

Multicultural Action Plan 2009-2010



Supporting the Queensland Government Multicultural Policy:
Multicultural Queensland - Making a World of Difference

THE QUEENSLAND POLICE SERVICE

The Queensland Police Service (QPS) is the primary law enforcement agency for the State of Queensland. It is accountable to the public through the Minister for Police, Corrective Services and Emergency Services.

The functions of the QPS include:

- the preservation of peace and good order in all areas of Queensland;
- the protection of all communities in Queensland;
- the prevention of crime;
- the detection of offenders and bringing of offenders to justice; and
- upholding the law generally and providing policing services in an emergency.

These functions are outlined in the *QPS Client Service Charter* which is currently available in English, Chinese, Vietnamese, Arabic and Persian.

The QPS delivers its services 24 hours a day, to over 4 million Queensland residents and over 20 million visitors each year. These services are provided across a land mass of about 1.7 million square kilometres, or around one quarter of Australia. This is equivalent to seven times the area of the United Kingdom and five times the size of Japan.

The delivery of policing services is predominantly and most visibly undertaken by 10,277 police officers and 141 police liaison officers (PLOs), with 3,982 staff members providing administrative and specialist support (staffing numbers taken as at 30 June 2009).

Cross-cultural services, including specific services for diverse communities, are coordinated by the Office of the Commissioner through the Cultural Advisory Unit. The QPS also has other units which provide expertise in specialist areas such as crime prevention, child abuse, domestic and family violence, and alcohol and drug abuse. The QPS is further assisted by a Police Ethnic Advisory Group which meets every two months and provides advice on diversity issues. A similar function is performed locally by Community Consultative Committees and other (regular) meetings.

The QPS policies in relation to diverse communities are enacted at community level through the network of PLOs and Cross-Cultural Liaison Officers (CCLOs). These officers promote trust and understanding between the community and the QPS as well as implementing programs and projects to ensure the partnerships with and participation of the community is maintained.

COMMITMENT BY POLICE

We are determined to be a professional police service dedicated to excellence, and committed to working in partnership with the people of Queensland to enhance the safety and security of our community.

In line with the Queensland Government's overall vision for the State, we aim to achieve a future where people from diverse communities:

- have the **same access to quality police services and a safe and secure environment** as other Queenslanders;
- enjoy **a relationship of trust and open communication** with police;
- work in **partnership** with police towards a better society; and
- have the opportunity to participate in the community.

CHALLENGES WE FACE

One of the challenges in policing is the number and diversity of community groups. Queensland is home to people from more than 200 cultures, 150 languages and 100 religious beliefs.

Differences of language, belief and custom can tend to create barriers to communication and trust. Previous life experience is another important factor: some migrants, especially refugees, have come from societies where police are part of an oppressive regime, often hated and feared. Some people are therefore not aware of the 'service' that we might expect from policing in the Australian context, which includes crime prevention programs, advice and assistance to people in need. Possible consequences are that community members have difficulties accessing police services and are under-represented in the police workforce.

Another challenge is crime prevention and crime management. This can include the threat of terrorism, the development of ethnic and multi-ethnic crime networks, racially motivated offences and other crimes committed against members of diverse communities, including tourists and students. Countering these crimes requires police to work with communities with appropriate communication methodologies to build trust and engage community support. This necessarily requires better understanding of communities and the attraction and retention of staff who can assist in these processes.

In addition to addressing the needs of Queensland at large, the QPS is aware that from time to time there is need for special focus on the needs of particular cultural groups. In 2008-2009, for example, the Queensland Government gave priority attention to refugee issues, particularly African refugees, and Pacific Islander issues in recognition of the growing needs of these communities.

Overall, the key issues to be addressed are:

- engagement by diverse communities in law and order issues;
- incidence of crime by and against people from diverse communities;
- participation of people from diverse communities in the police workforce; and
- police capacity to respond to the special needs of people from diverse communities.

QUEENSLAND GOVERNMENT MULTICULTURAL POLICY

The Queensland Government Multicultural Policy – *Multicultural Queensland – Making a World of Difference* – was introduced in 2004 to improve integration of multicultural principles and practices into core business of government departments. The QPS is committed to implementing this policy and participates in an Interdepartmental Committee which works toward that end.

The policy has four strategies:

- supporting communities;
- community relations and anti-racism;
- productive diversity; and
- strengthening multiculturalism in the Queensland public sector.

