Diversity and Inclusion Plan

Implementation Plan

2024-28

This *Diversity and Inclusion (Implementation) Plan 2024-2028* sets out the Commission's priorities, objectives and actions required to deliver on our commitment to diversity and inclusion (D&I). It explicitly draws from the Commission's *Strategic Workforce Plan 2024-28* and other strategic priorities to consider our workforce, service delivery and D&I priorities hand in hand, framing our strategic priorities through the lens of D&I.

This Plan reinforces the Commission's commitment to D&I and enables focused planning, monitoring and reporting that meets external obligations, such as in relation to Public Sector Commission Action Plans[1].

Purpose of This Plan

The *D&I (Implementation) Plan 2024-2028* supports achievement of the Commission's *Strategic Plan 2024-27* through a strategic focus on D&I across its workforce and service delivery. It translates applicable workforce and service delivery objectives and initiatives, into focused effort to address the equity of opportunity, inclusion and belonging of people from diversity target groups, with specific D&I KPIs, through which associated efforts can be monitored and evaluated. Aligning these strategic objectives and associated efforts enables efficient and meaningful action, reduces confusion, and helps to embed our commitment to D&I in all that we do.

Strategic Drivers

In addition to the Commission's own commitment to D&I, as a public sector organisation the Commission seeks to support achievement of the WA State Government's commitment to D&I, as set out in the Public Sector Commission (PSC) *Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025* and associated Action Plans, as well as the *WA Multicultural Policy Framework* (WAMPF) and *State Disability Strategy (SES) 2020-2030*.

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[1] As a public organisation, the Commission is obliged to support achievement of the Western Australian Government's commitment to diversity and inclusion, including specific commitments to enhance inclusion and representation of people from key diversity groups.

Diversity Target Groups

In line with Western Australia State Government commitments to D&I, this Plan considers the specific inclusion and representation of people from six key diversity groups:

- Women, particularly those in senior leadership and decision-making roles

- Youth (people aged 24 years and under)

- Aboriginal and Torres Strait Islander peoples

- People from cultural and linguistically diverse (CaLD) backgrounds

- People with disability

- People of diverse sexualities and genders

Diversity and Inclusion Plan 2024-28

Strategic D&I Objectives

Recognising the Commission is a small and complex organisation, operating under highly controlled conditions, our D&I priorities are contextualised into four objectives (shown below). Objectives one to three directly align to priorities set out in the Commission's *Strategic Workforce Plan 2024-28*, while objective four supports achievement of WA's State Government commitment to ensuring inclusive service delivery to the WA community and public sector. Related strategy and strategic initiatives are listed in the Implementation Plan to support streamlined implementation and reporting.

1. Workforce Diversification	2. Inclusive Decision-making and Leadership	3. Workforce Inclusion	4. Inclusive Service Delivery
• Increase the representation of underrepresented groups within the Commission's workforce.	• Facilitate and embed diverse representation in Commission decision-making processes and leadership roles.	• Grow a culture of trust and inclusion across all areas and levels of the Commission.	• Ensure the Commission's services and facilities are accessible and inclusive to all, irrespective of background or social circumstances.

These objectives acknowledge the inter-relationship between D&I priorities. Efforts to increase the representation of people from different backgrounds in our workforce will support economic participation of people from cultural and linguistically diverse backgrounds (and others), for

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instance. Having a workforce that reflects our community will also contribute to the inclusive design and delivery of our services. Ensuring everyone has equal opportunity to participant and contribute, furthermore, will not only benefit people with disability, but all staff and communities engaging with the Commission, through enhanced understanding and consideration of diverse needs. This Plan, therefore, considers all diversity target groups together, with objectives strategically defined at a high level to guide and facilitate interpretation and action across all parts and levels of the organisation, but with specific attention to be afforded to the needs of each group.

Targets and Key Performance Indicators (KPIs)

The overall success of this Plan will be measured through KPIs aligned to each objective and supporting initiative[2]. Proposed targets have been set with consideration to the current state (in 2024/25), the level of change required, complexity of associated effort, sector benchmarking and policy expectations.

KPI			Current (2024/25)	Target (by 2028)
Objective 1: Increase the representation of underrepresented groups within the Commission's workforce				
Workforce diversity[3]	i.	Representation of staff from diversity target groups		
		• % of Women in senior executive (L9+)	47%	50%
		• % of staff aged 24 years or younger	1%	3%
		• % of staff who identify as Aboriginal and/or Torres Strait Islander	1%	3%
		• % of staff who come from cultural and linguistically diverse backgrounds (CaLD)	11%	15%
		• % of staff who report having disability	1%	5%
		• % of staff who identify as being of diverse sexuality and/or gender[4]	3%	4%
Objective 2: Facilitate and embed diverse representation in Commission decision-making processes and leadership roles				

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[2] KPIs calculated on basis of MOIR data, unless otherwise stated.
[3] KPI corresponds to CCC's Strategic Workforce Plan 2024-27 KPI 1.v. Performance is to be consistently monitored and reported against both plans
[4] Figure not captured in MOIR, estimates taken from PS Census.

