



Multicultural Action Plan 2025 - 2027

Ngulluckiny moort nitja nyinniny mia Mandjar
all Landgate katitjiny noonar Whadjuk Noongar
boordier nitja boodjar ngulluckiny nyinniny
Mandjar mia aka Landgate.
Ngulluckiny katitj wer buranginy quop wirrin
noonook Whadjuk Noongar birdier. Ngulluckiny
buranginy moorditj wirrin woortbiriny wer
doordook nitja boodjar.



Available

Now - 1:30 pm

Available

2:00 pm - 12:00 am

Contents

Message from the Chief Executive.....	4
Acknowledgement of Country.....	4
Who we are.....	5
Landgate’s Multicultural Action Plan.....	9
Policy priority 1 – Harmonious and inclusive communities.....	10
Policy priority 2 – Culturally responsive policies, programs and services.....	12
Policy priority 3 – Economic, social, cultural, civic and political participation.....	14



Message from the Chief Executive

I am pleased to present Landgate's Multicultural Action Plan (MAP) 2025 - 2027. This plan reflects our vision and commitment to fostering an inclusive workplace, where everyone can bring their authentic self to work, reach their full potential, access the same opportunities, and experience a sense of belonging.

At Landgate, our actions reflect our values. This MAP builds on the key strategies outlined within our Workforce and Diversity Plan, supports our strategic direction, and is aligned with the principles of the Western Australian Multicultural Policy Framework. We believe that building a diverse and culturally competent workforce has tangible benefits, including an engaged and innovative workforce that is ready to respond to the needs of the Western Australian public we serve.

We value the importance of understanding and addressing the diverse experiences of our staff, so that all individuals feel safe, respected, and supported in their unique identities. Through this lens, and by taking a holistic view across all our diversity groups, we intend to shift the way we think about inclusion and equity, ensuring we meet the needs of all customers and colleagues, regardless of their background.

As we progress the implementation of our MAP over the next two years, I encourage all staff to actively engage with this plan and to contribute to a Landgate where all individuals can thrive.

Trish Scully
CHIEF EXECUTIVE



Acknowledgement of Country

Landgate recognises the diversity of the Aboriginal peoples of Western Australia and respectfully acknowledges the Traditional Owners and Custodians of the land on which our offices are situated, the Whadjuk and Wardandi Noongar peoples, and their connection to this land and its waterways. We pay our respect to Elders past and present and those who will follow in their footsteps. We equally extend that respect to the many Aboriginal peoples and language groups across Western Australia.

Who we are

Landgate is Western Australia's Land Information Authority, proudly serving our community, government and industry customers.

We support the sustainable economic, social, and environmental management and development of land in Western Australia by securing land interests, valuing property, and providing and promoting the use of location information and services.

At Landgate, we see a future in which the *where* is central to how we make sense of our world, by accurately locating things on the ground, knowing what they are worth and securing interests in property.

As we pursue this vision, we deliver on our purpose to support the sustainable economic, social, and environmental management and development of land in Western Australia via three core functions:



Locate

We capture, maintain and deliver accurate location information across Western Australia for use in everything from emergency services to agriculture and land use planning.



Secure

We maintain the State's land titles registry, ensuring the security and integrity of its information as Western Australia's guardian of property ownership.



Value

We provide fair and expert valuations for land and properties as the basis for rates and tax revenue for Local and State Government.

Our corporate *values*

Our values underpin and guide us as we carry out our work. All interactions with colleagues, contractors, stakeholders, and customers reflect our values and expected behaviours:

- Commit and act
- Dynamic and engaged
- Innovate and achieve
- Honest and true

Our vision

Our vision is to fully harness the value of *where* to power a thriving Western Australia.

Our inclusive leadership values

As part of Landgate's Innovate Reconciliation Action Plan, we developed and implemented an inclusive leadership strategy, ensuring working with and managing diversity is seen as a key management skill. A set of inclusive leadership values has been established to outline what inclusive leadership looks like for managers across Landgate.



Collective commitment

Highly inclusive leaders are committed to diversity and togetherness because these objectives align with the collective commitment to create a safe environment where individualism is respected.



Community courage

Highly inclusive leaders promote community courage to speak up and challenge the status quo, and they are humble about opportunities and challenges to grow stronger as a supportive community.



Cognizance of inclusiveness

Highly inclusive leaders are mindful of creating opportunities across the community to ensure inclusiveness is the motivating factor.



