



Department of Planning,
Lands and Heritage



Multicultural Action Plan

October 2025 to June 2028

SOLUTIONS FOCUSED FOR A
VIBRANT WESTERN AUSTRALIA



Acknowledgement of Country

The Department of Planning, Lands and Heritage acknowledges Aboriginal people as the traditional custodians of Western Australia. We pay our respects to the Ancestors and Elders, both past and present, and the ongoing connection between people, land, waters and community. We acknowledge those who continue to share knowledge, their traditions and culture to support our journey of reconciliation. In particular, we recognise land and cultural heritage as places that hold great significance for Aboriginal people.



Contents

| | | | |
|--|----|--|----|
| Message from the Director General | 4 | Developing our new Multicultural Action Plan | 11 |
| Messages from staff | 5 | Reflections from our multicultural staff | 12 |
| Introduction | 7 | Our people | 13 |
| About the | | Policy priorities | 15 |
| Department of Planning, Lands and Heritage | 8 | Monitoring and reporting | 26 |
| Our Multicultural Action Plan journey so far | 9 | Contacts | 26 |
| Workforce and Diversity Plan | 10 | | |
| Multicultural Action Plan | 11 | | |

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Message from the Director General

At the Department of Planning, Lands and Heritage, we recognise that the story of Western Australia is one of deep cultural roots and diversity. From the enduring connection of Aboriginal people to Country, to the many cultures that have enriched our communities through migration, our shared heritage is a powerful foundation for a more inclusive future.



This Multicultural Action Plan reflects our commitment to ensuring that our planning, land use, heritage protection, and community engagement practices are inclusive, equitable, and culturally responsive. It outlines clear actions to embed multicultural perspectives into our policies, services, and workforce – ensuring that the places we plan and protect reflect the full diversity of the people who live, work, and belong here.

We believe that cultural diversity strengthens our communities, enhances our decision-making, and enriches our understanding of place. Through this plan, we are building a department that not only acknowledges difference but actively values and celebrates it – creating spaces and systems where everyone feels seen, heard, and respected.

Together, we are shaping a future where heritage is shared, planning is inclusive, and every culture contributes to the vibrant tapestry of Western Australia.

“When we plan with inclusion in mind, we don’t just build places – we build belonging.”

Anthony Kannis, Director General
Department of Planning, Lands and Heritage

Messages from staff

What multiculturalism means to me

The Multicultural Action Plan reminds me of my commitment foremost as an Australian and an employee, and brings to the forefront the values which I live by that are taken for granted in a busy life. I am privileged to live in this wonderful city, which I have called home for the past 34 years and watched it grow in its ethnicity and how accepting everyone is in the ever-changing face of Western Australia. As a government employee since 2003, I have worked with some talented and beautiful Western Australians in workplaces that are accepting, inclusive, welcoming and respectful regardless of your religion and race.

Ihithisham Kamardeen



Embracing cultural values in the public sector

Coming from a culturally diverse background and working for many years in financial roles within State government, my journey has been shaped by a blend of cultural values and public service principles. Growing up in China, I was taught the importance of discipline, respect for others and a deep commitment to education. These values have guided me in my professional path.

In the public sector, I have found that hallmarks of Chinese tradition such as cultural humility and collective thinking can be sources of both challenge and strength. Whilst these traits foster collaboration and integrity, I have found they often contrast with the more assertive and self-promoting leadership expectations of western society.

To navigate this in my career, I have had to embrace my cultural identity while adapting to these expectations in a government context. I have learned how to advocate for myself and for others, to speak up in spaces where diverse voices are needed and to mentor emerging leaders who may have experienced similar cultural crossroads.

One of the most fulfilling aspects of my current role as acting Chief Finance Officer at the Department has been leading initiatives that drive performance and improvement across government processes, while also championing diversity and inclusion. I believe that Finance is not just about numbers, it's also about values, equity and the people behind the policies and accounting.

As we continue to build a more inclusive public sector through initiatives such as this Multicultural Action Plan, I hope my story encourages others from culturally diverse backgrounds to see their heritage not as a barrier, but as a source of strength and insight.

Tina Fu



‘Ko Ngatokimatawhaorua toku waka, Ko Putahi toku maunga, Ko Omapere toku roto, Ko Uri-o-Hua toku hapu, Ko Kohewhata toku Marae, Ko Allen Wihongi raua ko Charlotte Lawn oku matua.

