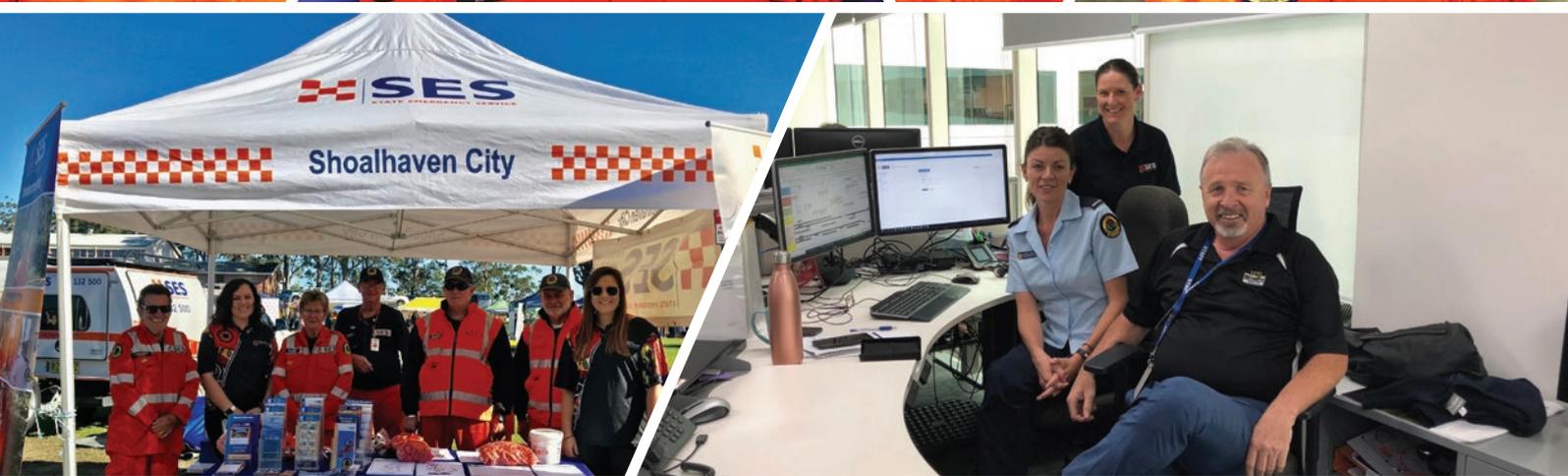


SES DIVERSITY & INCLUSION

DIVERSITY AND INCLUSION STRATEGIC FRAMEWORK 2020 - 2025



SES DIVERSITY & INCLUSION

The NSW SES acknowledges the traditional custodians of the lands on which we walk, work and live. We recognise their continuing connection to land, waters and culture and pay respect to Elders, past and present.

The NSW SES strives to create and maintain a culture of diversity and inclusion that provides an environment for staff and volunteers to feel safe bringing their whole selves to work, and is a living expression of our values.

Whether you are a volunteer or staff, every NSW SES member contributes to the diversity of people, voices, thinking and life experiences that make up our Service.

MESSAGE FROM THE COMMISSIONER



For the NSW SES to achieve our mission and vision, it is essential that we reflect and connect with community members across NSW and learn from diverse backgrounds, thinking and lived experiences.

We recognise the need to actively support diversity and inclusion (D&I) as part of:

- Workplace culture;
- Operational readiness and service-delivery; and
- Community engagement and resilience-building.

We also acknowledge the need for a coherent, practical approach to D&I that is tailored to the NSW SES context and informed by leading practice.

To this end, we have developed a D&I Strategic Framework setting out an agency-wide approach that promotes D&I visibility, capability and accountability. This includes establishing an Executive-led Steering Committee to oversee development and implementation of a comprehensive D&I Roadmap, in line with organisational priorities and budget.

I am pleased to share this D&I framework with all members.

Diversity and Inclusion is a space where we all play a role, leading and learning from our individual diversity and shared humanity.

