

# Inclusion Strategy 2024–26

**Vision:** A safe and inclusive workplace that fosters a culture of respect, celebrating diverse perspectives, and recognising them as essential to our collective growth and innovation.

**Purpose:** To develop and support an empowered workforce which reflects the diversity that exists in the Queensland community we serve.

## What success will look like

An inclusive workforce culture that embraces difference and provides everyone with the resources to contribute their unique skills and ideas, and perform to the best of their ability. A place that people are proud to work and want to stay because they feel they belong.

An environment where all employees feel safe, valued, supported and respected within the workplace. They feel empowered to speak up with questions, share their concerns and ideas, and advocate for their own needs and those of others.

A workforce whose diversity more closely aligns with the diversity of the communities we serve. The complexity of identities and their intersectional nature are recognised and respected when considering the needs of our colleagues and clients.

## How we'll get there

**Lead:** Build leadership capabilities to develop and model inclusive, authentic and compassionate leadership.

**Advance:** Learn together and raise awareness of ways to advance the department's ability to foster an inclusive work environment, from recruitment to retirement.

**Value:** Support our staff through collaborative design, implementation and review of strategic solutions which value and leverage the advantages diversity provides.

## The department

The Department of Child Safety, Seniors and Disability Services was formed in mid-2023. It brought together two distinct cohorts of frontline workers and their support structures. In December 2023 Multicultural Affairs Queensland joined the department.

As the department adheres to the Queensland Government commitment to reflect the diversity of the communities we serve, the department has a strong focus on employing Aboriginal and Torres Strait Islander people, people with lived experience of disability, and people from culturally and linguistically diverse backgrounds.

The department is committed to supporting our diverse workforce to bring their whole self to work, supporting people across the spectrum of cultural backgrounds (including race, religion and country of origin), languages, sexualities and genders, disability, age, neurotypes and lived experience.

The department has an Inclusion and Diversity Champion who is a member of the Board of Management and chairs the Inclusion and Diversity Reference Group. The Reference Group represents most diversity groups and areas of the department, and helps to implement the Equity and Diversity Plan which is reviewed annually to help us achieve our vision.

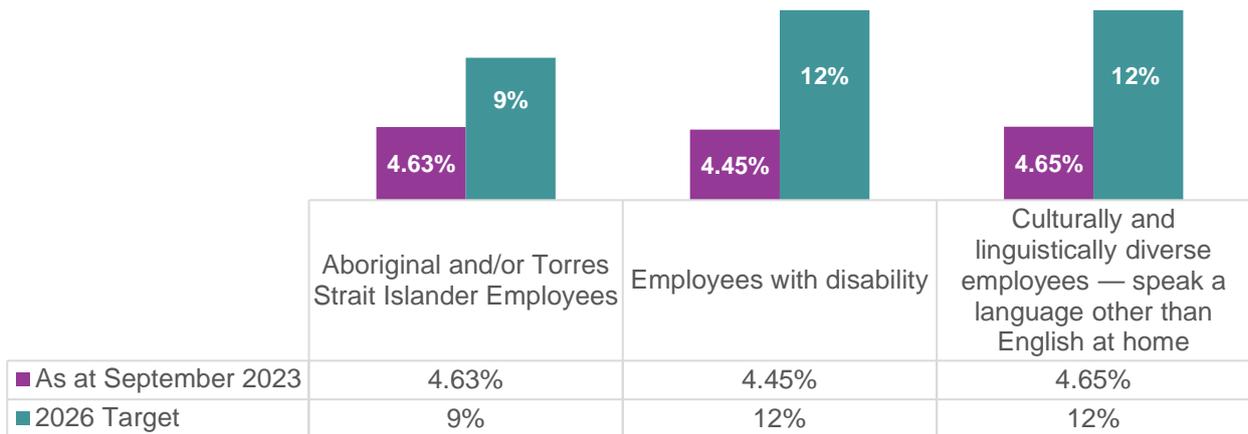
## Where we are now

Results from the 2023 Working for Queensland survey helped us to understand the experiences of people who identify as part of our diversity groups. For instance, employees who report feeling culturally safe at work include 77% of people who identify as Australian South Sea Islander, 67% of Torres Strait Islander employees and 62% of Aboriginal employees. Only 57% of people who identify as both Aboriginal and Torres Strait Islander people report feeling culturally safe at work.

