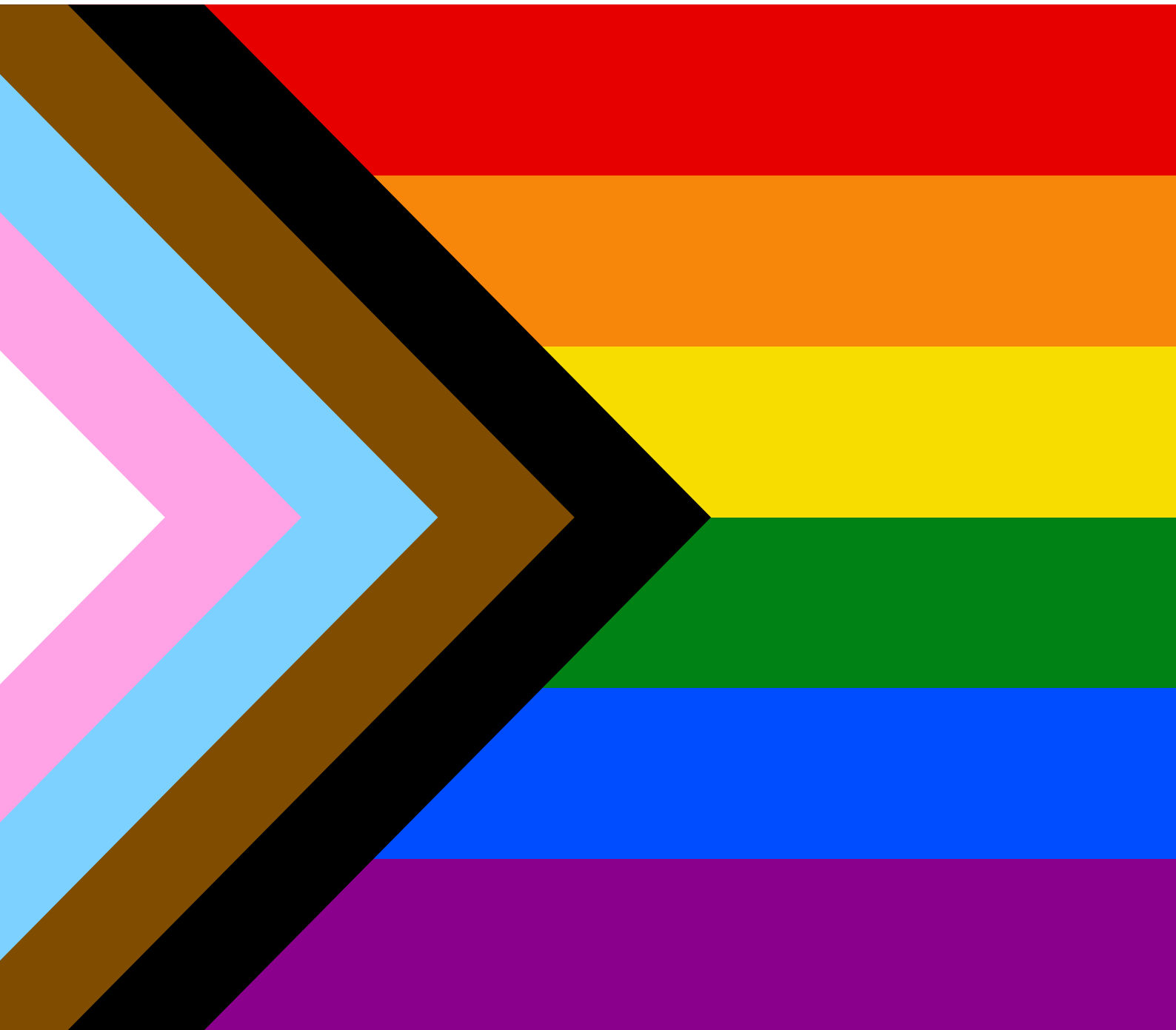


Department of Premier and Cabinet

LGBTIQA+ INCLUSION PLAN

2024 – 2028



Authorised by the Victorian Government
1 Treasury Place, Melbourne

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May, 2024

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Acknowledgement

The Department of Premier and Cabinet (DPC) proudly acknowledges Victoria's First Nations peoples and their ongoing strength in practising the world's oldest living culture.

We acknowledge the Traditional Custodians of Country throughout Victoria and pay our respects to their cultures and Elders past, present and emerging.

Language statement

The term 'LGBTIQA+' refers to people who are lesbian, gay, bisexual, trans and gender diverse, intersex, queer or asexual. The People Matter Survey data included in this plan reflects the views of employees who identify as lesbian, gay, bisexual, pansexual and asexual. The data does not reflect the views of trans, gender diverse or intersex people due to privacy and confidentiality reasons. The term LGBTIQA+ however is used through the document for consistency. We provide a glossary of terms and definitions but acknowledge that language is constantly changing and continues to evolve. The words 'our' and 'we' in this document refer to DPC.

Message from the Secretary

The Department of Premier and Cabinet's (DPC's) *LGBTIQA+ Inclusion Plan 2024-2028* is an integral part of our commitment to providing a diverse, equitable, inclusive and safe workplace for all staff.

It seeks to establish DPC as both an employer of choice for LGBTIQA+ people and an organisation that leads by example across the Victorian Public Service, while acknowledging the systemic barriers that still need to be overcome.

The plan's key areas of focus for the next four years include:

- fostering a culture of inclusive leadership and allyship
- ensuring DPC policies, practices and supports are inclusive
- creating opportunities for social connection and networking
- creating a psychologically safe, supportive and inclusive workplace.

This plan aligns with Victoria's first whole-of-government LGBTIQA+ strategy, *Pride in our future: Victoria's LGBTIQA+ strategy 2022-32*, which provides the vision and plan to drive equality and inclusion for Victoria's diverse (LGBTIQA+) communities within all aspects of government work over the next decade.

I thank the LGBTIQA+ staff who, through focus-group discussions and one-on-one interviews, have helped ensure that LGBTIQA+ voices and experiences are at the centre of this plan. I also acknowledge the contributions of the People and Culture branch at the Department of Government Services and the Equality team at the Department of Families, Fairness and Housing.

Finally, I want to thank our co-Executive Champions for LGBTIQA+ Inclusion, Rach Cowling and Fin Bird, for their advocacy, leadership and support for the development of this plan.

