Terms of Reference examples
Supplement to the Employee Resource Group fact sheets

Terms of Reference examples

This document is a **supplementary resource** to the following sets of Employee Resource Group (ERG) fact sheets:

1. ERG fact sheets for Diversity and Inclusion (D&I) practitioners and
2. ERG fact sheets for employees

Sector feedback revealed that further guidance may be needed on a key governance document known as the Terms of Reference (ToR).

Several sector contacts agreed to share their Terms of Reference documents as an annexure to the fact sheets.

We would like to extend a special thanks to our colleagues below for their generosity in sharing these valuable resources for the benefit of the sector.

- Kathryn Tidd – on behalf of DENConnect
- Donna Fox – on behalf of Pride in NSW
- Jason Whitty – on behalf of Transport for NSW

The following examples are for general guidance only. All ToRs should be crafted with the specific needs of each ERG in mind.

Terms of Reference documents in this PDF pack	
Example 1	DENConnect
Example 2	Pride in NSW (draft)
Example 3	Transport for NSW ToR example (draft)

Please retain attribution if you forward or share these resources.

Department of Customer Service & NSW Government

Terms of Reference

DENconnect

12 April 2024

Acknowledgement of Country

The NSW Government and DENconnect acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this document.

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

More information

DENconnect is a sector-wide network which operates out of Dept. Customer Service (DCS). Its members and committee are not necessarily aligned to one department.

Contents

1
Introduction

1.1   Introduction

DENconnect is a hub for all existing NSW Government Disability Employee Resource Groups (ERGs) or Disability Employee Networks (DENs) to connect. Through DENconnect a sector-wide alignment of strategies and discussions support the move towards positive outcomes for employees and customers with disability.

The DENconnect Terms of Reference (TOR) document outlines the established governance and operating principals followed by all DENconnect committee members.

Although sector wide, DENconnect operates under the Principal Department of the Department of Customer Service (DCS) and is therefore subject to any policies and requirements established by DCS, it is a community created and dedicated to better outcomes and best practice across all NSW government.

1.2   Purpose of Disability Employee Networks and DENconnect

- Disability Employee Networks (DENs) and other resource groups are active and open to people working in the public sector who have disability or who want to be a champion for disability awareness and support. DENs are a place where employees can feel safe to identify and discuss their disability, share knowledge, raise awareness, and champion inclusive change.

- Open to all employees across the NSW public sector, DENconnect aims to provide a safe, open space to share updates on disability focused activities, networks and initiative's being developed at an agency level. By connecting employees with disability to each other, a collective shift can be made towards a greater culture of inclusion across the public sector. The different departmental DENs across the sector come together through DENconnect.

- DENconnect is proud to be building an inclusive culture where people with disability, their colleagues, and allies, support each other to build strong successful careers and showcase how diversity connects us to the communities we serve. It is a safe, open, and accessible community to meet, share stories and celebrate different capabilities.

The primary objective of DENconnect is to:

Provide an accessible, safe and engaged space where employees with disability, their ally's and champions can all meet and advocate for an accessible and inclusive NSW Government not only for its customers but for employees with disability, executives, and Ministers.

1.3   DENconnect Charter

- ✓ Aligned to Social Model of Disability, accessible and inclusive language, technology, and behaviour is how we will grow in knowledge and foster a safe, respectful online community and workforce.

    Members of DENconnect align to the Social Model of Disability and promote the use of accessible language and behaviours by always discussing what accessibility is and role modelling its use at meetings, gatherings, or forums.

    By being invested in accessibility everyone can advocate for assistive and adaptive technologies to create a strong inclusive workforce, where everyone can express their ideas, stories, and ambitions.

- ✓ We will remind each other to always consider the different experiences and perspectives we have due to location.

When we join DENconnect we commit to considering the differences we bring due to the various places and locations we join from. This could include regional, rural, or metro locations, those on or off country, or the diversity of workplace types e.g. an office, out in the field, or health and education settings.

We will participate in authentic collaboration to develop meaningful networks who will support us in personal growth and career progression.

✓ We will build and support each other via networks formed in DENconnect. We will actively support career progression or development opportunities for our colleagues with disability and talk about how we can achieve thriving careers in the NSW public sector.

2

Terms of Reference

2.1   Structure

2.1.1   Roles within the DENconnect Committee

The DENconnect committee is made up of the following eight roles:

- Co-Executive Sponsor
- Co-Chairs
- Co Secretary's
- Treasurer
- Comms Lead
- Events Lead
- Member Inclusion Lead
- Co-Advisory Leads

Committee Members, and any member role, is open to all NSW government employees who identify as having disability, or as an ally or champion for people with disability. They are responsible for:

- ✓ The election of DENconnect committee members through the following process:
- ✓ a minimum of seven DENconnect community members need to vote.
- ✓ election is by majority of members who vote.
- ✓ Voting occurs at the Annual General Meeting held each year in January.
- ✓ A committee members term is up to two years from date of election.
- ✓ Committee members may nominate for more than one term.
- ✓ Committee members can resign their position mid-term. This is done in writing to the Co-Chairs.

  NB: Out of session voting for any vacated position can happen outside the AGM (Annual General Meeting). This is managed by a formal voting process by the elected DENconnect committee. Voting needs to open, transparent and inclusive.

  The newly elected member will only sit the term in the cycle of the annual AGM i.e. if elected in August will need to renominate for AGM within 2-year cycle

Elected committee members can be removed from their roles if they are not regularly contributing or abiding by this TOR or the DENconnect Charter.

DENconnect committee members should be people with disability (not mandatory). At least one DENconnect Co-Chair must be a person with disability.

See **Appendix 1** for descriptions of each role.

