first Multicultural Framework. Development of this Multicultural Framework has been shaped by learnings from our research, in addition to insights gained through engagement with City staff, local agencies and multicultural communities.

The process involved:

- Establishment of a cross-organisational Steering Group
- Research into local and international best practice ⁽⁹⁾
- Analysis of demographic trends in the City of Stirling
- Consultation with multicultural community leaders and the Mirrabooka Multicultural Advisory Network
- Consultation with agencies who provide services to newcomers and multicultural communities
- Co-design sessions and feedback sessions with City of Stirling managers and staff.

The framework was designed to be a high level guiding document that will underpin the City’s approach to achieving our vision for an inclusive and harmonious community. It is accompanied by a two year implementation plan that provides a detailed breakdown of targets, responsibilities and timeframes (2017-2019). The framework will be reviewed every four years with implementation plans updated every two years.

Our Vision



⁽⁹⁾Sarah Janali, (2016) Churchill Fellowship Report: To investigate municipal policies/programs that enhance the integration of migrant & refugee communities, The Winston Churchill Memorial Trust of Australia, Canberra.



12 Outcomes

Our newcomers are:

1. Informed

Newcomers understand our role and are aware of the services, facilities, and resources that can assist their settlement and integration journey.

2. Connected

Newcomers develop social networks and feel a sense of connection with their community.

3. Engaged

Newcomers develop their skills, knowledge and experience through engagement in employment, enterprise and volunteering.

4. Empowered

Strong multicultural associations respond to the settlement and integration needs of newcomers, creating pathways to participation in the broader community.

Our community is:

5. Welcoming

Our community welcomes newcomers from all backgrounds and celebrates their contributions.

6. Inclusive

Our community and its institutions proactively include all people in community life regardless of their cultural, religious or ethnic background.

7. Enabling

Our community enables newcomers to reach their potential by removing barriers that prevent their social, cultural and economic participation.

8. Resilient

Our community embraces cultural change and harnesses its diversity as strength.

Our Organisation is:

9. Culturally competent

Our staff have the knowledge and skills needed to carry out their roles effectively in cross-cultural contexts.

10. Accessible

Our customers from multicultural backgrounds can communicate with the City.

11. Responsive

Our customers from multicultural backgrounds receive services that meet their needs.

12. Committed

Our workplace values and celebrates cultural diversity.

Our Newcomers

1

Informed

Newcomers understand our role and are aware of the services, facilities and resources that can assist their settlement and integration journey.

Strategies

- Develop, maintain and distribute a Newcomer's Guide that includes information on services, facilities, and other resources
- Provide newcomers with face-to-face assistance in accessing local information in community hub locations
- Develop a Language Access Policy that ensures all City communications and marketing campaigns reach residents with limited English proficiency.

Rationale

Newcomers are often not aware of the services and support available to them. They may face additional barriers to accessing information including:

- Low levels of English proficiency
- Limited digital literacy and access to internet/digital devices
- Limited understanding of the role of local government
- Unfamiliarity with complex service systems
- Fear/anxiety about accessing government services
- Lack of social networks.

Through targeted information, strategies and paying attention to language access across our mainstream communications, we can ensure that we reach our new residents and help them access appropriate support.

My name is Carlyne and I volunteer with the City's Info Hub service based in Mirrabooka.

Many of our customers are recent migrants who are trying to take care of all the practical aspects of setting up life in a new country (such as getting a driver's licence).

In my role, I can be a friendly face and offer understanding, explain how services work in Australia and connect them with the right support.



2

Connected

Newcomers develop social networks and feel a sense of connection with their community.

Strategies

- Provide opportunities for newcomers to participate in community activities, events and programs
- Facilitate and support targeted programs that create pathways for social participation and introduce newcomers to City services and facilities.

Rationale

- Developing a sense of belonging and connection to the community is an important part of the settlement journey for newcomers
- Our services and facilities offer opportunities for newcomers to engage with a broader cross-section of the community and develop social networks that will help aid their settlement and integration
- There are often barriers that may prevent newcomers from accessing these opportunities. Identifying these barriers and putting in place measures to address them can encourage newcomer participation.

My name is Bella. My family and I fled to Australia to escape the violence and poverty in my home country Burundi.

Growing up between two cultures was really challenging. I found sport was a great way to meet new people and build social connections.

