

VENUESWEST MULTICULTURAL PLAN 2022-25

The VenuesWest logo is located in the top right corner. It consists of the words "VENUES WEST" in a blue, sans-serif font, arranged in a slight arc within a white, trapezoidal shape that has a drop shadow.

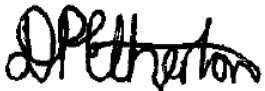
CEO MESSAGE

I am pleased to present VenuesWest's Multicultural Plan 2022-25.

VenuesWest is committed to creating and maintaining welcoming and harmonious environments that recognise and celebrate the cultural and linguistic diversity of our workforce, stakeholders, and patrons. Our Multicultural Plan outlines initiatives aimed at improving access for patrons from all backgrounds, increasing our cultural competence, and ensuring that our workforce is representative of Western Australia.

The VenuesWest Signature Behaviours guide the way we work and engage with each other, our stakeholders, and our customers and reinforce our commitment to accessibility. The behaviour "Together We Win" reflects our commitment to building positive relationships, working collaboratively, and striving for diversity, equity, and accessibility.

I look forward to us continuing to address access and inclusion barriers to create culturally responsive venues and workplaces.

A handwritten signature in black ink, which appears to read "D Ethernon".

DAVID ETHERTON
Chief Executive Officer

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, water, and culture. We pay our respects to Elders past and present.



INTRODUCTION

The Western Australian (WA) Multicultural Policy Framework was launched on 17 March 2020. The framework translates the principles and objectives of the WA Charter of Multiculturalism (2004) into policy priorities, outcomes, strategies, and measures for WA public sector agencies.

This plan outlines the initiatives VenuesWest will pursue to address the framework's three policy priority areas:

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

OUR VISION

To be Australia's leading provider of sport and entertainment venues and precincts.

OUR PURPOSE

To support high performance sport and deliver world class experiences.

OUR STRATEGIC OBJECTIVES

1. Support of high performance sport and its evolution in Western Australia
2. Exceptional customer experiences
3. World class portfolio of sport and entertainment precincts and venues
4. Achieve financial sustainability
5. An agile organisation
6. Safe and secure venues and workplaces

OUR SIGNATURE BEHAVIOURS

The VenuesWest Way guides the way we work and the way we model our behaviour. It is our system of defining and measuring our culture and sets the expectations for how we engage, improve, support and challenge one another to be the safest and best we can be – as individuals and as a collective. Our signature behaviours reinforce our commitment to inclusion and accessibility for all.



WORKFORCE PROFILE

As of 30 June 2022, VenuesWest's workforce consisted of 16.02% of employees from culturally and linguistically diverse backgrounds (CaLD).

This includes 2.15% Aboriginal and Torres Strait Islander people.

IMPLEMENTATION AND RESPONSIBILITY COMMUNICATION

The Multicultural Plan will be published on the VenuesWest intranet and website.

AVAILABILITY OF THE PLAN IN ALTERNATIVE FORMATS

The Multicultural Plan will be available via email, in electronic format, and in hard copy in both standard and large print upon request.

REPORTING

Achievements and progress towards the plan's outcomes will be reported to the Executive on a biannual basis and in VenuesWest's Annual Report. Targets for the percentage of employees from culturally and linguistically diverse backgrounds and for Aboriginal and Torres Strait Islander employees will also be included in the CEO's annual performance development plan (PDP).

