

Creating Inclusive Organisations

Margaret Teuma (She/Her)
Diversity and Inclusion Specialist



Uniting

Holistic Strategies for Inclusive Service Delivery.

Standard 1: Commitment to inclusive services

- What are the steps we're taking to achieve board/executive commitment to move from our current state to future desired state of inclusion and belonging for our people, our clients, our communities?

Standard 2: Developing systems that support inclusive services

- How does this translate to the bottom line benefits for our consumers?
- how do we capture diverse voices to help create the business case?

Standard 3: Capacity building for inclusive services

- How do we build a highly skilled and compassionate workforce where D&I is hard-wired to achieve person-centred practices?
- And as part of this how do we build internal advocacy, employee network groups and self-sustaining programs?

Our diversity & inclusion strategy aspiration

A place where everyone feels safe and confident to be themselves, where diversity is valued to co-create a better world.



Always welcoming you,
exactly as you are.

Uniting



Who are we .

Uniting is the services and advocacy arm of the Uniting Church NSW & ACT.

We work to inspire people, enliven communities and confront injustice.

Uniting is one of the largest not-for-profit community service providers in NSW and the ACT with one of the largest ranges of services on offer.

Diversity and Inclusion is embedded in our culture.



Resident of Uniting Quong Tart in Ashfield, Trieu (left), shares a laugh with service manager Agnes (right). The care workers at this unique home can speak Mandarin and Cantonese, and the Asian-inspired kitchen is fully equipped to cook traditional Chinese dishes.

Our purpose.

Our foundation

Uniting NSW.ACT is part of the Uniting Church. Christ invites us to serve humanity by creating an inclusive, connected and just world.

From our foundation comes our purpose

To inspire people, enliven communities and confront injustice.

From our purpose comes our commitment

To provide safe, quality and compassionate services that celebrate diversity and respect the individual needs of the people we serve.
To be a great place to work, where our people are safe and valued for being at the heart of everything we do.
To work in innovative ways and partnerships that better serve people and communities across all ages and stages of life.
To use the resources entrusted to us by the Uniting Church, government and partners responsibly and sustainably, and to invest for maximum social impact.
To confront injustice and break the cycle of disadvantage.

We demonstrate this commitment by living our values

Compassionate

We are nurturing, generous and thoughtful in our words and deeds.

Respectful

We act with honesty and integrity, and open our hearts to all people without exception.

Imaginative

We challenge convention, explore new possibilities, and dare to dream for a better future.

Bold

We face injustice head on, and stand up for what is right and true, with confidence and strength.

Copyright @ Uniting

Diversity & Inclusion is embedded in our brand.

Keeping contact.

For professionals and referrers



Uniting

Uniting

How we handle complaints and feedback

Counselling and Mediation



Uniting

Daily living supports

Developing the skills for life.

your[^] best



Uniting

Diversity & Inclusion is embedded in our brand.



**Home
maintenance
and modification
services**

Uniting

Specialist support for children
and young people

**Supports for every
stage of childhood.
and beyond**



Uniting



**Help around
the house**

Uniting

D&I is embedded in our service delivery.



CULTURAL DIVERSITY AND INCLUSION

We welcome you exactly as you are

No matter your story, language, faith or cultural background, we want you to feel accepted at Uniting. We value and celebrate your cultural diversity and welcome you exactly as you are.



COMMUNITY IMPACT

LGBTI inclusion

If you are a member of an LGBTI community, you'll be welcome at Uniting.

We create welcoming and inclusive environments for all our people and those that we serve.

D&I is embedded in our service delivery.



COMMUNITY IMPACT

Aboriginal inclusion

If you're an Aboriginal or Torres Strait Islander person, you'll be welcome at Uniting.

5



Uniting foster care - Leticia's story



Watch later



Share



Aboriginal out-of-home carers

Interested in becoming a carer?

We're looking for Aboriginal out-of-home-care families.

[Learn more](#)

D&I is embedded in our practice.