Ko Moana Wihongi-Timoko toku ingoa, tihei mauri ora! (My name is Moana Wihongi-Timoko, and I acknowledge the energy of life.)

I am Maori, of Ngapuhi, Te Uri-o-Hua descent, and have been with the Department for nearly three years. The above is my pepeha, a traditional Maori introduction that establishes my identity, my connection to my ancestors and homeland.

Working here has allowed me to bring my heartbeat from my homeland and weave my cultural traditions, experience and knowledge to a purpose that aligns with my core values.

My background in applying tradition in a legislative environment with the aim to achieve synergy - the best of both – has found a home with colleagues who aspire to do the same.

Although I am from another country, I have found my ideas and perspectives are welcome here, towards among other things, reconciliation, processes and culture.

Through think-tanks and discussion, the willingness to collaborate and contribute ideas and perspectives between staff towards a common goal makes this a great place to work.

There is much work ahead of us. I would certainly encourage people from other cultures to contribute at every opportunity to this tapestry of land and its people in Western Australia.

It's a rewarding journey.

Turou Hawaiki
Moana



What's wrong with that?

My name is Tanvir Asgar and I am an Engineering Manager with the Strategy and Engagement Division. I am originally from Bangladesh and came to Australia 22 years ago as an international student and now settled in Australia.

I moved to Western Australia from the eastern states almost eight and half years back and from day one in WA, I have been working for the State Government (initially at Main Roads WA). I have moved up the ladder in a very short time and when I look back and 'connect the dots', my journey has been a very

smooth one due to the resilience I could demonstrate in the workforce, which was only possible because I brought this character attribute with me from my diverse background.

I have acted as a Mentor for the Office of Multicultural Interests Leadership and Governance Program for the past few years and assisted mentees to achieve their goal in being part of boards and committees for various organisations. I feel privileged to be able to give back something to the community. I was always made welcome, met so many colleagues (who have become friends) along this journey and never faced any challenges due to my background.

So, what's wrong with that?

What's wrong is that we still need to do a Multicultural Action Plan today and that we need a separate 'Harmony Week' to celebrate a multicultural Australia. Every time I walk around the Department's kitchen during lunch time, I feel like I am in an international food court. This is the way it should be in a truly multicultural society where everyone is valued for their cultural diversity.

Tanvir Asgar



Introduction

The 2025-2028 Multicultural Action Plan captures the goals and actions that will be undertaken to ensure we are working towards the core principles of the Western Australian Multicultural Policy Framework and are continuing in our journey towards providing a culturally safe, welcoming and an inclusive service provider for our diverse communities.

Western Australian Multicultural Policy Framework

The Western Australian Multicultural Policy Framework (Framework) was developed by the State Government and released in early 2020. The charter principles of the Framework are civic values, fairness, equality and participation.

These principles help to construct the public sector's three multicultural policy priorities:

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

A requirement of the Framework is that all State Government departments and agencies prepare an action plan that details how they intend to achieve the policy priorities. The purpose of our Multicultural Action Plan is to ensure that the intended benefits of the Framework are realised, by providing a clear and objective basis for measuring our commitment and performance against actions and targets.

Our commitments are aimed at improving services and responding to the needs of Western Australia's Culturally and Linguistically Diverse (CaLD) population, which will benefit both the people who engage with our services and those who deliver them.

The Multicultural Action Plan includes activities undertaken by the Department or those provided on behalf (or with the authorisation) of its affiliated authorities, boards and committees. It outlines current progress and planned actions that support achievement of the policy priorities outlined in the Framework.

About the Department of Planning, Lands and Heritage

The Department supports the administration of Crown land in Western Australia and oversight of Aboriginal cultural heritage. It also supports the Western Australian Planning Commission, which has statutory responsibility for land use planning, and the Heritage Council of Western Australia, the State's expert body on matters of cultural heritage significance.

The Department promotes best use of the State's natural and built assets for the sustainable and responsible development of all Western Australian communities, through evidence-based research, integrated policy development and stakeholder engagement.

