



Government of **Western Australia**
Department of **Water and Environmental Regulation**

Multicultural Plan 2026–29



Effective period: 1 July 2026 – 30 June 2029

Acknowledgement of Country

The Department of Water and Environmental Regulation (the Department) acknowledges the Traditional Owners of the lands on which we live and work throughout Western Australia and we pay our respects to Elders past and present.

The Department recognises the practice of intergenerational care for Country and its relevance to our work and working with the community. The Department continues to move forward with a shared commitment to protect and conserve Country for our future generations.



Aboriginal Artwork: Developed by Nani Creative in collaboration with the Department and Wongutha artist and designer Kevin Wilson.

Director General's foreword



Western Australia is one of the most culturally and linguistically diverse jurisdictions in Australia. We recognise that this diversity is a significant strength and is central to building an inclusive, responsive and high-performing public sector.

Through our past Plans, we have strengthened our understanding of workforce diversity and inclusion, reinforced respectful workplace practices, improved accessibility of services and regulatory information, and enhanced our capability to engage with culturally diverse communities and stakeholders.

This Multicultural Plan 2026–29 further enhances these initiatives. It focuses on embedding culturally inclusive and responsive practices into leadership capability, workforce planning, service and regulatory design, and engagement frameworks. It also provides the Department's formal response to the Western Australian Multicultural Policy Framework (WAMPF), setting out how the Department will implement WAMPF's priorities and strategies through core business.

This Plan intentionally aligns with our [Strategic Intent: Beyond 2050](#) and our commitment to lead with integrity, accountability and courage by working with community, industry and governments to ensure WA is prosperous, protected, and thriving for today and beyond 2050.

Consistent with the Western Australian Multicultural Policy Framework, we adopt the term **Culturally and Linguistically Diverse (CaLD)** to reflect a respectful, inclusive understanding of identity and belonging, and to guide actions that remove systemic barriers and support equitable participation for all communities.

Delivering this plan is a shared responsibility. I encourage everyone at the Department to model and embed multicultural capability in the decisions we make and the way we lead. This is how we will contribute to creating inclusive workplaces, culturally responsive services and meaningful engagement with the diverse communities of Western Australia.

A handwritten signature in black ink, appearing to read 'Alistair Jones'.

Alistair Jones
Director General

Our purpose

The Department of Water and Environmental Regulation protects what makes Western Australia unique, so every generation can enjoy a healthy environment, secure water and a prosperous future.

Our approach

We lead with integrity, accountability and courage. By working with community, industry and governments, we ensure Western Australia is prosperous, protected and thriving – for today and beyond 2050.

Our Values	How our values connect with our multicultural capability
We serve to make a difference	We consider the needs and impacts of our work on culturally and linguistically diverse communities, ensuring our decisions, services and regulatory activities contribute to fair and effective outcomes.
We build trust	We engage transparently, listen to understand, and apply regulation and policy consistently and respectfully when working with culturally diverse stakeholders.
We care	We foster inclusive, safe and respectful workplaces, and support the development of multicultural capability so our people can work effectively with diverse colleagues and communities.
Open minds	We value diverse perspectives, lived experience and evidence, and adapt our approaches to respond to different multicultural contexts and emerging risks.
Better together	We work collaboratively across the department and with partners, leveraging existing frameworks and whole-of-government capability to deliver multicultural outcomes through core business.

**WE SERVE
TO MAKE A
DIFFERENCE**



**WE BUILD
TRUST**



WE CARE



**OPEN
MINDS**



**BETTER
TOGETHER**



Our people

The Department's workforce reflects a broad range of cultural, linguistic and religious diversity. In the 2025 Diversity Council of Australia (DCA) *Inclusion@Work* Survey, completed by 621 employees:

- 34.2 per cent self-reported as being from a non-main English-speaking cultural background
- 24 per cent identified as multilingual
- 6.7 per cent reported a non-Christian religious affiliation.

