



VICTORIA POLICE

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ACCESS AND INCLUSION ACTION PLAN 2023-2024



ENABLERSNETWORK

The *Victoria Police Access and Inclusion Action Plan 2023–2024* is part of the *Victoria Police Workforce Diversity and Inclusion Framework 2023–2030* (Framework).

To read the Framework visit police.vic.gov.au

ACKNOWLEDGEMENT STATEMENT

ACKNOWLEDGEMENT OF COUNTRY

Victoria Police respectfully acknowledges the Traditional Owners of the country throughout Victoria. We pay our respects to Elders, past, present and emerging and continue to recognise and embrace the fact that Aboriginal People are connected to the oldest, continuous culture and history.

ABORIGINAL ACKNOWLEDGEMENT

Victoria Police proudly acknowledges the First Peoples of Victoria and their ongoing strength in practicing the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respects to their Elders past, present and emerging. We acknowledge the invaluable contributions of all those who have paved the way and fought for the rights of Aboriginal people, including the right to Self-Determination.

We recognise the continuing leadership of the Victorian Aboriginal community and our employees, who have contributed and paved the way, to creating a more inclusive and culturally safe workplace. In the spirit of Self-Determination, Victoria Police is committed to strengthening our partnership with the Victorian Aboriginal community, as we continue to embrace diversity and equity across our organisation.

MESSAGE FROM DEPUTY COMMISSIONER NEIL PATERSON

I am pleased to introduce this *Victoria Police Access and Inclusion Action Plan 2023–2024*.

It is important that we all promote inclusion and participation for all Victoria Police employees and that we respect and value every individual.

This action plan builds on the *Accessibility and Inclusion Strategy and Action Plan 2018–2021* (2018–2021 action plan) and reaffirms our commitment to creating a workplace that is welcoming and accessible for employees with a disability.

As the Executive Sponsor for the Victoria Police Enablers Network (VP Enablers), I hear first-hand from our employees with disability about their experiences in our workplaces. I know from my work with VP Enablers that we have achieved some good progress together. I also know that Victoria Police still has much to learn about how to fully embrace the opportunity to have people with disability working in our organisation.

As a result of our commitments made in the 2018–2021 action plan, we have broken down some barriers by introducing a Workplace Adjustment Passport and we led the establishment of a whole of Victorian Government mentoring program for employees with a disability.

To further reduce barriers to employment and progression of people with disability, we must look closely at our understanding of what makes a good police officer, a good protective services officer, and a good Victorian Public Service employee of Victoria Police. Some employees come to work for Victoria Police while having a disability, others first encounter their disability during their employment with us.

This action plan aims to expand our understanding of the needs of people with disability in our workforce and to create positive changes for all employees and the community we serve.

I welcome the inclusion in the *2023–2030 Workforce Diversity and Inclusion Framework* of a monitoring, evaluation and learning (MEL) tool to add rigour to our progress towards implementing this action plan.

I would like to thank our past and present employees with a disability and allies, particularly those members of VP Enablers who have been vocal and enthusiastic advocates for trailblazing change for the benefit of people with disability and for Victoria Police.

Neil Paterson APM

Deputy Commissioner, Victoria Police
Executive Champion



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LANGUAGE STATEMENT

Language is a powerful tool for promoting inclusion, shifting attitudes and combating negative stereotypes. We know that language is constantly evolving and we recognise that people with disability have different preferences regarding how they describe their disability.

PERSON-FIRST AND IDENTITY-FIRST LANGUAGE

Person-first language (people with disability) and identity-first language (disabled people) are both used in Australia. People with disability often have strong preferences for either identity first, or person first language. We acknowledge people's personal preferences and individual right to choose how their identity and experiences are described. We will be guided by, respect and affirm each individual's choice of language to describe themselves.

Throughout this document we have chosen to use person-first language. Person-first language puts the person before their disability.

INTRODUCTION

Victoria Police recognises our responsibility to continue improving our approach to disability inclusion in all areas of the organisation. We will continue to lay the groundwork for building disability confidence and capability. We aspire to create an inclusive, accessible and disability confident workforce and a culture in which people with disability feel safe, valued, and respected at work.

This action plan commits us to the specific actions we must take to achieve our goal of having a diverse workforce and being an inclusive organisation as outlined in the Framework. Our long-term outcomes-focused approach ensures progress is continually monitored and creates accountability. The actions in this plan build upon the progress made from

implementing the *2018–2021 Accessibility Inclusion Strategy and Action Plan* and are informed by an evidence-based assessment of our disability confidence in partnership with the Australian Network on Disability (AND).

In keeping with the principle of ‘nothing about us without us’, our employees with disability strive to improve conditions for people with disability and challenge us where we need to re-focus our approach to addressing barriers in the workplace. Our Disability Executive Sponsor and Portfolio Lead, Disability Champions and VP Enablers are all actively involved in this process.

