



**RCH Workforce
Diversity, Inclusion
and Belonging
Action Plan
2021 - 2024**

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Overview

The Royal Children's Hospital's (the RCH) Workplace Diversity, Inclusion and Belonging Action Plan 2021-24 (the Action Plan) has been developed with a focus on building a workplace culture where diversity and difference is valued; where all team members feel included, and a sense of belonging is felt by all, regardless of their background, religion, age, carer's responsibilities, heritage, gender, culture, or any other attribute protected by law.

In particular, the RCH has active programs in place for each of the following communities in our workforce; however we are committed to enabling all of our diverse team members, and will be responsive to support any inclusion, diversity and belonging needs as they arise.

Gender equality

The RCH has a predominantly female workforce and a high proportion of women in senior management roles. We should be alert to ensuring equity of leadership across all professional and craft groups.

RCH should also seek to attract male employees particularly into traditionally female dominated roles.

Our priority for this period is to respond to the implementation requirements of the Gender Equality Bill 2020.

Cultural and linguistic diversity

The RCH takes pride in its workforce from culturally and linguistically diverse backgrounds but we can do better and across the wider professional groups. This will enhance our capability to demographically relate to segments of our consumer base.

Employees with Disability

The RCH has made visible progress in increasing the representation of people with a disability in our workforce through our involvement in the Holmesglen program. There is still some work to be done in providing managers and teams with the tools to support employees with a disability and identifying existing employees who may not previously have identified as having a disability. Specific strategies are included in the RCH Disability Action Plan.

LGBTIA+

Supporting our staff and helping to further build an environment of inclusivity will also help us build a sense of pride and belonging for our employees who identify as members of the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex or (LGBTQIA+) community within RCH.

Aboriginal and Torres Strait Islanders

The RCH acknowledges the Aboriginal and Torres Strait Islander peoples as the traditional owners of the land. It also acknowledges that Indigenous people may experience significant gaps in their employment experience. The RCH is committed to increasing Indigenous employment and creating a culturally supportive environment.

Purpose

This Action Plan supports a more diverse, equitable and inclusive workforce, to better reflect the community we serve. The strength of this commitment was recognised by participants in the development of our Compact. The very core of our Compact is respect for one another. Every pledge demonstrates that underlying principle, and helps us to build a workplace where every person can feel safe to be themselves, reach their full potential, and make their best contribution to the delivery of Great Care.

There is a specific pledge that reminds us to be inclusive and to value the diversity around us. In better practising this pledge, the RCH will more effectively deliver its services in a culturally safe environment, built upon an understanding of each community member's diverse needs, and where we can appreciate health issues from a range of perspectives.



I am inclusive and
I value diversity.

Where we are

Governance Context

The RCH is committed to nurturing diversity in the workplace, because it brings strength to our capability, our solutions, and most importantly, our services. This is why the principles of diversity and inclusion are so important and enshrined in the governance principles the RCH adheres to. These include:

- Australian Commission's National Safety and Quality Health Service (NSQHS) Standards
- Victorian Public Service (APS) Values and Code of Conduct
- Gender Equality Act 2020 (Vic)
- Victorian Charter of Human Rights and Responsibilities
- Equal Opportunity Act 2010
- Department of Health and Human Service (DHHS) strategies, plans and charters
- RCH's own Code of Conduct, our Compact, and our Values.

Each of these entities has devised plans and strategies to bridge the gaps experienced by diverse groups of people. In each of the RCH's plans and strategies we refer to the specific governance principles from each of these organisations that underscore, support and set the standard for our own response.

The RCH Context

This Action Plan recognises not just our statutory and governance obligations, but also the need to cultivate diversity and inclusion as drivers of the RCH's 2019-21 strategy: *Great Care, Everywhere*. In that strategy, we recognise the growing diversity of the Victorian population and our need to deliver a safe place and a positive experience for all. We will do this by promoting an inclusive and collaborative culture committed to mutual respect; and providing an environment where everyone's wellbeing is paramount, including each person's cultural safety.

Creating an environment of diversity, inclusion and belonging for all RCH team members is consistent with the "Positive Experience" pillar of *Great Care, Everywhere* as well as the People and Culture Strategic Plan. This Action Plan is focused on employee experience and people initiatives and does not directly address consumer diversity and inclusion, which are more directly addressed in the following policies:

- [Culturally Responsive Care Policy](#)
- [Patient and Family Centred Care Policy](#)
- *Note: We are currently seeking clarity regarding RCH mechanisms supporting these policies (TBA).*

Notwithstanding, we recognise that creating a positive employee experience in relation to diversity, inclusion and belonging will in turn improve the experience of our consumers.

