



Equity and diversity plan

2026–29

Acknowledgment of Country

We respectfully acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country – the lands and seas on which we meet, live, learn, work and play. We acknowledge those of the past, the Ancestors whose strength has nurtured this land and its people, and we recognise their connection to land, sea and community. We pay our respects to them, their culture and to their Elders past and present.

Department of Local Government, Water and Volunteers

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General acknowledgements

The Queensland Government would like to thank and acknowledge the Queenslanders who took part in the consultation process which was central to developing this document.

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Message from the Director-General



“When we fail to include diverse voices, we limit our understanding and our impact.”

— Verna Myers

These words resonate strongly with me because diversity is, at its heart, about people, whose voices are heard, whose experiences are valued, and who feel they belong. Diversity, equity and inclusion are not abstract concepts or compliance exercises; they are central to how we care for our people and how we deliver meaningful outcomes for Queensland communities.

When we create environments where people feel safe to speak, contribute and be themselves, we unlock the full potential of our workforce. Diverse teams bring richer conversations, deeper understanding and more thoughtful decision-making. They challenge us to see differently, to listen more carefully, and to design solutions that genuinely reflect the communities we serve.

I am proud to present the Equity and Diversity Plan 2026–2029, and to work alongside our Executive Champions to lead this important work. This plan is about creating workplaces where people are supported to grow, where difference is recognised as a strength, and where equity is actively built into how we lead, recruit, develop and support one another.

Over the life of this plan, our department will continue to mature and strengthen its foundations. We are building a culture where people feel respected, supported and confident to bring their whole selves to work, knowing their perspectives matter and their contributions make a difference.

An inclusive workplace is one where people feel connected, valued and empowered. This sense of belonging strengthens not only our culture, but our capability to deliver thoughtful, innovative and high-quality outcomes across Queensland.

I am committed to continuing this work with care, intention and accountability, and to ensuring inclusion remains woven through everything we do, how we lead, how we work together, and how we serve our communities.

A handwritten signature in black ink, reading 'Blagoev'.

Bronwyn Blagoev

Director-General
Department of Local Government,
Water and Volunteers

Messages from our Executive Champions



We're proud to stand behind our department's ongoing commitment to making accessibility and inclusion the bedrock of our workplace culture. For us, it's not just about ticking boxes, it's about making sure every individual feels valued, respected, and set up to succeed. At DLGWV, we're actively recognising the strengths and unique perspectives everyone brings to the table. This means supporting workplace adjustments, making our spaces physically accessible, building on our partnerships and deepening our understanding of the full spectrum of disability. All these actions are crucial steps in removing barriers and creating an environment where employees with disability are empowered to flourish both in their careers and in their wellbeing.

Ingrid Fomiatti Minnesma and Peter Floyd

Executive Champions for Disability



We're proud to support our department's commitment to gender equity and generational inclusion. For us, it's about giving everyone the same opportunities for success, no matter their gender or where they sit in their career journey. At DLGWV, we recognise the different strengths and perspectives that people of all genders and generations bring to our workplace. This means supporting flexible work, fair opportunities for progression, and mentoring across career stages, so everyone has the chance to grow. These are important steps in building a workplace where all our people, no matter their gender or generation, can thrive.

Trevor Dann and Emily Carrigan

Gender and Generational Diversity Executive Champions



We stand united in our commitment to creating a workplace that is safe, supportive, and free from violence. By actively participating in initiatives such as Domestic and Family Violence Prevention Month, strengthening intersectional initiatives to ensure those impacted by domestic and family violence are included, and fostering awareness, we aim to empower employees to be confident in their awareness of Domestic and Family Violence. Our goal is to build a culture of respect where no one feels alone, ensuring that everyone feels safe and able to access compassionate support when needed.

Stephen Robbins and Hamish Butler

Executive Champions for Domestic and Family Violence Prevention



I'm proud to be supporting a workplace where everyone can bring their whole self to work, feel respected, and contribute fully. I'm committed to working closely with our LGBTQ+ staff and allies to help foster a truly inclusive environment that delivers better outcomes for Queensland communities.

Jarrod Cowley-Grimmond

LGBTQ+ Executive Champion



I am passionate about creating a workplace that reflects and celebrates the rich cultural tapestry of our community. By celebrating cultural events, fostering active allyship, and growing our visible engagement across the department we are building an inclusive workplace that values and respects the unique contributions of all cultural backgrounds. I am excited to continue to work together with our passionate leaders, allies and culturally and linguistically diverse employees to build a workplace that thrives on the unique perspectives and contributions of people from all cultural backgrounds.

