



Queensland Police Service

Belonging & Inclusion

Action Plan 2026-2027

Purpose of this Action Plan

The Queensland Police Service (QPS) **Belonging & Inclusion Action Plan 2026-2027** details the practical steps the QPS will take over the next 18 months to promote equity, diversity, respect, and inclusion (EDRI) in the workplace.

This action plan aligns with the vision for belonging and inclusion outlined in the **Belonging & Inclusion Plan 2026-2030** and is underpinned by the **Belonging & Inclusion Framework**.

Strategic Context

This action plan focuses on key activities to help achieve our shared vision of a QPS where everyone experiences a genuine sense of belonging and inclusion, collectively united by our shared purpose of keeping Queensland's communities safe and feeling safe.

The action plan is informed by the findings of the QPS Equity and Diversity Audit (April 2025) and is part of a larger framework of strategies, plans, and initiatives that together promote EDRI across the QPS.

To avoid duplicating existing efforts, this action plan builds on the progress already underway by addressing gaps and leveraging opportunities for improvement. It is supported by key priorities, reform programs, and legislation, including:

- Queensland Government election commitments
- Ministerial Charter Letter
- QPS Strategic Plan
- QPS Operational Plan
- Commissioner's 100-Day Review of the Queensland Police Service (100DR)

- QPS Transformation Roadmap
- QPS Multicultural Action Plan
- QPS Reframing the Relationship Plan
- QPS Disability Service Plan
- *Public Sector Act 2022*
- *Anti-Discrimination Act 1991*
- *Human Rights Act 2019*
- *Work Health and Safety Act 2011*

Monitoring Progress & Impact

Performance against this action plan will be monitored through regular reporting via the QPS governance framework and reviewed annually through our equity and diversity audit.

These audits collect information about our workforce, evaluate the effectiveness of our belonging and inclusion activities, and identify areas for improvement. They draw on workforce surveys, data, and analytics, and serve as a valuable tool for measuring progress over time.

Enablers of Success

The Enablers of Success from the **Belonging & Inclusion Framework** provide the foundation for achieving belonging and inclusion. They act as practical tools to guide the planning, delivery, and evaluation of the activities in this action plan.

Responsible officers and areas should use the enablers as a framework to embed belonging and inclusion into every activity, project, and decision.

Belonging & Inclusion Enablers of Success



Inclusive Leadership & Governance

Leaders must model respect, accountability, and inclusion through their actions.

Governance ensures that belonging and inclusion are part of the planning, measurement, and delivery of programs and services.

Reflective Questions:

- *How are EDRI principles being integrated into the planning, delivery, and evaluation of our work?*
- *How will leaders demonstrate inclusive behaviours and take accountability for belonging and inclusion outcomes?*



Communication & Everyday Engagement

Inclusive language, open communication, and active engagement are essential for belonging and inclusion.

They ensure that everyone's voice is heard and valued.

Reflective Questions:

- *How will we ensure that our communication is inclusive, accessible, and respectful of diverse perspectives?*
- *How will we create opportunities for meaningful engagement with all stakeholders in our work?*



Capability & Learning

Building skills and knowledge in the application of EDRI principles is critical for success.

Training, resources, and development opportunities are key to creating cultural awareness and inclusive practices.

Reflective Questions:

- *What will we do to ensure people understand and can apply EDRI principles?*
- *How are we supporting our people to develop the skills needed to identify and address EDRI challenges and opportunities?*



Systems, Processes & Policies

Fair, accessible, and inclusive systems, processes, and policies are the foundation of belonging and inclusion.

Removing barriers ensures that everyone has fair access and is treated equitably.

Reflective Questions:

- *How will we ensure our systems, processes, and policies are fair, accessible, and inclusive?*
- *How will we identify and address barriers to access and inclusion?*



Data, Evidence & Insights

Data, feedback, and lived experiences help identify opportunities, evaluate progress, and improve outcomes.

These insights ensure programs and services align with our belonging and inclusion goals.

Reflective Questions:

- *What data will we use to monitor the impact of our work and identify areas for improvement?*
- *Are we incorporating diverse perspectives and lived experiences into the design, delivery, and evaluation of our work?*

