**Cultural Safety Framework Implementation Action Plan**

**Domain 1: Leadership & Governance**

***Objective: Cultural safety is embedded and visible in the way DELWP works at all sites and at all levels of the organisation.***

| **No** |  | **Commitment** |  | **Action** | **Measure** | **Target** | **Responsibility** | **Accountability** | **Timeframe** |
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| ***1.1*** | ***Cultural safety is a key accountability of all DELWP employees (including contractors), particularly managers and leaders*** | 1.1.1 | Aboriginal Cultural Safety Action Plans are developed, implemented and reviewed yearly in each DELWP Group | Action Plans are delivered  | In conjunction with business planning cycle completed by May each year | Group Workforce and Culture areas Support: P&C Culture, Diversity and Organisational Development Branch | Senior Executive Team | Each year in conjunction with business planning cycle  |
| 1.1.2 | Cultural safety is embedded in all new position descriptions  | Cultural safety is embedded in position description template | 100% | P & C Operations Branch | Executive Director, P & C  | January 2020 |
| 1.1.3 | Cultural safety is clearly visible in performance management system | People Central performance management system updated with cultural safety narrative | 100% | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C  | June 2020 |
| 1.1.4 | Cultural Capability Training mandated across the organisation | Cultural awareness and cultural safety training are mandated | Mandate in place | Senior Executive Team | Senior Executive Team | March 2020 |
| 1.1.5 | Mandatory Cultural Capability Training is monitored and reported on | New Learning Management System enables tracking at least quarterly | Reporting occurs on schedule  | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C | December 2019 |
| 1.1.6 | Cultural Safety is imbedded in Induction Programs | Cultural safety is embedded in DELWP Orientation and Ada pages |  March 2020 | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C  | March 2020 |
| 1.1.7 | All DELWP Executive Directors & managers of Aboriginal staff undertake Cultural Safety Training | Training complete | 100% | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C | December 2019 |
| 1.1.8 | All staff undertake Cultural Competency Training | Training complete | 100% | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C |  December 2021 |
| 1.1.9 | A Monitoring and Evaluation Review (MER) Framework is developed by the Aboriginal Leadership Group (ALG) in partnership with Strategy and Performance | Framework established | March 2020 | Strategy and PerformanceSupport - ALG and Aboriginal Inclusion Support Branch (AISB) | Executive Director, Strategy and Performance | March 2020 |
| 1.1.10 | A MER Framework is governed by the ALG in partnership with Strategy and Performance Division | Framework is effectively governed |  From March 2020 | ALG | Strategy and Performance. | Ongoing from March 2020 |
| 1.1.11 |  Communications plan explaining cultural safety key messages for all staff is developed and governed  | Communications plan designed and commenced  | December 2019  | Communications Division & AISBSupport - P&C Culture, Diversity and Organisational Development Branch | Executive Director Policy and Planning | December 2019 |
| ***1.2*** | ***DELWP’s Senior Executive Team collectively ‘sponsors’ and is accountable for the implementation of this Framework*** | 1.2.1 | Achieving and maintaining a culturally safe working environment is specifically included in DELWP’s corporate plan | Added to corporate plan | September 2020 | Strategy and Performance | Executive Director, Strategy and Performance |  September 2020 |
| 1.2.2 | Cultural safety is a regular agenda item on SET meetings  | Update from ALG on MER | Quarterly report back commencing June 2020 | SET Secretariat | SET | Quarterly, ongoing |
| ***1.3*** | ***The Aboriginal Leadership Group (ALG) supports self-determination, including of cultural safety*** | 1.3.1 | Ensure current Peer Support, Safe and Respectful Workplace Leader and related mechanisms incorporate cultural safety capabilities | Update and communicate relevant support material to align to cultural safety framework | Complete by June 2020 | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P &C | June 2020 |
| 1.3.2  | Establish the Aboriginal Leadership Group | ALG established  | December 2019 | AISB | Executive Director Policy and Planning  | December 2019 |
| 1.3.3  | Coordinate the Aboriginal Leadership Group | ALG occurs as scheduled | Quarterly once 1.4.1 complete | P & C and AISB | Executive Director Policy and Planning | Ongoing frequency TBC once established |
| ***1.4*** | ***There will be zero Tolerance of Racism and Lateral Violence.***  | 1.4.1 | DELWP policies on Zero Tolerance of Racism and Lateral Violence are developed and reviewed with expert input and in consultation with Aboriginal staff  | Existing policies are modified to reflect zero tolerance of racism and lateral violenceNew dedicated Racism and lateral violence polices | December 2020 | P & C, Culture, Diversity and Organisational Development BranchSupport - Aboriginal Staff Network, AISB | Deputy Secretary, Corporate Services  | December 2020 |
| 1.4.2 | Review and modify induction processes and management training to include policies of zero tolerance of racism and lateral violenceAll staff are inducted on these policies | Concepts/policies included in training | June 2020 | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C | June 2020 |
| ***1.5*** | ***DELWP governance structures are strengthened through Aboriginal Staff participation***  | 1.5.1 | Maintain two representatives from the Aboriginal Staff Network on the Munganin Gadhaba Steering Committee | Members are representatives | Two at each meeting | AISBSupport - P&C Culture, Diversity and Organisational Development Branch | Munganin Gadhaba Steering Committee  | Ongoing |
| 1.5.2 | Maintain two representatives from the Aboriginal Staff Network to join the Munganin Gadhaba Directors’ Co-ordination Group | Members are representatives | Two at each meeting | AISB | Munganin Gadhaba Steering Committee  | Ongoing |

