



# **ANNUAL REPORT 2023-24**



### Acknowledgement of Country

Respect Victoria acknowledges Aboriginal peoples throughout Victoria as the First Peoples and Traditional Owners and Custodians of the lands and waterways on which we rely. We pay our respects to their Elders, past and present. We proudly acknowledge the Aboriginal communities throughout Victoria and their ongoing strength in practising the world's oldest living cultures.

We acknowledge the significant and ongoing impacts of colonisation and commit to working alongside First Nations communities to effect change. We recognise the ongoing leadership role of these communities in addressing and preventing family violence and violence against women, and will continue to work in collaboration with First Peoples to eliminate these forms of violence from all communities.

### Statement of Commitment to Aboriginal Self-Determination

Aboriginal peoples continue to be impacted by the cumulative effects of individual, institutional and societal violence, colonisation and racism over generations. This has contributed to the severity and disproportionate impact of family violence on Aboriginal women, families and communities to this day, and created the conditions that significantly increase the risks and barriers to accessing support.

Respect Victoria acknowledges that self-determination is the foundation for better outcomes for Aboriginal communities. True self-determination means that Aboriginal peoples and communities are at the centre of approaches to address community experiences of family violence and violence against women. This includes recognising and respecting the inherent strength and diversity of Aboriginal peoples, families and communities across Victoria, and the leadership role of Aboriginal Community Controlled Organisations in violence prevention.

Respect Victoria's work to prevent family violence against Aboriginal peoples and violence against Aboriginal women will be informed by the principles of self-determination set out in *Dhelk Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families.* We are firmly committed to working in collaboration with Aboriginal Community Controlled Organisations to create a more equitable, respectful and safe community.

### Victim survivor acknowledgement

Respect Victoria acknowledges the significant impact of family violence and violence against women on individuals, families and communities, and the strength and resilience of the children, young people and adults who have, and are still, experiencing this violence. We pay our respects to those who did not survive, and to their loved ones.

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# **RESPONSIBLE BODY'S DECLARATION**

In accordance with the *Financial Management Act 1994*, I am pleased to present Respect Victoria's Annual Report for the year ending 30 June 2024.

Under section 53 of the *Financial Management Act 1994* the Assistant Treasurer has approved Respect Victoria's financials being included in the accounts of its portfolio department (the Department of Families, Fairness and Housing (DFFH)) from 1 July 2023 to 30 June 2024. For further detail, refer to the DFFH Annual Report (see Disclosure Index).

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Professor Kate Fitz-Gibbon 2 October 2024

### 2023-24 FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Kate Fitz-Gibbon, on behalf of the Responsible Body, certify that Respect Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.

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Professor Kate Fitz-Gibbon Chair of the Board

## **SECTION 1: YEAR IN REVIEW**

#### **OUR VISION**

### A VICTORIAN COMMUNITY WHERE ALL PEOPLE ARE SAFE, EQUAL AND RESPECTED, AND LIVE FREE FROM FAMILY VIOLENCE AND VIOLENCE AGAINST WOMEN.

#### **OUR PURPOSE**

To lead and support evidence-informed primary prevention and be a catalyst for transformational social change.

#### **OUR STRATEGIC PILLARS**

#### 1. PREVENTION SYSTEM

Drive an effective and coordinated primary prevention system Build and promote primary prevention knowledge and evidence

2. KNOWLEDGE

AND EVIDENCE

3. POLICY AND PUBLIC AGENDA Keep prevention

Keep prevention on the policy and public agenda 4. GUIDANCE AND SUPPORT

Guide effective and impactful primary prevention efforts

#### 5. SOCIAL CHANGE

Influence community and social change

#### COURAGE

We are bold, brave and fearless We are rigorous, evidence-informed and accountable

**OUR VALUES** 

INTEGRITY

LEADERSHIP

We are aspirational, strategic, collaborative and dedicated

### Chair's report

On behalf of the Board and team at Respect Victoria, we are pleased to share with you our Annual Report for 2023-24.

Over the last year, in response to the horrific killings of women and children allegedly by male violence, communities and advocates have organised across the country, galvanising support for action from the streets of Ballarat to the halls of Federal Parliament. We have seen enduring calls to fund frontline services, state and federal governments announcing greater actions, and more people talking about how we can stop this violence. These moments of change have been made possible by the decades of advocacy from communities, organisations, victim-survivors and those working on the frontline of responding to gender-based violence.

How we move beyond a moment towards lasting change has its roots in the Royal Commission into Family Violence, which laid the groundwork for comprehensive action to prevent and disrupt the cycle of family violence here in Victoria. This year has underscored the need to continue to build on these foundations, being open to new and innovative solutions to end violence, while amplifying the efforts that evidence tells us work to prevent violence against women.

This year saw an opportunity to take systemic prevention work to the next level, with the announcement of the Ballarat community saturation model. The model is about every member of the community playing a role in preventing violence against women. Working with the community of Ballarat to design and implement the saturation model is a key priority for Respect Victoria in the year ahead.

In our fifth year, our organisation evolved with the evidence while keeping our vision and purpose firmly in mind. We have continued to drive evidence-based primary prevention with creativity and compassion, while focusing public attention on violence against women and family violence as a priority social issue. Mobilising communities is key to creating the social change required to end this violence.

We have continued to work closely with our partners in and outside of government to affect change. From grassroots campaigns to research collaborations and to working alongside practitioners, advocates and stakeholders across the family violence system - we know that the effort needed to drive quality, sustained prevention work requires collaboration and partnership.

This year marks the 10<sup>th</sup> anniversary of the killing of Luke Batty. In a year marked by seemingly endless tragedy, Rosie Batty provided a much-needed reminder of the power of hope - why we do what we do, the progress that has been made and why we need to stay the course.

I extend my sincere thanks to the Minister, Vicki Ward, Parliamentary Secretary for Men's Behaviour Change, Tim Richardson, and the Premier, Jacinta Allan – who have been unwavering in their support for prevention. I also want to acknowledge the significant work of our outgoing Acting CEO, Serina McDuff, who steered Respect Victoria for much of the last year and, with the Respect Victoria executive and wider team, continued to bring our vision to life.