The table below shows how each strategy addresses the key areas of action

Engagement by multicultural communities in law and order issues	can be addressed through	Supporting and true partnerships with communities and individuals
Incidence of crime by and against people from multicultural communities		Improved community relations and anti-racism strategies
Participation of people from multicultural communities in the police workforce		Making productive use of diversity
Police capacity to respond to the special needs of people from diverse communities		Strengthening diversity in the QPS including education, recruitment and retention of staff

QUEENSLAND POLICE SERVICE STRATEGIC PLAN

Police services in Queensland are delivered in accordance with the Queensland Police Service Strategic Plan 2009-13.

The Queensland Police Service is committed to providing a safe and secure environment that supports the Government's Toward Q2 ambitions including Fair – Safe and Caring Communities. The QPS also contributes to a range of national, state and local initiatives including Closing the Gap on Indigenous Disadvantage, the National Road Safety Strategy and the Queensland Government Multicultural Policy: *Multicultural Queensland - Making a World of Difference*.

Under the Strategic Plan the QPS has three major objectives:

- To reduce the incidence and impact of crime and road trauma in Queensland;
- To strengthen Queensland's capacity to plan for, respond to, and recover from disasters and major events; and
- To enhance community confidence in, and satisfaction with, policing in Queensland.

These are to be achieved with the four broad Strategies to:

- prevent, respond to, investigate and solve crime;
- conduct traffic enforcement and road safety initiatives;
- plan for and respond to disasters and major events; and
- promote ethical and professional behaviour.

The Strategic Plan is supported by a process of Operational Performance Review which regularly assesses results and identifies good practice and successful initiatives, thereby strengthening the Service's efficiency and effectiveness.

The Multicultural Strategic Directions and Action Plan complement and are consistent with the Strategic Plan.

STRATEGIC DIRECTIONS FOR POLICE MULTICULTURAL SERVICES

The delivery of QPS services to diverse communities is guided by four cultural strategic directions. In response to the challenges which have been identified, the QPS will:

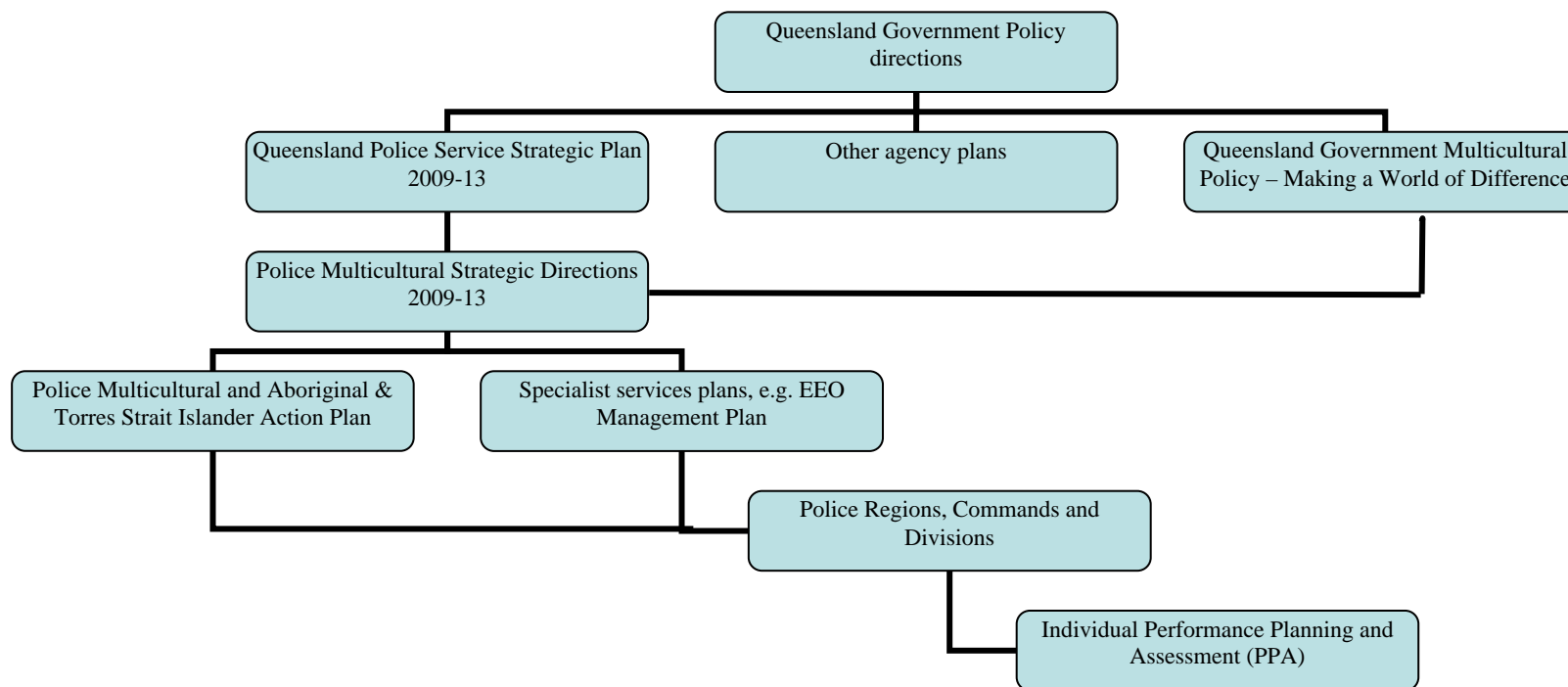
- engage and support diverse communities, working in partnership to prevent crime and anti social behaviours;
- use contemporary policing strategies, analysis and information systems to address crime and road safety issues in diverse communities;

