

Multicultural Action Plan 2008-2009



Supporting Queensland Government Multicultural Policy:

'Multicultural Queensland - making a world of difference'

MINISTER'S MESSAGE



Queensland is a diverse and dynamic community. Our growing population includes people from more than 200 cultures, with over 150 languages spoken and around 100 religious beliefs represented.

The 2006 Census showed that 18 per cent of Queenslanders were born overseas, and 13 per cent of people in Queensland speak a language other than English at home.

It is important that we recognise and embrace these differences, while fostering understanding and equality across cultures.

The Queensland Government is committed to promoting multiculturalism and ensuring a better future for all Queenslanders.

We continue to invest in police initiatives that support diversity in Queensland, and promote positive relationships between police and the community.

Police Liaison Officers perform a vital role within the community, by promoting trust and understanding, while reducing crime and maintaining community partnerships. There are currently 147 Police Liaison Officers positions in communities around Queensland, with officers from a range of backgrounds including Aboriginal and Torres Strait Islanders, Asian, African and Muslim.

The Multicultural Action Plan is an important resource to the Queensland Police Service, to ensure the Queensland Government Multicultural Policy – *Multicultural Queensland: making a world of difference* is reflected in policing across Queensland.

This will see multicultural initiatives such as Police Liaison Officers and PCYCs continue to grow and deliver services in Queensland communities.

The Honourable Judy Spence MP

Minister for Police, Corrective Services and Sport

COMMISSIONER'S MESSAGE



The Queensland Police Service (QPS) is 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 the community.

The QPS recognises that the Queensland community is rich in cultural diversity and that all residents and visitors, regardless of their beliefs, cultural and linguistic backgrounds, should have equal access to police services which are appropriate and non-discriminatory.

The QPS continues to engage and support cultural community meetings, events and forums. These activities are enhanced by the development of partnerships with members of culturally specific communities and serve to foster greater understanding, promote trust and help to eliminate barriers. In addition the QPS continues to use contemporary policing strategies, analysis and information systems to address crime and road safety issues within culturally specific communities. The QPS also promotes equity and diversity within the QPS and seeks to increase the knowledge skills of its employees in working with culturally specific communities.

This Multicultural Action Plan provides the QPS with the strategic direction for delivering future policing services to culturally specific communities. It also supports Queensland Government Multicultural Policy - *Multicultural Queensland: making a world of difference* and outlines how multicultural principles and practices are integrated into core QPS services.

I commend the plan to you.

Bob Atkinson
Commissioner

BACKGROUND

The QPS is the primary law enforcement agency for the State of Queensland.

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 over 9,800 police officers, over 140 police liaison officers and supported by over 3,000 staff members who provide administrative and specialist support.

QPS employees work from over 430 police stations and 78 Police Beats throughout Queensland and have access to a transport fleet of over 2,000 vehicles and vessels as well as four fixed-wing aircraft. In addition 22 horses and 64 police dogs are used to support a variety of police functions in different conditions.

Changes in criminal, economic, demographic, social, physical, global, technological and security environments present new challenges for the QPS in planning, managing, monitoring and delivering future policing services to the Queensland culturally diverse community.

QUEENSLAND GOVERNMENT STRATEGIC PRIORITIES

The QPS is accountable to the Queensland community, through the Minister for Police, the Government and the Queensland Parliament, for the way it plans, manages and delivers its policing services.

The provision of policing services is directly linked to two Queensland Government priorities. These are:

- fostering healthy individuals and communities; and
- strengthening Indigenous communities.

QPS STRATEGIC OUTPUTS

QPS Strategic Plan 2008-2012 provides the strategic direction for the QPS and reinforces its commitment to provide high quality policing services to all residents and visitors to Queensland.

The services delivered by the QPS are identified in the Strategic Plan as outputs. They include:

- Community Safety and Engagement;
- Crime Management;
- Traffic Management; and
- Professional Standards and Ethical Practice.

In general terms, the QPS Outputs - Community Safety and Engagement, Crime Management and Traffic management - are externally focused whilst the QPS Outputs - Professional Standards and Ethical Practice - is internally focused.

The QPS relies upon a process of Operational Performance Review (OPR) to ensure that its Strategic Directions and service delivery priorities (aligned with Government priorities) are communicated by the Commissioner and Senior Executive, through all Regional and District Managers to officers and staff across the QPS.

The QPS Strategic Plan is also reviewed annually in line with reporting requirements for the Service Delivery Statements.

QUEENSLAND GOVERNMENT MULTICULTURAL STRATEGIES

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 policy has four core strategies:

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

In addition, the Queensland Government recently endorsed 3 priority areas for multicultural policy action in 2008/09. They include:

- 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.

These priorities are strongly focused around Brisbane, Cairns, Logan, Toowoomba and Townsville areas.