The Department supports four State Government Ministers and five statutory boards and committees:

- **Heritage Council of Western Australia** – responsible for statutory functions and established as a body corporate under the *Heritage Act 2018*. The Department undertakes most of the Heritage Council's day-to-day operations, projects and service delivery, under an agreed delegation framework.
- **Western Australian Planning Commission** – a statutory authority established as a body corporate under the *Planning and Development Act 2005* with State-wide responsibility for planning for future community development. The Department provides professional and technical expertise, administrative services and corporate resources to support delivery of the WAPC's functions.
- **Pastoral Lands Board** – a statutory authority established under section 94 of the *Land Administration Act 1997* with responsibility to the Minister for Lands for administering Western Australia's pastoral leases.
- **Aboriginal Lands Trust** – provides significant economic and investment opportunities for Aboriginal people, under the *Aboriginal Affairs Planning Authority Act 1972*.
- **Aboriginal Cultural Heritage Committee** is established under the *Aboriginal Heritage Act 1972* to undertake a range of functions, including providing recommendations in relation to approvals sought under the Act.

Our Multicultural Action Plan journey so far

Following the launch of the Framework in 2020, the Department launched its previous Multicultural Action Plan (MAP) in 2021. The four-year plan provided a roadmap for improving our service delivery and enabling the Department to respond meaningfully and dynamically to the needs of Western Australia's CaLD population. It was designed to deliver the intended benefits of the State Government's [Western Australian Multicultural Policy Framework 2020](#). The 2021-25 MAP played a significant role in establishing the core foundations for a diverse and culturally safe workplace, achieving several key milestones during this period.

Key achievements of the 2021-2025 plan

- **Recognition of significant CaLD events:** The Department has hosted activations for the United Nations International Day for the Elimination of Racial Discrimination on 21 March and formally signed up as a supporter of the Australian Human Rights Commission's '[Racism - It Stops With Me](#)' Campaign. Our annual Calendar of Observances includes a wide range of events, such as the recognition of Mother Language Day in February. These activities provide opportunities for bringing staff together in a positive and purposeful way to share stories, raise awareness and foster a more inclusive workplace culture.
- **Establishment of Contact Officer roles:** Contact Officers are volunteer staff members trained to provide peer support by listening and referring colleagues to appropriate support services. Employees from all divisions, classification levels, locations, and diversity groups are encouraged to apply to ensure we have a broad selection of officers to represent Aboriginal Australians, youth, women, staff from culturally diverse backgrounds and staff with disabilities. The Department currently has nine Contact Officers.
- **Staff Anti-discrimination and Prevention of Bullying Training:** All new employees are required to complete mandatory online training modules on anti-discrimination and prevention of bullying. Refresher training is completed annually.
- **Flexible working arrangements:** The Flexible Workplace Policy and Procedure was reviewed and updated in 2023 to ensure alignment with updates to the Public Sector General Agreement. To support implementation, manager information sessions were conducted and communications were put in place to promote the equitable use of flexible work arrangements. As of May 2024, 84 per cent of the Department's employees who identify as CaLD had a flexible working from home agreement in place that enables their attendance at cultural activities.
- **Workforce and Diversity Plan 2024-27:** Developed at the beginning of 2024, the Workforce and Diversity Plan aims to ensure we attract, develop and retain the diverse workforce we need to achieve both our short and long-term goals and better meet the needs of our customers across the State. It considers diversity groups across the Department and brings together various strategic plans to further develop and strengthen leadership, attract quality applicants by creating best practice recruitment and retain our valued and high-performing workforce. The plan aims to do this by building on our culture, promoting employee wellbeing, creating career pathways to meet our future workforce requirements, improving the employee experience and recognising and further enhancing our commitment to the principles of equality, diversity and inclusion in our workplace.
- **Language services:** Our Language Services Procedure provides guidance for staff on the use of interpreters and translators and is available on the Department's intranet.
- **Translation services:** The 'Have your say!' consultation pages on the Department's website now offer a translation service into a variety of languages and we continue to offer documents in various other formats, including in other languages upon request.

Challenges and learnings

As the Department continues to enhance its services to its CaLD community, it has encountered valuable insights and navigated a range of challenges along the way. In reflecting on the outcomes of the 2021-25 MAP, we acknowledge there are opportunities that need to be addressed in the next phase of our journey, including:

- Improving awareness of the MAP and its commitments to maturing diversity and cultural safety in the workplace.
- Clear accountability to ensure actions are owned and progressed within the required timeframe.
- Specific, Measurable, Achievable, Relevant and Time-bound (SMART) actions to ensure we are clear on what, when and how we want to achieve our commitments.

These reflections have been essential in shaping our next MAP. We look forward to working towards achieving outcomes in the 2025-28 MAP that have been devised through extensive internal consultation. We are confident this collaborative approach will increase staff awareness of the MAP and its initiatives.