It continues to be an absolute privilege to serve as Chair of Respect Victoria. I am extremely grateful to work with my wonderful Board colleagues - thank you for your wisdom and dedication.

And to each and every member of the Victorian community who has contributed over the last year to Respect Victoria's vision of a Victoria free from violence - thank you for everything you do. This violence is preventable and we all have a role to play. We look forward to working with you over the next year.

#### **Professor Kate Fitz-Gibbon**

Chair of the Board

### Purpose and functions

Respect Victoria is an independent statutory authority dedicated to the prevention of family violence and violence against women in Victoria. Respect Victoria was established under the *Prevention of Family Violence Act 2018*. Our vision is a Victorian community where all people are safe, equal and respected, and live free from family violence and violence against women.

To achieve our vision, we lead and support evidence-informed primary prevention and act as a catalyst for transformational social change. Primary prevention aims to stop violence from occurring in the first place, by changing the culture that drives it. We drive coordination and effectiveness of the prevention system. We build and promote primary prevention knowledge and evidence. We keep prevention on the public and policy agenda. We guide prevention wherever Victorians live, work, learn and play. We raise awareness that violence against women is preventable and influence community conversations to fuel social change.

We are an independent voice, with functions, powers and duties enshrined in legislation.

### **Budget Performance Output Statement**

Respect Victoria contributes to the reporting on performance measures within the 2023-24 Budget Paper for the Primary Prevention of Family Violence output. This reporting is the responsibility of the Department of Families, Fairness and Housing.

### Key initiatives and projects

#### Driving quality, sustained prevention work across the state

#### Ballarat community saturation model

In May 2024, the Victorian Government announced this four-year community initiative to prevent violence against women in Ballarat. Respect Victoria will work alongside the local community to design a model that will 'saturate' Ballarat with initiatives and actions to address the gendered drivers of men's violence against women. Evidence of key factors that reinforce the likelihood or severity of this violence will also inform the model. These include general violence acceptance, alcohol and other drugs, mental health and trauma, among others.

Respect Victoria undertook crucial planning and engagement throughout 2023-24 to inform the model. We commissioned a review of Australian and international literature to understand the impact of mutuallyreinforcing, place-based initiatives on reducing and preventing violence against women. The review found that when initiatives are connected and reinforce each other, they have significantly more impact on preventing violence than stand-alone activities. It demonstrated the importance of local insight and community-led decision-making – key factors in the design of the Ballarat community saturation model.

#### Measuring statewide progress on prevention

Respect Victoria's theory of change for the prevention of gender-based violence in Victoria maps short and medium-term outcomes required to enable enduring change. In 2023-24 we commenced development of a framework to measure statewide progress towards these outcomes. The framework will identify systems and behavioural outcomes necessary to advance prevention in Victoria, providing all of those working towards prevention with a common mechanism for describing and measuring key aspects of the prevention system. This framework will be complemented by Respect Victoria's monitoring and evaluation of our own work. This year we also commenced development of an internal outcomes framework to strengthen our impact measurement.

Victoria's progress on preventing gender-based violence is currently supported by the Prevention of Family Violence Data Platform. The Data Platform houses key sources relevant to preventing violence, including:

- the Household, Income, and Labor Dynamics research program (HILDA)
- the National Community Attitudes towards Violence against Women Survey (NCAS)
- the Personal Safety Survey (PSS).

The Data Platform is updated annually, and in 2023-24 this included data sets from the NCAS conducted in 2021 and the PSS conducted in 2021-22. The Platform was accessed via the Respect Victoria website 1,140 times in 2023-24, and we presented the Platform to several organisations working to prevent violence throughout the year.

#### Informing quality, sustained prevention work

In 2023-24 Respect Victoria continued to lead an alliance of organisations, coming together to support coordination between agencies delivering prevention activities across the community. In 2023-24 membership of the alliance included:

- the Municipal Association of Victoria, the peak body for Victoria's local councils
- Our Watch, a national leader for the primary prevention of violence against women and their children
- Safe and Equal, the peak body for specialist family violence services in Victoria
- Sexual Assault Services Victoria, the peak body for sexual assault and harmful sexual behaviour services in Victoria
- Women's Health Services Council, representing the leadership of 12 women's health services across Victoria.

Leaders met regularly throughout the year to discuss key initiatives, issues and work to strengthen Victoria's prevention system.

Respect Victoria helps support this system work by providing those working to prevent violence with evidence-informed guidance. Our Monitoring, Evaluation and Learning Toolkit is an online resource to help prevention practitioners monitor and evaluate their work. In 2023-24 it was viewed 6,727 times. This year we undertook a survey with those working in prevention to better understand how we can improve the Toolkit for use by practitioners in 2024-25.

#### Building knowledge and evidence about what works to prevent violence

#### Summarising the evidence on the drivers of violence

In December 2023, Respect Victoria published a suite of 16 resources from the *Summarising the Evidence* research partnership with the Australian Institute of Family Studies. These resources explore the extent to which addressing the gendered drivers of men's violence against women is likely to help prevent different forms of family and gender-based violence. The project found that addressing the gendered drivers is likely to make significant contributions to preventing all forms of violence considered in the study. It also highlighted the knowledge gaps that remain, including the ways different sources of structural oppression interact with gender to drive different forms of violence.

Respect Victoria has presented the review to various stakeholders, and there has been more than 1600 downloads of the resources from our website.

#### Understanding Victorian attitudes towards violence against women

As part of the 2021 National Community Attitudes towards Violence against Women Survey, Respect Victoria funded ANROWS to collect a larger sample of Victorian respondents. In 2023-24 we worked with the Social Research Centre to conduct two secondary analyses of this Victorian data that have never been done before. This novel analysis involved two statistical techniques:

- structural equation modelling, to examine the complex relationship between Victorians' attitudes towards gender inequality and their attitudes and understanding of violence against women, to highlight opportunities for changing attitudes
- small area estimation, to explore the possibility of estimating NCAS results for smaller geographical areas, like local government areas, to inform prevention activity across the state.