- promote equity and diversity within the QPS; and
- increase the knowledge and skills of employees in working with diverse communities and individuals.

ANNUAL ACTION PLANS

While Strategic Directions are set for the long-term horizon of 2013, Government and police priorities are subject to more frequent change. This is necessary to accommodate changing circumstances. For this reason, the Strategic Directions are supplemented by annual Multicultural Action Plans. The overall planning framework is shown in the table below.

Planning for multicultural services in the Queensland Police Service is coordinated by the Office of the Commissioner’s Cultural Advisory Unit.



PREVIOUS ACTION PLANS

The main focus for QPS efforts in 2008-2009 was implementing the strategies contained in the Queensland Government's Multicultural Policy with the three priority areas of:

- refugee issues, particularly among African refugees;
- Pacific Islander communities issues; and
- increasing responsiveness and accessibility of services delivered by Queensland Government-funded non-government organisations.

ACTION PLAN FOR 2009-2010

in 2009-2010, in line with all of government priorities, the QPS will focus on four areas:

- Cultural competence of staff;
- Access to interpreters for clients when accessing services;
- Strengthening communication and engagement with culturally and linguistically diverse (CALD) communities and/or organisations; and
- Strengthening recruitment and retention strategies for staff from CALD backgrounds.

Following are details of the actions planned in relation to each of the four strategic directions. Each table identifies the actions to be undertaken, including details of responsibilities and timeframes as appropriate. The Tables also identify performance measures for each action and relates QPS initiatives to the whole-of-government objectives and strategies within the *Multicultural Queensland – Making a World of Difference* policy.

Multicultural Strategic Direction One: *Engage and support diverse communities, working in partnership to prevent crime and anti social behaviours*

QPS Action	Timeframe	Lead Responsibility	Performance Measures	Whole of Government Strategy
<p>Community Engagement</p> <ul style="list-style-type: none"> Commissioner and Senior Executive will support QPS commitment to culturally specific communities. QPS will engage and support diverse communities to address crime and anti social issues through: <ul style="list-style-type: none"> promotion and support of community consultative groups and peak consultative bodies. Specialist units and staff engaging with community and identifying and providing advice to the Senior Executive on matters relating to diversity issues, as well as providing ongoing support to operational police. participation in community meetings and community events which promote the role of police and provide support to communities. 	Ongoing	<p>Senior Executive</p> <p>All QPS</p> <p>Cultural Advisory Unit, Asian Specialist Unit and other Command/ Regional specialist staff</p> <p>All QPS</p>	<p>Support and attendance provided to engagement strategies</p> <p>Number of groups supported</p> <p>Range and number of specialist officers working with diverse communities and individuals</p> <p>Number of community events and meetings participated in, particularly those pertinent to diverse communities</p>	<p>Supporting communities</p> <p>Community relations and anti-racism</p>
<p>Partnerships</p> <ul style="list-style-type: none"> QPS will partner other government agencies and community organisations to improve public safety within diverse communities. National partnerships will be formed through Council of Australian Governments (COAG), Ministerial Council for Police and Emergency Management - Police (MCPEMP), Australia New Zealand Policing Advisory Agency (ANZPAA) and agencies such as Department 	Ongoing	<p>All QPS</p> <p>Cultural Advisory Unit and other specialist units</p>	<p>Number of existing partnerships and any outcomes</p> <p>Potential initiatives for enhancing partnerships are identified.</p> <p>Partnership processes</p>	