2.1.2   Governance structure
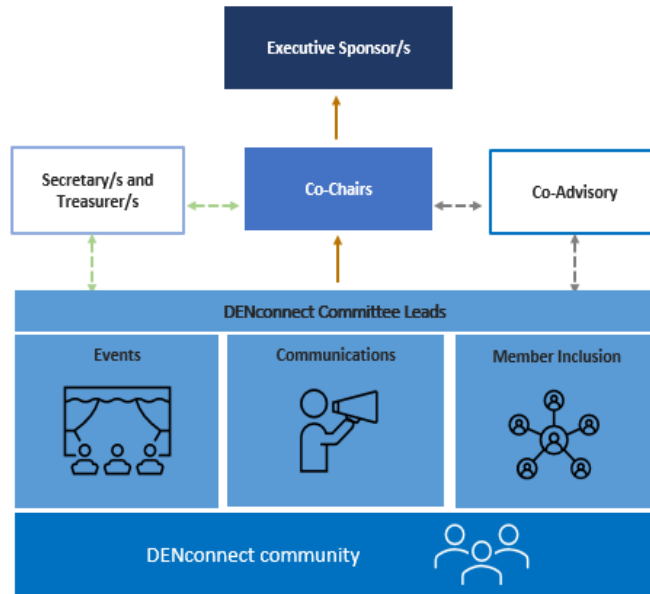
Overview of roles and responsibilities within the DENconnect committee and community:

Executive Sponsor/s: Endorse all Action Plans, Expenditure, Budgets and Reporting for all DENconnect.

Co-Chairs: Endorse and responsible for development and delivery of Action Plans, Expenditure, Budgets and Reporting for DENconnect committee.

Secretaries: Manages the running of all DENconnect meetings and facilitates and supports other committee role activities.

Treasurer: Manages all financial reporting and management of budgets and expenditure.

Advisory: Provides feedback and expert advice on matters relevant to DENconnect and employees with disability employed in NSW Government.

Committee Leads: Responsible for the remit and any sub-committee form.

Community: Align to the DENconnect Charter and contribute.

DENconnect community: opt in members who chose to attend community meetings, events and contribute to a safe inclusive community which aims to contribute to positive outcomes for the disability employee networks across NSW Government

2.1.3   Decision making

All DENconnect decision making must be accessible, inclusive, and transparent. It will always be a consultative process and will have improved outcomes for NSW government employees with disability as the purpose. This includes discussions held in committee meetings

When DENconnect are invited to review or approve a decision, policy, statement or other significant document, that approval will be granted by a min. three (3) members of the DENconnect committee and must include one Chair. Out of session voting for position holders must be with a quorom at session when voting is occuring. Commiteee members should be given an opportunity to consider nominations prior and logged a vote if not able to attend voting session.

Where DENconnect needs to authorise spending, the request will be approved by the Treasurer and at least one Chair. The DENconnect Governance process and NSW Government procurement process listed in

Appendix 2: Governance must be followed.

Treasurer prepares annual financial statements at end of the financial year to be reviewed by DENconnect committee. A financial report is delivered in a FY cycle (as is budget allocation). The also given at the AGM held in the first month of each calendar year.

All DENconnect representations, meetings and engagement activities should be done by DENconnect Chairs on behalf of the community. This does not include activities relevant to each committee leads roles and responsibilities aligned to the delivery of the Annual Action Plan.

Each Committee Lead is reponsible for bringing all decisions or issues to the DENconnect committee for consideration. Best practice is to make collaborative decisions with DENconnect community memebrs, where possible.

2.1.4   Representing DENconnect

As DENconnect committee members we are responsible for representing the sector-wide DEN community and aligning to the DENconnect Charter with every interaction.

All DENconnect representations, meetings and engagement activities should be done by DENconnect Chairs on behalf of the community. This does not include activities relevant a committee leads roles and responsibilities.

All potential representations should be discussed at committee meetings to ensure it aligns with core objectives of DENconnect, the DENconnect Charter and the Action Plan.

If a committee member is representing DENconnect in any activity or engagement, they should be clear that they are and in some way record conversation for reporting purposes.

2.2   Engagement

2.2.1   DENconnect committee meetings

The Committee meets once per month and always prior to the DENconnect Monthly online gathering.

All meetings are inclusive, and any adjustments required by committee members should be discussed and provided by Secretary prior to commencing the meeting.

The meeting agenda is drafted by the Secretary, endorsed by the Chair/s, and distributed by the Secretary to the relevant members at least one day ahead of the scheduled meeting. A copy of all agendas and minutes will be available to all DENconnect members DENconnect SharePoint.

2.2.2   Access and Inclusion

All meetings must ensure any adjustments requested have been provided to all participants. This includes DENconnect monthly gatherings with all members. To ensure access and inclusion is paramount, DENconnect will respect and comply with the following:

- ✓ DENconnect will not commence a meeting unless all participants can equally participate.
- ✓ Any DENconnect hosted events must be planned using the Toolkit for Accessible and Inclusive-Events (nsw.gov.au).
- ✓ All documents created for DENconnect meetings must be reviewed and released in an accessible format 2 days prior to the meeting.
- ✓ All online meeting platforms must be accessible. The preferred platform is Microsoft Teams: accessibility features built into Microsoft Teams.
- ✓ All access and inclusion expenses are managed, where applicable, though the DENconnect annual allocated budget.

2.2.3   Annual Action plan

DENconnect committee in collaboration with all members will produce an annual action plan.

This plan will be endorsed by the governance structure and will have supporting roles and responsibilities including leads from within DENconnect committee e.g., Events Lead and the Communications lead.

The DENconnect Chairs will lead the development of the DENconnect Annual Action Plan. The planning will consider the guidelines of sector-wide Disability Inclusion Action Plans (DIAP) which support government departments to "*remove barriers to access to government information services and employment as we also foster the promotion of the rights of the people with disability.*"

See more information on DIAP here: Disability Inclusion Action Plans | Communities and Justice (nsw.gov.au).