I'm now a qualified AFL coach and work at the Edmund Rice Centre in Mirrabooka supporting other young people to get involved in community sports.



Our Newcomers

3

Engaged

Newcomers develop and contribute their skills, knowledge and experience through engagement in employment, enterprise, and volunteering.

Strategies

- Increase recruitment and retention of newcomers in volunteering roles
- Support and facilitate enterprise and employment initiatives that promote the economic participation of newcomers.

Rationale

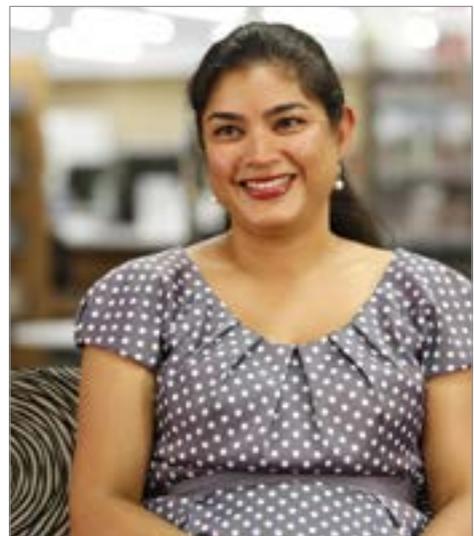
- Approximately two thirds of Australia's migration intake comprises of skilled immigrants who have been assessed as having skills that match Australian skills shortages
- Once they arrive in Australia, many newcomers can face barriers to employment
- Volunteering can give newcomers an opportunity to build local work experience and networks, whilst contributing to the community
- Experience shows that where migrants prosper, we all do.

My name is Andrea and I came to Australia from India 16 years ago as a skilled migrant.

In the first few months of being here I applied for many jobs but was repeatedly told that my qualifications weren't recognised here. I realised that I would have to re-qualify.

So I went back to university and also volunteered in the community to gain local experience and connections.

That's how I started my journey of working in Australia. These days, I'm the CEO of Ishar Multicultural Women's Health Centre, which is based in the City of Stirling.



4

Empowered

Strong multicultural associations respond to the settlement and integration needs of newcomers, creating pathways to participation in the broader community.

Strategies

- Maintain a dedicated Multicultural Project Officer role to facilitate and support community development activities that harness the assets of multicultural communities and connect them to information, resources and support
- Provide a dedicated multicultural centre that can be accessed by multicultural associations for community gatherings and celebrations.

Rationale

- Multicultural associations are important partners for the City in helping newcomers settle, feel a sense of belonging and begin contributing to community life
- The associations are well-placed to understand the challenges faced by newcomers and to design programs and activities that respond to their needs
- Through a relatively small investment – such as providing space where groups can gather – we can draw on the talents and skills of our multicultural communities and help channel them towards fulfilling local needs.

My name is Wahida and I'm a member of the Salsaal Integration Association.

We provide activities and events that help newcomers integrate into the Australian way of life, whilst maintaining a connection to their Afghan cultural heritage.

For example, we hold conversational English classes that help people work and study and also Dari language classes for kids who've grown up here wanting to learn Afghan language.



Our Community

5

Welcoming

Our community welcomes newcomers from all backgrounds and celebrates their contributions.

Strategies

- Support the Aboriginal community, local schools, and other community groups to drive welcoming initiatives
- Deliver and support community events that reflect the City's diverse community.

Rationale

- In Australia like much of the developed world, the national conversation about immigration and cultural diversity is often framed in negative terms
- In contrast, research and anecdotal evidence demonstrates the rewards that cultural diversity can bring to communities who embrace newcomers
- Through engaging the community in welcoming initiatives and celebrating the benefits that diversity brings to our community, the City is well-positioned to build a culture of welcome that challenges negative stereotypes and promotes social cohesion on a local level
- The City acknowledges the Wadjak-Nyoongar People as the traditional custodians of this land and the special role they can play in welcoming newcomers.

My name is Shane and I work with the WADJAK Northside Aboriginal Resource Centre in Balga.

As part of the City of Stirling's Newcomer Tours, we regularly host groups at our centre for a traditional Welcome to Country and to learn about our Aboriginal culture and history.

These opportunities for us to connect with newcomers are important for our community. It helps to build understanding and mutual respect. The more we get to know each other, the more we appreciate how much we have in common.



