

DIVERSITY AND INCLUSION ACTION PLAN FOR FY 2025–26

The State Library of Queensland's 2025–2026 Diversity and Inclusion Action Plan has been developed in alignment with the *Public Sector Act 2022* and associated Public Sector Commission requirements, ensuring State Library's ongoing commitment to building a public sector workforce that reflects the diversity of the Queensland community.

This plan builds on the strong foundations established in the 2024–2025 Diversity and Inclusion Plan, while responding to the latest workforce insights, consultation outcomes, and strategic priorities. Its design has been informed by:

- **Review of existing strategic frameworks and initiatives**, including the 2024–2025 Diversity and Inclusion Plan, Cultural Capability Uplift Plan, and First Nations Recruitment and Retention Strategy Action Plan (July–December 2025).
- **Analysis of workforce composition and trends** from the 2025 Equity and Diversity Audit Report, which identified strengths in female leadership representation and representation of Aboriginal and Torres Strait Islander peoples, alongside areas for targeted improvement in the representation of culturally and linguistically diverse employees, and employees with a disability.
- **Consultation and collaboration** with the State Library Diversity and Inclusion Working Group, and Executive Leadership Team to ensure the actions proposed are practical, measurable, and achievable within the context of State Library's size, resources, and strategic objectives.
- **Integration with State Library's Strategic Plan 2025–2029**, ensuring that diversity and inclusion is embedded in the way we preserve and share Queensland's cultural memory, foster inclusive access, and build resilient, collaborative services across the state.

The 2025–2026 plan focuses on eight priority areas:

1. Governance and leadership
2. Expanding equity and diversity awareness
3. First Nations recruitment and retention
4. Cultural capability uplift
5. Supporting employees with disability
6. Supporting culturally and linguistically diverse employees
7. Supporting LGBTIQ+ employees
8. Monitoring and reporting

Each action is supported by clear timelines, responsibilities, and success measures to ensure transparency, accountability, and continuous improvement.

Through the implementation of this plan, the State Library reaffirms its commitment to fostering a safe, respectful, and inclusive workplace—one where all employees feel valued, supported, and able to contribute their unique perspectives to the cultural and intellectual life of Queensland.

Artwork elements from:
State Library of Queensland's journey by Chern'ee Sutton of the Kalkadoon people
and *Passing on knowledge tree* by Joey Laifoo of the Kala Lagaw Ya people



OBJECTIVE	KEY ACTIONS	TIMELINE	SUCCESS INDICATORS / METRICS	RESPONSIBILITY
1. Governance and Leadership				
Strengthen Diversity and Inclusion governance	Maintain and support the Diversity and Inclusion Working Group	Q1–Q4 of the 2025–2026 financial year	Group meets at least quarterly with active membership across portfolios. Annual review of Terms of Reference completed.	People and Culture Diversity and Inclusion Working Group
	Report quarterly on Diversity and Inclusion initiatives to the Senior Leadership Team	Q2–Q4 of the 2025–2026 financial year	Quarterly reports submitted to Senior Leadership Team. At least 2 recommendations or feedback items actioned by Senior Leadership Team.	People and Culture
2. Expand Equity and Diversity Awareness				
Promote diversity-related observances	Coordinate an equity and diversity calendar highlighting awareness of key events, including First Nations, inclusive recruitment, generational diversity, mental health, gender equity, disability, workplace behaviour, Cultural and Linguistic Diversity, neurodiversity, and LGBTQIA+.	Q2–Q4 of the 2025–2026 financial year	Calendar developed and shared by end of Q1 At least 8 events or communications delivered throughout the financial year.	Diversity and Inclusion Working Group
	Promote and support observances through internal channels	Q2–Q4 of the 2025–2026 financial year	Diversity events featured in all staff internal communications. At least 8 events or communications delivered throughout the financial year	Diversity and Inclusion Working Group
3. First Nations Recruitment and Retention Action Plan				
Implement the First Nations Recruitment and Retention Action Plan	Participate in the Queensland Government's First Nations Career Pathways Program, First Nations Digital Career Program, and the Corporate Administration Agency's First Nations Graduate Program (subject to budget).	Q1–Q4 of the 2025–2026 financial year	State Library represented in at least 2 government-led programs. At least 1 placement or appointment made via these programs (subject to budget).	People and Culture People Leaders
	Launch, promote, and deliver a mentoring program (inclusive of non–First Nations employees also).	Q2–Q4 of the 2025–2026 financial year	Program launched by the end of Q2. Minimum 4 participants engaged.	People and Culture People Leaders
	Promote related development programs.	Q1–Q4 of the 2025–2026 financial year	Programs listed and circulated via internal communication channels and SharePoint.	People and Culture
	Deliver recruitment training to People Leaders (including inclusivity).	Q1–Q4 of the 2025–2026 financial year	Four sessions delivered during the financial year. 90% of People Leaders attend these sessions.	People and Culture Diversity and Inclusion Working Group

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4. Cultural Capability Uplift

Enhance the cultural capability of all State Library staff	Develop and implement a cultural capability development framework to support progressive capability building.	Q1–Q2 of the 2025–2026 financial year	Framework developed and endorsed by end of Q2.	People and Culture
	Deliver in-person cultural capability training for People Leaders.	Q3–Q4 of the 2025–2026 financial year	Multiple in-person sessions delivered. 90% of People Leaders attend these sessions.	People and Culture People Leaders
	Promote and embed inclusive eLearning modules.	Q1–Q4 of the 2025–2026 financial year	All modules promoted throughout the year.	People and Culture People Leaders
	Integrate inclusion eLearning into onboarding.	Q2 of the 2025–2026 financial year	Modules incorporated into corporate induction by end of Q2	People and Culture