INITIATIVES

POLICY PRIORITY 1 – HARMONIOUS AND INCLUSIVE COMMUNITIES

INITIATIVE	OUTCOMES TO BE ACHIEVED	DESIRED IMPACT	LEAD	TIMELINE
Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds	<ul style="list-style-type: none"> Highlight the cultural diversity of VenuesWest employees, events, and activities through social media and VW Connect posts. 	<ul style="list-style-type: none"> Increased awareness of the benefits of multiculturalism Create and maintain a welcoming and inclusive workplace culture Foster intercultural understanding and appreciation 	Strategy & Partnerships	Annually (ongoing)
	<ul style="list-style-type: none"> Regularly share items promoting multiculturalism with staff and stakeholders, including culturally significant dates. 		Strategy & Partnerships	Annually (ongoing)
	<ul style="list-style-type: none"> Ensure corporate publications and marketing strategies reflect the diversity of VenuesWest staff, stakeholders, and patrons. 		Strategy & Partnerships	Annually (ongoing)
Address racism and discrimination at both an individual and institution/systemic level, including implementing the Policy Framework for Substantive Equity	<ul style="list-style-type: none"> Review Equity and Diversity Policy in line with the Policy Framework for Substantive Equity. 	<ul style="list-style-type: none"> Increased awareness of racism, its impacts, and how to address different forms of racism Create and maintain a welcoming and inclusive workplace culture Foster intercultural understanding and appreciation 	Governance & Executive Services	July 2023
	<ul style="list-style-type: none"> Provide unconscious bias training to all employees. 		Business Support Services	December 2022
	<ul style="list-style-type: none"> Establish a Multicultural Working Group to drive implementation of the VenuesWest Multicultural Plan and promote cultural diversity, inclusion, and awareness throughout VenuesWest. 		Governance & Executive Services	February 2023
	<ul style="list-style-type: none"> Become a supporting organisation of the <i>Racism. It Stops With Me</i> campaign and circulate resources to staff. 		Business Support Services	July 2023
Develop workplace cultures that are welcoming and inclusive of all Western Australians	<ul style="list-style-type: none"> Update policy resources to make it clear that VenuesWest is committed to equal opportunity and making our venues and services accessible to all. 	<ul style="list-style-type: none"> Create and maintain a welcoming and inclusive workplace culture Foster intercultural understanding and appreciation Increase cultural competency of VenuesWest staff 	Governance & Executive Services	Annually (ongoing)
	<ul style="list-style-type: none"> Provide unconscious bias training to all employees. 		Business Support Services	December 2022
	<ul style="list-style-type: none"> Share links to CaLD resources with all staff. 		Business Support Services	Annually (ongoing)
	<ul style="list-style-type: none"> Promote the benefits of a CaLD workforce as part of VenuesWest's culture program. 		Business Support Services	Annually (ongoing)



POLICY PRIORITY 2 – CULTURALLY RESPONSIVE POLICIES, PROGRAMS AND SERVICES

INITIATIVE	OUTCOMES TO BE ACHIEVED	DESIRED IMPACT	LEAD	TIMELINE
Integrate multicultural policy goals into strategic and corporate planning, procurement, and review processes	<ul style="list-style-type: none"> Review Equity and Diversity Policy in line with the Policy Framework for Substantive Equity. 	<ul style="list-style-type: none"> Ensure VenuesWest's policies, strategic planning, and service delivery are inclusive and recognise the needs of stakeholders from CaLD backgrounds Create and retain a workforce that is representative of Western Australia 	Governance & Executive Services	July 2023
	<ul style="list-style-type: none"> Participate in the WA Multicultural Framework (WAMPF) Interagency Network. 		Governance & Executive Services	Annually (ongoing)
	<ul style="list-style-type: none"> Implement the VenuesWest Workforce and Diversity Plan 2022-27. 		Business Support Services	Annually (ongoing)
	<ul style="list-style-type: none"> Consider Reconciliation Action Plan, Diversity and Access Inclusion Plan, and Multicultural Plan initiatives when planning venue upgrades. 		Portfolio Management	Annually (ongoing)
Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them	<ul style="list-style-type: none"> Include CaLD data indicators on complaint forms and other forms used by stakeholders. 	<ul style="list-style-type: none"> Use data to inform service delivery to ensure equitable access to people from CaLD backgrounds 	Strategy & Partnerships	July 2024
Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes	<ul style="list-style-type: none"> Undertake a review of client linguistic diversity to determine if there is a need for translation of key documents into languages other than English. 	<ul style="list-style-type: none"> Create a better understanding of how to work effectively with people from CaLD backgrounds Increase awareness of the <i>Language Services Policy 2020</i> and identify opportunities for VenuesWest to improve access for stakeholders with low English language proficiency 	Strategy & Partnerships	July 2024
	<ul style="list-style-type: none"> Ensure all staff are aware of the <i>Language Services Policy 2020</i>. 		Governance & Executive Services	July 2023
	<ul style="list-style-type: none"> Review communications-related policies to ensure they incorporate the <i>Language Services Policy 2020</i> on the VenuesWest website. 		Governance & Executive Services	July 2023
	<ul style="list-style-type: none"> Provide information about the <i>Language Services Policy 2020</i> on the VenuesWest website. 		Governance & Executive Services	April 2023
Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and the evaluation of outcomes	<ul style="list-style-type: none"> Review current client data collection processes to ensure a standardised and integrated approach. 	<ul style="list-style-type: none"> Use data to inform service delivery to ensure equitable access to people from CaLD backgrounds 	Strategy & Partnerships	July 2024

