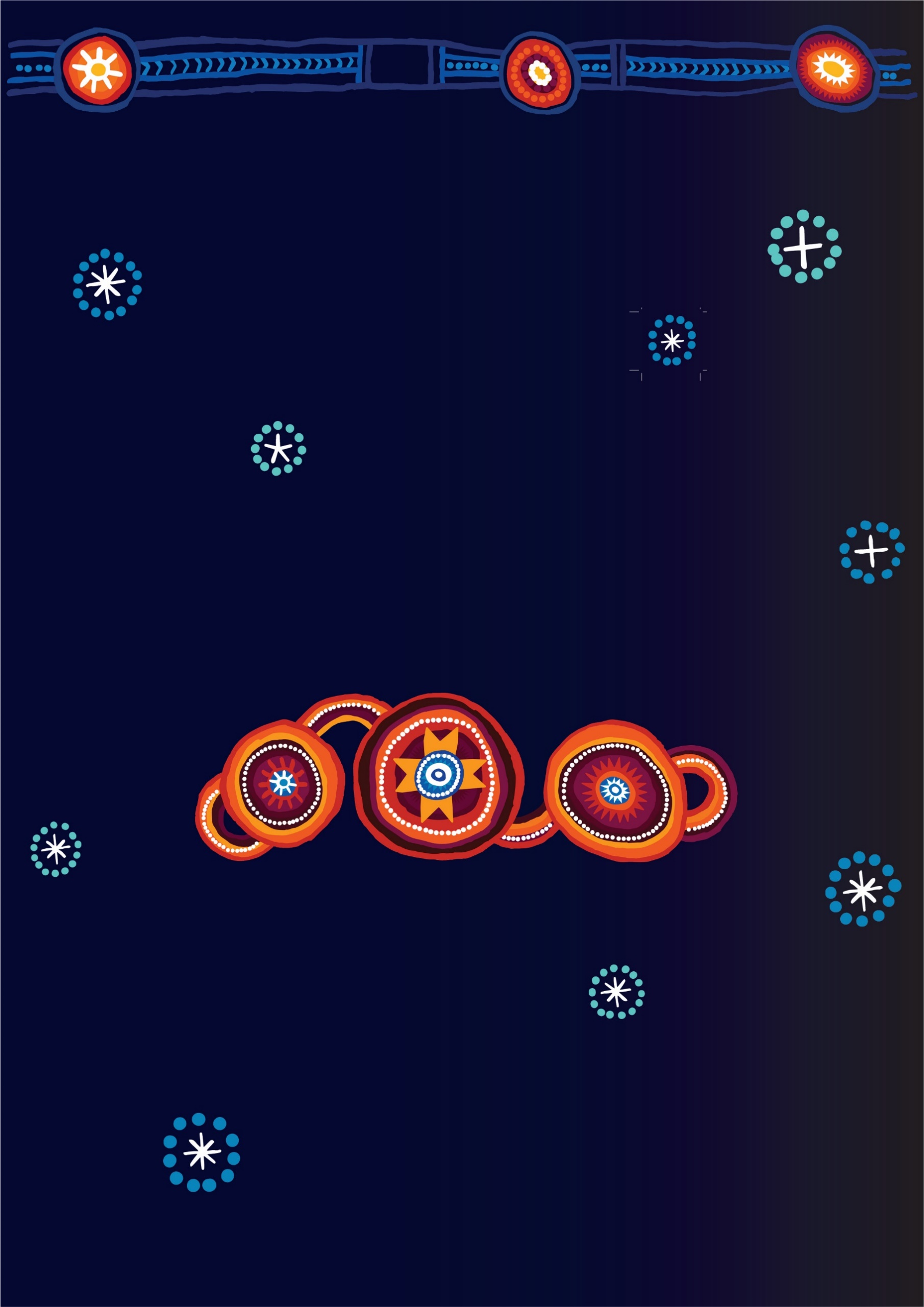
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**Queensland Police Service**

Reframing the Relationship Plan 2024-2027



# Acknowledgement of Country

The Queensland Police Service (QPS) respectfully acknowledges First Nations peoples as the Traditional Owners and Custodians of Queensland. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to elders, past, present and emerging.