These priorities and the four core government strategies are aligned with QPS cultural strategies which provide direction to the delivery of policing services to culturally specific communities.

QPS CULTURAL STRATEGIC DIRECTIONS

The QPS acknowledges Aboriginal people and Torres Strait Island people as the first nation people of Australia and recognises their rich diversity in cultures, languages and contribution to Queensland.

The delivery of QPS services to all culturally specific communities is guided by four cultural strategic directions.

The QPS will seek to:

1. engage and support culturally specific communities, working in partnership and preventing crime;
2. use contemporary policing strategies, analysis and information systems to address crime and traffic issues in culturally specific communities;
3. promote equity and diversity within the QPS; and
4. increase the knowledge and skills of QPS employees in working with culturally specific communities.

Cultural Strategic Direction One: *Engage and support culturally specific communities, work in partnership and prevent crime*

Cultural Strategic Direction One	QPS Action	Timeframe	Lead responsibility	Performance Measures	MAQ Strategy
Engage and support culturally specific communities, work in partnership and prevent crime	<p>Community Engagement</p> <ul style="list-style-type: none"> • QPS will engage and support culturally specific communities to fight crime. • Commissioner and Senior Executive will provide messages affirming a QPS commitment to culturally specific communities. • Cultural Advisory Unit (CAU), Asian Specialist Unit (ASU), Cross Cultural Liaison officers (CCLOs) and Police Liaison Officers (PLOs) will identify and provide advice to the Senior Executive on matters relating to multicultural issues as well as providing ongoing support to operational police. • QPS will promote and support community consultative groups and peak consultative bodies. • QPS will participate in community meetings relating to public safety and participate in community events which promote the role of police and provide support to communities. 	Ongoing	<p>QPS</p> <p>Commissioner and Senior Executive</p> <p>OOC, SCOC, Regions</p> <p>QPS</p> <p>QPS</p>	<p>Existing community engagement strategies evaluated.</p> <p>Potential initiatives for enhancing community engagement are identified.</p> <p>Community engagement processes are implemented or enhanced.</p>	<p>Supporting communities</p> <p>Community relations and anti-racism</p>

Cultural Strategic Direction One	QPS Action	Timeframe	Lead responsibility	Performance Measures	MAQ Strategy
	<p>Partnerships</p> <ul style="list-style-type: none"> QPS will partner other government agencies and community organisations to improve public safety within culturally specific 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 of Immigration and Citizenship (DIAC), and the Australian Federal Police. State Partnerships will be formed through Multicultural Affairs Queensland (MAQ) Interdepartmental Committee on Multiculturalism and its working groups. Community partnerships will be formed through QPS forums such as Police Ethnic Advisory Group (PEAG). 	Ongoing	<p>QPS</p> <p>OOO</p> <p>QPS OOO</p> <p>QPS OOO</p>	<p>Existing Partnerships are evaluated.</p> <p>Potential initiatives for enhancing partnerships are identified.</p> <p>Partnership processes are implemented or enhanced.</p>	
	<p>Crime Prevention</p> <ul style="list-style-type: none"> QPS will continue to provide a visible policing presence in culturally specific communities. QPS will promote crime prevention initiatives in key target areas (alcohol, domestic and family violence, traffic, mental health, Tourist Orientated Policing (TOP)) and sectors of culturally specific communities. 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. <p>The QPS continues to provide information through the Police Bulletin, QPS Public Webpage and culturally specific community news services.</p>	Ongoing	<p>QPS</p> <p>QPS OSC</p> <p>Police Media and Public Affairs</p>	<p>Existing crime prevention strategies are evaluated.</p> <p>Potential initiatives for enhancing crime prevention are identified.</p> <p>Crime prevention processes are implemented or enhanced.</p> <p>QPS members, culturally specific communities and stakeholders are informed of community engagement, partnerships and crime prevention.</p>	

Cultural Strategic Direction Two: *Use contemporary policing strategies, analysis and information systems to address crime and traffic issues in culturally specific communities.*

