



ARTS AND
CULTURE TRUST

Arts and Culture Trust Multicultural Plan

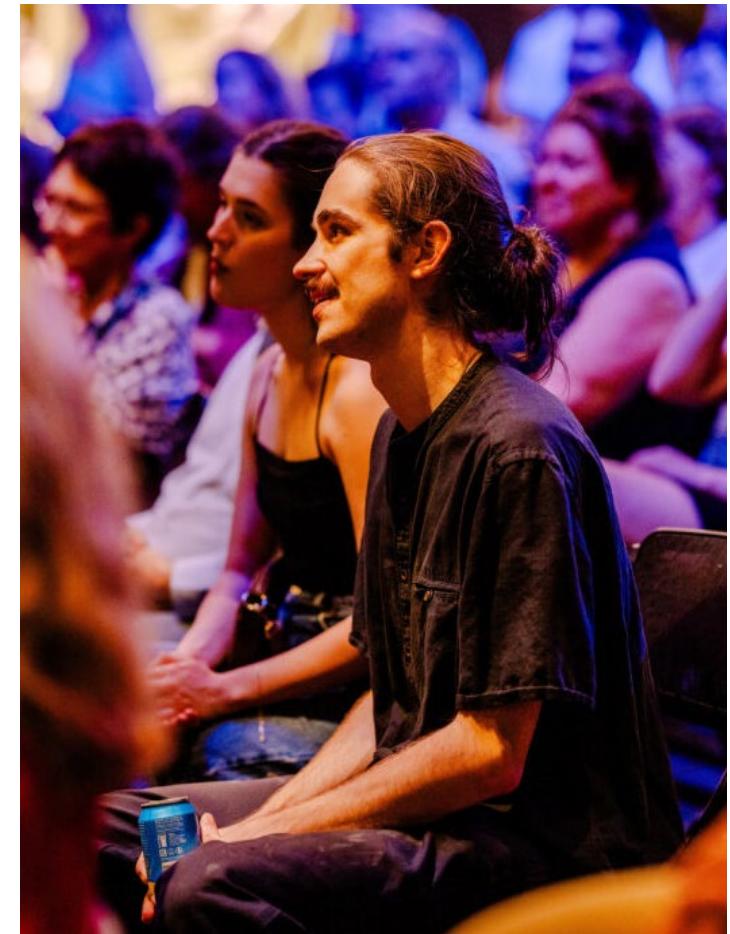
2026 – 2028



(1 January 2026 – 31 December 2028)

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Foreword: Message from our Chief Executive Officer

I am delighted to establish the Arts and Culture Trust's (ACT) inaugural Multicultural Plan 2026–2028. This Plan reflects our unwavering commitment to fostering inclusivity and belonging across our organisation and the communities we serve.

The Multicultural Plan aligns with the Western Australian Multicultural Policy Framework (WAMPF) and supports the WA Government's vision for multiculturalism through its three policy priorities: harmonious and inclusive communities, culturally responsive policies and services, and active participation in social, cultural, economic, civic, and political life.

Building on the foundational work within our venues and spaces, the ACT Multicultural Plan provides a roadmap for integrating the skills, perspectives, and contributions of people from culturally and linguistically diverse (CALD) backgrounds. It affirms our commitment to creating a workplace where everyone has the opportunity to reach their full potential and to fostering inclusive environments that reflect the vibrancy and diversity of our state.

The Arts and Culture Trust's Multicultural Plan 2026–2028 is a blueprint for action, reflecting our vision to connect and enrich communities through arts and culture. I encourage all our employees and partners to embrace the ACT Multicultural Plan and consider how you can contribute to our shared goal of embedding diversity and inclusion in everything we do.

Janis Carren
Chief Executive Officer
Arts and Culture Trust



Overview: ACT Multicultural Plan

ACT is proud to be a culturally rich and diverse organisation, with this diversity deeply embedded in our identity and reflected across our venues, programs, and teams.

From 1 January 2026 to 31 December 2028, the ACT Multicultural Plan will guide our efforts to deepen inclusivity and cultural responsiveness. It aims to foster mutual respect, understanding, and celebration of our culturally and linguistically diverse (CaLD) communities—both within our workforce and through the arts experiences we deliver.



