



Department of Planning,
Lands and Heritage

MULTICULTURAL ACTION PLAN

2021-2025





Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

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Message from the Director General



More than half of all Western Australians have one or both parents born overseas, making Western Australia one of the most diverse and fastest growing communities in Australia.

The Department of Planning, Lands and Heritage (the Department) is in the business of creating communities that plan for our future, respecting our past and creating exciting opportunities for today. People are at the forefront of everything we do as a Department, from the customers we serve, to the stakeholders with whom we engage, and the colleagues and businesses we work with every day.

This Multicultural Action Plan has been developed to help establish a clear and future focused framework to respond to our diverse workforce and stakeholder needs.

Workplaces must be representative of the community and customers they serve, and cultural diversity is integral to being able to truly support our stakeholders. For our Department, it is also about capturing talent, boosting innovation and encouraging productivity across all sectors of our community. We strive to provide a workplace where all staff feel valued and recognised for their unique qualities, ideas and perspectives and in which they are supported to reach their full potential; where every customer and stakeholder is treated equally, and with respect; and where we can work collaboratively with people from culturally and linguistically diverse backgrounds.

We are committed to meeting and exceeding our diversity targets by 2025 and to establishing a workforce that appropriately reflects the diversity of the Western Australian community. We continue to build strong stakeholder relationships through meaningful engagement and professional delivery of our services.

Our Multicultural Action Plan leverages the diversity of our workplace, our inclusive engagement practices and our commitment to people, places, and community in the planning and management of land and heritage for all Western Australians.

Jodi Cant

Director General

About the Department of Planning, Lands and Heritage

Formed in 2017, the Department brings all State land use and heritage responsibilities under the one umbrella to shape the future of our cities, regions and towns.

Responsible for State-level land use planning and management, and oversight of Aboriginal cultural heritage and built heritage matters, the Department supports State Government Ministers and administers a wide range of legislation.

We plan how to make 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.

Our key focus areas are:

- Aboriginal heritage and land management
- Crown land administration
- historic heritage conservation services
- integrated land and infrastructure policy development
- land use planning and policy development.



The vast scope of our work ranges from managing much-loved State assets such as Fremantle Prison and Whiteman Park, to overseeing the Aboriginal Lands Trust and Crown Land estates, to working closely with other State Government departments on strategic Government priorities such as METRONET.

The Department is committed to providing a safe, flexible and respectful environment for staff, customers, and other stakeholders. We strive to:

- position the Department as an employer of choice that attracts people aligned with our values and reflective of the community we serve
- create a supportive and inclusive culture
- remove barriers to equal participation in, and enjoyment of, all aspects of society - the social, political, cultural and economic pillars of our community
- facilitate the inclusion and empowerment of members of all communities
- ensure that individual customers' needs are met through provision of high quality, accessible, professional and culturally responsive policies, programs and services.



Workforce Diversity in the Department

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

The table below provides a snapshot of performance for the September 2020 quarter against the Public Sector Commission 2025 targets¹. It illustrates our consistent performance that exceeds the 15.5 per cent target for employment of people of culturally and linguistically diverse background and the 3.7 per cent target for employment of Aboriginal and Torres Strait Islander people.

Comparison data for the previous two quarters and against September 2019 performance are also detailed to illustrate the changing trends across all areas of diversity.

	2025 targets	September 2019 performance	June 2020 performance	September 2020 performance
Women	N/A	57.6%	58.0%	58.1%
Women in Senior Executive Service	50%	42.9%	50%	46.2%
Aboriginal and Torres Strait Islander people	3.7%	4.3%	4.2%	4.2%
People with disability	5%	3.0%	3.0%	3.0%
People of culturally and linguistically diverse backgrounds	15.5%	17.6%	17.6%	16.9%
Youth (age < 24)	5.8%	2.3%	3.2%	3.1%
Mature (age > 45)	N/A	47.1%	47.6%	47.5%

¹ Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025 <https://www.wa.gov.au/government/publications/workforce-diversification-and-inclusion-strategy-wa-public-sector-employment-2020-2025>

Multicultural Policy Framework

The [Western Australian Multicultural Policy Framework](#) (the Framework) was launched by the State Government in March 2020 and has three policy priorities for the public sector:

- harmonious and inclusive communities
- culturally responsive policies, programs and services
- economic, social, cultural, civic and political participation.