The findings of this research will be published in 2024-25 to inform Victoria's violence prevention efforts.

#### The Man Box 2024

Across 2023-24, Respect Victoria worked in partnership with The Men's Project (an initiative of Jesuit Social Services) to undertake a second Man Box study. The study surveyed 3,500 Australian men aged 18 to 45 to explore men's perception of, and agreement with Man Box 'rules', or harmful stereotypes about what it means to be a man.

*The Man Box 2024: Re-examining what it means to be a man in Australia* was launched by The Men's Project and Respect Victoria in February 2024. The study found that the more men agreed with harmful stereotypes of masculinity, the more likely they were to hold violence-supportive attitudes and report perpetrating intimate partner violence.

The Man Box study included seven focus groups to explore how men navigate the pressure to conform to masculine stereotypes. In 2023-24, Respect Victoria analysed this focus group data using a strengthsbased approach, to explore how to meaningfully engage men in gender transformative approaches to prevention. This report, *Willing, capable and confident: men, masculinities and the prevention of violence against women*, will be launched in early 2024-25.

#### Sharing prevention knowledge and evidence

Respect Victoria has a legislative remit to build and promote primary prevention knowledge and evidence on what works to prevent family violence and violence against women. In August 2023 we brought together partners to identify opportunities for prevention research in Victoria and nationally. The symposium included participants from across the family violence and violence against women sector, academic researchers and government.

The aim of the symposium was to reinvigorate conversations about critical, overarching issues in primary prevention of violence against women and family violence requiring greater collective research and knowledge building efforts. Thirty participants from 18 organisations attended the symposium. A report from the symposium detailing key discussion points was shared with participants and published on the Respect Victoria website.

Throughout 2023-24 Respect Victoria participated in several research advisory and working groups, including for the Personal Safety Survey (ABS) and 2025 National Community Attitudes towards Violence against Women Survey (ANROWS).

#### Keeping prevention on the policy and public agenda

#### Advice to government

Throughout 2023-24, Respect Victoria continued to provide expert advice to the Victorian and Federal Government to inform and influence prevention policy, legislation, regulation and investment. We worked

to support a whole-of-government approach to prevention, supporting departments to embed prevention across new portfolios, reforms and systems. This included advice to:

- Family Safety Victoria and the Office for Women, Department of Families Fairness and Housing
- the Office of Sport and Recreation, Department of Jobs, Skills, Industry and Regions
- the Commission for Gender Equality in the Public Sector
- the Department of Education
- the Department of Justice and Community Safety
- the Department of Treasury and Finance.

#### **Engagement with Members of Parliament**

Our advice to government includes bipartisan engagement with Victorian and Federal Members of Parliament to support their understanding of and advocacy for preventing family violence and violence against women.

In November 2023 Respect Victoria celebrated our 5<sup>th</sup> anniversary with Victorian Members of Parliament and leaders in the family violence sector at Parliament House. Speakers included the Minister for Prevention of Family Violence Vicki Ward and the Domestic, Family and Sexual Violence Commissioner, Micaela Cronin. The Djirri Djirri dancers welcomed us onto Wurundjeri Country with song and performance. We launched the 16 Days of Activism Against Gender-Based Violence at the event, with an activation encouraging Members to join the Walk Against Family Violence and get involved with campaign activities in their electorates.

Recognising Respect Victoria's unique role as the only state-based prevention agency in the country, in 2023-24 we expanded our focus to the national arena. We met with Federal parliamentarians in Canberra in November 2023, alongside family violence prevention advocate Rosie Batty, and again in March 2024, alongside The Men's Project. Across these two visits, we met with more than 18 Members of Parliament and their advisers, briefing them on emerging research into men and masculinities, Respect Victoria's leading prevention work, and opportunities for parliamentarians to show leadership and support for prevention within their portfolios and electorates across Australia.

#### Influencing policy reform

In 2023-24 Respect Victoria contributed advice and expertise to support the development of crucial Victorian policy reforms, including:

- the forthcoming third rolling action plan for the 10-year Ending Family Violence plan
- the refresh of the Indigenous Family Violence Primary Prevention Framework
- the second rolling action plan of the Family Violence Industry Plan
- the forthcoming State-wide Wellbeing Plan
- review of the Victorian Government Family Violence Outcomes Framework.

At a national level, we also provided expert advice and contributed to consultations concerning the development of key national strategies and frameworks, including:

- the forthcoming National Framework for Respectful Relationships Education
- the independent review of the Fair Work Amendment (Paid Family and Domestic Violence Leave) Act 2022.

#### Working together with government and the family violence sector

Respect Victoria continued to support collaboration, knowledge sharing, expert advice and governance between and among the family violence sector and the Victorian Government, including by co-chairing the Primary Prevention Sector Reference Group alongside Family Safety Victoria and via membership of:

- the Primary Prevention Working Group
- the Dhelk Dja Partnership Forum and Dhelk Dja Priority Sub Working Groups
- the Family Violence Reform Advisory Group
- the Family Violence Reform Board
- the Family Violence Reform Policy Steering Committee
- the Victorian Strategic Alliance on Elder Abuse
- the Ambulance Victoria 'Your AV' Advisory Group.

In May 2024 we participated in the National Roundtable into Missing and Murdered Women convened by the National Domestic, Family and Sexual Violence Commissioner, and have provided advice to the Federal Rapid Review of Prevention Approaches Taskforce.

That same month Respect Victoria brought together victim-survivors, advocates, sector and political leaders for the Victorian launch of Rosie Batty's latest memoir, *Hope*. Joining Rosie in conversation at the event were former Victims of Crime Commissioner and former CEO of Domestic Violence Victoria Fiona McCormack AM, former Victoria Police Chief Commissioner Ken Lay AO APM, and former Premier of Victoria, the Honourable Daniel Andrews. The event was an opportunity to bring together those working to end family violence and violence against women, to reflect on and recommit to the remarkable reform journey Rosie's advocacy sparked.