It is a shared responsibility of all staff to create an environment that is safe, inclusive and welcoming to LGBTIQA+ people. I encourage you all to read this plan and make a commitment to take proactive steps to strengthen LGBTIQA+ inclusion at DPC.



Jeremi Moule
Secretary



Message from the Co-Executive Champions of LGBTIQA+ Inclusion

We are delighted to introduce the Department of Premier and Cabinet's (DPC's) *LGBTIQA+ Inclusion Plan 2024-2028*.

As members of the LGBTIQA+ community, DPC has been an inclusive and supportive place for us to work, with diverse teams that are reflective of the communities we live in. This is not something we take for granted, as we have both previously experienced environments where it wasn't safe to identify as LGBTIQA+.

Our diversity is our strength and we want to ensure that every staff member has the same positive experience at DPC and feels empowered to be their authentic selves at work.

This plan builds on the work of our previous inclusion plan and the work that has been done to establish DPC as a safe place for LGBTIQA+ employees. Our achievements in recent years have been considerable, but there is still more to be done.

A recent report from the Commission for Gender Equality in the Public Sector highlights that LGBTIQA+ people continue to face high levels of workplace discrimination and harassment, do not feel safe to disclose their identities at work and face barriers to career development and progression. It also found that trans, gender-diverse and intersex people face additional barriers to inclusion.

As Co-Executive Champions, we are deeply committed to advocating for LGBTIQA+ people at DPC, across the Victorian Public Service and in the communities that DPC supports as a central agency of government. We will use this plan to drive positive change and represent the interests of our LGBTIQA+ colleagues, ensuring DPC remains accountable to its staff and the VPS for our efforts to continue to improve.

We also encourage staff who are not part of the LGBTIQA+ community to read this plan and make commitments to practically support their LGBTIQA+ colleagues as allies. All staff benefit from a safe and inclusive workplace where the core Victorian Public Sector values are universally embraced, including those of human rights, respect and leadership.



Rach Cowling
Co-Executive Champion
of LGBTIQA+ Inclusion

Fin Bird
Co-Executive Champion
of LGBTIQA+ Inclusion

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Introduction

The Department of Premier and Cabinet (the department/DPC) values the diversity of our workforce and is committed to the principles of diversity, equity and inclusion, so that all our employees, including LGBTIQ+ people, have equal access to employment opportunities and outcomes.

DPC is committed to taking positive action towards creating a workplace that is safe, inclusive and equitable for current and future LGBTIQ+ employees. We have developed the LGBTIQ+ Inclusion Plan 2024–2028 (the Plan) in partnership with our employees with the objective of becoming an employer of choice for LGBTIQ+ people. Our vision for DPC is to create an environment where LGBTIQ+ people feel safe and supported to be themselves and contribute meaningfully to the workplace.

While DPC has made considerable progress in strengthening LGBTIQ+ inclusion in the workplace, and most LGBTIQ+ employees feel a sense of belonging and can be their authentic selves at work, consultation with LGBTIQ+ employees highlighted the need to foster a stronger understanding and culture of inclusive leadership and allyship. Inclusive leadership allows everyone to contribute to their highest potential; this combined with allyship increases employee engagement and a sense of belonging.

The consultation also highlighted the need for greater social connection for LGBTIQ+ employees. For LGBTIQ+ people, being a part of a community is a valued and positive part of life and work and can lead to better physical and mental health outcomes.¹

Our 2023 People Matter Survey measures also highlight opportunities to improve the health and wellbeing supports that exist for LGBTIQ+ employees. LGBTIQ+ employees were less likely than their heterosexual colleagues to agree that DPC has effective procedures in place to support employees who may experience stress. We understand that LGBTIQ+ people often carry what is commonly termed as ‘minority stress’ and often report higher levels of psychological distress compared with the general population.²

LGBTIQ+ employees also reported experiencing negative workplace behaviours such as sexual harassment, bullying and violence or aggression at a higher rate than heterosexual employees. LGBTIQ+ employees were less confident to report or challenge inappropriate behaviour at work and less favourable that DPC undertakes steps to eliminate bullying, harassment and discrimination. Some LGBTIQ+ employees were also unsure about how to report negative behaviours. We acknowledge that we live in a society in which LGBTIQ+ people continue to experience discrimination and inequality in their everyday lives which limits the opportunities available to them. Trans and gender-diverse people are specifically the subject of targeted movements seeking to remove their rights and restrict their ability to live as their true selves.

¹ Pride in our future: Victoria's LGBTIQ+ strategy 2022-32

² Pride in our future: Victoria's LGBTIQ+ strategy 2022-32

We understand that the LGBTIQ+ community is also diverse and that experiences may be compounded by other forms of disadvantage or discrimination based on their Aboriginality, age, disability, ethnicity, gender identity, race, religion and other attributes. The experience of compounding or overlapping forms of disadvantage or discrimination is referred to as intersectionality.

In developing this plan, DPC demonstrates its strong commitment to creating an LGBTIQ+ inclusive workplace through a focus on inclusive leadership and allyship, education and awareness, social connection, health and wellbeing and inclusive practices and policies.

"Issues impacting the health and wellbeing of LGBTIQ+ people may be very different to that of the broader workforce and it is important to be proactive in supporting this".

Focus group participant



Strategic context

Pride in our future: Victoria's LGBTIQA+ Strategy 2022-2032

DPC's approach to LGBTIQA+ inclusion is aligned with best practice government strategies including *Pride in our future: Victoria's LGBTIQA+ strategy 2022-32*. Pride in our future provides the vision and plan to drive equality and inclusion for Victoria's diverse LGBTIQA+ communities over the next 10 years.

The vision statement of the strategy is:

- All Victorians feel safe, are healthy, have equal human rights and can live wholly and freely.
- LGBTIQA+ Victorians experience the benefits of full participation in economic, educational, political, community and social areas at all stages of life.
- Victoria leads the way in LGBTIQA+ equality, celebrating culture, community and taking sustained, enduring and measurable action.

