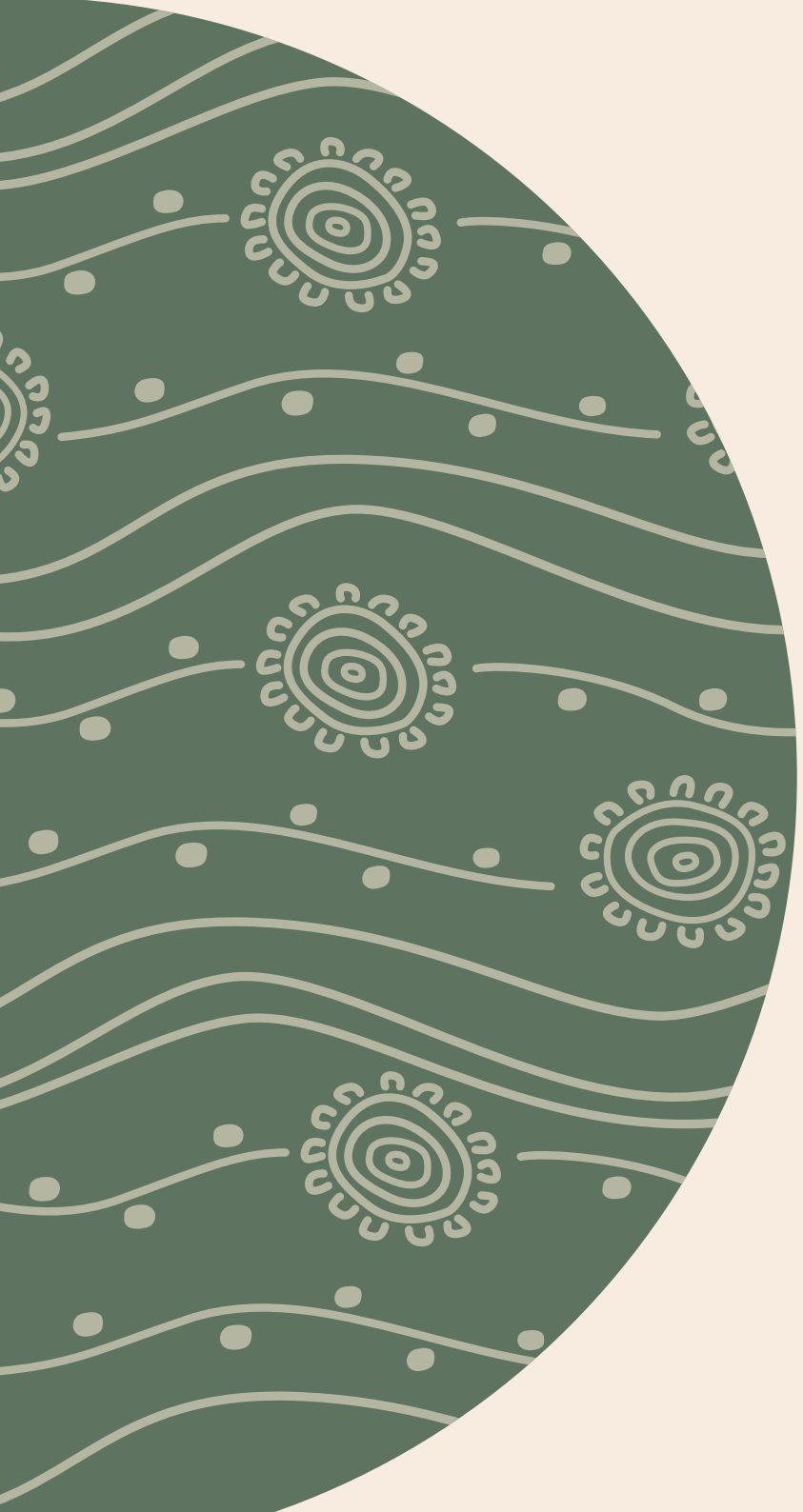




Government of **Western Australia**
Department of **Treasury**



Multicultural Plan 2025-27



Acknowledgement of Country

This Plan was prepared by the Department of Treasury on the traditional lands of the Whadjuk people of the Noongar Nation. Treasury acknowledges and pays tribute to the Traditional Custodians of country throughout Western Australia and their continuing connections to land, sea, sky and community.