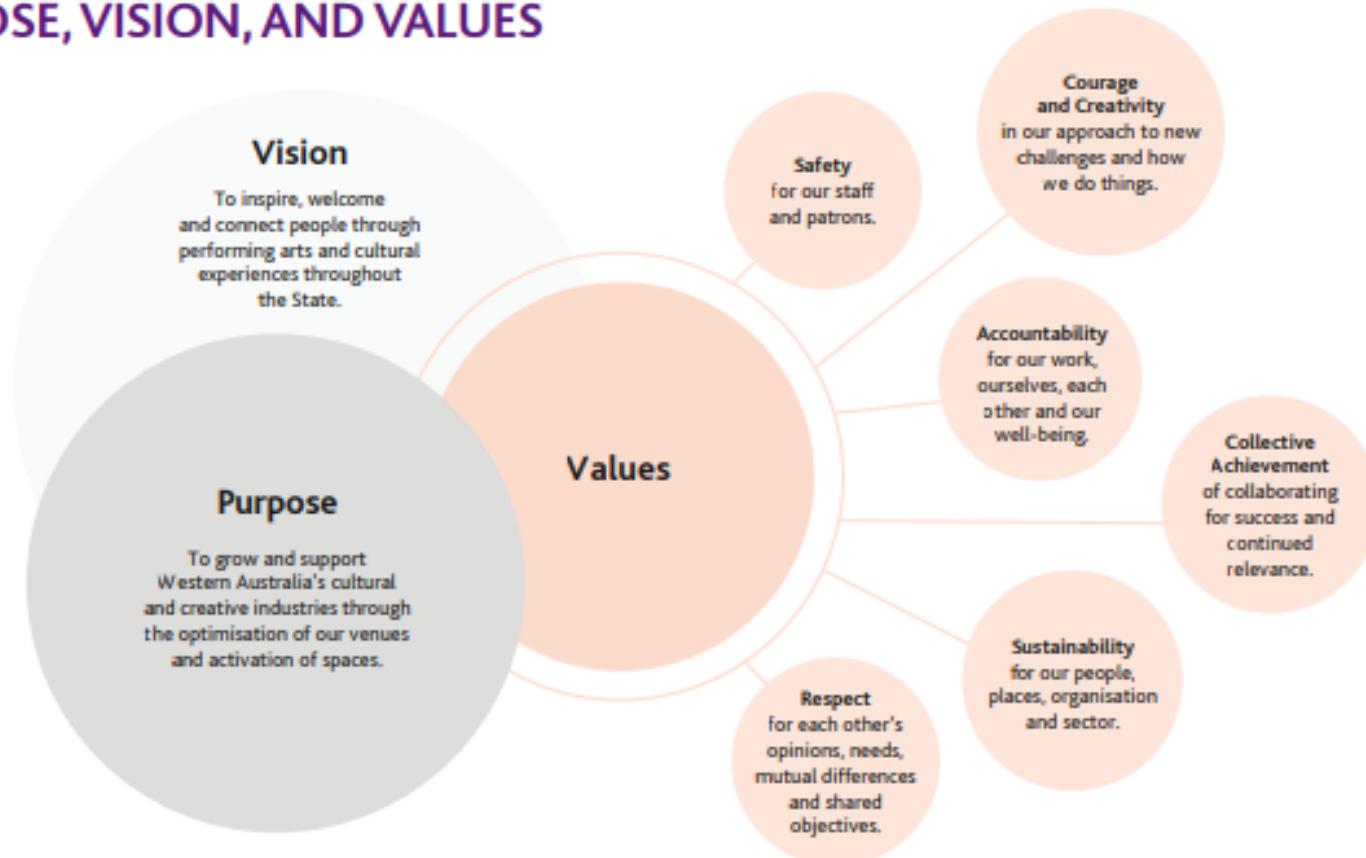
This Plan moves beyond awareness-raising to embed inclusivity into the core of our organisational culture. A truly inclusive ACT workplace is one where:

- Belonging, connection and community are actively nurtured;
- Respect and appreciation for diverse cultures and perspectives are demonstrated in everyday interactions;
- People feel safe and empowered to bring their whole selves to work;
- Policies, programs and services are equitable, inclusive and free from discrimination; and
- Diverse voices and experiences are valued and leveraged to enrich our work and impact.

