**Strategy Workforce Plan 2023-2027**

**Our People**

Build a connected, engaged and job ready workforce, with the health, wellbeing, and safety of our people a priority.

**Strategic context**

Together we prevent, disrupt, respond, and investigate, to make Queensland the safest state. This plan links to the Queensland Government 10-year human capital outlook and 3-year human capital strategic roadmap. It supports the QPS Strategic Plan to drive workforce transformation.

**Our Risks**

* Attract and retain the right talent in a highly competitive labour market
* Align capacity and capability to meet future demand
* Implement a workforce model that enables fiscal sustainability

**Our Opportunities**

* Achieve a blended workforce that improves financial sustainability
* Implement service delivery reforms to address government objectives and changing community expectations
* Embrace Technology to optimise new and better ways of working

**Our Workforce Profile**NOTE - Workforce data as at 30 June 2023

Who we are

* Our Workforce: 17,534
  + Staff 27%
    - Male 41%
    - Female 59%
  + Recruits 2%
    - Male 72%
    - Female 28%
  + Police 71%
    - Male 71.5%
    - Female 28.4%
    - Other 0.1%

Our workforce is located in

* + Rural 4%
  + Regional 28%
  + Urban 68%

Our Workforce Diversity

* Average age (years)
  + Staff - 46
  + Recruits - 28
  + Police – 43
* Diversity Group
  + First Nations
    - Our Profile is 2.3%
    - Our Target is 4%
  + Non-operational staff, members with a disability
    - Our Profile is 3.1%
    - Our Target is 6%
  + Culturally and linguistically diverse
    - Our Profile is 1.2%
    - Our Target is 8%
  + Women in leadership
    - Our Profile is 26.7%
    - Our Target is 30%

Employment Status

* Permanent - 93.8%
* Temporary - 4.0%
* Contracts - 2.1%
* Casual - 0.1%

Attrition Rate

* Police - 5.6%
* Staff - 10.7%

**Future workforce profile vision**

* Responsive to environmental and social challenges
* Critical thinkers who harness diversity
* Resilient community leaders
* Adaptive to changing technologies
* Data and metrics capability inform organisational decisions

**Our Values**

* **Integrity**- Is in everything we do. We are honest, trustworthy and hold each other to a high standard
* **Professionalism** - Times are challenging but if we are professional in everything we do, our communities will continue to support us
* **Community** - We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community
* **Respect and Fairness** - We treat each other and our communities as we would like to be treated ourselves - with fairness, dignity and respect

| **Levers for change** | **Strategic imperatives** | **Strategies** | **Performance indicators** |
| --- | --- | --- | --- |
| **Talent Management** | * BeHere4Qld * Total Rewards * Blended workforce | *Build a capable and sustainable workforce that is diverse, inclusive, and reflective of the community we serve*   * Recruit the right people, aligned to Queensland Government and QPS values * Recognise and reinforce employee contribution through a robust performance management framework * Review and embed a capability framework and ensure alignment with organisational goals | * Government election commitment - % of targets met * % of current Development and Performance Agreements |
| **Leadership & Capability** | * Leadership pipeline * Future skills & portable capabilities * Talent Now | *Deliver leadership that is visible, agile, authentic, courageous, and supportive*  *Establish and maintain collaborative partnerships to deliver positive outcomes*   * Continue to build leadership development at all levels that is aligned to Queensland government and QPS values * Foster leadership pipeline recruitment practices that reinforce Queensland Government and QPS values * Implement a succession planning framework to support emerging leaders | * Leadership development activities delivered * Working for Queensland results |
| **New ways of working** | * Agile and flexible working * Organisational design * Collaborative governance | *Enable new ways of working and provide fit for purpose resources*   * Build an agile and flexible workforce that can meet changing needs, government priorities and better respond to dynamic changes * Leverage opportunities to redesign the way we deliver service to the community * Facilitate sustainable partnerships across QPS, other government agencies, the private sector, and the community | * Working for Queensland results * Implementation of Disaster Management portfolio |
| **Culture** | * Cultural transformation * Wellbeing * Diverse workforce | *Foster and embed a culture that aligns with our values*  *Provide safe and healthy workplaces, embedding a shared responsibility in prioritising wellbeing*   * Prioritise safe and healthy workplaces by uplifting capability and providing resources * Embed a shared responsibility in prioritising psychological, physical, and social wellbeing * Continue to build and promote a positive, diverse, and inclusive workplace * Establish an organisational framework to support gender equity in the workplace * Commitment to prevent Domestic and family violence (DFV), support affected employees and empower employees to challenge attitudes to DFV | * Government mandated plans are in place and promoted * QPS diversity targets |

