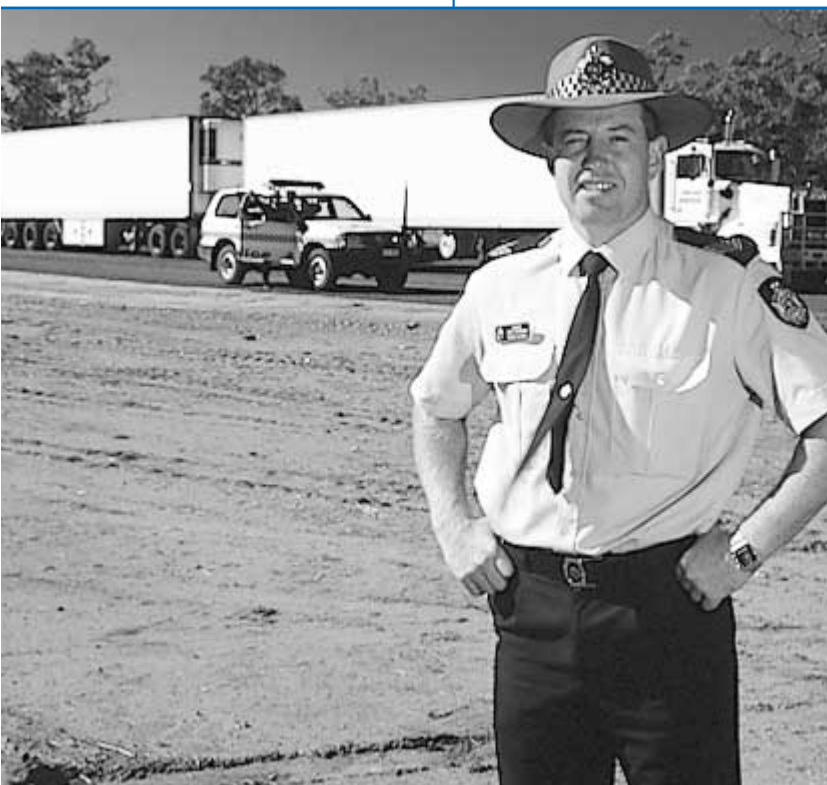


Departmental Outputs

As part of the Managing for Outcomes framework, a number of integrated Government Priorities relating to planning, budgeting and public sector reporting were clearly identified. These Priorities form the basis of the Government's Charter of Social and Fiscal Responsibility and are:

- More jobs for Queenslanders;
- Building Queensland's regions;
- Skilling Queensland – the Smart State;
- Safer and more supportive communities;
- Better quality of life;
- Valuing the environment; and
- Strong Government leadership.



Southern Region is responsible for policing some of the highest volume heavy vehicle transport routes in the country.

Underpinning each of the Government's priorities are a number of whole-of-government outcomes. For example, the whole-of-government outcomes to be achieved in support of the Government priority 'Safer and More Supportive Communities' are:

- addressing causes of crime through targeted, coordinated and consultative initiatives;
- valuing diversity;
- improving personal and public safety;
- protecting children from harm;
- an accessible system of justice and administrative service which protect rights and engenders community confidence in the rule of law;
- a secure and effective corrections system with an emphasis on appropriate rehabilitation; and
- socially responsible and safe industry practices.

In order to achieve these whole-of-government outcomes, all departments have identified key

outputs that represent their core activities and services. The Service identified the following seven outputs:

- Proactive, problem-oriented policing
- Crime detection, investigation and prosecution
- Preservation of public safety
- Combating organised and major crime
- Traffic policing, speed management and camera operations

- Ethical standards and public accountability
- Corporate support.

All of the Service's outputs contribute directly to the Government priority 'Safer and More Supportive Communities'. In addition, the Service's commitment to ethics, accountability and professionalism is also closely aligned to the Government priority 'Strong Government Leadership'.

The relationship between the Service's outputs and the achievement of Government priorities and whole-of-government outcomes provides the rationale for the Government's investment in the Service.

To ensure the community is getting value for money, the performance of the Service is measured in terms of quantity, quality, timeliness, location and cost.

The Service's outputs form the basis of its Strategic Plan. Performance indicators have been developed for each of the outputs. Performance is assessed on a quarterly basis and reported to Queensland Treasury. In addition, performance information is reported in public documents including the Service's Ministerial Portfolio Statement and the Annual Report.



The Service's 47 strong fleet of vessels enables police to protect public safety along Queensland's extensive coastline and waterways.

Proactive, Problem-Oriented Policing

Description

Proactive, problem-oriented policing refers to the activities of police, generally in partnership with other government agencies and the community, to address the underlying causes of community problems. The Service is committed to preventing crime and improving community safety by implementing multi-faceted strategies based on sound problem analysis and involving the major stakeholders. This approach has the flexibility required to solve both the diversity of problems affecting local communities throughout the State and the larger scale issues requiring an organisational level response.

The Service has been involved in problem-oriented policing for a number of years and continues to place a strong emphasis on developing proactive responses that target the causes of crime.

Links to Whole-of-Government Outcomes and Priorities

Problem-oriented policing has the capacity to have a significant impact on crime through the use of targeted, coordinated and consultative initiatives focusing on issues of personal safety and property security. This contributes to improved personal and public safety, the protection of children from harm, and the development of safer, more supportive communities.