The DENconnect Action Plan will be produced for implementation by 30 June each year. The DENconnect annual budget will align to the Action Plan as per the Financial Year cycle.

3

Financial information

3.1 DENconnect annual budget

Annual budget allocation is at the discretion of the Executive Sponsors and operates as per the Financial Year (FY). The DENconnect Chairs are responsible for securing an Annual budget for DENconnect, with the support of the DENconnect committee members.

This is achieved in consultation with Executive Sponsor and forecasted costs for the years ahead. The Chairs are also responsible for all budgetary allocation which aligns with DENconnect outcomes and objectives details din the Annual Action Plan.

The DENconnect Treasurer assists the Chairs by providing clear, accessible, and inclusive budget tracking and reporting throughout the FY.

4 Appendices

4.1 Appendix A - Roles and Responsibilities

Committee Roles:

- Co-Executive Sponsor
- Co-Chairs
- Secretary s
- Treasurer
- Comms Lead
- Events Lead
- Member Inclusion Lead
- Co-Advisory Leads

4.1.1   Executive Sponsor

Primary purpose of the role

The Executive Sponsor is a key position within DENconnect. The Executive Sponsor is responsible for:

- Assisting to the vision in line with best practice and to align with relevant Government priorities and strategies.
- Approving Annual Action Plan and Budget,
- Liaise with DENconnect Chairs and ensure the network is aligned around mission, operations, and delivery.
- Preferred Exec. Sponsors will be put forward by the DENconnect community when a new Exec. Sponsor requires appointment.
- The Executive Sponsor term is determined by the Exec. Sponsor.
- An Exec Sponsor **must** provide the Chairs with 6 weeks' notice in writing of their intention to step down and vacate their position.

Co-Executive Sponsors are preferred and selecting Executive Sponsor with disability is encouraged.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Deep and diverse sector-wide knowledge
- Related strategic process knowledge.
- Advanced strategic planning and project management skills
- Change Management skills and capabilities.
- Organisational and political awareness
- Work collaboratively with other executive sponsors.

Time Commitment

1 – 2 hours each quarter

4.1.2   Co-Chair

Primary purpose of the role

The Chair is a key position within DENconnect. A sector-wide activist, the Chair/s lead delivery of DENconnect action plans each year. Responsible for strategic development, coordination and deliverable activities, initiatives and partnerships, the role is focused on inspiring and enrolling members and Executive Sponsors in the vision, mission, and priorities. The role requires a level of reporting and will provide a huge leadership opportunity.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Ability to build a passionate and purposeful committee and group of members by facilitating inclusion and respecting intersectionality.
- Strategic planning skills (responsible for delivery of DENconnect Annual Action Plan)
- Strong communications skills (written and verbal)
- Comprehensive understanding of Diversity & Inclusion mission, vision, and strategic imperatives
- Ability to engage and build relationships with DENconnect members and key stakeholders across Government, including Senior Executives and Diversity and Inclusion leaders.
- Knowledge of relevant Disability legislation and Policies i.e. <u>Disability Inclusion Act 2014</u> and <u>NSW Disability Plan Inclusion Plan 2021-2025</u>
- If co-Chairs appointed, one Chair **must** be a person with disability.

Time commitment

Time commitment ranges but averages at about 10 to 12 hours per month, including meetings. Time commitment ranges but averages at about 10 to 12 hours per month, including meetings. Tenure is minimum 1 year, ideally 2

Chairs may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.1.3   Secretary

Primary purpose of the role

The Secretary is a significant role of any committee. They are the person/people who assist the workings of the committee in their individual and group functional roles. They are responsible for the management of the process and working of the meetings and communications channels

The Secretary will liaise with the Chair/s - and often the other committee members - to put together the agenda, which will guide the meetings efficiently and effectively. They will need to send any required documents to participating members before the meeting to ensure equitable participation by everyone.

Key accountabilities

- Commitment to the DENconnect Charter

- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality.
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas.
- Creative, resourceful, tenacious team player
- Baseline knowledge of MS Teams, MS Outlook, and other administrative tools including M365.
- Commitment to utilising available technology and resources to develop the capacity of the DENconnect membership and committee across the Public Service Sector
- Advanced organisational/time management skills
- Ensure meetings are organised and minuted with actionable items recorded. These should be reviewed and once approved for publication, distributed/made available to committee and members.
- Maintain administration, records and governance requirements including diary and file management for meetings.
- Assist in function of member list for communications.
- Assist in facilitation of and display ongoing commitment to maintaining accessibility of all meetings.
- People with disability are strongly encouraged to apply.

Time commitment

Time commitment ranges, but averages at about 8-10 hours per month for the role, including meetings. Tenure is minimum 1 year, ideally 2.

The Secretary may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter

4.1.4   Treasurer

Primary purpose of the role

The role of the Treasurer is to oversee and maintain the financial records, whilst ensuring the committee understands the financial position of DENconnect. The Treasurer works in partnership with the Chair/s to ensure the annual (FY) budgets income and expenditure are compliant.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality.

- Creative, resourceful, tenacious team player
- Working knowledge of finance and accounting principles within NSW Government delegations, procurement framework and record keeping policies.
- Responsible for keeping up to date records and an audit trail for all approved transactions.
- Planning and keeping track of the DENconnect budget ensuring proper records are kept.
- Report monthly to Committee members
- Developing end of year financial report to be included in annual AGM.
- People with disability are strongly encouraged to apply.

Time commitment

Time commitment ranges, but averages at about 2-4 hours per month, including meetings. Tenure is minimum 1 year, ideally 2.