While the majority (79%) of people who identify as LGBTIQ+ feel safe and respected at work, that drops to 64% for people who identify as nonbinary, agender or gender diverse. Only 50% of the gender diverse cohort knows of allies in the organisation they can approach for support and only 39% believe their gender does not hinder their success in the organisation.

The responses also help to identify where the intersections of these identities may be causing further marginalisation. We see that 65% of people who identify as living with disability report feeling safe and respected at work, but that figure drops to 47% for Aboriginal people living with disability. There is therefore a need to consider inclusion activities through an intersectional lens.

In pursuit of the department’s commitment to reflecting the diversity of the communities we serve, we set representation targets for certain diversity groups as outlined in the table below. We also track the percentage of women in leadership positions, with a target of 60% — as at 30 September 2023, the departmental percentage was 73.8%. This data is sourced from Minimum Obligatory Human Resources Information (MOHRI) reporting, which does not record LGBTIQ+ status.



It’s worth noting that the Working for Queensland responses suggest a much higher proportion of people with disability than appears on this official data. The department has identified the need to work towards increasing reporting rates through the Diversity Census, which will indicate an increase in people feeling safe to disclose.

## Working together

Staff at all levels have a role to play in fostering a safe and respectful workplace. We share responsibility for inclusive behaviour across the organisation and can all lead by example. Staff can get involved in building this culture through simple acts and behaviours:

- Act in a respectful and friendly manner and learn how to be an active ally to colleagues.
- Call out or report behaviours that may be disrespectful or actively discriminatory to help shape a safe and supportive culture.

- Embrace diversity of thought through collaboration and co-creation. Be aware of how your own experiences have shaped the way you think — seek out diverse voices, create connections, and be open to giving and receiving feedback.
- Take an active part in inclusion activities and seek out new knowledge to help improve cultural capability and understanding of the lives of the diverse people we work with and serve.
- Consider whether disclosing your individual needs would allow workplace adjustments to help you reach your full potential.
- Consider contributing to the confidential Equity and Diversity census through Aurion ESS to help the department’s reporting and planning processes.

## How we will measure success

Improvement in Working for Queensland survey results, tracked annually on:

- Fair and equitable treatment
- Respect and psychological safety
- Cultural safety
- Employee engagement
- Leadership
- Social support
- Flexible work.

Increased results in the following measures:

- proportion of staff from diverse backgrounds employed in decision making roles — June 2024
- number of job applicants from diversity target group — tracked quarterly
- retention rate of staff in diversity target groups — tracked quarterly
- percentage of women in leadership aligns with total proportion of women — tracked annually
- progress towards departmental diversity targets — tracked quarterly.

## Links to other plans and strategies

This plan has links to the following department and whole of government documents, which shape the way we work towards a more inclusive workforce.

- *DCSSDS Strategic Plan*
- [DCSSDS Disability Service Plan 2023–2026](#)
- [Yangaa Dahgu — Mekem Gen: Reframing the Relationship Roadmap](#)
- [Respectfully Journey Together: Aboriginal and Torres Strait Islander Cultural Capability Plan](#)
- *Strategic Workforce Plan 2023–2026 and Aboriginal and Torres Strait Islander Workforce Plan 2024–2028*
- [Queensland Public Sector Inclusion and Diversity Strategy 2021–2025](#)
- [Disabling the barriers to employment in the Queensland public sector Implementation Plan 2023](#)
- [Queensland’s Disability Plan: Together, a better Queensland 2022–2027](#)
- [Queensland public sector LGBTIQ+ Action plan 2023–2025](#)
- [Queensland Multicultural Action Plan 2022–23 to 2023–24](#)
- [Queensland Women’s Strategy 2022–27](#)