



VICTORIA POLICE

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Aboriginal Inclusion Strategy and Action Plan 2018–2021



Message from the Chief Commissioner

I am proud to launch the Victoria Police *Aboriginal Inclusion Strategy and Action Plan 2018-2021*.



The *Aboriginal Inclusion Strategy and Action Plan* sets out our commitment and vision for Aboriginal inclusion. The strategy provides us with a road map to ensure that we are focused on delivering the required leadership, workplace behaviours and practices to foster an organisation where all employees feel respected, valued and are able to contribute at their best.

We are committed to reducing the systemic barriers that limit Aboriginal people from joining Victoria Police and through our dedicated Applicant Attraction Team we have seen an increase in Aboriginal applicants and ultimately employees.

By creating a culture where all employees feel safe from workplace harm and creating a more inclusive and culturally safe working environment, my hope is that Victoria Police will be an employer of choice for Aboriginal people.

Victoria Police is committed to strengthening its partnership with the Victorian Aboriginal community through Aboriginal self-determination. The Aboriginal Portfolio Reference Group has been re-established providing the self-determining governance framework for Victoria Police, ensuring co-design in the development and implementation of all initiatives as well as a platform for monitoring and evaluation.

Aboriginal inclusion is a vital part of Victoria's future and, as we continue to embrace diversity across our organisation, this plan will help us to uncover new and rewarding opportunities for Aboriginal communities and Victoria Police.

Graham Ashton AM
Chief Commissioner

In this document, the term 'Aboriginal' is intended inclusively, to refer to both Aboriginal and Torres Strait Islander peoples of Australia, whilst recognising that people of Torres Strait Islander origin may or may not also be of Aboriginal descent. Terms such as 'Koori', 'Koorie' and 'Indigenous' are retained in the names of pre-existing programs and initiatives.

Acknowledgement of Country

Victoria Police respectfully acknowledges the Traditional Owners of the country throughout Victoria.

We pay our respects to Elders, both past, present and emerging and continue to recognise and embrace the fact that Aboriginal People are connected to the oldest, continuous history.

Our Goal

To strengthen partnerships with the Victorian Aboriginal community and to increase Aboriginal employment, economic participation and inclusion within our organisation.

Our people, our business

The *Victoria Police Aboriginal Inclusion Strategy and Action Plan 2018-2021* recognises and shows respect for Aboriginal culture and acknowledges the right of Aboriginal people to maintain their identity and connection to culture.

This Strategy is our road map for Aboriginal participation; strengthened community engagement and relationship building; and the next critical steps toward building a respectful organisation that provides enhanced Aboriginal employment outcomes, free from workplace harm.

Our commitment

Victoria Police is committed to delivering on the focus areas that have been identified for government departments and agencies to support the development and integration of inclusive policies, processes and practices for strengthening partnerships with the Aboriginal community and to increasing Aboriginal employment, economic participation and inclusion within our organisation.

This Strategy provides the structure to ensure we are focused on delivering the required leadership, workplace behaviours and practices to foster an organisation where Aboriginal Victorians are empowered to contribute to policies and programs that affect them; that services are delivered in inclusive ways so that external and internal barriers are eliminated; that current and future employees feel valued and are supported to achieve their aspirations; and communications promote the strength and resilience of Aboriginal culture.

- We commit to ensuring that appropriate leadership and governance structures are embedded to ensure Aboriginal community leadership and decision-making contribute to the design, development and delivery of policies and programs that affect them at a state-wide and regional level.
- We commit to increasing economic participation and to reducing the systemic barriers that limit Aboriginal people from joining Victoria Police.
- We commit to ensuring that Victoria Police communications reflect our acknowledgement and respect of Aboriginal culture, values and practices and reflects the strength, resilience and diversity of the Victorian Aboriginal community.
- We commit to supporting our Aboriginal employees by creating progressive career experiences.
- We commit to the increased understanding and respect of Aboriginal culture and people.
- We commit to ensuring that programs designed to address identified community needs are inclusive of the voices and aspirations of the Aboriginal community.
- We commit to strengthening our evidence-base of people data to ensure accountability and for our progress to be reported annually and publicly through the Workforce Diversity Dashboard.

Working together

Victoria Police is committed to strengthening support and leadership for Aboriginal Inclusion. This Aboriginal Inclusion Strategy and Action Plan has been informed by the *Victoria Police Capability Plan 2016-2025*, Victorian Government policies, strategies, relevant legislation and regulatory requirements with valuable insights provided through extensive consultation both internally and externally to Victoria Police.

Whole of Victorian Government

This Strategy aligns to the Victorian Government Aboriginal Inclusion Framework. This Framework provides a structure to actively embed inclusive, consistent and accessible services to Aboriginal people within the processes of government. It is a tool for departments and agencies to review and reform current practices in relation to how they do business with, and deliver services to Aboriginal people, families and communities. Other government strategies referenced include the *Victorian Aboriginal Economic Strategy 2013-2020* and *Barring Djinang*.