Treasurer may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.1.5 Communications Lead

Primary purpose of the role

The role of the Communications lead is to provide comms support and assist in promoting DENconnect to the wider NSW Public Service. Their main tasks include providing communications for events, publicity support and social media promotions.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality.
- Creative, resourceful, tenacious team player
- Able to develop high level strategic comms plans.
- Writing comms as needed for meetings and events, including promotion of the activities DENconnect are participating in through different mediums as appropriate.
- Good knowledge of Communications strategies, channels, and requirements
- People with disability are strongly encouraged to apply.

Time commitment

Time commitment ranges, but averages at about 2-4 hours per month, including meetings. Tenure is minimum 1 year, ideally 2.

Comms Lead may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of

commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.1.6   Events Lead

Primary purpose of the role

The Events Lead will be required to provide a range of social events and an annual Whole of Government event to showcase and promote the significant contribution of people with disability in the public sector.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality. Creative, resourceful, tenacious team player
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas.
- Program and organise a calendar of events that align with disability annual events such as International Day of People with Disability and Global Accessibility Awareness Day.
- Work with the Treasurer to make sure the event is within allowable budget.
- Work with Member Inclusion Lead and Communications lead to achieve effective communication and awareness of events
- Baseline knowledge of Event planning and management
- People with disability are strongly encouraged to apply.

Time commitment

Time commitment ranges, but averages at about 2-4 hours per month, including meetings (this will increase in the lead up to any event delivery). Tenure is minimum 1 year, ideally 2

Events Lead may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.1.7   Members Inclusion Lead

Primary purpose of the role

Responsible for creating respectful, psychologically safe, dignified, inclusive spaces so people who choose to join DENconnect can equally participate in meetings, events and achieve the full benefits of membership. They also aim to increase membership across the sector.

Key accountabilities

- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality.

- Creative, resourceful, tenacious team player
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas.
- Coordinate and facilitate MS Teams spaces which allow for inclusive communication and social interaction. This will additionally require cross departmental accessibility
- Be a contact and liaison person for all DENconnect members.
- Baseline knowledge of workplace adjustments and how to respectfully create psychologically safe, dignified, inclusive practices so people with disability can equally participate in meetings, events, and other related spaces.
- People with disability are strongly encouraged to apply.

Time commitment

Time commitment ranges, but averages at about 2-4 hours per month, including meetings. Tenure is minimum 1 year, ideally 2

Member Inclusion lead may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.1.8   Co-Advisory Leads x 2-3 positions

Primary purpose of the role

Responsible for providing advice on current matters which impact people with disability in the NSW government. An interest and ability to understand information, data, policy, and legislation relevant to diverse disability inclusion matters which impact the NSW Public Sector and convert to plain English for the purposes of access and inclusion. The Co-position holders should be prepared for open collaboration. They should have the ability to respond to technical information with often short deadlines.

Key accountabilities

- Both positions holders must be current NSW government employees with disability
- Commitment to the DENconnect Charter
- Commitment to NSW government disability inclusion including employment, career progression, workplace adjustments, accessible procurement, and accessible workplaces, including culture.
- Ability to contribute as a passionate and purposeful committee member by promoting inclusion and respecting intersectionality.
- Creative, resourceful, tenacious team player
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas. Have an interest in disability inclusion data, information, current affairs, legislation, and policy.
- Be a contact and liaison person for all DENconnect members.
- Baseline knowledge of workplace adjustments and how to respectfully create psychologically safe, dignified, inclusive practices so people with disability can equally participate in meetings, events, and other related spaces.

Time commitment

Time commitment ranges, but averages at about 2-4 hours per month, including meetings. Tenure is minimum 1 year, ideally 2

Advisory Leads may voluntarily vacate their position if conditions change, and they feel they can no longer fulfil the role responsibilities. They should give 3 weeks' notice in writing. They can also be asked to vacate their role by DENconnect Co-Chairs if they are seen to be showing a lack of commitment to meeting attendance, the prescribed Role Description, this ToR or the DENconnect charter.

4.2 Appendix B - Governance, Policies and Definitions

4.2.1 Procurement

The NSW Procurement Policy Framework sets out the policy and operating framework for the NSW public sector procurement system and provides a single source of guidance on the rules for procurement. The fundamental objective of the Framework is to ensure that government procurement activities achieve best value for money in supporting the delivery of government services.[1]:

DENconnect commits to the Procurement Policy Framework through the following steps:

1. Getting 1-3 quote for services according to DCS Procurement policy (under 30K minimum 1 quote and 30K – 150K minimum 3 quotes).

2. Email the quote(s) to Chair/s to obtain approval and Treasurer to record quotes on secure SharePoint location and budget expenditure spreadsheet and

