



2025-26 Terms of Reference

Queensland Public Sector LGBTQIA+
Steering Committee

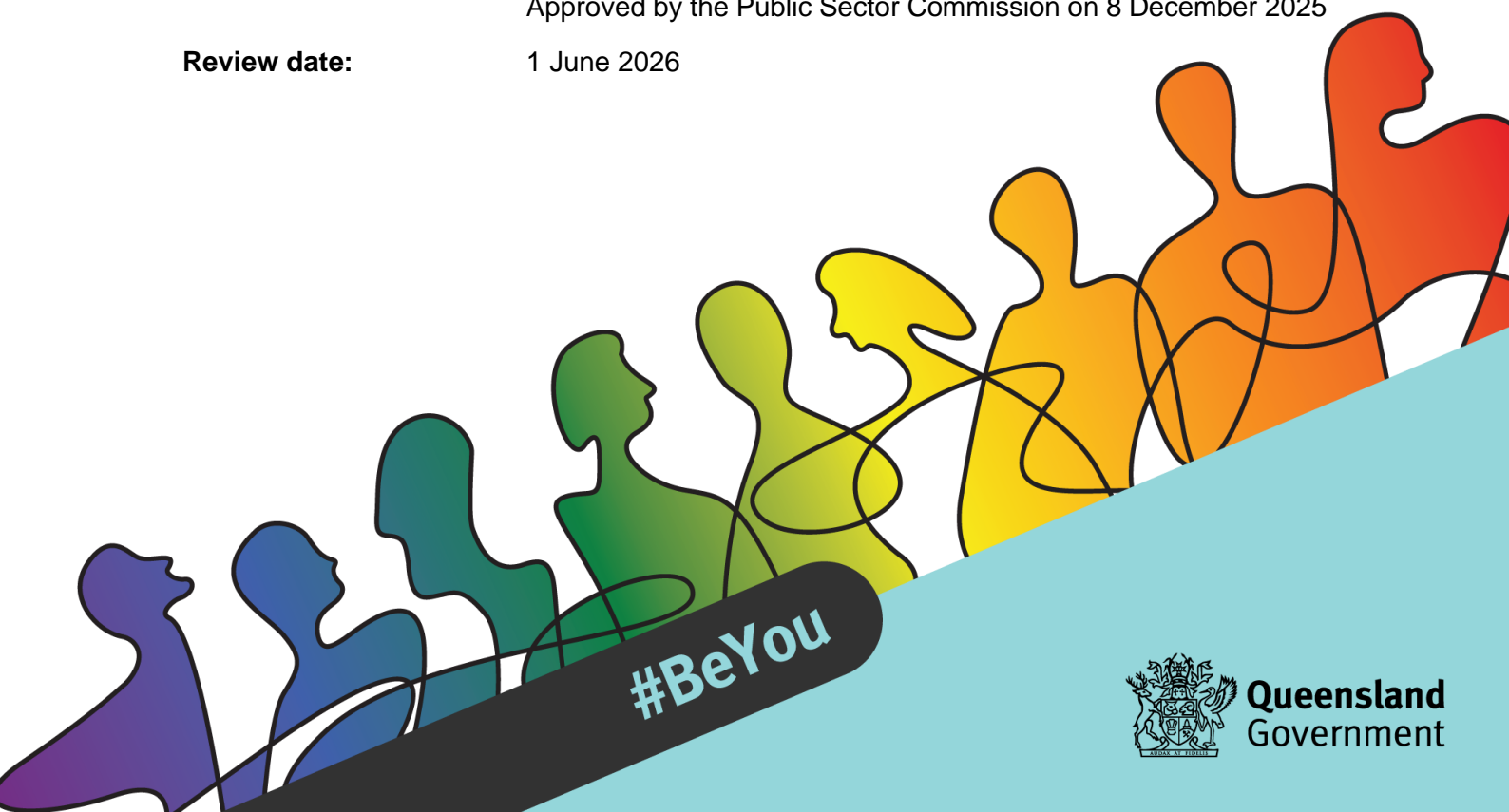
Effective date:

Endorsed by the Steering Committee on 30 June 2025

Approved by the Public Sector Commission on 8 December 2025

Review date:

1 June 2026



#BeYou



1. Acknowledgement

The Queensland Public Sector LGBTQIA+ Steering Committee (Steering Committee) acknowledge the partnership with the Public Sector Commission (PSC) to deliver on our commitment to diversity and inclusion and acknowledge the significant contribution of the community it serves - the approximately 11 per cent of public sector employees who identify as LGBTQIA+ and their allies.

