

Queensland Multicultural Policy Queensland Multicultural Action Plan 2024–25 to 2026–27

**Public Sector Commission
Annual Reporting for 2024–25**

Background

The [Queensland Multicultural Policy](#) and [Queensland Multicultural Action Plan 2024–25 to 2026–27](#) (the Action Plan) have been established in compliance with the *Multicultural Recognition Act 2016* (the Act) to provide a framework for achieving positive outcomes for Queenslanders from culturally and linguistically diverse backgrounds.

Our vision is for the Queensland Government to be a leader in cultural diversity and inclusion by 2032. This will be achieved through three policy priorities:

- Achieving culturally responsive government
- Improving economic opportunities
- Supporting inclusive, harmonious and united communities.

The Policy is being implemented through the three-year [Queensland Multicultural Action Plan 2024–25 to 2026–27](#) (the Action Plan), which builds on the actions and outcomes of the previous [2016–17 to 2018–19](#), [2019–20 to 2021–22](#) and [2022–23 to 2023–24](#) Multicultural Action Plans.

The Public Sector Commission's (PSC) activities and outcomes for 2024–25, below, support **Focus area 1**, **Focus area 2** and **Focus area 4** of the Action Plan, and fulfil the [Policy and Action Plan](#) annual reporting requirements under Section 24 of the *Multicultural Recognition Act 2016*.

Focus Area 1: Deliver Culturally Responsive Services

The Queensland Government remains committed to ensuring all government initiatives and services, including funded services, are culturally responsive, accessible and inclusive of all people across Queensland.

Agency actions supporting Focus Area 1	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<p>Develop a plan for building practical skills in community engagement, facilitation and public communication across the Public Sector, including consideration for accessible and appropriate engagement with culturally and linguistically diverse communities.</p>	<p>Delivered</p>	<ul style="list-style-type: none"> • The <i>Even better public sector for Queensland 2024–2028</i> strategy and Action Plan (2024 and 2025) were published in 2024. The Action Plan focused on the way we work across the sector with actions targeted at strengthening capability in collaboration, engagement, facilitation and public communications. • In 2024, the Public Sector Commission undertook research to identify success stories of collaboration from across the sector and interjurisdictional good practice. A plan for building collaboration capability in the sector was developed and endorsed in December 2024. • Horizon 1 of the plan focused on collaboration tools and practical guidance, and is due to be delivered in November 2025. The design and development of the resources have been informed by engagement with culturally and linguistically diverse public servants.

Focus Area 2: Drive Diversity and Inclusion across the Public Sector

A diverse and inclusive workforce that is representative of the community we serve is essential to ensuring we are a culturally responsive government.

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Monitor data related to culturally and linguistically diverse employee representation and deliver strategies to achieve the whole-of-government target of 12 per cent for employees who speak a language other than English at home.	Delivered	<ul style="list-style-type: none"> The Minimum Obligatory Human Resource Information (MOHRI) data for the Public Sector Commission as at March 2025 shows 6.38% of employees identify as being from culturally and linguistically diverse backgrounds. However: <ul style="list-style-type: none"> 17.02% of employees chose not to respond to the question in the workforce diversity census. 27.66% of employees did not complete the workforce diversity census (the results of which are stored in the payroll system and reported as part of MOHRI). The PSC workforce is small (94 employees as at 30 June 2025) and small changes in numbers reflect as large percentages.
All Agencies Action – Monitor Working for Queensland survey results relevant to cultural diversity and inclusion and deliver	Delivered	<ul style="list-style-type: none"> In 2024, 80 employees of the Public Sector Commission responded to the Working for Queensland survey.

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
strategies to improve inclusion for culturally and linguistically diverse employees, including Australian South Sea Islander peoples.		<ul style="list-style-type: none"> • Less than 12 respondents identified as speaking a language other than English at home or as being born outside Australia. • The small number makes further analysis difficult. • Of the 80 employees who completed the Working for Queensland survey: <ul style="list-style-type: none"> ○ 86% say their workgroup cares about the cultural safety of culturally and linguistically diverse employees — up 8% points from 2023. ○ 80% feel that their organisation provides a culturally safe work environment for employees from culturally and linguistically diverse backgrounds — up 7% points from 2023. ○ 77% feel that their manager or supervisor takes responsibility for ensuring the cultural safety of employees from culturally and linguistically diverse backgrounds — up 7% points from 2023.
All Agencies Action – Using the Diversity and Inclusion on Boards Toolkit, implement targeted actions to increase the cultural and linguistic diversity of representation on	Delivered	<ul style="list-style-type: none"> • The Public Sector Governance Council, established under Part 7 of the <i>Public Sector Act 2022</i> (the Act), is to

