

DIVERSITY AND INCLUSION ACTION PLAN FOR FY 2026–27

The State Library of Queensland's 2026–27 Diversity and Inclusion Action Plan has been developed in alignment with the *Public Sector Act 2022* (Qld) 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 through the 2025–26 Diversity and Inclusion Action Plan, while responding to the latest workforce insights, consultation outcomes, and strategic priorities. Its design has been informed by:

- Analysis of workforce composition and trends from the 2026 Equity and Diversity Audit Report, which identified strengths in workforce stability, female representation in senior leadership, Aboriginal and Torres Strait Islander representation, employment security, and overall pay equity, alongside opportunities to strengthen representation of people with disability and culturally and linguistically diverse employees, improve access to development and progression opportunities, support workforce sustainability and succession planning, and enhance confidence in diversity data collection and reporting.
- 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.

The 2026–27 plan focuses on eight priority areas:

1. Governance and Leadership
2. Equity and Diversity Awareness
3. Aboriginal and Torres Strait Islander Peoples
4. Cultural Capability
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, State Library reaffirms its commitment to fostering a safe, respectful and inclusive workplace—one where all employees feel valued, supported and empowered to contribute their unique perspectives, experiences and capabilities. By strengthening inclusion, supporting equitable access to opportunity, and building a workforce that reflects the communities we serve, State Library will continue to enhance its ability to preserve, share and celebrate Queensland's diverse cultural and intellectual life.

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
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1. Governance and Leadership

Strengthen Diversity and Inclusion governance	Maintain and support the Diversity and Inclusion Working Group	Q1-Q4 of the 2026-2027 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
	Integrate diversity considerations into branch workforce planning.	Q1-Q4 of the 2026-27 Financial Year	Diversity considerations incorporated into branch workforce plans	Senior Leadership Team
	Implement and leverage revised Temporary Vacancy Procedure to promote and support improved access to career progression opportunities for employees from underrepresented groups	Q1-Q4 of the 2026-27 Financial Year	Revised Temporary Vacancy Procedure implemented and actively used to improve access to career progression opportunities for employees from underrepresented groups	People and Culture Executive Leadership Team
	Deliver inclusive recruitment and selection training to People Leaders, including consideration of Aboriginal and Torres Strait Islander peoples, disability, CALD and LGBTIQ+ inclusion	Q1-Q4 of the 2026-27 Financial Year	Four sessions delivered during the financial year.	People and Culture Diversity and Inclusion Working Group

2. Equity and Diversity Awareness

Promote diversity-related observances	Coordinate an equity and diversity calendar highlighting awareness of key events, including Aboriginal and Torres Strait Islander, inclusive recruitment, generational diversity, mental health, gender equity, disability, workplace behaviour, Cultural and Linguistic Diversity, neurodiversity, and LGBTIQ+.	Q1-Q4 of the 2026-27 Financial Year	Calendar developed At least 8 diversity awareness communications or events delivered throughout the financial year.	Diversity and Inclusion Working Group
	Promote and support observances through internal channels	Q1-Q4 of the 2026-27 Financial Year	Diversity observances promoted.	Diversity and Inclusion Working Group

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3. Aboriginal and Torres Strait Islander Peoples

Increase workforce participation and internal support for Aboriginal and Torres Strait Islander employees	Participate in the Queensland Government's Aboriginal and Torres Strait Islander Career Pathways Program, Aboriginal and Torres Strait Islander Digital Career Program, and the Corporate Administration Agency's Aboriginal and Torres Strait Islander Graduate Program.	Q1-Q4 of the 2026-27 Financial Year	State Library represented in at least 2 government-led programs. At least 1 placement or appointment made via these programs.	People and Culture People Leaders
	Develop and deliver practical Aboriginal and Torres Strait Islander engagement guidance and branch information sessions for staff, including guidance on how and who to engage for Welcome to Country, and cultural protocols and advice	Q2 – Q3 of the 2026-27 Financial Year	Delivery of guidance and branch information sessions for staff	First Nations Strategy People and Culture
	Regular messaging (e.g. monthly themes) shared with staff via InTouch, Viva Engage and SharePoint to support cultural capability and acknowledge culturally significant dates	Q1-Q4 of the 2026-27 Financial Year	Development and distribution of messaging	First Nations Strategy People and Culture
	Promote State Library vacancies through Indigenous Employment Australia	Q1-Q4 of the 2026-27 Financial Year	Vacancies promoted through Indigenous Employment Australia where appropriate and Aboriginal and Torres Strait Islander workforce participation monitored	People Leaders Executive Leadership Team