The Steering Committee acknowledges the traditional owners and custodians of the land on which it works and pays respect to the Elders past, present and future. The Steering Committee acknowledge LGBTQIA+ Aboriginal and Torres Strait Islander people, and their contribution of lived experience to community and the Steering Committee.

2. Our vision and strategic alignment

As articulated within the [Inclusion and Diversity Strategy 2021-2025](#), the Queensland public sector's (the public sector) vision for inclusion and diversity is a public sector for all, where everyone feels safe, respected and included.

With reference to LGBTQIA+ public sector employees, the [Queensland Public Sector LGBTQIA+ Action Plan 2023-25](#) aspired to address the priority areas identified in the [LGBTQIA+ Inclusion Strategy 2017 – 2022 evaluation summary](#) for a public sector that reflects the diversity of the community and leads social change, where people of all sexual orientations, gender identities and intersex variations feel safe, accepted and valued.

3. Our role

The Steering Committee is a cross-agency group made of up of public sector employees. Our role is to function as an advisory body to the PSC and to promote inclusion across the sector and support agencies to build capability and lift inclusion across their workforce. We do this by:

- Co-ordinating the public sector's network for LGBTQIA+ employees;
- Providing LGBTQIA+ perspectives and policy advice to the PSC and agencies, and advocating for inclusion within agencies; and
- Investigating options for whole-of-sector programs and initiatives focusing on LGBTQIA+ inclusion.

The Steering Committee's areas of focus are:

- **Supportive workplace cultures** – Fostering open and supportive workplaces where LGBTQIA+ employees can bring their whole selves to work every day.
- **Capability and leadership** – Building the capability of allies, leaders, and the broader workforce.
- **Inclusive policy and practice** – Ensuring our policies and practices are inclusive and support the needs of all employees and their communities, including people of diverse sexual orientations, gender identities and intersex variations.

The Steering Committee, through the PSC, is supported by [Pride in Diversity](#) Membership.



The Chair of the Steering Committee is a member of the [LGBTQIA+ Roundtable](#) administered by the [Department of Families, Seniors, Disability Services and Child Safety](#) to provide a voice for the public sector workforce.

4. Our commitment to diversity and inclusion

The idea of an inclusive workplace where individuals bring their whole selves to work can seem unachievable, but the Steering Committee is striving to reach this aspiration. The Steering Committee is committed to representing the community it serves - the approximately 11 per cent of public sector employees who identify as LGBTQIA+.

The Steering Committee is further committed to intersectionality, and the interconnectedness of a person's identity and circumstances. The diversity of the Steering Committee is its greatest strength, with members having diverse sexual orientations, gender identities and having diverse backgrounds, cultures, experiences, and abilities.

5. Our membership

The Steering Committee is comprised of between 9 (minimum) and 13 (optimal) Steering Committee Members (Members) who are volunteers, public sector employees and who identify as members or allies of the LGBTQIA+ community, with consideration given to achieving a diverse membership.

People from diverse backgrounds, including non-English speaking backgrounds, people with a disability, women and those who identify as women, and Aboriginal and Torres Strait Islander people are encouraged to express interest in the Steering Committee.

5.1 Terms

Members serve a term of two years, with the option to seek one additional term at the conclusion of their first (i.e., maximum of four years). Chair and Deputy Chair(s) terms also reflect this arrangement (i.e., maximum of four years).

5.2 Chair

A Chair will be elected by the Steering Committee through a nomination process managed by the Leadership Team or the outgoing Leadership Team, as necessary. Only a Member of the Steering Committee can nominate to be Chair of the Steering Committee.

The Chair will set and oversee the strategic direction of the Steering Committee in collaboration with Members. The Chair will be the conduit between the PSC and the Steering Committee and will represent the Steering Committee externally.

5.3 Deputy Chair(s)

Up to three Deputy Chairs will be elected by the Steering Committee through a nomination process managed by the Chair. Only a Member of the Steering Committee can nominate to be a Deputy Chair of the Steering Committee.

The Deputy Chair(s) support the Chair in implementing the strategic direction of the Steering Committee and actively collaborates with other LGBTQIA+ public sector and other groups.



5.4 Leadership Team

The Steering Committee's Leadership Team is comprised of the Chair and Deputy Chair(s). Collectively, they coordinate the operations of the Steering Committee and actively contribute and monitor the delivery of the Steering Committee's priorities, programs and initiatives.