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	<ul style="list-style-type: none"> Review consultation processes to enable CaLD communities to have meaningful input into policies, programs, and systems 	<ul style="list-style-type: none"> The CaLD perspective is considered during decision-making processes. 	Strategy & Partnerships	July 2025
Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce	<ul style="list-style-type: none"> Ensure the Workforce Development Plan includes Diversity Employment Strategies. 	<ul style="list-style-type: none"> Create and retain a workforce that is representative of Western Australia VenuesWest has a more culturally and linguistically diverse workforce New staff and Board members are trained to engage effectively with stakeholders from CaLD backgrounds 	Business Support Services	July 2025
	<ul style="list-style-type: none"> Ensure job advertisements include information encouraging applicants from CaLD backgrounds to apply. 		Business Support Services	Annually (ongoing)
	<ul style="list-style-type: none"> Ensure unconscious bias training is provided to all selection panel members. 		Business Support Services	Annually (ongoing)
	<ul style="list-style-type: none"> Promote Diverse WA online training modules as part of the induction process. 		Business Support Services	Annually (ongoing)
	<ul style="list-style-type: none"> Review recruitment practices to identify real and perceived barriers to employment for people from CaLD backgrounds. 		Business Support Services	July 2025
Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds	<ul style="list-style-type: none"> Actively encourage staff from CaLD backgrounds to engage in professional development opportunities. 	<ul style="list-style-type: none"> Individuals from culturally and linguistically diverse backgrounds are represented in senior management/supervisor roles 	Business Support Services	Annually (ongoing)
Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles	<ul style="list-style-type: none"> Pursue representation of people from CaLD backgrounds on VenuesWest Board and committees. 	<ul style="list-style-type: none"> Individuals from culturally and linguistically diverse backgrounds are represented on VenuesWest's Board and committees 	Governance & Executive Services	Ongoing as vacancies become available



POLICY PRIORITY 3 – ECONOMIC, SOCIAL, CULTURAL, CIVIC AND POLITICAL PARTICIPATION

INITIATIVE	OUTCOMES TO BE ACHIEVED	DESIRED IMPACT	RESPONSIBLE	TIMELINE
Identify, develop, and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's CaLD community	<ul style="list-style-type: none"> Explore opportunities to work with the Office of Multicultural Interests to engage CaLD businesses 	<ul style="list-style-type: none"> VenuesWest engages with CaLD suppliers and service providers. 	Governance & Executive Services	July 2024
	<ul style="list-style-type: none"> Continue to actively pursue Aboriginal and CaLD procurement objectives 		Strategy & Partnerships	Annually (ongoing)

DEFINITIONS

TERM	MEANING
Culturally and linguistically diverse (CaLD)	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.
Culture	The values, beliefs, expectations, attitudes, assumptions and ways of doing things shared by a particular group of people.
Diversity	A statement of fact that encompasses the range of visible and invisible attributes, experiences and identities that shape each individual. It includes, but is not limited to, ethnicity, sex, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values, and national origin.
Institutional/systemic discrimination	Discrimination that is embedded in the policies and practices of an organisation.
Substantive equity	Achieving equitable outcomes as well as providing equal opportunity. It highlights the need to sometimes treat people differently to achieve equal results, takes into account the effects of past discrimination, and recognises that rights, entitlements, and opportunities are not equally distributed throughout society.
Unconscious bias	Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