CARLENE YORK APM
NSW SES Commissioner

SECTION 1

DIVERSITY AND INCLUSION: OUR COMMITMENTS



The NSW SES is committed to building a culture of diversity and inclusion (D&I) that:



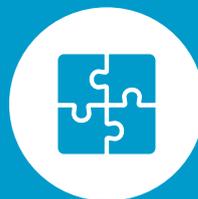
Provides an environment for staff and volunteers to feel safe bringing their whole selves to work



Builds confidence and capacity to engage with, and learn from, diverse thinking and practices



Strengthens capability for emergency preparedness and response by better reflecting and connecting with the communities we serve



Is a living expression of our values - Trust, Accountability, Respect, Professionalism and Integrity, Safety and Service (TARPS)

We commit to strengthen inclusion in 6 key areas of diversity:

Aboriginal/Indigenous

Age/Life Stage

Culture & Religion

Accessibility

Gender

LGBTIQ+

In our efforts to create and maintain an environment of safety, wellbeing and inclusion for all NSW SES members, we also commit to implementing initiatives that promote **flexible work**, **mental health** and **workplace support for people experiencing family and domestic violence**.

SECTION 2

DIVERSITY AND INCLUSION: AN AGENCY-WIDE APPROACH

Building a diverse workforce of staff and volunteers who pursue an inclusive approach to our Service enables the NSW SES to achieve our mission and vision.



This requires a whole-of-agency, strategic and coordinated approach that:

- Demonstrates strong and visible D&I leadership;
- Is evidence-based and measures progress;
- Builds awareness through communications and advocacy on key dimensions of diversity;
- Empowers staff and volunteers with knowledge, resources and tools to understand D&I and integrate it into our everyday work;
- Leads in developing inclusive policies, procedures and practices;
- Contributes to a culture where everyone feels safe, valued and respected.



This Framework has been drafted based on review of our previous D&I Strategy (2016-2019), consultation with members, engagement with government and non-government diversity advisors and alignment with NSW Premier's priorities and Public Service Commission diversity commitments.

The Framework:

- Takes into consideration the agency's early stage of D&I development.
- Recognises the importance of D&I as part of:
 - Workplace culture;
 - Operational readiness and service delivery; and
 - Community engagement and resilience-building.
- Lays the foundation for a practical approach to D&I focused on whole of organisation capacity-building and cultural integration.

SECTION 3

DIVERSITY AND INCLUSION: STRATEGIC FOCAL AREAS

The D&I Strategic Framework has been developed as the foundation for our D&I Roadmap 2020-2025.

The Framework sets out **Strategic Objectives** and **Strategic Actions** under **4 areas:**



Actions in these areas aim to:

- Demonstrate agency commitment and a leader-led approach to D&I through robust governance;
- Build understanding of diversity and inclusion;
- Create a safe environment for learning and practice of D&I;
- Engage all members and increase participation of under-represented groups;
- Further integrate D&I into recruitment, performance review, leadership, and training; and
- Create behavioural standards for inclusion and hold leaders accountable for results.

SECTION 4

DIVERSITY AND INCLUSION: STRATEGIC OBJECTIVES

The NSW SES works with diverse communities across the State to build resilience and enhance response to flood, storm and tsunami emergencies.

OUR MISSION, VISION & VALUES	PURPOSE OF D&I STRATEGY
<p>Mission: Saving lives and protecting communities.</p> <p>Vision: Be the best volunteer emergency service in Australia.</p> <p>Values: Trust, Accountability, Respect, Professionalism & Integrity, Safety & Service.</p>	<p>To create and maintain a culture of diversity and inclusion that:</p> <ul style="list-style-type: none"> • Provides an environment for staff and volunteers to feel safe bringing their whole selves to work; • Builds confidence and capacity to engage with and learn from diverse thinking and practices; • Strengthens capability for emergency preparedness and response by better reflecting and connecting with the communities we serve; and • Is a living expression of our values - Trust, Accountability, Respect, Professionalism and Integrity, Safety and service (TARPS).

STRATEGIC OBJECTIVES

Strategic Focal Area 1: D&I Governance – Leadership, Accountability & Reporting

- To define and demonstrate a shared purpose and commitment to D&I across key dimensions of diversity, in line with leading practice.
- To establish and maintain visible leadership engagement and accountability in the development, implementation and ongoing review of an agency-wide action plan for building a diverse and inclusive workplace.
- To pursue a cohesive, evidence-based approach to D&I that encompasses organisational systems and processes plus individual attitudes and practices.

Strategic Focal Area 2: D&I Awareness - Communications & Advocacy

- To establish and maintain coordinated agency-wide communications and facilitate advocacy that includes coverage of each key area of diversity.
- To showcase individual and organisational D&I efforts.
- To share engaging information, education and communication materials with clear messaging and appropriate language for each area of diversity.