3. Once approved, engagement can be made with selected service provider.

4.2.2 Governance structure

Governance Roles & Responsibilities

Executive Sponsor/s: Endorse all Action Plans, Expenditure, Budgets and Reporting for all DENconnect
Co-Chairs: Endorse and responsible for development and delivery of Action Plans, Expenditure, Budgets and Reporting for DENconnect committee
**Secretary:** Manages the running of all DENconnect meetings and calendar of activities
Treasurer: Manages all financial reporting and management of budgets and expenditure
Advisory: Provides feedback and expert advice on matters relevant to DENconnect and employees with disability employed in NSW Government
Committee Leads: Responsible for the remit and any sub-committee form
Community: Align to the DENconnect Charter and contribute
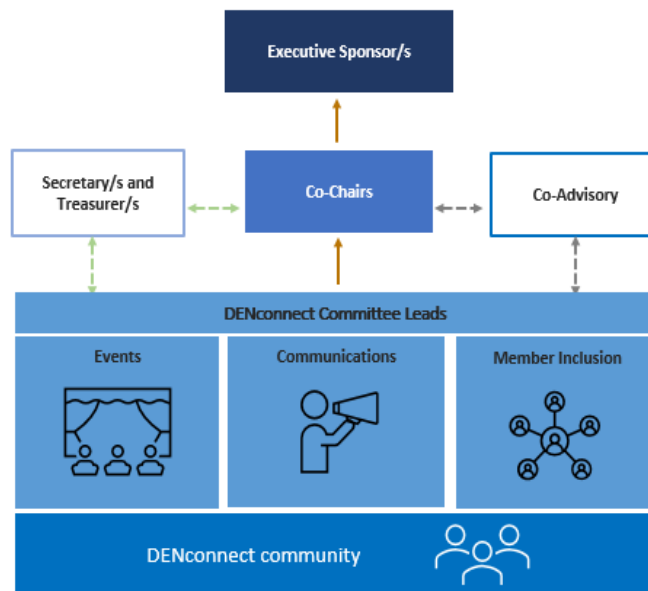
4.2.3 Social model of disability: definition

The social model of disability says that people are disabled by barriers in society, such as buildings not having a ramp or accessible toilets, or people's attitudes, like assuming people with disability can't do certain things.

The medical model of disability says people are disabled by their impairments or differences and looks at what is 'wrong' with the person, not what the person needs. We believe that the medical model of disability creates low expectations and leads to people losing independence, choice, and control in their lives. The social model helps us recognise barriers that make life harder for people with disability. Removing these barriers creates equality and offers people with disability more independence, choice, and control". [2]

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[1] NSW Government Procurement Policy Framework: NSW Government Procurement Policy Framework | NSW Treasury

[2] Social model of disability – Australian Federation of Disability Organisations (ADFO) https://www.afdo.org.au/social-model-of-disability/

5

Document controls

5.1   Document ratification and review

Ratified

Date	Chair	Signature
13.4.2024	Kathryn Tidd	
14.4.2024	Jodie Hoger	

Review Dates:

- This document will be reviewed 1 week prior to the DENconnect Annual General Meeting (AGM) held each year in January.
- It may be reviewed earlier in response to post-implementation feedback from DENconnect community.

END OF DOCUMENT

Terms of Reference for Pride in NSW Rainbow Leads Forum 2024-2025

NSW
GOVERNMENT

Enabling a world class
public service

Contents

Terms of Reference

1. Purpose

The Pride in NSW network is facilitated by the Public Service Commission to connect existing pride networks in the NSW public sector. The establishment of the Pride in NSW Rainbow Leads forum is a key action in the Public Service's Commission's (PSC) Belonging and Inclusion Strategy. The Rainbow Leads forum brings together the of network leaders and diversity and inclusion professionals from across the sector. Rainbow Leads will provide lived experience and strategic guidance on LGBTIQ+ inclusion for PSC policies and programs. Rainbow Leads will also share best practice, resources, and strategies to support each other with LGBTIQ+ inclusion across their workforces.

Applying an LGBTIQ+ lens, the Rainbow Leads will identify priority issues and opportunities to improve innovative and responsive approaches to workplace inclusion. This will contribute to PSC policy and program development as a valuable source of insight to influence sector-wide approaches to inclusion.

2. Membership

2.1 Composition of the Rainbow Leads Forum

Rainbow Leads are NSW public sector employees from across NSW government portfolios who represent Pride/Rainbow Employee Reference Groups for their Department or Agency. If a Department or Agency does not have a Pride/Rainbow Employee Reference Group, HR or D&I leads are welcome to nominate to become members.

2.2 Roles and responsibilities

Position	Role and responsibilities
Chair Principal Advisor, Workforce Inclusion and Experience branch (WIE), PSC	• Determine meeting agendas • Chair meetings and promote participation • Report progress and issues to the Director WIE, as appropriate
Rainbow Leads	• Read all meeting papers and agenda items and actively contribute to discussion

	• Provide any agenda items at least 1 week before the meeting • Consult with the LGBTIQ+ employee network in their department or agency and represent these views to the Forum, as required • Contribute content to the bi-monthly Pride in NSW newsletter to help raise awareness of their network • Provide feedback to PSC and share information with their network as appropriate • Participate in sub-groups, as appropriate

2.3 Selection

Rainbow Leads are appointed by their department or agency. Each department or agency is responsible for keeping PSC informed of its Rainbow Leads by email at prideinnsw@psc.nsw.gov.au

2.4 Removal from the Rainbow Leads Forum

The Chair may remove a member from the Rainbow Leads forum, including for the following reasons:
• inappropriate conduct
• breach of the Code of Ethics and Conduct
• conflict of interest that cannot be resolved
• serious disagreement with other members that cannot be resolved
• the member no longer meets the membership criteria.

The Chair will write to the member advising them of the intention to remove them from the Rainbow Leads forum and provide them with an opportunity to respond before a final decision is made.

3. Sub-committees/working groups

At the sole discretion of the Chair, the PSC may convene working groups or sub-committees from time to time to oversee specific projects or bodies of work that may arise from the work of the Rainbow Leads forum.

These groups may include members from outside the Rainbow Leads forum who have relevant experience.

4. Meetings

4.1 Cadence and frequency

The PSC will schedule hybrid, in-person, and virtual meetings for inclusive participation.

Formalised meetings will take place monthly for 1 hour or as required.

Accessibility is a priority, and the PSC will ensure reasonable adjustments are made and assistance is made available to support all members. Members can contact PSC HR on 02 9272 6000 or PSC_HR@psc.nsw.gov.au to discuss their needs.