Through targeted actions and meaningful engagement, this Plan aims to create a workplace and public-facing organisation where everyone feels seen, heard, and supported to thrive—contributing to a more inclusive arts and culture sector across Western Australia.

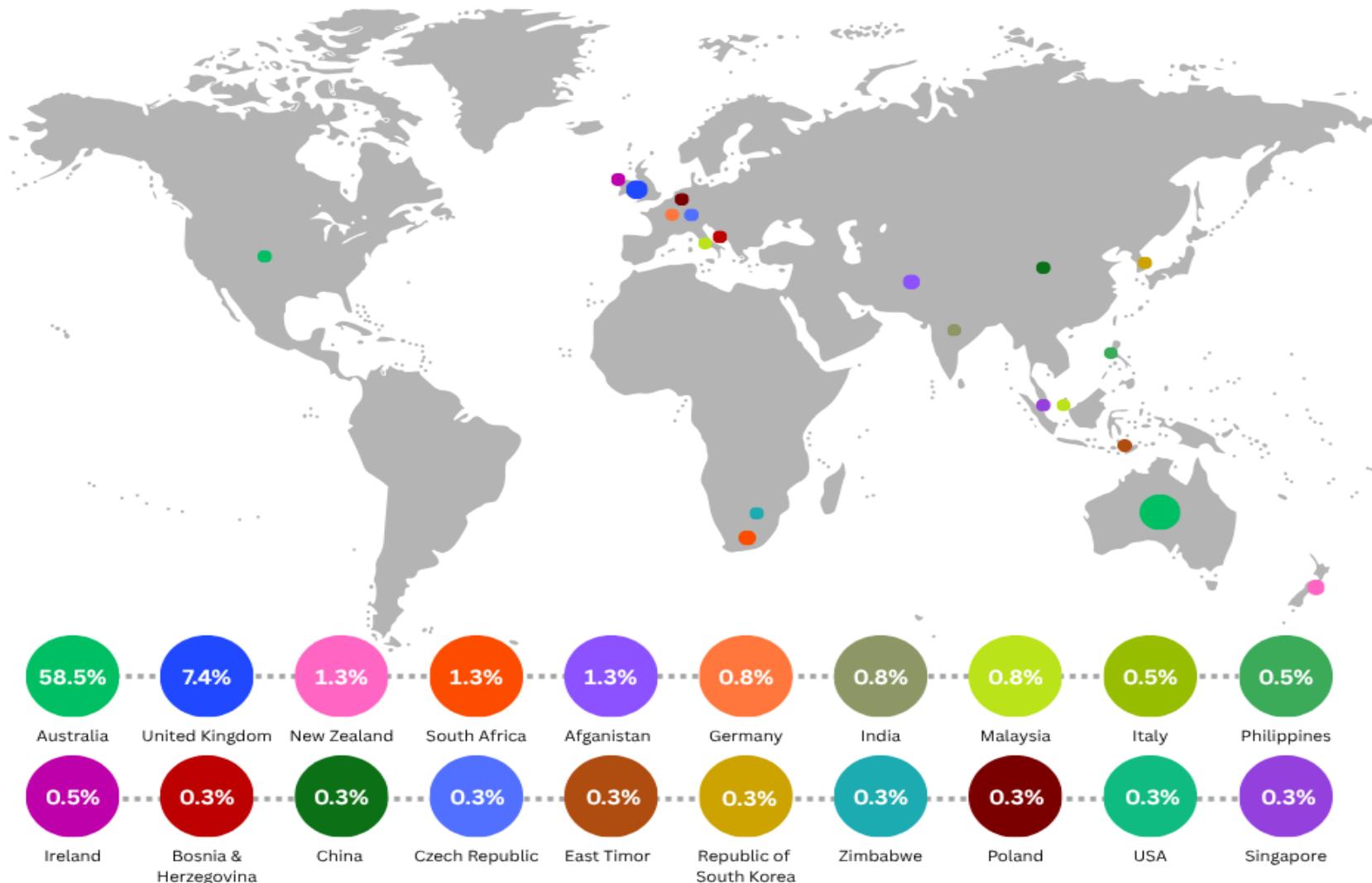


PURPOSE, VISION, AND VALUES



Top Birthplaces

Arts and Culture Trust currently has 17.7% of employees born outside of Australia





Priority One: WA Multicultural Policy

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.
- 1.2 Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality
- 1.3 Develop workplace cultures that are welcoming and inclusive of all Western Australians.
- 1.4 Initiate and support events and projects that build mutual understanding and respect between cultures.