The Framework requires all Government departments and agencies to prepare an action plan to achieve these policy priorities.

The purpose of our Multicultural Action Plan is to ensure that the intended benefits of the State Framework are realised by our department, by providing a clear and objective basis for measuring our commitment and performance against actions and targets. These actions and targets are

aimed at improving services and responding to the needs of Western Australia's culturally and linguistically diverse population.

The Multicultural Action Plan covers the Department and includes activities undertaken by the Department on behalf of – or as authorised by – its affiliated authorities, boards and committees. It outlines current progress and planned actions that support achievement of the policy priorities outlined in the Framework.



Promoting Multiculturalism

Cultural diversity is undoubtedly one of the greatest strengths of our Department. We are committed to practices that recognise and optimise the benefits that cultural diversity brings to any organisation and to providing all staff, stakeholders and customers with the opportunity to make contributions to our strategic objectives.

The Department uses innovative ways to promote cultural diversity among staff, as detailed below.



Staff profiles

Aligned with celebrations and days of observance, the Department has curated and shared staff profiles through internal communication channels. These profiles are an opportunity to celebrate and showcase the cultural diversity across our workforce, raise awareness of different cultures and foster connections among staff which contribute to an inclusive culture.

Relma Bule-Turner

Project Officer (Pilbara Office)

When did you start at the Department?

I commenced employment with Department in 2017. I was a Regional Lands Officer with the former Department of Aboriginal Affairs.

What is your ethnicity background?

Country: Solomon Islands

Ethnicity: Melanesian

I am from the New Georgia Island, but my heritage stretches across the whole Western province. I came from a very large tribe. I am married to a British/Australian for 24 years and have three young adults. We lived in Canberra prior to moving to Western Australia.

My first work in Western Australia was in Kalumburu Aboriginal Community in the Kimberley. My husband was the first community child protection worker following the 'Gordon Report' (2005-2006). I worked for the Kalumburu Aboriginal Corporation, supporting the women with training and office administration work.

What do you like about working at DPLH?

I like learning about how land is managed in Western Australia. I like learning about the other divisions and areas within the Department and I particularly like the opportunities to work collaboratively with a diverse group of colleagues. I appreciate the support and care received from the Department for regional officers.

What benefits of working collaboratively with other diverse ethnicities do you see?