Workforce and Diversity Plan 2024-2027

The Department's [Workforce and Diversity Plan 2024-2027](#) aims to ensure we attract, develop and retain the diverse workforce we need to achieve both our short and long-term goals and better meet the needs of our customers across the State.

The initiatives within the Workforce and Diversity Plan will help us achieve our purpose and create a strategic foundation to:

- further develop and strengthen leadership
- attract quality applicants by creating best practice recruitment
- retain our valued and high-performing workforce by building on our culture, employee wellbeing and creating career pathways to meet our future workforce requirements
- improve the employee experience

- recognise and further enhance our commitment to the principles of equality, diversity and inclusion in our workplace.

The Workforce and Diversity Plan incorporates actions from the Department's diversity plans, including the MAP, bringing the specific actions together that impact our workforce.

Diversity in the workplace

The Workforce and Diversity Plan 2024-2027 provides a snapshot of the Department's current workforce insights. It illustrates our consistent performance that exceeds the Department's 15.5 per cent aspiration target, set by the Public Sector Commission, for the employment of people of CaLD backgrounds, with several other diversity statistics exceeding our targets as well.

| Diversity group | June 2023 | June 2024 | June 2025 | 2025 Target |
|---|-----------|-----------|-----------|-------------|
| Women in senior executive service | 38.5% | 38.5% | 45.5% | 50.0% |
| Aboriginal and Torres Strait Islander Peoples | 3.3% | 3.5% | 4.0% | 3.7% |
| People with disability | 3.5% | 4.0% | 5.2% | 5.0% |
| People of CaLD backgrounds | 18.2% | 16.2% | 18.1% | 15.5% |
| Youth (age less than 24 years) | 5.5% | 4.7% | 4.5% | 5.8% |

Our Multicultural Action Plan

The Department is committed to achieving substantive equality in service delivery for the Western Australian community and continuously looks for opportunities to improve outcomes for people with diverse needs. We are also dedicated to building a more diverse and inclusive workforce, ensuring our employee profile reflects the community we serve.

Our 2025-28 MAP reflects this commitment, building on the previous MAP and specific, tangible and achievable actions that will progress the Department in this journey. The actions in the plan are focused on ensuring staff and customers from diverse backgrounds are heard, celebrated, recognised and considered across all our services and entities. With the foundations laid from the 2021-25 MAP, this Plan ensures we utilise the frameworks and resources in place to maximise our commitment.

The process of developing the 2025-28 MAP ensured we listened to our employees to advocate for the wide cultural and linguistic diversity we have and increase the awareness and value of the MAP and its actions. With contributions from across the Department, we are committed to not just achieving but excelling in these outcomes to ensure a culturally safe and welcoming workplace.

Developing our new Multicultural Action Plan

A purposeful approach was taken to ensure that all perspectives were considered. A development working group was formed comprising of representatives from across the Department. The working group was informed by a focus group of self-nominated multicultural staff.

Our development working group comprised representatives from:

- **Workforce Strategies**
Business and Corporate Services
- **Employee Development**
Business and Corporate Services
- **Communications and Engagement**
Business and Corporate Services
- **Government Relations**
Office of the Director General
- **Property Project Team**
Heritage and Property Services

- **Data Analytics**
Strategy and Engagement
- **Human Resources**
Business and Corporate Services
- **Whiteman Park**
Heritage and Property Services
- **Fremantle Prison**
Heritage and Property Services

A Department-wide survey and consultation workshops reviewed the previous MAP and to inform the development of new actions with direct staff input. The workshops were held in person, online and at our Fremantle Prison and Whiteman Park facilities.

Reflections from our multicultural staff

Comments and feedback were provided from the staff survey and used to develop the new deliverables.

Comments included:

“Active/clear measurement of the performance of initiatives within document and regular review.”

“From what I see around the office, there has been a good level of support for multicultural and CaLD events and activities.”

“I would like to see more events that link the Department with community partnerships.”

“More action and better opportunities.”

“Continued celebration of multiculturalism in the Department and providing a strategic basis to hold observances/events to celebrate them.”

“Observances and cultural custom and practices are good education so that employees gain valuable insights to particular cultures and practice days so can be respectful.”

“Celebrate diverse cultural backgrounds, constitution days, national days of countries around the world.”

“Differences in communication and style of multicultural staff can be changed with high-quality training and high-quality mentors.”