#### Influencing public conversation

Across the year, Respect Victoria placed and was mentioned more than 153 times across local, state, national and international media outlets (compared to 101 times the previous year). Spokespeople participated in television and radio interviews, online news and features, podcasts, and the organisation placed a number of high-profile opinion pieces. Media engagement focused on making prevention accessible for a wide range of audiences, commenting on relevant news and popular culture with a prevention lens, and building community momentum in the lead-up to or following major relevant events or news.

# Supporting social change and educating the community that violence is preventable

#### 16 Days of Activism against Gender-Based Violence

Across November and December 2023, Respect Victoria supported the state's participation in the global 16 Days of Activism Against Gender-Based Violence, a grassroots campaign to end violence against women and girls. Respect Victoria partnered with peak body Safe and Equal to fund organisations to bring the 16 Days of Activism to communities across the state, including:

- 74 local councils across Victoria (44 rural or regional councils and 30 metropolitan councils)
- Nine regional women's health services and their regional prevention partnerships (including health and social services, sporting clubs, businesses, education and training organisations, and other community organisations)
- One statewide women's health service
- One Aboriginal community-controlled family violence prevention and legal service.

Grassroots activities included community events and walks, social media campaigns, panel discussions and staff trainings to strengthen engagement in the prevention of gender-based violence across Victoria.

Respect Victoria supported organisations, workplaces and communities across the state to join the campaign, using the 16 Days of Activism Toolkit. The toolkit includes information, tools, resources and campaign assets to help organisations engage in violence prevention. The campaign page was visited by 18,900 unique users over the year.

#### Walk Against Family Violence

To commence the 16 Days of Activism, Respect Victoria led the annual Walk Against Family Violence in the Melbourne CBD. An estimated 5,000 Victorians joined the Walk (the highest attendance to date), taking a stand against family violence and violence against women and showing solidarity with victimsurvivors. Speakers and performers on the day represented a wide spectrum of family violence advocates and organisations.

Media coverage of the Walk and the issue of family violence appeared on all major television news programs including ABC News Breakfast, 10 News and 9 News. Social media content promoting the CBD event reached 338,621 people from metropolitan Melbourne.

#### **Respect Starts With A Conversation**

The Respect Starts With A Conversation campaign ran from October to December 2023, and again in June 2024, being viewed an estimated 10 million times by Victorians. The campaign focused on addressing the harmful impacts of rigid gender stereotyping and dominant forms of masculinity. It called on Victorians to have conversations amongst peers, colleagues and friends about challenging these harmful ideas as an essential act in preventing violence against women. The campaign featured real Victorians having these conversations with their partners, families, friends, workplaces and communities. It highlighted the transformative impact of individuals recognising and challenging violence against women and its drivers.

#### Telling the story of prevention

In addition to paid and grassroots campaigns, Respect Victoria's organic content created for our website and social media channels focused on educating the Victorian community about prevention – a core legislative remit of the organisation. There was significant growth in Respect Victoria communication channels over 2023-24. This was fuelled by relevant and engaging content, and the growing awareness in the community that violence is not an inevitability, but a preventable social problem.

There were over 168,000 unique users of our website during the year. The largest group of users of the website came via organic search, who had the highest engagement rate – indicating they found the content they were searching for. The rollout of regular blog-style pieces on the site contributed to this engagement. This included a series educating Victorians on various forms of coercive control and that resulted in high engagement rates and positive user feedback.

Tailoring this educational content for social media channels also contributed to significant growth. We gained 10,878 followers between July 2023 and June 2024, growing our total audience by 33% - or a 189% rate of growth compared to the previous year. The number of engagements (likes, comments, shares etc.) with our posts across channels increased by more than 85% compared to the previous year.

#### **Community activations**

For International Women's Day 2024, Respect Victoria worked with local creatives Wall Lords and artist Niqui Toldi to create a public art piece promoting women's rights and safety. The 'Respect Women' mural featured a collaboration with local First Nations-owned business Haus of Dizzy, and was launched with the Minister for Prevention of Family Violence, Vicki Ward and Minister for Women, the Honourable Natalie Hutchins.

Installed outside Richmond Station, the Respect Women mural reached over 11,000 commuters. Collaborations with content creators, a social media campaign promoting the mural alongside the Victorian Honour Roll of Women, and other posts drawing on the respect women theme garnered significant engagement across the period. The following month Respect Victoria participated in the inaugural Respect and Equality at TAFE campaign, in which all 16 TAFE Institutes and Dual-Sector Universities hosted online and in-person activities to promote gender equality and the prevention of gender-based violence. The initiative recognises the powerful role that leadership, staff and students in vocational education play in shaping not just their institutions, but the future of the Victorian workforce in creating a future free from violence.

Respect Victoria supported the campaign by hosting stalls at 15 in-person events across both metropolitan and regional campuses, and supplied campaign collateral and promotional materials to all campuses. A total of 4,173 students and staff participated in campaign activities across both metropolitan and regional Victoria.

#### Building a trusted and effective organisation

In 2023-24, the initiatives and projects outlined above were enabled by the development and roll-out of a new approach to governance and operations, which included reviewing and updating key governance and corporate services policies and processes to maximise efficiency and reduce operational risk. Project managers were supported to build their capabilities through formal training, quarterly budget and Business Plan review discussions, improved planning and reporting tools and templates, and information sessions on risk management.

# SECTION 2: GOVERNANCE AND OPERATIONAL STRUCTURE

### **Respect Victoria's Minister**

Respect Victoria is responsible to the Minister for Prevention of Family Violence.

The Hon. Ros Spence was Minister for Prevention of Family Violence between July and October 2023, and Ms Vicki Ward was Minister for Prevention of Family Violence between October 2023 and June 2024. Minister Ward is also Minister for Employment.



Vicki Ward MP Minister for Prevention of Family Violence

### **Respect Victoria Board**

Respect Victoria is governed by a skills-based board, which comprises eight directors including a Chair. The Board is responsible for the oversight and management of Respect Victoria and for ensuring that it complies with the obligations placed on it as a public sector agency.

The Board met seven times during 2023-24.

Board members from 1 July 2023 to 6 July 2023: Kate Fitz-Gibbon (Chair); Claudia Fatone; Rod Jackson; Wei Leng Kwok; Maxine McKew; Liana Papoutsis; and Hang Vo.