4.2 Documents

The PSC will:
- draft the meeting agenda
- issue any meeting materials at least one week prior to the meeting
- maintain and follow up on an action register
- circulate Chair approved out of session papers, which will be recorded in the next scheduled meeting minutes
- produce papers in accessible formats and circulate at least one week prior to the meeting date, unless a later date is agreed to by the Chair
- circulate meeting minutes no later than 14 days after a meeting
- maintain records in accordance with applicable legislation.

4.3 Attendance

Observers and guest speakers may be invited to meetings at the discretion of the Chair.

Where a Rainbow Lead is sick or faces unforeseen circumstances that limits their attendance, the PSC supports virtual attendance (if possible), and will provide the minutes to all Rainbow Leads as soon as practicable if they are absent.

4.4 Meeting Rules

Demonstrating respect during meetings is essential for maintaining a positive and productive environment. Some ground rules for meeting etiquette for attendees to follow include:

- Be punctual
- Come prepared and with a positive attitude
- Listen attentively and with an open mind
- Contribute positively to the meeting. If you disagree with a proposal, try offer a solution
- Avoid interruptions and private conversations
- Value others' opinions and let everyone participate
- Acknowledge contributions
- Focus on interests, not positions
- Respectfully challenge ideas, not people
- Remember that the purpose of the forum is to share knowledge and experience to inform policy and program development. Stay on point and only share or ask questions about relevant information.

5. Reporting and communications

5.1 Communications

The PSC may promote the activities and initiatives of the Rainbow Leads forum in public forums, including the PSC website and LinkedIn. All communication activities will be in line with the PSC's Media Management Policy.

6. Ethical duties

6.1 Conflict of interest

Rainbow Leads must declare all existing or potential conflicts of interest and stand aside during the discussion of agenda items when the Chair considers the conflict of interest may have undue influence on the members' ability to remain impartial.

6.2 Confidentiality and privacy

Rainbow Leads may have access or exposure to confidential or sensitive information. Members must respect the private and/or confidential nature of that information and not disclose it to any other person, unless required or permitted by law. At times, if information is especially sensitive or confidential, members may be required to sign confidentiality agreements.

All personal information and health information will be dealt with in accordance with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records Information and Privacy Act 2002*.

7. Review

7.1 Review

The PSC will review the Terms of Reference and the operation of the Rainbow Leads forum annually, or at the discretion of the Chair.

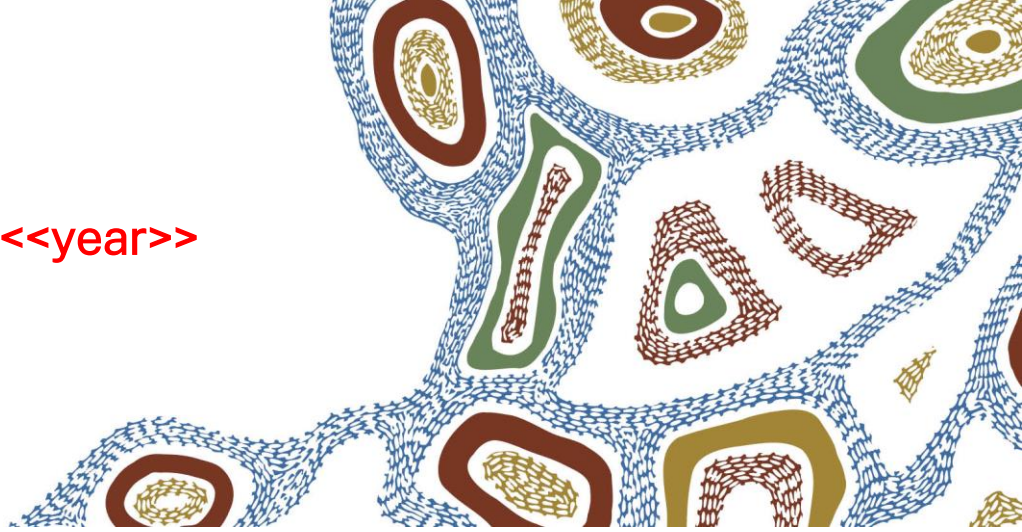# Terms of Reference for Pride in NSW Rainbow Lead meetings 2024-2025

<<network name>>
Terms of Reference <<year>>

<<Month and Year>>
transport.nsw.gov.au

Acknowledgement of Country

Transport for NSW acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

This Document

The Terms of Reference (ToR) is a written road map for the <<network name>> Network Steering Committee and contains clear and specific information on how the committee is organised, what the committee is trying to achieve, who the members are, and when they meet.

Overview

The <<network name>> (the Network) Steering Committees ('the Committee') represents the members of Transports employee network providing a voice for our <<diversity group>> employees and their allies and advocates.

Creation of *The Network* and its Steering Committee is aligned with the Transport Inclusion and Diversity Strategy.

Vision

Establish Transport Service as an Employer of Choice for <<diversity group>> staff because of its inclusive workplaces, ability to attract and retain <<diversity group>> staff and improve <<diversity group>> representation within leadership, while providing a voice for our <<diversity group>> employees and their allies.

Purpose of the Network

To create a safe space for employees who identify as <<diversity group>> to come together in a safe space to discuss relevant matters at hand

Mission

The network strives to:

- demonstrate and promote positive behaviours that build an inclusive organisational culture
- create a strong support network that assists <<diversity group>> employees build and advance their careers
- increase the number of <<diversity group>> employees in Transport.
- increase the number of <<diversity group>> employees f in the pipeline for leadership roles

Objectives

- promote each Network as a champions of change
- be consulted on issues relating to our <<diversity group>> employees and provide advice on policy matters and Transport-wide events/forums
- educate and build awareness
- celebrate achievements of our <<diversity group>> employees
- create a safe space for <<diversity group>> employees to have a voice
- be a communication channel to the executive for our members via our Executive Sponsors
- help dismantle barriers and support the uplift of leader capabilities
- build a strong leadership pipeline of <<diversity group>> candidates
- change the attitude and behaviour of leaders and employees for greater inclusion, accessibility, equity, and fairness.