**Equity and Diversity Plan 2023-2024**

| **Objectives** | **Lead Area** | **Timeframe** | **Description** | **Measures** |
| --- | --- | --- | --- | --- |
| Drive cultural change to deliver a more respectful and diverse workplace where everyone feels included | ELT Leadership | Ongoing | The existing QPS Inclusion and Diversity Strategy 2020-2025 will be reviewed and identified actions will seek to embed a more inclusive and respectful workplace where all people can positively contribute and are connected and engaged. Inclusion and diversity principles will be actively promoted and disseminated throughout the QPS with a view to implementing positive change | * Agency diversity targets * Positive change in equity and diversity audit ­findings * Working for Queensland results |
| Attract police applicants who reflect the diversity of our community and are aligned to our values | People Capability Command | 30 June 2024 | Using market activities to attract quality police applicants from different backgrounds, the QPS will drive opportunities to increase diversity in the workforce. This will involve continued development of recruitment pathways to ensure prospective applicants are drawn from the widest possible spectrum within our community | * Increase in the diversity pro­le of police recruit pipeline * Positive change in equity and diversity audit ­findings * Working for Queensland results |
| Employ staff members from diverse backgrounds with the right capabilities to provide frontline and support services | Human Resources Division | 30 June 2023 | Coordinate practical staff member recruitment and selection strategies to attract people from many different backgrounds and increase workforce diversity. The use of expansive recruitment activities will build an inclusive culture that promotes human rights, encourages diversity of thought, and provides equal opportunities for everyone. | * Increase in the QPS Smart Jobs diversity pro­le * Positive change in equity and diversity audit ­findings * Working for Queensland results |

| **Objectives** | **Lead Area** | **Timeframe** | **Description** | **Measures** |
| --- | --- | --- | --- | --- |
| Embed a diverse and inclusive culture where women can participate and thrive to reach their potential, including in leadership roles | ELT Leadership | Ongoing | The QPS will identify and remove organisational and systemic barriers to the progression of women throughout their careers. QPS will support women in police and staff member roles to reach their full potential both professionally and personally. QPS leadership will challenge cultural behaviours and champion an inclusive workplace that embraces diversity and addresses the barriers for women progressing to leadership roles. | * Agency diversity target for women in leadership - 30% * Positive change in equity and diversity audit ­findings * Working for Queensland results |
| Remove barriers to attracting and retaining people with a disability | Communications Culture and Engagement | Ongoing | The QPS Disability Service Plan (2023-27) is to be fi­nalised by 31 October 2023 and will include key actions to support increased representation of people with a disability within our workforce. QPS will provide an accessible and culturally safe environment that encourages a positive employment experience for employees who identify as having a disability and will promote psychological health and wellbeing. | * Agency disability target - 6% for staff members in non-operational roles * Positive change in equity and diversity audit ­findings |
| Enhance cultural capability to support reframing the relationship with First Nations people | Communications Culture and Engagement | Ongoing | The QPS Reframing the Relationship plan will develop cultural capability by delivering an enhanced framework that ensures respectful, and effective engagement with Aboriginal peoples and Torres Strait Islander peoples with regard to employment matters. This will ensure their perspectives are an inherent part of our core business. The plan will acknowledge, embrace, and celebrate the humanity of Aboriginal and Torres Strait Islander Australians and commit to a new way of working together, delivering real change and real outcomes through a genuine partnership approach, to continue the journey to reconciliation. | * Agency diversity target for First Nations - 4% * Positive change in equity and diversity audit ­findings * Working for Queensland results |
| Increase proactive engagement with Diversity Target Groups | Communications Culture and Engagement | Ongoing | The QPS will provide support to Diversity Networks (Multicultural, Leading Women, Accessibility Advisory, Pride) and implement strategies to increase recognition and engagement and drive more inclusive, safe, and respectful workplace environments for people from diverse backgrounds. | * Diversity target for CALD - 8% * Positive change in equity and diversity audit ­findings * Working for Queensland results |