



State Solicitor's  
Office

# Multicultural Plan

2025 - 2029





## ACKNOWLEDGEMENT OF COUNTRY

*At the State Solicitor's Office (SSO), we acknowledge the Aboriginal peoples as the Traditional Owners and Custodians of Western Australia. We recognise the Whadjuk Noongar people on whose land our office is situated. As the longest continuing culture, whose knowledge, traditions, and connection to Country have been passed through generations, we value their significant contributions and extend our respect to Elders past and present. We stand with Aboriginal and Torres Strait Islander communities, striving towards reconciliation through mutual understanding and collaboration.*



SUPREME COURT OF  
WESTERN AUSTRALIA

DEPARTMENT OF THE  
ATTORNEY GENERAL

DEPARTMENT OF  
TREASURY

DAVID MALCOLM JUSTICE CENTRE



# A Message from the State Solicitor



**Dr Graham Hill**  
State Solicitor

I am pleased to present the State Solicitor's Office second Multicultural Plan 2025-2029, which aims to further strengthen our commitment to cultural diversity and inclusion.

While this plan fulfils our responsibility to develop an organisation specific plan under the Western Australian Multicultural Policy Framework (WAMPF), our commitment extends beyond compliance. Our plan has been developed in alignment with our Diversity and Inclusion Strategy 2025-2029. We recognise that fostering diversity and inclusion is essential for sustainable growth, innovation, and the success of our people and our organisation.

Western Australia is a state rich in cultural diversity, with people from a variety of ethnic, linguistic, and religious backgrounds contributing to the success and vibrancy of our community. We are proud to present a plan that is aligned with the Government of Western Australia's vision for an inclusive and

harmonious society. The SSO is dedicated to empowering culturally and linguistically diverse (CaLD) staff, ensuring they have the opportunities and support to participate fully, contribute meaningfully, and achieve their goals.

As a trusted legal service provider for the WA public sector, we aim to ensure our workforce is equipped to deliver services that are culturally responsive to meet our clients' needs. This plan sets out our key actions and strategies aimed at enhancing cultural understanding and promoting inclusive practices. By focusing on these priorities, we aim to create a work environment where all staff are valued, respected and embraced for our unique differences.

I would like to thank our incredible staff for their continued support and contribution to this strategy. I look forward to working alongside you all to ensure its successful implementation and lasting impact.

# About the State Solicitor's Office

The State Solicitor's Office is the Western Australian Government's preeminent legal adviser. The Office enables government action, manages the State's legal risk, and supports the First Law Officer with authoritative advice on key legal issues.

Our work delivers demonstrably better government decisions, strengthens the rule of law, and leads to greater community trust in the public sector. We are a centre of legal excellence committed to the highest standards of service and professionalism.

In 2021, the SSO became independent from the Department of Justice. This has provided us the opportunity to reflect on our unique position within the public sector and legal profession, establishing a refreshed corporate plan and identity, which continues to be implemented throughout several SSO specific frameworks and strategies including diversity and inclusion.

Our vision is to be the preeminent legal service provider for the State of Western Australia.

Our mission is to support and protect the State of Western Australia by providing the highest quality legal services and assisting the Attorney General to uphold the rule of law.

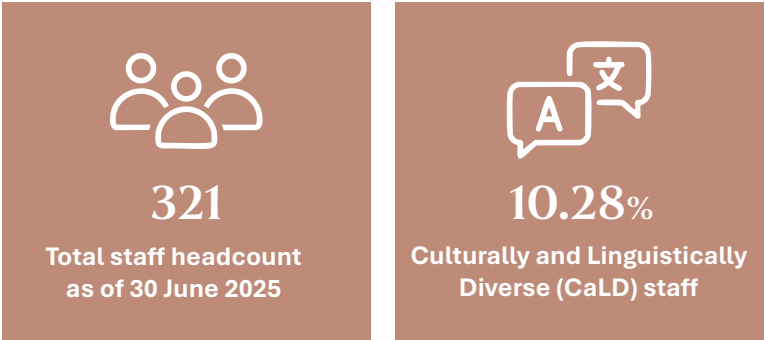
Our core values shape our shared behaviours and guide our workplace culture. They are:



These values reflect a desire to embrace diversity, treat everyone with dignity and fairness, and seek to understand the perspective and experiences of others. They demonstrate the importance we place on our people and on a workplace culture where we are all valued and respected.

# Our Cultural Diversity

## A snapshot



The top 10 countries our CaLD staff are from:



Languages spoken by our CaLD staff:

Arabic	German	Japanese	Mandarin	Nyanja
Portuguese	Spanish	Tagalog	Telugu	Urdu

# The Western Australian Multicultural Policy Framework

The WAMPF was launched on 17 March 2020. The WAMPF sets out measurable strategies for the WA public sector, to ensure that operations, services and programs are inclusive and accessible for everyone.