Victorian Charter of Human Rights and Responsibilities Act 2006

Victoria Police complies with the Act and recognises the rights of Aboriginal people to maintain their spiritual, material and economic relationship with resources under traditional laws and customs. The Review of the Victorian Charter of Human Rights and Responsibilities recommended that a right to self-determination be included in the preamble to the Charter.

Self-Determination

The Victorian Government is committed to self-determination as the guiding principle in Aboriginal Affairs and is working closely with the Victorian Aboriginal community to tackle some of the most important issues for Aboriginal Victorians.

Self-determination is vital for improving Aboriginal people's health, wellbeing and safety with reforms being supported across government aimed at ensuring Aboriginal community leadership and decision-making in the design, development and delivery of policies and programs that affect them.

This overarching principle is supported by Victoria Police and will form the basis for the development of a self-determination framework and governance structure for Victoria Police which will develop actions to achieve this within a co-design model.

The Police Association and Community and Public Sector Union

We commit to meaningful and ongoing collaboration. We recognise the importance of our partnership with both The Police Association (TPA) and the Community and Public Sector Union (CPSU) as the representative bodies of our members and employees.

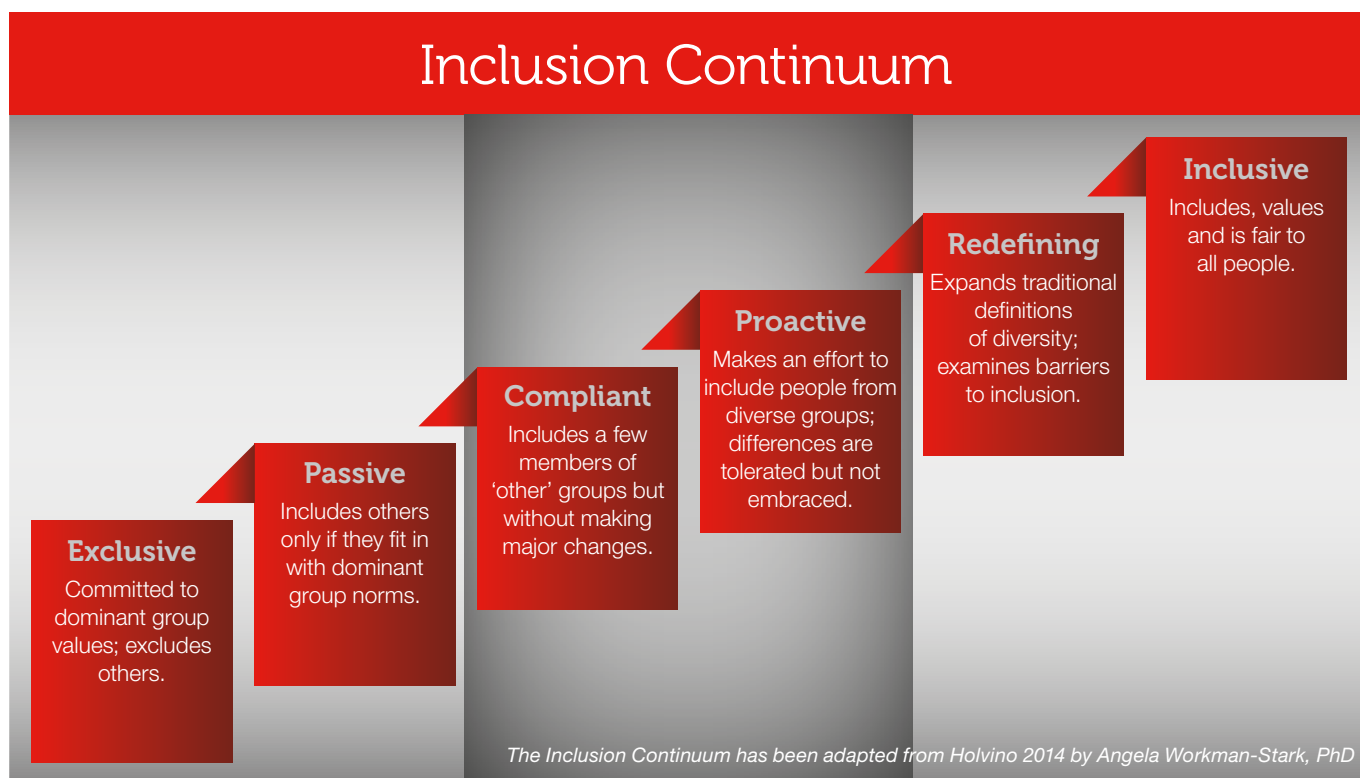


Inclusion Continuum

Typically, in making change, organisations progress through a number of phases before becoming truly inclusive. The Inclusion Continuum below shows the phases from 'exclusive' to 'inclusive'.

Considering these phases and the findings of the recent reviews it could be said that Victoria Police as an organisation is moving from 'compliant' to 'proactive'. We recognise not all individuals or workplaces will be at the same phase of maturation, some areas will be more or less progressed than others. The *Diversity and Inclusion Framework 2017-2020* and the dedicated strategies and action plans developed under this framework, will assist in propelling all of us further along the path to being truly inclusive.

Where are you?



