

The Simply Helping Way

Diversity and Inclusion Framework



A Living Document Since December 2023



“At Simply Helping everyone has the right to be respected, heard and acknowledged, and to feel safe in an inclusive culture that embraces diversity.”

Staff member, Framework Co-Creation Participant, 2023

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Contents

1.	Acknowledgement of Aboriginal and Torres Strait Islander Peoples	4
2.	Message from Our Director	5
3.	Outline of Our Framework	6
3.1.	Introduction	6
3.2.	Purpose	6
3.3.	Why We Need a Diversity and Inclusion Framework	6
3.4.	Our Co-Creation Process	7
3.5.	Framework Project Steering Committee	7
3.6.	Our journey from Co-creation to Co-design, with the Aim of Co-production	8
4.	Our Mission and Guiding Values – The Simply Helping Way	9
4.1.	Our Mission Statement	9
4.2.	Our Values	9
4.3.	Shared Rights and Responsibilities – Working in Partnership	10
5.	Organisational Platforms for Inclusive Practice and Continuous Improvement	12
5.1.	Simply Helping Continuous Improvement Committee	12
5.2.	Simply Helping Service Users Advisory Group	13
5.3.	The role of a Fair Facilitator	14
5.4.	Promoting Cultural Competency: Diversity and Inclusion Mentors	16
5.5.	Communication Pathways	18
6.	Organisational Readiness for a Lived Experience (Peer) Workforce	18
7.	Tasks and Timelines	19
7.1.	Continuous Improvement Committee	19
7.2.	Service Users Advisory Group	20
8.	Helpful Resources	22

1. Acknowledgement of Aboriginal and Torres Strait Islander Peoples

(Franchisees are encouraged to adapt this acknowledgement to refer to their local Aboriginal and Torres Strait Islander groups by name)

Simply Helping acknowledges the traditional custodians of the lands that our franchises are located on across our shared nation. We pay our respects to their Elders past, present and future, as well as to the culture, wisdom, and the contribution that Aboriginal and Torres Strait Islander Peoples make to the life of this nation and their continuing connection to land, spirit, water, and community.

We recognise the ongoing impact of colonisation on the lives of many Aboriginal and Torres Strait Island individuals today and understand the importance of trauma informed and culturally competent approaches when working alongside first nations peoples.



2. A Message from Our Director



We pay our respects to the first nations peoples, and to all within our communities for the enrichment arising from diversity. We work and live in a kaleidoscope of diversity of cultures, religions, gender identities, sexual orientation, languages, and Lived Experiences within our communities. Simply Helping, through our ongoing development and service provision, are dedicated to the inclusion of all peoples. We welcome, respect, and embrace the privilege of working with individuals, carers, significant others, and families of all diverse backgrounds in helping with the achievement of their goals and objectives through listening to what they say and how they wish to be supported.

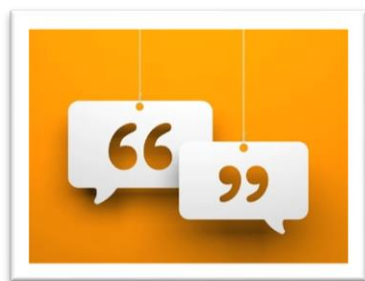
Our Diversity and Inclusion Framework guides all within Simply Helping to never forget our inherent responsibility to our values and all that we serve. To achieve this, we look to establish strategies to develop flexible, safe, and inclusive environments for people we care for and for those that provide the care. Such strategies will embrace the enablement of increased access by people to our services and to increasing diversity and training within the Simply Helping organisation and its workforce allowing for greater empathy and understanding in our service provision.

Thank you to those that assisted with this process and the development of the framework, and we look forward to achieving its objectives, so that people receiving our services do so in a flexible, respectful, and safe way, and for Simply Helping to evolve and grow by continually meeting our obligation to our values, and thereby to those we serve.

A handwritten signature in black ink, appearing to read 'Angela Feery-Richards'. The signature is fluid and cursive.

Angela Feery-Richards

3. Outline of Our Framework



“We are a values-based, grassroots service. We put ourselves in the shoes of our Service users, Carers, Family Members and significant others to work together in partnership to ensure for person-centered quality support.”

Simply Helping Steering Committee Member, 2023

3.1. Introduction

Our Diversity and Inclusion Framework is a living document that has been co-created by representatives of the Simply Helping Community. This Framework will be regularly updated by the Continuous Improvement Committee to reflect our ongoing journey of collaboration and inclusivity.

