



## **Multicultural Plan 2025 - 2030**

This Multicultural Plan 2025-2030 can be made available in alternative formats and languages if required.

## Contact Details

**Telephone:** (08) 9220 7555 or 1800 117 000 (toll free from landlines)



**Translating and Interpreting Service (TIS National):** 131 450  
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Quote 08 9220 7555

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### Postal Address

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### Street Address and Office Location

Level 2, 469 Wellington Street  
PERTH WA 6000

Office hours are 8:30am to 4:30pm, Monday to Friday

The Office is located in Albert Facey House. If you need an interpreter or have special access needs, please call reception on (08) 9220 7555.

The office of the Ombudsman acknowledges Aboriginal and Torres Strait Islander people of Australia as the traditional custodians of Australia. We recognise and respect the exceptionally long history and ongoing cultural connection Aboriginal and Torres Strait Islander people have to Australia, recognise the strength, resilience and capacity of Aboriginal and Torres Strait Islander people and pay respect to Elders past, present and future.

## Foreword

This Multicultural Plan 2025-2030 aligns with the Ombudsman's vision of fair, accountable and responsive decision-making and practices, with one of our core values to provide our services equitably to all Western Australians.

We recognise that there are societal barriers that limit full participation in the community. Being impartial is not enough, our services must proactively apply accessible and inclusive strategies. The actions in this plan were developed in collaboration with our staff and consultation with organisations working with culturally, ethnically and linguistically diverse communities. The actions consider ways to overcome obstacles to facilitate access, ensure independence, choice and control over their own lives for all those who need our services.

This plan outlines the measures to ensure that both our staff is diverse and a fair representation of our population, and guide how we meet the needs of everyone in the Western Australian community. As we continue to consolidate the actions that were implemented in the Multicultural Plan 2021-2025, we recognise the need to meet gaps that still exist and have been addressed in this revised plan. We welcome your ongoing feedback and suggestions to help us improve, by contacting us via email at [mail@ombudsman.wa.gov.au](mailto:mail@ombudsman.wa.gov.au) or alternative contact details on page 2 of this plan.



Bevan Warner  
**OMBUDSMAN**



Information stall with translated information at the City of Belmont's Harmony Day

# Ombudsman Western Australia

## Role of the Ombudsman

The Ombudsman is an independent and impartial officer of the Western Australian Parliament with power to investigate the actions of public authorities including State Government agencies and local governments.

## Functions and services provided by the Ombudsman

The office of the Ombudsman (**the Office**) has five principal functions. The Office:

- Receives, investigates and resolves complaints about State Government agencies and local governments;
- Reviews child deaths and family and domestic violence fatalities;
- Undertakes own motion investigations;
- Undertakes the Reportable Conduct Scheme; and
- Undertakes a range of additional functions, including statutory inspection and monitoring functions.

The Ombudsman is also the Energy and Water Ombudsman Western Australia. The Energy and Water Ombudsman investigates and resolves complaints about electricity, gas and water providers.

## Our key stakeholders

Our key stakeholders and contacts are:

- People in the WA Community
- State Government agencies and local governments
- Organisations covered by the Reportable Conduct Scheme
- Parliament of Western Australia.



## The Western Australian Multicultural Policy Framework

The Western Australian Multicultural Policy Framework (**Framework**) was launched on 17 March 2020. As a public sector entity, Ombudsman Western Australia is required to develop a Multicultural Plan to implement the Framework.

The Office is committed to implementing the three priority areas under the Framework:

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

## Our Multicultural Plan

This Multicultural Plan is a five-year plan and will act as a key strategic document to guide the Ombudsman's service responsiveness, employment opportunities and community outputs for people of culturally and linguistically diverse (**CaLD**)<sup>1</sup> backgrounds.

The Multicultural Plan will be monitored throughout its five-year period. Progress of the plan will be reported annually through the Office's annual report and directly to the Office of Multicultural Interests.

Our Multicultural Plan should also be read in conjunction with our Disability Access and Inclusion Plan and our Workforce and Diversity Plan, recognising the intersectionality between CaLD background and other diverse characteristics, such as disability, gender identity, Aboriginal and Torres Strait Islander status.

This Multicultural Plan was developed with input from our staff, including staff from CaLD backgrounds. We also consulted the CaLD community by sending a draft to 35 multicultural organisations. We are grateful for the input from the Office of Multicultural Interests, KIN Disability Advocacy Inc and the Nepali Association of Western Australia Inc.