The key areas of reform that will help realise the strategies vision include:



1. Equal rights and freedoms.



2. Equitable, inclusive and accessible services.



3. Visibility to inform decision making.



4. Safe, strong and sustainable communities.

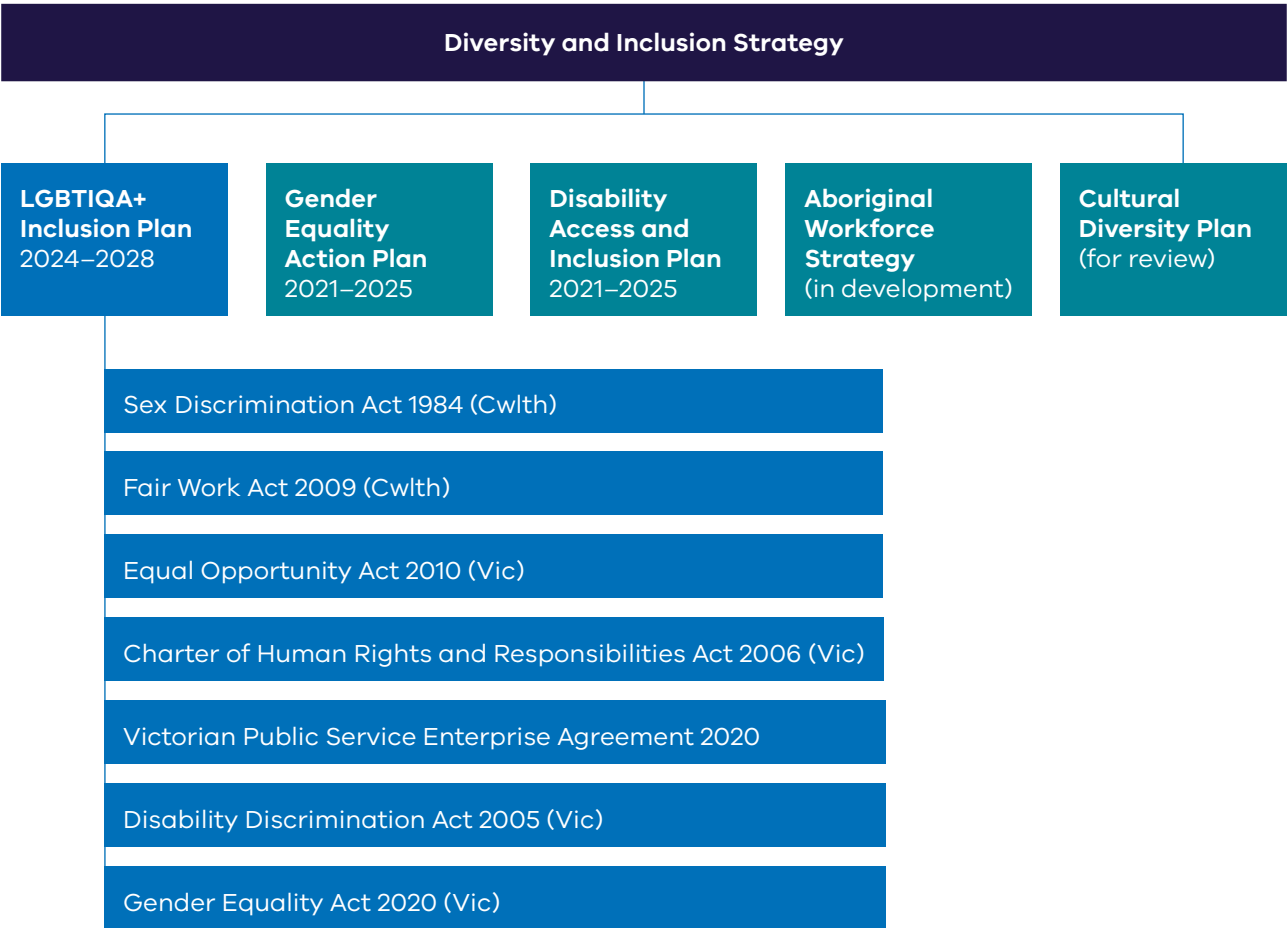
The strategy will deliver key actions including reviewing VPS workforce inclusion policies, supporting LGBTIQA+ inclusive employment practices and identifying tools and training for senior leaders to create LGBTIQA+ inclusive workplaces.

DPC’s Diversity and Inclusion Strategy 2019-2021

This plan is also aligned with DPC’s Diversity and Inclusion Strategy 2019 – 2021. DPC is committed to the principles of diversity, equity and inclusion, to ensure that all people including LGBTIQ+ employees are treated with dignity and respect, have equitable access to employment opportunities and outcomes, can participate in all aspects of work life and can achieve their full potential. The strategy focuses on five priority areas including:

- LGBTIQ+ inclusion
- Gender equality
- Aboriginal workforce
- Disability access and inclusion
- Cultural and linguistically diverse (CALD) inclusion.

The following diagram shows where the plan fits into DPC’s internal diversity and inclusion framework and how our focus on LGBTIQ+ inclusion complements existing organisational strategies. The diagram also identifies the relevant legislation frameworks and guidance considered in developing this plan.



Achievements under LGBTIQ+ Inclusion Plan 2019–2021

This plan provides DPC an opportunity to build on progress made towards strengthening LGBTIQ+ inclusion under the previous plan, during which DPC delivered several initiatives to create a safe, supportive and inclusive workplace for LGBTIQ+ employees.

- Established the role of an Executive Sponsor for LGBTIQ+ inclusion to champion and drive LGBTIQ+ inclusion initiatives in the workplace.
- Established a DPC LGBTIQ+ Steering Committee to provide strategic direction on LGBTIQ+ inclusion and support the implementation of the LGBTIQ+ Inclusion Plan.
- Continued to support the DPC LGBTIQ+ staff network; a professional community of LGBTIQ+ employees and their allies that aims to create a safe, supportive and inclusive workplace, through networking, professional development opportunities and social events.
- Developed an inclusive language guide to help employees use language respectfully and inclusively when working with and referring to LGBTIQ+ people.
- Provided dedicated LGBTIQ+ support services including a specialist helpline for LGBTIQ+ staff and allies.
- Promoted Leadership Victoria's LGBTIQ+ Leadership Program which gives leaders in LGBTIQ+ communities an opportunity to develop their skills and strengthen their networks.
- Provided LGBTIQ+ awareness and allyship training to help employees to increase their understanding of inclusive practices and strategies to create an inclusive workplace for LGBTIQ+ employees and how to be an effective ally.
- Ensured the provision of all gender facilities with inclusive bathrooms in each of DPC's core locations (Collins St, Treasury Place and Spring St).
- Regularly acknowledged days of significance to the LGBTIQ+ community including Intersex Awareness Day, Transgender Day of Visibility, Wear it Purple Day, Bisexual Visibility Day and IDAHOBIT.
- Partnered with a number of Victorian government departments to run a whole of VPS event to celebrate Intersex Awareness Day and raise awareness of the intersex community.
- Promoted 'Some of Us'; a series of short audio interviews with prominent members of the Victorian LGBTIQ+ community sharing their experience of living through and surviving challenging times.