This Framework is not a manual about Diversity and Inclusion; rather it is a guide to developing a better understanding about the wisdom and strengths of specific cultural and/or diverse communities, as well as the issues they face. This Framework also promotes culturally appropriate and trauma informed ways of supporting and working alongside individuals who identify as belonging to specific cultural and/or diverse communities.

3.2. Purpose

The purpose of this Framework is to support the implementation of organisational strategies that enable ongoing collaborative processes and meaningful opportunities for learning and growth, and for the continuous improvement of Simply Helping services. The Framework also promotes the inclusivity of the Simply Helping community (management, staff, franchises, service users, families, carers and significant others) in policy development, service design, and quality improvements.

3.3. Why We Need a Diversity and Inclusion Framework

We are stronger together. The collective wisdom, Lived Experience and ideas of the Simply Helping community is an invaluable resource in identifying service gaps and innovating solutions.

Socially just and trauma informed practice doesn't just happen. Services need to intentionally embed strategies that promote equity of access and opportunities for minority communities who experience social disadvantage and marginalisation. We recognise that individuals and communities are the experts on their own needs, and what effective support and meaningful inclusion looks like for them.

3.4. Our Co-Creation Process

Our Diversity and Inclusion Framework was co-created together with members of Simply Helping management, staff, franchisees, service users, with the support and industry knowledge of an external consultant using different methods to ensure for integrity of process.

Co-creation methods included:

- Establishment of a Simply Helping Framework Project Steering Committee.
- Online Survey and Values Audit: Participants included service users, staff members, franchisees and management.
- Establishment of the Simply Helping Continuous Improvement Committee.
- One-on-one consultations between the external consultant, the Director of Simply Helping, and the Chair of the Continuous Improvement Committee.
- Framework draft review meeting with the Continuous Improvement Committee.
- Service users review and feedback of the draft of the Framework.

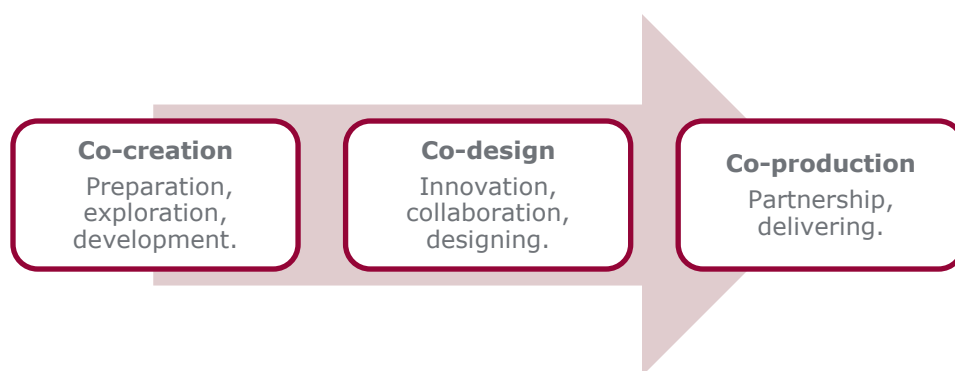


Figure 1. Participatory Concepts (Stanford School of Co Design).

3.5. Framework Project Steering Committee

The Framework Project Steering Committee consisted of ten members and was co-chaired by both the Director of Simply Helping and the external consultant. Participants included representatives from Simply Helping franchises across Australia, as well as representatives of various staff service roles. The Steering Committee met online monthly and evolved into the initial Continuous Improvement Committee.

The objectives of the Steering Committee included:

- Address the need for a Simply Helping Diversity and Inclusion Framework.
- Review and co-create a revised set of organisational values.
- Explore platforms for inclusive practice and how this could be structurally embedded.
- Review the external consultant's desktop review of Simply Helping's current Policies and Procedures, along with the recommendations provided.
- Familiarisation with the contemporary language and the requirements of relevant industry standards and legislation that promote diversity and inclusion.
- To develop and co-create a term of reference for a new Continuous Improvement Committee.
- To establish the new Continuous Improvement Committee.

3.6. Our journey from Co-creation to Co-design, with the Aim of Co-production



“Co-design ... puts tools for communication and creativity in the hands of the people who will benefit directly from the results.”

(Sanders et al, 2010, p. 5)

Our Diversity and Inclusion Framework provides Simply Helping’s blueprint for embedding a collaborative and inclusive mindset. Creating platforms for co-design processes, such as the Continuous Improvement Committee and the Service Users Advisory Group, enables the Simply Helping community to work in partnership to problem solve, create solutions, and innovate together.