Through this survey, the Department was recognised as a DCA Inclusive Employer for 2025–26. This recognition reflects sustained effort to foster an inclusive and respectful workplace where employees feel valued and able to contribute and provides an evidence-based foundation for the actions and priorities set out in this Plan.



Our commitment to multicultural capability

As a regulatory, advisory and policy agency, our commitment is to deliver credible regulation, trusted engagement and accessible services that are culturally responsive, fair and accessible for culturally and linguistically diverse staff and stakeholders.

Through this Multicultural Plan, we aim to strengthen our multicultural capability, enabling us to work, regulate and engage effectively within a culturally and linguistically diverse workforce and community.

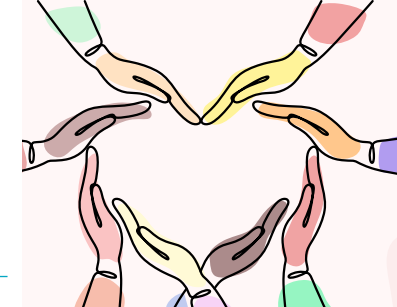
We aim to integrate multicultural capability across leadership, workforce, service delivery, and regulatory practices, aligning with our Strategic Intent.

This approach supports sustainability and ensures multicultural considerations are embedded in everyday decision-making, risk management and performance oversight.

In practice, this includes expectations that the Department will:

- engage effectively with culturally and linguistically diverse communities on environmental, water and regulatory matters that directly affect them
- ensure regulatory decisions, guidance and communications are clear, proportionate and accessible, including where language or cultural barriers may affect understanding or compliance
- maintain public trust through fair and consistent regulation, supported by culturally informed engagement and decision-making
- be an employer that values an inclusive, safe and healthy workplace, aiming to be representative of the diversity of our broader community.

WAMPF policy priority 1: Harmonious and inclusive communities



Actions delivered under the Multicultural Plan 2023–26 strengthened the Department’s foundations as an inclusive and respectful workplace. This included improving workforce diversity and inclusion insight through participation in sector benchmarks and internal reporting, reinforcing leadership awareness of multicultural inclusion responsibilities, and strengthening the application of existing respectful workplace and confidential reporting mechanisms. These actions improved the Department’s capacity to identify inclusion risks, support culturally safe pathways for raising concerns, and inform workforce planning and leadership practice.

This plan builds on those foundations by further embedding inclusion considerations into leadership capability, workforce planning and organisational culture.

WAMPF Strategy	Action	Delivery mechanism	Key performance indicators	Owner
1.1	Continually affirm our commitment to valuing multiculturalism, both internally and externally	• Annual internal communications plan highlighting diversity outcomes and leadership commitment via intranet and social channels. • Highlight positive stories and celebrate achievements of CaLD employees via intranet and social channels.	• Deliver internal communications that reference and/or focus on multicultural inclusion and CaLD outcomes at least quarterly. • Promote CaLD stories or achievements through internal or external communications channels at least quarterly.	Communications, Human Resources
1.2	Prevent, monitor and respond to racism and discrimination	• Maintain and continuously improve corporate policies and procedures that promote inclusive and respectful workplace practices. Examples include Code of Conduct, Dignity at Work Policy, Grievance Resolution Policy. • Provide culturally safe mechanisms to identify and report discrimination, racism and exclusion in our workplace. Examples include Safe2Say anonymous reporting. • Effectively respond to and address concerns raised, taking a case management approach in line with our policies and procedures.	• Maintain culturally safe reporting mechanisms for discrimination and racism. • Continue to provide Safe2Say as an anonymous reporting mechanism. • Report at least annually on workplace conduct and inclusion-related matters through established governance reporting. • Ensure reports are managed in line with departmental policies and procedures.	Human Resources