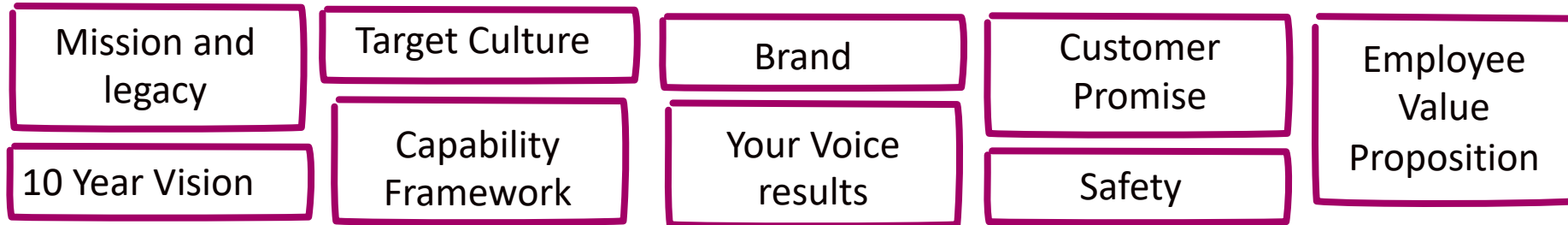
Uniting

**Always welcoming you,
exactly as you are.**

Where do you start?

So why tackle a D&I Strategy in the first place ?

“Diversity and inclusion is part of our DNA”.



So, what's our opportunity?



Our inaugural D&I Strategy will support D&I maturity at Uniting.

It will achieve greater authenticity and consistency in our D&I practice across the organisation.

We will consolidate, build on our past successes and confront opportunities to better live our values for inclusion.

D&I foundations and challenges.

Research conducted (Aug-Oct 2019):

- 34 business interviews
- 15 staff focus groups
- 4 D&I network surveys
- Expert interviews and reviews
- Over 250 participants
- D&I data analysis
- Desktop research.

Overseen by D&I Strategy Working Group

*client input limited

Our DI aspirations go beyond the traditional mandate of employees

Geography and service setting matter

We have shared & unique inclusion agendas to balance

This can't be 'another Pitt Street initiative'

Mature narratives & stories (over facts/figures)

Leaders drive culture

Place-based targets work. We need supportive recruiting systems and managers.

