



Australasian Council of Women and Policing Inc.

STRATEGIC PLAN 2008-2012



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VISION

The Australasian Council of Women and Policing (ACWAP) is influencing policing jurisdictions to adopt equal participation by valuing women in policing and ensuring priority is given to improve service delivery to women in the community.

MISSION

To be a leading organisation within Australasia in:

- participating in the global network of women in policing;
- improving the opportunities and outcomes for women within policing; and
- improving the policing service provided to women.



WORK TO DATE

The Australasian Council of Women and Policing has witnessed ten years of successful outcomes in influencing both policing jurisdictions and associated networks to better policing services for women and women in policing. During that time the Council concentrated on:

- a 'problem-solving' approach to women's issues based on trust;
- a higher profile for women's issues;
- consultation with a broader range of stakeholders;
- greater interaction between police and women's community groups;
- greater access to decision and policy making forums and policing services by women;
- confidence building and empowerment of women; and
- a focus on community development and capacity building.

The method the Council employed to achieve this work was:

- advocacy;
- networking;
- recognising and rewarding; and
- expanding, participating and capacity building.





RECENT ENVIRONMENTAL SCAN

In 2008 the Council's committee undertook an environmental scan to determine if the activities and direction of ACWAP were still relevant. This involved member and stakeholder surveys, a PESTEL evaluation and SWOT analysis (see attachments).

As a result the Committee believed that ACWAP possesses the following qualities. It is: *independent, collaborative, relevant, contemporary, innovative, advocate, flexibility and influential.*

The Committee resolved that ACWAP's mission was still significant and a valuable driving force. The new vision was created to encapsulate how the council is influential in improving policing services for women and working conditions for women in policing by ensuring a police culture that values women and diversity.

The environmental scan identified a large field of social and cultural trends that are impacting on policing generally, and women in policing specifically. The Committee believed that the following are the most current significant issues:

- improving *attraction and retention* of women in policing thereby increasing the ratio of women to men and women's power base through 'critical mass';
- flexible working conditions through the application of appropriate legislation, industrial awards, policy and a management culture that understands and values flexibility;
- professional development of women in policing to ensure their capacity and opportunity for their leadership. The development to include education, career planning, sponsorship and mentoring;
- equal participation and recognition of the value of women in policing;

- improvement of delivery of services to women that is based on an knowledge of the needs of women;
- partnerships that break down barriers and achieve positive relationships for ACWAP and partnered agencies, particularly in the area of Indigenous Australians, police women from the Asian Pacific Region and local policing women's networks;
- impact of developing technology and new media and the need to harness it to improve the services for women and women in policing while simultaneously recognising and highlighting the negative impact of technological advances on women; and
- the need to maintain a major profile to remain a significant player through appropriate marketing, creating access to knowledge, networks, mentors, sponsorship and development, promoting services and programmes and undertaking or commissioning research.

STRATEGIC DIRECTIONS

Considering the current situation, influences and significant policing issues, ACWAP's focus for the next four years is:

1. Creation of women leaders in policing through professional development opportunities.
2. Influencing management culture to ensure equity and diversity in the policing working environment and organisation.
3. Continual improvement to policing services for women.

Creation of women leaders in policing through professional development opportunities

METHODOLOGY	STRATEGY	OUTCOME	REVIEW DATE
Advocacy	<p>Lobby government's and policing jurisdictions to implement and maintain mentoring programs</p> <p>ACWAP Conferences to have a leadership development component</p>	<p>Engagement with government and policing jurisdictions around mentoring programs</p> <p>Leadership component in conferences/functions</p>	<p>Yearly review to be conducted on the following dates:</p> <p>1.7.2009 1.7.2010 1.7.2011 1.7.2012</p>
Networking	<p>Partnering with local women's networks to identify potential leaders and provide development opportunities</p> <p>Through contacts with counterpart organisations and other women's forums nationally and overseas create opportunities for the development of women leaders</p> <p>Work with tertiary agencies to provide opportunities for education</p> <p>Provide or organise sponsorship for leadership development for women from indigenous communities and the Asian pacific region</p>	<p>Development opportunity provided to women in local networks</p> <p>Development opportunity provided to women through external networks</p> <p>Programs for education developed Scholarship programs provided</p> <p>Sponsorship provided</p>	
Recognising and Rewarding	<p>Provide development for awardees from the ACWAP and Excellence in Policing award scheme.</p> <p>Commend awardees and other notable women to police executives encouraging support and development</p>	<p>Development opportunities provided for awardees</p> <p>Correspondence provided to local jurisdictions commending awardees</p>	
Expanding, Participating and Capacity Building	<p>Encourage potential leader's involvement in ACWAP, via journal, email, research and conference participation and committee membership</p>	<p>Identify and encourage potential leaders to join ACWAP</p>	