Strategic Focal Area 3: D&I Capacity Building – Learning & Development

- To build individual and organisational understanding of D&I principles and benefits.
- To empower NSW SES staff and volunteers with knowledge, resources and tools to integrate D&I into their work.
- To create and maintain a safe and supportive learning environment for staff and volunteers to take responsibility for D&I.

Strategic Focal Area 4: D&I Culture – Member and Community Engagement & Practice

- To recruit, retain and develop a diverse-thinking workforce that reflects the diverse NSW community.
- To continually develop policies, procedures and practices that contribute to a Service culture where everyone feels safe, valued and respected.
- To connect with diverse communities across NSW to build community resilience and strengthen agency capability in preparedness, response and recovery efforts.

SECTION 5

DIVERSITY AND INCLUSION: STRATEGIC ACTIONS

STRATEGIC ACTIONS

D&I Governance – Leadership, Accountability & Reporting

- Create and maintain an effective D&I governance structure appropriate to NSW SES stage of D&I development including:
 - Executive level oversight of agency-wide D&I strategy development and implementation with a focus on (i) workplace culture, (ii) operational readiness and service delivery, and (iii) community engagement & resilience-building;
 - A suitable advisory mechanism for engaging leadership across key functional areas, and members across key diversity dimensions, to develop D&I action plans;
 - A functional process for integrating D&I into State, Zone, Cluster and Unit level responsibilities/activities; and
 - Affinity groups/networks for key diversity dimensions to promote and support D&I engagement.
- Maintain and maximise membership of Diversity Council Australia, other peak diversity bodies, and strategic partnerships to guide ongoing D&I strategy development and implementation in the NSW SES.
- Improve D&I data capture and reporting including diversity demographics and inclusion experiences/perceptions to inform ongoing development and implementation of D&I Roadmap (2020-2025).

D&I Awareness - Communications & Advocacy

- Develop and implement an agreed Communications Plan to raise awareness of D&I issues and activities, via internal and external media and across communication platforms.
- Develop annual D&I calendar of significant days with activities/events for agency engagement and/or representation.
- Develop and share resources for key dimensions of diversity and associated significant dates, in line with D&I Calendar and Communications Plan.
- Identify and share stories of NSW SES diversity and inclusion.

D&I Capacity-Building – Learning & Development

- Develop an annual calendar of general and targeted learning activities to build individual and organisational capacity for diverse thinking and practice.
- Develop and maintain a Diversity Directory of Resources with updated content covering key dimensions of diversity.
- Incorporate D&I in performance management process and in KPIs, including for Directors and Senior Managers.

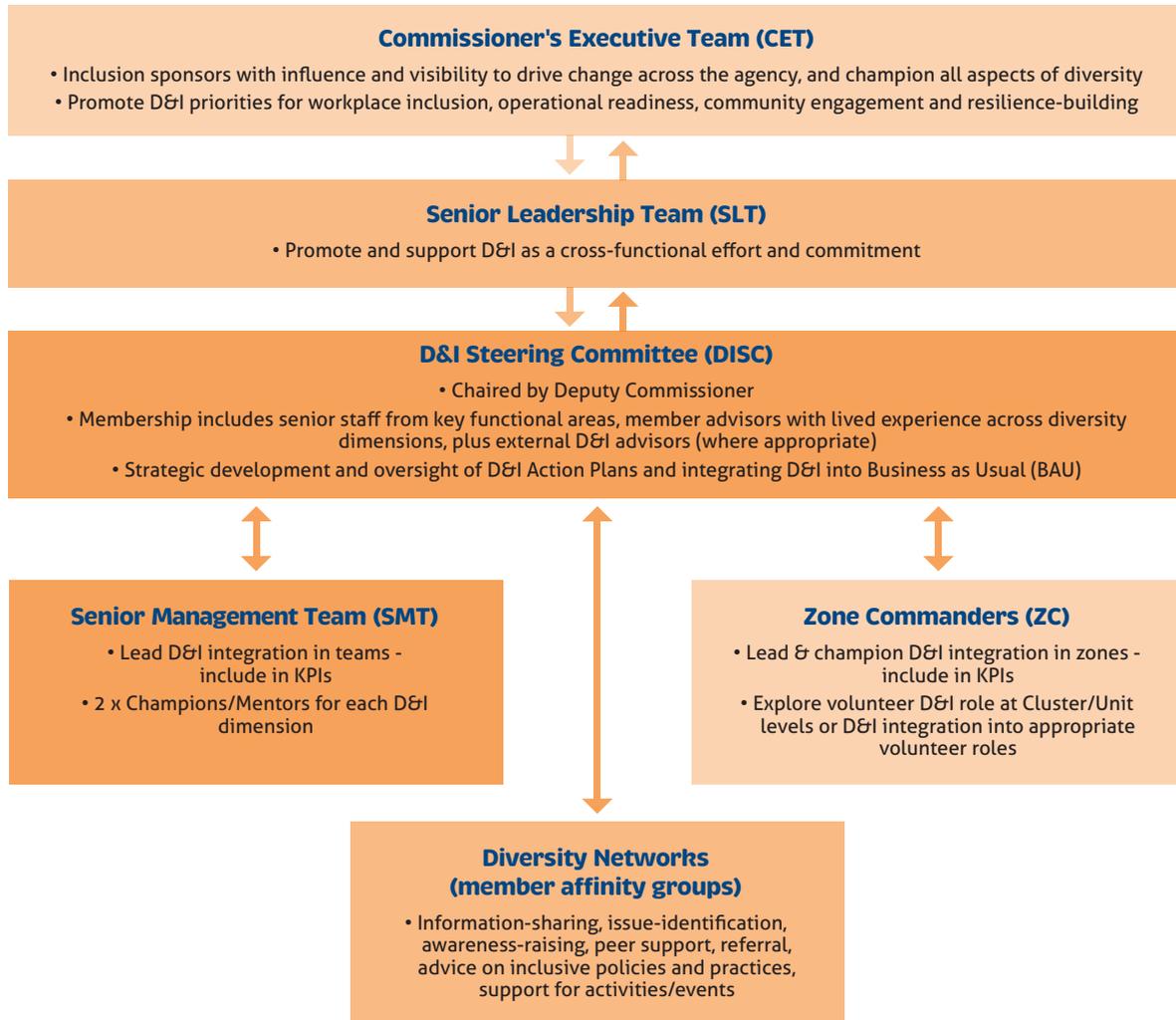
D&I Culture – Member and Community Engagement & Practice