Operation of the Committee

Membership

Each Committees membership will include the following:

- Chair
- Deputy Chair
- Secretary
- Digital Communications Lead
- Events Committee Lead
- Career Committee Lead
- Outreach Committee Lead
- General Member
- Inclusion & Diversity Manager

To be considered for membership of the Committee:

- A genuine commitment to <<diversity group>> issues is essential.
- Candidates will be willing to represent employees from across the Transport Cluster.

Recruitment and Appointment

Each Committee will consist of members the Network. Expressions of interest (EOI) will be called for bi-annually, or at a time otherwise agreed to by the Committee. The EOI process will be administered by the Committee Secretary and Chair. Existing committee members are encouraged to resubmit their interest to maintain continuity.

The selection of Steering Committee members will be determined by a selection panel to consider the EOIs. Successful applicants will be selected based on their EOI submission, and their ability to perform the Steering Committee roles they are applying for.

For the inaugural Steering Committee selection, the selection panel will include:

1. The Director of Inclusion, Diversity & Wellbeing
2. Senior Manager, Inclusion & Diversity

Thereafter, the selection panel of the Steering Committee will include:

1. The Network Executive Sponsor(s)
2. Current Steering Committee Chair/s and Deputy Chair/s
3. Senior Manager, Inclusion and Diversity

Members may step down by providing one month's notice in writing to the Chair and Secretary. Where the Chair provides notice to the Committee of their intention to step down, the Committee will discuss and appoint a replacement Chair for the remainder of the Chair's term.

EOIs to back-fill a committee position can be called for where the time to the EOI process is greater than 3 months.

Where the Committee does not represent the diversity of the Transport workforce, in particular disability, gender, age, cultural, linguistic, or racial diversity, Aboriginality or location, additional representatives may be appointed.

Additional members may be asked to join the Committee at any time by the Chair based on recommendation of the Committee.

The Committee will select members to perform roles of the positions described in Positions of the

Committee. These roles may be job shared through joint appointments. The Chair must be a permanent employee. Selection of the Committee Chair(s) may be made through election, nomination, or ballot.

Members of the Committee will be familiar with relevant Inclusion & Diversity plans, policy, procedures, and the business case for Inclusion & Diversity.

The Committee will attend key regular TfNSW meetings related to <<diversity group>> diversity matters to ensure the interests of The Network and its members are considered when planning and implementing people initiatives.

Committee roles and functions/responsibilities

The Committee will typically comprise of the following positions and responsibilities. These roles may be job shared through joint appointments.

Changes to these roles may occur because of Transport-wide listening sessions, and/or the evolution of specific agreed network actions for each of the employee networks.

Role	Accountability
Chair	- Provide leadership, facilitate meetings, and ensure actions are completed. - Liaison between the Network and P&C. - Attend quarterly Inclusion Council with Executive Sponsor and Inclusion & Diversity team - For external engagements, ensure prior engagement with both the Transport I&D Team and Executive Sponsor, to ensure alignment and consistency of message and support, and to avoid any potential duplication. - Attend all internal Employee Network functions (or send appropriate delegate) to connect more broadly with network members - Attend the Transport-wide Inclusion Community of Practice (to be implemented) to share progress, challenges, and best practice (if multiple implementations lead suggest roster of attendance to ensure coverage) - Attend and support Employee Network sector-wide events, as hosted by the Secretary - Engage via Employee Networks social media platforms - Complete necessary reporting, presentations, and other elements of Employee Networks leadership, as required - Actively initiate succession planning Network Chair to ensure continuity
Deputy Chair	- Supports the Chair to ensure progress continues during times that the Chair is unavailable or requires assistance. - Represent the quarterly Inclusion Council, where required
Secretary	- Prepare and maintain meeting agendas, committee papers and budget records. - Ensure all members are advised of a meeting schedule, are invited to meetings, and have access to relevant information. - Keep a record of committee minutes and actions. - Conduct Annual Member Survey - Where appropriate, compile an annual summary of outcomes and budget each June. - Represent the quarterly Inclusion Council, where required
Digital Communicati	Lead and coordinate digital communications to profile members, relevant initiatives, career development opportunities and events and

ons Lead	activities that celebrate or contribute to the growth of cultural diversity.
	• Maintain and organize Network social media presence including (where relevant) Teams page, Yammer, intranet page/s, SharePoint site. The purpose is to connect members, establish peer support, share opportunities that may be of interest and provide a forum to discuss barriers and solutions to cultural diversity.
	• Liaise with Internal Communications Team, for support as needed.
Events Committee Lead	• Coordinate and manage events hosted by The Network and where The Network is invited as a participant in other TfNSW events that promote the network and expand membership, in consultation with the Inclusion & Diversity representative.
	• Liaise with external stakeholders to arrange and schedule external events including university and school talks which promote the uptake of culturally diverse staff.
	• Consult with the Inclusion & Diversity representative to ensure actions and initiatives are consistent with the Transport's requirements for external stakeholder engagement and values for inclusion and diversity.
Career Committee Lead	• Seek out and research career development programs and opportunities for culturally diverse staff across the agency (i.e., training opportunities and job vacancies) and report findings and present possible initiatives / campaigns to the Committee for action and inclusion in Action Plans.
	• Assist Events Coordination Leaders in preparation of events related to Committee approved initiatives.
	• Consult with the Inclusion & Diversity representative to ensure actions and initiatives are consistent with the Transport cluster's values for inclusion and diversity.
	• Liaise with broader sector and initiatives including Public Service Commission
Outreach Committee Lead	• In collaboration with the Entry Level Talent Program team, the divisions, and Agencies, seek out and consult with secondary and tertiary education institutions in regional and remote areas to consider Transport
	• Share Transport cluster trainee opportunities and promote Transport as a future employer.
	• Develop initiatives for networking and mentoring opportunities through school and university programs and present initiatives / campaigns to the Committee for action and inclusion in Action Plans.
	• Assist Events Coordination Leaders in preparation of events related to Committee approved initiatives.
	• Consult with the Inclusion & Diversity representative to ensure actions and initiatives are consistent with the Transport cluster's requirements for external stakeholder engagement and values for inclusion and diversity.
General Members	• Support the roll out of Network initiatives across the Department
	• Champion the Network in relevant meetings