Influencing management culture to ensure equity and diversity in the policing working environment and organisation

METHODOLOGY	STRATEGY	OUTCOME	REVIEW DATE
Advocacy	<p>Lobby governments, policing jurisdictions and police unions to ensure appropriate flexible work conditions in legislation, industrial awards and policy</p> <p>Work with ANZPAA to ensure equity and diversity for women in policing is being monitored by the Commissioners of Police</p> <p>Monitor relevant media issues and provide comment when necessary</p>	<p>Engagement with government and other relevant sectors around flexible working conditions.</p> <p>Women's issues part of ANZPAA agenda</p> <p>Commentary provided</p>	<p>Yearly review to be conducted on the following dates:</p> <p>1.7.2009</p> <p>1.7.2010</p> <p>1.7.2011</p> <p>1.7.2012</p>
Networking	<p>Partnering with local women's networks to monitor local jurisdiction's management culture around flexible working conditions</p>	<p>Demonstrate and exchange of information with local networks concerning flexible working conditions</p>	
Recognising and Rewarding	<p>Provide recognition to policing organisations that excel in the application of equitable, flexible and diverse HR strategies and culture</p>	<p>Recognition and awards provided</p>	
Expanding, Participating and Capacity Building	<p>Encourage and commission research into management's attitude towards flexible working conditions</p> <p>Encourage internal police and external tertiary research on how emerging technology can enhance flexible working practices, assist equity and ensure diversity</p>	<p>Research undertaken</p> <p>External and internal research undertaken</p>	

Continual improvement to policing services to women

METHODOLOGY	STRATEGY	OUTCOME	REVIEW DATE
Advocacy	<p>Lobby government's and policing jurisdictions to improve policing services to women</p> <p>ACWAP Conferences to have a improvement of policing services to women component</p> <p>Comment on major women's policy initiatives</p>	<p>Engagement with government and policing jurisdictions around improving policing services to women</p> <p>Component included in conferences</p> <p>Commentary provided as issues identified</p>	<p>Yearly review to be conducted on the following dates:</p> <p>1.7.2009</p> <p>1.7.2009</p> <p>1.7.2011</p> <p>1.7.2012</p>
Networking	<p>Partnering with local women's networks national women's networks and internal networks to enhance knowledge around best practice for improved police services to women</p> <p>Provide or organise sponsorship for improved services programs nationally</p>	<p>Exchanging of information both ways with all networks</p> <p>Sponsorship provided</p>	
Recognising and Rewarding	<p>Highlight excellence in policing programs and initiatives that improve services for women</p>	<p>Programs and initiatives promoted</p>	
Expanding, Participating and Capacity Building	<p>Increase knowledge of improved services through the journal, email, research and conference participation</p>	<p>Promotion through identified mediums</p>	



P.E.S.T.E.L EVALUATION

The following are considered by the ACWAP Committee as the priority issues arising from the P.E.S.T.E.L evaluation:

1. The need to influence policy statements around women's rights in work, community and safety.
2. The prospect of reduction in law enforcement funding generally which may impact on policing organisation's 'women's' issues, support programs and support for women attending conferences.
3. The impact of the X, Y and millennial generations' attitudes to work commitment, authority and social values.
4. How advancing technology both enhances and at times disadvantages general policing capacity particularly for women.
5. The influence of new methods of communication and easy access to pornography resulting in declining respect for women, increase bullying, harassment, and stalking.
6. Government's changing attitude towards women in the workforce as identified through industrial awards and reform. More specifically the attitude and action of police unions influence governments which ultimately impact on women's employment terms, conditions and commitment to flexibility.
7. The ageing population is reflected within police forces and will require strategic Human Resource Policies to ensure appropriate work for older women workers. Simultaneously the pioneer women in policing are retiring creating a potential leadership and influential vacuum.

POLITICAL

What are the political influences and climate?

Government

- Policy Statements around women's rights in work and community and safety
- New Federal government:
 - Key young women ministers
 - Law enforcement as a priority?
 - Better understanding of policing within a human rights context.
- Level of Federal and state funded programs for community safety (DV, Sexual Assault)
- Position on Human Rights legislation e.g. right to safety
- International relationships around Human Rights
- Impact of government priorities on climate change, health, national security?
- Federal and state labour governments should be strong union supporters
- Will there be state and federal jurisdictions for law enforcement boundaries?
- Major criminal and social issues affecting women becoming more global and national as opposed to state and local
- Changes to funding processes and grant availability for national women's NGOs
- Less natural affiliation with women's groups perceived to be "right wing" or those who benefited under previous government
- New priorities from government for grants and allocation of funding