- Review engagement approach to under-represented groups with focus on building resilience among diverse communities; retaining and developing members from diverse backgrounds; and recruiting new members from diverse backgrounds.
- Identify opportunities and priorities for D&I integration into functional areas (eg Recruitment, Training, Community Capability, Volunteer Strategy, Media & Communications, Operational Capability)
- Identify priority policies & procedures for updating with inclusive language/approach.
- Support D&I advisors/networks to provide peer support, identify issues, review and advise on practices to promote inclusion, and share ideas to improve Service culture.
- Support integration of D&I functions in volunteer roles at State/Zone/Cluster/Unit levels to build D&I knowledge and practice across a dispersed workforce.

SECTION 6

DIVERSITY AND INCLUSION: GOVERNANCE

The D&I governance structure below pursues D&I as a cross-functional effort that promotes visibility and accountability.



The governance structure promotes:

- A **shared purpose and commitment** to D&I championed by the Executive, demonstrating visible leadership from the top;
- **Accountability** with D&I KPIs for senior leaders helping to build whole-of-agency commitment focused on systemic change;
- **Empowered management** with Senior Managers & Zone Commanders responsible for sponsoring, supporting and integrating D&I across functions and geographic areas of operation;
- A **leader-led D&I Steering Committee** to promote all aspects of D&I; manage prioritisation, planning and implementation of D&I activities in line with agreed Action Plans; delegate and support D&I initiatives for implementation through SMT, Zone Commanders, Units and Networks; and consult with members to identify D&I issues, concerns and recommendations for change;
- **Active D&I Networks/Affinity Groups** for specific diversity dimensions to inform and support the work of the D&I Steering Committee; and
- **D&I engagement at Cluster and Unit levels** by including D&I functions with training and resources to support D&I awareness and integration among members.