Strong employee networks and Executive sponsors enable diverse voices

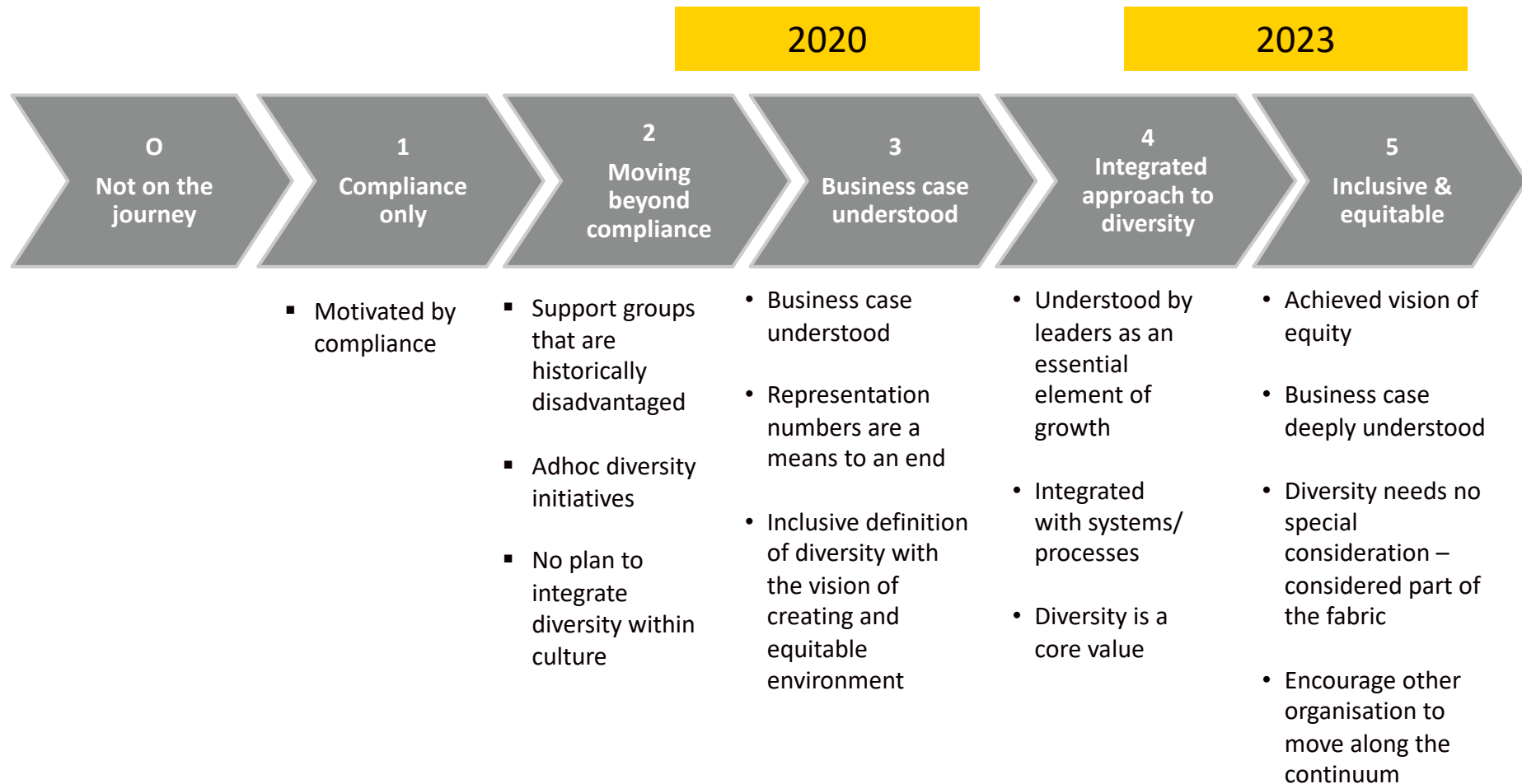
We're respectful but not always bold enough.

What's measured gets managed

Middle Managers make change

CALD, LGBTI and Aboriginal & disability inclusion are priorities. Gender & generational inclusion are emerging needs

D&I maturity journey from celebration to inclusion & belonging



An illustration from a top-down perspective showing six stylized human figures of various ethnicities and ages arranged in a circle, holding hands. The figures are rendered in flat colors: teal, magenta, dark blue, light blue, yellow, and dark blue. The background is white with decorative elements: dark blue lines in the top left, yellow squiggly lines in the top right and bottom left, and a purple squiggly line in the bottom right. The text "Hard truths, hope & belonging" is centered in a teal, lowercase, sans-serif font.