6

Inclusive

Our community and its institutions proactively include all people in community life regardless of their cultural, religious or ethnic background.

Strategies

- Support community associations to implement inclusive practices that enhance participation and access to services.

Rationale

- The City of Stirling is host to a wide variety of community associations that provide opportunities for community members to join social networks and get involved in community-based activities.
- All associations – whether its seniors clubs, playgroups, sporting associations or other groups – face the ongoing challenge of ensuring that their services, events, activities and programs are relevant and accessible to a community that is becoming more and more culturally diverse.
- In sharing our knowledge and experience of inclusive practice and newcomer engagement, the City can support our community associations provide universal access to services and opportunities for participation by all residents.

My name is Cheyne and I manage the City's Recreation and Leisure Services.

My team works with hundreds of sporting clubs that use the City of Stirling's sporting facilities.

Many of these clubs are experiencing increased participation from young people from multicultural backgrounds.

By connecting clubs with information and support, we can help them make the most of opportunities to develop sporting communities that embrace diversity and foster inclusion.



Our Community

7

Enabling

Our community enables newcomers to reach their potential by removing barriers that might prevent their participation on a social, cultural or economic level.

Strategies

- Build local partnerships and support multi-stakeholder collaborations that tackle barriers to participation and promote positive settlement outcomes.

Rationale

- When settling in Australia, newcomers need to navigate a complex human services system that often involves engaging with a range of community and government agencies responsible for the delivery of health, employment, education, justice, housing and other social services
- Addressing participation barriers that newcomers face, often requires a response from multiple agencies and different tiers of government. International best practice shows that local governments are well-placed to broker partnerships at a community level to promote positive settlement outcomes
- As well as being in tune with local community needs and issues, the City has a wide scope of influence that our community partners can leverage in addressing systemic issues that require sustained and co-ordinated advocacy.

My name is Noel and I am the General Manager at the Metropolitan Migrant Resource Centre (MMRC) in Mirrabooka.

The MMRC is a community organisation that supports newcomers through the initial stages of settlement. We value the role that local government can play in helping us address some of the systemic challenges that impact our clients.

Where our clients are negatively affected by policy changes, the City of Stirling has worked with us to raise these issues with other tiers of government.



8

Resilient

Our community embraces cultural change and harnesses its diversity as strength.

Strategies

- Provide opportunities for meaningful inter-cultural dialogue that promote social cohesion.

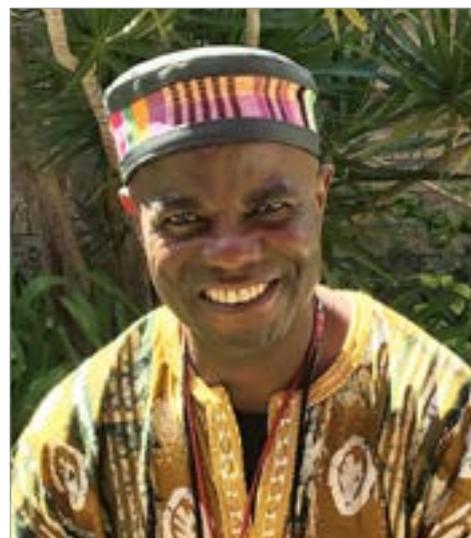
Rationale

- Research shows that over the longer term, migration and the cultural diversity that flows from it brings many benefits. However, in the short term it can pose some challenges for social cohesion
- Racism, discrimination, and inter-cultural tensions – fuelled by misunderstandings and stereotypes – threaten community harmony
- Local governments are well-positioned to help broker partnerships, mediate tensions and create opportunities that foster trust and build relationships
- Working proactively with both newcomers and long-term residents, the City can help our community successfully navigate cultural change and create a broader sense of ‘us’.

My name is Paul and for the past few years I have performed at the annual Mirrabooka Harmony Event.

The event has grown into an amazing grassroots festival that provides an opportunity for local schools, community organisations and the general public to celebrate the cultural diversity that makes this area so special.

It is fantastic to join together with people from different backgrounds to promote harmony and mutual respect in our community.





Our Organisation

9

Culturally competent

Our staff have the knowledge and skills needed to carry out their roles effectively in cross-cultural contexts.

Strategy

- Enable all staff to build and maintain the required level of cultural competency relevant to their role.