Board members from 7 July 2023 to 30 June 2024: Kate Fitz-Gibbon (Chair); Claudia Fatone; Maxine McKew; Hang Vo; Nesreen Bottriell; Jan Noblett; and Steven Roberts.

Daphne Yarram was appointed to the Respect Victoria Board by the Governor in Council on the recommendation of the Minister for Prevention of Family Violence in July 2023. She has not been able to take up her position on the Respect Victoria Board.

Profiles of current Board members are available on the Respect Victoria website.

### Finance, Audit & Risk Committee

The purpose of the Finance, Audit & Risk Committee is to assist the Respect Victoria Board of Directors to fulfil its governance duties by ensuring that risk and reporting processes (both financial and non-financial) are in place to monitor compliance with all relevant laws, regulations and codes, including the *Financial Management Act 1994* and the Standing Directions.

The Committee met four times during 2023-24.

Committee Members from 1 July 2023 to 6 July 2023: Claudia Fatone (Chair); Rod Jackson; Liana Papoutsis; Hang Vo; and Kate Fitz-Gibbon (ex-officio).

Committee Members from 7 July 2023 to 30 June 2024: Claudia Fatone (Chair); Nesreen Bottriell; Hang Vo; and Kate Fitz-Gibbon (ex-officio).

### Executive People, Performance & Governance Committee

The purpose of the Executive People, Performance & Governance Committee is to assist and advise the Respect Victoria Board of Directors and Chief Executive Officer or delegate on matters relating to the compensation, performance, incentives and remuneration of Respect Victoria Executive staff. The Committee also has an oversight role in supporting and ensuring Board effectiveness.

The Committee met once during 2023-24.

Committee Members from 1 July 2023 to 6 July 2024: Kate Fitz-Gibbon (Chair); Rod Jackson; and Maxine McKew.

Committee Members from 7 July 2023 to 30 June 2024: Kate Fitz-Gibbon (Chair); Maxine McKew; and – from 19 April 2024 – Jan Noblett.

### **Research & Evaluation Risk Committee**

The purpose of the Research & Evaluation Risk Committee is to satisfy the Respect Victoria Board of Directors that research and evaluation investment serves Respect Victoria's objectives, aligns with its Strategic Plan, and provides clear benefits to the Victorian community, and to ensure that strategic and reputational risks related to the focus of this Committee are identified and adequately managed.

The Committee did not meet during 2023-24.

Committee Members from 1 July 2023 to 6 July 2024: Wei Leng Kwok (Chair); Kate Fitz-Gibbon; and Liana Papoutsis.

Committee Members from 7 July 2023 to 30 June 2024: Kate Fitz-Gibbon (Chair); Steven Roberts; and – from 19 April 2024 – Jan Noblett.

### Organisational structure

Respect Victoria comprises three Directorates: Communications and Community Change, Strategy, Policy and Impact, and People, Governance and Operations. During the reporting period, these functions were overseen by a Senior Leadership Team led by Acting Chief Executive Officer, Serina McDuff.



# **SECTION 3: CURRENT YEAR FINANCIAL REVIEW**

### **Operating Statement**

The Department of Families, Fairness and Housing (DFFH) provided financial services to Respect Victoria from 1 July 2023 to 30 June 2024.

A financial summary of expenditure for 2023-24 is provided below with 2022-23 provided for comparison.

	2023-24 \$	2022-23 \$
REVENUE Output Appropriation Total Revenue	9,583,652 <b>9,583,652</b>	9,332,607 <b>9,332,607</b>
<b>EXPENDITURE</b> Communications, Engagement, Research and Evaluation Salaries and on-costs Operating Expenses Contract Staff <b>Total Operating Expenditure</b>	2,894,978 5,582,062 895,329 201,745 <b>9,574,114</b>	2,939,004 4,996,928 693,543 192,270 <b>8,821,745</b>
NET SURPLUS	9,538	510,862

Table 1: Operating Statement for the year ended 30 June 2024

### Financial Performance and Business Review

Respect Victoria has reported a \$9.5k surplus for the financial year to 30 June 2024.

Respect Victoria has \$0.750m held in a Department of Treasury and Finance Trust Account to fund future accommodation fit-out costs. Respect Victoria will draw down from this trust allocation when accommodation fit-out costs take place in the future.

#### Asset Management Accountability Framework Maturity Assessment

Respect Victoria does not have any assets for the purposes of the Asset Management and Accountability Framework.

### **Consultancy Expenditure**

#### Consultancies \$10,000 or greater

In 2023-24, there were no consultancies in this category.

#### **Consultancies less than \$10,000**

In 2023-24, there was one consultancy engaged during the year where the total fees payable to the individual consultancy was less than \$10,000. The total expenditure incurred during 2023-24 in relation to this consultancy was \$3,450 (excl. GST).

### Information and Communication Technology Expenditure

Information and communication technology expenditure for the 2023-24 financial year totalled \$117,021 a summary of which is shown in Table 2.

Total Expend (\$ excl.	diture	Business as Usual (\$ excl. GST)	Non-business as Usual (\$ excl. GST)	Non-business as Usual Operational expenditure (\$ excl. GST)	Non-business as Usual Capital expenditure (\$ excl. GST)
	117,021	117,021	0	0	0

Table 2: ICT Expenditure

### Advertising Expenditure

### Advertising \$100,000 or greater

Advertising expenditure relating to Respect Victoria's campaigns with individual costs greater than \$100,000 is detailed in Table 3.