OUR VISION

- Victoria Police leads the way in creating a diverse workplace and an inclusive organisation.
- All Victoria Police employees work in a safe workplace where they are treated with dignity and respect.
- All Victoria Police systems, policies and processes provide all employees with fair and equitable access to resources and opportunities.
- Victoria Police’s workforce composition reflects the diversity in the community.
- Victoria Police’s culture values diversity – all employees recognise that a truly excellent policing service is possible only with a diverse workforce that is reflective of the community it serves.
- All Victoria Police employees feel supported to reach their full potential and are connected, valued and empowered to succeed.



STRATEGIC ENVIRONMENT

We work towards our vision consistent with best practice, Victorian and Commonwealth government strategies and initiatives, and the legislative framework.

- **The national disability strategy – Australia’s Disability Strategy 2021–2031** – provides national leadership towards greater inclusion of people with disability and guides activity across all areas of public policy to be inclusive and responsive to people with disability.
- **The Victorian State Disability Plan, Inclusive Victoria: state disability plan (2022–2026)**, is Victoria’s plan for making the community inclusive and accessible for everyone.
- **Getting to Work – Victorian Public Sector Disability Employment Action Plan 2018–2025** is Victoria’s employment plan for people with disability at all levels of the public sector. It aims for employees with disability to be employed more, have successful careers, and have a fairer employment experience.

This action plan is underpinned by legislation and regulations.

- **United Nations Convention on the Rights of Persons with Disabilities** came into force in Australia on 16 August 2008.
- **The Disability Discrimination Act 1992 (Cth)** makes disability discrimination unlawful and promotes equal rights, equal opportunity and equal access for people with disability.
- **The Disability Act 2006** ensures that a person with disability cannot be discriminated against or treated unfairly because of their disability.
- **Equal Opportunity Act 2006** protects people from discrimination on the basis of their disability and provides redress for people who have been discriminated against.

- **The Disability Amendment Act 2017** increased the powers of the Disability Services Commissioner to investigate abuse and neglect in disability services and authorizes the sharing of certain information for the purpose of implementing the National Disability Insurance Scheme in Victoria.
- **The Disability Regulations 2018** provide additional safeguards, transparency and accountability to people with disability.
- **Charter of Human Rights and Responsibilities Act 2006**.
- **Fair Work Act 2009 (Cth)**.
- **Victoria Police Act 2013** is the primary legal instrument regulating the objectives, structure and powers of Victoria Police.
- **Public Administration Act 2004** places an obligation on public sector employers to establish processes to ensure employment decisions are based on merit, employees are treated fairly and reasonably, equal employment opportunity is provided, human rights are upheld, employees have access to reasonable avenues of redress, and a career in public service is fostered.

Our work to improve access and inclusion for all employees will also be advanced by the *Equal, Safe & Strong Victoria Police Gender Equality Strategy 2020–2030*, and the *Equal, Safe & Strong Victoria Police Gender Equality Action Plan 2022–2024* (Equal, Safe & Strong). Equal, Safe & Strong applies an intersectional lens that acknowledges the many different forms of discrimination causing disadvantage, including discrimination encountered by employees with disability.

We review our strategic approach to providing a safe and accessible workplace in response to national and Victorian initiatives and reviews as they occur.

OUR PARTNERS



- Victoria Police Enablers Network (VP Enablers)
- Disability Portfolio Reference Group
- Australian Network on Disability (AND)
- The Victorian Government
- The Victorian Disability Services Commissioner
- Victorian Public Sector Enablers Network
- The Commonwealth Disability Discrimination Commissioner
- The Police Association of Victoria
- The Community and Public Sector Union



AUSTRALIAN
NETWORK
ON DISABILITY



WHAT ARE WE TALKING ABOUT?

Disability is complex, dynamic and multidimensional. Our approach to accessibility and disability inclusion is guided by the social model of disability. The social model of disability focuses on the way society is organised; this is what creates a disabling environment for people with disability. We recognise our responsibility to address these barriers.

We acknowledge that there are many different types of disability, and that disability can result from accidents, illness or genetic disorders. Disability can be visible or non-visible, be inherited or acquired (due to illness, or injury), be temporary or permanent, have minimal or significant impact on a person's abilities, and some people have more than one disability.

HOW DO WE DEFINE DISABILITY?

The *Disability Discrimination Act* defines disability as:

- *total or partial loss of the person's bodily or mental functions*
- *total or partial loss of a part of the body*
- *the presence in the body of organisms causing disease or illness*
- *the malfunction, malformation, or disfigurement of a part of the person's body*
- *a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction*
- *a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions, or judgment, or that results in disturbed behaviour; and includes disability that:*
 - » *presently exists*
 - » *previously existed but no longer exists*
 - » *may exist in the future*
 - » *is imputed to a person (meaning it is thought or implied that the person has disability but does not).*

Under the *Equal Opportunity Act* 'disability' includes:

- *physical, psychological, or neurological disease or disorder*
- *illness, whether temporary or permanent*
- *injury, including work-related injuries.*

INTERSECTIONALITY

Disability is only one aspect of a person's identity. People with disability are diverse within their own experiences of disability but are also diverse in other ways. This might include their Aboriginality, gender identity, sex characteristics, sexual orientation, ethnicity, colour, nationality, refugee or asylum seeker background, migration or visa status, language, faith, ability, age, socioeconomic status, housing status or geographic location.