SECTION 7

DIVERSITY AND INCLUSION ROADMAP 2020 - 2025

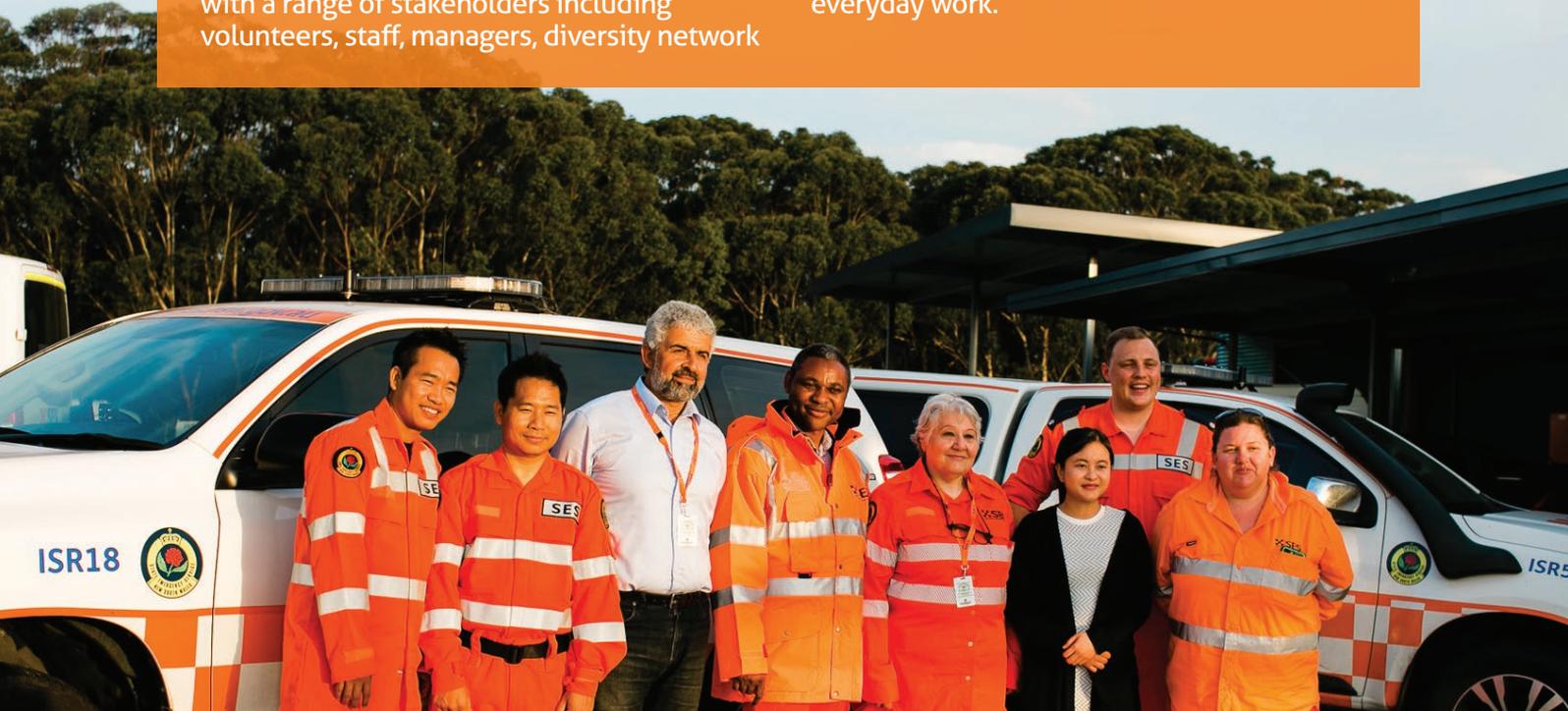
We're developing a 5-year D&I Roadmap (2020 – 2025) that aims to engage all levels and functional areas of the organisation. Implementation of the Roadmap will promote progression from an initial compliance-based commitment to D&I, to an inclusive culture.

The D&I Roadmap will comprise D&I actions covering key diversity dimensions including Aboriginal & Torres Strait Islander, Age/Life Stage, Multicultural, Disability, Gender, and LGBTIQ+ inclusion.

Actions will be developed in consultation with a range of stakeholders including volunteers, staff, managers, diversity network

leads and members, D&I peak bodies, D&I advisors across the government sector, and members of the wider community.

The Roadmap will identify priority D&I issues and activities to build D&I knowledge, capability and confidence as part of our everyday work.



For members across NSW, there are opportunities for us to learn about and practice inclusion by:

- Acknowledging significant diversity dates of celebration or commemoration;
- Participating in knowledge and capacity-development opportunities (online and face-to-face);
- Gaining insight into the lived experience of people from diverse backgrounds through their stories;
- Building relationships with diverse communities through internal and external diversity networks, local organisations or community leaders; and
- Creating opportunities for individuals from diverse backgrounds to engage with the NSW SES across functional and geographic business areas.

SECTION 8

DIVERSITY AND INCLUSION: RESOURCES



D&I Resources

As part of our commitment to building organisational D&I capability, the NSW SES holds membership with various diversity peak bodies. This gives us access to leading practice resources to inform development of inclusive policies, procedures and practices.