Where we are now:

- workforce values that 'recognise diversity';
- a culture in which some employees choose not to self-identify as Aboriginal;
- structural barriers restrict access and participation in professional development and career progression opportunities;
- need to increase cultural awareness and understanding of Aboriginal people and their culture;
- conduct and performance management not well managed.

What it will look like when we are inclusive:

- our values are embraced and embedded in everything we do
- a culturally safe workplace for Aboriginal employees where respect and inclusion prevents workplace harm;
- increased number of employees choosing to self-identify as Aboriginal;
- equality in access and participation in professional development opportunities including; higher duties, at-level assignments, training and education;
- diversity in recruitment and promotion processes;
- visible leadership;
- high performance culture supported by streamlined performance management processes;
- a culture that values the health, safety and wellbeing of all.

Increasing Capability

This *Strategy* is underpinned by the *Victoria Police Capability Plan 2016-2025*, which provides the basis for planned and targeted capability growth for the organisation.

Specifically, the commitments in this *Strategy* are aligned with the enabling 'people management' capabilities of:

- **Leadership Development** – professional development which supports strong values-based leadership in daily activities. Focusing on people, performance and professionalism, to support the culture of dignity and respect.
- **Workforce Planning** – the creation of a workforce that better reflects the make-up of the community. Women, Indigenous and culturally and linguistically diverse (CALD) populations are represented to a far greater extent;
- **Occupational Health and Safety** – focusing on all aspects of a safe environment including the behaviour of employees; and
- **Training and Professional Development** – continuing education that builds and maintains skills and knowledge in policing complex social issues.

The *Victoria Police Aboriginal Inclusion Strategy 2018-2021* and associated Action Plan will contribute to the maturing of these capabilities through activities aligned with the Blue Paper Transformational Pathways of Safety; Leadership; and Gender, Diversity and Flexibility. Together, this and other inclusion strategies* will assist Victoria Police to become an employer of first choice, with a professional workforce that is mobile, responsive and visible, highly trained and skilled, and more engaged with the community.

Our vision

Through people-focused leadership Victoria Police will build a culturally safe workplace that understands, respects and values Aboriginal people and their culture.

Safety

More focused on the health, safety and wellbeing of our people.

- Preventing and responding to Workplace Harm;
- Creating culturally safe workplaces;
- Building resilience.

Gender, diversity and flexibility

A more professional, flexible and diverse workforce.

- Introducing employment pathways;
- Increasing development opportunities;
- Providing workplace support.

Leadership

More confident, humble, respectful and people-focused.

- Building cultural competence;
- Embed Aboriginal recognition and celebration of events.
- Empowering self-determination.

The key areas of focus within the *Aboriginal Inclusion Strategy and Action Plan 2018-2021* and guide the actions and initiatives are:

- Leadership and Governance
- Attraction and Recruitment;
- Progressive Career Experiences; and
- Inclusive Workplaces.

The Victorian Aboriginal Inclusion Framework guides the additional focus area of self-determination in policy and program development.

* Gender Equality; Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI) people; Culturally and Linguistically Diverse (CALD) people; and People with Disabilities.

Leadership and Governance

A governance model has been implemented to ensure that all the key deliverables arising from the various Action Plans under the Diversity and Inclusion Framework are appropriately monitored and reported on.

The governance model will ensure that Victoria Police:

- Continues to promote the core values as an Equal Opportunity Employer and a culture of inclusion and respect is fully embedded;
- Has robust processes for monitoring, mitigating risk and reporting with greater accountability for delivery of the Action Plans within agreed timeframes;
- Has appropriate advisory bodies and evaluative processes to guide the implementation of the Strategies and Action Plans;
- Has regular reporting on outcomes against the Aboriginal Inclusion Strategy and Action Plan to the Aboriginal Portfolio Reference Group, the overarching self-determination governance structure established within Victoria Police to oversee self-determination.

The Diversity Advisory Group

The Diversity Advisory Group is a key advisory body for guiding, influencing and monitoring the actions arising from the various Actions Plans under the *Victoria Police Diversity and Inclusion Framework 2017-2020*.

The Diversity Advisory Group will provide Victoria Police with a valuable resource of leaders as well as passionate, engaged employees with lived experiences.

Reporting

A data collection and reporting framework will be established to guide evidence based decision making and drive accountability. We will report annually and publicly through the Workforce Diversity Dashboard, which will create transparent reporting and genuine engagement with the Aboriginal community within a self-determination model.





Self-Determination in Policy and Program Development

The Victorian Government has committed to self-determination as the guiding principle in Aboriginal affairs. It is a whole of government approach that puts Aboriginal experiences and voices at the centre of decision making.

The commitment to Aboriginal self-determination:

- responds to the long-held aspiration of Aboriginal people to be self-determining;
- acknowledges that self-determination is a fundamental human right that must be exercised;
- recognises that Aboriginal Victorians hold the knowledge and expertise as to what is best for themselves, their families and communities;
- will allow policies and programs to better reflect community needs and aspirations;
- acknowledges that by working with Aboriginal communities and drawing on their skills, knowledge and expertise, we will have better policy design and program implementation; and
- will bring about wide-reaching benefits for the whole Victorian community across social, economic and political spaces.