People with disability who live with other forms of discrimination can experience compounded inequality.

Breadth of Impairments and Illnesses

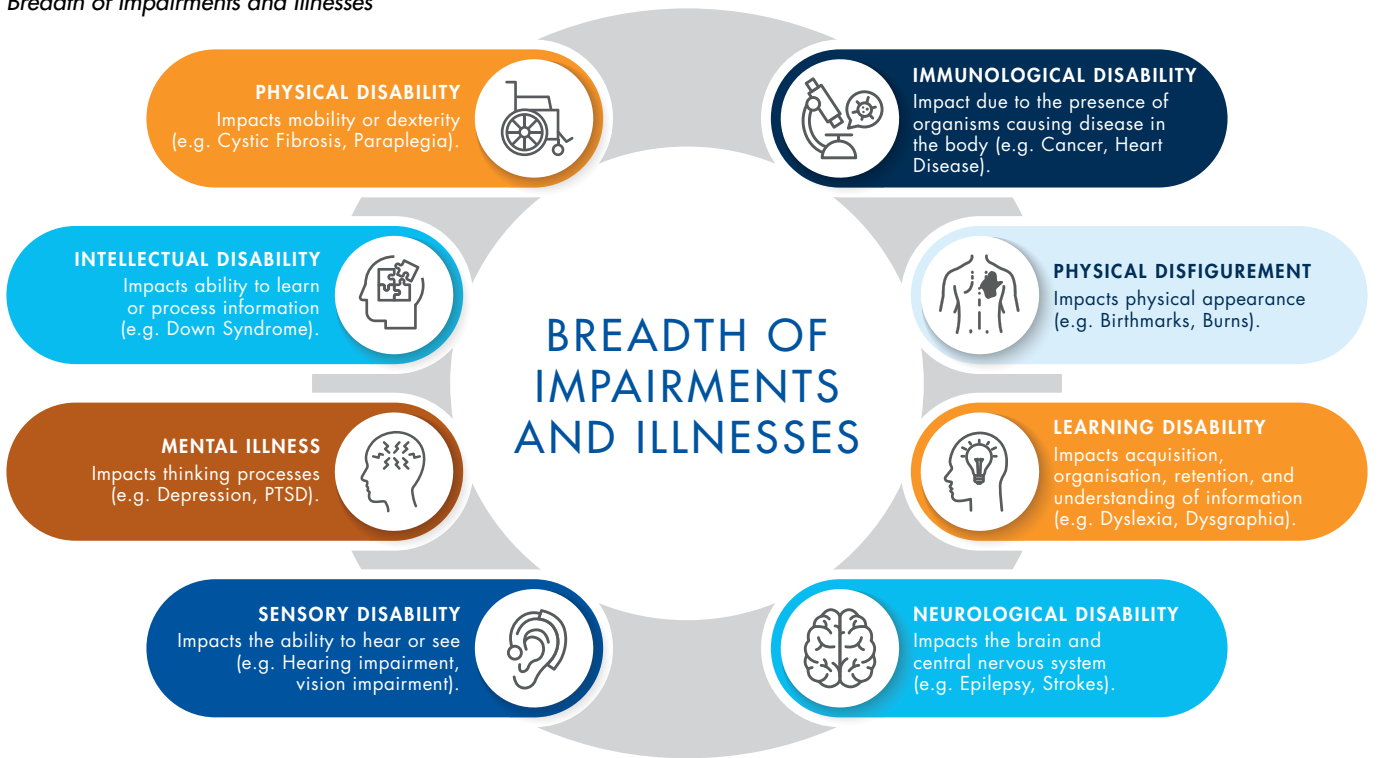
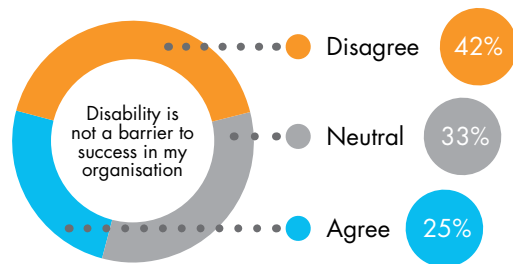
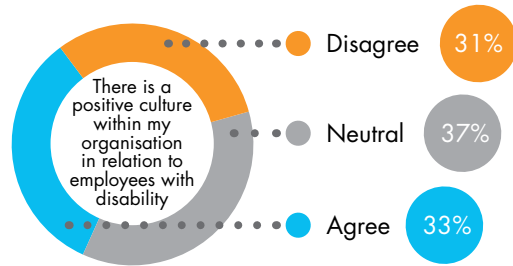


Image adapted from information provided by AND.

WHERE ARE WE AT FOR ACCESS AND INCLUSION?