Our workforce profile

A snapshot of the RCH's workforce diversity profile as at June 2021:

 Diversity at the RCH	Public Health	Victorian Public Sector	Population Benchmarks
Women in Leadership Colleagues who are female 76% Leadership positions held by women 65%	78% xx%	68% xx%	47% Victorian Labour force xx%
Culturally & Linguistic Diversity Colleagues who were born overseas 20% Speak languages other than English at home 17%	20% 21%	17% 18%	33% Victorian Labour Force 26% Victorian population
Employees with Disability Colleagues who have disability 2%	2.0%	2.5%	9% Victorian Labour Force
Aboriginal & Torres Strait Islander Colleagues who identify as Aboriginal or Torres Strait Islander 1%	1.2%	1.0%	0.8% Victorian population
LGBTQI+ Colleagues who identify as Lesbian, Gay, bisexual, trans and gender diverse, intersex, queer or questioning 6%	3.7%	4.4%	3% Australian population

It should be noted that the RCH does not collect statistical data concerning representation of these various groups within our workforce. The data for these statistics have been sourced as follows:

- RCH data: From the confidential responses provided during the 2021 People Matter Survey which represented 52% of our workforce.
- The Public Health and Victorian Public Sector benchmark data: Retrieved from the data reported in The [State of the Public Sector in Victoria 2020-21](#) (VPSC, 2021).
- Population Benchmarks: Retrieved from the data reported in the [2016 Census](#)

Where we want to be

Objectives

Our workforce profile indicates that our levels of diversity are generally consistent with or, in the case of LGBTQIA+, exceed levels in the broader public health system, and public sector.

Our objectives under this Action Plan focus on attracting and supporting all employees, and in particular creating a safe environment for all present and future employees regardless of what diverse group, or groups, they belong to.

What should diversity, inclusion and belonging look like?

Commitment

We will show our commitment by listening and responding to each diverse group within our organisation and supporting their needs.

Living our Values and Compact

A key RCH value is Respect, and one of our pledges is *I am inclusive and I value diversity*. Respect and inclusion only come to life when they are demonstrated by behaviours that embody conscious inclusion and support psychological safety for all.

Pride

We will be proud to work for an organisation that demonstrates an active commitment to diversity, inclusion and belonging, and we will be a better health service as a result of it.

How will we get there?

Educate - Improve awareness and inclusive practices of our employees by providing more education on the needs of team members who come from diverse backgrounds, and the benefits that inclusive workplaces bring to all.

Celebrate – Celebrate significant days and events that highlight the importance of the diverse backgrounds and experiences of employees at the RCH.

Build - Attract and recruit employees from diverse backgrounds.

Commit – Demonstrate commitment through setting diversity related objectives and ensuring ongoing monitoring of the activities put in place to achieve these objectives.

Implementation Plan

- Overarching actions
- Gender Equality actions
- Cultural and Linguistic Diversity actions
- Disability actions
- Aboriginal and Torres Strait Islander actions
- LGBTQI+ actions

Overarching actions

Outcome	Action	Due	Measures	Responsible	Status
Educate					
Increase employee awareness of issues surrounding diversity.	1.1. Review, update and consolidate current policies, procedures and intranet information, and publicise appropriately.	December 2022	Materials updated and launched by December 2021	Director, Human Resources	
	1.2. Provide education in the form of eLearning and face to face training.	June 2022	Awareness training provided by 30 June 2022.	Director, Organisational Development	
	1.3. Collaborate with other health services and organisations to understand how they have successfully identified and removed or mitigated barriers.	June 2022	Raise as a topic at an Organisational Development Health Forum by June 2022.	Director, Organisational Development	
	1.4. Request volunteer representatives from each community stream to act as advisors to the Diversity and Inclusion Reference Group as required.	December 2021	Each diversity group identified has a list of advisors.	Director, Organisational Development	Completed
1. Celebrate					
Develop a culture that values diversity, inclusion & belonging.	2.1. Celebrate the achievements/experiences of staff from diverse backgrounds.	Ongoing	At least quarterly articles in internal communications celebrating the achievements/profiles of staff from a diverse background.	Director, Organisational Development	
	2.2. Develop a calendar of events that identifies diversity related days of significance across all diversity groups.	September each year	Calendar of events finalised for 2021 onwards by September 2020.	Director, Organisational Development	2021 Completed
	2.3. Engage and combine with our Campus partners to celebrate diversity events.	December 2021 and annually thereafter	Advances made Campus partners for at least one function before 31 December 2021.	Director, Organisational Development	2021 Completed