1: Harmonious and inclusive communities

Policy Area	Focus/Objective	Action/Initiative	Responsibility	Outcome/Measure
Recognition and Promotion				
Strategy 1.1	Publishing regular stories, artist profiles, and highlights of culturally diverse groups in newsletters, social media, and other publications	Publish digital stories, interviews with artists, and feature articles on diverse cultural celebrations or significant community achievements.	Corporate Communications	Engagement rate on relevant web stories through reporting.
Strategy 1.1	Celebrate Harmony Week to raise awareness and promote cultural diversity in WA.	Harmony Week committee established with representatives across the ACT to organise, promote and support initiatives.	Corporate Communications	Committee established and charter set. Established by June 2026
Strategy 1.2	Monitor reports of breaches of the Code of Conduct by employee related to racism and discrimination.	Review Employee Relation processes periodically as part of the Public Sector Commissions ongoing reporting.	People and Culture	Number of reports of breaches of the Code of Conduct by employees related to racism and discrimination. <ul style="list-style-type: none">- Monitoring commencing by 2026- Ongoing reporting
Strategy 1.3	Establish governance structures to support multiculturalism.	Form a Multicultural Advisory Group to oversee diversity and inclusion initiatives. Develop terms of reference and define roles for the group.	Governance and Executive Services	Advisory group operational with meeting minutes. Established by June 2026



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Policy Area	Focus/Objective	Action/Initiative	Responsibility	Outcome/Measure
Systemic Change				
Strategy 1.3	Promote the Australian Human Rights Commission Racism It Stops With Me campaign through all relevant department communication platforms and to relevant stakeholders.	Racism it Stops With Me campaign plan established and implemented.	Corporate Communications People and Culture	Providing awareness to all ACT employees. <ul style="list-style-type: none">- Implemented by June 2026- Ongoing
Workforce				
Strategy 1.3	Build employee capacity to support a diverse and inclusive environment.	Deliver cultural competency training for senior leadership (mandatory). Implement unconscious bias training (mandatory for senior leadership).	People and Culture	Number of employees completing training; pre- and post-training evaluation surveys. <ul style="list-style-type: none">- Established in 2027 with a new LMS platform- Ongoing reporting
Strategy 1.3	Workforce development training delivered for ACT employees.	Training modules are Mandatory to ACT staff: Diverse WA EEO online Public Sector Online Induction	People and Culture	Recording number of staff completing training courses and reporting these numbers. <ul style="list-style-type: none">- Established in 2027 with a new LMS platform
Strategy 1.4	Recognise and promote cultural diversity in alignment with CaLD community profiles.	Review and update events calendar to reflect CaLD cultural dates. Develop communication strategies to promote CaLD-focused initiatives. Review the ACT lighting calendar to support CaLD related days of significance.	Corporate Communications People and Culture Production Services	Updated cultural calendar published annually. Create communication plan and develop frequency of communications by June 2026. Updated lighting calendar published annually.





Priority Two: WA Multicultural Policy

2. Culturally responsive policies, programs and services

Policy Outcome:

- All West Australians are informed of and have equitable access to government services.
- Programs and services are culturally appropriate and responsive to the needs of all Western Australians.
- Customised CaLD specific services are provided for those that 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.
- 2.2 Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them.
- 2.3 Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes.
- 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.
- 2.5 Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, codelivery and implementation, and evaluation processes.
- 2.6 Implement recruitment and selection processes that facilitate workforce diversity and provide opportunities for the development of cultural competencies across the workforce.