Victoria Police participates in the Victorian Public Sector Commission’s People Matter Survey. The survey provides valuable insight into our culture and safety from employee perspectives.

In 2021, 6,889 Victoria Police employees responded to the People Matter Survey. Of these employees, 298 self-identified as a person with a disability; their findings included:



Rounding of percentages: People Matter Survey round numbers up or down to their nearest whole percentage. This means some percentages may not add up to 100%.

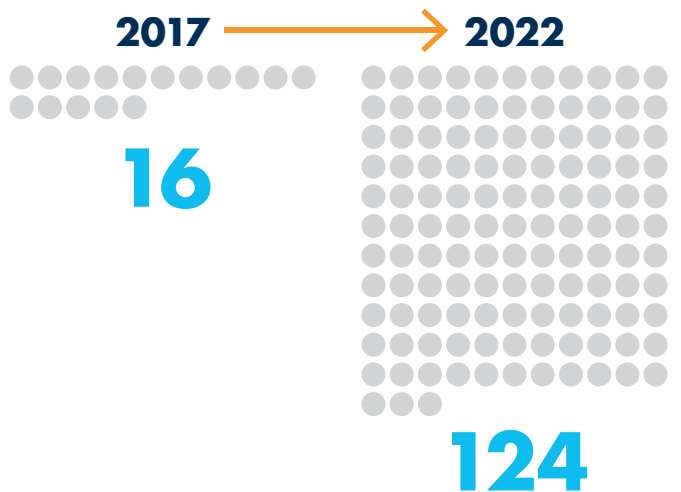
HOW FAR WE'VE COME

For some time, Victoria Police has understood and recognised the need to uplift its capability and maturity in providing access and inclusion for employees with disability. Our 2014 and 2018 accessibility inclusion strategies and action plans helped lay the foundation for a more disability confident organisation and progress was made through the delivery of some significant initiatives.

In 2021, Victoria Police engaged the AND to conduct an independent evaluation of our performance against the 2018–2021 strategy and action plan. This coincided with the organisation’s inaugural participation in AND’s Access and Inclusion Index, highlighting our openness to scrutiny and our commitment to improving. The evaluation and index have resulted in a commendation for Victoria Police for progress made and some notable achievements since 2018:

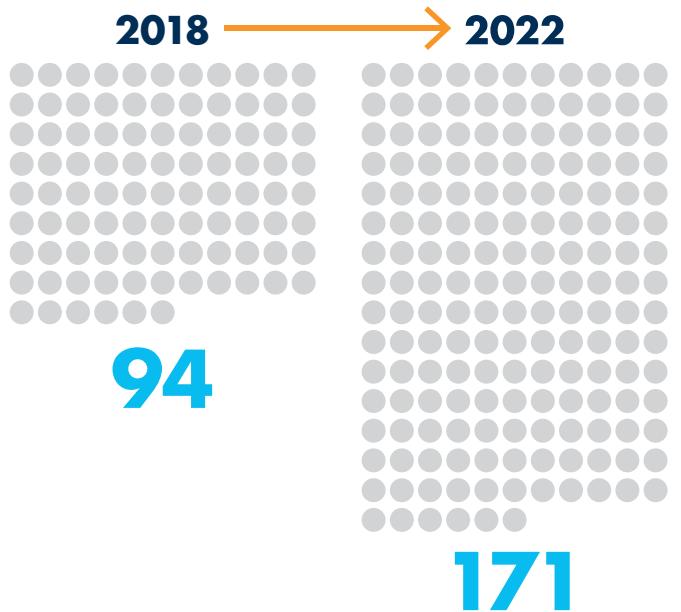
- Victoria Police’s Victorian Public Service (VPS) employee and police custody officer recruitment team achieved **Disability Confident Recruiter (DCR) status** in December 2020.
- All Victoria Police Command members participated in Disability Confidence training facilitated by AND in partnership with VP Enablers.
- A **Workplace Adjustment Passport** was developed, piloted and launched.
- We appointed four **Command-level disability champions**.
- Victoria Police sourced **VPS candidates with disability** for recruitment through AND’s Stepping Into Program, the Victorian Government Graduate Disability Stream and the Youth Cadet Scheme.
- We incorporated **universal design principles** on access and inclusion into all new buildings and facilities.
- We established an **IT Reasonable Adjustments Working Group** to facilitate technology adjustments for employees with disability.
- Victoria Police led the establishment of a **Whole of Government Mentoring Program Pilot** for employees with disability.

Victoria Police Enablers Membership



VP ENABLERS NETWORK INCREASED THEIR REPRESENTATION
– FROM 16 MEMBERS IN 2017 TO 124 IN 2022

Employees sharing their disability information



MORE EMPLOYEES ARE SHARING THEIR DISABILITY RELATED INFORMATION WITH VICTORIA POLICE
– FROM 94 IN 2018 TO 171 IN 2022

WHERE CAN WE IMPROVE?