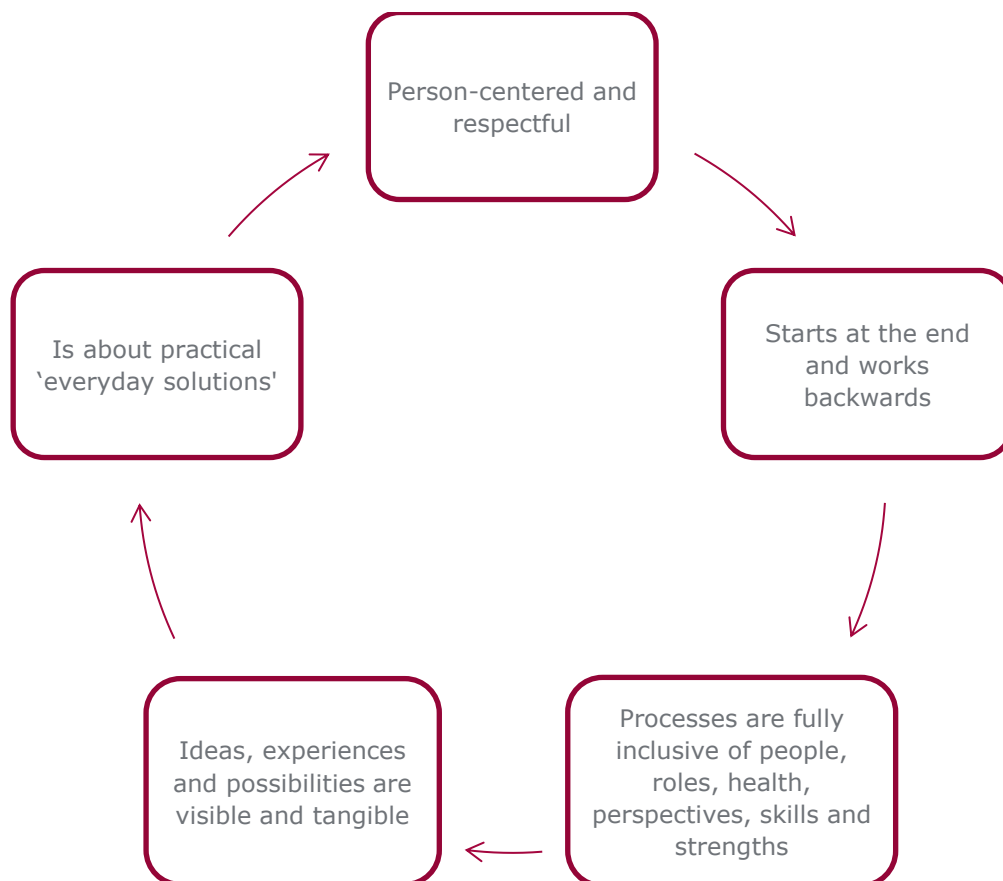


Figure 2. Features of participatory concepts in human services (Stanford School of Co-design).

4. Our Mission and Guiding Values – The Simply Helping Way



“Working alongside and supporting the people who engage with our service is a privilege. It is about creating meaningful connections, and it is also about ensuring that we do the right thing.”




Simply Helping Steering Committee Member, 2023



Our Values guide our everyday engagements and promote equal partnerships and quality of service. What our Values look like, sound like, and feel like in everyday ways has been co-created by both Simply Helping service users, staff and management to represent the Simply Helping Way.

4.1. Our Mission Statement

Our mission at Simply Helping is to add value, meaning and dignity to the lives of others when providing individual flexible care and support in an environment of safety and trust.

4.2. Our Values

Value	What we achieve	How we achieve it
Integrity 	We are steadfast in providing an accessible environment, upholding our values and principles to preserve and protect every individual.	You are important to us, and we pride ourselves on being kind, helpful, and upfront, upholding our values for you in a safe environment.
Connection 	We forge strong and supportive connections creating loyal and dependable supports, empowering individuals to make choices for the best possible outcomes.	We are responsive, flexible and listen to what you say, and by doing so, we learn about you and your interests, building mutual respect creating loyal and dependable supports so that you can make choices for the best possible care and supports.
Accountability 	We adhere to regulatory compliance, protecting the privacy and confidentiality of every individual, and continually strive for proficiency in all aspects of support.	We are proactive in keeping our regulatory compliance thereby protecting your privacy and confidentiality, and to continually strive for excellence in all aspects of care and support.

