



safe work australia

**Diversity and Inclusion Strategy and
Action Plans
2016-2019**

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People Strategies is responsible for periodically revising this document and keeping it up-to-date.

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May 2016	Draft 3	Feedback from staff incorporated. Updated with new Gender Equality Strategy
December 2016	Draft 4	Feedback incorporated from DCEO, Director and updated from Graduate project

Legal framework

- *Age Discrimination ACT 2004* – Makes it unlawful to discriminate against someone on the grounds of their age in areas including work, education and access to premises. To remove barriers for older people participating society and change negative stereotypes about older people
- *Australian Human Rights Commission Act 1986* – Provides an avenue of redress for those alleging discrimination and provides for the rights of these persons.
- *Carer Recognition Act 2010* – To increase recognition and awareness of the role Carers play in providing daily care and support to people with disability, medical conditions, mental illness or who are frail aged.
- *Disability Discrimination Act 1992* – Makes it unlawful to discriminate against someone on the grounds of a disability (including disease).

- *Fair Work Act 2009* – Provides a safety net of minimum terms and conditions of employment through the National Employment Standards (NES).
- *Public Service Act 1999* – Public Service Commissioner's directions and APS Employment Principles – Defines the scope and application of APS values and code of conduct and also requires agency heads to establish workplace diversity programs and report on these annually
- *Racial Discrimination Act 1975* – Makes it unlawful to discriminate on the grounds of race, colour, national or ethnic origin.
- *Sex Discrimination Act 1984* – Makes it unlawful to discriminate against someone on the basis of a person's sex, marital status, pregnancy or potential pregnancy or to sexually harass another person
- *Work Health and Safety Act 2011* – Requires that employers and employees must maintain a secure, healthy and safe workplace environment; and an employer must take practicable precautions to prevent harassment.
- *Workplace Gender Equality Act 2012* – Provides a regulatory framework for the Australian Government to assist employers to improve gender equality outcomes within their workplaces.

Related Documents

- *Safe Work Australia Enterprise Agreement 2015-2018*
- *Safe Work Australia People Strategy 2016-2019*
- *Safe Work Australia Work Health and Safety Policy*
- *Safe Work Australia Health and Wellbeing Strategy 2016*
- *Safe Work Australia Lead and Grow Strategy 2016 -2019*
- *Safe Work Australia Performance and Development Scheme*
- *Australian Public Service Commission As One Australian Public Service Disability Strategy*
- *2015 Commonwealth Aboriginal and Torres Strait Islander Employment Strategy*
- *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19*

Contents

1. Diversity and Inclusion Strategy.....	5
1.1 Introduction	5
1.2 Our Commitment.....	5
1.3 Benefits.....	6
1.4 Objectives.....	7
1.5 Implementation	8
1.6 Reporting.....	8
1.7 Review	8
2. Diversity and Inclusion Action Plans	9
2.1 - Gender Equality	9
2.2 – People with Disability	11
2.3 – Aboriginal and Torres Strait Islanders	13
2.4 – People from Culturally and Linguistically Diverse Backgrounds (CALD).....	15
2.5 – Mature Age Employees	17
2.6 – Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ)	19

1. Diversity and Inclusion Strategy

1.1 Introduction

The Australian community is made up of people from a wide variety of backgrounds with different skills, knowledge and experience. Workforce diversity and inclusion mean valuing and respecting all employees. Diversity includes differences in:

- age
- language
- ethnicity
- gender and sex
- cultural background
- disability
- religious beliefs
- sexual orientation
- social and community responsibilities, and
- caring and family responsibilities.

Workplace diversity also encompasses differences between individuals in educational level, life experience, work experience and socio-economic background.

1.2 Our Commitment

Safe Work Australia (SWA) recognises the rich diversity of people within the Australian community. As an Australian Public Service (APS) agency, we are committed to ensuring that our workforce is reflective of the diverse community we serve and to supporting a culture of equity, inclusion and diversity.

The *Safe Work Australia Diversity and Inclusion Strategy 2016-2019* (this Strategy) defines our direction and priorities for workforce diversity and inclusion. This Strategy is designed to build a workplace culture of respect and inclusiveness. It recognises that working towards a diverse and inclusive workplace requires a multi-faceted, adaptable and ongoing approach with defined and measurable actions.