Our participation in the Access and Inclusion Index and AND's evaluation findings provided us with critical insights into where we need to improve. They found areas requiring greater focus to improve our capability:

GOVERNANCE

- There was insufficient governance or authorising framework to monitor progress and support access and inclusion.

WORKPLACE ADJUSTMENTS

- Workplace adjustments must be a priority if we are to become a disability confident organisation.

PREMISES

- Opportunity exists to increase equitable and dignified access for employees and community members with disability.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

- Providing accessible ICT and an inclusive website is invaluable to our whole organisational operation. The Accessibility Hub and the IT Reasonable Adjustment Working Group foster progress, and opportunities exist to deliver more products and services that enable effective communication.

At a strategic level, the evaluation pointed to the need for this plan to include a smaller number of actions targeted to achieving specific outcomes and making a greater impact.

WHERE WE WANT TO BE AND HOW WE ARE GETTING THERE

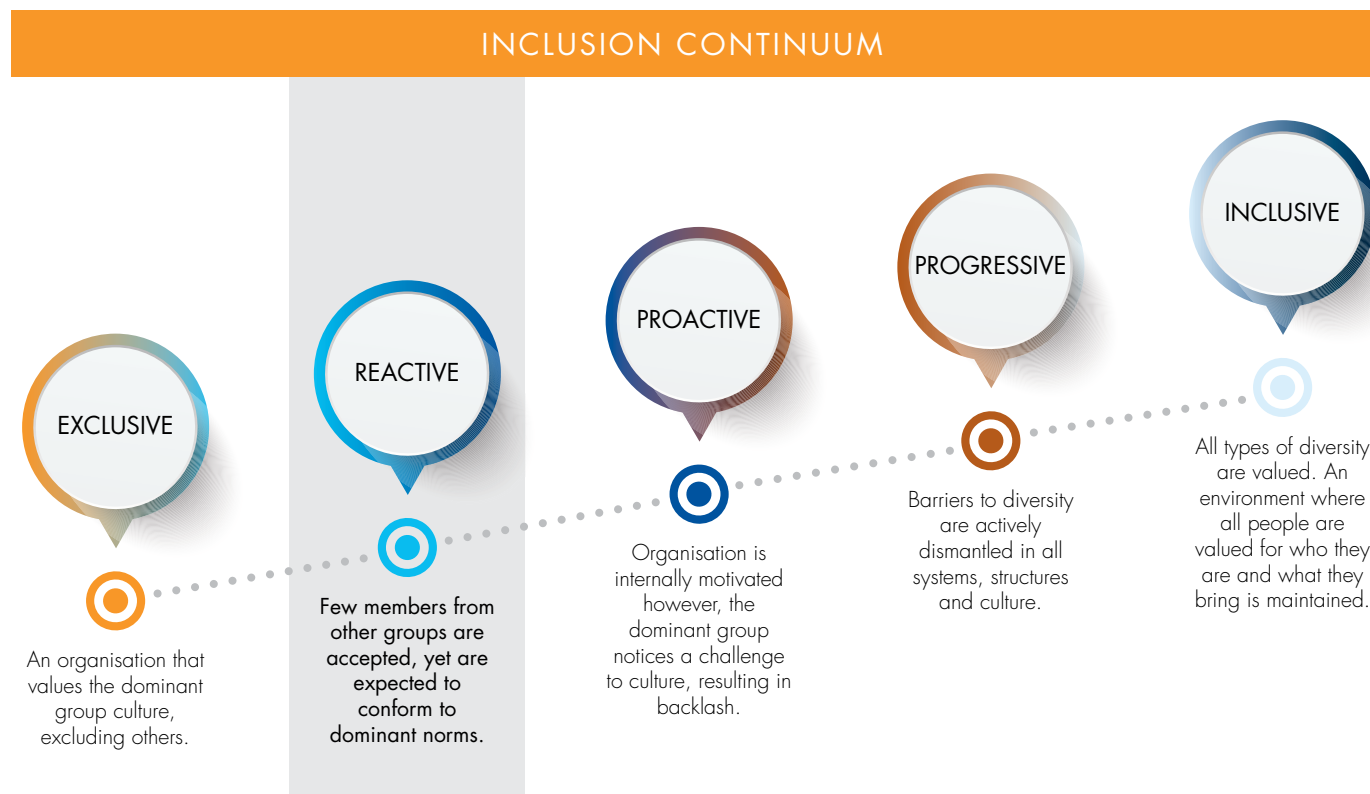
ACCESS AND INCLUSION ON THE INCLUSION CONTINUUM

The Diversity and Inclusion Program Logic (Appendix 1) provides a schematic representation of how Victoria Police will work towards a truly diverse workplace and inclusive organisation. The program logic will provide the strategic framework to map future progress through targeted outcomes and action plans.