How we developed the LGBTIQA+ Inclusion Plan

DPC engaged an external consultant with lived experience to develop this plan which was based on an extensive review of relevant DPC policies and practices, consultation with key stakeholders and analysis of 2023 People Matter Survey data.

Policy review and data analysis

DPC undertook a review of key policies and practices to understand the extent to which they were inclusive of LGBTIQA+ people and to identify areas of good practice and improvement. This involved undertaking a review of departmental plans, HR policies, DE&I strategies and action plans, internal communications, training, and employee resources and supports. DPC also reviewed People Matter Survey data for 2023 to understand LGBTIQA+ employee experiences of workplace culture, wellbeing and engagement.

Stakeholder consultation

DGS People and Culture briefed senior leadership groups on DPC's approach to developing the LGBTIQA+ inclusion plan including purpose, proposed stakeholder consultation and key milestones and timeframes for delivering the plan.

To help shape the plan, DPC also facilitated a series of focus groups and one-to-one interviews with LGBTIQA+, trans and gender diverse and non-LGBTIQA+ employees and senior leaders to understand the experiences of LGBTIQA+ people and allies.

The consultation provided participants with an opportunity to share their ideas, experiences and challenges and consider what actions DPC can put in place to improve LGBTIQA+ inclusion in the department.

- **LGBTIQA+ allyship at DPC** – open to LGBTIQA+ employees and non-LGBTIQA+ employees, this session examined what meaningful LGBTIQA+ allyship looks like and discussed areas for improvement.
- **Trans and gender diverse inclusion at DPC** – this session provided an opportunity for trans and gender diverse employees to share their lived experience and discuss ideas for creating a safe and inclusive workplace.
- **LGBTIQA+ lived experience at DPC** – this session provided an opportunity for LGBTIQA+ employees to share their lived experiences and discuss how DPC can create an environment where LGBTIQA+ employees feel a sense of inclusion and belonging.
- **LGBTIQA+ education, policy and practice at DPC** – open to key stakeholders working or with an interest or knowledge in LGBTIQA+ education, policy and practice, this session explored inclusive policies and practices at DPC.

Co-design action planning

The analysis of the policy review, People Matter Survey data and stakeholder consultation culminated in a co-design action planning workshop with employees and key stakeholders from across DPC, including those that participated in the consultation process. The workshop was facilitated online using a visual board to review proposed actions, identify gaps and prioritise actions for the short, medium and longer term. All participants, including those who were unable to make the workshop, had the opportunity to contribute to the visual board following the session.

Key themes and issues

A number of key themes and issues emerged from the process undertaken to develop the plan. The policy review identified an opportunity to strengthen inclusive language within DPC's policies, plans and guidelines, in particular a need to adopt diversity, equity and inclusion, gender affirmation and the acronym LGBTIQA+ consistently across DPC.

The policy review also highlighted suggestions for including LGBTIQA+ specific information in induction materials, updating definitions for intersectionality in e-learning modules, welcoming applicants from the LGBTIQA+ community in job advertisements and recognising trans and gender diverse people as a group to which special measures can be applied in recruitment policies.

While LGBTIQA+ employees indicated a strong sense of belonging at DPC, they highlighted concerns relating to negative behaviours, feeling safe to challenge inappropriate behaviours, psychological health and wellbeing and experiences of workplace stress. The People Matter Survey 2023 found that LGBTIQA+ employees experienced a higher rate of bullying, sexual harassment and violence and aggression than non LGBTIQA+ employees. The survey also highlighted low levels of confidence that DPC has effective procedures in place to support LGBTIQA+ employees who may experience stress.

During the consultation, LGBTIQA+ employees spoke about a work environment at DPC that is accepting of LGBTIQA+ people and outlined the key elements they felt contributed to an inclusive workplace including social connection, inclusive language, visibility, respect and the importance of having conversations about LGBTIQA+ issues. They also highlighted evidence of good practices at DPC including the use of gender pronouns on team and email signatures and communications around LGBTIQA+ initiatives and events.

LGBTIQA+ employees however expressed a desire for inclusive leadership, visible allyship and opportunities for social connection. They also highlighted the need for trans and gender diverse issues to be better reflected in diversity and inclusion initiatives. The consultation process further identified a lack of knowledge and understanding by LGBTIQA+ employees of the process for reporting negative behaviours, beyond speaking to their manager.

The clear elements for creating a safe, supportive and inclusive workplace for LGBTIQ+ employees that emerged from the research and consultation are summarised below and include visible leadership, accountability and allyship, inclusive policies, practices and language, social connection and health and wellbeing, and respectful workplace behaviours.

“Providing very visible signs of the importance of LGBTIQ+ inclusion within the department, shows a commitment from a high level and providing an authorising environment of sorts for any future initiatives”.

Focus group participant

 Visible leadership, accountability and allyship	• Demonstrate visible signs of inclusive leadership, allyship and inclusive language. • Greater education and awareness of inclusive leadership and allyship, including how to be an effective ally for LGBTIQ+ issues.
 Inclusive policies, practices and language	• Apply an inclusive lens to DPC policies, programs and practices. • Include trans and gender diverse issues within diversity, equity and inclusion initiatives. • Raise awareness and build confidence around inclusive language and the use of gender pronouns.
 Social connection and health and wellbeing	• Increase focus on the psychological health and wellbeing of LGBTIQ+ employees, including supports for those experiencing stress and negative behaviours. • Improve opportunities for social connection for LGBTIQ+ employees through social events and employee networks to support positive health and wellbeing.
 Respectful workplace behaviors	• Increase confidence among LGBTIQ+ employees that DPC takes effective steps to eliminate bullying, harassment and discrimination. • Increase knowledge, understanding and confidence by LGBTIQ+ employees on how to report negative behaviours.