Working in partnership with ethnic communities to develop responsive policing services in multicultural Queensland.

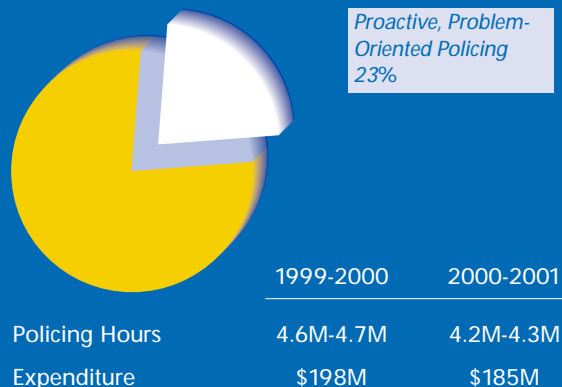


Strategies

The Queensland Police Service will:

- Identify problems and community expectations and employ appropriate policing responses.
- Where appropriate, encourage partnerships between local communities, government, other agencies and community members, to address problems and meet community expectations.
- Develop policing responses guided by research, intelligence, and relevant information, and share the results throughout the State.
- Promote community awareness of crime prevention strategies.
- Provide a visual presence throughout Queensland communities.

Resources



Problem-Oriented and Partnership Policing

In July 1999 the Service formalised the adoption of a problem-solving philosophy which emphasises working with the community to identify problems, and flexibility in selecting the most appropriate response to address the cause(s) of the problem. The Problem-Oriented and Partnership Policing (POPP) model is being implemented throughout the State to identify and address the causes of crime.

To support local POPP initiatives, the Service has provided grants to the value of \$0.3 million to over 43 projects throughout the State in the past two financial years.

Police Beats and Shopfronts

Under the Police Beat program, police patrol a defined local area or beat. The program increases community access to policing services, strengthens partnerships between the community and police, and facilitates a problem solving approach to local problems. There are currently 22 Police Beats situated throughout Queensland.

Police Beat Shopfronts are generally established in shopping centres and central business districts where they provide a visible police presence and facilitate community access to the police. During 2000-01, a Shopfront was established at the Westfield Chermside Shopping Centre. A temporary Shopfront was also established at Deeragun pending the completion of the new local police station. There are now 40 Shopfronts in Queensland.

Neighbourhood Watch

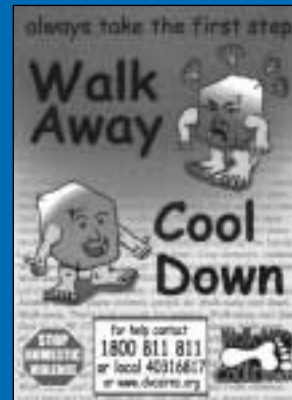
Neighbourhood Watch has been instrumental in reducing crime within communities for over ten years through cooperative community-police efforts. There are currently in excess of 730 Residential, Rural, Commercial and Marine Neighbourhood Watches throughout the State.

School Based Policing

The School Based Policing Program promotes interaction between a school based police officer, students and school authorities in a school environment. In addition, the program aims to reduce crime and victimisation within the school community. The participation by these officers in the education of students is part of the Service's

Walk Away Cool Down Campaign

Police in the Far Northern Region are working in partnership with the community to address the issue of domestic violence. The Walk Away, Cool Down campaign focuses on reducing the escalation of violence in domestic situations and involves more than 20 local and State agencies and community groups. Multi-media advertisements have been run as a community service by the media involved and these have been extensively reinforced through a range of activities including community launches, poster and bumper sticker campaigns and a range of promotional material which has been distributed free to the public.



Initial results have been very positive with major stakeholders fully supporting the initiative and reporting an improvement in domestic violence outcomes in the community.



approach to problem-oriented and partnership policing. Topics covered include understanding the legal process, harms associated with alcohol and drug misuse, protective behaviours and road trauma. There are currently 17 school based police officers serving 28 high schools and their associated feeder primary schools across the State. The School Based Policing program operates in all eight police regions.

Crime Prevention Week

The theme for Crime Prevention Week 2000 was "Working together for safe communities". As in past years, a particular preventative strategy was highlighted on each day. These included general strategies to improve personal and property security and tailored strategies targeting particular sections of the community,

including young people and the aged. Activities during the week were targeted at local issues or concerns in order to encourage a partnership approach between police, government agencies and community groups.

Crime Prevention Through Environmental Design

The Service continues to encourage the concept of Crime Prevention Through Environmental Design (CPTED) which promotes an understanding of the direct relationship between the physical environment, its design and management, and its effect on human behaviour and crime. The principles of CPTED are promoted through seminars offered to State and local government agencies and community groups. Site inspections form an integral part of these seminars and enable police to demonstrate the application of CPTED to any environment.

The Service has worked with the Local Government Association of Queensland, Department of the Premier and Cabinet, and the Department of Families to develop an information package for local authorities on the role of government in community safety and crime prevention in public spaces. The Service has also been instrumental in securing Brisbane as the host city for the 6th International CPTED Association Conference to be held in September 2001.