In line with this commitment, the Aboriginal Portfolio Reference Group (APRG) has been re-established as the self-determining governance framework for Victoria Police to oversee initiatives developed within the Aboriginal Affairs Reform agenda.

The APRG can provide guidance on the implementation of Victoria Police initiatives including Victoria Police commitments within the Aboriginal Justice Agreement Phase Four (AJA4), Indigenous Family Violence Ten Year Plan and the Aboriginal Inclusion Strategy and Action Plan in an effort to alleviate

duplication of committees and working groups and provide transparency on progress.

In order to show genuine commitment to self-determination a Co-Chair arrangement is proposed with Command level representation along with senior representation from the Victorian Aboriginal community sector.

Welcome to Country

Include Welcome to Country when convening Victoria Police official external meetings and events.

A Welcome to Country is performed by a Traditional Owner of the land that the event is held on. The Traditional Owner or Owners generally perform the Welcome to Country through speech (traditional language or English), singing, dancing or Smoking Ceremony to welcome visitors to their traditional lands.

Acknowledgement of Traditional Owners and Elders

An Acknowledgement of Traditional Owners and Elders is a protocol to be used at the opening of internal meetings, events and functions. Unlike a Welcome to Country and Acknowledgement of Traditional Owners and Elders can be made by anyone who would like to pay their respects to the traditional custodians of a particular region or area.



Attraction and Recruitment

Victoria Police is committed to increasing Aboriginal employment and economic participation. Significant work has been undertaken through the *Victoria Police Aboriginal and Torres Strait Islander Employment Plan 2014-2018* but we recognise that further work and innovation is required. This Strategy incorporates the refreshed Victoria Police Aboriginal Employment Plan and is underpinned by Barring Djinang, the Victorian Government's five year strategy to enhance Aboriginal employment outcomes.

Barring Djinang has adopted a new Aboriginal employment target of two per cent which Victoria Police will actively contribute to. Victoria Police acknowledges that building on the foundations established through our Employment Plan and outlined in this Action Plan will create improved, sustainable employment outcomes.



Victoria Police has a diverse range of employment opportunities for Aboriginal people. Our employment pathways include:

- Victoria Police Aboriginal School based Traineeship Program;
- Youth Employment Scheme (YES Traineeship Program);
- Youth Cadetship Scheme;
- VPS Aboriginal Pathways to GRADS (Graduate Scheme);
- VPS recruitment;
- Protective Service Officer (PSO) recruitment;
- Police Custody Officer (PCO) recruitment;
- Police Officer recruitment.

Through a designated Aboriginal Recruitment Portfolio Project Officer position within our Applicant Attraction and Projects Team there will be a greater effort made in clarifying and communicating the recruitment pathways to Aboriginal communities through roadshows and other community recruitment initiatives. There is a focused effort on engagement which will ultimately increase the likelihood of Aboriginal individuals considering Victoria Police as an employer of choice.

Research across the various employment pathways shows that Victoria Police is attracting Aboriginal applicants specifically into the Police and PSO space but the success rate of applicants could be improved. Victoria Police is committed to inclusive Aboriginal employment processes to provide support and guidance through the recruitment process.

Traineeships

There has been an increase in the population of Aboriginal people by 41 per cent between the 2006 and 2011 Census.¹ Victoria's Aboriginal population is young and growing with 60 per cent of Aboriginal Victorians being under the age of 25 compared to only 32 per cent of the non-Aboriginal population.²