4. Cultural Capability

Enhance the cultural capability of all State Library staff	Deliver in-person cultural capability training for Senior Leadership Team and Executive Leadership Team members.	Q1-Q4 of the 2026-27 Financial Year	Multiple in-person sessions delivered.	People and Culture
	Promote and embed inclusive eLearning modules.	Q1-Q4 of the 2026-27 Financial Year	All modules promoted throughout the year.	People and Culture People Leaders
	SBS Aboriginal and Torres Strait Islander eLearning module to be mandatory for all staff, with an opt-out option available for Aboriginal and Torres Strait Islander staff.	Q2 of the 2026-27 Financial Year	90% completion rate achieved by 30 June 2027.	First Nations Strategy People and Culture People Leaders
	Launch, promote, and deliver a mentoring program.	Q2-Q4 of the 2026-27 Financial Year	Program launched by the end of Q2. Minimum 4 participants engaged.	People and Culture People Leaders

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5. Supporting Employees with Disability				
Increase workforce participation and internal support for employees with disability	Promote reasonable adjustment practices.	Q1-Q4 of the 2026-27 Financial Year	Resources promoted quarterly via internal communication channels and SharePoint.	People and Culture
	Vacancies promoted through JobAccess where appropriate and workforce participation rates monitored	Q1-Q4 of the 2026-27 Financial Year	Vacancies promoted through JobAccess where appropriate and workforce participation rates monitored	People Leaders Executive Leadership Team
6. Supporting Culturally and Linguistically Diverse Employees				
Increase workforce participation and internal support for culturally and linguistically diverse employees	Promote State Library vacancies through Multicultural Australia and other culturally and linguistically diverse recruitment networks where appropriate	Q1-Q4 of the 20227 Financial Year	Vacancies promoted through Multicultural Australia and other culturally and linguistically diverse recruitment networks where appropriate and workforce participation rates monitored	People Leaders Executive Directors
	Promote inclusive workplace resources and support services through internal communication channels	Q1-Q4 of the 2026-2027 Financial Year	At least two targeted communications delivered during the year.	People and Culture Diversity and Inclusion Working Group
7. Supporting LGBTIQ+ Employees				
Support for LGBTIQ+ employees	Celebrate key visibility dates and campaigns.	Q1-Q4 of the 2026-27 Financial Year	Participation in at least three campaigns. Activities promoted across multiple channels.	People and Culture Diversity and Inclusion Working Group
	Promote inclusive workplace resources and support services through internal communication channels	Q1-Q4 of the 2026-27 Financial Year	At least two targeted communications delivered during the 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 and promote awareness of how diversity information is used and protected.	Q1-Q4 of the 2026-27 Financial Year	Quarterly awareness campaign delivered	People and Culture
	Report on Equity and Diversity Action Plan progress to the Executive Leadership Team	Q1-Q4 of the 2026-27 Financial Year	Six-monthly progress reports provided to the Executive Leadership Team	People and Culture Diversity and Inclusion Working Group
	Integrate workforce diversity metrics into monthly HR reporting.	Q1-Q4 of the 2026-27 Financial Year	Monthly HR reports include diversity breakdowns by organisation and portfolio Data used to inform targeted actions.	People and Culture Executive Leadership Team

Roles and Responsibilities

ROLE/GROUP	KEY RESPONSIBILITIES
Executive Leadership Team	• Endorse and champion the Diversity and Inclusion Action Plan as a strategic organisational priority. • Receive and review six-monthly updates on implementation progress. • 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	• Incorporate inclusive leadership and cultural capability commitments into annual performance and development plans. • Incorporate diversity and inclusion considerations into branch workforce planning, recruitment and talent development activities. • 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.
People Leaders	• Foster inclusive, respectful and culturally safe team environments where all employees feel valued, supported and able to contribute • Apply inclusive recruitment, selection and talent management practices, including consideration of Aboriginal and Torres Strait Islander Peoples, disability, culturally and linguistically diverse and LGBTIQ+ inclusion. • Support equitable access to career progression opportunities. • Promote participation in diversity and inclusion initiatives, cultural capability activities, training programs and key diversity observances. • Support reasonable adjustments and workplace flexibility arrangements in accordance with organisational policies and procedures. • Encourage workforce diversity data completion and support initiatives aimed at improving workforce diversity outcomes. • Role model inclusive behaviours and contribute to the implementation of the Diversity and Inclusion Action Plan within their area of responsibility.

ROLE/GROUP	KEY RESPONSIBILITIES
People and Culture Branch	• Lead implementation and coordination of the Diversity and Inclusion 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. • Maintain the SharePoint Diversity and Inclusion hub and manage internal communications. • Analyse, monitor and report workforce diversity data to leadership and support evidence-based decision-making and continuous improvement. • 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	• 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. • Monitor implementation of the Diversity and Inclusion Action Plan and provide advice and feedback on emerging diversity and inclusion issues, opportunities and risks <i>Note: Membership is time-limited and contributions are project-dependent, based on capacity and relevance.</i>