Our people

As a part of the development of the MAP, a number of multicultural staff were involved in our focus group and shared their thoughts.



**Vasanthe
Senthuran**

The impact of having a MAP

The diverse communities in Western Australia will be brought together to create a foundation for living in unity.

The process of developing the MAP and engagement with multicultural staff

The process gave great knowledge and understandings from the other staff from different multicultural backgrounds which helped to integrate our experiences and insights to meet the needs of our community.

What the deliverables mean to you

I strongly feel every individual in Western Australia will receive equal opportunities and contribute to the growth of the community.



**Lakshmi
Jakka**

The impact of having a MAP

As an Indian woman living and working in Australia, I have gained a deep appreciation for cultural diversity and the value of empathy and mutual respect. Implementing a Multicultural Action Plan is a vital step towards fostering an inclusive workplace. It promotes equity, cultural awareness, and collaboration, ensuring that diversity is embedded in organisational culture. By embracing different perspectives, the MAP enhances team creativity, problem-solving and cohesion through structured initiatives and inclusive practices. It also strengthens the Department's core values of respect, collaboration, integrity, innovation, professionalism and accountability.

The process of developing the MAP and engagement with multicultural staff

This helps to create a plan that truly reflects the diversity of our teams and makes everyone feel included. By bringing in these different perspectives, the MAP helps people feel they belong and ensures cultural celebrations are meaningful and respectful. This approach encourages understanding and learning between teams. Working together also brought teams closer and strengthened our shared commitment to diversity, fairness and inclusion. It shows how powerful it can be when everyone's voice is heard and valued.



**Mahsa
Shahbazi**

The impact of having a MAP

As an Iranian woman with university degrees, I've faced countless barriers – both systemic and cultural – in trying to contribute fully to society. The existence of a Multicultural Action Plan is not just a policy document; it's a powerful acknowledgment that our diverse stories, skills and struggles matter. It helps create a more inclusive environment where people like me can feel seen, heard and supported. Knowing that my background is valued gives me hope for a more equitable future.

The process of developing the MAP and engagement with multicultural staff

Being involved in the development process of the MAP has been incredibly meaningful. It was one of the few spaces where I felt safe to speak honestly about my experiences. The engagement with multicultural staff was thoughtful and respectful, and for once, I wasn't just being asked to tick a box – my voice genuinely mattered. It's encouraging to see that our lived experiences are helping shape practical, forward-thinking solutions.

What the deliverables mean to you

To me, the deliverables are more than goals on paper – they are promises of change. They represent steps towards breaking down the invisible walls that many of us face every day. As someone who has had to overcome so many hurdles just to be recognised, these commitments show that we are finally moving toward a workplace and community where diversity is not just tolerated but truly embraced and celebrated.

Policy priorities

Policy priority 1: Harmonious and inclusive communities

Policy outcome:

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

| Strategy 1: Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds. | | | |
|---|---------------|--|---|
| Action | Timeline | Lead | KPI |
| 1.1.1 Proactively source and seek a minimum of two stories annually that celebrate and/or recognise the achievements of CaLD staff and initiatives. | Ongoing | Manager – Workforce Strategies, Business and Corporate Services Manager – Employee Development, Business and Corporate Services Supported by: Communications Coordinator, Business and Corporate Services | Two stories per year |
| 1.1.2 Maintain a minimum number of representatives on the CaLD Employee Network. | Ongoing | Manager – Workforce Strategies, Business and Corporate Services | Maintain a minimum of four representatives in the network each year |
| 1.1.3 Appoint an executive champion to promote, celebrate and support CaLD initiatives. | December 2025 | Corporate Executive | One appointed champion |
| 1.1.4 Host a minimum of two events celebrating cultural and linguistic diversity at Fremantle Prison, Whiteman Park or regional offices. | Ongoing | Manager – Employee Development, Business and Corporate Services | Host two events in three years |

Strategy 2: Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.