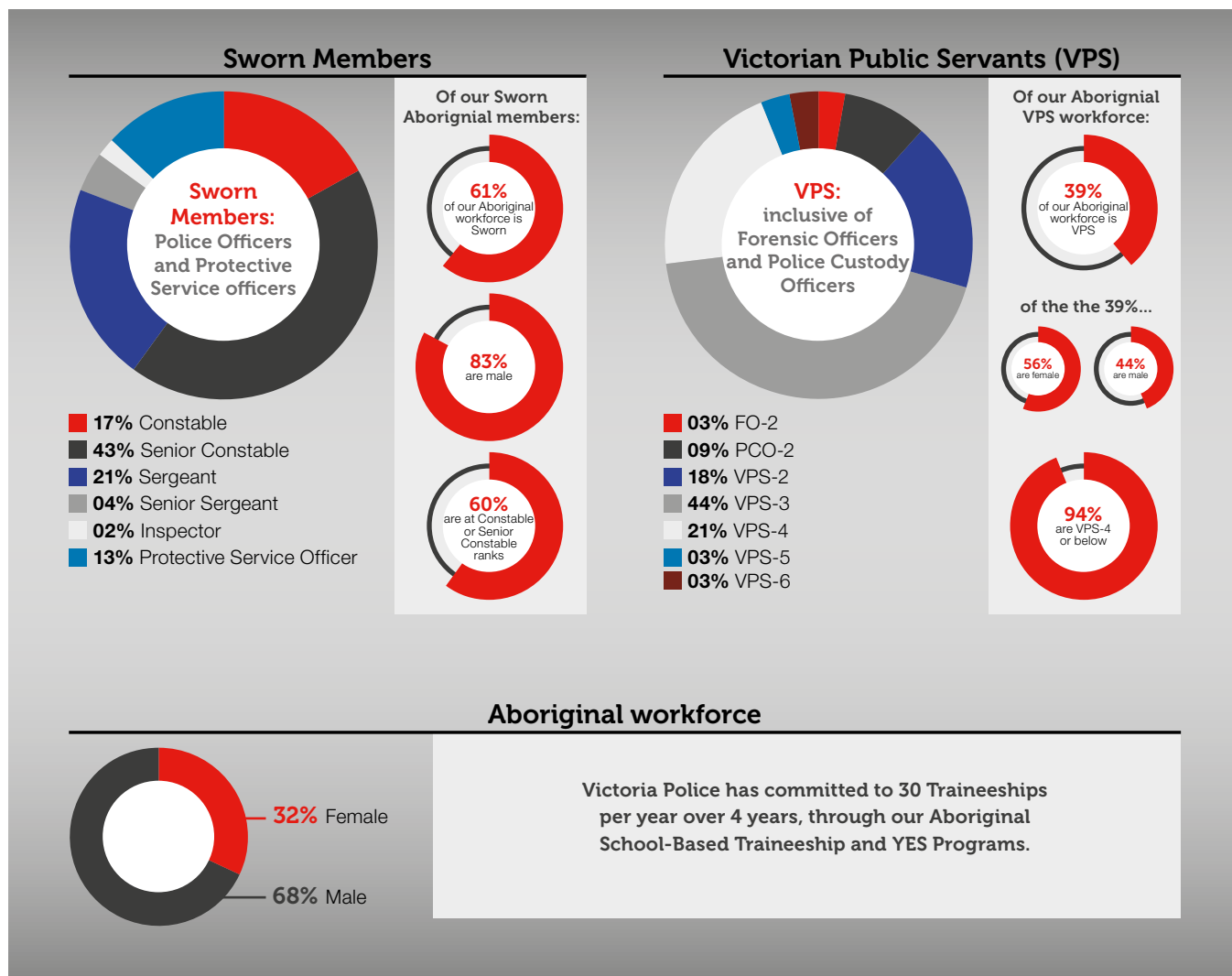
Victoria Police has an opportunity to tap into the young and growing Aboriginal population by better promoting our entry level employment pathways such as Traineeships, Youth Cadetship Scheme and GRADS. Retention of young Aboriginal trainees post the successful completion of the Program is a new initiative which is currently being developed.

¹ Victorian Government Aboriginal Affairs Report 2014-2015

² Australian Bureau of Statistics – 2014 as cited in the *Victorian Government Aboriginal Affairs Report 2014-2015*

Where are we now

Currently³ Victoria Police has a workforce of 19,937 employees and of these 87 have chosen to self-identify as Aboriginal. The breakdown of our Aboriginal employees across the organisation is as follows:



Increased Economic Participation

Victoria Police supports employment and development opportunities for Aboriginal people consistent with the *Victorian Aboriginal Economic Strategy 2013-2020* and *Barring Djinang*.

The engagement and facilitation of relationships between Aboriginal communities and Victoria Police will promote opportunities for economic participation for Aboriginal Victorians, enterprises and communities.

³ As at 31 January 2018

Progressive Career Experiences

Evidenced through the consultation process, some Aboriginal employees do not adequately feel supported in the recruitment, on-boarding or on-going employee experiences.

Victoria Police recognises that to be an employer of choice for Aboriginal employees, there is a need to create progressive career experiences for employees. These include:

- Aboriginal Employee Network;
- Mentoring and coaching;
- On-boarding support;
- Training and development;
- Interview skills.

Aboriginal Employee Network

The overarching vision of the Victoria Police Aboriginal Employee Network is to help create, develop and promote an environment where Aboriginal employees can confidently and freely share their experiences, as well as provide support and policy advice for other Aboriginal employees and effectively contribute towards Aboriginal focused initiatives within Victoria Police.

The Chair of the Aboriginal Employee Network will be a member of the Diversity Advisory Group.

Mentoring and Coaching

Mentoring and coaching initiatives provide employees with support and career development opportunities. There is a need to introduce a formal mentoring program where Aboriginal employees have the opportunity to connect with new employees, in order to foster cross-organisational relations and build a greater sense of belonging and community. The objective of this program is to provide one-on-one development and trusted relationships, where individuals can share their experiences and any concerns.

On-boarding Support

The first few months can be daunting for a new employee. Increased on-boarding support will be given to all new Aboriginal employees. This support will include regular follow-ups, introduction to the Aboriginal Employee Network and a mentor (specifically if going through the Academy).

Training and Development

Aboriginal employees are encouraged to participate in internal and external training and development programs. Leadership development opportunities will be offered to employees for attendance at IPAA and Barring Djinang programs.

Interview Skills

Interview skills coaching will be offered to employees to assist in attaining promotional and developmental opportunities.



Inclusive Workplaces

Victoria Police will foster, champion and maintain a diverse, inclusive and safe workplace, free from individual and systemic forms of discrimination and harassment by treating everyone with dignity and respect and providing equality of opportunity for all employees.