In 2000-01, the Crime Prevention Unit in partnership with the Open Learning Institute of TAFE, prepared a range of training packages covering programs such as CPTED and problem-oriented policing. These programs are suitable for use by both the community and police.



General duties police provide the first response to a wide variety of incidents in the community, requiring a high level of skill and flexibility.

The At Risk Premises Project

The At Risk Premises Project aims to reduce the incidence of unlawful entry offences by providing enhanced intelligence and policing responses in partnership with other agencies and the community. The analysis of burglary offences facilitates the identification of crime 'hotspots' and cases of repeat victimisation, enabling police to develop tailored crime prevention and enforcement strategies for both the affected and neighbouring areas. Volunteers in Policing provide follow-up service to victims of burglary, offering individual advice and referral to community organisations, where appropriate, in an effort to prevent re-victimisation.

The program is currently operating in 10 police divisions throughout the State. In each area a security adviser conducts security assessments, and assists with property marking and the installation of alarm systems. Training packages, information kits and marketing tools have been disseminated to assist operational police and communities develop, implement and monitor the program in their respective areas.

Policing Queensland's Diverse Community

Police Liaison Officers (PLOs)

The Service continues to support the Police Liaison Officer (PLO) program employing officers from culturally diverse backgrounds to foster communication between specific communities and members of the Service. While the majority of PLOs are of Aboriginal or Torres Strait Island descent, there are also a number of PLOs serving the Chinese, Vietnamese, Samoan, Papua New Guinean and South Sea Island communities. During 2000-01, six additional PLO positions were allocated, bringing the total number of PLO positions throughout the State to 124.

Recently PLOs and Cross Cultural Liaison Officers have been involved in coordinating 21 Indigenous Community Police Consultative Groups around the State. These groups are proving to be an effective localised problem solving forum for both police and Indigenous communities. The Cultural Advisory Unit, Office of the Commissioner, is presently reviewing these groups, and their terms of reference and operation, to assess the viability of formalising the system on a State-wide basis.

Queensland Aboriginal and Torres Strait Island Police (QATSIP)

A 12 month trial commenced in February 2000 to assess the impact of transferring responsibility for Aboriginal and Torres Strait Islander Community Police from Aboriginal and Torres Strait Islander Councils to the Service. This trial has now been extended pending consideration of an evaluation which will be finalised in 2001-02.

Fifteen Queensland Aboriginal and Torres Strait Island Police (QATSIP) officers have been employed, trained and appointed to three trial locations at Woorabinda, Yarrabah and Badu Island. The officers promote public safety by preserving law and order, and preventing and detecting crime in their communities, within prescribed parameters and under the direction of police.



Valuing Diversity: Police Liaison Officers assist police in developing stronger ties with Queensland's diverse ethnic communities (Metropolitan South Region).

Enhancing Liaison with Queensland's Chinese Community

State Crime Operations Command's Asian Task Force appointed a new staff member to enhance liaison between the Service and the Chinese community. This liaison officer's appointment coincided with the launch of a brochure, developed by the Service, which is tailored for Australians of Chinese background and Chinese visitors.

The brochure contains information on a range of law and criminal justice issues including the role of Crimestoppers and the Asian Task Force.

Volunteers in Policing (VIPs)

The Volunteers in Policing (VIP) program promotes partnerships between police and the community to extend service delivery in the areas of community liaison, crime prevention, client support, and victim and witness support. At the end of June 2001, there were around 180 trained community members actively assisting police in a voluntary capacity in over 50 locations around the State. The volunteers, aged from 18 years to over 75 years, have donated many thousands of hours of service and are making important contributions in their local communities.



Volunteers in Policing provide valuable support to victims of crime.

Police Citizens Youth Clubs (PCYCs)

The Service supports the Queensland Police Citizens Youth Welfare Association which operates Police Citizens Youth Clubs (PCYCs) throughout the State to provide appropriate and affordable activities for young people, their families and the community. The PCYCs provide a range of structured activities for young people with a focus on sport, arts and other cultural activities. The Association's annual report provides specific information on its activities and can be obtained from local PCYCs.

PERFORMANCE Regional Activities

Far Northern Region has supported the development of the Cairns Police Liaison Officers' Domestic Violence Follow-up Program which involves PLOs providing education and referral assistance for Aboriginal or Torres Strait Island peoples involved in domestic violence situations. As well as providing support, the PLOs help the families identify the triggers which contribute to the violence. The program's contribution to preventing domestic violence was recognised when it received the Police Commissioner's 2001 Award for Prevention of Domestic Violence. In addition, the program won the 2001 Queensland State Domestic Violence Award and received a 'Highly Commended' in the 2001 Benjamin Drug Prevention Awards.

Police are working in partnership with other government agencies and community groups in a number of regions to prevent 'at risk' young people coming into contact with the criminal justice system. In Cairns, the Service has worked with elders from Aboriginal, Torres Strait Island, Cook Island and Papua New Guinean communities to establish an Elders Night Patrol. PLOs and the elders conduct patrols around the Cairns CBD and surrounding areas each weekend and provide advice and support to young people identified as being 'at risk'.