# About our Reframing the Relationship Plan

## Purpose

This plan has been developed to support the Queensland Police Service (QPS) in its commitment to implement the components of the Reframing the Relationship requirements under section 21(2) of the *Public Sector Act 2022* (Qld) (“the *Public Sector Act*”)*.*

This plan will support the continued commitment of the QPS to building cultural capability and promoting change to enable the delivery of culturally safe services to Aboriginal and Torres Strait Islander peoples and communities.

The plan will be published on the QPS website as required by section 23(2)(a) of the *Public Sector Act*.

## Annual Audit and Plan Review

Section 23(3) and (4) *Public Sector Act*, requires that the QPS commits to:

* Conducting an annual audit of QPS’ performance as measured against this plan;
* Conducting an annual review of this plan; and
* Updating this plan when necessary.

## Background

In 2019, the Queensland Government released its Statement of Commitment to reframe the relationship between Aboriginal and Torres Strait Islander peoples, and the Queensland Government.

The *Public Sector Act 2022* acknowledges that Queensland Public Sector agencies have a unique role and obligation to reframe relationships and recognise the importance of self-determination for Aboriginal and Torres Strait Islander peoples.

The QPS acknowledges and respects the unique cultures, histories and ongoing contributions of Aboriginal and Torres Strait Islander peoples and is committed to building a relationship with Aboriginal and Torres Strait Islander peoples based on fairness, inclusivity, dignity and belonging.

# Statement of Commitment

## *Our Vision: Acknowledge, embrace, respect and celebrate Queensland’s First Nations people.*

## *Our Purpose: Deliver specialist capabilities to strengthen trust and confidence among our people and the community we serve.*

We are committed to making Queensland the safest State in Australia.

The QPS celebrates the uniqueness of the world’s oldest living cultures and respectfully acknowledges the diversity of cultural practices and spiritual beliefs. The QPS acknowledges that Aboriginal and Torres Strait Islander self-determination is a human right as enshrined in the *United Nations Declaration on the Rights of Indigenous Peoples.* The *Human Rights Act 2019* (Qld) also recognises the particular significance of the right to self-determination of Aboriginal and Torres Strait Islander peoples.

We acknowledge the negative impacts of colonisation and past government policies, injustices and inequalities that continue to significantly contribute to marginalisation, disadvantage and over representation of Aboriginal and Torres Strait Islander people in the criminal justice system today.

We acknowledge that policing in Queensland has been a mechanism that has negatively impacted the lives of Aboriginal and Torres Strait Islander peoples.

We recognise and regret that this was a system of past government policies to have control over Aboriginal and Torres Strait Islander people’s lives, wages and savings under the ‘Protection Acts’.

The QPS is committed to providing a professional service that is built on partnerships with meaningful relationships. This is based on the inclusion of Aboriginal and Torres Strait Islander peoples and their communities.

The QPS strives to keep all people safe and have community confidence in our services across Queensland. The QPS will no longer tolerate racism, prejudice or harassment. The QPS rejects racially prejudiced attitudes, actions and ideologies that impede culturally inclusive relationships.

The QPS is dedicated to developing our workforce to increase recruitment and retention of Aboriginal and Torres Strait Islander peoples.

All QPS staff have a responsibility towards closing the gap of disadvantage and working with Aboriginal and Torres Strait Islander people and communities for a fair and just criminal justice system.

# Recognition and Honouring

Recognising and Honouring Aboriginal and Torres Strait Islander peoples as the first people of Queensland