Strategic objectives and actions

DPC has identified four key strategic objectives for improving LGBTIQ+ inclusion under the plan based on the key findings of the policy review, data analysis and stakeholder consultation process. The plan outlines the actions, outcomes and measures that underpin each of the strategic objectives. Accountabilities and timelines are assigned to each action including the relevant business owner(s) responsible for developing and implementing specific actions.



1. Visible leadership, commitment and accountability

Senior leader commitment and accountability for LGBTIQ+ inclusion is important for achieving better outcomes for LGBTIQ+ people in the workplace. Our senior leaders play a key role in creating inclusive workplaces for LGBTIQ+ people through visibly championing and driving LGBTIQ+ inclusion at DPC. It is also important that our senior leaders are held accountable for delivering the objectives and actions in this plan and for monitoring its achievements.

How will we achieve this?

We will:

- Establish Co-Executive Champions for LGBTIQ+ inclusion.
- Include LGBTIQ+ inclusion actions and initiatives in Group business plans.
- Develop a resource hub for leaders to build LGBTIQ+ inclusion confidence and capability.
- Communicate DPC's progress against the LGBTIQ+ Inclusion Plan.

When will we know we have succeeded?

We will know when we have succeeded when we have established the role of Co-Executive Champion for LGBTIQ+ inclusion and there is strong evidence of senior leaders and managers visibly demonstrating commitment and accountability for LGBTIQ+ inclusion at DPC. We will see increased levels of engagement with resources designed to build capability across DPC to embed LGBTIQ+ inclusion in the workplace. We will also monitor and annually report on LGBTIQ+ inclusion actions and initiatives contained within Group Business Plans to the DPC Board.

"There's just a lot less active modelling by leadership that I've personally seen, where I've just seen it done very actively by other leaders that I've worked with in other departments."

Focus group participant

Actions

Senior leaders are committed to creating an inclusive workplace for LGBTIQ+ people and visibly champion and drive LGBTIQ+ inclusion at DPC.

Actions	Timing	Responsibility
1.1 Establish the role of Co-Executive Champions for LGBTIQ+ inclusion who take responsibility for championing and driving LGBTIQ+ Inclusion at DPC.	Year 1	Office of the Secretary
1.2 Senior leaders promote and proactively champion LGBTIQ+ inclusion at DPC by identifying practical actions in their business plans to support the implementation of DPC's LGBTIQ+ Inclusion Plan.	- Annual - Year 1, 2,3,4	DPC Executive Groups
1.3 Build the capability of DE&I Committee Group and Staff network representatives to champion and drive LGBTIQ+ Inclusion actions within their Groups.	Year 1&2	- People and Culture (Diversity & Inclusion) - DPC DE&I Committee
1.4 Communicate DPC's commitment to LGBTIQ+ inclusion, highlighting progress against the strategic objectives under the LGBTIQ+ Inclusion Plan including key issues, achievements and next steps.	- Annual - Year 1, 2,3,4	- Co-Executive Champions LGBTIQ+ Inclusion - Strategic Communications, Engagement and Protocol (Internal Communications)
1.5 Develop a resource hub for Managers that contains a range of information and resources to help build their capability to effectively manage, support and develop LGBTIQ+ employees across the employee life cycle.	Year 1&2	People and Culture (Organisational Development / Diversity & Inclusion)

Outcomes

- Senior leaders and managers visibly demonstrate commitment and accountability for LGBTIQ+ inclusion.
- Increased capability across DPC to support LGBTIQ+ inclusion in the workplace.
- Strong evidence of groups promoting and driving LGBTIQ+ inclusion within their Groups.

Measures

- Role of Co-Executive Champions for LGBTIQ+ inclusion established.
- All Group Business Plans include actions that support the implementation of DPC's LGBTIQ+ Inclusion Plan.
- DE&I Committee and staff network representatives champion and drive LGBTIQ+ inclusion actions within their Groups.
- Manager hub applies an inclusive lens to managing, supporting and developing LGBTIQ+ employees.
- Senior leadership commitment to LGBTIQ+ inclusion communicated to all staff twice per year.



2. Raising LGBTIQ+ inclusion awareness and building allyship

DPC understands that LGBTIQ+ people face higher levels of discrimination, including in the workplace, which can lead to isolation, a lack of sense of belonging and feeling unsafe to be their authentic selves at work. DPC is committed to raising awareness of LGBTIQ+ issues and experiences and strengthening allyship to support LGBTIQ+ employees in the workplace. We will provide opportunities to help employees to discuss issues impacting the LGBTIQ+ community and learn how to be an effective ally to LGBTIQ+ colleagues in the workplace.

How will we achieve this?

We will:

- Celebrate days of significance in the LGBTIQ+ calendar.
- Host roundtable discussions led by LGBTIQ+ people.
- Provide regular, bite sized educational opportunities to raise awareness of LGBTIQ+ inclusion and allyship.
- Build the capability of managers and employees to support gender affirmation processes.

When will we know we have succeeded?

We will know when we have succeeded when we see employees engaging in roundtable discussions and other learning opportunities designed to raise awareness of LGBTIQ+ inclusion and allyship. We will also see increased signs of allyship through LGBTIQ+ employees celebrating days of significance within their Groups and will monitor People Matter Survey results to ensure LGBTIQ+ employees continue to feel a sense of belonging in the department.

“I think it would be just helpful for people to know how to talk about LGBTIQ+ issues because ...I haven’t felt discriminated against, but I felt like there’s kind of an awkwardness around it.”

Focus group participant



Actions

DPC is committed to increasing understanding of LGBTIQ+ inclusion in the workplace by providing opportunities that raise awareness and build allyship.