SWA is committed to providing a safe and inclusive working environment regardless of sexual orientation, gender identity, age, ethnicity, disability or social background.

This Strategy recognises the relevance of the following APS Values:

- the APS is a public service in which employment decisions are based on merit

- the APS provides a workplace free from discrimination and recognises and utilises the diversity of the Australian community it serves
- the APS delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public
- the APS provides a fair, flexible, safe and rewarding workplace, and
- the APS promotes equity in employment.

Implementation of this Strategy is an important element of the *Safe Work Australia People Strategy 2016-2019*, and in particular Goal 2 – Shape a positive, resilient culture. The strategy also represents our commitment to, and practical demonstration of, our People value in the agency. Under TRANSFORM, as Australia moves towards becoming a world leader in WHS and workers' compensation policy, we want to harness the best skills, knowledge and experience of a diverse workforce and ensure the agency becomes an employer of choice.

This Strategy also supports the Australian Work Health and Safety Strategy 2012-2022 vision of *'healthy, safe and productive working lives'* and supports SWA's vision *'to be a centre of excellence in work health and safety and workers' compensation data, research, policy and strategy by creating a great workplace that enables everyone to be and do their best.'*

1.3 Benefits

As APS employees we are bound by legislation that covers issues associated with diversity. Beyond this, by fully embracing diversity and inclusion in our workplace, there are many tangible benefits for employees and for the agency.

Benefits for employees

- All employees feel empowered to make a contribution to the workplace based on their individual talents, skills, knowledge and experience.
- Employee well-being, morale and job satisfaction is enhanced when employees feel respected and valued.
- Employees are confident about any disclosure, in the knowledge that SWA truly recognises and values diversity.
- Reasonable adjustments for staff will be available and centrally funded.

Benefits for employers

- Research shows that more diverse workforces increase organisational effectiveness, lift morale and enhance productivity.
- Equitable recognition of the individual skills, talents and knowledge of employees will assist us in becoming an employer of choice within the APS, target diversity groups and to attract the most talented and skilled staff from the broadest pool.
- Employees who feel respected, valued and recognised are more likely to remain loyal to SWA which improves employee retention, and reduces costs associated with turnover.
- Greater innovation results from a broad range of perspectives, ideas and insights being brought to policy development and implementation.
- A workforce that reflects the diversity of the community it serves understands the needs of its clients better, enabling more efficient and responsive policy and service delivery outcomes.

1.4 Objectives

SWA intends to achieve its commitments by linking its objectives to five focus areas.

Focus area	Objective/s
Recruitment	SWA actively seeks out opportunities to increase the representation of people from diverse backgrounds in the workplace. SWA puts in place measures to ensure the selection and promotion process is fair for all applicants.
Working Arrangements	SWA has a framework that supports flexible working arrangements including part time and job sharing arrangements for those who require it.
Workplace Culture	SWA values the experiences and the contributions made by people from diverse backgrounds and there is a high level of staff engagement in diversity and inclusion initiatives. SWA provides a supportive and positive environment for all staff.
Leadership	The SWA Executive Team promotes and demonstrates diversity and inclusion in the workplace. Diversity training is scheduled in the Lead and Grow Strategy and available for all staff.
Communication	Diversity initiatives and events are regularly held and communicated well to all staff. The Workplace Inclusion Network (WIN) takes action on diversity issues raised by staff.

1.5 Implementation

Specific and targeted Action Plans for six diversity areas are outlined in Part 2 of this document. The diversity areas SWA has identified are:

- Gender Equality
- People with Disability
- Aboriginal and Torres Strait Islanders
- People from Culturally and Linguistically Diverse Backgrounds
- Mature Aged Employees, and
- Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning.

The Action Plan will hold SWA accountable to support and increase representation of each diversity group by providing measurable actions that pertain to each of the identified focus areas. Each diversity group has at least one action for every focus area. This will ensure SWA takes a broad range of actions across all agency functions to improve diversity and inclusion in the workplace.