**Domain 2: Aboriginal Workforce, Support & Development**

***Objective: A workplace where Aboriginal staff are supported to advance and develop as valued employees and leaders both within DELWP and the broader community.***

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| **No** | **Commitment** | **No** | **Action** | **Measure** | **Target** | **Responsibility** | **Accountability** | **Timeframe** |
| ***2.1*** | ***Establishment of Aboriginal Employee Support Programs***  | 2.1.1 | Culturally appropriate Aboriginal Employee Support Programs are established and maintained  | * Structured career guidance for trainees and graduates developed for both hiring managers and external use
* Aboriginal peer support mechanisms are in place
 | June 2020 | P & C Workplace Services BranchP&C Operations Support - P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C | June 2020 |
| 2.1.2 | Collate exit interview information from Aboriginal staff leaving DELWP | Process and system in place by June 2020 | 100% | P&C Operations | Executive Director, P & C | June 2020 |
| ***2.2*** | ***Managers will promote and empower Aboriginal leadership development***  | 2.2.1 | All managers recognise the importance of Aboriginal leadership development and prioritise staff involvement and attendance at relevant conferences and meetings  | ALG reporting that staff feel supported | 100% | Managers of Aboriginal staff | Executive Directors and Regional Directors | Ongoing |
| 2.2.2 | Managers and leaders discuss and support Aboriginal staff in leadership development to empower professional and personal growth | ALG reporting that staff feel supported to attend | 100% | Managers of Aboriginal staff | Executive Directors and Regional Directors |  Ongoing, linked to performance management cycle |
| 2.2.3 | An annual Aboriginal leadership program is developed and implemented – aligned to any Whole of Victorian Government programs. | Program is established | December 2021 | P&C Culture, Diversity and Organisational Development Branch | Executive Director, P & C | December 2021 |
| ***2.3*** | ***DELWP will support strengthening cultural knowledge, connection and practice of Aboriginal employees*** | 2.3.1 | Learning opportunities are provided for Aboriginal staff in Aboriginal Community and Traditional Owner Group settings | Number of opportunities available on an annual basis  | Annual increase 30% | P&C Culture, Diversity and Organisational Development Branch | Executive Directors and Regional Directors | December 2020 |
| 2.3.2 | Location-based staff networks (similar to the ‘First Custodian Network’, Gippsland) are established | Staff network established  | June 2020 | Executive Directors and Regional Directors | Deputy Secretary, FFR, Executive Director, P&C | June 2020 |

**Domain 3**

**Social & Emotional Well-being – Environmental & Behavioural**

***Objective: To create a workplace that is environmentally and behaviourally respectful, welcoming and inclusive of Aboriginal staff and Community members.***

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| **No** | **Commitment** | **No** | **Action** | **Measure** | **Target** | **Responsibility** | **Accountability** | **Timeframe** |
| ***3.1*** | ***Staff are supported to address unconscious bias and equity***  | 3.1.1 | Targeted messaging with focus on the effects of racism and discrimination is delivered regularly | Communications plan developed and implemented  | June 2020 | Communications DivisionSupport – P&C | Executive Director, Communications Division | June 2020 |
| 3.1.2 | Safe and respectful leaders and Inclusive Leaders, Inclusive Teams program adapted to ensure it includes a greater focus on implicit association, racism and understanding and recognising lateral violence | Programs are reviewed and adjusted  | 100% | P&C | Executive Director, P & C | December 2020 |
| ***3.2*** | ***Culturally appropriate physical symbols are present in all DELWP workplaces*** | 3.2.1 |  Flag flying policy is implemented  | Flags are in place at all offices | 100% | AISB | Executive Director, Policy and Planning  | December 2019 |
| 3.2.2 | All DELWP offices/ sites have a plaque acknowledging Traditional Owners | Acknowledgement plaques are present at all offices | 100% | Infrastructure ServicesRegional Directors | Regional Directors / Infrastructure Services | December 2019 |
| 3.2.3 | All workplaces have meeting rooms named in Aboriginal language | Meeting rooms renamed  | 100% | Regional Directors and Director, Infrastructure Services | Executive Directors and Regional Directors | Initial implementation by June 2020 Ongoing |
| 3.2.4 | Mirring is present in each DELWP office | Miring and artwork explanation is present across all offices  | 100% | AISB | Executive Directors and Regional Directors | December 2019 |