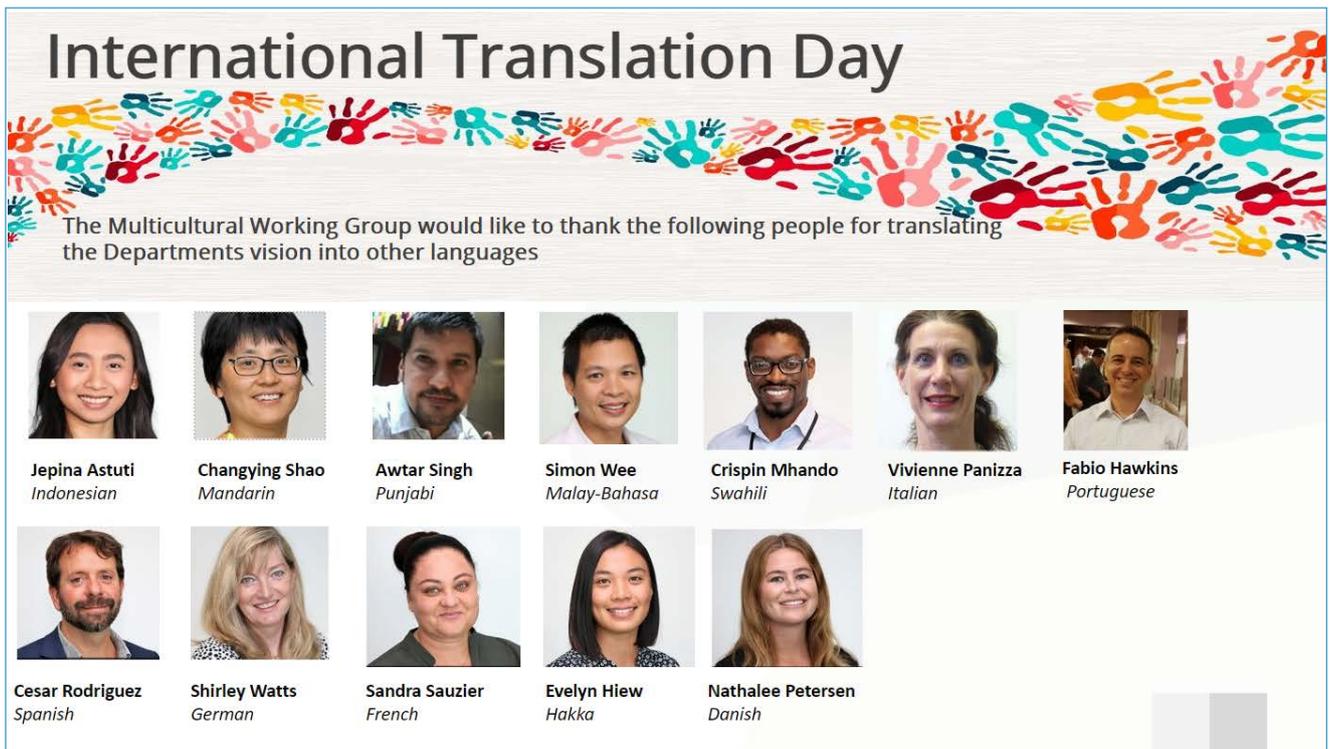
I believe working with diverse ethnicities is the antidote to ignorance, racism and any form of discrimination against people from other cultures. Collaboration gives you the opportunity to see how others work and learn new techniques. I have learnt a lot about other cultures while working at the Department.



Short videos and presentations

In addition to publishing staff profiles, we have explored other innovative ways of engaging staff in conversations and information-sharing related to diversity and inclusion initiatives. Short videos and [presentations](#) posted on large digital screens in communal areas of the office have been highly successful.

To recognise International Translation Day in 2020, staff produced a [short video](#) translating the Department's vision statement into 13 different languages, each spoken by a staff member fluent in their native tongue – Indonesian, Mandarin, Punjabi, Malay Bahasa, Swahili, Italian, Portuguese, Spanish, German, French-Notre, Hakka and Danish. The video also raised awareness of our Language Services procedures to ensure the Department's business accommodates for culturally and linguistically diverse community members and stakeholders. Staff engagement with the initiative was high, with registrations of interest for participation in future activities showcasing the Department's linguistic diversity and reflecting a safe and inclusive workplace.



International Translation Day

The Multicultural Working Group would like to thank the following people for translating the Departments vision into other languages

 Jepina Astuti <i>Indonesian</i>	 Changying Shao <i>Mandarin</i>	 Awtar Singh <i>Punjabi</i>	 Simon Wee <i>Malay-Bahasa</i>	 Crispin Mhando <i>Swahili</i>	 Vivienne Panizza <i>Italian</i>	 Fabio Hawkins <i>Portuguese</i>
 Cesar Rodriguez <i>Spanish</i>	 Shirley Watts <i>German</i>	 Sandra Sauzier <i>French</i>	 Evelyn Hiew <i>Hakka</i>	 Nathalee Petersen <i>Danish</i>		

Storytelling

Aligned to relevant social days of observance, staff have shared their personal journeys of building a life here in Western Australia, sharing awareness of the challenges and opportunities being experienced in their birth countries, outlining cultural observations and challenges they have experienced since migrating, and celebrating what they value about working for the Department and living and working in Western Australia. These personal journeys also increase awareness of the challenges that people from culturally and linguistically diverse backgrounds have experienced in the community.