Actions	Timing	Responsibility
2.1 DPC recognises, celebrates, or commemorate days of significance including, but not limited to, Intersex Awareness Day, Transgender Day of Remembrance, Wear it Purple Day, Bisexual Visibility Day and IDAHOBIT.	• Annual • Year 1, 2,3,4	• LGBTIQ+ Staff Network • Strategic Communications, Engagement and Protocol (Internal Communications)
2.2 DPC hosts a series of roundtable discussions led by LGBTIQ+ people from diverse backgrounds and areas of expertise to build LGBTIQ+ inclusion awareness and allyship.	• Bi-annual • Year 1, 2,3,4	• Co-Executive Champions LGBTIQ+ Inclusion • LGBTIQ+ Staff Network
2.3 DPC identifies regular, bite sized opportunities for employees to engage with the topic of LGBTIQ+ inclusion and allyship in the workplace (including through LinkedIn learning, micro-credentials, lunch n learns, reverse mentoring and promoting resources and articles).	• Ongoing • Year 1, 2,3,4	• People and Culture (Diversity & Inclusion/ Learning and Development)
2.4 Build the capability of managers and employees to support trans and gender diverse staff during gender affirmation processes including through the provision of appropriate guidance, resources and training.	• Ongoing • Year 1, 2,3,4	• People and Culture (Diversity & Inclusion) • External Specialist.
2.5 Review, update and promote DPC's LGBTIQ+ inclusion intranet page, ensuring it includes DPC's commitment to LGBTIQ+ inclusion and key resources, information and contacts.	• Annual • Year 1, 2,3,4	• People and Culture (Diversity & Inclusion) • Strategic Communications, Engagement and Protocol (Internal Communications)

Outcomes

- Increased visibility of LGBTIQ+ inclusion and allyship in the workplace.
- Increased understanding and awareness of LGBTIQ+ inclusion and allyship in the workplace.
- Increased capability of managers to support LGBTIQ+ employees across the employee lifecycle.

Measures

- DPC actively celebrates key LGBTIQ+ days of significance.
- DPC hosts 2 roundtable discussions on LGBTIQ+ inclusion and allyship each year.
- Increased uptake of bite sized LGBTIQ+ inclusion and allyship learning opportunities.
- The percentage of LGBTIQ+ employees feeling a sense of belonging is maintained or increases.



3. Creating a psychologically safe, supportive and inclusive workplace

DPC is committed to creating a psychologically safe, supportive and inclusive workplace where LGBTIQ+ employees feel they can fully participate and are supported to bring their whole selves to work. We will continue to promote a zero-tolerance approach to negative behaviours at DPC and build employee confidence to report inappropriate workplace behaviours. We will also ensure LGBTIQ+ employees are engaged and connected with social networks and have access to appropriate health and wellbeing supports.

"I think having more access to community and having some sort of network that is actively engaged with would be really meaningful."

Focus group participant

How will we achieve this?

We will:

- Build LGBTIQ+ employee confidence to report negative behaviours.
- Ensure DPC's health and wellbeing policies and programs are inclusive of LGBTIQ+ people.
- Promote resources and services to support the health and wellbeing of LGBTIQ+ employees.
- Reinvigorate the DPC LGBTIQ+ Staff Network and create opportunities for social connection.

When will we know we have succeeded?

We will know when we have made progress when the DPC LGBTIQ+ Staff Network is reinvigorated and actively provides opportunities for social connection. We will see an increased percentage of LGBTIQ+ employees feeling safe to challenge inappropriate behaviours and higher levels of confidence that DPC takes steps to eliminate bullying, harassment and discrimination. We will see an increased uptake of LGBTIQ+ specific mental health and wellbeing supports including DPC's LGBTIQ+ Employee Assistance Program helpline and a greater proportion of LGBTIQ+ employees who agree DPC has effective procedures in place to support employees experiencing stress.



Actions

DPC is committed to creating a psychologically safe, supportive, and inclusive workplace where employees feel supported to bring their whole selves to work.

Actions	Timing	Responsibility
3.1 Build employee confidence to report sexual harassment, violence, bullying and discrimination through ongoing communication, review and evaluation of DPC's inappropriate workplace behaviour policies, processes and reporting mechanisms.	• Ongoing • Year 1, 2,3,4	• People & Culture (Diversity & Inclusion/Workplace Relations)
3.2 Promote appropriate employee resources and services to support the health and wellbeing of LGBTIQ+ staff, particularly when anti-LGBTIQ+ or anti-trans sentiment is prevalent in society (including access to DPCs LGBTIQ+ EAP Helpline and Peer Support Program).	• Ongoing • Year 1, 2,3,4	• People & Culture (Health Safety & Wellbeing) • Strategic Communications, Engagement and Protocol (Internal Communications)
3.3 Reinvigorate the DPC LGBTIQ+ Staff Network, including reviewing the support required by the network, to ensure that it can operate sustainably and with purpose and appropriate resources.	• Year 1	• Co-Executive Champions LGBTIQ+ Inclusion • LGBTIQ+ Staff Network
3.4 Create opportunities for LGBTIQ+ employees to connect online and face to face in a safe and inclusive way, including through dedicated platforms such as Microsoft Teams chats, social gatherings and events.	• Ongoing • Year 1, 2,3,4	• LGBTIQ+ Staff Network
3.5 Encourage employees to demonstrate allyship through visible signs such as using pronouns in emails/Microsoft Teams, wearing rainbow lanyards or displaying the rainbow flag in email signatures.	• Ongoing • Year 1, 2,3,4	• DPC Executive Groups

Outcomes

- Increased understanding and confidence in LGBTIQ+ employees to report inappropriate workplace behaviours.
- LGBTIQ+ employees feel psychologically safe and supported to bring their whole selves to work.
- LGBTIQ+ employees have access to appropriate health and wellbeing supports.
- LGBTIQ+ employees have opportunities for social connection in the workplace.

Measures

- Increased reporting of inappropriate workplace behaviours.
- Percentage of LGBTIQ+ employees feeling safe to challenge inappropriate behaviour at work increases.
- Percentage of LGBTIQ+ employees who agree my organisation takes steps to eliminate bullying, harassment and discrimination increases.
- Increased uptake of LGBTIQ+ mental health and wellbeing supports and services.
- Percentage of LGBTIQ+ employees who agree my organisation has effective procedures in place to support employees who may experience stress increases.



4. Policies and practices are inclusive of LGBTQIA+ people

DPC is committed to ensuring DPC's policies and practices are inclusive and support the needs of LGBTQIA+ employees. It is important that policies and programs are designed with an inclusive lens to remove barriers to success for LGBTQIA+ employees. This plan will initially focus on reviewing DPC's recruitment policies practices including advertising, onboarding, induction and orientation processes. We will also apply an inclusive lens to DPC's health and wellbeing policies and programs to ensure they are inclusive of LGBTQIA+ people.