| Action | Timeline | Lead | KPI |
|--|---------------------------|---|---|
| 1.2.1 Incorporate actions from the Equity, Diversity and Belonging policy into staff inductions and management training. | June 2026 | Manager – Employee Development, Business and Corporate Services | 100 per cent of actions identified in training and inductions |
| 1.2.2 Maintain a Contact Officer network with minimum representation from CaLD staff to provide safe reporting opportunities. | December 2026 | Director – Human Resources People Services, Business and Corporate Services | Minimum two CaLD Contact Officers in the network |
| 1.2.3 Ensure 100 per cent of staff complete anti-discrimination and prevention of bullying training within first three months of onboarding. | December 2025-2027 | Manager – Employee Development, Business and Corporate Services | 100% staff completion within first 3 months |
| 1.2.4 Continue to participate in and promote the Australian Human Rights Commission's 'Racism, It Stops with Me' campaign. | Ongoing | Manager – Workforce Strategies, Business and Corporate Services | Yearly registration and promotion |
| 1.2.5 Commit to the observance of the International Day for the Elimination of Racial Discrimination. | December 2025, 2026, 2027 | Observance Working Group | One observance per year |

Strategy 3: Develop workplace cultures that are welcoming and inclusive of all Western Australians.

| Action | Timeline | Lead | KPI |
|---|------------|---|--|
| 1.3.1 Review and update the Department's Inclusivity Statement in line with the new Strategic Plan with official support from Corporate Executive. | June 2026 | Manager – Government Relations, Office of the Director General | Alignment with Strategic Plan and onboarding processes |
| 1.3.2 Undertake a bi-annual review of diversity and inclusivity training and distribute quarterly reporting on completion and compliance rates to Executive Managers and HR Business Partners on a quarterly basis. | March 2027 | Human Resources – Employee Development, Business and Corporate Services | Two reviews and four reports per year |
| 1.3.3 Ensure corporate branding and content guidelines include the requirement to use internal imagery and language that is consistent with our commitment to a diverse and inclusive workforce and best practices in accessibility principles. | March 2026 | Manager – Digital Marketing, Business and Corporate Services | Update of corporate branding and content guidelines |
| 1.3.4 Develop options for the publication of information that promotes and develops staff cultural competency. | June 2026 | Manager – Workforce Strategies, Business and Corporate Services | New publications |
| 1.3.5 Continue to deliver and review Management Foundations Training for all managers across the organisation to ensure a safe and welcoming workplace. | June 2028 | Manager – Employee Development, Business and Corporate Services | One review per year |

Strategy 4: Initiate and support events and projects that build mutual understanding and respect between cultures.

| Action | Timeline | Lead | KPI |
|---|----------------|--|--------------------------|
| 1.4.1 Promote the Office of Multicultural Interests events to staff, to increase awareness of diverse community events and news. | Ongoing | Manager – Communications, Business and Corporate Services Government Relations Officer, Office of the Director General | Two promotions per year |
| 1.4.2 Promote and support external organisations in hosting CaLD events and celebrations across all Departmental facilities and offices. | Ongoing | Director – Whiteman Park and Fremantle Prison, Heritage and Property Services Regional office staff | One event per year |
| 1.4.3 Promote and celebrate cultural and linguistic diversity by hosting regular events, speakers and initiatives for staff, including, but not limited to, Harmony Week and International Mother Language Day. | Ongoing | Manager – Employee Development, Business and Corporate Services Observance Working Group Manager – Communications, Business and Corporate Services | Initiatives per year |
| 1.4.4 Explore opportunities to include personal information on cultural diversity in email signatures. | December 2025 | ICT Support Officer, Business and Corporate Services Manager – Workforce Strategies, Business and Corporate Services | One opportunity provided |
| 1.4.5 Create and purchase a promotional pull-up banner to use at CaLD events. | September 2026 | Manager – Digital Marketing, Business and Corporate Services | Purchase of one banner |

Case Study – International Mother Language Day



“Human beings are members of one another, created from the same essence at the dawn of existence.”

International Mother Language Day, held on 21 February, promotes the preservation and protection of all languages used by peoples of the world. The Department celebrated by conducting a series of activities, including displaying interesting language facts on the 140 William Street (140WS) screens during the week leading up to the event. These facts were also incorporated into an “Interesting Language Facts Quiz” activity, which staff could participate in at their convenience. An intranet news article was published, featuring educational links that explained the origin of the day. Additionally, the article included a call to action for staff to participate in the shared language posters and attend the Latte Language Lounge event.

Share Your Language posters were placed around the office at 140WS and sent to the regional offices. The posters were blank and encouraged bilingual staff to share a word from their language by using supplied speech bubbles post-it notes.

We invited staff to join us at the Latte Language Lounge where our bilingual volunteer staff taught us a few new words from their mother language. Whiteman Park, Fremantle Prison and our regional offices were also encouraged to host their own morning teas with multicultural language cookies provided to all.