The Strategy will be managed and monitored by the People Strategies Team in consultation with the Diversity Champions and the WIN. The WIN will be used as a consultative mechanism for all outcomes of the Diversity and Inclusion Strategy.

1.6 Reporting

Chapter 3 of the Australian Public Service Commissioner's Direction 2014 (the Direction) require Agency Heads to:

- establish workplace diversity programs
- publish these programs, and
- evaluate and review these programs.

An agency's diversity program must be published on its website as soon as practicable after its establishment. An agency must also evaluate the effectiveness of the program annually and review the program every four years. SWA will also report on its achievements in its annual report and through the State of the Service Report.

1.7 Review

The Diversity and Inclusion Strategy will be reviewed on an annual basis to ensure relevance and alignment to the agency's strategic goals by People Strategies.

2. Diversity and Inclusion Action Plans

2.1 - Gender Equality

SWA is well-represented by women at all levels with 71% of executive level positions being held by women and 74% of staff overall as at November 2016 being female. The APS Census 2016 reported the females represented 59.3% of staff APS wide.

The *APS Statistical Bulletin 2015-16* notes that women accounted for the majority of APS employees, with representation of 58.4% of ongoing employees and 59% of all employees (up from 57.7% in June 2014) and 58.4% of all employees (up from 58.1% in June 2014). The Australian Public Service Commission (APSC) notes that women ‘have now reached parity at all levels from APS 1 to EL 1’. These levels are surpassed within SWA with a representation of 74% women between the APS1 and EL1 level.

Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19 sets out actions for driving high performance and boosting productivity in the APS. These actions support both women and men being able to work flexibly in the workplace when they have caring responsibilities, and having the same opportunities to develop and lead.

Objective

The Gender Equality Action Plan identifies initiatives for implementation that will encourage, recognise and promote gender equality across SWA.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	Promote flexible working arrangements and job share possibilities where appropriate. All roles are reviewed prior to advertising to assess if flexible arrangements can be accommodated.	People Strategies	Feedback requested from new starters at end of probation period. Having a balanced workforce composition of females and males	Action: as required Measure: after each recruitment process and every probation survey
	All selection panels have both male and female representation.	People Strategies	The average number of male and female selection committee members in a year is 50% male and 50% female.	Action: as required Measure: review quarterly, record as each panel is formed

Focus area	Actions	Who	Measure of success	When
Leadership	All of the SWA Executive is required to complete diversity and inclusion training.	People Strategies	Successful completion of training for 90% SWA Executive.	Action: bi-annually Measure: annually
	Gender equality is an agenda item at Branch and Section Heads (BASH) meetings quarterly.	People Strategies SWA Executive	Minutes relayed to Diversity Team for action.	Action: BASH meetings quarterly Measure: annually and review frequency
Working Arrangements	Flexible working arrangements are easily accessible for those who require it (male or female). Supporting men to take parental/ paternity leave as need and access flexible working arrangements upon return.	People Strategies	Working Arrangements Policy and Maternity and Parental Leave Policy are defined, up to date and easily accessible on the Intranet. All applications for flexible working arrangements are given due consideration.	Action: ongoing Measure: policy implemented by December 2016, ongoing measure annually
	Engage with employees on or returning from maternity leave to ensure they feel supported by the workplace.	People Strategies	Feedback from employees after 2 months of returning from maternity leave on the ease of their transition back into the workplace.	Action: before, during and after maternity leave Measure: after each meeting
Workplace Culture	Gender equality is a focus area in the annual Diversity and Inclusion survey.	People Strategies	Number and content of responses.	Action: annually Measure: annually
	Workshops are held to engage staff members in gender equality discussions.	People Strategies	Level of staff engagement at events.	Action: annually Measure: after each event
Communication	Celebrate and acknowledge the positives of gender equality through events such as International Women's Day.	People Strategies Diversity Working Group	50% Staff attendance and participation at event.	Action: March 8 annually Measure: annually after each event

2.2 – People with Disability

People with disability are underutilised and underrepresented within the APS and are also less likely to progress to higher classifications. The *As One Australian Public Service Disability Strategy* is designed to address this by “transforming hearts and minds, awakening the APS to the benefits of diversity by trying to change the way people think about disability”. It also aims to give APS employees the opportunities and know-how to create a diverse workforce.