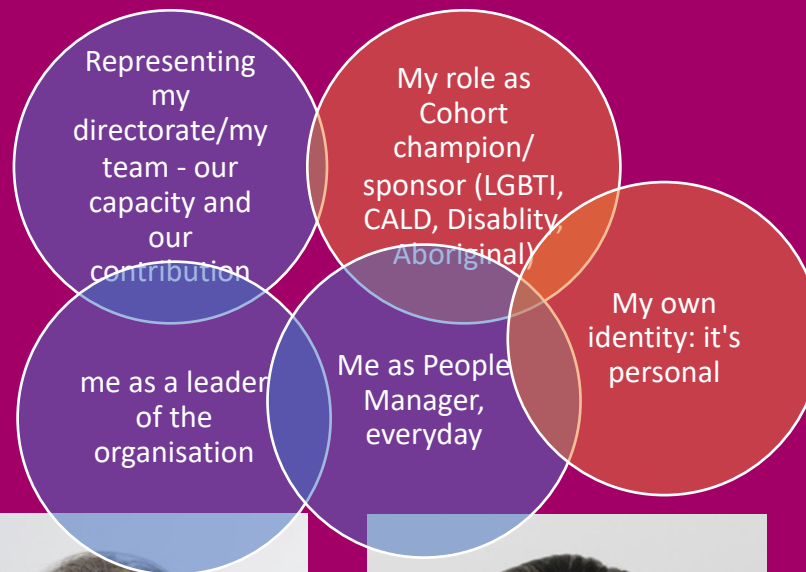
Hard truths, hope & belonging

Diversity and inclusion is a journey, not a destination.

We are proud of our D&I history but we also know that we have a journey ahead of us. We look forward to confronting the hard truths of inclusion as we deliver on our aspirations.

2023 goals	From current state	To 2023 future state
Know and empower our clients	<p>A respectful and values-driven workforce:</p> <ul style="list-style-type: none">• Doing our best with limited time and resources• With strong D&I mandates in some places where inspiring leaders drive change, while others are led by compliance• With pockets of excellence in inclusion innovation.	<p>A highly skilled and compassionate workforce where D&I is hard-wired to achieve person-centred practices with:</p> <ul style="list-style-type: none">• Equitable access and an inclusive service experience for all• Enhanced client satisfaction and sense of belonging• Uniting positioned as a service provider of choice, especially for traditionally excluded groups.
Nurture and value our people	<p>Well-intentioned, respectful and compassionate workforce with:</p> <ul style="list-style-type: none">• Great diversity but not always by design• Varying levels of D&I knowledge, skills and courage• Some areas of inclusion excellence• D&I working groups and champions scattered throughout the organisation.	<p>A workforce proud of its diversity, that is innovative because we are:</p> <ul style="list-style-type: none">• Equipped with leaders who are confidently inclusive• Committed to learning and identity-awareness• Boldly standing beside diverse colleagues, challenging convention and consciously including• Led by those that value the voices of diverse employees and active employee networks.
Transform our communities	<p>Community partnerships that are:</p> <ul style="list-style-type: none">• Reliant on a motivated leader or a funding mandate• Visible and widely recognised in some areas of inclusion (e.g. LGBTI), but not all.	<p>Uniting establishes strategic partnerships with diverse communities and advocates to:</p> <ul style="list-style-type: none">• Enable our priorities and opportunities for shifting D&I• Promote more inclusive services• Confront injustice and systemic change for diverse people and communities.

Executive Sponsorship



Aboriginal inclusion
Executive Sponsor
Ngumba-Dal Network

Sue Shilbury
Director, Children, Youth
and Families



LGBTI inclusion Executive
Sponsor
Pride Network

Jill Reich
Director, Customer,
People and Systems



CALD inclusion Executive
Sponsor
CALD Network

Mary Carpenter
Director, Governance,
Risk and Quality



Disability inclusion
Executive Sponsor
Disability Network

Simon Furness
Director, Property
& Housing

Diversity has many dimensions.

Uniting recognises that every individual brings overlapping social, professional, cultural, spiritual and political identities, or intersectionality, to their life at Uniting. We want to know, celebrate and value all lived experiences, and will achieve this through a greater focus on intersectionality. We will actively seek to understand the complexity and unique models of prejudice and privilege that diverse people face.