2: Culturally responsive policies, programs, and services

Policy Area	Focus/Objective	Action/Initiative	Responsibility	Outcome/Measure
Partnerships and Initiatives				
Strategy 2.1	Build partnerships and policies aligned with organisational strategic plans.	<ul style="list-style-type: none">Update policies to align with strategic objectives for increased CaLD outreach.Enhance the organisation's ability to engage and deliver programs/events to CaLD audiences.	Strategy and Partnerships	Policy amendments approved; increased participation and representation in programs. - June 2027
Strategy 2.3	Increase the diversity in ACT's cultural and creative programming.	<ul style="list-style-type: none">Review completed ACT events, programs, and services to provide equitable access for people from CaLD backgrounds.	Strategy and Partnerships	Programming schedule to be reviewed with diversity and inclusion in mind from a CaLD perspective. - To be reviewed annually
Systemic Changes				
Strategy 2.3	Simplify systems and processes to improve accessibility for CaLD communities.	<ul style="list-style-type: none">Collaborate with Communications Team to refine communication pathways.	Events Services Corporate Communications	Updated processes published. User feedback demonstrates improved satisfaction with accessibility tools. - Review of current accessibility across systems with recommendations provided to CorpEx by June 2027



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Policy Area	Focus/Objective	Action/Initiative	Responsibility	Outcome/Measure
Strategy 2.3	Complaints and Feedback process are simplified for all visitors, including CaLD.	<ul style="list-style-type: none">Consider feedback from the Office of Multicultural Interests (OMI) on ways in which to simplify the ACT's feedback process for all visitors.Simplify complaints and feedback processes to include multilingual resources and CaLD accessibility support.	Corporate Communications Marketing	Improved Customer experience through review of feedback and complaints. <ul style="list-style-type: none">Improvement suggestions provided by June 2027
Workforce				
Strategy 2.4	Collect and regularly update workforce data in aPay and Empower to identify the diversity characteristics of the department.	<ul style="list-style-type: none">Report to Corporate Executive quarterly.People and Culture team to review accuracy of aPay and Empower data.	People and Culture	Improved accuracy of workforce profile. Meaningful data collected and presented to Corporate Executive cyclically. <ul style="list-style-type: none">Ongoing
Strategy 2.6	Review recruitment policies/procedures to enable equitable employment opportunities for people from CaLD backgrounds.	<ul style="list-style-type: none">Conduct a comprehensive review of recruitment and talent management frameworks to identify and address barriers to diversity, with a focus on systemic and unconscious bias.Integrate cultural competency development into recruitment training, including modules on bias awareness and inclusive hiring practices.	People and Culture	Consultation complete with the Department of Creative Industries, Tourism and Sports to release the updated Recruitment and Appointment procedure. <ul style="list-style-type: none">Completed by April 2028



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Policy Priority 3: WA Multicultural Policy

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.

Strategies:

- 3.1 Implement recruitment and career development processes that support employment and progression of employees from CaLD backgrounds.
- 3.2 Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.
- 3.3 Identify, develop and promote initiatives that support the development of businesses and entrepreneurial potential of Western Australia's CaLD community.
- 3.4 Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.
- 3.5 Develop and strengthen global connections through partnerships with Western Australia's CaLD communities and businesses.



3: Economic, social, cultural, civic, and political participation

Policy Area	Focus/Objective	Action/Initiative	Responsibility	Outcome/Measure
Workforce				
Strategy 3.1	Review recruitment policies to enable equitable employment opportunities for people from CaLD backgrounds.	<ul style="list-style-type: none">Evaluate career development and progression within ACT to ensure equitable access and support for CaLD employees.Implement targeted initiatives to improve visibility, accessibility, and support mechanisms for CaLD candidates throughout the recruitment and career development lifecycle.	People and Culture Team	<p>Enhanced accessibility and inclusivity in recruitment and career advancement processes for CaLD individuals.</p> <ul style="list-style-type: none">Implement support mechanisms by January 2027.
Strategy 3.2	Survey staff at Level 7 and above on diversity and inclusion, to include CaLD.	<ul style="list-style-type: none">Create a survey and track feedback on trends to inform workforce diversity and inclusion planning.	People and Culture Team	<p>Report on:</p> <ul style="list-style-type: none">CaLD representation – level 7 positions and above.Implemented in 2026Reporting ongoing
Strategy 3.2	Develop and incorporate diversity and inclusion questions in annual surveys for the ACT Board and Advisory Committees to provide insight into CaLD representation.	<ul style="list-style-type: none">Include diversity and inclusion questions as part of the Board of Trustees annual survey.	Governance and Executive Services	<p>Track survey completion rate – ACT Board members.</p> <ul style="list-style-type: none">December 2026



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