Compassion

Highly inclusive leaders show compassion, kindness, care, and willingness to help others, with a tolerance for ambiguity.



Co-intelligence

Highly inclusive leaders are confident and effective in inclusive and community interactions.



Collaborative

Highly inclusive leaders empower the Landgate community as well as create and leverage the thinking of innovative groups.

Our collective actions

We celebrate acts of togetherness.

We create messages and places to be courageous.

We have confidence to interact with an inclusive community.



We construct an inclusive community.

We create intangible, safe spaces to connect with others.

We call for innovative collaboration across the community.

togetherness inclusive courageous
confidence safe collaboration

Our individual actions

I visibly celebrate inclusion in the workplace.

I value collective difference as collective intelligence.

I share details of my personal, lived experiences and challenges.

I accept my personal knowledge gaps as an opportunity to learn.

I encourage difference in the working environment.

I explore my personal biases and blind spots.





Our workforce and diversity profile

Landgate is committed to meeting and exceeding our diversity targets by 2027 and to establishing a workforce that is representative of the diversity of the Western Australian community. As at 31 March 2025, Landgate had a workforce headcount of 500 employees, located across sites in Midland, Perth and Bunbury.

The table below provides a snapshot of performance for the March 2025 quarter against the Public Sector Commission targets for 2025. Landgate has continued to consistently meet or exceed the 15.5 per cent target for employment of people of Culturally and Linguistically Diverse (CaLD) backgrounds.

Diversity group	Workforce profile as at 31 March 2025	Landgate's target by 30 June 2027
Women in Senior Executive Service (SES)	33.30%	50%
Women in Management Tier 2 & 3	50.00%	Continue to meet or exceed 50.0%
Aboriginal and Torres Strait Islander people	3.0%	3.70%
Youth (age < 25)	5.0%	5.80%
People with disability	7.0%	Continue to meet or exceed 5.0%
People of Culturally and Linguistically Diverse backgrounds	29.0%	Continue to meet or exceed 15.5%

Did you know
we have...

77
employees from

29
different countries

where English is not
the official language!

38

employees were born outside
of Australia in countries where
English is one of, or the
primary language.

62

employees speak a language other
than English at home. The top
three most spoken languages being
Mandarin, Cantonese and Italian.



Landgate’s Multicultural Action Plan

Landgate’s second MAP 2025-2027, reaffirms our commitment to diversity and inclusion, guided by the principles and outcomes of the Western Australian Multicultural Policy Framework (WAMPF). The MAP addresses the WAMPF’s three main policy priority areas:

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

Developed with guidance from the Department of Local Government, Sport and Cultural Industries (Office of Multicultural Interests), the MAP is a dynamic document. It will be monitored throughout its two-year duration to track progress and will be reviewed upon completion. Progress on the MAP will be reported through Landgate’s Annual Report.

While aspects of the MAP are relevant to First Nations people as well as people that identify with other diversity groups, its primary focus is on individuals from culturally and linguistically diverse backgrounds. The actions within the MAP are informed by Landgate’s overarching Workforce and Diversity Plan and build upon the directions set out in our key internal documents, including the Strategic Development Plan and Statement of Corporate Intent.

The MAP supports the aims of the Workforce and Diversity Plan by:

- Increasing the representation of people from diverse backgrounds across all levels of our business.
- Ensuring all staff experience a sense of belonging and inclusion in the work environment.

The diagram below illustrates the relationship between Landgate’s Workforce and Diversity Plan, the MAP and its subsidiary diversity plans and strategies.



Figure 1: Landgate’s Workforce and Diversity Plan and other diversity and inclusion strategies.

Policy priority 1

Harmonious and inclusive communities

Policy outcome:

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

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

Action	Deliverable	Measurement	Responsibility	Timeframe/ Frequency	
1.1	Establish and maintain an effective CaLD Employee Resource Group (ERG) to drive the implementation of the Multicultural Action Plan, collaborate on multicultural initiatives, and contribute to the development of future plans.	CaLD Employee Resource Group is formed	ERG engagement metrics and CaLD ERG member feedback and sentiment is tracked and evaluated for positive trends.	People, Culture & Environment	August 2025 and ongoing
1.2	Implement a 'Landgate Lived Experience' series, for staff to share their unique perspective through their lived experience, leveraging planned diversity events, articles and stories.	Communications Delivery Plan	Landgate-wide events are promoted and delivered as per the Communications Delivery Plan, and attendance numbers are tracked and reported.	People, Culture & Environment	October 2025 Annually
1.3	Demonstrate inclusive leadership and competency in working with, and managing, diversity.	Inclusive Leadership training	Monitor and report on the number of leaders completing the training and evaluate qualitative feedback for continuous improvement. Review the annual engagement survey results to track trends in staff perception.	People, Culture & Environment All Leaders	February 2026 and ongoing
Strategy: Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.					
1.4	Promote Landgate's commitment to diversity and inclusion, and the benefits of a multicultural workforce.	Review and update the diversity and inclusion intranet page for CaLD and other diversity groups.	Diversity survey used to establish a baseline of awareness of Landgate's diversity and inclusion commitments.	People, Culture & Environment CaLD and all Employee Resource Groups	December 2026 Annually
1.5	Research best practice approaches for removing unconscious bias in recruitment, training and workforce practice.	Report on findings	Pulse survey and workforce metrics used to evaluate changes in staff awareness and attitudes towards unconscious bias.	People, Culture & Environment	May 2026

1.6	Develop and deliver training that addresses racism and discrimination prevention.	Online training solution Review and update the Anti-Discrimination Policy and FAQs	80% completion rate achieved within the first three months of release. Feedback collected from annual Engagement Survey, Safe2Say system and Exit survey is analysed. Training roll-out is launched in conjunction with promotion of the 'Racism. It stops with Me' campaign in March 2026.	People, Culture & Environment	February 2026
-----	---	---	---	-------------------------------	---------------

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

1.7	Ensure cultural considerations and diversity and inclusion requirements are included in the planning and delivery of all events.	Cultural Considerations Event Checklist	Feedback received from CaLD staff through the Engagement survey is favourable towards inclusivity and cultural sensitivity at events.	People Culture & Environment Employee Resource Groups All business units	April 2027
-----	--	---	---	--	------------

1.8	Seek input from the CaLD ERG and other ERGs on the design of an inaugural Diversity survey, focused on diversity, equity, inclusion and belonging. Survey insights are provided to business areas to assist with Business Unit Plan development.	Survey and Report	Achieve a 70% or higher response rate to the survey from CaLD staff.	People, Culture & Environment Human Resources Business Partners All business units	November 2025 Annually
-----	--	-------------------	--	--	---------------------------

1.9	Investigate access for CaLD employees to a culturally safe space in the Midland building, including exploring opportunities to partner with co-located agencies for shared use.	Access protocols	Number of bookings by Landgate staff is tracked and reviewed. Positive feedback from CaLD staff indicates that access to a shared cultural safe space enhances inclusivity and provides a supportive environment.	People, Culture & Environment	December 2025
-----	---	------------------	--	-------------------------------	---------------

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

1.10	Plan and coordinate culturally significant events that foster inclusion and cultural exchange.	Annual cultural calendar supported by communications plan	At least 70% of employees agree that cultural events help them better understand and respect cultural differences.	People, Culture & Environment Strategic Communications Employee Resource Groups	November 2025 Annually
------	--	---	--	---	---------------------------

1.11	Build relationships with co-located agencies and investigate opportunities to collaborate with local CaLD community groups on cultural initiatives/cultural events and festivals.	Collaborative plan	Number of joint initiatives undertaken and number of people attending cultural events is tracked. Building relationships with co-located agencies and collaborating with local CaLD community groups on cultural initiatives will enhance Landgate's diversity and inclusion efforts by fostering mutual understanding and promoting cultural exchange.	CaLD Employee Resource Group People, Culture & Environment	October 2026 and ongoing
------	---	--------------------	--	---	--------------------------

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 culturally and linguistically diverse (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: Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes.