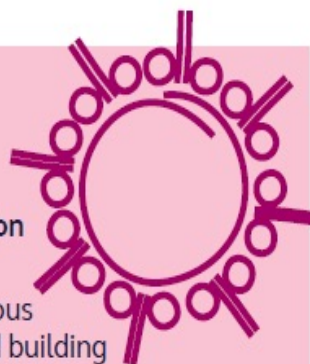
Led by the Uniting 10-year Vision, we will also focus on a few specific dimensions of identity where we see both a responsibility and an opportunity to affect change. Our D&I Strategy is therefore layered to address the unique discrimination and exclusion challenges of these 4 identity groups:

Aboriginal

Advancing reconciliation at Uniting through:

- A culture of continuous cultural learning and building cultural capability
- Improved recruitment, retention and support for Aboriginal employees to meet our RAP commitments
- Partnering with Aboriginal communities to co-design social innovations

(Source: 2019-21 Innovate RAP and ASEU)



Culturally and Linguistically Diverse

- Our teams confidently work cross-culturally
- CALD voices are empowered and leveraged for culturally inclusive leadership and practice
- The needs of our culturally diverse communities are met by thoughtfully building CALD talent pipelines

(Source: CALD Network)



People with disability

- Increased employment of people with disabilities and a disability-confident environment at Uniting (beyond our Local Area Coordination).

(Source: D&I Team and Strategy Working Group)