| No. | Key Activity | Performance Indicators | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 1.1 | Establish a significant events calendar for state-wide activities and enabling active positive participation by QPS staff | * Rate of staff participation in First Nations significant events | January 2024 | First Nation Division | [RAP: Action 7](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 1.2 | Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of significance, including but not limited to: NAIDOC week and Coming of the Light | * Number of instance language resources utilised by staff | Annually | Executive Leadership Team | [RAP: Action 5](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf)  [RAP: Action 8](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 1.3 | Embed cultural protocols (acknowledgement of traditional custodians and welcome to country) into business of internal meetings and external events | * Number of sites that have Acknowledge to Country plaques | Ongoing | Executive Leadership Team | [COIDFV-55](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf) |
| 1.4 | Establish resources that acknowledge the diversity of Aboriginal and Torres Strait languages across the state | * Community feedback regarding the effectiveness of language resources | July 2025 | First Nations Division | [WSJTFR2-006](https://www.womenstaskforce.qld.gov.au/__data/assets/pdf_file/0008/723842/Hear-her-voice-Report-2-Volume-1.pdf)  [RAP: Action 10](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 1.5 | Provide culturally welcoming environments or alternative culturally safe spaces | * + Number of sites that have been established to be culturally welcoming or have alternative spaces | November 2024 | First Nations Division | [COIDFV-43](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf) |
| 1.6 | Promote First Nations peoples and communities annual awards event | * + Number of applications received annually for First Nations awards | September 2024 | First Nations Division | [RAP: Action 7](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |

# Truth-telling

Engaging in Truth-telling about the shared history of Australians

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 2.1 | Establish a Truth-telling and Healing team within the First Nations Division of the QPS | * Number of Truth-telling activities undertaken by the QPS | August 2024 | First Nations Division | [RAP: Action 9](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 2.2 | Conduct research to prepare for Truth-telling | * Number of Truth-telling researched events completed annually | December 2024 | First Nations Division | [RAP: Action 9](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 2.3 | Support and encourage First Nations perspectives on Truth-telling to enable healing and reconciliation | * Number of activities undertaken to promote and support Queensland Government initiatives to improve outcomes for Aboriginal and Torres Strait Islander people | December 2027 | First Nations Division |  |
| 2.4 | Participate in activities to acknowledge and address historical injustices that involved the QPS | * Number of activities undertaken with First Nations communities to reconcile historical injustices | December 2027 | Executive Leadership Team |  |
| 2.5 | Promote and support Queensland Government initiatives including, but not limited to, Closing the Gap, Path to Treaty, s. 21 of the *Public Sector Act* departmental initiatives | * Number of promoted Queensland Government First Nations initiatives | Annually (December) | Executive Leadership Team | [RAP: Action 9](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 2.6 | Establish a First Nations Wellbeing Framework | * Number of staff engaging First Nations Wellbeing activities | June 2025 | Health, Safety and Wellbeing Division  Supported by First Nations Division |  |
| 2.7 | Engage a First Nations led Employee Assistance Program (EAP) | * EAP established; number of sessions facilitated | June 2025 | Health, Safety and Wellbeing Division |  |

# Importance of the Right to Self-Determination

Recognise the importance to Aboriginal and Torres Strait Islander peoples of the right to self-determination

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 3.1 | Internally promote the *United Nations Declaration of Rights for Indigenous Peoples* (UNIDRIP) | * Number of activities undertaken to promote and support UNDRIP | Annually (December) | First Nations Division | [United Nations Declaration of Rights for Indigenous peoples (UNIDRIP)](https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf) |
| 3.2 | Develop self-determination education and learning programs for knowledge building | * Education and learning tools developed, and number of staff completing learning program | December 2025 | People Capability Command |  |
| 3.3 | Enable Aboriginal and Torres Strait Islander peoples to have a meaningful say in matters that impact their rights, culture and land | * Number of items co-design and collaborations occurred with First Nations stakeholders (internally and externally) | June 2025 | First Nations Division | [COIDFV-45](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf)  [QPS Strategic Plan](https://www.police.qld.gov.au/sites/default/files/2023-06/QPS-Strategic-Plan-2023-27.pdf) |
| 3.4 | Enable locally led, and place-based cultural programs | * Number of stakeholders providing feedback in regards co-design and collaborations (includes both positive and negative feedback for continuous improvement) | Annually (December) | Executive Leadership Team |  |
| 3.5 | Enable service design and delivery improvements through co-design and collaboration with key external Aboriginal and Torres Strait Islander stakeholders | * Number of activities that First Nations stakeholders had been engaged to contribute to design and delivery of QPS services | December 2024 | First Nations Division, People Capability Command, Domestic and Family Violence Command | [COIDFV-45](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf) |
| 3.6 | Recognise and value the cultural authority and lived experience of First Nations staff in the design and delivery of QPS services | * Number of activities that First Nations staff had been engaged to contribute to design and delivery of QPS services | June 2025 | Executive Leadership Team |  |