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<sup>1</sup> 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. We use this term in this Multicultural Plan as it is the term used in the Western Australian Government's Multicultural Policy Framework.

## Our achievements

During the period of our previous Multicultural Plan 2021-2025, we made progress towards the priorities under the Framework:

- All new staff are required to complete the Diverse WA eLearning module on cultural competency produced by the Office of Multicultural Interests. At 31 March 2025, 81.7% of staff have completed this training.
- We established an Equity, Diversity and Inclusion (**EDI**) Council with staff representatives from different diversity groups including people from CaLD backgrounds.
- The EDI Council publishes a calendar of culturally significant events. Cultural events are promoted throughout the year including posters around the office and news on the Office's intranet.
- The proportion of employees from CaLD backgrounds is reported to our Corporate Executive. The dashboard report now includes information about staff from CaLD background at each employment level. At 31 March 2025, 11.8% of staff are CaLD, compared to the public sector target of 15%, so we recognise that further work is required.
- We reviewed our job advertisements to make them more culturally inclusive and encourage people from diverse cultural backgrounds to apply for positions.
- We continued to collect demographic information about people accessing our services, including country of birth and language spoken at home. This helps us identify the need for an interpreter. Statistical information is used to monitor access to our services by the CaLD community.
- We specifically identify CaLD organisations and groups for e-newsletters and news about our events.
- We updated our Language Services Policy.
- We held information stalls at cultural events such as the Multicultural Communities Council of WA's Mental Health Symposium and City of Belmont Harmony Day.
- We provided staff training on diversity issues, such as a session on the language of inclusion which addressed unconscious bias.
- Our staff have a guideline on working with translators and interpreters.

# Policy Priority 1 – Harmonious and inclusive communities

## Policy outcome

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

## Strategies

### 1.1 Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds.

Action	Responsibility	Measures	Timeframe
1.1.1 Celebrate and acknowledge events of cultural, linguistic or religious significance.	EDI Council	<ul style="list-style-type: none"><li>• Publish a calendar of key culturally important dates.</li><li>• At least three CaLD events each year are celebrated/promoted (eg all-staff e-news, morning tea)</li></ul>	Ongoing (review annually)

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

Action	Responsibility	Measures	Timeframe
1.2.1 Investigations will consider whether the policies or practices of agencies in our jurisdiction are discriminatory or unfairly adverse to a particular group, including CaLD communities.	Reviews, Own Motion Investigations & Monitoring, Complaint Resolution	<ul style="list-style-type: none"><li>• Protected Entertainment Precincts monitoring will examine and report on the impact on CaLD communities.</li><li>• Complaint Resolution will develop a practice guide on handling cases where there is an apparent language or cultural barrier, and that ensures any communication or referral supports the person's needs.</li></ul>	30 June 2026  31 December 2026
		• See also 2.5.1	

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

Action	Responsibility	Measures	Timeframe
1.3.1 Create a sense of belonging for all cultural, linguistic and religious groups in the Office.	Business Services & EDI Council	<ul style="list-style-type: none"><li>• Create a Diversity and Inclusion Intranet page.</li><li>• EDI Council invites nominations for participation annually</li></ul>	30 June 2026  Annual

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

Action	Responsibility	Measures	Timeframe
1.4.1 Increase cultural competency skills of staff members through delivery of relevant training programs.	Human Resources	<ul style="list-style-type: none"> <li>• At least 90% of staff complete Diverse WA cultural awareness eLearning.</li> <li>• Frontline staff receive training in using interpreters.</li> <li>• At least one other face-to-face training program addressing cultural competency will be delivered to staff in the life of this plan. This training will address different cultural considerations for different communities (eg Muslim, South Asian etc)</li> </ul>	<p>Ongoing (review annually)</p> <p>30 June 2026</p> <p>30 June 2030</p>



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

### Policy outcomes

- All Western Australians are informed and have equitable access to government services.
- Programs and services are culturally appropriate to the needs of all Western Australians.
- Customised CaLD specific services are provided for those who need them.
- A workforce that is culturally competent and representative of its community, and business and client needs.