<p>Respect</p> 	<p>We use courtesy and sensitivity, respecting the individual's right to experience community, culture, and spirituality.</p>	<p>We are courteous, responsive, empathetic, and sensitive, respecting your right to experience community, culture, and spirituality.</p>
<p>Excellence</p> 	<p>We embody a culture of safety and wellbeing, nurturing and protecting all individuals, promoting continuous learning for self-improvement and quality of care.</p>	<p>We are patient, honest, reliable, embodying nurturing, safety, and wellbeing for you through promoting ongoing learning for self-improvement and quality of care.</p>

Values Audit	Methodology	Date
External Consultant	SurveyMonkey	Completed: August 2023
Continuous Improvement Committee	Collaboration with the Service Users Advisory Group	Due: August 2025

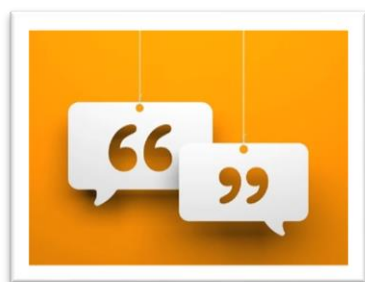
4.3. Shared Rights and Responsibilities – Working in Partnership

Shared Rights and Responsibilities	You can expect from Simply Helping	What is expected from you
<p>Access</p>	<ul style="list-style-type: none"> Timely access to the supports and services that will assist with your needs. Access to your service user information as per our policy. 	<ul style="list-style-type: none"> To be at home when our staff arrives at the arranged time. That you advise the Simply Helping office well in advance if you are unable to keep this arrangement.
<p>Safety</p>	<ul style="list-style-type: none"> To engage with competent, safe, quality, and professional supports that are appropriate to your needs. 	<ul style="list-style-type: none"> To advise our staff of anything that may impact on your or our staff's safety or comfort whilst engaging with supports (e.g., smoking, animals, etc). Advise carers of any changes that you notice in your medical condition or general health.
<p>Respect</p>	<ul style="list-style-type: none"> To be shown respect, dignity and consideration that is mindful of your culture, ethnicity, gender, 	<ul style="list-style-type: none"> Inform staff of any circumstances or considerations that they need

	beliefs, values, disabilities, personal needs, and any specific requirements.	<p>to be mindful of so they can respond to your needs.</p> <ul style="list-style-type: none"> • Treat all staff with respect and dignity. • Understand that aggressive, violent, or abusive behaviour will not be tolerated.
Communication	<ul style="list-style-type: none"> • To be informed in a clear, timely and open manner about services and support, and costs if relevant. • To be told the name, role and gender of the staff member who will be supporting you directly. 	<ul style="list-style-type: none"> • That you let us know if you do not understand and ask for more information. • Inform the staff if English is not your first language so that you can be given the option to access to an interpreter service if required.
Participation	<ul style="list-style-type: none"> • To be included in decisions and choices about your supports. • Be comfortable in asking another party (an advocate) to be involved in supporting you in decisions around the supports you engage with. 	<ul style="list-style-type: none"> • That you participate in your support planning, • Discuss your concerns or decisions with the staff supporting you. • Ask for more information about your supports if you are unsure.
Privacy and Confidentiality	<ul style="list-style-type: none"> • That privacy and confidentiality of all personal information provided is safely maintained. 	<ul style="list-style-type: none"> • That with your permission your health information may be shared with appropriate health providers.
Comment	<ul style="list-style-type: none"> • You have every right to express your opinions and concerns relating to all aspects of the supports you engage with, without fear of any adverse consequences. 	<ul style="list-style-type: none"> • Advise staff of any concerns about any aspect of the supports you engage with.
Advocacy	<ul style="list-style-type: none"> • We recognise the importance of ensuring that your right to use an advocate or representative of your choice is maintained. All Service Users and potential Service Users have the right to choose and involve an advocate, or other representative of their choice, to participate or act on their behalf at any time. 	<ul style="list-style-type: none"> • Advise staff if you require any further information on your rights to use an advocate and the options available to you.

Shared Rights and Responsibility Review	Methodology	Date
External Consultant	Consultant Overview	Completed: August 2023.
Continuous Improvement Committee	Collaboration with the Service Users Advisory Group	Due: August 2025.

5. Organisational Platforms for Inclusive Practice and Continuous Improvement



“Simply Helping staff are observant and flexible, and always open to exploring options together. All enquiries and requests are responded to in a timely and consistent manner, and they keep people informed and updated.”

Service User, Framework Co Creation Participant, 2023

Our Diversity and Inclusion Framework promotes strategies and platforms for inclusion and continuous learning and growth. The establishment of both the Continuous Improvement committee and the Service Users Advisory Group will inform Simply Helping’s service delivery and policies. It will promote inclusivity and diversity by practicing a person-centered approach, ensuring that the knowledge, ideas, and lived expertise of the Simply Helping community are heard, understood and included.