Outcome	Action	Timeframe	Measures	Responsible	Status
3. Build					
Build a culture that values diversity and inclusion.	3.1. Establish representative RCH employee focus groups for each diversity stream to identify and implement diversity related initiatives.	Established and met by December 2022.	Focus groups are scheduled following People Matter reports to leverage from employee feedback.	Director, Organisational Development	
Develop new policies and procedures.	3.2. Identify gaps in diversity related policies and procedures and develop new ones, where appropriate e.g. guidance on religious/ ceremonial leave; non-judgemental avenues for staff to seek support when working with a team member with a disability; flexible working requirements.	Ongoing	Gaps identified and new policies and procedures developed.	Director, Human Resources	
Increased recruitment and retention of employees from identified groups.	3.3. Continue references in recruitment advertising which support for applicants from diverse talent pools.	December 2021	Workforce data. A 1% increase in the recruitment of employees identifying as diverse by December 2022.	Director, Human Resources	Completed
	3.4. Through interview guides encourage recruitment panel members to more actively consider diverse candidates.	December 2022		Director, Human Resources	
Improve data and reporting.	3.5. Encourage current employees to record their diversity related personal information in myDNA.	December 2022	RCH held diversity data available to improve accuracy of monitoring and reporting.	Director, People & Culture Systems	
4. Commit					
Demonstrate commitment through tracking our progress.	4.1. Track the employee experience of diverse groups through People Matter Survey results.	Ongoing	Ensure reports for each diversity group are made available within three months' of PMS reporting available from VPSC.	Director, Organisational Development	
	4.2. Explore People Matter Survey results to identify opportunities for improvement and strategies to address gaps.	Ongoing	Qualitative diversity information is collected and used to guide ongoing improvement.	Director, Organisational Development	

Additional group specific actions

Gender

Outcome	Action	Timeframe	Measures	Responsible	Status
Build					
Improve equitable opportunities across the RCH workplace.	6.1. Build an action plan to address the Gender Equality Act requirements. Note: This will be a significant project which will include a gender audit, development of a gender equality action plan, reporting and establishment of goals for other diverse groups addressed in the legislation.	Regime commences March 2021. Initial reporting compliance due in October 2021 then annually.	All initial requirements of the Act are met by first reporting deadline of December 2021 and then reviewed annually.	Executive Director, People & Culture	

Cultural and Linguistic Diversity

Outcome	Action	Due	Measures	Responsible	Status
Celebrate					
Develop a culture that values diversity, inclusion and belonging.	7.1. Recognise our culturally diverse workforce during Cultural Diversity Week and any other CALD events specified in the calendar of events.	Annually in March	Visible celebration and recognition campaign through a range of communication channels as per calendar. Profile diverse staff in communications channels.	Executive Director, Communications	Completed
Build					
Cultural Awareness Training	7.2. Review current Centre for Ethnicity and Health version of cultural e-learning packages and implement fully or most likely partially based on Reference Group previous feedback.	Dec 2022	Voluntary uptake of the module/s.	Director, Organisational Development	

Disability

Outcome	Action	Due	Measures	Responsible	Status
Commit					
Deliver on the Disability Action Plan (DAP). [Note: link to be added].	8.1. The RCH Disability Action Plan (DAP) is currently in place with specific actions to build a supportive environment for employees with a disability.	Ongoing	As defined in the DAP.	Director, Organisational Development	

Aboriginal and Torres Strait Islander

Outcome	Action	Due	Measures	Responsible	Status
Build					
Develop an Innovate Reconciliation Plan (RAP).	9.1. The RCH Reconciliation Action Plan (RAP) is currently being developed and will identify specific actions to build a supportive environment for employees who identify as Aboriginal and/or Torres Strait Islander.	December 2022	As defined in the RAP.	Chair, RAP Working Group	

LGBTQI+

Outcome	Action	Due	Measures	Responsible	Status
Celebrate					
Celebrate our LGBTQI+ workforce.	10.1. Participate as an organisation in a number of LGBTQI+ events including: <ul style="list-style-type: none"> • Midsumma Pride March • IDAHOBIT • Wear It Purple 	Ongoing	Visible celebration and recognition campaign through a range of communication channels as per calendar.	Director, Organisational Development	2021 Completed
Build					
Build an identity safe workplace for LGBTQI+ employees.	10.2. Support the process of Rainbow Accreditation for Gatehouse, including any employee requirements.	December 2022.	Rainbow Accreditation is achieved for Gatehouse.	Director, Organisational Development	