My Story: **Ajith Kodituwakku**

Principal Application Developer

I migrated to Australia on 25 September 1992 with my wife and 2-year-old son. The catalyst for our move to Australia from Sri Lanka was the Sri Lankan Civil War. The situation in Sri Lanka was particularly tense and extremely dangerous for my family and I because I was an Engineering Officer in the Sri Lankan Air Force.



I was really grateful for the opportunity to come to Australia and upon arriving here I enrolled in University and graduated with a degree in Information Technology and Computer science. I started my career in Perth at the Department of Land Administration in Midland and from there I have worked at the Department of Planning and Infrastructure and I moved to Department in 2017. My career in Western Australian government departments has spanned more than 25 years. I have really enjoyed the diversity in the Department and I love learning about various cultures from different people.

I believe that my family has acclimated so well into Australia because we embraced the culture, especially the love Australians have for sport. I played a relatively high level of cricket in Sri Lanka, playing in the National Competition. When I moved to Australia I began coaching cricket and was able to coach my son throughout his junior cricketing career and I am still involved in the game through umpiring. My son and I fell in love with the AFL and we were Fremantle Dockers fans while he was growing up but have since become Adelaide Crows fans as my son is the Head of Analytics at the Crows.

My wife and I have embraced our local community. We really love the democratic freedoms of Australia and are grateful that we were able to raise our family here.

To me social cohesion means a society where people of many cultures can live harmoniously and where everyone is free to practice their own cultural norms without fear of being persecuted.

Staff development and support

The Department is committed to continuous training and development opportunities for staff through cultural awareness training. Cultural awareness training, focused on engagement with Aboriginal people and communities, is mandatory for all staff. These sessions consider how we can provide a culturally responsive service to customers and stakeholders and improve partnerships and relationships with Aboriginal people in our day-to-day business.

Reporting on progress

The Department will report on progress of actions and key performance indicators in its Annual Report each year.



Policy Priority 1: Harmonious and Inclusive Community

Strategy: Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally and linguistically diverse backgrounds.

Outline: What are the actions taken to promote the benefits of cultural and linguistic diversity. What are the actions taken to celebrate the achievements of people from culturally and linguistically diverse backgrounds.

The Department promotes the benefits of cultural and linguistic diversity through celebrating social and community days of observance, by hosting events, publishing stories and sharing content and information focused on the achievements of our people.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Promote Diverse WA online training to build cultural capability, with the target of 50 per cent of staff completion of the course.	June 2022	Long term	Business and Corporate Services	Planned
Hold events to recognise National Reconciliation Week and NAIDOC Week.	May 2021 July 2021	Short term	Reconciliation Action Plan Working Group	Planned
Teams to plan targeted events in recognition of Harmony Day.	March 2021	Short term	Executive Managers	Planned
Publish a minimum of two articles per calendar year celebrating achievements of employees from culturally and linguistically diverse backgrounds.	December 2021	Medium term	Business and Corporate Services	Planned

KPI:

- 50 per cent of staff have completed 'Diverse WA' training by June 2022.
- Two articles published celebrating achievements of staff from culturally and linguistically diverse backgrounds per year.
- Minimum of three events held (either Department or division-wide) each calendar year.

Policy Priority 1: Harmonious and Inclusive Community

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

Outline: What are the actions taken to prevent, monitor and respond to racism; individual cases of racial discrimination and systemic racial discrimination; and workplace racial harassment and discrimination.