The program logic sets out how we will progress along the *Inclusion Continuum*, a visual model, which was recently updated to identify five stages on a development continuum. Each stage describes the diversity and inclusion consciousness and culture of an organisation regarding diversity and inclusion.¹

The 2018–2021 action plan used the Inclusion Continuum as a measure of progress on our journey to becoming an inclusive organisation. In 2018, we considered that the organisation was at the ‘**compliant**’ (recently renamed ‘**reactive**’) phase of the continuum. This is based on the level of maturity and disability confidence and capability.²

An updated assessment of Victoria Police’s progress against the Inclusion Continuum following the 2018–2021 action plan evaluation and the organisation’s performance in the Access and Inclusion Index, placed Victoria Police’s disability inclusion still at the **reactive** level.



¹ B. Jones and Michael Brazzel 2014, *The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives*.

² Since 2018 Dr. Angela Workman-Stark has improved the definitions within the Inclusion Continuum to better align to evidence-based diversity and inclusion standards.

The previous Inclusion Continuum (2018) included 6 pillars: exclusive, passive, compliant, proactive, redefining and inclusive. See the 2018–2021 *Diversity and Inclusion Framework* for expanded definitions.

THE NEXT STEP

The next step in the journey towards our vision of access and inclusion for employees with disability in Victoria Police starts with six actions for 2023–2024. In addition, Victoria Police has developed eight actions that will benefit all areas of diversity and inclusion. These actions complement those actions targeted solely at improving the experience of employees with disability.

ACCESS AND INCLUSION ACTIONS AND MILESTONES 2023–2024

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
<p>Promote uptake of special measures specified in the Equal Opportunity Act in recruitment to all VPS roles.</p>	<p>The problem: the current pipeline of candidates with disability is low and not sufficient to meet our organisational employment targets.</p> <p>What we're doing: diversifying the talent pool available in VPS recruitment processes and increasing opportunities for candidates with disability.</p> <p>How we will do it: by engaging with recruitment teams and hiring managers.</p>	<p>Communicate Victorian Public Sector Commission special measures guidance document to recruitment teams and hiring managers.</p> <p>Embed special measures processes in recruitment for all VPS vacancies.</p> <p>Monitor and report bi-annually on the number of roles designated as special measures for people with disability.</p>	<p>HRC</p>
<p>Review and upgrade accessibility of the Victoria Police intranet.</p>	<p>The problem: the Victoria Police intranet is not fully accessible to all employees.</p> <p>What we're doing: reviewing and upgrading Victoria Police's intranet with updated Web Content Accessibility Guideline (WCAG) and amending the Victoria Police style guide to align with updated WCAG.</p> <p>How we will do it: by incorporating WCAG standards into intranet policy, processes and communications.</p>	<p>Establish process to ensure development of new intranet pages and content are aligned with WCAG.</p> <p>Implement and communicate new guidelines and offer training to intranet publishers.</p> <p>Review high traffic intranet sites and update where possible to ensure they are aligned with WCAG.</p> <p>Implement and communicate a feedback system for employees to notify of pages or sites that are not accessible.</p> <p>Update style guide to reflect alignment with WCAG and communicate.</p> <p>Establish process of review to ensure intranet and systems are maintained at highest possible level of accessibility.</p> <p>Explore options for technical upgrading of intranet.</p>	<p>MCED</p>

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
<p>Develop an accessibility checklist for training and development content and delivery.</p>	<p>The problem: accessibility needs are not always considered or understood when creating training content or delivering courses to employees.</p> <p>What we're doing: embed accessibility as a consideration in training and development based on best practice to ensure equitable access to all employees.</p> <p>How we will do it: in partnership with internal partners and the Australian Network on Disability, we will develop an accessibility checklist for use in creation of training and development content and delivery.</p>	<p>Conduct desktop review of accessibility checklists utilised by other registered training organisations (RTOs).</p> <p>Develop an accessible training checklist that includes all Victoria Police delivery methods.</p> <p>Create a resource package and how-to-guides tailored for PDC staff.</p>	<p>HRC</p>
<p>Review and promote the VPM Reasonable workplace adjustment, Practice Guide and Passport.</p>	<p>The problem: significant workplace barriers continue to exist for accessibility requirements.</p> <p>What we're doing: strengthening Victoria Police's workplace adjustment policies and procedures and ensuring access to workplace adjustments for all employees as part of a formal process.</p> <p>How we will do it: by identifying opportunities to enhance accountability and capability across the process.</p>	<p>VPM Reasonable workplace adjustment policy and associated documents reviewed and strengthened. Language explicitly mentions police officers.</p> <p>Provide access to workplace adjustments to all employees as part of a formal process.</p> <p>Deliver training for targeted employees on workplace adjustments process.</p> <p>Definition of disability is clearly defined in policy and guidelines and communicated widely across the organisation.</p> <p>Explore development of mechanism through which to track uptake of workplace adjustments.</p> <p>Collect data and report bi-annually to Gender Equality and Inclusion Outcomes Committee (GEIOC).</p>	<p>HRC</p>
<p>Review and develop a formal process to ensure all internally developed or purchased software and applications are accessible for employees with disability.</p>	<p>The problem: accessibility needs are not always considered or fully understood when developing or purchasing software and applications.</p> <p>What we're doing: ensuring employees with disability can fully access and utilise software and applications developed or purchased by Victoria Police.</p> <p>How we will do it: by developing and implementing a process that ensures accessibility considerations are included in the planning, development and purchasing of software for use by Victoria Police employees.</p>	<p>Review existing processes relating to the development or purchase of software/applications and relevant change process.</p> <p>Identify opportunities in process to include checks that ensure software/applications are accessible.</p> <p>Ensure IT Solution Designs and enhancement processes include up-to-date accessibility considerations with 12-monthly review cycle.</p>	<p>DSSD</p>