### Strategies

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

Action	Responsibility	Measures	Timeframe
2.1.1 Our Multicultural Plan will be recognised as a key document for strategic and corporate planning.	Corporate Services	<ul style="list-style-type: none"><li>• The corporate compliance calendar will incorporate the Multicultural Plan actions to track progress which will be reported to Corporate Executive.</li></ul>	30 June 2026

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

Action	Responsibility	Measures	Timeframe
2.2.1 Use cultural and linguistic data across the Office's complaint handling services to inform service delivery	Data collection: Intake, Early Resolution, Investigations, Energy & Water	<ul style="list-style-type: none"><li>• At least 40% of complaints have country of birth and language data collected.</li><li>• Conduct an annual analysis of diversity data, including the intersectionality of disability, gender and other demographics.</li></ul>	Ongoing (review annually) Annually.
	Data analysis: Business Services	<ul style="list-style-type: none"><li>• Use data to inform an awareness campaign for one or more underrepresented language/cultural groups.</li></ul>	30 June 2027

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

Action	Responsibility	Measures	Timeframe
2.3.1 Ensure our communications are accessible to people from diverse backgrounds and languages.	Business Services	<ul style="list-style-type: none"> <li>Review our translated information sheets, including prioritising languages for low- and no-English literacy communities.</li> <li>Ensure our website includes a translation function.</li> <li>All new or reviewed brochures and information sheets achieve an English reading level equivalent to grade 9 (14 years) or below.</li> <li>Finalise an Easy English booklet for each of our public functions.</li> <li>Translate in audio or video format communications.</li> </ul>	30 June 2026 30 June 2026 Ongoing 30 June 2026 30 June 2028

## 2.4 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
See 2.2.1

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

Action	Responsibility	Measures	Timeframe
2.5.1 Our reviews of certain deaths consider whether the services that agencies provide result in inequities to CaLD communities	Reviews Team	<ul style="list-style-type: none"> <li>Annual report will include CaLD demographic patterns and trends identified in reviews, where available.</li> <li>Where systemic issues relating to inequities to CaLD communities are identified in death reviews, the Ombudsman will make recommendations for improved outcomes.</li> </ul>	31 December 2026 Ongoing
2.5.2 Encourage the participation of CaLD organisations in consultation on major projects and reports.	Own Motion Investigations Team	<ul style="list-style-type: none"> <li>Engage with CaLD community organisations for relevant major own motion investigations.</li> </ul>	As required

Action	Responsibility	Measures	Timeframe
2.5.3 Ensure that CaLD people and organisations are included in any public consultation or feedback mechanisms run by the Office.	Business Services	<ul style="list-style-type: none"> <li>• Organisation surveys are sent to CaLD organisations.</li> </ul>	Ongoing (reviewed annually)

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

Action	Responsibility	Measures	Timeframe
2.6.1 Expand inclusive recruitment practices to eliminate unconscious bias and reduce barriers to applications and progression of candidates from CaLD backgrounds.	Human Resources	<ul style="list-style-type: none"> <li>• Report to the Corporate Executive on the proportion of applicants who are CaLD.</li> <li>• Implement contemporary recruitment practices such as training on unconscious bias for panel members/managers, 'blind' shortlisting and/or increasing diversity of panels.</li> </ul>	Ongoing (annually)  31 December 2026

## 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.

### Strategies

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

Action	Responsibility	Measures	Timeframe
3.1.1 Support the career progression of staff from CaLD backgrounds.	Human Resources	<ul style="list-style-type: none"><li>• The Workforce Dashboard will report to Corporate Executive the proportion of staff from CaLD backgrounds across all levels.</li><li>• The management development program and/or any internal selective development programs have a target of equitable representation of staff from CaLD backgrounds.</li></ul>	Ongoing (biannually) 30 June 2027

#### 3.2 Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.

Action	Responsibility	Measures	Timeframe
3.2.1 Ensure staff from CaLD backgrounds have a say on key internal committees and forums.	EDI Council	<ul style="list-style-type: none"><li>• Maintain CaLD representation on the EDI Council, and maintain EDI Council representation on the Staff Consultative Committee</li></ul>	Ongoing

Also see 3.1.1

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

Action
Not applicable. This Strategy is not relevant to the role and functions of the Ombudsman.

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

Action	Responsibility	Measures	Timeframe
3.4.1 Engage with CaLD communities to promote our services.	Business Services	<ul style="list-style-type: none"><li>• Each regional visit will identify and include promotion to at least one CaLD organisation.</li><li>• Collaborate with CaLD organisations to participation in at least two CaLD events, presentations or forums each year.</li><li>• Our e-News mailing list includes multicultural and religious organisations, including smaller and emerging migrant communities.</li></ul>	Ongoing

**3.5 Develop and strengthen global connections through partnerships with Western Australia's cultural and linguistic communities and businesses.**

Action
Not applicable. This Strategy is not relevant to the role and functions of the Ombudsman.



## **Ombudsman Western Australia**

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