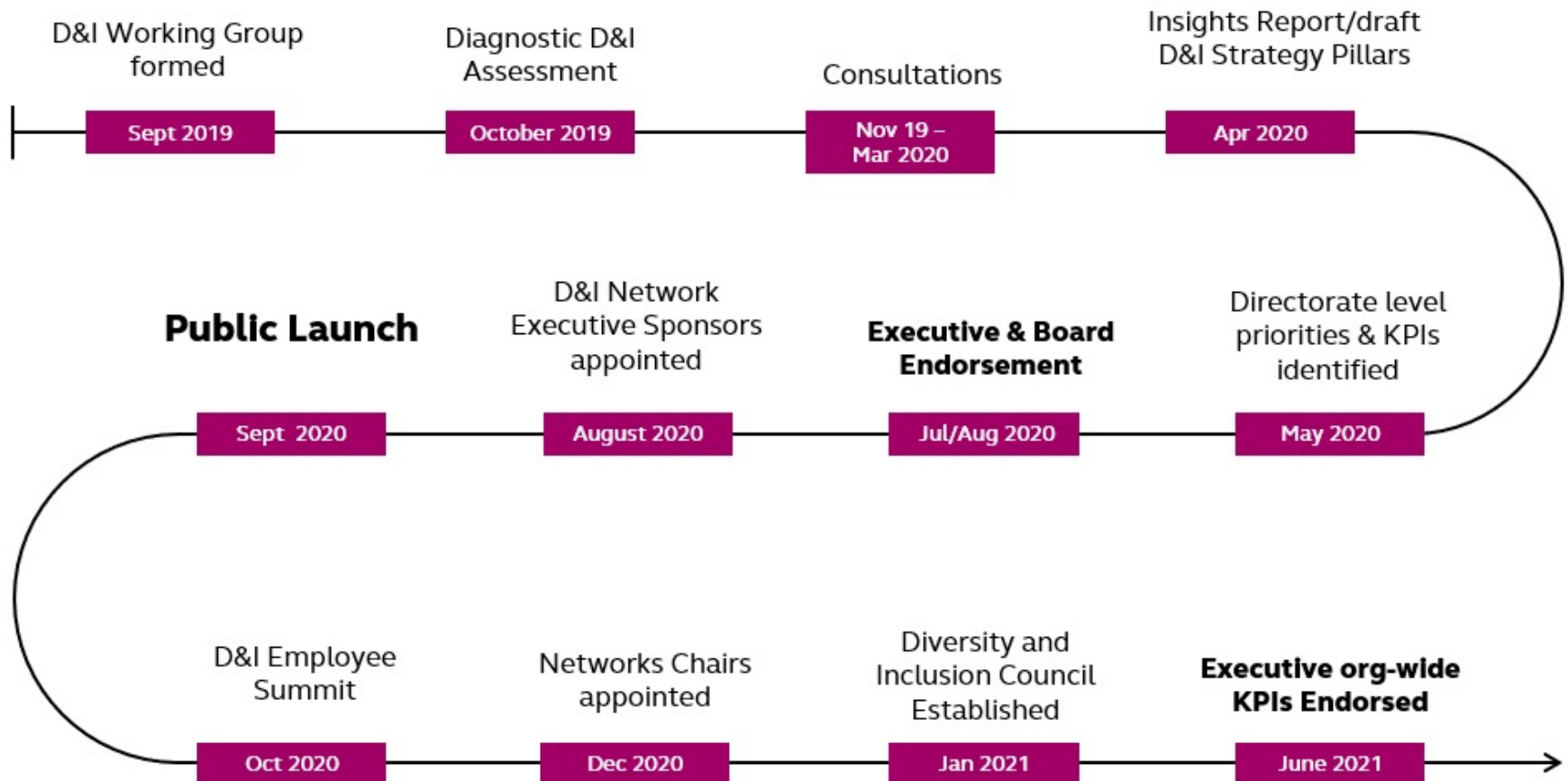
LGBTI

- A safe, welcoming and inclusive environment where LGBTI staff and clients can be their authentic selves, and where everyone steps in to eliminate bias and consciously include all

(Source: LGBTI Working Group)

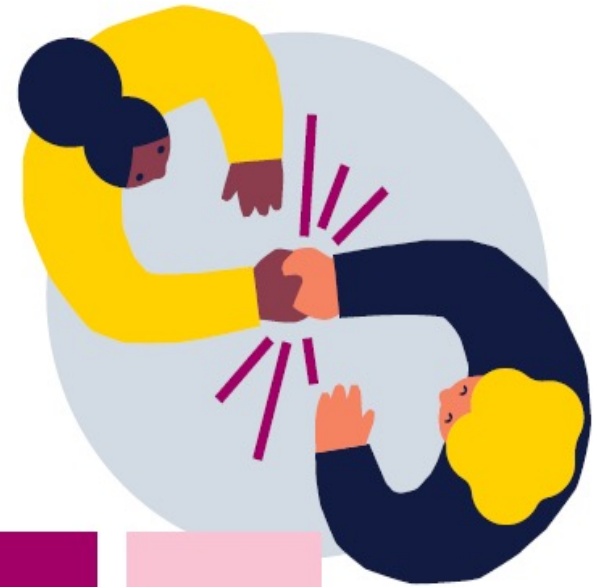


Achieving strategic input & buy-in.



Bringing our D&I Strategy to life.

To meet these goals, we will focus on 7 pillars of activity. We believe that by working across these, Uniting will see the change we aspire to achieve.



We will build and strengthen these to deliver our 2023 goals.

Standard 1: Strategy in action.

The D&I Strategy will be mobilised through priorities and initiatives set to meet the unique opportunities of our teams.

AGEING

Headline D&I challenge	2023 D&I priorities	What success will look like
Our Ageing Directorate needs to ensure that our teams are confident to deliver respectful and inclusive client experiences, because this is critical to person-centred care, where everyone feels a sense of safety and belonging. This needs to be hard-wired into our systems and processes.	<ol style="list-style-type: none">1. Scale the Confident Communicator training program across Residential Aged Care.2. Support place-based recruitment to achieve the client and staff diversity that will meet community needs.3. Deliver on Ageing Reconciliation Action Plan (RAP) commitments.	<ol style="list-style-type: none">1. 80% of priority RAC services complete Confident Communicator training program Y2.2. Diversity and RAP recruitment, retention and learning targets are prioritised (Q1) and met annually at a place-based and operational level Y1, Y2, Y3.3. Implement inclusive practice tools (including RAP commitments) Y1, Y2, Y3.



Uniting

The D&I Strategy will be mobilised through priorities and initiatives set to meet the unique opportunities of our teams.