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
<p>Ensure all new constructions of Victoria Police premises are fully accessible, improve accessibility in existing premises as part of major renovations where project budgets allow and review and identify opportunities to improve accessibility in existing premises.</p>	<p>The problem: many Victoria Police premises are not wholly accessible for employees with disability.</p> <p>What we're doing: ensuring employees with disability can fully access and participate in all areas of the workplace.</p> <p>How we will do it: in partnership with HRC, OID will implement measures to ensure accessibility is embedded in processes relating to new or renovated Victoria Police premises.</p>	<p>Review the VP Design Guidelines, striving to go beyond compliance and the current standards (Universal Design and Design for Dignity).</p> <p>Develop a written commitment/process to make new premises and existing premises undergoing significant renovations, fully accessible, subject to available funding.</p> <p>Develop a process to seek feedback on accessibility issues relating to premises to identify opportunities to improve accessibility in existing premises, for consideration in the next action plan.</p>	<p>OID</p>



DIVERSITY AND INCLUSION ACTIONS AND MILESTONES 2023–2024

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
<p>Create a suite of targeted diversity and inclusion tools and resources that are user friendly and easily accessible.</p>	<p>The problem: limited knowledge, understanding and awareness of diversity and inclusion amongst managers.</p> <p>What we are doing: enhancing diversity and inclusion capability in people managers.</p> <p>How we will do it: by developing and promoting a diversity and inclusion resource hub targeted at leaders and people managers.</p>	<p>Conduct a literature review of existing mandatory WoVG and other jurisdiction diversity and inclusion training packages, to inform the development of the resource hub.</p> <p>Review and identify gaps and opportunities in existing training/engagement programs.</p> <p>Develop the diversity and inclusion management resource hub.</p> <p>Diversity and inclusion management resource hub is integrated into existing people management training.</p>	HRC
<p>Strengthen induction and onboarding with workforce diversity and inclusion information.</p>	<p>The problem: current Victoria Police induction and onboarding content lacks comprehensive information on employee networks and other employee diversity and inclusion information.</p> <p>What we're doing: ensuring that all new employees are aware of the organisation's diversity and inclusion values, standards, resources and support.</p> <p>How we will do it: a review of current induction and onboarding processes will identify opportunities to create and embed new materials addressing current gaps in diversity and inclusion.</p>	<p>Review current police, protective services officers and VPS induction and onboarding content and identify opportunities to incorporate diversity and inclusion content.</p> <p>Implement recommended content changes to ensure there is consistency in how new employees across Victoria Police are introduced to diversity and inclusion.</p> <p>Establish a process of regular review that includes consultation with HRC and employee networks.</p>	PDC
<p>Develop a diversity and inclusion communications and engagement strategy to raise awareness of Victoria Police's strategies and action plans.</p>	<p>The problem: communications and engagement for diversity, equity and inclusion is limited and lacks an overarching strategy or plan.</p> <p>What we're doing: improving knowledge and understanding across the organisation of inclusion for employees with disability and culturally and linguistically diverse, Aboriginal and Torres Strait Islanders and LGBTIQ+ employees.</p> <p>How we will do it: by including active communications and engagement tactics.</p>	<p>Develop, execute and evaluate an organisational Diversity and Inclusion Communication and Engagement Strategy.</p>	HRC

