

Diversity, Equity, Inclusion and Belonging Strategy

2023–2025 | Embracing
belonging





Message from Sue Cooke

I acknowledge the Traditional Custodians of the lands on which Anglicare Southern Queensland stands and pay my respect to their Elders, past and present.

Our organisation prides itself on being a voice, advocate, and carer for those who are marginalised or disadvantaged by power structures in society. Anglicare Southern Queensland has an obligation to ensure willingness and openness that allows for understanding of different perspectives and ways of working, to address inequity in the workplace. Thus, benefiting the communities we serve and future generations.

We enable an organisational culture that attracts, retains and develops people who share in our mission and values. They also reflect the communities we serve. This strategy places us in a better position to understand and meet the needs of our clients and residents, especially as we continue to grow our services and capabilities in areas of significant unmet need.

As such, Anglicare Southern Queensland is committed to identifying and addressing barriers to diversity, equity, inclusion and belonging for employees and the communities we serve. Empowering a diverse workforce, to challenge our current way of working, will enable employees to feel valued, respected, trusted, accepted, and supported. Therefore, enabling them to voice ideas, opinions, and challenge the status-quo in the pursuit of organisational excellence for the benefit of our clients, residents, children, and young people.

The risks of workplaces that are not diverse are recognised and understood. Diversity alone does not guarantee better organisational culture and performance. The Diversity, Equity, Inclusion and Belonging Strategy focuses on how we can work together to build stronger connections and understanding. It also recognises and uses differences to maximise our strengths to improve the experiences of all our employees, clients, residents, children, and young people.

Sue Cooke

Chief Executive Officer, Anglicare Southern Queensland

About the strategy

Anglicare Southern Queensland is well known in the community for its quality of care, as well as its advocacy for a more loving, just, and inclusive society. Our clients, residents, children, and young people represent a variety of diverse backgrounds and experiences. As do our employees and volunteers, who work to support and meet the needs of the community.

Diversity, Equity, Inclusion and Belonging are core themes embedded in our organisational culture and values. As such, Anglicare Southern Queensland is committed to identifying and addressing barriers to inclusion, equity, and belonging for employees and for the communities we serve.

The Anglicare Southern Queensland Diversity, Equity, Inclusion and Belonging (DEIB) Strategy 2023 to 2025 draws on the voices of our direct stakeholders. Employees, clients, residents, and young people (each representing diverse voices) provide us with information, which we gather to identify themes. Combined with expert consultations and comprehensive literature reviews, we identify best practices for achieving equity and belonging within the context of the social care sector.

Our commitment to Reconciliation

To genuinely progress Diversity, Equity, Inclusion and Belonging within our organisation, it's important to start with our commitment to reconciliation.

Anglicare Southern Queensland acknowledges Aboriginal and Torres Strait Islander people as the First Nation's Peoples. Anglicare Southern Queensland has included initiatives targeted towards improving the experiences for First Nations People in our reconciliation strategy. It's not intended that First Nations people lose their sense of self, culture, or self-determination.

We are committed to strengthening relationships and working partnerships with employees, clients, and communities and Aboriginal and Torres Strait Islander led organisations. Our full reconciliation commitment is outlined within our Innovate Reconciliation Action Plan 2021 to 2023.

The purpose of the Diversity, Equity, Inclusion and Belonging strategy

The DEIB Strategy is essential for Anglicare Southern Queensland to achieve its mission and vision. It will also assist in operationalising our Strategic Plan and Strategic Workforce Plan into actions that enable us to make sustainable changes that benefit those within our organisation and the communities we support.

In developing this strategy, Anglicare Southern Queensland recognises that each service area and department are at varying stages. Therefore, they have differing levels of capacity to create a diverse, equitable and comfortable working environment for our employees and services for the communities we assist. Because this is our first holistic organisational DEIB Strategy, it provides us with an opportunity to align our efforts. It also allows for collaboration and sharing of knowledge, skills, and perspectives to shift Anglicare Southern Queensland as a whole, to become an organisation that:

- considers the voices of all, in all that we do,
- ensures belonging for all, for the benefit of all.

Anglicare SQ Vision and Mission

Anglicare SQ Strategic Plan 2022–2025

Anglicare SQ Strategic Workforce Plan 2022–2025

Improving Lives

Sustaining Wellbeing

Rhythm of Life

Diversity, Equity, Inclusion and Belonging Strategy 2023–2025

Innovate Reconciliation Action Plan 2021–2023

Strategic Alignment



George Resident

Kirami Residential
Aged Care Home
Badtjala Country

Our key focus areas

To create a truly inclusive organisation, we need to ensure that people feel valued, safe, and empowered.

We need to be open and transparent, and create spaces where people feel they belong and can grow. To do this we will be focusing on three key areas.

- 1 Leading by example
- 2 Listening, reflecting, and responding to our people
- 3 Creating an open and transparent people-first culture



1 Leading by example

Our goal:

Our leaders are committed to ensuring that they understand and role model safe and equitable practices and behaviours, and they reflect the values of our organisation. They work to build a culture of belonging by supporting and communicating these values of diversity and equity.