Objective

Create an inclusive workplace environment which encourages disclosure, recruitment, career development and retention of current and potential employees who have a disability. Continue to raise awareness of disability through the WIN. The WIN will continue to be the primary consultative mechanism for staff to discuss matters relating to disability in SWA.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	Ensure all special requirements submitted through the RecruitAbility Scheme are accommodated appropriately by the selection committee.	People Strategies	Increasing the level of people with disability in our workforce Selection Committees must comment on the actions they took to accommodate for the RecruitAbility requirements of the candidate in their SAC debrief.	Action: as required Measure: as required
	Engage with disability service providers to assist with successfully employing people with disability.	People Strategies	Successful engagement of an ongoing employee on the Autism Spectrum with assistance from Specialsterne. Successful engagement of an intern with disability with assistance from the AND Stepping Into programme.	Action: by 30 June 2017 Measure: feedback from employee and their team
Leadership	Educate SWA Executive about their responsibilities in supporting employees with disability.	People Strategies Disability Champion	Training readily available for managers of people with disability. 90% of managers have completed online training.	Action: ongoing Measure: annually

Focus area	Actions	Who	Measure of success	When
Working Arrangements	Support people with disability and carers of people with disability by accommodating their needs with flexible working arrangements.	Diversity Working Group SWA Executive	Consultation with staff through the WIN. 100% of employees with disability indicate in the Diversity and Inclusion Survey that they feel supported by the agency in relation to flexible working arrangements.	Action: ongoing Measure: annually
	Ensure reasonable adjustments are made as soon as reasonably practicable for new and continuing staff members who require alternative arrangements.	Business Services People Strategies	Requests actioned within 48 hours.	Action: as required Measure: annually
Workplace Culture	Create and maintain relationships with external charities and community organisations to assist the agency in providing opportunities for people with disability and fostering an inclusive environment. Seek out new memberships that may be of assistance to the agency.	People Strategies	Maintain membership with the Australian Network on Disability (AND) and involvement in the Stepping Into program. Commence memberships with new organisations that may be able to assist the agency.	Action: ongoing Measure: annually
Communication	Provide all SWA employees with practical information on disability and supporting people with disability. Fact sheets to be released on the intranet, to support days of significance and current diversity initiatives in the agency.	Diversity Working Group	The majority of staff indicate that they are aware of activities and days of significance in the Diversity and Inclusion survey. 50% staff attendance and participation at events.	Action: as required Measure: annually

2.3 – Aboriginal and Torres Strait Islanders

In September 2015 the APSC released the *2015 Commonwealth Aboriginal and Torres Strait Islander Employment Strategy* (the A&TSI Strategy). In response to the A&TSI Strategy, SWA has committed to an employment target for Indigenous employees of 2.5% by 2018.

The APSC has committed to increase the representation of Indigenous employees to 3% by 2018. As at 30 June 2015 Indigenous representation was just 2.6% of the APS workforce.

Objective

SWA is committed to supporting the four keys areas of the A&TSI Strategy:

- expand the range of Indigenous employment opportunities
- invest in developing the capability of Indigenous employees
- increase the representation of Indigenous employees in senior roles, and
- improve the awareness of Indigenous culture within the workplace.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	<p>Conduct reviews of all recruitment activities to determine the level of A&TSI applications.</p> <p>Participate in the Indigenous Australian government Development Program (IAGDP) annually.</p> <p>Seek out new relationships that may be of assistance to the agency in meeting its targets.</p>	People Strategies	Recruitment of at least 1 A&TSI staff member annually, to be on track to achieving the agency's employment target of 2.5% A&TSI employees by end 2018.	<p>Action: annually</p> <p>Measure: annually</p>
Leadership	Provide targeted development, leadership and career management opportunities for A&TSI employees.	People Strategies	Feedback to be sought from A&TSI employees regarding how supported they feel via Diversity and Inclusion survey.	<p>Action: ongoing</p> <p>Measure: annually</p>
Working Arrangements	Ensure that flexible working arrangements are available for A&TSI employees to accommodate cultural requirements.	People Strategies Managers	Feedback to be sought from A&TSI employees via Diversity and Inclusion survey.	<p>Action: ongoing</p> <p>Measure: annually</p>