The Department addresses racism and discrimination through:

- implementing governance and processes that prevent racism and discrimination in the Department, including Code of Conduct, Values Statements, the Diversity and Inclusion policy, Workplace Issue Resolution policy and procedures, and robust recruitment practices
- raising awareness of reporting mechanisms and support services to build a workplace that is free from all forms of discrimination, bullying and harassment
- providing cultural awareness training to all employees.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Incorporate Substantive Equality policy outcomes into staff inductions and management training.	June 2021	Short term	People, Capability and Innovation	Planned
Establish a Contact Officer network to provide safe reporting opportunities.	December 2021	Medium term	People, Capability and Innovation	Planned
Hold mandatory anti-discrimination and bullying training courses, with the target of 100 per cent staff completion.	December 2021	Medium term	People, Capability and Innovation	Planned

KPI:

- 100 per cent of staff completed anti-discrimination and bullying training.

Policy Priority 1: Harmonious and Inclusive Community

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

Outline: What actions have taken place to create welcoming and inclusive workplaces for staff, customers and clients.

The Department prides itself on its inclusive and welcoming workplace culture where staff are valued and recognised for their unique qualities, ideas and perspectives, and where they are supported to reach their full potential. The Department is committed to:

- positioning itself as an employer of choice that attracts people aligned with its values and reflects the community it serves
- providing a flexible workplace environment that supports flexible working hours and styles, and which supports the cultural differences and needs of a diverse workforce
- supporting diversity and inclusion champions to identify and deliver small scale initiatives to promote a culture of inclusion.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Raise awareness of reflection rooms and facilities for staff to use for personal reflection, meditation or prayer.	March 2021	Short term	Governance and Performance	Planned
Promote the Department's flexible working arrangements and how these can support staff to achieve work-life balance.	December 2021	Medium term	All business areas	Planned
Raise awareness of the Department's Inclusivity Statement.	July 2021	Short term	Governance and Performance	Planned
Completion of mandatory Code of Conduct, Accountable and Ethical Decision Making and Cultural Awareness Training within two months of commencement, or two months of recompletion date.	December 2021	Medium term	All business areas	Planned

KPI:

- Two internal communications to raise awareness of reflection, meditation and prayer facilities.
- Per cent of staff adopting flexible working arrangements.
- 100 per cent mandatory training completion targets achieved

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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

Outline: What are the actions taken to develop culturally responsive policies and strategies for corporate planning and reviews; procurement processes; and customer service and/or service delivery.

The Department has integrated Multicultural Policy Framework goals into planning processes by having:

- diversity goals embedded in the Department's Strategic Plan
- implemented a workforce and diversity strategy, supported by relevant policies, procedures and plans
- implemented the Western Australian Aboriginal Procurement policy and exceed performance targets.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Develop checklists to align policy development to include multicultural policy goals.	March 2021	Short term	Governance and Performance	Planned
Continue to actively implement Aboriginal Procurement Policy, with performance targets exceeded quarterly.	June 2022	Long term	Finance	Planned

KPI:

- Number of corporate policies and procedures reviewed to align to Multicultural Policy Framework goals.
- Achievement of Aboriginal Procurement Policy targets.

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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

Outline: What are the strategies/initiatives taken to identify inequalities in service access and outcomes for people of culturally and linguistically diverse backgrounds and actions taken to address identified barriers.

The Department will:

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Design new ICT systems and services to consider the access requirements of customers from culturally and linguistically diverse backgrounds.	June 2021	Short term	Business Information Services	Ongoing

KPI:

- Number of complaints or negative feedback about accessibility of online systems and services.

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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

Outline: What are the actions taken to address language service barriers to ensure equitable access to information, services and complaints processes.