In Ayr, the Burdekin Area Youth Watch program has been established to provide young people with a range of structured activities to prevent boredom and reduce anti-social behaviour. The program has a particular focus on reducing recidivist offending behaviour by young people. The program is a cooperative venture between the Service, the Department of Families and the Burdel Aboriginal Cooperative. Since its establishment, there has been a reduction in the number of young people in the area coming into contact with the criminal justice system.

Police, teachers and youth workers in Central Region conducted a rural youth development camp for a group of young people from Winton to address the issue of alcohol and drug consumption. Activities included self-development and team building exercises, and sessions with a specialist drug and alcohol counsellor.

A cooperative project between representatives of Sunshine Coast Councils and the North Coast Region has been established to target safety on public waterways. The initiative aims to address unsafe practices by some boat and jet ski operators. The Councils jointly funded the purchase of two jet skis for use by the water police. Initial feedback about the program from stakeholders has been positive.

The Stoptheft Project developed by North Coast Region, aims to reduce the incidence of theft of, and from, motor vehicles by educating the community about motor vehicle security. Since the inception of the project there has been an encouraging reduction in the incidence of these types of crimes. The project received a Bronze Award in the Commissioner's 2000 Lantern Awards.

The Jandowae Project was established by Southern Region as a drug and alcohol diversionary program to provide drug and alcohol free activities for local young people. One of the specific aims of the project is to reduce the number of wilful damage and property offences in the area. Its success is highlighted by a 30% decrease in property crime during the first six months of 2001 compared with the same period in 2000. The initiative has also resulted in the establishment of a Boxing Club run jointly by the Service and the community.

A partnership between Logan police and ethnic communities in the area has been developed with the aim of preventing crime by assisting people from migrant communities to understand the law and the way police operate in Australia. The partnership project has involved approximately 240 community members and police. The initiative is forging stronger relations between the police and ethnic community groups and enhancing police appreciation of cultural issues.

The Inner City Place Management Project is an inter-agency program between Metropolitan North Region, the Brisbane City Council, the Urban Renewal Task Force, the Commonwealth Department of Family and Community Services, Centrelink and key inner city business and community networks. It is designed to address social and associated criminal issues occurring in Brisbane's CBD.

Reducing Air Freight Theft (Project RAFT)

Project RAFT (Reduce Air Freight Theft) won the Improvements in Services to Business section of the Premier's Awards for Excellence in Public Sector Management in 2000. The project, a partnership between the Property Crime Investigation Group and the air freight industry, resulted in an improvement in crime reporting procedures and the development of specific strategies to reduce air freight theft. The policies and procedures developed during the project have proved so successful that they have been adopted nationally by the air freight industry.

The principles of Project RAFT are also being applied by the Property Crime Investigation Group, in partnership with industry, to reduce the incidence of retail crime (Project Mercantile).

Metropolitan North Region also initiated a Youth Development Pilot Project offering some young people diversionary options. A key element of the project was a number of youth camps designed to provide a positive environment within which to try to reduce the risk of future criminal behaviour. Activities were also conducted at the Hills District Police Citizens Youth Club to break down the barriers between police and young people.

The Annerley Junction Business Crime Prevention Committee was established in Metropolitan South Region to promote property security within the local business community. As part of this initiative, business owners and local police conducted

public forums to identify local problems and develop tailored preventative and enforcement strategies. The project has contributed to a 66% reduction in break and enter offences and a 90% reduction in re-victimisation. The project demonstrates the importance of engaging local communities in the process of identifying local problems and developing targeted remedial responses.

State Crime Operations Command, through the Asian Task Force, initiated a project to promote family sponsored youth group activities within the Chinese community. Referred to as the Chinese Youth Club, this initiative aims to enhance links with the community through targeted education and liaison programs. Likewise, Project Progress in Partnership Policing (PIPP) has enhanced the Vietnamese community's awareness of, and confidence in, the Service.

Coolgaree Bay Surf Life Saving Club

Australia's first Aboriginal and Torres Strait Islander surf life saving club on Palm Island in 1999-2000, the Coolgaree Bay Club was awarded first prize in the Commissioner's Lantern Awards for 2000 in recognition of its value in community policing. The initiative provides structured activities for young people and promotes a positive relationship between police, young people, their parents and community leaders.

The Palm Island community actively supports the club with more than 100 nippers involved.

In the 18 months following the establishment of the Club, there was a significant reduction in the number of reported offences committed by juveniles.



..... **Performance Assessment**

- To support local Problem-Oriented and Partnership Policing (POPP) initiatives, the Service has provided grants to the value of \$0.3 million to over 43 projects throughout the State in the past two financial years.
- 280 POPP initiatives were implemented by members throughout the State in partnership with their local communities.
- Six additional Police Liaison Officers were appointed during the year, bringing the total number of PLOs throughout the State to 124.
- Project RAFT (Reduce Air Freight Theft) won the 2000 Premier’s Award for Public Sector Management in the Improvements in Services to Business category.
- According to the national *Population Survey Monitor*, conducted by the Australian Bureau of Statistics in 2000, over 66% of Queensland respondents were generally satisfied with police. This figure is relatively stable, compared with the 1999 result.
- 84% of victims of crime in Queensland were satisfied with police service delivery overall, according to the *Crime Victims Survey 2000* conducted by the Queensland Office of Economic and Statistics Research on behalf of the Service. This result is consistent with the previous survey conducted in 1998.
- There was a marginal increase in the number of Queensland respondents to the 2000 *Population Survey Monitor* who stated that they felt safe or very safe when home alone (90%) or while walking or jogging locally (67%). Forty-nine percent of respondents stated that they felt safe or very safe travelling on public transport, compared with 50% in 1999.