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
<p>Strengthen strategic influence of employee networks through increased representation and embedding representatives.</p>	<p>The problem: employee networks have different levels of influence, support and visibility depending on the rank and position of their members, and their nominated champion's level of involvement.</p> <p>What we're doing: strengthening employee networks and introducing consistency to support all groups to have greater strategic influence in Victoria Police.</p> <p>How we will do it: by developing a consistent process of support and executive advocacy that will apply to all employee networks.</p>	<p>Set benchmark requirements that all employee networks are entitled to.</p> <p>Review each group against benchmark requirements.</p> <p>Provide support to employee networks to ensure that all networks have an Executive Command Sponsor and a Command portfolio lead.</p> <p>Develop a process to ensure there is consistent support, influence and advocacy across all groups.</p> <p>Establish a formal consultation and feedback process.</p>	HRC
<p>Establish a governance and an authorising framework for diversity and inclusion.</p>	<p>The problem: insufficient governance or authorising framework to support and progress workforce diversity and inclusion.</p> <p>What we're doing: expanding and renaming the Gender Equality and Inclusion Outcomes Committee (GEIOC) to include representation and support for implementing the diversity and inclusion strategy and action plans.</p> <p>How we will do it: we will re-scope and expand the GEIOC. The committee will welcome new members and be responsible for monitoring and tracking progress against the inclusion strategies and action plans.</p>	<p>Review GEIOC membership and terms of reference (ToR).</p> <p>Develop a proposal in consultation with employee networks including new name, ToR, membership, and governance model.</p> <p>Obtain approval including endorsement from GEIOC and approval from Safety, People and Culture Committee.</p>	HRC
<p>Uplift capability of units responding to workplace harm through development of training and resources.</p>	<p>The problem: organisational response to workplace harm has been identified as an area of focus for improvement by all diversity portfolios.</p> <p>What we're doing: ensuring an intersectional lens is applied to workplace harm reporting and responses.</p> <p>How we will do it: by developing training and resources for Victoria Police units that respond to workplace harm and complaints.</p>	<p>Develop targeted diversity and inclusion training.</p> <p>Rollout training to all employees managing incidents of workplace harm.</p> <p>Develop processes that ensure new employees engage in the training as part of their induction to workplace harm units.</p> <p>Develop and provide ongoing support/refresher training for existing employees.</p>	HRC
<p>Review workplace harm reporting, complaint pathways and employee support services.</p>	<p>The problem: complaint pathways and employee support services are not fully inclusive.</p> <p>What we're doing: ensuring that complaint processes and support services are safe, appropriate and inclusive for our Aboriginal and Torres Strait Islander, CALD, LGBTIQ+ employees and those with disability and accessibility requirements.</p> <p>How we will do it: we will conduct the review with an inclusive lens.</p>	<p>Ensure all workplace harm systems capture employees' diversity information where relevant to the complaint.</p> <p>Establish a review for workplace harm reporting and wellbeing services referral processes.</p> <p>Review opportunities within existing contract requirements to ensure EAP providers include culturally safe, accessible and inclusive support and referrals.</p>	HRC/ PSC

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
<p>Create and implement a diversity and inclusion Monitoring, Evaluation and Learning (MEL) framework.</p>	<p>The problem: previous systems and processes developed for monitoring and evaluating strategies and actions have lacked robustness, creating difficulties in measuring and assessing progress.</p> <p>What we're doing: ensuring Victoria Police can sufficiently assess and monitor the organisation's material progress towards a diverse workplace and inclusive organisation.</p> <p>How we will do it: by developing KPIs for each action across the four strategies and action plans.</p>	<p>Review relevant existing data and reporting mechanisms.</p> <p>Determine KPIs and processes to establish baseline data.</p> <p>Establish mechanism for monitoring progress.</p> <p>Develop processes to ensure regular review.</p>	<p>HRC</p>



ACRONYMS AND SHORTENED FORMS

AND

Australian Network on Disability

DSSD

Digital Services and Security Department

HRC

Human Resources Command

GEIOC

Gender Equality and Inclusion Outcomes Committee

MCED

Media, Communications and Engagement Department

MEL

Monitoring, Evaluation and Learning

OID

Operational Infrastructure Department

PDC

People Development Command

PSC

Professional Standards Command

VPS

Victorian Public Service

WoVG

Whole of Victorian Government



GLOSSARY

We define key terms below and acknowledge that people have different definitions. Language has changed and continues to evolve.

ACCESSIBILITY

The extent to which people with disability can access something like an office, worksite or public area.

CARER

A carer is a legislated term under the *Victorian Carer Recognition Act 2012* that is applied to a person who is in a care relationship with another person with disability, care needs from advanced age, a mental illness, or an ongoing medical condition.

DISCRIMINATION

The unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, sex, or disability.

DISCRIMINATORY WORKPLACE HARM

This umbrella term covers any way a person experiences discrimination, harm or violence based on protected characteristics within the Victorian Equal Opportunity Act.

GENDER EQUALITY AND INCLUSION OUTCOMES COMMITTEE

The Gender Equality and Inclusion Outcomes Committee is the current authorising and governing committee that sits over gender equality in Victoria Police. The committee is being expanded to include diversity and inclusion.

INTERSECTIONALITY

This is an approach to understanding how social meanings related to the way we categorise and identify can overlap and interconnect. This creates different layers of discrimination or disadvantage for either an individual or group.

PROGRAM LOGIC

A program logic model is a schematic representation that describes how a program is intended to work by linking activities with outputs, intermediate outcomes and longer-term outcomes.

STEREOTYPE

A widely held but fixed and oversimplified image or idea of a particular type of person or thing.

WORKPLACE HARM

Workplace harm is the detrimental effects of being targeted by all forms of inappropriate behaviour from work colleagues including sex discrimination, gender-based bullying, sexual harassment and assault, predatory behaviour, victimisation, workplace conflict and bullying.

APPENDIX 1: DIVERSITY AND INCLUSION PROGRAM LOGIC



DIVERSITY AND INCLUSION: Program Logic

Problem: An engrained culture and systemic bias has amplified inequality and impeded diversity.

Goal: A diverse workplace and inclusive organisation







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