Cultural Awareness Training

Victoria Police through various training programs will increase cultural awareness and understanding of Aboriginal people and their culture. The benefit of increased cultural awareness is that it will lead to better quality policing as well as management of Aboriginal employees, as members will have a more considered and accurate understanding of Aboriginal culture and behaviours. Moreover, a more culturally aware Victoria Police will enhance relationships with the Aboriginal community.

Displaying Aboriginal and Torres Strait Islander Flags

The Aboriginal and the Torres Strait Islander flags are official flags of Australia and held in equal importance. Flying the Aboriginal and Torres Strait Islander flags promotes a sense of community partnership and our commitment to respect and inclusion.

Victoria Police is committed to ensuring that all new police stations and major refurbishments of existing police stations will include additional flag poles for the purposes of flying the Aboriginal and the Torres Strait Islander flags.

Plaques

Plaques acknowledging Traditional Owners are encouraged to be located at the entrance to local police stations in an effort to highlight respect for Traditional Owners of the local area.

Significant Dates

There are a number of significant dates of cultural and community events in the Aboriginal calendar which are recognised and supported by Victoria Police, these include:

13 February	National Apology to the Stolen Generation
15 March	National Close the Gap Day
21 March	Harmony Day
26 May	National Sorry Day
27 May – 3 June	National Reconciliation Week
3 June	Mabo Day
A week in early July	NAIDOC Week
4 August	National Aboriginal and Torres Strait Islander Children's Day
9 August	International Day of the World's Indigenous People

Cultural Awareness Training - Shepparton

Victoria Police has worked hard to build positive partnerships with Aboriginal communities, dedicating police and staff resources to programs focused on engagement and education.

In the depths of the Barmah National Park police are invited to walk alongside its custodians giving them a rare glimpse into one of the oldest surviving cultures in human history.

The Shepparton Cultural Camp is one of many programs available to police who want stronger connections and understanding of the Aboriginal Community.

Elders Uncle Larry Jackson and Uncle Colin Walker take participants on guided tours to cultural and sacred sites, and share their stories in 'yarning circles' around the camp fire.

The camp allows police to be more open to some of the issues and why things are the way they are. The community has started to come around and see police differently too," he said.

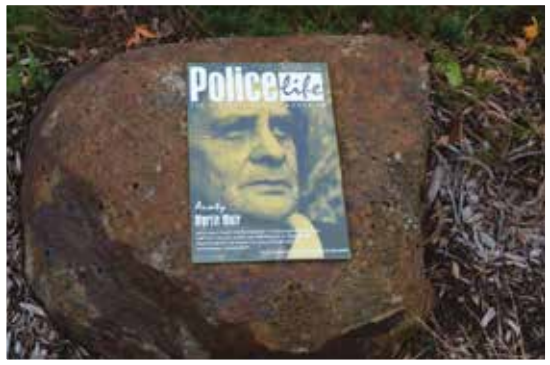
"The best part of the cultural training is all the young ones are going to carry that knowledge with them throughout their police career".

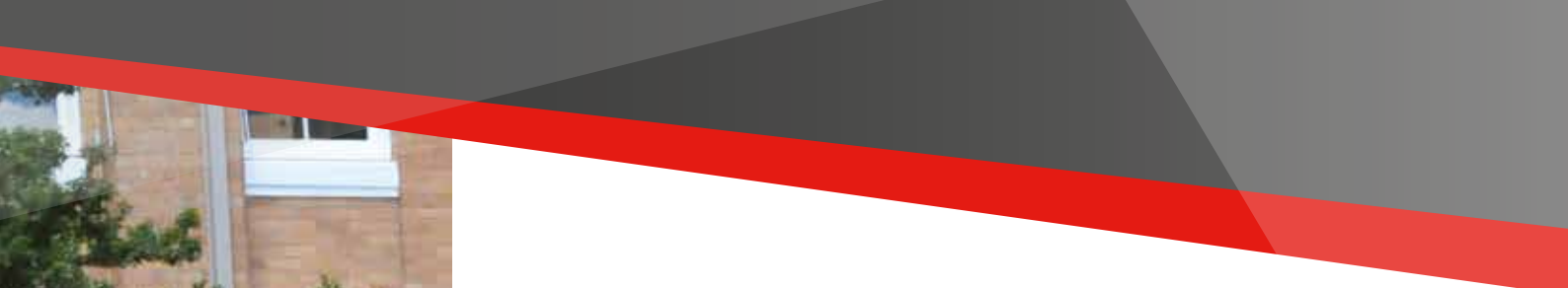
To date, there have been close to 600 police members and staff from across the states that have attended the Shepparton Cultural Camp.

These shared experiences lead to greater understanding and Victoria Police is committed to continuing to build upon this to create a culturally capable workforce.

Extracts from Police Life Winter 2015, June 2015







Inclusive Workplaces (continued)

Ballert Toom-nee

“Ballert Toom-nee” is from two Woi Wurrung words meaning ‘strong’ and ‘talk’.

This initiative was to promote a culturally safe place for Aboriginal employees and visitors to the Victoria Police Academy to meet, reflect and encourage others to learn. The initiative was to improve awareness through acknowledgement, respect and celebration of Aboriginal traditions, history and culture.