Stewart Saini

Executive Champion for Multiculturalism



I am proud to advocate for a workplace that recognises and celebrates the strengths and perspectives of neurodiverse individuals. Our action plan achieves this through supporting the development of tailored training, awareness resources, and initiatives informed by lived experiences. Continuing to embrace neurodiversity unlocks innovation, creativity and understanding within the organisation and I am committed to ensuring our leaders, managers, supervisors, individual staff members and teams are equipped to create a supportive and inclusive environment.

Ian Gordon

Executive Champion for Neurodiversity



Continuing to strengthen the cultural capability of our workforce creates greater opportunities to engage meaningfully with the diverse communities we serve. By ensuring their voices, experiences and perspectives help shape our work, we build stronger relationships, deepen understanding and deliver more inclusive and effective outcomes.

Steph Hogan and Deanne Stewart

Executive Champions for the SPIRIT Network (SPIRIT - Supporting Progress, Inclusion, Rights and Indigenous Traditions)

Background

The Queensland Government is committed to achieving greater diversity, equity and inclusion in its public sector workforce.

At the Department of Local Government, Water and Volunteers (DLGWV), it is our goal to ensure our workforce represents the community we serve. Under the [Human Rights Act 2019](#), the department has an obligation to act and make decisions in a way that is compatible with human rights and, when making a decision, to give proper consideration to human rights.

We are committed to raising awareness and taking action through delivery of our:

- ✓ Queensland Multicultural Action Plan 2024–25 to 2026–27
- ✓ Disability Service Plan 2026–2029
- ✓ The Reframing Relationships with First Nations Peoples Plan (January 2023 – December 2026).

From 1 March 2023, Queensland's *Public Sector Act 2022* (PS Act) also introduced new obligations for chief executives to progress equity, diversity, respect and inclusion in their organisations.

This includes the requirement to have an equity and diversity plan that establishes objectives, strategies and targets for the employment of people who are members of one or more diversity target groups and conduct annual equity and diversity audits.

DLGWV's Equity and Diversity Plan 2026–29 outlines our aim to:

- › develop a diverse workforce
- › actively promote and progress equity and diversity
- › demonstrate equal conditions and equal access to employment, including in leadership roles
- › foster a respectful and inclusive workplace culture
- › create a workplace free from unlawful discrimination.

Audits

Our performance in delivering this plan will be reviewed annually through the equity and diversity audit.

The department has actively progressed equity and diversity planning through annual audits and data analysis, which directly inform new initiatives and support continuous improvement.

Key strengths and opportunities identified in the report are outlined ahead.

Continuing the positive impact

The department's first Equity and Diversity Plan was delivered from 2023–2026 and successfully delivered on over 40 actions that strengthened inclusion, belonging and representation across the department.

Initiatives such as the appointment of Executive Champions, the establishment of the Common Ground: Inclusion and Diversity Network, and the implementation of allyship programs have been instrumental in driving cultural change and promoting inclusivity. These actions have laid a strong foundation for fostering a more equitable and diverse workplace that we will continue to build upon.

These actions have positioned the department well to continue achieving positive increases in areas such as our diversity targets, elimination of the pay gap according to WGEA standards, increasing psychological safety and uptake of flexible work arrangements to support employees at all stages of their careers.

Diversity profile

Our workforce profile as identified through our June 2026 EEO Census data

% of employees who speak English as a second language

2025	>	2026
12.46%		13.84%

% of employees who are women

2025	<	2026
58.00%		57.00%

% of employees who are men

2025	>	2026
42.00%		43.00%

% employees who are Aboriginal and Torres Strait Islander

2025	<	2026
2.99%		2.67%

% of employees who live with disability

2025	<	2026
10.30%		10.23%

% of women senior leaders (SES)

2025	>	2026
37.50%		40.00%

% of women senior leaders (SO)

2025	>	2026
54.55%		59.18%

Average age of department (years)

2025	>	2026
47.25		47.12

Source: EEO Census data at June 2026.

*non-binary not available due to changes to data.

Days of significance

LGBTQ+

- › IDAHOBIT
- › Wear It Purple Day
- › Pride Month
- › Brisbane Pride March

Disability

- › Disability Action Week (Qld)
- › Disability Pride Month
- › Carers Week
- › Neurodiversity Celebration Week

Gender equity/generational

- › International Women's Day
- › Equal Pay Day
- › International Day of the Rural Women
- › International Men's Day
- › Women's Health Week
- › Men's Health Week
- › Youth Week
- › Day of the older person

Domestic and family violence

- › International Day for the Elimination of Violence against Women
- › 16 Days of Activism
- › Domestic and Family Violence Prevention Month

Aboriginal and Torres Strait Islander

- › Anniversary of the National Apology
- › National Reconciliation Week including National Sorry Day and Mabo Day
- › Anniversary of the 1967 Referendum
- › NAIDOC Week

Culturally and linguistically diverse

- › Multicultural QLD Month
- › Harmony Week
- › Racism. It Stops With Me.