Focus area	Actions	Who	Measure of success	When
Workplace Culture	Provide cultural awareness training for all staff.	People Strategies	80% of staff have completed cultural awareness training by November 2017.	Action: annually Measure: annually
	Develop relationships with Indigenous non-government organisations and private sector agencies to provide specific Indigenous development programs.	People Strategies	Participation in the Jawun Program. Engage at least 2 indigenous businesses annually.	Action: ongoing Measure: annually
Communication	Organise an event each year to celebrate NAIDOC Week to raise awareness and celebrate Indigenous culture.	People Strategies	50% staff attendance and participation at events.	Action: July annually Measure: July annually

2.4 – People from Culturally and Linguistically Diverse Backgrounds (CALD)

Australia has a unique history that has shaped the diversity of its peoples, their cultures and lifestyles. Three major contributors to Australia's demographic make-up are a diverse Indigenous population, a British colonial past and extensive immigration from many different countries and cultures. Today, Australia's population of approximately 24 million is one of the most culturally and linguistically diverse populations in the world.

Objectives

To increase the number of CALD employees by providing a workplace that encourages applications from potential CALD employees and identify suitable CALD community organisations that we can include in our recruitment activities. SWA will no longer produce an annual Multicultural Plan, instead we will adopt the approach recommended in the Department of Social Services, Multicultural Access and Equity Policy and address CALD initiatives in this Strategy.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	Develop a recruitment strategy focused on employing people from all diversity groups and backgrounds.	People Strategies	Strategy accessible on the intranet for all staff. Increase in applications and engagement of staff in minority groups.	Action: June 2017 Measure: June 2017
	Review all recruitment activities to determine the level of applications from people from CALD backgrounds.	People Strategies	10% of applications are from CALD backgrounds.	Action: by February 2017 Measure: by January 2018
Leadership	Make cultural awareness training available as a part of the Lead and Grow Strategy.	People Strategies	80% of employees complete training annually.	Action: November 2017 Measure: annually
Working arrangements	Provide a multi purposed facility to support CALD employees who require a	Business Services	Required facility accessible and communicated to CALD employees who	Action: February 2017

Focus area	Actions	Who	Measure of success	When
	space to pray or reflect.		may require them.	Measure: from annual survey
Workplace Culture	Increase awareness and knowledge of CALD issues across SWA through the development and delivery of appropriate cultural information sessions.	People Strategies	Organisation of one engaging Cultural Information Session each year.	Action: ongoing Measure: annually
Communication	Organise an event each year for Harmony Day to raise awareness and appreciation of cultural diversity.	Diversity Working Group	50% staff attendance and participation at events.	Action: 21 March annually Measure: 21 March annually

2.5 – Mature Age Employees

The *State of the Service Report 2014-15* defines mature age employees as aged 50 years and over. Statistics from the APSC show that mature age employees have been rising as a proportion of the APS workforce for the last decade, consistent with demographic trends across Australia.

The *APS Statistical Bulletin 2015-2016* reports the following age data for SWA:

Age	%	Age	%	Age	%
Under 20	0	35-39	19	55-59	5
20-24	2	40-44	10	60 & over	5
25-29	14	45-49	11		
30-34	22	50-54	12		

This shows that, significantly, a quarter of our workforce is aged 50 years and over. Research shows that work pressures are more likely to affect older workers. With the ageing population it is important to encourage experienced workers to stay in the workforce and pass on their skills and knowledge to others.

A report released recently by SWA: *Work-Related Mental Disorders Profile 2015* shows that mental stress is the main cause of compensated work-related mental disorders. Mental disorder claims involving work pressure as the principal cause are relatively more common among workers aged 50-64 compared with workers of other ages.

The report also notes that public administration and safety accounts for 21% or about 1 in 5 mental disorder claims and is one of 4 industries that account for 64% of mental disorder claims.