We pay respect to all members of Western Australia's Aboriginal communities and their cultures, and to Elders past and present. We acknowledge the strength and stewardship of Aboriginal people in sustaining the world's oldest living culture and value the contribution Aboriginal people make to Western Australia's community and economy.

We recognise our responsibility as an organisation to work with Aboriginal people, families, communities and organisations to make a difference and to deliver improved economic, social and cultural outcomes for Aboriginal people.

The illustrations in this design were created by Kathleen Musulin, a proud Malgana Yawuru woman from the Gascoyne region, who works as an Analyst in the Aboriginal Affairs Coordination Unit within Treasury.

Contents

From the Under Treasurer	1
About us	2
Our cultural diversity	3
Treasury's Multicultural Plan	4
Priority 1: Harmonious and inclusive communities	5
Priority 2: Culturally responsive policies, programs and services	8
Priority 3: Economic, social, cultural, civic and political participation	11

From the Under Treasurer

The Department of Treasury is at the centre of Government decision-making, influencing outcomes for the benefit of Western Australia. With a focus on fostering a capable, agile and future-ready workforce that continues to deliver strong outcomes for all Western Australians, we are proud that our workforce represents the cultural and linguistic diversity (CaLD) of our State.



Our workforce is as diverse as the communities we serve, with 27% of our employees from a CaLD background. We are committed to embracing the full spectrum of diversity, fostering an inclusive workplace where our people are supported to grow and thrive.

The Treasury Multicultural Plan 2025-27 (the Plan) builds on the progress made in both our inaugural and 2022-24 multicultural plans. Our Plan guides the implementation and evaluation of initiatives that support our CaLD community.

Treasury is committed to increasing diversity at all levels across our organisation and the sector to achieve the outcomes of the Public Sector Commission's Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-25.

Our focus remains on the Strategy's two goals:

- workforce diversification: enhancing the representation of people from diverse backgrounds at all levels; and
- workforce inclusion: ensuring all employees feel a strong sense of belonging and inclusion.

I want to thank Treasury employees for their commitment to embracing diversity in our workforce as we work towards driving economic, social and environmental sustainability and prosperity of our State.

A handwritten signature in blue ink, appearing to read 'M. Barnes', written in a cursive style.

Michael Barnes
PSM, FIPA
Under Treasurer

About us



Our role

The Department of Treasury is at the centre of Government decision-making, managing Western Australia's public sector finances and formulating and implementing the annual State Budget.

As the principal economic and financial advisor, we develop economic and revenue forecasts, and monitor developments in the State's economy, major revenue bases and public sector finances. This ensures Western Australia remains on track against the State Government's budgetary objectives and policies.



Our policy advisory role includes

Commonwealth–State financial relations, revenue policy, public sector wages policy, public sector superannuation policy, housing policy, and advice on alternative models of service delivery and infrastructure provision.



Our people

Our people are critical to delivering on Treasury's core business objectives.

We ensure our people reflect the diversity of our State, as improving outcomes for everyone in our community is important to our success. Together we make a real difference, working towards a common goal of economic, social and environmental sustainability for Western Australia.

Our cultural diversity

Treasury is proud of the diversity of our workforce, which is considered integral to achieving our vision.



29%

98 of our 339 employees were born overseas, with over 39 countries of origin other than Australia, representative of the diversity of our State



27%

Treasury's workforce identify as CaLD, exceeding the WA public sector target of 15.5%



Our workforce – countries of origin

England 21%

Singapore 18%

South Africa 8%

Canada 6%

China (excludes SARs and Taiwan) 6%

India 6%

Kenya 7%

Malaysia 7%

New Zealand 7%

Philippines 7%

Sri Lanka 7%

Treasury's Multicultural Plan

Treasury is committed to cultivating a diverse, high-performing and sustainable workforce by championing people and culture initiatives that foster an inclusive environment. As a central government agency, we are committed to reflecting the rich cultural diversity of the State we serve, driving innovation, collaboration and a culture of excellence at every level.