In support of this strategy, the Department has reviewed its Complaints Management processes and Language Services Procedure to ensure that language is not a barrier to equitable access to information and services. The Department's information is available on request in accessible formats and in languages other than English.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Include reference to obtaining access to our language services in all departmental published materials.	June 2022	Long term	Governance and Performance; Communications and Engagement	Ongoing
Promote to internal staff the language services available for customers at least twice a year.	June 2022	Long term	Governance and Performance	Planned

KPI:

- Number of times policy and procedure documents are requested in accessible formats or in languages other than English (ideally seeing an increasing upward trend in requests, to support that our promotion of the service is working).
- Number and type of complaints made by people from culturally and linguistically diverse backgrounds.

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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.

Outline: Actions taken to capture cultural and linguistic data and actions taken to use the data to plan for policies, services and agency outcomes.

The Department will:

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Investigate opportunities to collect customer data.	November 2021	Medium term	Governance and Performance	Planned

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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.

Outline: What are the actions taken to create opportunities for people from culturally and linguistically diverse backgrounds to provide meaningful input into relevant policies, programs and systems.

The Department enables culturally diverse communities to have meaningful input into policies, programs and systems through its open consultation and engagement practices, which are widely promoted via a range of platforms, including social media.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Review consultation processes to enable diverse communities to have meaningful input into policy, programs and systems.	December 2021	Medium term	Communications and Engagement	Ongoing
Develop an Aboriginal Stakeholder Engagement Strategy.	December 2021	Medium term	Reconciliation Action Plan Working Group	Planned

KPI:

- Number of consultation processes reviewed and adjusted as required.
- Aboriginal Stakeholder Engagement Strategy endorsed.

Policy Priority 2: Culturally Responsive Policies, Programs and Services

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

Outline: Recruitment strategies that encourage a culturally and linguistically diverse workforce. What actions are taken to develop a culturally competent workforce.

The Department's recruitment and selection processes facilitate workforce diversity through innovative and engaging practices to attract, recruit and retain a workforce that represents the community it serves.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Review recruitment processes and implement innovative practices to attract a diverse mix of applicants, with diversity mix represented in the selection process.	July 2021	Short term	People Capability and Innovation	Planned
Collaborate with the Public Sector Commission on the development of sector-wide cultural competency training programs.	December 2021	Medium term	People, Capability and Innovation	Planned
Implement requirement for Chairs of selection panels to consider diversity of representation on recruitment panels.	June 2021	Short term	People, Capability and Innovation	Planned
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.	June 2022	Long term	People, Capability and Innovation	Planned
Review job advertisements and recruitment information for barriers and implement changes to language and style of job advertisements and recruitment information to increase applications from diversity groups.	June 2021	Short term	People, Capability and Innovation	Planned

KPI:

- Per cent of applicants from diversity groups who have applied for departmental positions.
- Number of selection panels conducted with culturally and linguistically diverse representation.

Policy Priority 3: Economic, Social, Cultural, Civic and Political Participation

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

Outline: What actions are taken to achieve equitable representation of people from culturally and linguistically diverse backgrounds in all levels of the workplace, including in board roles. What actions are taken to involve people from culturally and linguistically diverse backgrounds in decision-making roles and processes.

The Department has implemented a range of initiatives to improve representation from culturally and linguistically diverse backgrounds in decision making. This includes:

- the appointment of an Aboriginal staff member to the Department’s Corporate Executive
- establishing and ongoing monitoring of workforce diversity targets
- providing quarterly workforce profile reporting to the Corporate Executive to show distribution of diversity groups across the Public Service and Government Officers General Agreement levels in the Department.

Actions/Deliverables	Timeframe	Term	Responsible Owner	Status
Plan campaigns to encourage staff and members of boards and committees to update their equal employment information (diversity data) on their payroll information.	July 2021	Short term	People, Capability and Innovation	Planned
Review processes for board and committee membership, including internal committees, to improve data collection and identify and address barriers to participation.	July 2021	Short term	Governance and Performance; Committee Support	Planned
Maintain representation of an Aboriginal and Torres Strait Islander staff member on the Corporate Executive.	June 2022	Long term	Director General	Planned

KPI:

- Number of board and committee members from culturally and linguistically diverse backgrounds.