Corporate

Headline D&I challenge	2023 D&I priorities	What success will look like
Our Corporate Directorates need to create a place where everyone feels safe and confident to be themselves so we can leverage our people's diversity to empower staff, clients and communities to co-create a better world.	<ol style="list-style-type: none">1. Build collective inclusive leader capability of senior and middle managers.2. Build corporate capability for inclusive design and communication.3. Expand and build D&I employee network (Aboriginal, CALD, LGBTI, PWD) capability to drive change.4. Improve safety to disclose identities, and quality of D&I data sets to inform decision making.	<ol style="list-style-type: none">1. 80% of senior and middle managers participate in D&I events. Existing leadership initiatives incorporate a D&I lens.2. Inclusive design and communication guide completed and adopted by business: 60% Y1; 80% Y2; 100% Y3. Consistent D&I narrative and message established Y1.3. Increased staff participation from all directorates, with manager endorsement Y1. D&I employee networks are visible and deliver innovative 12-month action plans Y2-Y3. PWD network established Y2. D&I Consumer Ref Groups established and feedback informs practice Y2.4. Accurate employee D&I data sets for employees Y1; enhance client data collection Y2; leaders have access to regular and accurate D&I reports Y2.



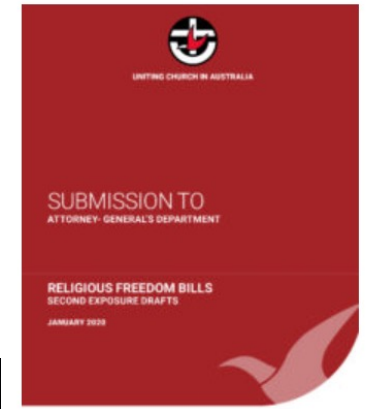
Advocacy

Racism.

It Stops with Me Campaign



Religious
Freedom Bill



Asylum Seekers Campaign

People seeking asylum



Marriage Equality
Campaign

Uniting

Standard 2: Targeted Recruitment.

By actively marketing to diverse communities we not only attract diverse **clients** but also **employees from diverse backgrounds**

Diversity and inclusion

Just as our customers have different faiths and stories, our people reflect the diversity of the communities we serve.

We have a genuine and deliberate commitment to recognise, appreciate and utilise the talents of all our employees and volunteers.



Culturally and linguistically diverse

We promote and support our culturally diverse people, who reflect the clients and communities we serve.

[Read more](#)



LGBTI communities

We actively encourage members of the LGBTI community to join our team as their authentic selves.

[Read more](#)



People with a disability

We are taking a range of actions to increase the workforce participation rate of people with a disability.

[Read more](#)



Aboriginal and Torres Strait Islander people

We're deeply committed to working collaboratively and walking respectfully alongside Aboriginal communities.

[Read more](#)

Standard 3: Education, tools etc.

Uniting SharePoint Search this site Margaret Teuma MT

Home Families & Communities CALD Ageing CALD

CD Cultural Diversity (CALD) Following Share

CALD Resources Links + New Send by email Promote Page details Published 02/04/2020 Edit

Cultural Reference Sheets

Program Resource Packs

Resources to promote cr...

Cultural Diversity Strateg...

Strategy Domains and Fo...

CALD Advisory Forum

CALD Videos (Online)

CALD Videos (Files)

Welcoming you as you are. exactly

Cultural Diversity (CALD) home

Welcome to the Cultural Diversity site

This site provides resources and information to promote a culturally and linguistically diverse (CALD) Uniting that supports staff from different cultural backgrounds to serve our multicultural communities sensitively and competently.

COVID -19: links to resources available in multiple

RACISM. IT STOPS WITH ME

https://www.office.com/?auth=2&home=1&username=margaret.teuma@uniting.org.au

Uniting

Cultural reference sheet – Samoa



This sheet is a contribution to the ongoing work of Uniting to ensure that all people who work with us are able to understand and respond to the needs of our diverse communities. It is a living document and will be updated as we learn more about the needs of our communities.

Uniting is committed to ensuring that all people who work with us are able to understand and respond to the needs of our diverse communities. It is a living document and will be updated as we learn more about the needs of our communities.