The MAP development team also attended the morning tea and encouraged attendees to complete the MAP survey and/or register for our MAP workshops.



Mahsa Shahbazi writing in her mother language.



Whiteman Park staff participating in the Latte Language Lounge.



Policy priority 2: Culturally responsive policies, programs and services

Policy outcomes:

- All Western Australians are informed of and have equitable access to government services.
- Programs and services are culturally appropriate and responsive 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.

Strategy 1: Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes.

| Action | Timeline | Lead | KPI |
|---|---------------|---|---------------------------|
| 2.1.1 Consult with the CaLD Employee Network to identify priority services and strategies in the development and evaluation of strategic and multicultural plans. | December 2027 | Manager – Government Relations, Office of the Director General | One meeting with outcomes |
| 2.1.2 Develop options to recognise and consider the CaLD of the community in agency planning documents such as corporate and strategic plans. | December 2027 | Director – Strategic Transformation, Business and Corporate Services Leadership Group | One option developed |

Strategy 2: Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them.

| Action | Timeline | Lead | KPI |
|--|-----------|---|---|
| 2.2.1 Review and update visitor information and services to ensure equitable access for cultural and linguistically diverse communities at Whiteman Park and Fremantle Prison. | Ongoing | Director – Whiteman Park and Fremantle Prison, Heritage and Property Services | Yearly review |
| 2.2.2 Advocate with building management to investigate opportunities to create safe, accessible spaces for reflection and prayer rooms. | June 2026 | Director – Workplace Projects and Facilities, Business and Corporate Services | One reflection and prayer room made available |
| 2.2.3 Regularly promoting and facilitating the delivery of accessible Department services through engagement platforms. | Ongoing | Director – Customer and Engagement, Business and Corporate Services | Annual promotion |

Strategy 3: Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes.

| Action | Timeline | Lead | KPI |
|--|---------------|--|--|
| 2.3.1 Develop a communications strategy to promote the Language Services Procedure. | June 2026 | Manager – Communications, Business and Corporate Services | Development of communications strategy |
| 2.3.2 Explore opportunities to create signage in plain English to enable use of technology for translations at Whiteman Park and Fremantle Prison attractions. | December 2027 | Director – Whiteman Park and Fremantle Prison, Heritage and Property Services | Creation of plain English signage |
| 2.3.3 Explore opportunities for Departmental documents and guides to be developed using plain English and/or Easy Read. | June 2028 | Director – Customer and Engagement, Business and Corporate Services Manager – Communications, Business and Corporate Services | Development of easy read/plain English documents |

Strategy 4: 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.

| Action | Timeline | Lead | KPI |
|--|----------|---|------------------------|
| 2.4.1 Collate data at ticketing point of sale and/or post attendance surveys to improve understanding of services. | Ongoing | Director – Whiteman Park and Fremantle Prison, Heritage and Property Services | Quarterly data reports |

Strategy 5: 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.

| Action | Timeline | Lead | KPI |
|---|----------|---|-------------------------------|
| 2.5.1 Involve CaLD staff, especially those in regional offices, in consultation processes for policies. | Ongoing | Manager – Governance and Performance, Director – Whiteman Park and Fremantle Prison, Heritage and Property Services | Consultation yearly a minimum |

Strategy 6: Implement recruitment and selection processes that facilitate workforce diversity and provide opportunities for the development of cultural competencies across the workforce.

| Action | Timeline | Lead | KPI |
|---|---------------|--|---|
| 2.6.1 Regularly review, implement and embed innovative recruitment processes and practices to attract a diverse range of applicants and ensure inclusivity. | Ongoing | Manager – Recruitment and Establishment, Business and Corporate Services | Yearly review |
| 2.6.2 Explore and review current arrangements for partnering with educational institutes to introduce pathways to employment and training programs with the Department that would encourage diversity in our workplace. | December 2026 | Manager – Employee Development, Business and Corporate Services | One review in 2026 |
| 2.6.3 Explore work experience opportunities for CaLD students. | December 2026 | Manager – Employee Development, Business and Corporate Services | Provide One work experience opportunity |
| 2.6.4 Provide specific selection panel member training to enhance cultural competencies in the recruitment process. | December 2027 | Manager – Recruitment and Establishment, Business and Corporate Services | Deliver One training session |

Case Study – Culturally and Linguistically Diverse Employee Network

The Culturally and Linguistically Diverse Employee Network was established recently to ensure people can contribute their lived experiences and individual perspectives to drive and advocate for change in the Department.