How will we achieve this?

We will:

- Review DPC's recruitment policies and practices to ensure they are inclusive of LGBTQIA+ people.
- Improve the onboarding, induction and orientation experience for LGBTQIA+ employees.
- Develop new health and wellbeing policies and programs with an inclusive lens to ensure they meet the needs of LGBTQIA+ people.
- Monitor best practice strategies and whole of government approaches to developing inclusive LGBTQIA+ policies and practices.

When will we know we have succeeded?

We will know when we have succeeded when we see an increase in the representation of LGBTQIA+ people in the department. DPC policies will be developed and reviewed with an inclusive lens embedding best practice learnings from whole of government approaches. We will also review results of the People Matter Survey to monitor LGBTQIA+ employees' experiences of workplace culture, wellbeing and engagement.

"I think having processes, policies in place is great, but then having the development, support and the tools for managers, and the education for managers I think is equally important."

Focus group participant



Actions

DPC is committed to ensuring DPC's policies and practices are inclusive and support the needs of all LGBTIQ+ employees.

Actions	Timing	Responsibility
4.1 Review DPC's advertising and recruitment policies, practices and channels to ensure they are inclusive of the LGBTIQ+ community, including trans and gender diverse people and reflect best practice.	Year 1	People & Culture (Recruitment & Workforce Services)
4.2 Provide tailored information, resources and supports for LGBTIQ+ employees during the onboarding, induction, and orientation process (including opportunities to join the LGBTIQ+ Staff Network).	Year 2	People & Culture (Recruitment & Workforce Services)
4.3 Undertake a regular review of DPC's health and wellbeing policies and programs to ensure they are inclusive of LGBTIQ+ people (including DPC's mental health and wellbeing framework, training and peer support program)	- Ongoing - Year 1, 2,3,4	People & Culture (Diversity & Inclusion / Health Safety & Wellbeing)
4.4 Monitor best practice strategies and whole of government approaches to LGBTIQ+ inclusive policies and practices in the workplace, including participating in appropriate communities of practice, forums and events.	- Ongoing - Year 1, 2,3,4	- People & Culture (Diversity & Inclusion) - Co-Executive Champions LGBTIQ+ Inclusion

Outcomes

- Improved attraction and recruitment of LGBTIQ+ people across the department.
- Recruitment policies and practices are inclusive of LGBTIQ+ people.
- Onboarding, induction and orientation processes are inclusive of LGBTIQ+ people.
- DPC's mental health and wellbeing policies and programs are inclusive of LGBTIQ+ people.

Measures

- Increase in representation of LGBTIQ+ people at DPC, including trans and gender diverse people.
- Percentage of LGBTIQ+ employees that believe the recruitment processes in my organisation are fair increases.
- Percentage of LGBTIQ+ employees who agree my organisation has effective procedures in place to support employees who may experience stress increases.
- Regular attendance at LGBTIQ+ communities of practice, forums and events.

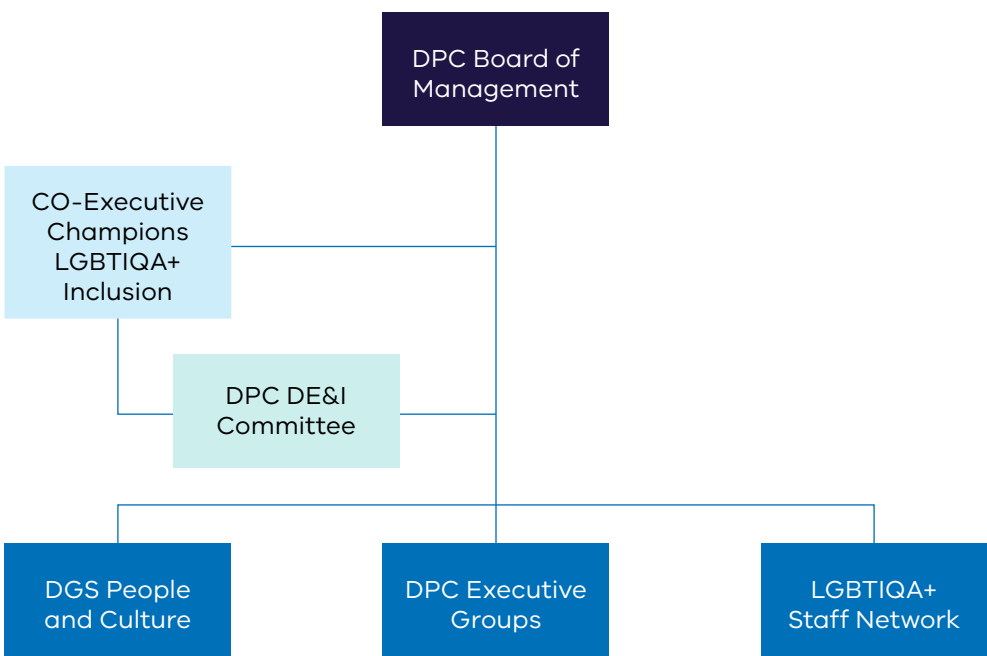
Governance and accountability

DPC is committed to developing and implementing an LGBTIQA+ Inclusion Plan that is underpinned by strong leadership, governance, accountability and reporting.

DPC will establish the role of Co-Executive Champions for LGBTIQA+ Inclusion, who will be responsible for championing LGBTIQA+ Inclusion actions and initiatives at DPC. The Champions will play an instrumental role in working with the DPC Board of Management to facilitate an enabling environment to advance LGBTIQA+ Inclusion in the department.

DPC's Diversity, Equity and Inclusion (DE&I) Committee, comprising Executive Champions, People and Culture, Group representatives, Staff network representatives and appropriate business areas will drive the implementation of the plan.

Responsible business owner(s) have been assigned to lead the development and implementation of key actions under the plan that are relevant to their respective functions and operation. This includes DPC Executive Groups who will be engaged to promote and proactively champion LGBTIQA+ inclusion by identifying practical actions in Group business plans. The budget for funding key actions in the plan, including training and resources, will be sourced from the central corporate development fund.



Measuring progress and reporting

DPC is committed to measuring the success of this plan through ongoing monitoring, evaluation and reporting.