Name of campaign	Campaign summary	Start / End Date	Advertising (media) expenditure (\$ excl. GST)	Creative and campaign development expenditure (\$ excl. GST)	expenditure (\$ excl. GST)	Post- campaign evaluation expenditure (\$ excl. GST)	Print and collateral expenditure (\$ excl. GST)	Other campaign expenditure (\$ excl. GST)	Total (\$ excl. GST)
Respect Starts With A Conversation	Campaign using positive examples (with authentic stories from Victorians in different settings) that demonstrate the benefits of being free from feeling or believing the need to conform and act a certain way based on gender.	Oct 2023 – Dec 2023	Approved: \$336,363 Actual: \$336,363	\$10,000 Actual:	Actual:	Planned: \$36,583 Actual: \$36,583	- Actual:	Planned: \$15,000 Actual: \$13,760* (Includes campaign moderation)	Planned/ Approved: \$397,946 Actual: \$389,979
		Jun 2024 - Jun 2024	Approved: \$395,520		Planned: -	Planned: \$36,583		Planned: \$15,000	Planned/ Approved: \$457,103
			Actual: \$395,520	Actual: \$570	•	Actual: \$36,583		Actual: \$14,408* (Includes campaign moderation)	Actual: \$447,081

Table 3: Advertising expenditure valued at \$100,000 or greater

### **Reviews and Studies Expenditure**

During 2023-24 there were 9 reviews and studies undertaken with a total cost of \$467,270. Details of individual reviews and studies are outlined below.

Name of review/ study	Reasons for review/ study	Terms of reference/ scope	Anticipated outcomes	Estimated cost for the year (\$ excl. GST)	Final cost if completed (\$ excl. GST)	Publicly available (Y/N) and URL
Reducing and preventing violence against women: global evidence review	To understand how a 'saturation model' adds to our understanding of what works to prevent violence against women.	Synthesise global and Australian evidence on prevention interventions and examine evidence on combining interventions to mutually- reinforce each other for greater impact.	Inform a multi-year project to develop a place-based 'saturation model' for prevention of violence against women.	\$108,350	\$108,350	Y <u>Evidence Review</u> <u>link</u>
Place-based case studies project	To understand different approaches to place-based primary prevention models targeting different public health issues.	Undertake a case-study review and comparative analysis of place-based prevention initiatives.	Inform design principles for a place-based 'saturation model' for prevention of violence against women.	\$15,000	N/A – still underway	N/A – still underway
National Community Attitudes towards Violence Against Women Survey (NCAS) Analysis	To explore whether it is possible to use the existing NCAS data to analyse local level attitudes towards gender inequality and violence against women; and what factors might mediate the well-established relationship between attitudes towards gender inequality and attitudes towards violence against women, and to what degree.	Conduct new analysis of the Victorian NCAS data using structural equation modelling and small area estimation statistical techniques.	Inform Victoria's work to prevent violence, including how to improve localised understanding of attitudes related to prevention of violence against women.	\$82,390	N/A – still underway	N/A – still underway

	To examine: how addressing the gendered drivers of violence against women may help prevent other forms of family and gendered violence; where further work is needed to identify additional drivers and reinforcing factors for these other forms of violence; opportunities to strengthen prevention evidence, policy and practice.	Explore the extent to which addressing the gendered drivers of men's violence against women is likely to help prevent different forms of family and gender-based violence.	Demonstrate how existing primary prevention efforts link to other government strategies; help to tell the story of how work to prevent different forms of family violence can be mutually reinforcing; provide tools to promote and mature policy and programmatic engagement with primary prevention.	\$25,000	\$25,000	Y <u>Summarising the</u> <u>Evidence link</u>
Political discourse analysis	To measure the ways in which political discourse of family violence and violence against women is changing over time.	To better understand trends and improvements in Australian political discourse about family violence and violence against women, as an indication of political commitment, public sentiment and progress on building shared understanding and momentum towards ending family violence and violence against women.	Inform Respect Victoria's second Three-year report to Parliament in 2025 and future messaging.	\$36,000	N/A – still underway	N/A – still underway
Willing, capable and confident: men, masculinities and the prevention of violence against women	To analyse the implications for prevention from Jesuit Social Services' Man Box 2024 study.	Improve understanding about how to build men's willingness, capacity and confidence to prevent violence against women and gender-based violence; consider future directions for engagement with men.	Inform future work to improve men's engagement in actions to prevent violence against women and gender-based violence.	\$6,030	\$6,030	Y Willing, capable and confident link
16 Days of Activism 2023 Evaluation	To evaluate the impact of the 16 Days of Activism program led by Respect Victoria, including the effects of grants allocated to councils and community organisations across Victoria.	Evaluate the effectiveness and outcomes of grants provided to councils and community organisations while identifying strengths, weaknesses, and areas for improvement in the program's delivery and implementation in future years.	A clearer understanding of how effectively the program has increased awareness and driven action against gender- based violence.	\$35,000	\$35,000	Y (on request)

Audience Segmentation	To develop a comprehensive and evidence-informed guide to best practice prevention messages that engage the Victorian community in prevention efforts. This guide will be available to all organisations that engage in this work, including Respect Victoria.	To analyse and identify distinct audience segments within Victoria, this project uses a mix of qualitative (i.e. focus groups) and quantitative (i.e. statistical) data.	Identify distinct community groups for more targeted messaging and efficient resource allocation. This approach will enhance engagement, improve campaign effectiveness, and provide valuable insights for future strategies.	\$129,500	N/A – still underway	Will be available on completion
Social Listening	To gain insights into public sentiment and emerging trends, Respect Victoria engaged in social listening across three tranches in FY2023-24.	Monitoring social media and online discussions to analyse public sentiment, detect trends, and identify key influencers. It also involves assessing detractor activity and gathering audience insights to refine communications and campaign outputs.	This approach enhanced the organisation's campaigns and communications by refining how Respect Victoria crafts its messages based on real-time feedback and discussions.	\$30,000	\$30,000	Y (on request)

Table 4: Reviews and studies expenditure

# **SECTION 4: OUR WORKFORCE**

### Public sector values and employment principles

The *Public Administration Act 2004* established the Victorian Public Sector Commission (VPSC). The VPSC's role is to strengthen public sector efficiency, effectiveness and capability, and advocate for public sector professionalism and integrity. Respect Victoria maintains policies and practices that are consistent with the VPSC's employment standards and provide for fair treatment, career opportunities and the early resolution of workplace issues.

Respect Victoria advised its employees on how to avoid conflicts of interest, how to respond to offers of gifts and how it deals with misconduct. All director appointments in Respect Victoria are only finalised once the appropriate Conflict of Interest and Declaration of Private Interests have been completed.