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KPI			Current (2024/25)	Target (by 2028)
Leadership diversity	i.	% of staff in line management roles who identify with one or more diversity groups	6%	Increase
Joint Consultative Committee (JCC) diversity	ii.	# of staff on JCC who identify with one or more diversity group	NA	TBD
Objective 3: Grow a culture of trust and inclusion across all areas and levels of the Commission.				
Inclusive work environment	i.	% of staff agree CCC provides an inclusive work environment, free from unlawful discrimination and harassment[5]	69%	Increase
	ii.	% of staff who identify with one or more diversity group agree CCC provides an inclusive work environment free from unlawful discrimination	68%	Increase
Objective 4: Ensure the Commission's services and facilities are accessible and inclusive to all, irrespective of background or social circumstances.				
Inclusive service delivery	i.	% of surveyed community members and stakeholders engaging with the Commission agree CCC's services and information are accessible and inclusive	NA	TBD

Supplementary Indicators

Achievement of the D&I objectives will also be measured through the implementation and outcomes of associated initiatives, detailed in the *D&I Implementation Plan 2024-28* (below). In particular, achievement of the Commission's D&I objectives will be further assessed and evidenced through the following supplementary indicators (SI.s)

SI.1   Percentage of staff from one or more diversity target group, with PPR process in place.

SI.2   Number of staff from each diversity target group who have engaged in one or more structured development opportunities.

SI.3   Number of staff who have completed a cultural competency program.

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[5] KPI corresponds to CCC's Strategic Workforce Plan 2024-27 KPI 2.iii. Performance is to be consistently monitored and reported against both plans.

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SI.4   Percentage of staff from diversity target groups participating in internal engagement events.

SI.5   Diversity news items and events.

SI.6   Number and outcome of grievances reported internally related to racism/racial harassment and discrimination; age; disability; and gender or sexuality.

SI.7   Updated organisational materials, policies and procedures

SI.8   Accessibility and inclusion-related trends in service feedback survey responses.

SI.9   Employee engagement survey results for diversity groups.

Performance against these supplementary indicators is to be consistently monitored and reported against, alongside primary KPIs.

Initiatives and Actions

To support effective implementation and monitoring of the Plan, annual actions are proposed for each initiative. Actions are expected to evolve over the life of the plan, with initial priorities highlighted for 2024/25, and anticipated actions suggested for subsequent years. The *D&I Implementation Plan* (below) is intended to be dynamic, however, and should be refined as work progresses. Actions may change over time as new opportunities and needs are identified through preceding activity. The overarching objectives, however, will not change for the duration of the Plan[6].

Accountability, Monitoring and Reporting

The objectives and initiatives listed in this Plan are in addition to, and do not replace compliance obligations relating to the Commission's workforce.

To ensure clear accountability for delivering the D&I objectives, specific members of the Executive Team have been assigned to supporting initiatives. This does not preclude other directorates from contributing, nor does it set an expectation that the majority of work will be undertaken within a particular portfolio. Rather, it assigns responsibility for initiating, driving, coordinating and overseeing activities that contribute to a given outcome.

Implementation, monitoring and reporting on the plan as a whole will be led by the Chief Human Resources Officer (CHRO), informed by regular updates from Executive. The Human Resources team will support the Executive by providing expert advice on the interpretation of objectives and design of appropriate actions.

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[6] An exception to this is where a significant change in priority and direction occurs for the Commission. Such change would require full and explicit revision of the D&I Plan 2024-28, with all applicable stakeholders advised of such changes.

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D&I progress updates and KPIs will be reported annually to Corporate Executive, with key achievements and high-level outcomes/KPIs reported in the Commission's Annual Reports, as appropriate. Selected outcomes may also be reported externally, in accordance with public sector compliance obligations, such as in relation to the WA Multicultural Policy Framework (WAMPF).