It was considered the words “Ballert Toom-nee” is the type of conversation that only friends can have. This connects with the continuous conversations that Victoria Police have, where we robustly discuss, respond and provide solutions to important issues to assist and reconcile toward building strong productive relations.

People Development Command (PDC) implemented a number of cultural items around the Academy.

The first is a plaque which has been mounted at the front entrance of the Academy. It acknowledges the Kulin Nation as the traditional custodians of the land upon which the Academy stands.

Two paintings have also been placed in the Academy Chapel foyer. The paintings were developed as part of the Torch Project, an Indigenous Arts in Prison and Community Program.

PDC commissioned the creation of the *Aunty Myrtle Muir Memorial Garden* in the grounds of the Academy. The garden includes a sculpture in the form of a shield, which forms a seat, and a feather message stick which stands 1.8 metres tall. The garden includes native plantings and is a reflective space for Aboriginal and non-Aboriginal people alike.



Aboriginal Inclusion Action Plan

The *Victoria Police Aboriginal Inclusion Strategy 2018-2021* will be driven by the *Aboriginal Inclusion Action Plan*, to enable the realisation of our goal, vision and commitment to achieving a diverse and inclusive workplace that demands equality and respect for all Aboriginal people. This Action Plan presents the roadmap to monitor our progress against the actions we will undertake over the next four years. A full analysis of information sources will define the baseline and further inform measures and targets where appropriate.

Transformational Pathway: Safety: More focused on the health, safety and wellbeing of our people			
What we know: We know that achieving widespread cultural change, takes sustained and persistent action over a number of years and that everybody has a role to play. There is a need to strengthen the understanding of Aboriginal culture and history across the organisation.			
What we're doing:	Baseline	Indicators	Outcome
We will provide Aboriginal Cultural Awareness Training to all new Recruits.	New initiative Baseline to be determined	Number of employees trained across the workforce	Increased awareness and understanding of the Aboriginal culture.
We will increase understanding with all members completing mandatory online Family Violence modules including 'Understanding Family Violence in the Aboriginal Community'. Available online is also the Family Violence Quick Guides and video 'Family Violence in Aboriginal Families'.	Number of reports received from victims and bystanders	Monitor the number of reports received in comparison to the baseline. NB: it is expected that as cultural change takes place this figure will initially increase then decrease over time.	Reduced incidents of workplace harm.
We will increase our people's confidence to self-identify as Aboriginal by ensuring that they feel culturally safe to do so.		Increased employee confidence with existing employees identifying	Increased number of employees self-identifying.
We will develop an Aboriginal Writing Style Guide and update the Aboriginal Protocol Guide			Improved awareness on how to appropriately communicate with and about Aboriginal people.



Transformational Pathway: Gender, Diversity and Flexibility: A more professional, flexible and diverse workforce.

What we know: We know that to contribute to the government target of 2% we must build on the foundations of our attraction, recruitment and retention strategies.

What we're doing:	Baseline	Indicators	Outcome
<p>We will create clear recruitment pathways for Aboriginal people from:</p> <ul style="list-style-type: none"> • Victoria Police Aboriginal School-Based Traineeship Program; • Youth Employment Scheme (YES); • Youth Cadetship Scheme; • VPS Aboriginal Pathways to the GRADS Scheme; • VPS Recruitment; • Protective Service Officer recruitment; • Police Custody Officer recruitment; • Police Officer Recruitment. 	Currently 87 employees or 0.44%	<p>Develop and implement;</p> <p>Monitor and evaluate effectiveness</p>	Increase participation to 1% or 200 employees through the life of this Strategy, which will contribute to the Barring Djinang target of 2%.
We will commit to increasing the number of Aboriginal specific roles and identifying non-Aboriginal specific vacancies where incorporating an Aboriginal focus may enhance service delivery.	<p>New initiative</p> <p>Baseline to be determined</p>	<p>Develop and implement</p> <p>Monitor and evaluate effectiveness</p>	Increased number of employees self-identifying.
We will commit to retaining Aboriginal trainees (from YES and Aboriginal School-Based Traineeship Programs) once they have successfully completed the traineeship program.	<p>New initiative</p> <p>Baseline to be determined</p>	<p>New initiative</p> <p>Baseline to be determined</p>	Increased number of Aboriginal employees.
We will commit to participating in the VPSC Aboriginal Undergraduate Cadetship Program	<p>New initiative</p> <p>Baseline to be determined</p>	<p>New initiative</p> <p>Baseline to be determined</p>	Increased number of Aboriginal employees.
We will increase the on-boarding support for all new Aboriginal employees.	<p>New initiative</p> <p>Baseline to be determined</p>	Develop and implement	Increased organisational awareness and retention rate.
We will increase the number of Aboriginal employees in Senior Sergeant and VPS4 (and above) positions.	Percentage of Aboriginal employees in leadership positions	Monitor and report on increased number of Aboriginal employees in leadership positions	Proportionate representation of Aboriginal employees in leadership pipeline positions and better career opportunities.
We will through a structured exit process analyse exit survey information to eliminate systemic barriers so that Victoria Police is recognised as an employer of choice.	<p>New initiative</p> <p>Baseline to be determined</p>	Annual exit data analysis	Greater understanding of the reasons why Aboriginal employees choose to leave Victoria Police.