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
Queensland Government boards.		<p>provide system leadership and stewardship of the public sector and to oversee public sector governance.</p> <ul style="list-style-type: none"> • The Board currently consists of seven members including two community representatives. • Membership of the Council reflects gender diversity however the CALD status of members is not currently captured.
All Agencies Action – Agencies will provide DPC with data on the cultural and linguistic diversity of Queensland Government boards to enable Government to monitor and report on the diversity of Queensland Government bodies.	Delivered	<ul style="list-style-type: none"> • Data is provided to the Department of Premier and Cabinet (DPC) for the Register of Appointees when requested.
Public Sector Commission action – Report annually on the experiences of culturally and linguistically diverse employees across the Public Sector, including monitoring representation, inclusion and engagement in the State of the Sector report.	Delivered	<ul style="list-style-type: none"> • The 2025 State of the sector report (the report) was published on 28 July 2025. • Statistics and analysis are included on the whole of sector, with a number of diverse cohorts specifically outlined within the ‘Our diversity’ chapter. • The experience of people that are culturally and linguistically diverse are as follows:

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
		<ul style="list-style-type: none"> ○ March MOHRI data showed 8.96% of employees identify as being people from culturally and linguistically diverse backgrounds – an increase from March 2024 but still falling short of the current 12% target. ● According to the 2024 Working for Queensland Survey results, employees who speak a language other than English at home are more engaged (71%) than their English-speaking colleagues (60%). ● The report also included statistical analysis and survey outcomes for Australian South Sea Islanders for the first time: <ul style="list-style-type: none"> ○ March MOHRI data showed 0.30% of employees identify as being Australian South Sea Islander peoples ○ 0.63% or 441 of WfQ 2024 respondents were Australian South Sea Islanders ○ In WfQ 2024, Australian South Sea Islander employees indicated an engagement score of 63%, which was slightly higher than their non-Australian South Sea Islander counterparts (62%).

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<p>Public Sector Commission action – Review Working for Queensland survey questions to ensure they capture the experience of culturally and linguistically diverse employees, that definitions align with contemporary recommendations and that the survey provides actionable insights.</p>	<p>Delivered</p>	<ul style="list-style-type: none"> • The WfQ Survey asks participants to identify if they were born overseas, speak an overseas language at home or in their community, use Auslan at home or in their community, or have an overseas ethnic or cultural identity. • PSC reviews the survey instrument annually. • Based on extensive consultation, and feedback from the sector, the following changes relating to CALD or all employees were made for 2025: <ul style="list-style-type: none"> ○ More fulsome lists for country of birth and languages sourced from the Australian Bureau of Statistics. ○ Update of questions on cultural safety to better reflect the intention of the <i>Public Sector Act 2022</i> with a shift to questions asking if workgroups take proactive steps to ensure cultural safety and whether leaders take responsibility and accountability for ensuring cultural safety. ○ Rewording of questions on barriers to success to all employees having equal opportunity to succeed. • Inclusion of questions about workplace adjustments to be asked of all employees, not just people with disability. For

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		<p>example, inclusion of those who require flexibility or adjustments for religious reasons.</p> <ul style="list-style-type: none"> • The changes were made following consultation with the following groups external to the PSC: <ul style="list-style-type: none"> ○ Pride in Diversity ○ Australia Disability Network ○ Community Cohesion and Engagement, Community Services, Department of Families, Seniors, Disability Services and Child Safety (LGBTQIA+ and gender identity content) ○ Seniors and Carers, Families, Seniors and Carers, Department of Families, Seniors, Disability Services and Child Safety (unpaid carer and senior content) ○ Veterans Queensland, Governance and Engagement, Department of the Premier and Cabinet. • In 2024, PSC worked with the former Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism to ensure the WfQ survey captures a broader definition of cultural and linguistic diversity including language spoken with friends

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
		and/or community as well as self-described ethnicity or cultural background.
Deliver a public campaign to promote the diverse employment opportunities that exist across the public sector and clearly explain why the sector is a great place to build a career, including targeted communications for culturally and linguistically diverse groups.	Not delivered	<ul style="list-style-type: none"> • A new employee value proposition (EVP) is in development for the Queensland public sector. • The new EVP purposefully focuses on the experience of employees from different diversity cohorts. • The development of the EVP was extensive with representatives of diversity playing an important role. <ul style="list-style-type: none"> ○ Targeted inclusion of cultural diversity during group concept testing. ○ The digital campaign will feature CALD employees. ○ The implementation standards will provide guidance on ensuring workplace inclusion and diversity, including CALD perspectives and requirements, are featured in EVP materials (e.g. promoting translations for digital recruitment activities).
Implement a new sector-wide program for non-frontline graduate recruitment aimed at launching and supporting meaningful public sector careers, including a target for	Not delivered	<ul style="list-style-type: none"> • The graduate program is now linked to a government election commitment, which will be delivered by the Department of the Premier and Cabinet.