ECONOMIC

Employment levels, interest rates, economic forecasts

- Recession
- Increased interest rates economic forecast is for a less affluent society resulting on increased pressures on families and women to be employed
- Possible domestic violence increase
- Employment level decrease
- Reduction in law enforcement funding generally which may impact internal 'women's' issues, support programs and support for women attending conferences
- Reduced government budgets impacting on women section government and non government agencies programs and services
- Reduced proactive policing activities impacting on services for women
- Increased cost of child care and impact on women in policing and their careers and superannuation

SOCIO AND CULTURAL FACTORS

Religion, language, views, attitudes and habits

- Increasing cultural diversity of communities, e.g. increasing Muslim and associated tensions
- X, Y and millennial generation attitudes to work commitment, authority and changing sociality values
- Changing attitudes of support for speaking out against domestic violence and sexual assault
- Backlash against women's organisations and programs targeted towards women
- Women's organisations have to manage the outcomes from resistance, and negative perceptions and opinions

- Government's 'Apology' to the Indigenous people of Australia has occurred raising awareness of issues affecting women
- Aging work population and lack of access to superannuation
- Police unions involvement/non involvement in women's issues

TECHNOLOGICAL FACTORS

Products and services, costs interface with customers, what are the new emerging trends and how likely are they to impact

- Impact of new media
- Internet, e.g. blogging
- How new methods of communication is used with declining respect and increased bullying, harassment and stalking
- Easy access to pornography result in changing attitudes towards women and sex
- Technology advances enhancing policing capacity particularly for women
- Increased use of private surveillance
- Less contact with community due to technology, increasing social isolation
- Opportunities to develop wider, more connected networks with stakeholders and women in policing
- Younger generation 'dumbed down' due to use of technology and losing skills in written and oral communication
- Rapid changing technology occurring more quickly and difficult for legislation and skills to catch up

LEGISLATIVE FACTORS

Is there sufficient and appropriate legislation in place? What is expected to change? Is an election likely in the time of the plan?

- State jurisdictions will have elections





- Inconsistent legislation between the states for sexual assault and domestic violence and other offences where women are primarily the victims
- Law reform opportunities?
- Industrial awards, impact of work choices and new government's industrial reform, impact on police unions influence. Ultimately impact on women's employment terms and condition and commitment to flexibility
- Industrial awards and impact on attractiveness of policing as employer for women

ENVIRONMENTAL FACTORS

What are the current environment issues? How are the views of the community changing? How likely are they to impact in the time of the plan?

- Climate change: impact on policing regional area, women's services, community policing focus
- Change in crime type
- Ageing population with some of the pioneer women retiring from policing
- Increasing education of police, with many of the women having a greater philosophical understanding of gender and feminism
- As women increasingly become financially independent, there are more women who are susceptible to fraud and theft, both from family and international criminals
- Mainstreaming of pornography and its increasing quantity and violence may increase the violent nature of sexual crimes against women

S.W.O.T. ANALYSIS

STRENGTHS

- Diversity of membership and committee
- All jurisdictions represented
- Increased size in committee
- New committee leadership
- Commitment and enthusiasm
- Make up of current committee
- Reputation, achievements to date
- Range of skill levels and experience
- Law enforcement, policing, academia and policy officer involved
- Committee's capacity to create and maintain relationships with networks
- Duality of focus for women in policing and policing women in the community
- Conferences
- Journal
- Website
- Feminist philosophy underpinning approach to issues and to our way of working with each other
- Email list
- Personal interests of committee members who translate that into council achievements
- Independence of council

WEAKNESS

- Financial growth opportunities and sustainability
- Productivity impacted as a committee due to geographical diversity of committee
- Group think
- No men on committee
- Trying to achieve too much
- Volunteer organisation in addition to normal duties impacting on capacity
- Communication: promoting the activities and successes of ACWAP
- Measuring and reporting on outcomes against strategic plan
- Lack of appreciation of the separation of roles i.e. the members of the committee are not representing their jurisdictions
- Committee members not engaging with discussion and lacking confidence to get involved
- Committee members having to Commit their personal time to council activities

OPPORTUNITIES

- Support of Commissioners
- Sponsorship support
- Existing partnerships
- Opportunities for new partnership and programs to leverage off
- Government grants
- Technology, particularly for communication
- Executive Director ANZPAA
- Conferences and opportunities for committee members to present papers about the Council and its work

- Movement to develop a national plan to implement UNSCR1325
- WomenSpeak membership
- Opportunity to engage police unions for ACWAP's mission
- Opportunity to capitalise on current community awareness following the government's apology to the indigenous Australians
- New work by HREOC and Human Rights generally

THREATS

- Losing Commissioners' confidence
- Losing relevance to women in policing
- Lack of differentiation with other women and policing organisations
- Women in policing participating in the backlash against women's organisations and activities targeted at women
- Lack of balance between the focus on women in policing and how policing impacts on women in the community
- Maintaining freshness, innovation in the provision of ACWAP activities
- Failing to understand Gen Y and new Millennials