..... **Performance Outlook for 2001 - 02**

- In response to the success of the Neighbourhood Police Beat and Police Beat Shopfront programs, 10 new Beats and 10 new Shopfronts will be established over the next three years at a cost of \$2.4 million.
- In 2001-02, new Police Beats will be established at Holloways Beach (Far Northern Region), Tullawong (North Coast Region), North Ipswich and Goodna (Southern Region), Rochedale South (South Eastern Region) and Oxley (Metropolitan South Region).
- The At Risk Premises Project will be expanded to at least two additional police districts.
- \$0.2 million has been allocated to provide grants to support specific POPP initiatives throughout the State.



The Volunteers in Policing program promotes partnerships between police and the community to extend service delivery.

Crime Detection, Investigation & Prosecution

Description

Responding to calls for service is a core function of the Queensland Police Service and arguably the most visible component of policing in Queensland. A significant proportion of the Service's total resources are allocated to this area to ensure appropriate and timely responses are provided when members of the Queensland community seek police assistance.

While the Service responds to a wide variety of incidents that extend from life threatening emergencies to matters of general community assistance, the majority of calls for service are related to crime. In dealing with these matters, investigations are conducted to identify and prosecute people who break the law.

Links to Whole-of-Government Outcomes and Priorities

Conducting investigations and prosecuting those who break the law reinforces the rule of law and contributes to the effective administration of justice. Effective law enforcement acts as a deterrent to potential criminals thereby contributing to improved personal and public safety and the development of safer, more supportive communities.

Strategies

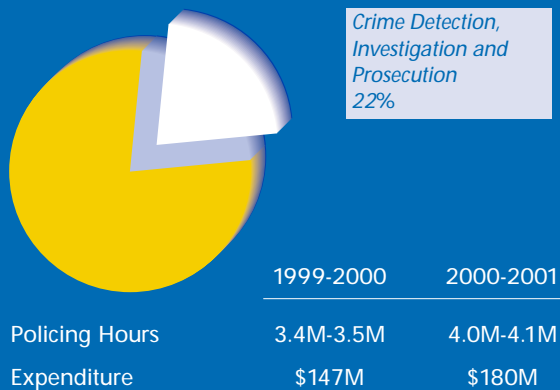
The Queensland Police Service will:

- Ensure operational police managers make best use of information systems and measure trends in specific offences to best respond to crime in their areas of responsibility.
- Deploy physical and human resources to best meet demand for service.
- Provide timely and appropriate police responses to incidents, particularly those involving personal safety and property security.
- Promote the effective use of technology and evidence gathering techniques, to improve the detection, investigation and prosecution of offenders.
- Encourage the community to support the Queensland Police Service in the detection and solution of crime.
- Assist and keep victims informed throughout the investigation process.



Bicycle patrols enhance the Service's capacity to respond to incidents in busy cities and parklands, such as the foreshore area in Townsville.

Resources



Activities within this output focus largely on reactive response-based policing, performed predominantly by uniformed general duties officers.

Enhanced Powers

The *Police Powers and Responsibilities Act 2000* introduced reforms that had a significant impact on the provision of general duty policing. In 2000-01 police officers received training to ensure policing across the State is consistent with the new legislation. Following the commencement of the legislation in July 2000, expert advice was provided to operational police officers 24 hours a day, for one month, through a dedicated 1800 telephone number.

Enhanced Investigative Tools

The national CrimTrac system was formally launched in June 2001 following the establishment of the CrimTrac Agency in July 2000. The Service played a significant role in the development of the integrated crime investigation system which will facilitate the exchange of information between all police jurisdictions in Australia. The computer-based system will enhance the Service's capacity to deal with fingerprint identification, DNA profiling, paedophilia, domestic violence, firearms, vehicles of interest, and criminal histories.

The new system provides powerful fingerprint and DNA searching capabilities, and, over time, will provide effective links to other police information systems throughout Australia. The National Automated Fingerprint Identification System (NAFIS) was commissioned in April 2001. This provides the Service with access to over 2.4 million sets of fingerprints and 4.8 million palmprints, making it the largest palm print database in the world. The new system has significantly reduced the time involved in scanning and entering fingerprints onto the database.

In 2000-01, the Government allocated \$1.9 million to facilitate the introduction of DNA technology within the Service. A DNA Implementation Team was established within the Forensic Services Branch to establish the infrastructure necessary to implement and monitor the new processes. This included the establishment of a Memorandum of Understanding with Queensland Health Scientific Services in relation to the processing of swabs for DNA profiling. In addition, officers throughout the State have been trained and accredited in the collection of DNA samples; specialist training has been provided to operational police throughout the State; sampling kits have been developed and distributed; and an information management system developed to record and monitor the use of DNA profiles by the Service.

The new DNA system will enable forensic scientists to match individual DNA profiles against unidentified crime scene samples recorded on the CrimTrac system. DNA profiling will also have the capacity to link multiple crime scenes even if the offender is unknown. The new technology is being used by investigators to solve both recent and historical crime.