5.1. Simply Helping Continuous Improvement Committee

Who are we?	<p>The Simply Helping Continuous Improvement Committee is inclusive of diverse representation from Simply Helping service franchises across Australia, as well as various staff service roles.</p> <p>The Continuous Improvement Committee will also engage regularly with guest expertise.</p>
Scope	<p>The Simply Helping Continuous Improvement Committee will co-create solutions and provide recommendations to the National Office Leadership Team that are in alignment with the organisational values and will promote continuous learning, growth and improvement.</p> <p>This is inclusive of:</p> <ul style="list-style-type: none"> • Informing policy, processing feedback and audit results (including ACQSC, NDISQSC, and SHF quarterly reviews), and internal monthly audits within franchises.

	<ul style="list-style-type: none"> The Committee will take direction from the Diversity and Inclusion Mentors in creating platforms for inclusive practice, and opportunities that embrace diversity, with the shared aim of ensuring that the service is always learning and growing. The Committee will also coordinate and support the Simply Helping Service Users Advisory Group and appointing a Fair Facilitator. <p>Note: Policies to be regularly reviewed by the Continuous Improvement Committee relate to:</p> <ul style="list-style-type: none"> Recovery oriented practice and trauma informed care working alongside service users, families, carers and significant others. Diversity and Inclusion of cultures, ethnicity, gender, age, sexuality and disabilities. Professional Development of staff. Anti-discrimination policies.
Inclusive representation	<ul style="list-style-type: none"> National office management. Simply Helping staff. Franchisees. Service User Advisory Group representative. <p>Invited: Guest expertise. Quorum: Seven members minimum.</p>
Governance	<p>The Continuous Improvement Committee will have an elected Chair and a Secretary.</p> <p>The Chair and Secretary will report directly to the National office management team.</p>
Logistics	The committee will meet monthly online.

Committee established	Terms of reference
First meeting: August 2023 Supported by external consultant	Completed: Nov 2023
	Review due: Nov 2024

5.2. Simply Helping Service Users Advisory Group

Who are we?	Expressions of interest will be put out to all Simply Helping service users, families, carers and significant others.
Scope	The Service Users Advisory Group will co-create solutions and provide feedback to the Continuous Improvement Committee. e.g., service user feedback forms, policy review and development, as well as utilising their lived expertise to inform service decisions.

Representation	Service users x 8, families x 2, carers x 1, significant others x 1. Participants will be representative of diverse demographics, Lived Experience, skills and knowledge, as well as different geographical locations.
Governance	The Service Users Advisory Group will be coordinated by the Continuous Improvement Committee and meetings will be facilitated by an external Fair Facilitator, who will communicate directly with the chair of the Continuous Improvement Committee.
Logistics	Monthly meetings to initially to build the foundations and establish trust and rapport. Participants will be paid for their participation (as per the Simply Helping paid participation policy).

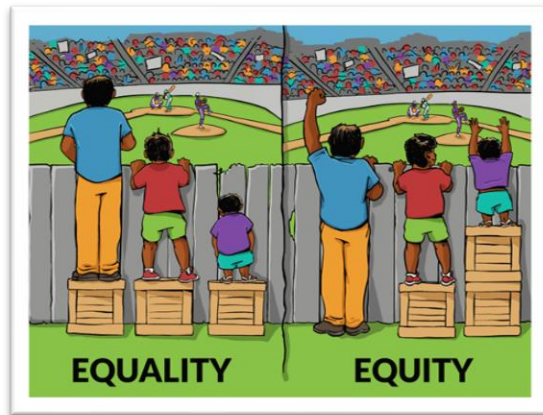
Advisory Group	Terms of reference
First meeting TBA in 2024: Establishment of the Service Users Advisory Group to be supported by the Continuous Improvement Committee and an appointed external Fair Facilitator.	To be co-created by the members of the Service Users Advisory Group, supported by the Fair Facilitator.

5.3. The role of a Fair Facilitator

The role of a Fair Facilitator is to ensure for equality of opportunities and the equity of inclusion. The Fair Facilitator guides and mentors the processes of participatory design from pre-collaboration to post-collaboration to ensure that the platform is always equal, safe and inclusive for all participants.

A Fair Facilitator intentionally bridges communication barriers and ensures that collaborative processes involving all individuals have integrity.

A Fair Facilitator supports:	<ul style="list-style-type: none"> • Meeting protocols. • Safety and trust. • Self-esteem. • Ability to find the words. • Communicating in different ways. • Cultural considerations. • Bridging language barriers. • Conflict resolution. • Advocacy to other parties.
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(Image: Interaction institute for Social Change)

Terms you may come across:

- **Equality:** The access to, and distribution of, a set of resources evenly across individuals.
- **Equity:** The access to, or distribution of, resources according to need.
- **Creating platforms of mutuality:** All stakeholders are equal and encouraged to share, understand, and learn from each other.
- **Strengths-based:** Everyone has personal strengths, skills, attributes, experiences, knowledge, potential and ideas to contribute.
- **Power-with:** Resources are shared. Services practice a power-with (not a power-over) approach to working alongside people.
- **Person-centred approach:** People are in the centre of the services they receive and the things that matter to them.