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D&I Implementation Plan 2024 – 2027

Initiative	Actions 2024/25	2025/26	2026/27	2027/28	Responsible	KPIs & SI.s	Corresponding Strategy
Objective 1: Workforce Diversification							
Increase the representation of underrepresented groups within the Commission's workforce.							
1.1 Embed opportunities for enhanced diversity and inclusion within CCC's operating model.	Obtain & consider diverse perspectives as part of any operating model & structure reviews	Obtain & consider diverse perspectives in operating model planning (change planning) processes	Obtain & consider experiences of diverse staff as part of operating model monitoring	Invite feedback & consider experiences of diverse staff as part of organisational change outcome evaluations Identify further priorities & opportunities to enhance workforce D&I (for next D&I Plan)	CHRO	• 1.i (SWP KPI 1.v) • 2.iii • 2.iv	• SWP Initiative 1.1 • State Disability Strategy (SDS) - Participate & contribute • WAMPF Strategy 2.5
1.2 Establish accessible entry and succession pathways for staff from diverse backgrounds and social circumstances.	Review entry & succession pathways to identify & consider unique challenges and barriers faced by diverse staff as part of entry & succession	Develop refined operating models & structures that Incorporate enhanced entry & succession pathways for diverse staff	Develop a CCC Capability Development Framework that considers the unique challenges and barriers faced by diverse staff	Invite feedback & consider experiences of diverse staff as part of Capability Development Framework evaluation Identify further priorities &	CHRO	• 1.i (SWP KPI 1.v) • 2.i • 2.ii • (SWP	• SWP Initiative 1.2 • SDS - Participate & contribute • WAMPF Strategy 3.1

Initiative	Actions 2024/25	Actions 2025/26	Actions 2026/27	Actions 2027/28	Responsible	KPIs & SI.s	Corresponding Strategy
	pathways review			opportunities to enhance D&I in succession pathways (for next D&I Plan)		- KPI 1.ii) - SI.2	
1.3 Enhance Performance Planning & Review (PPR) processes, including associated development opportunities, to ensure these are inclusive and consider staff's diverse needs and aspirations.	Review PPR process to identify & consider diverse perspectives	Develop a refined PPR process that supports enhanced inclusion and development of diverse staff Invite feedback & consider experiences of diverse staff during PPR process implementation	Review take-up of capability and career development opportunities, aligned to the PPR process, by staff from diversity target groups Embed cultural competency expectations in the Capability Development Framework & develop opportunities to enhance associated understanding & capability	Invite feedback & consider experiences of diverse staff as part of PPR process evaluation Identify further priorities & opportunities to enhance equity & inclusion of PPR process (for next D&I Plan)	CHRO	- 1.i (SWP KPI 1.v) - (SWP KPI 1.ii & 1.iii) - SI.1 - SI.3	- SWP Initiative 1.3 - SDS - Participate & contribute; Living well - WAMPF Strategy 2.6

Initiative	Actions				Responsible	KPIs & SI.s	Corresponding Strategy
	2024/25	2025/26	2026/27	2027/28			
Objective 2 – Inclusive Decision-Making and Leadership							
Facilitate and embed diverse representation in Commission decision-making processes and leadership roles.							
2.1 Identify and implement opportunities to share, consider and promote diverse perspectives and experiences across the organisation, including in decision-making.	Support access & inclusive engagement of staff from diversity target groups at CCC staff networking & celebration event(s) Encourage diverse representation on JCC Promote D&I-related activities, events & successes across CCC	Support access & inclusive engagement of staff from diversity target groups in structured cross-directorate networking, collaboration & consultation activities(s) Encourage diverse representation on JCC Identify & promote examples of where diverse representation & perspectives have been leveraged for success	Embed consideration of D&I in organisational planning & decision-making process (inc. on JCC) Identify, acknowledge & celebrate examples of where diverse representation & perspectives have enabled success	Invite feedback & consider experiences of diverse staff as part of cross-directorate networking, collaboration and consultation activity evaluations Embed diverse representation on JCC Identify further priorities & opportunities to raise the profile of diverse voices (for next D&I Plan)	Dir Executive	• 2.iii • 2.iv • SI.4 • SI.5	• SWP Initiative 3.1, 3.3 • SDS – Inclusive communities; Rights & equity • WAMPF Strategy 1.1

Initiative	Actions				Responsible	KPIs & SI.s	Corresponding Strategy
	2024/25	2025/26	2026/27	2027/28			
2.2 Promote a shared commitment to diversity and inclusion, understood and with clear accountability at all levels across the organisation.	Promote CCC's D&I Plan & commitment to D&I to all staff	Develop Business Area Plans, which translate the D&I Plan (and others) into actions to be undertaken by each directorate Embed a requirement to consider alignment with CCC's commitment to D&I in the PPR process		Invite feedback & consider experiences of diverse staff as part of CCC Strategic Plan evaluation Identify further priorities & opportunities to deliver on CCC's commitment to D&I (for next D&I Plan)	Dir Executive	• Achievement of overall D&I Plan KPIs & Targets	• SWP Initiative 3.2 • SDS – Rights & equity • WAMPF Strategy 2.1