Improvements in forensic science and information technology provide police with a range of tools to enhance investigative efforts.

Specific examples of the use of DNA technology in police investigations are outlined under the Service output, 'Combating Organised and Major Crime'.

In April 2001, the Service deployed a second Scientific Major Incident Response Vehicle to facilitate more efficient collection, packaging and storage of exhibits from crime scenes. The vehicle enables police to process forensic evidence at the crime scene rather than transporting items back to a laboratory for tests. The second vehicle has been deployed in the South Eastern Region, with the original vehicle servicing the Brisbane metropolitan area. The \$48,000 vehicle has a 240-volt power system, refrigeration, lighting systems, heat sealers and water tanks.

Improving operational equipment

The roll-out of the Desktop Replacement Project commenced during the year and will provide a modern, standard computer desktop operating environment for police throughout the State.

The Service has continued to upgrade communications infrastructure throughout the State. Satellite technology has been employed to improve communications, particularly to remote sites. Police in remote sites now have improved access to operating policing systems and general communications.

Project Lighthouse continued to deliver operational training and equipment, providing police responding to situations requiring the use of force with a broader range of options for protecting themselves and the community. In 2000-01 the Service

purchased an additional 3,100 Glock pistols, 85 weapons clearing stations, and over 10,000 Oleoresin Capsicum (OC) spray canisters for operational issue and training.

Dog Squad

The Service has 58 Dog Squad teams (handler and dog) throughout the State providing support for police in the location of persons, property, drugs, fire accelerants and human remains. Dog teams also provide support and protection for police in unstable and potentially violent situations, and in situations requiring the management of large gatherings of people.



The Service has 58 specialist Dog Squad teams assisting police in the location of persons, property, drugs, firearms, explosives and human remains.

During the reporting period, teams attended 21,861 calls for assistance resulting in the location of 2,856 offenders, 432 caches of illicit drugs and 255 items of property. Police dog handlers also undertook almost 40,000 security patrols of schools, industrial areas and other identified problem areas, resulting in the detection of 244 offenders.

In preparation for the Olympic Games and CHOGM, seven dog teams were trained in the specialist field of explosives and firearms detection.

Crimestoppers

The Crime Stoppers Unit received more than 28,000 calls from members of the community in 2000-01, resulting in the arrest of approximately 1,200 persons in relation to 3,100 charges. These calls also led to the confiscation of \$118,000 in assets obtained from the proceeds of crime and the seizure of illicit drugs valued at approximately \$25 million.

Police in Far Northern Region have conducted a number of local operations successfully targeting street and property offences. Operation Legion, conducted in the Cairns central business district, resulted in 15 persons being charged in relation to 30 offences. Likewise, in Port Douglas, local police initiated Operation Lock 2 targeting burglary offences occurring in houses. Police arrested five persons in relation to 70 offences and recovered \$6,500 in property.

Police from Smithfield police station, the Dog Squad and the Queensland Rescue Helicopter were involved in the search for and subsequent arrest of three people involved in the theft of over \$100,000 worth of opals stolen from a jewellery store located on the Esplanade.

Police in Townsville (Northern Region) have introduced bicycle patrols to patrol the development along the Townsville foreshore. The patrols allow police to respond quickly to incidents and to maintain a visible presence in the area.

To address an increase in the number of assaults in the Townsville central business district, especially in the vicinity of nightclubs, police conducted additional patrols at identified problem times and locations, including patrols within licensed premises. The initiative contributed to a reduction in the incidence of assault in the area.

The Mackay District (Central Region) has developed a partnership with a number of State Government agencies, the Mackay City Council, local retailers and hotel licensees, and security firms to examine security and safety issues in the central business district.

Police at Maryborough (North Coast Region) established a temporary Police Beat Shopfront at a new shopping centre to address a seasonal increase in shoplifting offences and disorderly behaviour. The initiative resulted in a reduction in shoplifting and vandalism offences during the period. The initiative received strong support from the Maryborough City Council, business operators and the wider community.

PERFORMANCE Regional Activities

DNA Sampling

In July 2000, legislation allowing police to collect biological samples from persons for the purpose of DNA sampling commenced.

Accredited officers commenced the collection of samples from prisoners serving terms of imprisonment for an indictable offence in December 2000. By 30 June 2001, 1,866 prisoners in correctional centres across the State had provided DNA samples by means of a mouth swab or hair sample.

Samples may also be taken from persons arrested, summonsed or served with a Notice to Appear for an indictable offence. Samples may be taken without consent with the approval of a commissioned officer or the court. The Service commenced a trial of this process in the Brisbane City Watchhouse and elsewhere in the Metropolitan North Region in April and May 2001 to identify and minimise any risk associated with the process of DNA sampling.

Following the successful completion of the trials, the Service commenced DNA sampling State-wide on 4 June 2001. By 30 June 2001, over 1,000 samples had been collected from persons in police custody or otherwise under investigation for criminal offences.

In the last quarter of 2000, police in the Goondiwindi Division (Southern Region) identified a sudden increase in motor vehicle theft, unlawful entry and associated offences in the Goondiwindi/Boggabilla (NSW) area. Local police worked in partnership with the New South Wales Police Service to target these offences, resulting in the arrest and prosecution of 12 offenders.