At the SSO, we have developed our multicultural plan to implement this framework. The plan outlines our actions, timeframes, responsible teams, and desired outcomes.

The success and progress of implementing our plan will be reported on our annual report and through to the Office of Multicultural Interests, according to each of the policy priority areas as outlined in the WAMPF:



**Policy Priority 1**  
Harmonious and  
inclusive communities.



**Policy Priority 2**  
Culturally responsive  
policies, programs,  
and services.



**Policy Priority 3**  
Economic, social,  
cultural, civic, and  
political participation.

# Policy Priority 1:

## Harmonious and Inclusive Communities

### STRATEGY

Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from CaLD backgrounds.

No.	Action	Responsibility	Timeframe	Outcome
1.1	Identify and highlight significant cultural, linguistic, diversity and inclusion days of significance.	<ul style="list-style-type: none"> <li>› Human Resources</li> <li>› Diversity and Inclusion Subcommittee</li> </ul>	› January 2026 (reviewed annually)	1. An annual diversity and inclusion calendar is developed and maintained. 2. Resources are promoted and shared to staff through internal communication.
1.2	Celebrate achievements and success stories of CaLD employees to highlight the value of diversity at SSO through visible representation.	<ul style="list-style-type: none"> <li>› Human Resources</li> <li>› Diversity and Inclusion Subcommittee</li> <li>› Multicultural Plan Working Group</li> </ul>	› December 2026 (reviewed annually)	3. Staff are invited to share their story and are promoted through various platforms, highlighting positive aspects around multiculturalism.

# Policy Priority 1:

## Harmonious and Inclusive Communities

(continued)

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
1.3	Deliver training to corporate executive and senior leaders on equal employment, anti-discrimination and workplace behaviours to ensure leaders are equipped with the knowledge and capability and are accountable to drive.	› Human Resources	› June 2026	1. Staff complete the online integrity framework and workplace behaviours training
			› December 2026	2. Equal employment opportunity training for leaders will be provided as needed and when feasible.
1.4	Create and embed corporate integrity frameworks including the code of conduct, employee workplace behaviours and complaints processes.	› Human Resources	› November 2025	1. Finalised SSO integrity framework inclusive of a new code of conduct.
			› December 2026	2. Complaint resolution guideline is promoted via internal communication.
1.5	Demonstrate our commitment to supporting the Equal Opportunity Commission's Policy Framework for Substantive Equality.	› Human Resources	› June 2026	1. A substantive equality policy is developed.
1.6	Evaluate employee experience including monitoring reports of racism and discrimination and implement strategies for improvement.	› Human Resources	› July 2026	1. Feedback on diversity and inclusion experience is captured through an exit survey/interview process.
			› Monthly	2. Reports of breaches to the code of conduct related to racism and discrimination are monitored.



# Policy Priority 1:

## Harmonious and Inclusive Communities

(continued)

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
1.7	Enhance cultural competency and increase understanding of multiculturalism and awareness of unconscious bias.	› Human Resources	› December 2026 (ongoing)	1. All staff complete Diverse WA training and is incorporated in employee induction.
			› December 2026	2. An intranet page is developed for diversity and inclusion, promoting information and resources on multiculturalism.
1.8	Empower CaLD staff in shaping initiatives and actions that foster inclusion	› Human Resources	› February 2026	1. A Multicultural Plan Working Group is established including CaLD representation.

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
1.9	Celebrate and acknowledge multicultural days of significance and encourage staff participation and engagement.	› Multicultural Plan Working Group	› March 2026 (reviewed annually)	1. A minimum of one centrally coordinated multicultural event each year across SSO is delivered.

## Policy Priority 2: Culturally responsive policies, programs, and services

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
2.1	Investigate opportunities to procure goods and services through organisations or suppliers owned and managed by CaLD communities in Western Australia.	› Multicultural Plan Working Group	› December 2026	1. Suggestions are sought from staff and networks to explore and consider CaLD suppliers where appropriate when sourcing goods or services.
2.2	Corporate plan demonstrates our diversity and inclusion commitment	› Governance and Strategy › Human Resources	› December 2027	1. The commitment outlined on our corporate plan is delivered. <i>(Reference to 2.3 Supporting Diversity and Inclusion on the Corporate Plan)</i>

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
2.3	Develop resources that remove barriers and enhance SSO legal services and client experience.	› Advice, Policy and Public Law	› January 2026	1. New plain English templates are developed and promoted to staff to utilise when delivering legal advice and services to clients.

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
2.4	Increase awareness of the WA Language Services Policy to ensure equitable access to our services.	› Human Resources › Governance & Strategy	› January 2027	1. The WA Language Services Policy and Guideline is promoted to staff.
			› June 2026	2. Translating and interpreting services are promoted to our clients via our website.

## Policy Priority 2:

### Culturally responsive policies, programs, and services (continued)

#### STRATEGY

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.