Objectives

Against the context above, we need to develop retention strategies utilising the flexible working arrangements entitlements in the *Safe Work Australia Enterprise Agreement 2015-2018*. Flexible working arrangements are designed to provide mature age employees with good work life balance outcomes. Also, as part of the workforce planning, develop succession planning policies designed to take advantage of the corporate knowledge and experience mature age workers have.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	Develop a recruitment strategy focused on employing people from all diversity groups and backgrounds.	People Strategies	Strategy accessible on the intranet for all staff. Increase in applications and engagement of staff in mature age workers.	Action: June 2017 Measure: June 2017
Leadership	Encourage mature aged workers to participate in internal mentoring programs to facilitate the passing of corporate knowledge to younger employees.	Diversity Working Group	10% of staff in the internal mentoring program are classified as mature aged employees.	Action: by September 2017 Measure: each mentoring cycle
Working arrangements	Discuss ongoing flexible working arrangements with mature aged workers at each performance review to accommodate individual needs.	Managers	70% of mature aged employees indicate in the annual Diversity and Inclusion Survey that they are satisfied with their current working arrangements.	Action: every performance review discussion Measure: annually
Workplace Culture	Promote external transition to retirement programs.	People Strategies	Level of interest from mature aged workers.	Action: ongoing Measure: June 2018
Communication	Communicate entitlements for mature aged employees by providing superannuation and retirement information sessions.	People Strategies	Level of interest from mature aged workers.	Action: ongoing Measure: June 2018

2.6 – Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ)

In order to address workplace inequities potentially faced by LGBTIQ individuals, SWA has committed to providing a safe and inclusive workplace environment where employees can be totally comfortable being themselves, regardless of sexual orientation or gender identity.

The Australian Government recognises that individuals may identify and be recognised within the community as a gender other than what they were assigned at birth or during infancy, or as a gender which is not exclusively male or female. This should be recognised and reflected in their personal records held by APS departments and agencies.

The *Australian Government Guidelines on the Recognition of Sex and Gender* were updated in November 2015. The Guidelines apply to APS departments and agencies. The Guidelines:

- outline a consistent sex and gender classification system for Australian Government records
- outline a consistent standard of evidence for people to change or establish sex and/or gender on personal records, and
- support the consistent collection and sharing of sex and/or gender information across APS departments and agencies.

Objectives

Through the implementation of initiatives designed to increase awareness surrounding LGBTIQ issues and improve employment outcomes for LGBTIQ employees, SWA promotes itself as an employer of choice for LGBTIQ individuals.

Action Plan

Focus area	Actions	Who	Measure of success	When
Recruitment	Develop a recruitment strategy focused on employing people from all diversity groups and backgrounds.	People Strategies	Strategy accessible on the intranet for all staff. Increase in applications and engagement of staff in minority groups.	Action: June 2017 Measure: June 2017
Leadership	Lead by example in promoting LGBTIQ equity in the workplace.	SWA Executive	Results from the annual Diversity and Inclusion survey indicate the SWA Executive always	Action: ongoing Measure:

Focus area	Actions	Who	Measure of success	When
			promote inclusiveness of LGBTIQ employees.	annually
Working arrangements	Ensure that the opportunity to identify as a gender other than male or female in forms and records is available and easily accessible for those who require it.	People Strategies	All official documents that require gender identification are reviewed and edited to include the classification X for Indeterminate, Intersex and Unspecified gender.	Action: by February 2017 Measure: by February 2017
Workplace Culture	Become a member of Pride in Diversity.	People Strategies	Successful and continuing membership.	Action: November 2016 Measure: annually
	Perform an environmental scan each year on how the agency is accommodating LGBTIQ employees.	Diversity Working Group	90% of staff indicate in the Diversity and Inclusion survey that they are satisfied with the inclusiveness of the agency for LGBTIQ employees.	Action: annually Measure: annually
	Hold workshops to engage staff members in LGBTIQ discussions.	Diversity Working Group	Level of staff engagement at event.	Action: by June 2017 Measure: after event
Communication	Organise at least one event each year to celebrate the LGBTIQ community.	Diversity Working Group	50% staff attendance and participation at events.	Action: Annually Measure: annually