This network will enable people from CaLD backgrounds to support each other, provide valuable insights to inform business-wide consultancy, and provide input and feedback on relevant policies and procedures. This will help embed meaningful equity, diversity and belonging practices into the Department and create an equitable work environment that meets the diverse needs of all employees.

When asked what had made her interested in joining the network, Suana Arboleda, who works in the Employee Development team said:

“I was interested in joining the team, CaLD network because, coming from a CALD background myself, I recognised the need for a space dedicated to connection and collective advocacy. My experience within Employee Engagement initiatives like Mother Language Day and Harmony Week really underscored the value of bringing diverse voices together to build a stronger sense of camaraderie within our large department. I’m particularly looking forward to developing my leadership and cross-cultural communication skills through this involvement, and I am fully committed committed to contributing to a more inclusive workplace culture.”

I think having the network is important because it provides people from CaLD backgrounds with the critical opportunity to find community, share their experiences, and actively advocate for their perspectives. I’m optimistic it will serve to educate others and address biases, especially in navigating cultural differences. For the Department, this network will be instrumental in fostering a more innovative and creative environment through diverse perspectives, significantly improving employee engagement and retention rates, and hopefully leading to stronger decision-making across the board.”



CaLD Employee Network team.

Policy priority 3: Economic, social, cultural, civic and political participation

Policy outcomes:

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

Strategy 1: Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds.

| Action | Timeline | Lead | KPI |
|---|---------------|--|------------------------------------|
| 3.1.1 Promote job vacancies through channels utilised by people/ communities of CaLD backgrounds. | Ongoing | Manager – Recruitment and Establishment, Business and Corporate Services | Promotion on at least one platform |
| 3.1.2 Review employee exit survey feedback related to CaLD strategies to enhance strategies that support retention. | Ongoing | Business Partners – Human Resources, Business and Corporate Services | Quarterly review |
| 3.1.3 Offer job application and interview training for staff from CaLD backgrounds. | December 2026 | Manager – Employee Development, Business and Corporate Services | Yearly training |

Strategy 2: Achieve equitable representation of people from CaLD backgrounds at all levels and in decision making.

| Action | Timeline | Lead | KPI |
|---|-----------|---|-------------------------------------|
| 3.2.1 Run yearly campaigns to encourage both staff and members of boards and committees to update their equal employment information (diversity data) on their payroll information. | Ongoing | Manager – Workforce Strategies, Business and Corporate Services | Yearly campaign |
| 3.2.2 Promote diversity on Department committees and working groups by identifying and addressing barriers to participation in the Terms of Reference. | June 2028 | Committee and Working Group Administrators | Review of barriers to participation |

Strategy 3: Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's CaLD community.

| Action | Timeline | Lead | KPI |
|---|---------------|--|--|
| 3.3.1 Review our procurement policies and procedures to ensure they support the engagement of CaLD businesses and that cultural responsiveness and inclusivity are applied in relevant procurement processes. | December 2026 | Chief Procurement Officer, Business and Corporate Services | Annual review of policies and procedures |

Strategy 4: Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.

| Action | Timeline | Lead | KPI |
|--|-----------|---|--------------------------|
| 3.4.1 Build partnerships with community organisations for volunteering and staffing opportunities. | June 2028 | Director – Whiteman Park and Fremantle Prison, Heritage and Property Services | Establish partnerships |
| 3.4.2 Provide opportunities for staff to volunteer and support CaLD community groups to enhance engagement, team building and cultural exposure. | June 2028 | Manager – Employee Development, Business and Corporate Services | One opportunity provided |

Strategy 5: Develop and strengthen global connections through partnerships with Western Australia's CaLD communities and businesses.

| Action | Timeline | Lead | KPI |
|--|-----------|--|----------------------------|
| 3.5.1 Review procurement processes to encourage engagement with CaLD community and/or business groups across the Department. | June 2028 | Chief Procurement Officer, Business and Corporate Services | Annual review of processes |

Monitoring and reporting

As per the Public Sector Commission's reporting requirements, a summary report on the actions in our MAP, including achievement of outcomes and key performance indicators, will be included in the Department's Annual Report. Additionally, a detailed progress report will be submitted to the Department of Creative Industries, Tourism and Sports – Office of Multicultural Interests submitted annually.

Contacts

For more information on the MAP, please contact:

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