No.	Action	Responsibility	Timeframe	Outcome
2.5	Engage with other government agencies to seek opportunities and share experience within the public sector to inform service delivery.	› Human Resources	› December 2026 (reviewed annually)	1. SSO attends the WAMPF Interagency Network.
2.6	Encourage staff to share diversity information to help inform employment strategies and workforce planning.	› Human Resources	› Biannual	1. Staff are encouraged and reminded to share diversity information through HR Web-Kiosk.

#### STRATEGY

Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes

No.	Action	Responsibility	Timeframe	Outcome
2.7	Ensure CaLD communities have meaningful access to public consultation processes for informed policy and program development.	› All staff	› April 2026 and as required	1. Public consultations are promoted in accessible sites with the promotion of translation services and alternative methods to provide feedback (such as email, phone or mail).



## Policy Priority 2:

### Culturally responsive policies, programs, and services (continued)

#### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
2.8	Promote SSO as an inclusive employer and encourage applications from diverse communities to increase CaLD representation.	› Human Resources	› July 2029	1. A workforce CaLD representation target is set to be achieved for 2029.
			› February 2026	2. Job advertisements is reviewed to include our diversity commitment to encourage CaLD applicants.
			› December 2026 (reviewed annually)	3. SSO's diversity and inclusion successes and efforts are promoted on external platforms such as LinkedIn.
2.9	Strengthen efforts to ensure fair and inclusive recruitment practices	› Human Resources	› June 2026	1. An unconscious bias training is available to all hiring managers.  2. Hiring managers are informed of our diversity and inclusion strategy and workforce targets.

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

### STRATEGY

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

No.	Action	Responsibility	Timeframe	Outcome
3.1	Opportunities for development and career progression for CaLD staff are identified and encouraged.	› Managers (supported by Human Resources)	› August 2026 (reviewed annually)	1. Development opportunities for CaLD staff is considered by managers as part of workforce planning processes

### STRATEGY

Achieve equitable representation of people from culturally and linguistically diverse backgrounds at all levels and in decision making.

No.	Action	Responsibility	Timeframe	Outcome
3.2	Enhance efforts to ensure diverse backgrounds are equitably represented in our workforce.	› Human Resources	› March 2026	1. Opportunities to review equity index is explored.
3.3	Encourage CaLD staff to nominate for internal committees and working groups.	› Human Resources	› February 2026 (reviewed annually)	1. CaLD staff are represented in internal diversity and inclusion committees and working groups.

## Policy Priority 3:

### Economic, social, cultural, civic, and political participation (continued)

#### STRATEGY

Identify, develop, and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's culturally and linguistically diverse community.

No.	Action	Responsibility	Timeframe	Outcome
3.4	Promote community events and activities through our internal communication channels including all SSO staff weekly newsletter and notice boards.	<ul style="list-style-type: none"> <li>› Multicultural Plan Working Group</li> <li>› Human Resources</li> </ul>	› March 2026 (ongoing)	1. External community events and activities are promoted through internal communication to encourage engagement and support of CaLD businesses.

#### STRATEGY

Identify, develop, and implement initiatives that encourage social, cultural, civic, and political participation by members of Western Australia's culturally and linguistically diverse communities.

No.	Action	Responsibility	Timeframe	Outcome
3.5	Strengthen outreach efforts by promoting SSO employment opportunities through external engagement channels.	› Human Resources	› As opportunities arise	1. Participation in external expos or career fairs to CaLD communities.

#### STRATEGY

Develop and strengthen global connections through partnerships with Western Australia's culturally and linguistically diverse communities and businesses.

No.	Action	Responsibility	Timeframe	Outcome
3.6	Identify ways to engage international students through internship or work experience opportunities.	› Human Resources	› December 2027	1. Continue to seek opportunities to host a CaLD intern or work experience student.





## Multicultural Plan Working Group

A dedicated employee-led working group will be established to oversee the implementation of our Multicultural Plan, ensuring its progress and success. This working group will also coordinate events and programs that promote, celebrate and support CaLD staff and communities.

## Definition

### Culturally and Linguistically Diverse (CaLD)

Applies 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.<sup>1</sup>

Note: The definition and measure of cultural and linguistic diversity used in the WA public sector is currently limited to people born in countries other than those categorised by the Australian Bureau of Statistics as Main English-Speaking countries (i.e. Australia, Canada, England, New Zealand, Northern Ireland, Republic of Ireland, Scotland, South Africa, United Kingdom, United States of America, and Wales).<sup>2</sup>

### Managers

Within the scope of this plan, it refers to staff with direct reports.

<sup>1</sup> Office of the Multicultural Interests – CaLD Definition

<sup>2</sup> Public Sector Commission – About our workforce data



## State Solicitor's Office

### Contact Information

If you require this document in an alternative format or have any feedback in relation to this strategy document, please contact us.

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