WAMPF Strategy	Action	Delivery mechanism	Key performance indicators	Owner
1.3 3.1	Seek, receive and respond to employee feedback on inclusion and workplace culture	- Undertake internal feedback and engagement of employees to continuously monitor CaLD representation and experience, with results to inform workforce planning and leadership priorities. Examples include exit surveys and pulse surveys. - Participate in formal employee surveys to continuously monitor CaLD representation and experience, with results to inform workforce planning and leadership priorities. Examples include Public Sector Census, Diversity Council of Australia's Inclusion@Work Index. - Publish results and recommendations internally and externally as appropriate.	- Report at least annually on CaLD representation and experience through workforce governance reporting. - Participate in at least one formal employee survey every two years. - Demonstrate that feedback outcomes inform workforce planning and/or leadership priorities.	Human Resources
1.4	Build inclusive and welcoming workplaces	- Corporate induction to cover diversity, inclusion and culturally safe workplaces. - Provide access to cultural capability resources through existing learning, development and workforce guidance frameworks.	- Measure the percentage of managers completing onboarding content covering multicultural inclusion responsibilities at least annually. - Maintain and improve access to appropriate multicultural capability resources for managers. - Create and publish new manager onboarding training to ensure managers understand their responsibilities to provide inclusive and welcoming workplaces by December 2026.	Human Resources



WAMPF policy priority 2: Culturally responsive policies, programs and services



Under the Multicultural Plan 2023–26, the Department strengthened its approach to culturally responsive service and regulatory delivery by increasing focus on accessibility, clarity and fairness. Actions included improving the use of translation and interpreter services, strengthening plain-English and accessible communication, and reviewing aspects of compliance and enforcement practice through an accessibility and cultural responsiveness lens.

This plan builds on that capability by embedding culturally responsive practices into service design standards, regulatory policy frameworks and communications governance supporting fair, accessible and trusted outcomes.

WAMPF Strategy	Action	Delivery mechanism	Key performance indicators	Owner
2.1 2.5	Embed cultural considerations into corporate policies, procedures and processes	• Multicultural considerations are integrated into our corporate policies, procedures and processes. • Engage CaLD employees when seeking employee feedback on corporate policies, procedures and processes.	• Multicultural capability is considered as corporate policies are reviewed, with identified improvements embedded. • CaLD employees are engaged to inform corporate policy reviews, with identified improvements embedded.	Corporate Services
2.1 2.6 3.1	Support inclusive recruitment practices	• Continue to review and aim for best practice decision making within workforce attraction and recruitment practices. • Ensure that bias-awareness and cultural capability considerations are embedded into recruitment practices. • Continuously review and improve Job Description Forms for inclusive job design in accordance with existing classification, industrial and approval processes.	• Public Sector Breach of Employment Standard process is maintained. • Recruitment practices are reviewed for bias-awareness and inclusion considerations when a Breach of Employment Standard is submitted. • Inclusive job design is considered when a Job Description Form is being reviewed, including appropriate consultation with employees in accordance with industrial responsibilities.	Human Resources