Action	Deliverable	Measurement	Responsibility	Timeframe/ Frequency	
2.1	Ensure that diversity commitments continue to be integrated into annual Business Unit Plans and organisational performance reporting.	BUFs reflect diversity actions	Number of Business Unit Plans that include diversity actions, as well as the progress and outcomes of these actions within each business unit.	Corporate Services	September 2025 Annually
2.2	Review existing procurement guidance material to determine any gaps to promoting cultural responsiveness and inclusivity considerations in procurement practice.	Report on findings and action plan to address gaps	Report identifies key gaps in culturally and diverse procurement practices, and actionable recommendations are implemented.	Contracts and Procurement	July 2026

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

2.3	Review customer experience data to inform and improve service design.	Recommendations are reviewed and implemented	Monitoring and reporting of customer feedback and sentiment, in addition to performance metrics.	Customer Experience	February 2027 and ongoing
2.4	Develop a tool to provide guidance for applying universal design principles to the future design of internal and external products and services.	Inclusive Design Guide	Collect and review stakeholder and customer feedback to assess effectiveness and inclusivity of Landgate products and services.	People, Culture & Environment All business areas	April 2027

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

2.5	Evaluate the effectiveness of multilingual content.	Post multilingual implementation review with user insights	Increase in awareness of usage of multilingual features. Recommendations are implemented.	Strategic Communications	June 2026
-----	---	--	--	--------------------------	-----------

2.6	Review and update Landgate's complaints process and information to ensure better access for people with English language barriers.	Report on findings	Evaluate customer feedback and sentiment for positive trends.	Customer Experience	June 2026
-----	--	--------------------	---	---------------------	-----------

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.

2.7	Develop a digital solution to track diversity and inclusion data.	Diversity and Inclusion digital dashboard	<p>All relevant stakeholders have visibility of Landgate's diversity data summary including CaLD employee diversity targets and CaLD initiative and project tracking.</p> <p>Real-time data is used to generate workforce analytics and insights for improvements in workforce planning and performance, and monitoring how Landgate is tracking towards its strategic diversity goals.</p>	People, Culture & Environment	December 2025 and ongoing
-----	---	---	---	-------------------------------	---------------------------

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.

2.8	Partner with CaLD ERG members (and other diversity ERGs), to co-design a framework for building cultural competency in Landgate.	Cultural Learning Strategy	<p>Strategy is launched and implemented</p> <p>Increased cultural competency will improve staff understanding and appreciation of diverse cultural perspectives, leading to improved collaboration, innovation, and a stronger sense of belonging for all staff.</p>	People, Culture & Environment Employee Resource Groups	January 2027
-----	--	----------------------------	--	---	--------------

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

2.9	Develop and implement mandatory training on unconscious bias for recruitment panel members.	eLearning module Recruitment Process Guide update	100% of panel members complete the training as a pre-requisite to participating on a recruitment panel.	People, Culture & Environment Panel members	July 2026 and ongoing
2.10	Explore innovative best practice and current trends, (including the use of AI in human resources) to identify and address potential barriers within our recruitment and selection processes.	Research paper with recommendations for actions to implement	Review the Diversity and Inclusion digital dashboard to evaluate improvements in recruitment metrics (e.g., new hire rates, promotions, tenure), and review stakeholder feedback on the relevance and impact of the proposed solutions.	People, Culture & Environment	April 2026 and ongoing

Policy priority 3

Economic, social, cultural, civic and political participation

Policy outcomes:

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

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

Action	Deliverable	Measurement	Responsibility	Timeframe/Frequency
3.1 Develop and implement a strategy to enhance equity and inclusivity across the employee lifecycle, ensuring fair opportunities in recruitment, development, and career progression.	Recruitment, Retention and Professional Development Strategy	Monitor and report on diversity trends for new hires and retention rates among under-represented groups to assess the effectiveness of equity and inclusivity initiatives in recruitment, retention, and development.	People, Culture & Environment	December 2026 and ongoing

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

3.2 Explore CaLD profile at all leadership levels and investigate strategies to address the Equity Index.	Options paper	Greater CaLD representation at all employment levels across Landgate and increase the Equity Index for CaLD employees.	People, Culture & Environment Human Resources Business Partners	December 2026
--	---------------	--	--	---------------

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

3.3 Support two CaLD staff on an annual basis, to attend an approved multicultural professional development opportunity (e.g. conference or summit).	Expression of Interest (EOI) application and selection process	Number of CaLD staff that submit an EOI, and engagement survey responses. Participants are required to find opportunities to share their learnings in their respective business areas.	People, Culture & Environment	Annually
---	--	--	-------------------------------	----------

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

3.4 Participate in external multicultural forums that promote social and cultural participation.	Landgate representation at multicultural forums	Number of Landgate staff attending forums.	All business areas	Ongoing
---	---	--	--------------------	---------

No actions were noted for WAMPF Priority 3 / 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.