What we know: We know that through the *Victorian Aboriginal Economic Strategy 2013-2020* we need to support the economic development and participation of Aboriginal people and enterprises and actively promote procurement opportunities to Aboriginal enterprises.

What we're doing:	Baseline	Indicators	Outcome
We will actively contribute to the Victorian Government 1% Aboriginal small business procurement target.	Baseline to be determined	Monitor and evaluate	Increased number of Aboriginal enterprises engaged.
We will consider Aboriginal businesses in Preferred Supplier Agreements for the procurement of goods and services		Monitor and evaluate	Increased number of Aboriginal enterprises engaged.
We will revise and amend our procurement policies and procedures so that we can support economic participation.		Review of policies and procedures	Increased number of Aboriginal enterprises engaged.

Aboriginal Inclusion Action Plan (continued)

Transformational Pathway: Leadership: More confident, humble, respectful and people focused leadership			
What we know: We know that our Executives and Senior Leaders need to demonstrate leadership and guidance in supporting Aboriginal inclusion.			
What we're doing:	Baseline	Indicators	Outcome
Establish a senior champion ideally at Executive Command level to take ownership and oversee the implementation, performance and reporting of the Aboriginal Inclusion Strategy and Action Plan.			Greater visibility and awareness at Executive Command level.
What we know: We know that we need to create progressive career experiences for our Aboriginal employees.			
What we're doing:	Baseline	Indicators	Outcome
We will establish a formal Aboriginal Employee Network to influence change across Regions/ Departments/Commands.	New initiative Baseline to be determined	Local monitoring and evaluation	Empowering and supporting local initiatives and actions.
We will commit to the development of an Aboriginal Mentoring Program.	New initiative Baseline to be determined	Develop and implement Monitor and evaluate effectiveness	Greater support for Aboriginal employees.
We will increase the cultural awareness for supervisors and managers of Aboriginal employees with guidelines and support tools on building a safe and inclusive workplace.	New initiative	Increase in the number of employees accessing the Toolkit	Increased understanding and accountability from managers.
We will foster inclusive and safe workplaces where all people are treated with dignity and respect through continued delivery of people focused leadership development programs.	New initiative Baseline to be determined	Number of employees trained across the workforce	Increased leadership capability.
We will provide collaborative leadership to support all Regional Management Forums to achieve positive outcomes in working with regional Aboriginal communities.			Increased leadership capability.
We will encourage our Aboriginal employees to attend both internal and external development programs through the VPSC and IPAA.		Number of employees trained across the workforce	Increased leadership capability.
We will acknowledge and celebrate Aboriginal culture through Welcome to Country and ensure that Acknowledgement of Traditional Owners and Elders is consistent with protocols.	At departmental meetings, events and functions.		Increased organisational awareness of Aboriginal culture.
Provide opportunities for employees to celebrate/participate in NAIDOC Week, Reconciliation Week and other significant events.	Inclusion of all Aboriginal significant events in the internal events calendar	Number of employees attending	Increased organisational awareness of Aboriginal culture.
We will develop guidelines to educate managers on the significance of ceremonial, cultural and NAIDOC Week leave for them to better support their Aboriginal employees.	New initiative	Develop and communicate Increase in number of managers accessing the guidelines	Increased cultural support for Aboriginal employees.



"This strategy will ensure that we continue to focus on building a respectful and supportive environment for Aboriginal people, both within the Victoria Police workforce and in the community more broadly."

DC Wendy Steendam

Transformational Pathway: Governance

What we know: We know that we need to increase participation and engagement between Victoria Police and Aboriginal Communities.

What we're doing:	Baseline	Indicators	Outcome
We will ensure that appropriate consideration of Aboriginal perspectives are given when reviewing and developing policy through consultation with relevant Aboriginal stakeholders.			Increased organisational awareness of Aboriginal culture and perspectives.

What we know: We know that we need to implement an effective data collection and reporting framework.

What we're doing:	Baseline	Indicators	Outcome
We will report annually via our Workforce Diversity Dashboard	New initiative Baseline to be determined	Development and implementation of dashboard	Enhanced ability to monitor and evaluate the impact of initiatives.





Aboriginal Community Liaison Officer Logo Meaning

Artwork by Paola Morabito (Wemba Wemba)

“The design has continuing shield designs symbolising the ACLO representatives across Victoria, the program at work in communities, with water running behind it and the circles symbolising all the diverse Victorian Aboriginal communities camping along the water. I have included waterways, (fresh & saltwater) as they have always and continue to be important meeting places for the community and gives the work a flowing quality that shows the newness and continuation of the programs work. The wavy travelling lines represent movement travel and connection between the communities.”

Acknowledgement of traditional owners

Victoria Police pay our respect to the traditional owners of lands on which we live and work.

We pay our respects to Elders and all Aboriginal and Torres Strait Islander peoples who continue to care for their country, culture and people.

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