5.4. Promoting Cultural Competency: Diversity and Inclusion Mentors



“We support our staff by leading by example and embracing a culture of lifelong learning, ensuring for regular feedback, performance evaluations, and supervision opportunities to strengthen skills and knowledge.”

Member of the management team, Framework Co-Creation Participant, 2023

Who is a Diversity and Inclusion Mentor?

An appointed Simply Helping staff member who either personally identifies as belonging to a specific cultural and/or diverse community, or a staff member who is motivated and proactive in sourcing ethical opportunities to connect with a specific community by meaningfully engaging with services and agencies that represent that specific cultural and/or diverse communities.

What is the role of a Diversity and Inclusion Mentor?

The role of the Diversity and Inclusion Mentors will be to develop and maintain meaningful network connections with agencies and organisations that represent specific cultural and/or diverse communities, and to create opportunities for the learning and continuous improvement of the Simply Helping community. A Diversity and Inclusion Mentor ensures that the things that matter to diverse communities are represented in Simply Helping’s policies and service design.

Examples of cultural and/or diverse communities that a Diversity and Inclusion Mentor may represent include:

- LGBTQIA+ community.
- Aboriginal and Torres Strait Islander communities.
- CALD (Culturally and Linguistically Diverse) communities.
- Neuro-diverse communities.
- People who experience disabilities.
- Lived Experience (Peer) AOD and Mental Health communities.
- Diversity In aging communities.

Why are Diversity and Inclusion Mentors important?

Diversity and Inclusion Mentors actively promote socially-just practice and equality. Simply Helping recognises that trauma-informed services intentionally create opportunities to stay informed on evolving language, and to understand the strengths, challenges and barriers that can impact specific cultural and/or diverse communities to support and advocate for what matters to them. Diversity and Inclusion Mentors also source the resources and expertise required to inform ethical and sustainable employment opportunities at Simply Helping.

<p>Diversity and Inclusion mentors will:</p>	<ul style="list-style-type: none"> • Support franchises to build connections with local services and organisations that are representative of specific communities. • Source information, resources and training opportunities (e.g. cultural competency, trauma informed care, recovery-oriented practice, guest speakers). • Stay updated on current issues, evolving language, etc of specific communities. • Share relevant articles and links in Simply Helping's Monthly Newsletter • Research and share of any relevant information on specific communities that may help to inform the Continuous Improvement Committee in a timely way. • Represent Simply Helping at cultural and/or diverse community events.
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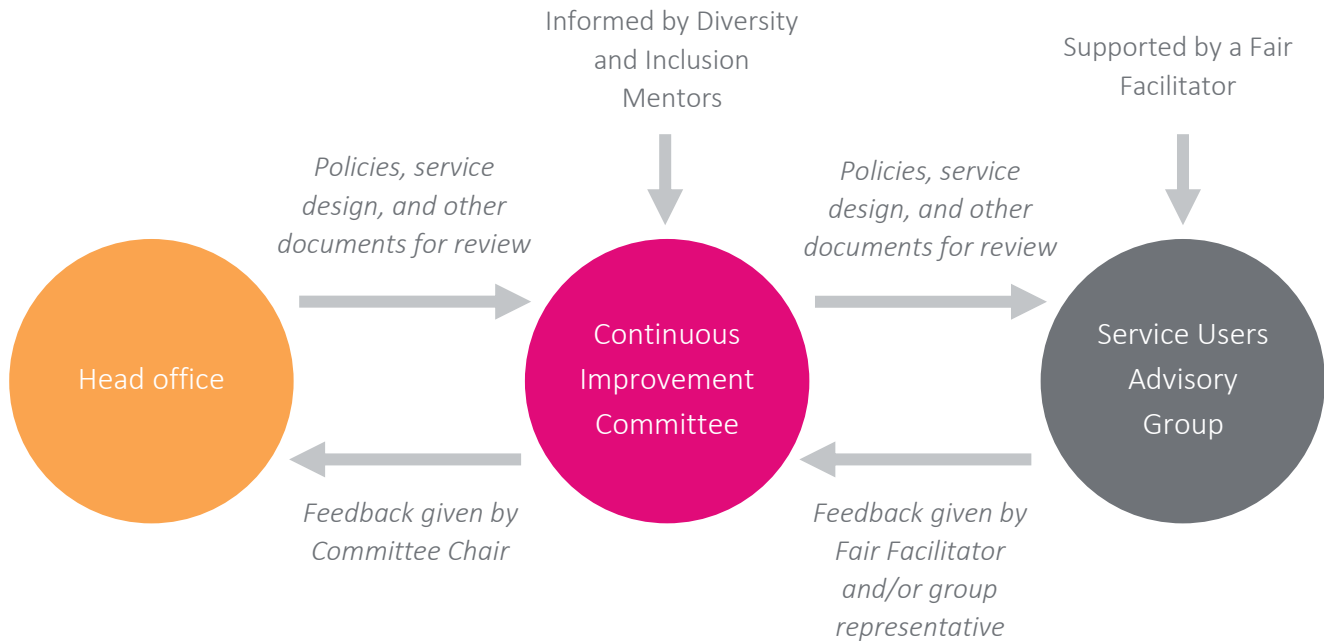