Initiative	Actions				Responsible	KPIs & SI.s	Corresponding Strategy
	2024/25	2025/26	2026/27	2027/28			
Objective 3 – Workforce Inclusion Grow a culture of trust and inclusion across all areas and levels of the Commission.							
3.1 Promote and exemplify an organisational culture, which values diversity and prioritises inclusion, in line with CCC's Values.	Articulate & communicate CCC's commitment to D&I to all staff	Prepare & disseminate materials/ communications (& events), which explain CCC commitment to D&I & what this means for expected CCC activity & staff behaviours			Chief Executive	• 3.i (SWP KPI 2.iii) • 3.ii • SI.6	• SWP Initiative 2.1 • SDS – Inclusive communities • WAMPF Strategy 1.3
3.2 Review and update key organisational material, policies and procedures to ensure these are inclusive and reduce potential for bias or discrimination, in line with CCC's desired culture and Values.		Review CCC policies, procedures & guidelines to identify & consider systemic challenges & barriers faced by staff from diversity target groups	Review key CCC documents & templates to identify potential for bias or discrimination	Revise key organisational material, policies & procedures to better reflect CCC's commitment to D&I & reduce potential for bias or discrimination	Dir Executive	• 3.i (SWP KPI 2.iii) • 3.ii • SI.6 • SI.7	• SWP Initiative 2.2 • SDS – Rights and equity • WAMPF Strategy 2.1

Initiative	Actions				Responsible	KPIs & SI.s	Corresponding Strategy
	2024/25	2025/26	2026/27	2027/28			
3.3 Identify, proactively monitor and manage risks to the wellbeing and engagement of staff from diversity target groups.	Establish capacity to distinguish staff from diversity target groups in new Staff engagement survey	Establish baseline indicators of wellbeing & engagement for staff from diversity target groups & identify opportunities to further support diverse staff	Monitor the wellbeing & engagement of staff from diversity target groups& identify opportunities to further support diverse staff	Evaluate efforts to support enhanced wellbeing & engagement of staff from diversity target groups Identify further priorities & opportunities to enhance wellbeing & engagement of staff from diversity target groups (for next D&I Plan)	Dir Corporate Services	• 3.ii • SI.6 • SI.9	• SWP Initiative 2.3 • SDS – Living well, Rights and equity • WAMPF Strategy 3.4
3.4 Develop feedback and grievance guidelines, which are accessible and equitable to all staff, regardless of background and circumstance, and which explicitly invite feedback on matters effecting diversity and inclusion.	Invite feedback from staff from diversity target groups in relation to key changes impacting their work & employment (e.g., through JCC) Identify, publicise (internally), monitor & respond to D&I related grievance trends	Review staff feedback & grievance processes to identify challenges & barriers faced by staff from diversity target groups Identify, publicise (internally), monitor & respond to D&I related grievance trends	Revise internal grievance processes (inc. disclosure, communication, reporting & response) to support enhanced accessibility & equity for diverse staff Identify, publicise (internally), monitor & respond to D&I related grievance trends	Invite feedback & consider experiences of diverse staff as part of Internal grievance processes evaluation Identify further priorities & opportunities to enhance psychological safety & feedback mechanisms applicable to D&I (for next D&I Plan)	CHRO	• 3.i (SWP KPI 2.iii) • 3.ii • SI.6	• SWP Initiative 2.4 • SDS – Rights and equity • WAMPF Strategy 1.2

Initiative	Actions				Responsible	KPIs & SI.s	Corresponding Strategy
	2024/25	2025/26	2026/27	2027/28			
Objective 4 - Inclusive Service Delivery							
Ensure the Commission's services and facilities are accessible and inclusive to all, irrespective of background or social circumstances							
4.1 Review and enhance processes and mechanisms through which corruption is reported to/investigated by CCC to ensure these are accessible and inclusive and reduce potential for bias or discrimination.	Review CCC website to identify challenges & barriers faced by people from equity target groups Determine suitable approach to measure CCC service accessibility and inclusivity	Review corruption reporting processes to identify challenges & barriers faced by people from equity target groups Collect baseline measure of service accessibility and inclusivity and determine appropriate actions & targets to enhance service delivery, as appropriate	Invite feedback from diverse stakeholders & communities on the accessibility & inclusiveness of CCC services & information	Identify further priorities & opportunities to enhance accessibility & inclusion of CCC services (for next D&I Plan)	Dir Executive	• 4.i • SI.8	• SDS – Rights and equity • WAMPF Strategy 2.2