QPS Action	Timeframe	Lead Responsibility	Performance Measures	Whole of Government Strategy
<p>of Immigration and Citizenship (DIAC), and the Australian Federal Police.</p> <ul style="list-style-type: none"> State Partnerships will be formed through the Multicultural Affairs Queensland (MAQ) Interdepartmental Committee on Multiculturalism and its working groups. Community partnerships will be formed through QPS forums such as the Police Ethnic Advisory Group (PEAG). Local partnerships to identify specific issues are identified and acted upon. 		<p>Cultural Advisory Unit</p> <p>Cultural Advisory Unit, Regions</p> <p>All QPS</p>	<p>implemented or enhanced.</p> <p>Number of projects and programs identified to address specific issues</p> <p>Number of projects and programs identified to address specific issues</p> <p>Number of projects and programs identified to address specific issues</p>	
<p>Crime Prevention</p> <ul style="list-style-type: none"> QPS will continue to provide a policing presence to assist in the provision of core policing functions and crime prevention activities to culturally specific communities. QPS will promote crime prevention initiatives in key target areas (alcohol, domestic and family violence, traffic, mental health and international student issues). QPS will use a diverse range of strategies and mediums to disseminate information which aims to improve awareness of crime prevention, access to services and promotes diversity, events / activities. 	Ongoing	<p>All QPS</p> <p>All QPS</p> <p>Cultural Advisory Unit, CCLOs and PLOs</p>	<p>Number of police officers and specific numbers in key areas.</p> <p>Crime prevention strategies and outcomes specific to CALD communities</p> <p>Number of publications available in languages other than English either through hard copy or electronic means</p> <p>Number of media releases and personal interactions to promote crime prevention activities</p>	

Multicultural Strategic Direction Two: *Use contemporary policing strategies, analysis and information systems to address crime and road safety issues in diverse communities*

QPS Action	Timeframe	Lead Responsibility	Performance Measures	Whole of Government Strategy
<p>Investigative function and policing strategies</p> <ul style="list-style-type: none"> QPS will develop its capability to provide a timely and appropriate response to incidents involving members of the community. QPS will have culturally appropriate and accessible feedback and complaint mechanisms. Complaints and grievances are reported and resolved in compliance with standards, policies and procedures. QPS will seek to reduce incidence of crime and anti social behaviour by adopting contemporary policing strategies that focus on causal factors. QPS will, by using a co-operative and multidisciplinary approach to crime management, focus on significant criminal networks affecting culturally specific communities as victims and possible offenders. QPS will ensure that policies and procedures in relation to the use of interpreters and translators are monitored and issues relating to the use of interpreters and translators are identified and resolved as a matter of urgency <p>Police Information Systems</p> <ul style="list-style-type: none"> QPS will use information systems, technology and evidence gathering techniques to maintain and enhance QPS ability to record and identify suspects and victims of crime, and respond effectively. 	<p>Ongoing</p>	<p>All QPS</p> <p>Operational Performance & Improvement Branch, Regions and Commands</p> <p>All QPS</p> <p>Cultural Advisory Unit , State Crime Operations Command and specialist units</p> <p>Cultural Advisory Unit, All QPS</p> <p>Information and Communications Technology</p>	<p>Client service data - corporate reporting.</p> <p>Monitoring and performance measures are maintained.</p> <p>Number of trends identified and measures in place to address these issues.</p> <p>Number of technologies for identifying and enhancing services to people from diverse communities are maintained and enhanced.</p> <p>Use of interpreters and translators, costs and numbers of times used, feedback mechanisms and outcomes.</p> <p>System functions relating to diversity issues.</p>	<p>Supporting communities</p> <p>Community relations and anti-racism</p>

Multicultural Strategic Direction Three: *Promote equity and diversity within the QPS*

QPS Action	Timeframe	Lead Responsibility	Performance Measures	Whole of Government Strategy
<p>Recruiting and retention strategy</p> <ul style="list-style-type: none"> QPS will conduct recruitment strategies aimed at recruiting people from diverse community backgrounds. QPS will seek to increase the diversity of the workforce, including police officers and other staff members. The QPS will monitor and act upon complaints of discrimination or racist behaviours in the workplace to ensure people from diverse backgrounds are provided with equal opportunities for advancement. As an Equal Opportunities employer, the QPS actively supports the principle of equity in employment. It is committed to a consistent and continuing endeavour to attract suitable applicants to reflect as closely as possible the cultural, gender and regional diversity of the Queensland community. 	Ongoing	<p>HR Division</p> <p>HR Division</p> <p>All QPS</p> <p>HR Division</p>	<p>Number and scope of recruitment activities promoted for the multicultural communities.</p> <p>Number of people identifying as from diverse communities.</p> <p>Number of complaints of discrimination or of a racial nature through the QPS or external agencies.</p> <p>Number of employees in target areas such as police officers, PLOs and Volunteers in Policing in key service areas and units.</p>	Productive diversity