5. Supporting Employees with Disability

Increase workforce participation and internal support for employees with disability	Promote reasonable adjustment practices.	Q3 of the 2025–2026 financial year	Resources promoted quarterly via internal communication channels and SharePoint.	People and Culture
	Partner with JobAccess (subject to budget).	Q1–Q4 of the 2025–2026 financial year	Partnership established. Increased workforce participation rate for employees with disability.	People and Culture Diversity and Inclusion Working Group
	Review physical and digital workplace accessibility.	Q1–Q4 of the 2025–2026 financial year	Accessibility review completed by end of Q4.	People and Culture Audience and Engagement Branch Workplace Health and Safety Committee

OBJECTIVE	KEY ACTIONS	TIMELINE	SUCCESS INDICATORS / METRICS	RESPONSIBILITY
6. Supporting Culturally and Linguistically Diverse Employees				
Increase workforce participation and internal support for culturally and linguistically diverse employees	Deliver recruitment training to People Leaders (including inclusivity).	Q1–Q4 of the 2025–2026 financial year	Four sessions delivered during the financial year.	People and Culture Diversity and Inclusion Working Group
	Promote State Library vacancies through multicultural job boards, community language newspapers, and culturally and linguistically diverse organisations (e.g. Multicultural Australia)	Q1–Q4 of the 2025–2026 financial year	At least 2 culturally and linguistically diverse-specific promotion channels used. Increased workforce participation rate for culturally and linguistically diverse employees.	People and Culture Diversity and Inclusion Working Group
	Nurture a culturally and linguistically diverse staff network and peer support group.	Q2 of the 2025–2026 financial year	Minimum 2 cultural engagement sessions held.	People and Culture Diversity and Inclusion Working Group
7. Supporting LGBTIQ+ Employees				
Enhance internal support for LGBTIQ+ employees	Celebrate key visibility dates and campaigns.	Q1–Q4 of the 2025–2026 financial year	Participation in at least three campaigns. Activities promoted across multiple channels.	People and Culture Diversity and Inclusion Working Group
	Deliver recruitment training to People Leaders (including inclusivity).	Q1–Q4 of the 2025–2026 financial year	Four sessions delivered during the financial year.	People and Culture Diversity and Inclusion Working Group
8. Monitoring and Reporting				
Build transparency and accountability	Run campaigns encouraging staff to complete diversity data in Aurion.	Q1–Q4 of the 2025–2026 financial year	Campaign run at least once per quarter.	People and Culture
	Report on Equity and Diversity Action Plan progress to the Executive Leadership Team	Q1–Q4 of the 2025–2026 financial year	Quarterly updates delivered. Progress flagged as complete, in progress, or at risk	People and Culture Diversity and Inclusion Working Group
	Integrate workforce diversity metrics into monthly HR reporting.	Q2–Q4 of the 2025–2026 financial year	Monthly HR reports include diversity breakdowns by organisation, portfolio, and branch. Data used to inform targeted actions.	People and Culture

Roles and Responsibilities

ROLE/GROUP	KEY RESPONSIBILITIES
Executive Leadership Team	<ul style="list-style-type: none"> • Endorse and champion the Diversity and Inclusion Action Plan as a strategic organisational priority. • Receive and review quarterly updates on implementation progress, risks, and opportunities. • Approve and support actions to address identified pay gaps, underrepresentation, and accessibility barriers. • Visibly lead and participate in key diversity and inclusion events and cultural activities. • Use workforce diversity insights (e.g. from MOHRI, Aurion, audit reports) to inform strategic decisions and continuous improvement.
Senior Leadership Team	<ul style="list-style-type: none"> • Incorporate inclusive leadership and cultural capability commitments into annual performance and development plans. • Role model inclusive workplace behaviours, cultural humility, and active allyship. • Encourage team participation in diversity and inclusion initiatives. • Provide feedback on inclusive policies and practices (e.g. reasonable adjustment, recruitment). • Promote equity outcomes in branch updates and leadership briefings.

ROLE/GROUP	KEY RESPONSIBILITIES
People and Culture Branch	<ul style="list-style-type: none"> • Lead implementation and coordination of the Equity and Diversity Action Plan. • Develop and integrate inclusive workforce policies and practices aligned with State Library's strategic objectives. • Oversee inclusive recruitment initiatives, onboarding improvements, and the delivery of eLearning and in-person capability training. • Implement and monitor the First Nations Recruitment and Retention Strategy and Cultural Capability Uplift Plan. • Maintain the SharePoint Diversity and Inclusion hub and manage internal communications. • Analyse and report diversity workforce data to leadership and support evidence-based action. • Provide secretariat support to the Diversity and Inclusion Working Group. • Collaborate with internal stakeholders and external partners (e.g. JobAccess, universities, Corporate Administration Agency) to deliver equity-focused programs.
Diversity and Inclusion Working Group	<ul style="list-style-type: none"> • Support implementation of the action plan through promotion, feedback, and pilot activities. • Coordinate and contribute to events and communications aligned to key diversity observances. • Provide input on initiatives supporting culturally and linguistically diverse employees, people with disability, and other equity cohorts. • Act as local inclusion champions, sharing insights and encouraging participation across business areas. <p><i>Note: Membership is time-limited and contributions are project-dependent, based on capacity and relevance.</i></p>