### Employment and conduct principles

Respect Victoria is an equal opportunities employer and is governed by the relevant legislation including the *Equal Opportunities Act 2010*, Human Rights legislation, the *Gender Equality Act 2020*, and *Fair Work Act 2009*. Respect Victoria is linked with the Gender Equality Action Plan and the Diversity and Inclusion framework developed by DFFH. Respect Victoria abides by the principles of merit and equity in selection and recruitment of staff. Employees have been correctly classified in workforce data collections.

### Our people

In 2023-24 Respect Victoria focused on attracting and retaining a highly capable, diverse and specialist workforce, aligned to our organisation's purpose, and led by performance-oriented leaders. Across the year, we recruited talented and dedicated people to 14 positions, including three new Board members. We also reviewed and improved our onboarding and induction processes and resources to ensure that new employees get the best start possible at Respect Victoria.

During the year, we developed our inaugural People Plan, which outlines key activities under the priorities of talent management; culture and engagement; organisational capability; safety, health and wellbeing; and governance and reporting. We invested in our team's development by procuring a provider to codesign and deliver a Leadership Development Program (underpinned by robust diagnostics to build selfawareness, leadership skills and support team effectiveness); delivering project management training for all employees; arranging attendance at key sector conferences; and running employee-organised "brown bag" sessions on a range of topics, including the Australian Childhood Maltreatment Survey, misogyny in Australian schools, and Man Box survey results.

Respect Victoria takes a comprehensive approach to safety, health and wellbeing. In 2023-24, we increased the number of Fire Wardens and First Aiders and provided refresher training; nominated and trained Health and Safety Representatives; established an on-site wellbeing room; implemented a process of providing proactive debriefs from a specialist provider to mitigate vicarious trauma from the content employees handle; and introduced 'Wellness Wednesdays', a rolling series of tips, resources, and reminders for colleagues to check in on one another and spend some time outside.

Respect Victoria is committed to creating a culturally safe environment where everyone can bring their authentic selves to work. Diversity, Equality, and Inclusion is embedded throughout our work. In 2023-24, all employees had the opportunity to participate in tailored Anti-Racism training and cultural competency and cultural safety training, and participate in activities for NAIDOC Week, RUOK Day, 16 Days of Activism Against Gender Based Violence, Midsumma Festival, International Women's Day, and National Reconciliation Week.

As part of our commitment to reconciliation, we developed an Innovate Reconciliation Action Plan (to be launched in 2024-25). In addition to training and attendance at external events, we became a Kinaway Chamber of Commerce member and focused on increasing social procurement. As a result, in 2023-24, 3.86% of our contestable spend was with Aboriginal and Torres Strait Islander-owned businesses.

### Workforce data

The following table discloses the headcount and full-time staff equivalent (FTE) of all active public service employees of Respect Victoria, employed in the last full pay period in June of the current reporting period (2024) and in the last full pay period in June of the previous reporting period (2023).

		2023-24		2022-23	
		Number (headcount)	FTE	Number (headcount)	FTE
DEMOGRAPHIC DATA	Gender Women/Self Described Men Not disclosed Age 15-34 35-54 55+	28 6 0 9 22 3	25 6 0 8 20 3	25 5 2 6 22 4	22.2 5 2 5.5 20.2 3.5
CLASSIFICATION DATA	VPS 1-6 grades VPS 1-4 VPS 5-6 Senior employees STS Executives	<b>30</b> 12 18 <b>4</b> 1 3	<b>27</b> 10 17 <b>4</b> 1 3	<b>27</b> 12 15 <b>5</b> 5	<b>24.2</b> 10.5 13.7 <b>5</b> - 5
	Total Employees	34	31	32	29.2

Table 5: Details of employment levels in June 2024

Note 1: Payroll services are provided to Respect Victoria by DFFH.

The following table discloses the annualised total salary for Respect Victoria senior employees, employed in the last full pay period in June of the current reporting period (2024), categorised by classification. The salary amount is reported as the full-time annualised salary.

Income Band (Salary)	Executives	STS
\$220 000 - \$239 999 \$ 240,000 - \$ 259,999 \$ 260,000 - \$ 279,999 \$ 280,000 - \$ 299,999 \$ 300,000 - \$ 319,999	0 2 0 0 1	1 0 0 0
Total	3	1

Table 6: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff.

### Occupational Health and Safety

We are committed to ensuring all staff and other individuals in the workplace remain safe and healthy at work in accordance with the obligations under the *Occupational Health and Safety* (OH&S) *Act 2004* and the Occupational Health and Safety Regulations 2007.

#### **Incident management**

During 2023-24 no incidents occurred; notifiable incidents are those which require the OH&S Officer to be informed. This is consistent with the previous two reporting periods (2022-23 and 2021-22), when there were 0 and 1 notifiable incidents recorded, respectively.

There were no recorded major incidents during the 2023-24 financial year. This is consistent with the previous two reporting periods (2022-23 and 2021-22), when there were also no major incidents recorded.

# **SECTION 5: COMPLIANCE DISCLOSURES**

### **Disclosure of Major Contracts**

Respect Victoria did not enter in any contracts greater than \$10 million in value.

### Freedom of Information

The *Freedom of Information Act 1982* allows the public a right of access to documents held by Respect Victoria.

An applicant has a right to apply for access to documents held by Respect Victoria. This comprises documents both created by Respect Victoria or supplied to Respect Victoria by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by Respect Victoria is available on the Respect Victoria's website under its Part II Information Statement.

The Act allows Respect Victoria to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; information provided to a Respect Victoria inconfidence; and information that is confidential under another Act.

All applications are assessed according to the timelines outlined in the Act.

If an applicant is not satisfied by a decision made by Respect Victoria, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

#### Making a request

Freedom of information requests can be made using the options available on our website. An application fee applies. Access charges may also be payable if the document pool is large, and the search for material is time consuming.

When making a Freedom of Information request, applicants should ensure requests are in writing, and clearly identify what types of material/documents are being sought.