# Cultural Capability and Cultural Safety

Promoting cultural capability and safety at all levels of the public sector

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 4.1 | Co-design and co-deliver First Nations Cultural Capability and Safety Training for all QPS Staff with First Nations peoples and communities | * Number of staff trained in cultural capability and safety annually * Reflection of Work for Queensland data tracking positively to incidents of racism | July 2025 | People Capability Command  Supported by First Nations Division | [RAP: Action 1](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf)  [RAP: Action 11](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 4.2 | Expand Executive Leader Team (ELT) cultural capability | * Number of staff trained in Cultural Capability by regions and areas * Number of partnerships with First Nations communities or organisation to address community safety * Decrease in First Nations complaints | December 2024 | Executive Leadership Team | [RAP: Action 6](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf)  [RAP: Action 11](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 4.3 | Develop and deliver community awareness and preparedness induction packages for discrete, remote and local communities for members posted to remote locations | Development and implementation of induction packages designed with local community stakeholders | December 2025 | First Nations Division  All Districts | [COIDFV-55](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf) |
| 4.4 | Procure Supply Nation Certified First Nations expertise to design and deliver a cultural safety framework with an impact assessment and measurement tool to enable ongoing learning for continuous quality improvement | * Number of staff participated in Cultural Safety training * Number of Cultural Safety assessment conducted annually * Number of quality improvement plans established and implemented annually | December 2025 | First Nations Division | [QPS Strategic Plan](https://www.police.qld.gov.au/sites/default/files/2023-06/QPS-Strategic-Plan-2023-27.pdf) |

# Partnerships and Decision-Making

Working in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives, in particular when making decisions directly affecting them

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 5.1 | Establish a QPS First Nations Consultative Group to engage and elicit views from First Nations members of the QPS workforce on matters including, but not limited to legislation, policies, programs, and services | * Stakeholders consulted on legislation, policies, programs and services | Annually (December) | First Nations Division | [RAP: Action 1](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 5.2 | Strengthen partnerships and provide opportunities for the First Nations Advisory Group, but not limited to inform legislation, policies, programs and services | * Number of First Nations Advisory Group meetings completed and attended by members annually | Annually (December) | First Nations Division | [COIDFV-45](https://www.qpsdfvinquiry.qld.gov.au/about/assets/commission-of-inquiry-dpsdfv-report-part-4.pdf)  [RAP: Action 1](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 5.3 | Strengthen partnerships and provide opportunities for the mayors of discrete communities to inform policies, programs and services | * Number of discrete community mayors (or delegates) attend to the twice-yearly mayors Summit * Downstream outcomes of alternative service delivery: reduced offending/reoffending /increased diversion * Support resilience through review of Disaster Management (DM) plans in Discrete and Torre Strait communities | Annually (December) | Executive Leadership Team |  |

# Workforce and Leadership

Ensuring the workforce and leadership of the entities are reflective of the community they serve, having regard to Chapter 2 and Chapter 3, Part 3 of the Public Sector Act (2022)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| 6.1 | Increase the percentage of Aboriginal and Torres Strait Islander employees Including within leadership roles | * QPS First Nations employment target – 4% | Annually (December) | Executive Leadership Team | [QPS Strategic Workforce Plan](https://www.police.qld.gov.au/sites/default/files/2023-08/Strategic%20Workforce%20Plan%202023-27%20%2B%20ED%20WSA.pdf) |
| 6.2 | Review and develop pathways for First Nations persons to reduce recruitment barriers | * Number of new First Nations staff and community members participating in panel training | December 2024 | Human Resources Division Supported by First Nations Division and People Capability Command |  |
| 6.3 | Increase workforce representation across all levels of QPS employment streams to levels commensurate with the QPS region’s Aboriginal and Torres Strait Islander population | * Increased percentage of First Nations staff provided opportunities to develop and progress their careers | Annually (December) | Executive Leadership Team |  |
| 6.4 | Develop First Nations staff and community members to participate on recruitment panels | * Number of recruitment panels for discrete communities with First Nations panel members annually | Annually (December) | Executive Leadership Team |  |
| 6.5 | First Nations QPS members to be on recruitment panels for discrete communities when a First Nations Community member isn’t available | * Pathways created for QPS First Nations members to sit on panels in discrete communities | Annually (December) | Executive Leadership Team |  |