Document prepared: Feb 2020

Uniting | Cultural Diversity | Feb 2020

Event Online course Uniting Event Event

LGBTI: Inclusivity and Diversity

Event

LGBTI Disclosure sensitivity

Online course

40 minutes

★★★★★

LGBTI In Aged Care

Event

LGBTI - Unintentional Disclosure

Event

Uniting **Aboriginal Service Delivery Principles** Home Save & Exit

Welcome

Welcome to the Uniting Aboriginal Service Delivery Principles module.

During this course, you'll explore the principles Uniting has developed to ensure social justice for Aboriginal staff, families and communities.



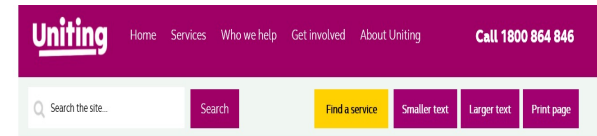
Inclusive communication.

SOURCE – ENGLISH	TARGET – ARABIC
Imaginative We challenge convention, explore new possibilities and dare to dream for a better future.	واسعو الخيال نتحدى ما هو تقليدي، ونستكشف فرصاً جديدة ونجرؤ على الحلم بمستقبل أفضل.
Compassionate We are nurturing, generous and thoughtful in our words and deeds.	عطوفون نعرف بالرعاية والكرم والاهتمام بمشاعر الآخرين في أقوالنا وأفعالنا.
Respectful We act with honesty and integrity, and open our hearts to all people without exception.	محترمون نعمل بأمانة ونزاهة، ونفتح قلوبنا لكل الناس بدون استثناء.
Bold We face injustice head on and stand up for what is right and true with confidence and strength.	جريئون نواجه الظلم بجسارة ونقف مع الحق بقوة.

Uniting's Values in 8 languages



Staff surveys in 6 languages



Our customer service promise

Poster - our customer service promise
 Customer service promise in community languages

Customer service promise in community languages

- Arabic (PDF File)
- Assyrian (PDF File)
- Bengali (PDF File)
- Chinese (simplified) (PDF File)
- Chinese (traditional) (PDF File)
- Dari (PDF File)
- Greek (PDF File)
- Hindi (PDF File)
- Italian (PDF File)
- Korean (PDF File)
- Nepali (PDF File)

Uniting's Customer service promise in 16 languages



Uniting's service brochures available in multiple languages

A woman with dark hair tied back, wearing a white visor and a black polo shirt, is sitting on a grassy field. She has extensive tattoos on both arms. The polo shirt has a logo on the left chest that says "Ngumbi-Dak" with a gear icon, and a small pink logo on the right chest that says "Uniting". She is holding a soccer ball in her lap. The background shows a grassy field with trees and a fence in the distance.

Welcoming **you** as you are. *exactly*

Annette
Caseworker – Joint Support Program

Uniting

What we've learnt

- ✓ Demonstrate visible Executive Sponsorship and leadership
- ✓ Embed commitment to diversity & inclusion within your organisation's core values and mission
- ✓ Empower leaders to create safe spaces

Standard 1
Leadership
commitment

- ✓ Involve all levels of the organisation with diverse voices being part of the solution
- ✓ Create safe spaces for diverse voices to be heard and a structure to strengthen diverse voices

Standard 2
Systems &
processes

- ✓ When consulting and doing diagnostics you're actually implementing the strategy
- ✓ Don't underestimate the power of consultations in achieving hope, awareness and buy-in

Standard 3
Building
capacity of
our people

Uniting

**Always welcoming you,
exactly as you are.**

Our aspiration

A place where everyone feels safe and confident to be themselves, where diversity is valued to co-create a better world.



Uniting Diversity and Inclusion Strategy 2020-2023

Always welcoming you, exactly as you are.



Uniting



Margaret Teuma (She/Her)

Diversity & Inclusion Specialist

Maltese Australian, opera lover, foreign film tragic, lover of the Australian bush

Get in touch

1800 864 846

uniting.org

diversityandinclusion@uniting.org

Uniting