Requests for documents in the possession of Respect Victoria should be addressed to:

Chief Executive Officer Respect Victoria GPO Box 5487 Melbourne VIC 3001

#### Freedom of Information statistics and timeliness

During 2023-24, Respect Victoria did not receive any Freedom of Information applications. There were also no decisions reviewed by the Office of the Victorian Information Commissioner or the Victorian Civil and Administrative Tribunal.

#### **Further information**

Further information regarding the operation and scope of Freedom of Information can be obtained from the Act; regulations made under the Act; and <u>ovic.vic.gov.au</u>.

### Compliance with the Building Act 1993

Respect Victoria does not own or control any government buildings and is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

### Compliance with the Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Respect Victoria does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Respect Victoria will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

#### **Reporting procedures**

Respect Victoria is not a public body able to receive public interest disclosures under the Act. Disclosures about Respect Victoria or any of its employees and/or officers should be made directly to:

Independent Broad-based Anti-Corruption Commission (IBAC) Assessment and Review Unit GPO Box 24234 MELBOURNE VIC 3001 Telephone: 1300 735 135 Website: www.ibac.vic.gov.au

#### **Protected disclosures statistics**

During 2023-24, no disclosures were made by an individual to Respect Victoria and notified to the Independent Broad Based Anti-Corruption Commission.

### **Disclosure of Emergency Procurement**

In 2023-24, Respect Victoria did not activate Emergency Procurement on any occasions.

### **Procurement Complaints**

Respect Victoria does not have its own procurement complaints management system, and reporting on procurement complaints is managed by the Department of Families, Fairness and Housing.

### Local Jobs First

Respect Victoria is required to apply the Local Jobs First policy in all projects valued at \$3 million or more in Metropolitan Melbourne or for state-wide projects, or \$1 million or more for projects in regional Victoria.

Respect Victoria did not engage in any applicable tenders or projects during the 2023-24 financial year.

### Compliance with the Disability Act 2006

Respect Victoria acknowledges the importance of strengthening the rights of people with a disability and is committed to creating and maintaining an accessible and inclusive environment for all people with a disability. Respect Victoria offers additional supports to individuals with a disability, which is promoted within position descriptions in our recruitment advertisements, and as part of our recruitment and onboarding processes.

### Compliance with the Carers Recognition Act 2012

Respect Victoria has taken all practical measures to comply with its obligations under the Act. These include promoting the principles of the Act to people in care relationships; ensuring our employees have an awareness and understanding of the care relationship principles set out in the Act; and considering the care relationships principles set out in the Act when setting policies.

### Additional Agency Information Available on Request

In compliance with the requirements of the Standing Directions of the Assistant Treasurer, details in respect of the items listed below have been retained by Respect Victoria and are available on request, subject to the provisions of the *Freedom of Information Act 1982* and any other relevant laws and Respect Victoria policies.

- A. A statement that declarations of pecuniary interests have been duly completed by all relevant officers.
- B. Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.
- C. Details of publications produced by the entity about itself, and how these can be obtained.
- D. Details of any major external reviews carried out on the entity.
- E. Details of major research and development activities undertaken by the entity.
- F. Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit.
- G. Details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services.
- H. Details of assessments and measures undertaken to improve the occupational health and safety of employees.
- I. A general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes.
- J. A list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.
- K. Details of all consultancies and contractors including:
  - i) consultants/contractors engaged
  - ii) services provided
  - iii) expenditure committed to for each engagement.

The information is available on request from: Chief Executive Officer Respect Victoria GPO Box 5487 Melbourne VIC 3001

# **APPENDIX 1: DISCLOSURE INDEX**

Respect Victoria's Annual Report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of Respect Victoria's compliance with statutory disclosure requirements.<sup>1</sup>

Respect Victoria's compliance with some disclosure requirements (FRD8; FRD15; FRD22; FRD24) are fulfilled via inclusion in the DFFH Annual Report and are therefore marked "See DFFH" in the table below. Likewise, as Respect Victoria's accounts are included in DFFH's Financial Statements, these disclosures are not listed in the table below.

Legislation	Requirement	Page
Charter and purpose		
FRD22	Manner of establishment and the relevant Ministers	8, 15
FRD22	Purpose, functions, powers and duties	8
FRD8	Departmental objectives, indicators and outputs	8
FRD22	Key initiatives and projects	8-14
FRD22	Nature and range of services provided	8-14
Management and stru	icture	
FRD22	Organisational structure	16
Financial and other in	formation	
FRD8	Performance against output performance measures	See DFFH
FRD8	Budget portfolio outcomes	See DFFH
FRD10	Disclosure index	29 – 31
FRD12	Disclosure of major contracts	26
FRD15	Executive officer disclosures	See DFFH
FRD22	Employment and conduct principles	23
FRD22	Occupational health and safety policy	25
FRD22	Summary of the financial results for the year	17

<sup>&</sup>lt;sup>1</sup> References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

FRD22	Significant changes in financial position during the year	17			
FRD22	Major changes or factors affecting performance	17			
FRD22	Subsequent events	See DFFH			
FRD22	Application and operation of Freedom of Information Act 1982	26			
FRD22	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	27			
FRD22	Statement on National Competition Policy	See DFFH			
FRD22	Application and operation of the <i>Public Interest Disclosure Act</i> 2012	27			
FRD22	Application and operation of the Carers Recognition Act 2012	28			
FRD22	Details of consultancies over \$10,000	17			
FRD22	Details of consultancies under \$10,000	17			
FRD22	Disclosure of government advertising expenditure	19			
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FRD22	Reviews and studies expenditure	20 – 22			
FRD22	Statement of availability of other information	28			
FRD22	Asset Management Accountability Framework (AMAF) maturity assessment	See DFFH			
FRD22	Disclosure of emergency procurement	27			
FRD24	Environmental reporting	See DFFH			
FRD25	Local Jobs First	27			
FRD29	Workforce data disclosures	24			
SD5.2	Specific requirements under Standing Direction 5.2	5			
Compliance attestation	Compliance attestation and declaration				
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	5			
SD 5.2.3	Declaration in report of operations	5			

Legislation	
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Carers Recognition Act 2012	28
Disability Act 2006	28
Local Jobs Act 2003	27
Financial Management Act 1994	5