Our achievements 2022-24

Treasury is proud of our diverse workforce. Progress and achievements from our previous plan include:

- The new Employee Engagement Survey was launched, utilising a best practice contemporary platform, ensuring confidentiality that encourages all employees to provide candid feedback that informs our organisational culture strategies.
- During 2023-24 Treasury received 2,793 job applications of which 1,316 (42%) applicants identified as culturally diverse.
- Treasury's diverse workforce was showcased through our branding and imagery across all communication channels, including LinkedIn, along with the launch of Treasury's promotional video, which celebrates and reflects this diversity and strengthens our reputation as a welcoming and inclusive agency.
- Treasury's first CaLD and female executive member was appointed, a key milestone in enhancing diversity and representation at the senior leadership level.

Treasury's Multicultural Plan 2025-27 builds on our ongoing commitment to enhancing cultural competency across the organisation. This plan recognises the successes of previous plans, while refining actions to align with our workforce and diversity strategies, building greater diversity throughout our workforce.

We are dedicated to achieving substantive equality in access and delivering culturally responsive programs that meet the needs of all our people. We listen to and empower our people and continue to work with our Diversity Committee to drive actions that improve access and create opportunities for people from CaLD backgrounds.



Priority 1: Harmonious and inclusive communities

Policy outcome

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

Strategies

- Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds.
- Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.
- Develop workplace cultures that are welcoming and inclusive of all Western Australians.
- Initiate and support events and projects that build mutual understanding and respect between cultures.

Action	Responsible	Time	Measures
1.1 Recognise and celebrate diversity events.	People and Culture supported by Diversity Committee	Ongoing (review annually)	<ul style="list-style-type: none"> • Develop and promote an annual calendar celebrating culturally significant dates with all staff. • Publish articles and stories showcasing events and initiatives promoting achievements of Treasury's CaLD workforce. • Promote and celebrate Harmony Week annually. • Track number of diversity-focused events, employee participation, and executive engagement in CaLD inclusion initiatives.
1.2 Promote Treasury's commitment to building a diverse CaLD workforce, regularly reporting on our progress and achievements.	People and Culture	Ongoing (review quarterly)	<ul style="list-style-type: none"> • Achieve a 60% positive response in the annual Employee Engagement Survey questions relating to diversity, belonging and inclusivity. • Provide quarterly Workforce Dashboard updates to the Treasury Executive and Diversity Committee, covering diversity initiatives, workforce engagement, participation rates and progress toward diversity targets. • Showcase the work and achievement in promoting Treasury's CaLD workforce in the Annual Report and LinkedIn posts.
1.3 Celebrate diversity success, promote achievements and share information.	People and Culture supported by Diversity Committee	Ongoing (review annually)	<ul style="list-style-type: none"> • Publish stories across multiple channels that promote events, initiatives and achievements of Treasury's CaLD workforce. • Review and update employee resources and information on diversity intranet pages.

Action	Responsible	Time	Measures
1.4 Enhance cultural capability across our workforce to promote benefits of diversity and how to prevent and respond to discrimination.	People and Culture	Ongoing (review quarterly)	<ul style="list-style-type: none"> • 100% of new employees to complete the induction and onboarding training and checklist, including: <ul style="list-style-type: none"> - Diverse WA eLearning modules one and two - Accountable and Ethical Decision-making (AEDM) modules on personal behaviour - Employee acknowledgement of review and understanding of Treasury's Code of Conduct, Employee Equal Opportunity and Diversity Policies. - Achieve and sustain 80% compliance with AEDM refresher and Code of Conduct training for all employees. • Redesign and launch Manager's Induction and tool-kit with focus on inclusive leadership behaviours and practices.
1.5 Showcase the benefits of a diverse CaLD workforce to strengthen Treasury's reputation as an inclusive Employer of Choice, aligning with our commitment to fostering a dynamic, diverse, and rewarding workplace.	People and Culture Communications	Ongoing (review quarterly)	<ul style="list-style-type: none"> • Review and ensure branding, images and visual identity reflect a CaLD-inclusive workplace across all publications and platforms. • Analyse Employee Engagement Survey data to design and implement strategies and initiatives that promote inclusivity and support CaLD employees.