Additional representation on the Committee by nomination from other TfNSW inclusion and diversity networks may include:

Representatives	Accountability
Senior Manager(s), Diversity	• Provide focus and alignment with the strategic goals of the Transport-wide Inclusion & Diversity strategy • Provide subject matter expertise and play an advisory role • Empower the networks to drive change and provide guidance and support to carry out Action Plan initiatives • Work collaboratively with the networks to develop cluster-wide actions
Multicultural Employee Network	• Act in an advisory capacity in meetings as a representative of the Multicultural Employee Network and in the interests of their respective network. • Inform the Multicultural Employee Network Steering Committee about Network initiatives learned from the Committee meeting.
Pride and Ally Network	• Act in an advisory capacity in meetings as a representative of the Ally Network and in the interests of their respective network. • Inform the Ally Network Steering Committee about Network initiatives learned from the Committee meeting.
Enabled Network	• Act in an advisory capacity in meetings as a representative of the Enabled Network and in the interests of their respective network. • Inform the Enabled Network Steering Committee about Network initiatives learned from the Committee meeting.
Women in Technology (WIT) / Women in StemC and Engineering (WiSE)	• Act in an advisory capacity in meetings as a representative of the WIT / Wise and in the interests of their respective networks • Inform the WIT / WiSE Steering Committee about Network initiatives learned from the Committee meeting.
Young Professionals Network (YPN)	• Act in an advisory capacity in meetings as a representative of the YPN and in the interests of their respective network. • Inform the YPN Steering Committee about Network initiatives learned from the Committee meeting.

Meetings

The Committee will meet monthly but may agree to change frequency. The Committee must meet at least once each quarter.   Meeting duration will be for no more than two hours.   A schedule of meeting dates will be prepared by the Secretary at least one month in advance to assist with planning and availability of members. Special meetings or working groups may be called in emerging circumstances or as necessary.

The Executive Sponsor(s), Network Chair and Inclusion and Diversity team will attend each quarterly Inclusion Council meetings (to be implemented). The Network Chair will also attend the Transport-wide Inclusion Community of Practice (to be implemented) to share progress, challenges, and best practice (if multiple implementations lead suggest roster of attendance to ensure coverage)

Members of the Inclusion and Diversity team may attend meetings, to act in an advisory capacity where possible or upon invitation.

Committee members will attend other Transport Inclusion and Diversity Network meetings as far as is practically possible.

Language

The Committee will be inclusive in its operation, the language it uses and the processes that it applies.   It will focus on the whole person, not simply race, ethnicity or background. Below are our definitions of terms used.

Culture: Culture informs how we see the world and exist within it. It is our whole of life experience; our ways of being, doing and knowing and not limited to individual concepts of identity (e.g., race, religion, ethnicity) but an intersection of all of these.

Expectations for how we treat each other

- All meetings operate under *Chatham House Rules* unless you seek permission from individuals to share their information. Under these rules you can take anything discussed in a meeting to relevant parties however you cannot reveal who made the comments. These rules are designed to increase openness of discussion and protect the privacy of network members.
- Ensure that meetings are held in an inclusive manner, and that all members are invited to share their perspectives and point of view in a safe and inclusive environment.
- A register of members to be held to be used as the basis of communications to network members.

Quorum

A quorum of 50 per cent of the Committee's membership (including delegates) is required for committee meetings to proceed and for decisions to be made.

Committee members will make all possible efforts to attend meetings but may send a delegate if they are unable to attend.   Meetings will include a virtual option to support and encourage representation and a commitment to flexible working.

Reporting

Where a budget is provided to the Network, the Secretary will prepare and maintain a record of budget and expenditure and a summary of outcomes at the end of financial and calendar years.

The Secretary will keep a record of committee minutes and actions to be circulated to members within seven (7) working days of the meeting date. Meeting minutes must be published on The Network Teams (or other communications channel) page for viewing by all Network members.

With the support of the Inclusion & Diversity team, the Committee will prepare a one year and three-year (optional) plan detailing how they will meet their outcomes.

Resources and budget

The budget, when available, is via the agreed Transport for NSW Employee Network Funding request process.

The budget is to be used for:

- resources for the Network
- promotional merchandise
- committee endorsed events
- or other items as agreed to by the Committee

Resources must be sourced and paid for in accordance with Transport for NSW policies.

Committee Performance and Evaluation

Deliverables

- To be defined for each network once established

Measures of Success

- To be defined for each network once established

Review

The Terms of Reference shall be listed as an agenda item in November of each year to discuss updates.

A formal review must be undertaken in November and updates prepared by the Chair or Deputy Chair and Secretary and presented to the Committee for approval prior to the EOI process commencing in the February Committee meeting.

The review should include an evaluation of the Committee's performance against the defined Deliverables and Measures of Success.

1. ATTACHMENT: <<year>> COMMITTEE APPOINTMENTS – <<diversity group>> Network

Role	Incumbent
Chairs	
Deputy Chairs	
Secretary	
Digital Communications Leads	
Events Committee Leads	
Career Committee Leads	
Outreach Committee Leads	
General Member	
Senior Manager, Inclusion & Diversity	