Multicultural Strategic Direction Four: *Increase knowledge and skills of QPS employees in working with culturally specific communities*

QPS Action	Timeframe	Lead Responsibility	Performance Measures	Whole of Government Strategy
<p>QPS will provide cultural awareness information to in-service personnel through:</p> <p>Pre-Service Training</p> <ul style="list-style-type: none"> QPS will continue to provide cultural awareness sessions to police recruits. <p>Professional development</p> <ul style="list-style-type: none"> QPS Multicultural Online Training Product (MOLP) for all QPS members will be maintained and monitored for quality and relevance. QPS will develop Multicultural Quick Reference Guides to enhance the capacity of employees to deal with diverse communities. QPS will continue to support and enhance the Cross Cultural Liaison Officer (CCLO) program through the provision of officers to perform these tasks, ongoing development opportunities and biennial conferences. QPS will continue to provide training and support for Police Liaison Officers (PLOs) through biannual induction courses at the Queensland Police Academy(ies). 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>HR Division</p> <p>HR Division and Cultural Advisory Unit</p> <p>Cultural Advisory Unit</p> <p>Cultural Advisory Unit and Regions</p> <p>HR Division</p>	<p>Existing policies and procedures amended where necessary.</p> <p>Number of sessions provided to recruits and duration.</p> <p>Number of participants.</p> <p>Number of persons accessing the MOLP and feedback received.</p> <p>Number of Quick Reference Guides available, number of persons accessing these and feedback received.</p> <p>Number of CCLOs, (full time and part time), and associated development opportunities.</p> <p>Number of PLOs attending courses and diversity of these officers.</p>	<p>Strengthening multiculturalism in the Queensland Public Sector.</p>

Glossary

Acronym	Name	Description
ANZPAA	Australia and New Zealand Policing Advisory Agency	ANZPAA is a cross-jurisdictional agency that provides high-level policing related policy support, strategic advice, research capacity, knowledge management and information sharing services throughout the Australian Commonwealth, its States and Territories, and New Zealand.
CCLO	Cross Cultural Liaison Officer	CCLOs are a statewide network of sworn police officers, who provide advice and support to Police Regions on laws, regulations, policies, procedures and protocols applicable to policing multicultural issues. CCLOs work closely with PLOs to develop and maintain effective relations and communication with multicultural communities to provide local responses to local community issues.
COAG	Council of Australian Governments	COAG is the peak intergovernmental forum in Australia, comprising the Prime Minister, State Premiers, Territory Chief Ministers and the President of the Australian Local Government Association.
MCPEMP	Ministerial Council for Police and Emergency Management - Police	MCPEMP was established in 2006 and was formerly known as the Australasian Police Ministers' Council. Its role is to develop a co-ordinated approach to law enforcement policy development, implementation and operations. Recent agenda have included organised crime, DNA legislation, national sex offenders registry and gun control.
MOLP	Multicultural Online Learning Project	The QPS through the Education Training Support Program and CAU are in the process of developing a multicultural awareness online learning product for all QPS members. MOLP directly supports the Queensland Government Cross Cultural Training Strategy.
OPM	Operational Procedures Manual	The OPM provides guidance and instruction on QPS policy, orders and procedures in relation to most policing issues including dealing with cross cultural issues, investigation and interviewing procedures, interpreters, domestic violence, custody, coronial matters, education and training, community consultative groups and dealing with foreign nationals. The OPM also allows for local procedures to be developed at regional, district or establishment level. OPMs are designed to ensure that QPS members discharged their duties lawfully, ethically and efficiently. Failure to comply with the OPMs may constitute grounds for disciplinary action. OPMs are continually reviewed and updated to ensure currency and consistency with the law and community expectations.
PEAG	Police Ethnic Advisory Group	PEAG has been in operation for over 10 years, meets six times a year in Brisbane and provides a forum in which its community, government and police representatives can collaborate, exchange information and promote diversity.
PLO	Police Liaison Officer	The PLO Scheme, in operation for over 10 years, now includes 152 positions throughout the state. The majority of these positions are filled by persons drawn from the Aboriginal and Torres Strait Islander community but also includes people who identify with Chinese, Croatian, Fijian-Indian, Filipino, Japanese, Samoan, Sudanese, Vietnamese, Muslim and Australian South Sea Islander backgrounds. Although specialising in their own cultures, all PLOs assist in communicating with the range of communities and police in their area.