If you'd like to access current D&I research, tools, webinars and updates on a range of diversity issues, please contact diversityandinclusion@ses.nsw.gov.au.



If you'd like to bring inclusion stories to our attention, or provide feedback to inform development of our D&I Roadmap 2020-2025, drop us a line at diversityandinclusion@ses.nsw.gov.au

DIVERSITY & INCLUSION CALENDAR OF SIGNIFICANT DATES*



This calendar has been developed as a resource for awareness-raising and community engagement. We encourage NSW SES members to acknowledge significant dates, share diversity information and build relationships with diverse communities as part of being an inclusive Service.

JANUARY

 **26 Jan**
Australia Day
australiaday.org.au

 **26 Jan**
Saltwater Freshwater Festival
saltwaterfreshwater.com.au/what-we-do

FEBRUARY

 **12 - 24 Feb**
NSW Seniors Week
seniorsfestival.nsw.gov.au

 **14 Feb - 3 Mar**
Sydney Mardi Gras Festival
mardigras.org.au

MARCH

 **8 Mar**
International Women's Day
internationalwomensday.com

 **21 Mar**
Harmony Day/National Harmony Week (17th - 23rd March)
harmony.gov.au

APRIL

 **2 Apr**
World Autism Awareness Day
autismawareness.com.au

 **1-9 Apr**
NSW Youth Week
youthweek.nsw.gov.au

 **28 Apr**
World Day for Safety & Health at Work
un.org/en/events/safeworkday

MAY



16 May International Day of Living Together in Peace
un.org/en/events/livinginpeace

17 May International Day Against Homophobia & Transphobia
idahobit.org.au

3rd Thurs Global Accessibility Awareness Day
globalaccessibilityawarenessday.org

21 May World Day for Cultural Diversity
un.org/en/events/culturaldiversityday

22 May Wear Orange Wednesday
wearorangewednesday.com.au

22 May Flexible Working Day
flexibleworkingday.com

26 May National Sorry Day
reconciliation.org.au/national-sorry-day-an-important-part-of-healing

27 May - 3 June National Reconciliation Week
reconciliation.org.au/national-reconciliation-week

JUNE

 **20 Jun**
World Refugee Day
un.org/en/events/refugeeday

 **17-23 Jun**
National Refugee Week
refugeeweek.org.au

JULY

 **5 - 12 July**
NAIDOC Week
naidoc.org.au

 **30 July**
International Day of Friendship
un.org/en/events/friendshipday

AUGUST

 **12 Aug**
International Youth Day
un.org/en/events/youthday

 **31 Aug**
Wear it Purple Day
wearitpurple.org

SEPTEMBER

 **10 Sep**
World Suicide Prevention Day
suicidepreventionaust.org

 **23 Sep**
International Day of Sign Languages
un.org/en/events/signlanguagesday

 **12 Sep**
R U OK Day
ruok.org.au

 **21 - 27 Sep**
National Week of Deaf People
deafaustralia.org.au/nwdp

OCTOBER

 **1 Oct**
International Day of Older Persons
un.org/en/events/olderpersonsday

 **10 Oct**
World Mental Health Day
wfmh.global/world-mental-health-day

 **13-19 Oct**
National Carers Week
carersnsw.org.au/national-carers-week

NOVEMBER

 **19 Nov**
International Men's Day
internationalmensday.info/about

 **20 Nov**
World Children's Day
unicef.org/world-childrens-day

 **25 Nov - 10 Dec**
16 days of activism against Gender-Based Violence
unwomen.org.au/in-focus-the-16-days-of-activism-against-gender-based-violence

DECEMBER

 **1 Dec**
World Aids Day
worldaidsday.org.au

 **5 Dec**
International Volunteer Day
un.org/en/observances/volunteer-day

 **3 Dec**
International Day of People with a Disability
idpwd.com.au

 **10 Dec**
World Human Rights Day
un.org/en/events/humanrightsday

Multicultural Calendar

This calendar does **not** include dates for specific cultural or religious events such as Chinese New Year, Persian New Year, Easter, Eid, etc as many of these dates vary from year to year. For members interested in specific dates of cultural or religious celebration, use this link to access a detailed multicultural calendar: www.harmony.gov.au/events/calendar

* There are many more diversity dates than those reflected here. This calendar provides a starting point to help build individual and agency awareness of diversity and inclusion.



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DIVERSITY AND INCLUSION
STRATEGIC FRAMEWORK
2020 - 2025