Metropolitan North Region established a Regional Response Team of 10 officers to provide investigative and operational support to divisional police. By supplementing local resources when required, the Team enhanced the Region's capacity to respond to crime hot spots identified by intelligence units. Over a seven month period, the Team apprehended 490 persons in relation to a range of offences, including armed robbery, assault and motor vehicle theft.

Police in Metropolitan South Region conducted a successful operation targeting "bag snatch" type offences. As a result of the operation 12 persons were charged with 165 offences, including robbery and motor vehicle theft.

The Gold Coast City Council provided the Service with two special-purpose vehicles known as 'grizzlies' to facilitate more visible and effective patrols of Gold Coast beaches during the busy summer months. The 'grizzlies' can reach 80km/h on firm sand and are equipped with a flashing blue police light, a first aid kit and a surf lifesaving rubber flotation device.

Officers rostered for the beach patrols are trained in surf lifesaving procedures and resuscitation. On a number of occasions police provided the initial response to swimmers in trouble prior to the arrival of surf life saving personnel. The patrols have also resulted in the detection and apprehension of offenders for crimes including theft and robbery with violence.



Special-purpose vehicles, known as 'grizzlies', facilitate more visible and effective patrols of Gold Coast beaches during the busy summer months. (Photo courtesy of Queensland Newspapers Pty Ltd.)

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Trends

- Reported Offences Against the Person increased by 6% during the financial year.
- Reported Offences Against the Property increased by 3% during the financial year.
- There was an 8% increase in calls for service received at the Brisbane Police Communications Centre, with 237,310 calls logged.

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Performance Assessment

- Consistent with 1999-2000, 63% of reported offences against the person were cleared during the year.
- 23% of reported offences against property were cleared during the year, marginally fewer than in 1999-2000.

- According to the Queensland *Crime Victims Survey 2000*, 77% of victims of personal safety offences and 85% of victims of property offences were satisfied with the overall service provided by the Queensland Police Service.
- There was an increase in the proportion of Queensland victims of crime surveyed who were satisfied with the police response time (81%) in 2000, compared with 1998 (76%).
- The *Police Powers and Responsibilities Act 2000* commenced on 1 July 2000, introducing a range of reforms with a significant impact on general duties policing.
- \$1.9 million was allocated to facilitate the introduction of DNA technology within the Service.
- Project Lighthouse continued to deliver operational training and equipment to provide police with a broader range of options for protecting themselves and the community. During the year, the Service acquired 3,100 Glock pistols, 85 weapons clearing stations and over 10,000 Oleoresin Capsicum spray cannisters.
- In preparation for the Olympic Games and CHOGM, seven dog squad teams were trained in the specialist field of explosives and firearms detection.

Drug Diversion

In June 2001, the Police Drug Diversion program commenced offering minor drug offenders the opportunity to avoid entering the criminal justice system and instead access assessment, education, counselling, and treatment programs at an early stage in their drug use.

Police are required to offer the diversion program to persons apprehended for possession of 50 grams or less of cannabis provided they have no convictions for violent offences and have not committed an indictable offence related to the cannabis found in their possession. The intervention is intended to minimise the risk of further involvement in the criminal justice system.

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Performance Outlook for 2001 - 02

- 16 Tactical Crime Squads will be introduced over three years to provide investigative and operational support to district policing strategies.
- To continue and enhance the work commenced by Project Lighthouse, the Service has allocated \$0.2 million to establish a permanent unit and finalise the outstanding purchase of approximately 2,000 hinged handcuffs.

Combating Organised & Major Crime

Description

While officers performing general duties provide the Service's initial response to incidents of crime, more detailed investigations of offences, or groups of offences are referred to specialists in criminal investigation. This output describes the operations and investigations conducted by detectives and plain clothes personnel throughout the State. The types of criminal offences that are investigated include murder, extortion, rape, drug trafficking, large scale fraud, money laundering, armed robbery and paedophilia.

Links to Whole-of-Government Priorities and Outcomes

Identifying and prosecuting persons who commit crime can reduce the negative consequences of criminal activity on the community and contribute to improving personal and public safety, protecting children from harm and developing safer, more supportive communities.

Advancements in forensic technology have enhanced the Service's capacity to identify and prosecute persons who commit crimes.

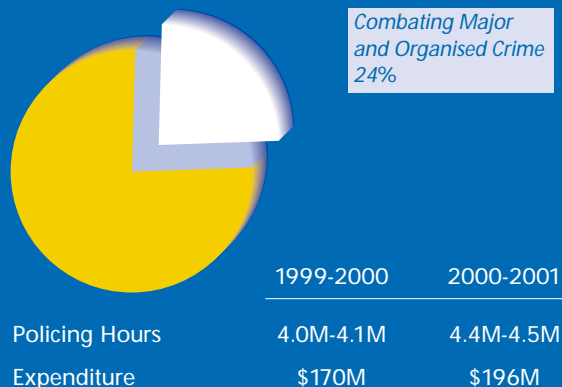


Strategies

The Queensland Police Service will:

- Ensure operational police managers make best use of information systems and measure trends in specific crimes to best respond to crime in their areas of responsibility.
- Deploy physical and human resources to best meet demands for service.
- Provide timely and appropriate police responses to incidents, particularly those involving personal safety and property security.
- Promote the effective use of technology and evidence gathering techniques, to improve the detection, investigation and prosecution of offenders.
- Encourage the community to support the Queensland Police Service in the detection and solution of crime.
- Assist and keep victims informed throughout the investigation process.
- Monitor and forecast trends and opportunities relating to organised crime so we can most effectively respond.
- Recruit / train specialist personnel to support investigators.
- Work together with other law enforcement agencies to investigate and prevent crime.
- Specifically target major / organised criminal activities.
- Target the profits of organised crime.