(Image: Brookes Publishing Co)

Terms you may come across:

- **Social capital:** Mobilising networks, reciprocal relationships, diversity, assets, culture, and active citizenship.
- **Disruptive innovators:** Intentional introduction of new ideas that may challenge the status quo and advocacy for positive change.

5.5. Communication Pathways



6. Organisational Readiness for a Lived Experience (Peer) Workforce



“Connection is about responsiveness, flexibility and chatting about the everyday things. Connection is made through knowing an individual’s interests and building mutual respect.”

Staff Member, Framework Co Creation Participant, 2023

At Simply Helping we value authentic connections, and we recognise the unique and important contribution that Lived Experience expertise brings to service design and facilitation. Simply Helping will explore the organisational readiness necessary to introduce a designated Lived Experience (Peer) workforce in accordance with the National Lived Experience (Peer) Workforce Development Guidelines (Figure 3). Simply Helping aims to engage consultants to help guide the process of creating and supporting designated Lived Experience (Peer) roles in the future.

The National Lived Experience (Peer) Workforce Development Guidelines highlight the evidence-based benefits of introducing a Lived Experience (Peer) workforce, such as:

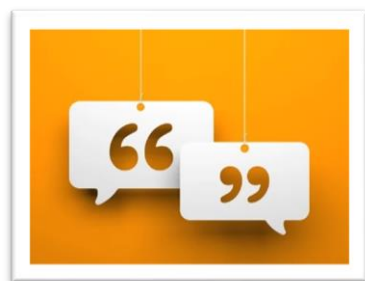
- Meaningful inclusion of Lived Expertise
- Lived Experience (Peer) workers are agents of hope and optimism for recovery.

- Promotes equity, social justice, inclusivity and diversity.
- Supporting positive change.
- Lived Experience (Peer) workers challenge discrimination and prejudice.
- Evidenced-based to achieve greater recovery outcomes for service users.



Figure 3. National Mental Health Commission: National Lived Experience (Peer) Workforce Development Guidelines, p. 8.

7. Tasks and Timelines



“Respect is about treating others like you would like to be treated – by regularly touching base, actively listening and being empathetic.”

Service User, Framework Co Creation Participant, 2023

7.1. Continuous Improvement Committee

Year	Tasks	Completed?
2023	<ul style="list-style-type: none"> • Establish Committee. • Nominate Chair and Secretary. • Co-create Terms of Reference. • Complete online Trauma Informed Care Training. • Approve the Diversity and Inclusion Framework. 	
2024	<ul style="list-style-type: none"> • Commence the development of the Service Users Advisory Group in collaboration with the Fair Facilitator, to include: 	

	<ul style="list-style-type: none"> ○ Co-create the skills, knowledge, and diversity criteria matrix for applicants. ○ Co-create an Expression of Interest (EOI) flyer, to be distributed in January. ○ Nominate Service Users Advisory Group participants. ● Establish Service Users Advisory Group in collaboration with the Fair Facilitator. ● Co-create EOI in collaboration with the Fair Facilitator for 2 x Diversity and Inclusion Mentors. ● Select 2 x Diversity and Inclusion Mentors (note: additional Mentors may be appointed at a later date). ● Participate in online training on one or all of the following (source and engage): <ul style="list-style-type: none"> ○ LGBTIQIA+ communities. ○ Aboriginal and Torres Strait Islander communities. ○ Neuro-diverse Communities. 	
2025	<ul style="list-style-type: none"> ● Review: Continuous Improvement Committee Terms of Reference. ● Co-create: Simply Helping's Diversity and Inclusion Policy in collaboration with the Service Users Advisory Group (supported by the Fair Facilitator). ● Training: Understanding the Lived Experience (Peer) workforces (source and engage). ● Engage with a Lived Experience (Peer) consultant regarding the organisational readiness required to establish Lived Experience (Peer) designated roles at Simply Helping. ● Review Simply Helping Values and Rights and Responsibilities in collaboration with the Service Users Advisory Group and the Fair Facilitator. 	