Mental Health Awareness

- › RUOK Day
- › Mental Health Week

Our action plan

Leadership and accountability

What we want to achieve:



Inclusive, authentic and compassionate leaders who role model and demonstrate behaviours that encourage a culture of equality, respect and belonging, healthy work-life balance and wellbeing.



Progress towards diversity targets.

Action	Timeframe
Ensure recruitment strategies include diversity, equity and inclusion considerations to increase representation of all diversity groups, including in senior leadership positions.	Ongoing
Continue to promote leadership development opportunities to diverse cohorts, including the departmental mentoring program and PSC career pathways program.	Ongoing
Incorporate staff co-design and consultation into the development of key departmental strategies.	Ongoing
Use the Executive Champions network to engage with diverse employee cohorts and to raise visibility and awareness across the department.	Ongoing
Provide diversity, equity and inclusion resources to assist managers to build and lead inclusive teams.	Ongoing

Measured through:

- › Progress towards diversity targets
- › Representation of diversity cohorts in senior leadership roles
- › Participation of diversity cohorts in leadership development programs
- › Executive Champion engagement and participation in key events
- › Equity and Diversity audits
- › Inclusion of co-designed elements in departmental strategies

Human capital investment (capability, safety and culture)

What we want to achieve:



Inclusive behaviours that support a culture of belonging.



Strengthened understanding of employee lived experience and a shift from passive awareness to active allyship.



Support employee wellbeing through meaningful participation in learning opportunities, strengthening connection and inclusion.

Action	Timeframe
Support employee wellbeing by raising awareness about: › leave entitlements and flexible working arrangements that assist employees through diverse life circumstances › the reasonable adjustments procedure and process.	Ongoing
Embed unconscious bias training within relevant learning programs to promote awareness.	2029
Drive disability, neurodiversity, LGBTQ+, multicultural and First Nations (including culturally safe practices and culturally appropriate engagement) awareness and understanding through training, resources and promotion through DG and Executive Champions, sharing and leveraging off staff spotlights and lived experience.	Ongoing
Investigate the services of the Employee Assistance Program (EAP) to support neurodiverse employees.	2027
Provide access to education and resources to support employees transitioning to retirement.	Ongoing

Measured through:

- › Promotion of leave entitlements
- › Working for Queensland survey results
- › Equity and diversity audits
- › Participation in training
- › Australian Workplace Equality Index survey
- › Participation in events, campaigns and significant days
- › Increased awareness and capability regarding diversity, equity and inclusion

Systems (workforce diversity, collaboration and reporting)

What we want to achieve:



Enhanced diversity data reporting and insights to enable evidence-based decision-making.



Elevated visibility of diverse cohorts through engagement and representation, strengthened by strategic partnerships.



Accessible and inclusive workplaces.

Action	Timeframe
Ensure insightful workforce diversity data is easily accessible to senior leaders and people managers to inform workforce planning and workforce management decisions.	Ongoing
Encourage the use of focus groups to identify actions that improve safety, wellbeing, and inclusion scores for all diverse cohorts.	Ongoing
Consider access for people with a disability when owned buildings and leased tenancies are being refurbished or a new lease is being entered into.	Ongoing
Prioritise collaboration with external partners, including JobAccess and Pride in Diversity, to support disability inclusion, accessibility, and LGBTQ+ workplace inclusion.	Ongoing
Investigate opportunities to enhance health, safety and wellbeing reporting through Integrum for issues raised by employees from diverse backgrounds.	2027

Measured through:

- › Reporting available on diversity recruitment
- › Actionable recommendations identified by focus groups
- › Engagement with communications
- › Improvement in safety, wellbeing and inclusion scores in Working for Queensland, Australian Workplace Equality Index and employee focus groups and surveys

Acronyms

Acronym	Meaning
CALD	Culturally and Linguistically Diverse
DFV	Domestic and Family Violence
DSP	Disability Service Plan
EAP	Employee Assistance Program
IDAHOBIT	International Day Against Homophobia, Biphobia, Interphobia and Transphobia
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and others
MOHRI	Minimum Obligatory Human Resource Information
NAIDOC	National Aborigines and Islanders Day Observance Committee
SES	Senior Executive Service
SO	Senior Officer
WfQ	Working for Queensland