Agency actions supporting Focus Area 2	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
graduates from culturally and linguistically diverse backgrounds.		<ul style="list-style-type: none">PSC is developing a sector-wide better practice framework for non-frontline graduate programs, which will include principles that support diversity and inclusive practices.

Case studies highlighting achievements relevant to Focus Area 2:

Report annually on the experiences of culturally and linguistically diverse employees across the Public Sector, including monitoring representation, inclusion and engagement in the State of the Sector report.

- The 2025 State of the sector report contains a number of case studies.
- Of note, the Queensland Police Service (QPS) provided positive case studies specific to culturally and linguistically diverse employees:
 - Culturally and Linguistically Diverse Consultative Group (CALD CG)
 - Learning through cartooning (Art in action)
 - Pacific Island Roots Program.

Implement a new sector-wide program for non-frontline graduate recruitment aimed at launching and supporting meaningful public sector careers, including a target for graduates from culturally and linguistically diverse backgrounds:

- The Future Leaders Graduate Program led by the Department of the Premier and Cabinet, is one example of how the Queensland Government is creating structured, supported pathways into public sector management roles and has grown into a flagship early career initiative.
- Inclusive practices are embedded throughout the program. The program drives workforce diversity, actively engaging candidates from diverse groups and attracting candidates from Queensland, Australia and internationally. Through this active engagement, the program attracts large volumes of applicants (approximately 1000–1400) each year.
- In 2025, the program welcomed its largest cohort to date, with 80 graduates commencing.
 - 22.5% identified as having a culturally and linguistically diverse background.

Focus Area 3: Strengthen Our Economy

The Queensland Government will take specific actions to identify and address the barriers that people from culturally and linguistically diverse backgrounds face to participate in economic opportunities in line with their skills and ambitions.

Agency actions supporting Focus Area 3	Progress/status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
N/A – The Public Sector Commission does not have any actions under Focus Area 3.	N/A	N/A – The Public Sector Commission does not have any actions under Focus Area 3.

Focus Area 4: Promote Social Cohesion

All Queenslanders have a responsibility to foster social cohesion in our communities. The Queensland Government will take action to respect and celebrate the contributions of Queenslanders from diverse backgrounds.

Agency actions supporting Focus Area 4	Progress/ status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<p>All Agencies Action – Take a strong stance against racism, and actively promote anti-racism messages to staff, clients and communities in line with each agency’s unique context.</p>	<p>Delivered</p>	<ul style="list-style-type: none"> • PSC continues to action and support commitments towards an inclusive, diverse and culturally capable workforce in the Queensland Multicultural Action Plan 2023–24, Disability Service Plan 2023–25 and Reframing the Relationship plan. • The PSC regularly promotes and acknowledges dates of cultural significance (such as NAIDOC week, Multicultural Queensland Month, etc.) with PSC employees and across the sector using the Inclusion and Diversity Community of Practice membership. • The PSC is committed to building a culturally safe and anti-racist environment, which enables culturally capable, safe and anti-racist engagement and service delivery across the public sector. This is evidenced by the joint Reframing the Relationship Plan with the Department of the Premier and Cabinet, published in December 2023.

Agency actions supporting Focus Area 4	Progress/ status for 2024–25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
		<ul style="list-style-type: none"> • The PSC is lead agency for the Aboriginal and Torres Strait Islander career pathways service that aims to improve the representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making roles and strengthening the cultural capability of the sector and creating culturally safe workplaces. • The PSC continues to work with the Queensland First Nations Ambassadors for Change group to strengthen the cultural capability of the sector, which includes a focus on reducing systemic racism. • The PSC continues to provide support to Queensland public sector agencies on how best to meet their legislative obligations under Part 3 of the <i>Public Sector Act 2022</i> in Reframing the State's relationship with Aboriginal peoples and Torres Strait Islander peoples.