# Fair and Inclusive

Promoting a fair and inclusive public sector that supports a sense of dignity and belonging for Aboriginal and Torres Strait Islander peoples

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 7.1 | Establish mechanisms to identify, measure, monitor and report institutional racism and bias within the QPS | * Number of matters that First Nation staff are consulted in Complainant Assessment Committee * Number of First Nations racism complaints substantiated | Annually (December) | Ethical Standards Command  Supported by First Nations Division |  |
| 7.2 | Implement anti-racism and bias strategies | * Number of activities undertaken to eliminate racism and bias * Reduction in reported incidents related to racism | Annually (December) | Ethical Standards Command  Supported by First Nations Division, and Communications, Culture and Engagement Division | [RAP: Action 4](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 7.3 | Strengthen relationships with First Nations communities and organisations | * Numbers of new and maintained partnerships (data collection of formal and informal partnerships) | Annually (December) | Executive Leadership Team |  |
| 7.4 | Implement a First Nations lens to the QPS complaints process | * Number of First Nations complaints (received and resolved), and how many included a First Nations staff lens | June 2024 | Ethical Standards Command |  |

# Aims, Aspirations and Employment

Supporting the aims, aspirations and employment needs of Aboriginal and Torres Strait Islander peoples, and the need for greater involvement in the public sector

| No. | Key Activity | Performance Indicator | Timeframe | Lead Area | Link |
| --- | --- | --- | --- | --- | --- |
| 8.1 | Increase First Nations employment, in all areas across the QPS | * QPS First Nations employment target – 4% | Annually (December) | Executive Leadership Team | [RAP: Action 15](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf)  [RAP: Action 16](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 8.2 | Strengthen promotion of First Nations pathways into the QPS | * Increased applications to First Nations pathways program | Annually (December) | First Nations Division  Supported by People Capability Command |  |
| 8.3 | Strengthen partnerships and support with stakeholders for training and pathways for employment | * Number of First Nations staff engaged in Career Planning and supported with development opportunities | Annually (December) | First Nations Division  Supported by People Capability Command |  |
| 8.4 | Establish Career Planning for First Nations staff | * Number of career plans established with First Nation staff * Continued support of employment pathways (i.e. TAFE Qld - IPROWD) | Annually (December) | Health, Safety and Wellbeing Division  Supported by First Nations Division |  |
| 8.5 | Enhance peer support and mentoring for First Nations staff | * Decrease in First Nations staff resignations from the QPS * Positive change in equity and diversity audit | December 2024 | Executive Leadership Team Supported by First Nations Division |  |
| 8.6 | Enhance the visibility and utilisation of supply from First Nations Certified businesses, with the aim of increasing our First Nations procurement spend and driving growth opportunities | * Increased First Nations procurement | Annually (December) | Organisational Capability Command | [RAP: Action 14](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/work/atsip/reform-tracks-treaty/rap/reconciliation-action-plan-2023-2025.pdf) |
| 8.7 | Enhance the Police Liaison Officer and Torres Strait Island Police Liaison Officer Networks | * First Nations staff feedback regarding effectiveness of peer support, mentoring and networks (such as the PLO Network) | Annually (December) | Communication Culture and Engagement Division  Supported by First Nations Division |  |
| 8.8 | Enhance the training and development of Police Liaison Officers and Torres Strait Island Police Liaison Officers. | * Working for Queensland results | July 2025 | Communications, Culture and Engagement Division Supported by  People Capability Command |  |