Key Activities for 2026-2027

Performance Measures				
<ul style="list-style-type: none"> Employee engagement Delivery of outcomes and initiatives 		<ul style="list-style-type: none"> Volunteer engagement Workforce data and analytics 		
No.	Key Activities	Responsible Officer	Completion Date	Strategy Alignment ^(a)
Strength in Diversity				
BI01	Use inclusive language and diverse imagery in attraction activities and recruitment campaigns, to strengthen employer branding and position the QPS as a champion of equity, diversity, respect, and inclusion, and a workplace that attracts and retains talent from all backgrounds.	Executive Director, Communications Culture & Engagement Division Assistant Commissioner, Recruiting & Development Command Executive Director, Human Resources Division Executive Director, First Nations Division Chief Officer, State Emergency Service Chief Officer, Marine Rescue Queensland	Ongoing	A1
BI02	Deliver improvements to the Psychological Assessment Unit policies and procedures to ensure contemporary psychological selection practices for recruitment.	Executive Director, Health & Wellbeing Division	30/06/2026	A2
BI03	Strengthen partnerships and collaboration with stakeholders and community groups to improve and expand talent pathways into the QPS.	Assistant Commissioner, Recruiting & Development Command Executive Director, Human Resources Division Executive Director, First Nations Division Executive Director, Communications Culture & Engagement Division	30/06/2027	A3
Healthy & Inclusive Workplaces				
BI04	Embed shared responsibility for health, safety, and belonging into organisational strategy and leadership development, emphasising the important protective role of social support.	Executive Director, Implementation Program 100-Day Review Executive Director, Health & Wellbeing Division Assistant Commissioner, Recruiting & Development Command	30/06/2027	B1, B4, D1

Performance Measures				
<ul style="list-style-type: none"> Employee engagement Delivery of outcomes and initiatives 		<ul style="list-style-type: none"> Volunteer engagement Workforce data and analytics 		
No.	Key Activities	Responsible Officer	Completion Date	Strategy Alignment ^(a)
BI05	Undertake the Q-Tool inclusivity audit of mental health and wellbeing support services.	Executive Director, Health & Wellbeing Division	30/06/2026	B2
BI06	Review and improve QPS training programs to make them more accessible, and inclusive, to meet the diverse needs of employees, including those with caregiving responsibilities, neurodiverse individuals, people needing reasonable adjustments, and those with specific needs.	Assistant Commissioner, Recruiting & Development Command	30/06/2027	B3, C1
BI07	Recognise and reward contributions that promote belonging, inclusion and a positive workplace culture through the QPS awards program.	Assistant Commissioner, Recruiting & Development Command	30/06/2027	B4
Fair & Accessible Systems				
BI08	Refresh the QPS Individual Development and Performance (DAP) program to prioritise a person-centred approach, that recognises the diversity of individuals and roles across the QPS.	Executive Director, Human Resources Division	30/06/2027	C1, B3
BI09	Establish the 70:20:10 learning model to strengthen workforce capability and support continuous development, ensuring it reflects the diverse strengths, aspirations, and responsibilities of individuals and their roles.	Executive Director, Human Resources Division	30/06/2026	C1, B3
BI10	Deliver a technical solution to streamline and improve the administration of the QPS higher duties and relieving (EOI) processes, to ensure transparency, fairness, and enable the identification and mitigation of barriers to accessibility and inclusion.	Executive Director, Human Resources Division	30/06/2027	C1, C2
BI11	Integrate equity, diversity, respect, and inclusion principles into the QPS performance management framework to promote and drive organisational change.	Executive Director, Policy & Insights Division	30/03/2027	C3

Performance Measures <ul style="list-style-type: none"> Employee engagement Delivery of outcomes and initiatives Volunteer engagement Workforce data and analytics 				
No.	Key Activities	Responsible Officer	Completion Date	Strategy Alignment ^(a)
Leadership with Care & Accountability				
BI12	Embed equity, diversity, respect, and inclusion principles into QPS Executive Performance and Development Agreements, to strengthen accountability and alignment with QPS belonging and inclusion objectives	Executive Director, Policy & Insights Division	30/06/2027	D3, D1, C3
BI13	Develop and implement a communications and engagement strategy to promote and embed the Belonging & Inclusion Framework, fostering awareness, understanding, and a greater commitment to equity, diversity, respect, and inclusion across the QPS	Executive Director, Policy & Insights Division	30/06/2027	D1, B4
BI14	Continue to support the implementation of the QPS Reframing the Relationship Plan, QPS Multicultural Action Plan, QPS Disability Service Plan and associated initiatives as key drivers of equity, diversity, respect, and inclusion across the QPS.	Executive Director, First Nations Division Executive Director, Communications Culture & Engagement Division Executive Director, Policy & Insights Division	Ongoing	All Strategies
BI15	Embed equity, diversity, respect, and inclusion principles into the design and delivery of priority initiatives under the 100-Day Review and Transformation Office, ensuring they consider the needs of a diverse and inclusive workforce.	Executive Director, Implementation Program 100-Day Review Executive Director, Transformation Office <i>implemented by Senior Responsibility Officers / Project Sponsors</i>	30/06/2027	All Strategies
BI16	Support implementation of the QHRC review recommendations to increase diversity and inclusion within the QPS.	Executive Director, Communications Culture & Engagement	30/06/2027	All Strategies
(a) Alignment with Belonging & Inclusion Strategies as detailed in the Belonging & Inclusion Plan 2026-2030.				