DPC will establish an evidence base using People Matter Survey results and other relevant data to measure performance against the plan on an annual basis. This will help to measure outcomes against key actions within the plan. DPC will also engage with the VPSC to better understand LGBTIQA+ data standards across the Victorian Government and how to collect, analyse and report on demographic/personal data.

Progress against actions under the plan, at the departmental and Group level, will be reported on annually to the DPC Board of Management. This reporting will outline progress against the LGBTIQA+ Inclusion Plan including key achievements, areas for improvement and proposed strategies to address any gaps. The reporting process will also include regular communication of progress against the plan to the Co-Executive Champions, the LGBTIQA+ Staff Network and the DE&I committee.

All strategies and actions will be set out in an implementation plan, a detailed internal monitoring and tracking document that will assist with monitoring and progress reporting. The implementation plan will outline the key timeframes for communicating, implementing and reporting progress. The implementation plan will also outline the key measures that will help to report progress and outcomes.

Glossary

We define key terms below and acknowledge that people may relate to different definitions. We also acknowledge that language is constantly changing and continues to evolve.³

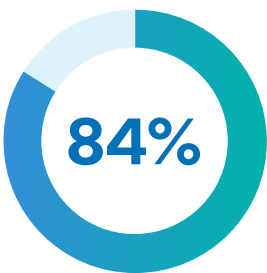
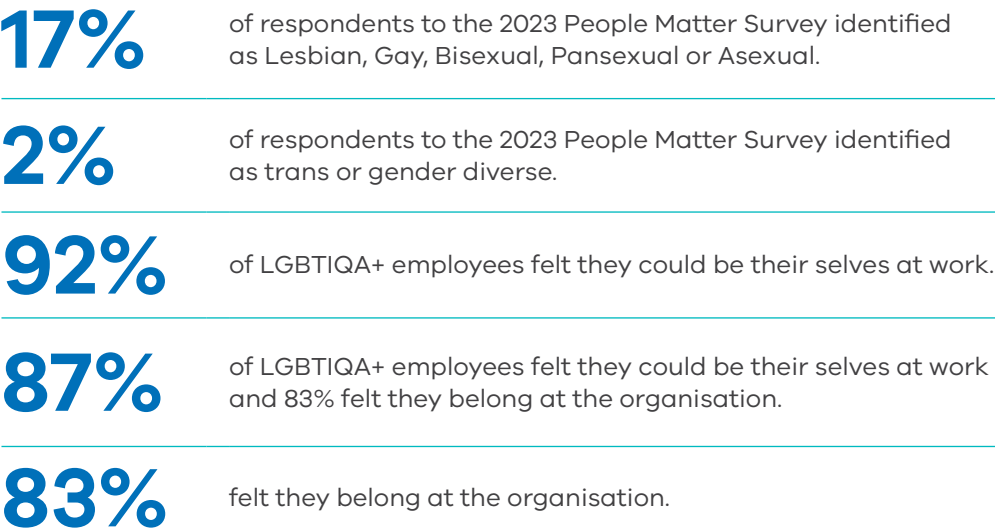
Allyship	Active support for the rights of a minority or marginalised group without being a member of that group.
Cisgender	Refers to a person whose gender corresponds with their biological sex.
Equality	This principle is about ensuring every LGBTIQ+ person has an equal chance to make the most of their lives and talents. It means that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or how they identify.
Equity	This principle builds on equality and is about ensuring just and fair inclusion for all LGBTIQ+ people and communities. An equitable society is one where everyone can take part and prosper. The goals of equity are to create conditions that allow all people to reach their full potential. These conditions must recognise that experiences, inequalities and outcomes are not the same across communities.
Gender	Part of how you understand who you are and how you interact with other people. Many people understand their gender as being a man or woman. Some people understand their gender as a mix of these or neither. A person's gender and their expression of their gender can be shown in different ways, such as through behaviour or physical appearance.
Gender diverse	An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.
Inclusion	Empowering access to opportunities, dealing with structural inequalities, tackling unconscious bias to have equal access to all parts of society.
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 and types of discrimination or disadvantage for either an individual or group. Categories include but not limited to gender, sexual orientation, sex characteristics, ethnicity, language, faith, disability and age.
Intersex	An umbrella term for people born with natural variations to sex characteristics. This includes physical features relating to sex, including genitalia and other sexual and reproductive parts of the person's anatomy. It might also refer to the person's chromosomes, hormones and secondary physical features emerging because of puberty. Most people with intersex variations are cisgender and identify as male or female.

³ Pride in our future: Victoria's LGBTIQ+ strategy 2022-32

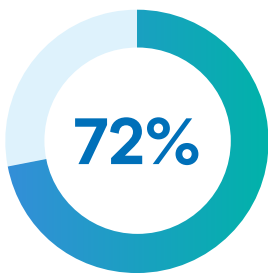
Sex	A person's biological sex characteristics. We have previously understood the term 'sex' as only female or male.
Sex characteristics	A person's physical features relating to sex. This includes genitalia and other sexual and reproductive parts of the person's anatomy.
Sexuality or sexual orientation	A person's romantic or sexual attraction to others. A person's gender does not mean they have certain sex characteristics or a particular sexuality, or vice versa.
Trans (or transgender) person	Someone whose gender does not align with the gender assigned to them at birth. Not all trans people will use this term to describe themselves.

Attachment A: People Matter Survey 2023

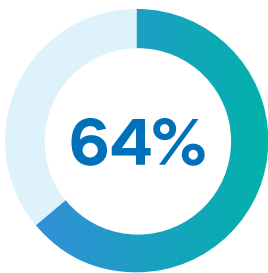
What did the People Matter Survey tell us?



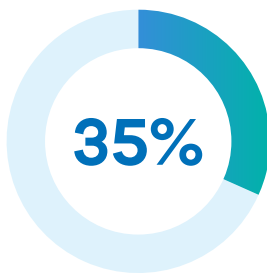
of LGBTIQA+ employees agreed they felt culturally safe at work.



of LGBTIQA+ people stated they feel safe to challenge inappropriate behaviour at work.



of LGBTIQA+ employees agreed with the statement my organisation takes steps to eliminate bullying, harassment and discrimination.



of LGBTIQA+ employees agreed my organisation has effective procedures in place to support employees who may experience stress.