WAMPF Strategy	Action	Delivery mechanism	Key performance indicators	Owner
2.2 2.4 2.5	Ensure regulatory processes and decisions are clear, proportionate and accessible	- Engage effectively with culturally and linguistically diverse communities on environmental, water and regulatory matters that directly affect them. - Maintain public trust by applying regulation fairly and consistently, supported by culturally informed decision-making. - Provide services and regulatory activities that are accessible, fair and trusted by culturally diverse communities.	- Maintain accessible mechanisms for stakeholders and customers to provide feedback on our programs, processes and services. - Review feedback and engagement responses, making improvements as identified. - Seek to understand our customer and stakeholder perceptions of our services at least annually. - CaLD stakeholders are included in engagement and feedback processes.	Communications, Stakeholder Engagement, Business Service Areas
2.2	Ensure guidance and communications are clear, proportionate and accessible, particularly where language or cultural barriers may affect understanding or compliance	- Use communications governance arrangements to monitor and improve service accessibility. - Maintain plain-English and accessible communication standards across priority public-facing materials.	- Maintain priority public-facing materials, ensuring they meet or exceed accessibility and language support standards. - Where identified, implement proportionate improvements to guidance or tools to improve accessibility. - Review and update compliance and enforcement tools to ensure accessibility and visibility of language support.	Communications, Stakeholder Engagement, Business Service Areas
2.3	Build staff capability to engage interpreter and translation services and address language service barriers	- Provision of translation and interpreter services where required to support approvals, licensing, compliance activities, and engagement associated with advisory and policy functions. - Maintain guidance and training for staff to ensure capability on when and how to use language services. - Identify and address any found barriers to service access.	- Maintain guidance material on engaging interpreter and translation services that is accessible to all employees. - Increase employee awareness of when and how to use language services at least annually via a variety of communication methods. - Where identified, implement proportional improvements to address barriers to language service access.	Communications, Business Service Areas

WAMPF policy priority 3: Economic, social, cultural, civic and political participation



Actions delivered under the Multicultural Plan 2023–26 strengthened understanding of how our CaLD employees contribute positively within the Department. We also focused on partnering with other government agencies, local government, industry groups and the community, to provide targeted water licensing and compliance information.

This plan builds on that foundation by embedding inclusive participation principles into corporate engagement frameworks, consultation guidance and regulatory practice protocols aligned to regulatory risk and impact.

WAMPF Strategy	Action	Delivery mechanism	Key performance indicators	Owner
3.1	Support equitable career development for CaLD employees	Equitable access to development opportunities and leadership development programs for CaLD employees.	- Provide a variety of development opportunities and leadership development programs for employees. - By December 2027, improve capacity to monitor employee participation in development opportunities by diversity target group.	Human Resources
3.2	Report and monitor employment and workforce data, aiming to be representative of the diversity of our broader community	Monitor CaLD participation and progression through workforce dashboards and equity indicators, with reporting through established workforce governance.	- Ongoing monitoring of CaLD employee workforce data and CaLD equity index through workforce dashboards. - Report at least annually on CaLD workforce indicators.	Human Resources
3.3 3.4	Build connections with culturally diverse communities, industry and stakeholders across Western Australia	- Work with diverse business groups to develop culturally and linguistically appropriate explanations about water, waste and environmental regulatory systems. - Work with other government agencies, exploring opportunities to engage with international delegations in shared work on water, environment, climate change and the circular economy, lifting cross-cultural awareness of our staff.	- Delivery of engagement activities, products and/or partnerships tailored to CaLD audiences. - Collaborate with other government agencies, CaLD organisations, intermediaries or networks as opportunities are identified.	Business Service Areas

Governance, accountability and reporting

► Governance

Multicultural outcomes are governed through the Department's established enterprise governance structures rather than a standalone implementation committee or program. Accountability sits with senior officers responsible for workforce, service delivery, regulation and corporate governance, consistent with existing delegations and leadership responsibilities.

This approach supports sustainability, reduces duplication and ensures multicultural considerations are integrated into everyday decision-making, risk management and performance oversight.

► Performance Indicators

Key Performance Indicators are designed to be proportionate to a strategic, department-level plan and will be monitored and reported through existing governance and reporting mechanisms.

► Reporting

Progress against this plan is monitored and accountable through existing enterprise reporting and governance mechanisms. This includes:

- monitoring through existing workforce, service and performance reporting
- reporting under the WAMPF
- integration of multicultural considerations into enterprise risk, planning and assurance processes.

► Review Cycle

This plan remains current for 2026–29 but will be reviewed if there are impactful policy, legislative or whole-of-government direction changes.



This plan affirms multicultural capability as core business for the Department – aiming to strengthen trust, care, collaboration and effectiveness in delivering outcomes for Western Australia now and into the future.

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