Cultural Strategic Direction Two	QPS Action	Timeframe	Lead responsibility	Performance Measures	MAQ Strategy
<p>Use contemporary policing strategies, analysis and information systems to address crime and traffic issues in culturally specific communities</p>	<p>Investigative function and policing strategies</p> <ul style="list-style-type: none"> QPS will develop a capability to provide a timely and appropriate response to incidents involving members of culturally specific communities. QPS will seek to reduce incidents of crime by adopting contemporary policing strategies (POPP, SARA and OPR process) that focus on causal factors. QPS will by using a co-operative and multidisciplinary approach to crime management, focus on significant criminal networks in culturally specific communities. <p>Police Information Systems</p> <ul style="list-style-type: none"> QPS will use information systems, technology and evidence gathering techniques to respond to crime in culturally specific communities. <p>Queensland Police Records and Information Management Exchange (QPRIME) currently has suspect description, self defined ethnicity, and tourist identifiers.</p>	Ongoing	<p>QPS</p> <p>QPS OPR & OOC</p> <p>SCOC OSC</p> <p>ICT OSC</p>	<p>Opportunities for gathering information on how cultural specific communities engage with QPS.</p> <p>Potential initiatives for gathering information are implemented.</p> <p>Trends concerning how people from culturally specific communities engage with QPS are identified.</p> <p>Potential initiatives for enhancing services to people from culturally specific communities are identified.</p>	<p>Supporting communities</p> <p>Community relations and anti-racism</p>

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

Cultural Strategic Direction three	QPS Action	Timeframe	Lead Responsibility	Performance Measures	MAQ Strategy
Promote equity and diversity within the QPS	<p>Recruiting and retention strategy</p> <ul style="list-style-type: none"> QPS will recruit and retain people from culturally specific community backgrounds. QPS seek to place employees into key areas that support QPS service delivery to where culturally specific communities are concentrated. <p>The QPS as an equal opportunity employer continues to offer police career pathways. In addition it offers employment opportunities as PLOs, administration and professional officers and volunteers in policing.</p>	Ongoing	HRD OOC	<p>Potential initiatives for enhancing employment opportunity are identified or enhanced.</p> <p>Percentage of employees who self identify with culturally specific communities is increased.</p> <p>Continued placement of employees into key areas such as police officers, police liaison officers and VIPs in key service areas of Brisbane, Logan, Cairns, Townsville, Toowoomba.</p>	Productive Diversity

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

Cultural Strategic Direction Four	QPS Action	Timeframe	Lead responsibility	Performance Measures	MAQ Strategy	
Increase knowledge and skills of police employees in working with culturally specific communities	<p>Pre-Service Training - Academy</p> <ul style="list-style-type: none"> QPS will continue to provide cultural awareness sessions to police recruits. <p>The Police Recruit Operational Vocational Education (PROVE) is a six month program which incorporates traditional core policing skills with other areas of communication, humanities, ethics and social sciences. Community diversity is delivered over two days and continues to be incorporated in other modules throughout PROVE.</p> <p>PACE (Police Accelerated Competency Education) recruits, who have previous or current police officer experience in other jurisdictions receive one day community diversity training.</p>	Ongoing	HRD	<p>Increase knowledge of cultural awareness by QPS members.</p> <p>Existing policies and procedures amended where necessary.</p> <p>New policies and procedures developed in compliance where necessary.</p> <p>QPS members are informed of policies or changes.</p> <p>Current methods and systems for accessing information about and procedures for monitoring and recording complaints and grievances evaluated.</p>	Strengthening multiculturalism in QLD Public Sector	
	<p>Professional development</p> <ul style="list-style-type: none"> QPS will provide cultural awareness information to in service personal. <p>A Multicultural Online Training Product (MOLP) for all QPS members is being developed.</p>	Ongoing	QPS OOC HRD	<p>Potential initiatives for improving systems for accessing information and procedures for monitoring and recording complaints / grievances identified.</p>		
	<p>Multicultural Quick Reference Guides (MQRG) will be developed to enhance the capacity of QPS employees deal with culturally specific communities. Sudanese community guide is first of a number of guides to be developed.</p>	November 08	Ongoing	QPS OOC SCOC		<p>Complaints and grievances are reported and resolved in compliance with standards.</p>
	<p>Cross Cultural Liaison Officer Conference will be held in Brisbane</p>	15-19 September 2008		OOC		

Cultural Strategic Direction Four	QPS Action	Timeframe	Lead responsibility	Performance Measures	MAQ Strategy
	A second PLO Induction course for 2008 will be held over a two week period at the Queensland Police Academy.	17 – 28 November 08	HRD	policies and procedures.	
	<p>Ethical Conduct</p> <ul style="list-style-type: none"> QPS will ensure that its corporate policies and procedures reflect QLD Government multicultural principles, Language Service, Anti-Discrimination and EEO legislation. <p>QPS Disability Service Plan 2007-2010 and the QPS Equal Employment Opportunity Management Plan 2008-2010 are being developed.</p>	Ongoing	QPS OOC HRD		
	<ul style="list-style-type: none"> QPS will have culturally appropriate and accessible feedback and complaint mechanisms. <p>The QPS through the Ethical Standards Command (ESC) works in partnership with Crime and Misconduct Commission.</p>	August 08			
		Ongoing	ESC		