5.5 Aboriginal or Torres Strait Islander representative

One or more members of the Steering Committee must be an Aboriginal or Torres Strait Islander person. In the event that this is not achieved, an ex-officio representative will be sought from the relevant public sector agency responsible for Aboriginal and Torres Strait Islander Partnerships.

5.6 Steering Committee Members

Members will actively contribute to the priorities, programs and initiatives of the Steering Committee by sharing their unique perspectives as public sector employees.

All Members are **accountable** and **responsible** for the delivery of the Work Plan. The implementation of Work Plan actions is to be shared across all members, with members volunteering to take lead of individual actions (see [Our Work Plan](#)).

All Members will support the successful operating rhythm of the Steering Committee.

5.7 PSC

The PSC is the authorising entity for the Steering Committee and provides an annual budget to support the Steering Committee's Work Plan. They will also contribute other in-kind resources where possible and appropriate, particularly around communication and design.

A representative from the PSC will join the Steering Committee in an ex-officio capacity and will consult with the Steering Committee on sector-wide workforce related matters impacting on LGBTQIA+ employees. The representative will inform the Steering Committee of updates related to sector diversity and inclusion activities. They will also monitor the Steering Committee's fiscal position and ensure appropriate government policies and procedures are followed.

The PSC representative will attend Steering Committee meetings and receive semi-regular updates from the Chair on progress. The PSC representative may engage a proxy where they are unable to attend a scheduled Steering Committee meeting.

6. Our commitment to integrity

As the Steering Committee is in our function as public service employees, the public sector Code of Conduct applies. The Steering Committee will comply with existing whole of government and PSC policies and procedures (i.e., privacy management, workplace, health, and safety).

In accordance with the first principle of the Code of Conduct, Integrity and impartiality, members will be asked to declare any conflicts of interests at the commencement of Steering Committee meetings, and through recruitment processes.

Where a conflict of interest is declared, the Member may need to take leave while the matter that is the basis of the conflict of interest is discussed.



7. Our operations

The Steering Committee will meet monthly to deliver on Work Plan commitments. Meetings will be held either in person or virtually via videoconference.

A quorum will be achieved when 50 per cent, plus one, of Steering Committee Members are in attendance.

A Member's tenure may be at risk of continuity where there have been multiple absences without prior notice. The Steering Committee meeting must be chaired by the Chair, or where the Chair is unavailable by the Deputy Chair(s).

8. Our decision making

Decisions made by the Steering Committee will be determined by a majority vote. Decisions will be documented in meeting minutes, with the PSC to approve decisions requiring a financial commitment. Where a majority vote can not be reached, the Chair may cast the deciding vote.

9. Our terms of reference

The Steering Committee will undertake an annual review of its Terms of Reference to ensure its operations are contemporary, fit-for-purpose and in line with community expectations.

The Terms of reference will be submitted to the PSC, via the PSC representative for approval by the Public Sector Commissioner.

10. Our Work Plan

The Steering Committee will develop an annual Work Plan outlining its priorities, programs and initiatives for the forthcoming financial year. The Work Plan will include financial and human resources considerations. The Work Plan will be submitted to the PSC by June of each year, via the PSC representatives, for approval by the Public Sector Commissioner.

Members are responsible for coordinating and facilitating out-of-session discussions with other members, critical friends, or working groups as required.

Action leads provide updates at the Steering Committee meetings, where the Steering Committee will vote and make recommendations as a collective in line with its decision-making process.

The Chair will provide the Public Sector Commissioner with regular updates on the Steering Committee's progress under the approved Work Plan, including whether any dispensation needs to be sought to amend the approved Work Plan.

At the conclusion of each Work Plan, a retrospective review will be completed by the Chair, highlighting the key achievements from the concluding financial year. The retrospective review will be submitted in July of each year to the PSC, via the PSC representative, for noting by the Public Sector Commissioner.



11. Our recruitment

The Chair or delegate will undertake an annual recruitment process, as required, to fill vacant Steering Committee positions in line with the [Recruitment and Selection Directive 07/23](#) and the Recruitment and Selection Summary Guide.

The Chair or delegate must include a panel member who is external to the Steering Committee.

Public sector employees will be invited to express their interest in joining the Steering Committee. Extraordinary recruitment, outside of the annual process, may be undertaken by the Chair to fill a casual vacancy.

12. Our critical friends network

The Chair may invite internal or external stakeholders to join the Steering Committee's [critical friends network](#) (CFN). The CFN will advise the Steering Committee on opportunities to further achieve its vision within its role.