7.2. Service Users Advisory Group

Year	Tasks	Completed?
2024	<ul style="list-style-type: none"> ● Co-create a <i>working together</i> plan in collaboration with the Fair Facilitator. ● Co-create a Service Users Advisory Group Terms of Reference in collaboration with the Fair Facilitator. ● Participate in online training on one or all of the following (source and engage): <ul style="list-style-type: none"> ○ LGBTIQIA+ communities. ○ Aboriginal and Torres Strait Islander communities. ○ Neuro-diverse communities. 	

	<ul style="list-style-type: none">• Co-create a Simply Helping service users feedback and suggestions form in collaboration with the Fair Facilitator.	
2025	<ul style="list-style-type: none">• Co-create: Simply Helping's Diversity and Inclusion Policy in collaboration with Continuous Improvement Committee (supported by the Fair Facilitator).• Review and co-create a new service users induction pack in collaboration with the Fair Facilitator.	

8. Helpful Resources



“We have a fairness-first mindset, we communicate honestly and objectively, and we make sure that we listen well.”

Staff Member, Framework Co Creation Participant, 2023

Language:

National Center for Cultural Competence. (2006). *Cultural and Linguistic Competence Policy Assessment*. Georgetown University. <https://nccc.georgetown.edu/assessments/clcpa.php>

Lived Experience (Peer) Workforces:

National Mental Health Commission. (2021). *National Lived Experience (Peer) Workforce Development Guidelines*. Australian Government. <https://www.mentalhealthcommission.gov.au/lived-experience/lived-experience-workforces/peer-experience-workforce-guidelines>

Peer Work Hub. (2016). *Employer’s Guide to Implementing a Peer Workforce*. <https://www.nswmentalhealthcommission.com.au/sites/default/files/2021-05/Toolkit.pdf>

Trauma Informed Practices:

Blue Knot Foundation. (2020). *Organisational Guidelines for Trauma-Informed Service Delivery*. <https://professionals.blueknot.org.au/resources/publications/organisational-guidelines-for-trauma-informed-service-delivery/>

Emerging Minds. (2023). *In focus: Trauma-informed care*. <https://emergingminds.com.au/resources/in-focus-trauma-informed-care/>

Mental Health Coordinating Council. (2023). *Trauma-informed Care and Practice Organisational Toolkit (TICPOT)*. <https://mhcc.org.au/resource/ticpot-stage-1-2-3/>

Co-Design:

Burkett, I. (2017). *An Introduction to Co-design*. <http://ingridburkett.com/wp-content/uploads/2017/09/Introduction-to-Codesign-2.pdf>

Empathize@IT. (2019). *Design Thinking models – Stanford d.school*. <https://empathizeit.com/design-thinking-models-stanford-d-school/>

Ola-Ora. (2017). *Co-design*. The University of Auckland. <https://olaora.auckland.ac.nz/co-design>

Social Justice:

Case, K. A., Iuzzini, J. & Hopkins, M. (2012). *Systems of Privilege: Intersections, Awareness and Applications*. *Journal of Social Issues*, 68, 1-10. <https://spssi.onlinelibrary.wiley.com/doi/10.1111/j.1540-4560.2011.01732.x>

O’Leary, J., Russell, G. and Tilly, Jo. (2015). *Building Inclusion: An evidence-based model of inclusive leadership*. Diversity Council of Australia. <https://www.dca.org.au/research/building-inclusion-evidence-based-model-inclusive-leadership>

Multicultural:

Embrace Multicultural Mental Health. (2023). The Framework for Mental Health in Multicultural Australia: Towards culturally inclusive service delivery. <https://embracementalhealth.org.au/service-providers/framework-landing>

National Center for Cultural Competence. (2006). *Cultural and Linguistic Competence Policy Assessment*. Georgetown University. <https://nccc.georgetown.edu/assessments/clcpa.php>

Treanery, B., Franklin H. & Paradies Y. (2012). *Preventing race-based discrimination and supporting cultural diversity in the workplace: an evidence review: full report*. Victorian Health Promotion Foundation, Melbourne, Australia. <http://hdl.handle.net/10536/DRO/DU:30058483>

LGBTQIA+ Communities:

Australian Workplace Equality Index. (2015). *Welcome to the Australian Workplace Equality Index*. www.pid-awei.com.au

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