Rationale

- The City's multicultural customer base and workforce means that all staff work in cross-cultural contexts at least some of the time
- Without the opportunity for cultural diversity training and experience, working cross-culturally can be complex and stressful
- The City is committed to supporting our staff to carry out their roles effectively – enabling all staff to build and maintain a relevant level of cultural competency is an important part of organisational effectiveness
- By offering a range of cultural competency learning and development opportunities – from basic to more advanced – staff will be able to access the level relevant to their needs.

My name is Lyndon and I work with the City of Stirling as a Swimming Pool Inspector.

Some of our customers who are newcomers to Australia aren't familiar with Australian pool safety regulations and home owner responsibilities.

Completing the City's Kaleidoscope Cultural Diversity training has made it easier for me to understand where some customers are coming from and the impact that culture has on people's values, the way they communicate and how they behave.



Our Organisation

10

Accessible

Our customers from multicultural backgrounds can communicate with us effectively.

Strategy

- Ensure all staff who are expected to interact with external customers know how to provide them access to an interpreter.

Rationale

- A wide range of City staff interact with external customers face-to-face or on the phone. When the English proficiency of our customers is not high, verbal communication can be particularly open to miscommunication and misunderstanding
- In some City wards, as many as one in five overseas-born residents do not speak English well, but few customers currently use interpreter services when engaging with the City
- The current process for using the service is somewhat convoluted and is not well known among all City staff who are expected to speak with external customers as part of their role.

My name is Anne and I work at the Mirrabooka Library.

The library is a hub for the community with a lot of customers visiting to look for information about what the City and other organisations and local groups offer residents.

Some of our overseas-born customers are learning English and I can see that it's frustrating for them when they can't explain their needs fully.

Using interpreter services I can make it easier for customers to access the information they need.



11

Responsive

Our customers from multicultural backgrounds receive services that meet their needs.

Strategy

- Ensure all business units who deliver services to external customers obtain feedback from multicultural communities to enhance service design at least once every two years.

Rationale

- In recent years, governments around the world have embraced human-centered service design approaches to drive innovation and enhance the experience for users of services
- These approaches complement the broad-based feedback achieved via customer satisfaction surveys by focusing on obtaining more detailed and nuanced feedback from customers, in order to really 'see' our services from their perspective
- Consultation with our community has highlighted that newcomers and multicultural customers have some unique needs. Obtaining regular input from these groups will help ensure the City's mainstream services reflect the needs of our whole community
- Experience shows that when organisations design services to work well for people who are least familiar with them (such as newcomers), this improves services for everyone.

My name is Andrew and I manage the City's Waste Services area.

It's important for all of our customers to understand how to use our weekly and on-demand waste services, to help keep our City clean.

Feedback from multicultural communities will help us continuously improve the way we communicate this information to our culturally-diverse customers.



Our Organisation

12

Committed

Our workplace values and celebrates cultural diversity

Strategy

- Identify and support cultural diversity champions in all business units

Rationale

- Recent staff sessions held to develop the Multicultural Framework showed that there are staff across the City who are enthusiastic about its aims
- Diversity champion initiatives have been used successfully in sectors such as banking and universities, to help organisations employ inclusive practice and to harness and leverage the talents and ideas of a diverse workforce
- The City’s volunteer diversity champions will inspire and support their colleagues to be involved in the implementation of the framework by hosting awareness-raising activities, facilitating learning experiences and assisting with troubleshooting issues.

My name is Akanksha and I work in the Corporate Information Services area.

I am grateful to work for an organisation that values cultural diversity.

My interest stems from my experience of being a migrant and my appreciation of the benefits that diversity brings.

I believe “if the world is a country, then I am a citizen of the world”.

It is exciting to see the City creating a role for staff from across the organisation to play a part in helping our community reap the rewards of cultural diversity.





FICTION

CRAFT CLUB





Administration Centre 25 Cedric Street Stirling WA 6021

Telephone (08) 9205 8555 | **Email** stirling@stirling.wa.gov.au | **Web** www.stirling.wa.gov.au | [!\[\]\(8992432513afb96f45a69bb5f0f74668_img.jpg\)](#) [!\[\]\(419bdabe89357d973a7d75a1c51ef8f0_img.jpg\)](#) [!\[\]\(34a534e0a9a386c5e1136e3d61f0697d_img.jpg\)](#) /citystirlingwa

This information is available in alternative formats on request. Please contact the Stirling Customer Contact Centre on (08) 9205 8555