Priority 2: Culturally responsive policies, programs and services

Policy outcome

- 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 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.

Strategies

- Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes.
- Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them.
- Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes
- Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes.
- 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.
- Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce.



Action	Responsible	Time	Measure
2.1 Deliver culturally appropriate programs and services by reviewing publications and designing campaigns that enhance public awareness, ensuring accessible and inclusive information and processes (e.g. unclaimed monies).	Communications Office of the Deputy Under Treasurer (unclaimed monies)	Ongoing (review annually)	<ul style="list-style-type: none"> • Continue to ensure all published materials are accessible and available to be translated to other languages. • Design external campaigns (e.g. unclaimed monies) with clear, accessible messaging in formats and languages to raise awareness and enhance access within CaLD community. • Respond to community feedback and queries via formal and informal channels on publications and campaigns.
2.2 Expand inclusive recruitment practices , to eliminate unconscious bias and facilitate inclusive recruitment at all levels of the organisation.	People and Culture Communications	Ongoing	<ul style="list-style-type: none"> • Embed contemporary recruitment practices and assessments that aim to eliminate discrimination and unconscious bias. • Redesign and launch Manager's Induction and resources to include panel member and recruitment training, emphasising inclusive recruitment practices. • Promote and encourage CaLD representation on interview panels. • Review and update Treasury's advertised vacancies and career related publications to ensure content is inclusive and imagery is reflective of the CaLD diverse workforce.
2.3 Identify and address barriers to progression in the candidate journey through analysis of applicant data across diversity groups.		Ongoing (review annually)	<ul style="list-style-type: none"> • Provide quarterly updates to the Treasury Executive through Workforce Dashboard reports including: <ul style="list-style-type: none"> - % of CaLD applicants - % of CaLD applicants found suitable or appointed • Implement continuous improvement initiatives to encourage a diverse range of suitably qualified applicants for advertised vacancies.

Action	Responsible	Time	Measure
2.4 Increase Executive engagement and advocacy of diversity issues to foster a respectful, inclusive workplace where all employees experience a deep sense of belonging and psychological safety, free from discrimination.	People and Culture Treasury Executive	Ongoing (review annually)	<ul style="list-style-type: none"> • Executive to reinforce clear messaging affirming Treasury's zero-tolerance to discrimination and commitment to a respectful and inclusive workplace for all employees. • Ensure CaLD representation on the Diversity Committee and Employee Reference Group, consulting on initiatives and strategies. • Bi-annual review of Treasury's Code of Conduct, Bullying and Harassment and Grievance Resolution policies, communicating changes to all employees.



Priority 3: Economic, social, cultural, civic and political participation

Policy outcome

- 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.

Strategies

- Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds.
- Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.
- Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's CaLD community.
- Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.
- Develop and strengthen global connections through partnerships with Western Australia's CaLD communities and businesses.

Action	Responsible	Time	Measure
3.1 Incorporate employee feedback to shape and improve employee culture and engagement strategies and initiatives.	People and Culture	Ongoing	<ul style="list-style-type: none"> • Achieve 70% response rate to Employee Engagement Culture Pulse, analysing data to inform future CaLD strategies. • Achieve at least 25% CaLD representation across the workforce, Diversity Committee and Employee Reference Group. • Provide and communicate mechanisms for CaLD employees to provide input and consult with Diversity Committee and Employee Reference Group on organisational strategy, policies and initiatives to inform decision-making.
3.2 Review Treasury's external engagement program to identify opportunities across initiatives to support WA's culturally and linguistically diverse community to contribute to and participate in the economy.	Economic Policy	Ongoing (review annually)	<ul style="list-style-type: none"> • Identify opportunities and challenges to economic participation for the CaLD community through Treasury's external engagements (e.g., with WACOSS, CCIWA) and provide feedback to government and agencies to inform policy development, as appropriate.



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