We will achieve our goal by:

- Setting diversity targets which will help ensure our workforce is reflective of the communities we serve;
- Developing inclusive leadership capabilities across Anglicare Southern Queensland, to build safety, communication, and equity within and across the teams;
- Training hiring managers/leaders in bias. This will benefit our workforce diversity;
- Building the capacity of our employees to engage in culturally safe and inclusive practices;
- Acting promptly on concerns raised by employees, volunteers and community who feel they have been the subject of discrimination.



I am grateful for leaders who choose inclusion and diversity of thought. Because of them, I can work in a psychologically safe environment where I can celebrate where I came from and feel a sense of belonging in a diverse workplace.

Khai

Multicultural Facilitator

Organisational Development
Gubbi Gubbi Country



2 Listening, reflecting, and responding to our people

Our goal:

We create two-way streams of communication, and we encourage and support our workforce, clients, residents, and community to speak up if they feel there is room to adjust the way we do things. We work to ensure that our people, regardless of where they are positioned within the organisation, are valued and their voices are too.

We will achieve our goal by:

- Improving the way we collect, measure and report on diversity to ensure it is safe and equitable;
- Continuing to provide multiple opportunities and channels for our employees, volunteers, and clients to share their feedback, to ensure all voices are heard;
- Centring the voice of the community and employees with lived experience of diversity in decision-making across the organisation. This includes, in the design and implementation of our services, systems, processes, procedures, and assets;
- Communicating actions taken following feedback provided by employees, volunteers, and community;
- Improving access to information through effective use of assistive technologies, translation services, cultural support services and the use of plain English in organisational communications.



**My team listens
to me so I can do
my best and make
it happen.**

**Erica
Volunteer**

Residential Aged Care
Giabal and Jarrowair Country



3 Creating an open and transparent people-first culture

Our goal:

We understand the value of transparent communication. As an organisation, we trust our workforce to share our vision. Therefore, we're open and honest with them. We know that the people who turn up each day are assets, and we value the experience they bring, not just professionally, but also culturally and socially.

We will achieve our goal by:

- Ensuring our physical environments are accessible and communicate a sense of welcoming and belonging;
- Growing our DEIB Working Group network to assist in building the capacity of teams to provide culturally safe and inclusive services and workplaces;
- Implementing support structures, including specialised employee assistance programs, pathways, and peer support networks;
- Celebrating/acknowledging diversity through visible support of cultural events, days of significance, and following cultural protocols with meaning and purpose;
- Continuing to build strong community relationships and partnerships with diverse groups, communities, and businesses.



DEIB is important to me because I believe in promoting positive change in society so that future generations experience more kindness, understanding and compassion.

Eden
Family Support Worker

Family and Wellbeing Services
Giabal Country



Measuring progress

To measure organisational success and performance, towards creating a diverse and equitable place for all, the following measures will be monitored:

Diversity targets for:

- Aboriginal and Torres Strait Islander peoples
- People living with a disability
- People from culturally and linguistically diverse backgrounds

Employee Voice and Volunteer Voice measures, which comprises of employee and volunteer perceptions of:

- Engagement
- Psychological safety
- Sense of belonging



Tracking diversity targets and employee/volunteer voice measures is essential for promoting inclusivity, belonging, and positive change.

Muntasir
Data Engineer

Information and
Communication Technology
Turrbal and Yuggera Country



Definitions

Adjust

Alter or move something (i.e., processes, policies, systems, language, and behaviour) slightly to achieve the desired fit or result.

Belonging

The extent to which an individual feels personally accepted, respected, included and supported by others in their organisational environment.

Client

An individual who receives a service from Anglicare Southern Queensland.

Communication

A process of passing and receiving information and understanding from one person to another. It's a two-way interaction between two or more people, including listening.

Diversity

The range of human differences, including but not limited to gender, sexual orientation, people living with a disability, cultural heritage, and age. For most organisations, diversity is the first step to reaching equity and belonging, as it addresses who employees and their clients are, but not how their experiences differ.

Equity

A concept that all people deserve access to the same opportunities to grow, develop and achieve, while also acknowledging that there are advantages and barriers faced by certain groups that creates imbalances. It also acknowledges that everyone comes from the same starting point. Organisations need to adjust practices to meet people where they are.

Inclusion

Inclusion is the way an organisation's culture, values, workplaces and behaviours make a person feel valued, included and able to participate fully. It relates to a work environment where all people are treated fairly and respectfully, with equality of opportunity.

Definitions

Listening

An active and dynamic process comprised of seven components.

These components include:

1. The willingness to listen to others
2. Giving your full attention to what people are saying
3. Being aware of your biases and perceptions
4. How you interpret and understand information and meaning provided by others (and in relation to your biases and perceptions)
5. Making a conscious effort to retain what you've heard
6. Providing feedback that you've listened to demonstrate that you've understood and interpreted messages correctly
7. How you respond to let others know how you will consider and use the information they've provided.

First Nations peoples refer to their definition of deep listening as Dadirri (Aboriginal writer and senior elder Miriam-Rose Ungunmerr-Baumann).

Psychological safety

A shared belief held by members of a team that the team is safe for interpersonal risk taking.

Transparency

Organisations are transparent when they enable others to see and understand how they operate, including decision making, in an honest and equitable way.



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