Summary - Queensland Police Service Multicultural Action Plan

Government Priority	QPS Strategic Plan Outputs		QPS Cultural Strategic Directions	QPS Cultural Priority Areas		QPS Cultural Structure	MAQ Strategies
Fostering healthy individuals and communities	Community Safety and Engagement	External	Engage and support culturally specific communities, work in partnership and prevent crime	Community Engagement	Prevention	CAU CCLOs PLOs Community meetings Community events	Supporting communities Community relations and anti-racism
				Partnerships		<u>National</u> COAG, MCPEMP, ANZPAA DIAC, AFP <u>State</u> MAQ IDC on Multiculturalism <u>Community</u> Forums such as PEAG	
				Crime Prevention		Visibility CP initiatives / programs	
Strengthening indigenous communities	Crime Management	Internal	Use contemporary policing strategies, analysis and information systems to address crime and traffic issue in culturally specific communities	Investigative function and Policing strategies	Response	Environmental Scans Problem Orientated Partnership Policing QPRIME OPR Process	
	Traffic Management			Police information systems			
	Professional Standards and Ethical Practice	Internal	Promote equity and diversity within the QPS	Human Resource Management	Capacity	Recruiting and Retention strategies for police officer entry, PLOs, Administration and VIPs	Productive Diversity
						EEO Management Plan	
			Increase knowledge and skills of police employees in working with culturally specific communities	Training		Cultural Awareness – Pre Service	Strengthening multiculturalism in QLD public sector
				Professional Development		Cultural Awareness – In Service eg MOLP, MQRG, CCLO Conference	
				Ethical Conduct		Corporate policies and Operational Procedures Manual (OPM) reflect QLD Government multicultural principles, Language Service, Anti-Discrimination and EEO Act	
	Complaint and review system eg ESC						

QPS Glossary of Terms

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, States, and the Territory and New Zealand.
CAU	Cultural Advisory Unit	CAU, located within the Office of the Commissioner, Brisbane ensures that QPS policies and programs are culturally appropriate, accessible and equitable. They also identify and provide advice to the Commissioner and Senior Executive Officers on matters relating to multicultural issues as well as providing ongoing support to operational police on issues such as the use of interpreters, multilingual officers, consular services and non-discriminatory language.
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 Police Liaison Officers (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 Organisation.
CSC	Client Service Charter	CSC outlines the obligations of the QPS to the Queensland Community and its expectations from those who we serve. It enables members of the public to provide positive feedback or make a complaint about the provisions of client services by the QPS or an individual officer. However, remember that police officers have to enforce the law; often people complain about police officers when it is actually a particular law that they do not like. The CSC assists members of the community in deciding on how to proceed with a matter. The CSC is currently available in Chinese, Vietnamese, Arabic and Persian.
ESC	Ethical Standards Command	ESC goal is to ensure the community has full confidence in and respect for the QPS. ESC mission is to promote ethical behaviour, discipline and professional practice in the QPS through deterrence, education and systems improvement. ESC focuses on increasing proactive activities to encourage ethical conduct and integrity; improving complaints management practice; encouraging and supporting capacity building within regions and commands; enhancing partnerships with stakeholders.
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 QLD Government Cross Cultural Training Strategy.
OPM	Operation Procedures Manual	The OPM provides guidance and instruction on Service 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

Acronym	Name	Description
		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. OPM are continually reviewed and updated to ensure currency and consistency with the law and community expectations.
OPR	Operational Performance Review	OPR has been introduced within the QPS. OPR process allows the Commissioner to hold regular, performance-focussed meetings to review each District's activities with Regional and District Managers and other members of the Senior Executive, in a formal positive environment. Review meetings continue to take place with individual districts on an annual basis, each participating in sequence over a 6 month period. In addition to the formal meetings at Police Headquarters, the Commissioner visits regions some six months later to follow up on issues identified.
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.
POPP	Problem Oriented Partnership Policing	POPP was the name adopted by the QPS for its problem-oriented policing initiative launched in 1999. The name was chosen because it combines two important and complementary strategies: a problem-oriented approach to policing; and recognition that often police can neither identify nor resolve problems in isolation from the community they serve.
PLO	Police Liaison Officer	The PLO Scheme, in operation for over 10 years, now includes 147 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.
SARA	Scanning, Analysis, Response, Assessment	SARA is a problem-solving technique commonly used by international and national police services. SARA model's component parts include S canning, A nalysis, R esponse, A ssessment.
TOP	Tourist Orientated Policing	The role of the TOP Program is to assist police officers to respond to the particular needs of tourists within their local areas, and be the principal point of contact for the tourism industry within the Queensland Police Service. TOP involves the identification of potential visitor safety and security issues, liaison with stakeholders, the introduction of proactive crime prevention strategies, and implementation of appropriate follow up action should incidents occur. The Tourist Oriented Policing Unit, located in the Crime Prevention Unit.