Resources



Organised and major crime includes, but is not limited to, offences such as homicide, rape and other forms of sexual assault, serious assault, robbery, break and enter, wilful damage, unlawful use of a motor vehicle, fraud, drugs and prostitution.

The Service applies a variety of reactive and proactive techniques to effectively detect, investigate and prevent major and organised crime.

As organised/major crime frequently crosses jurisdictional boundaries, it is essential that the Service work with local, national and international agencies to ensure a coordinated response to such activities. Consequently, investigations are often undertaken in conjunction with other law enforcement agencies such as the National Crime Authority, Queensland Crime Commission, Criminal Justice Commission, Australian Federal Police, and other State police and government agencies.

State Crime Operations Command

Members of State Crime Operations Command undertake investigations into major and organised crime on a State-wide basis as well as providing support to regional Criminal Investigation Branches and Juvenile Aid Bureaus. The Command consists of Crime Operations Branch and the Bureau of Criminal Intelligence, Queensland (BCIQ).

The Command employs sophisticated technology and specialist staff in a multi-disciplinary environment to undertake its various tasks. Investigators are supported by analysts qualified in criminal intelligence, forensic computing, law, finance or research.

The Command has established investigative teams to target specific areas of major and organised crime. These include the Homicide Investigative Group; Major Fraud Investigation Group; Property Crime Investigative Group; Sexual Crime Investigative Unit; State Drug Investigative Group; Prostitution Enforcement Task Force; Stock Investigation Squad; Organised Crime Investigative Group; and Forensic Computer Examination Unit.

In February 2001, the Service initiated a review to examine the future strategic and operational direction of State Crime Operations Command. The terms of reference for the review include an examination of the role and structure of State Crime Operations Command; resource allocation and management; performance measurement; alliances and partnerships; accountability and risk management; intelligence processes; and research coordination. A steering committee has been established to overview the project.



Investigative efforts which target motor vehicle theft combine the specialist skills of scientific and investigative personnel and motor industry representatives.

Crime Operations Branch

Major Fraud Investigation Group

In addition to undertaking specific fraud related investigations and prevention activities, the Major Fraud Investigation Group has a significant role in the development of networks and partnerships with industry groups and other external agencies. In response to the increasing use of electronic commerce, the Service established a Computer Crime Investigation Unit within the Major Fraud Investigation Group to investigate fraud related offences committed against or using computers.

Illicit Market Scans

The illicit market scan methodology was developed by the Queensland Police Service to facilitate the timely assessment of drug markets in Queensland, particularly heroin and amphetamine markets. The methodology involves the collection of data in relation to a range of indicators to build a picture of the structure and dynamics of local drug markets. The process requires the assistance of a range of government and non-government agencies.

Understanding local drug markets enables the Service to identify strategies to target the markets and provide an accurate assessment of the effectiveness of law enforcement and community intervention strategies by providing timely data on changes within those drug markets.

A number of international agencies and bodies, including the European Union, have expressed interest in utilising the market scan methodology. The Belgian Federal Police is currently incorporating the fundamental elements of the illicit market scan into a wider methodology for reporting on organised crime in Belgium.

Property Crime Investigative Group

Regulation of the second hand goods market and enforcement of the relevant Acts by the Property Crime Investigative Group, makes the disposal of stolen property in this market less attractive and its identification and recovery more successful.

The Property Crime Investigative Group maintains the Stolen Property and Investigation Recovery System, commonly referred to as SPIRS. SPIRS is a Queensland Police Service computer system that compares stolen property reported to police with property held by pawnbrokers and second-hand dealers. The system matches an average of fifty items of property per month and is available for use by all police.

Prostitution Enforcement Task Force

The Prostitution Enforcement Task Force has been created to police issues associated with recent legislative changes in the area of prostitution. The Task Force has been involved in over 116 investigations of illegal prostitution and adult entertainment throughout the State, resulting in prosecutions against more than 135 persons. The unit also conducts probity investigations and vetting in relation to brothel licence applications and adult entertainment permit applications.

Sexual Crimes Investigation Unit

The Sexual Crimes Investigation Unit employs a multidisciplinary approach, in partnership with child health and welfare professionals from other government agencies, to address child abuse and sexual assault within the family. This Unit also contains Task Force Argos which targets paedophilia, internet pornography, and historical sexual offences. In partnership with the Queensland Law Society and the People's Alliance Against Child Sexual Abuse, the Service produced an information booklet for survivors of child sexual abuse.

Project Axis, a joint Queensland Police Service / Queensland Crime Commission initiative, aims to develop more effective investigative and preventative strategies for dealing with sex offences committed against children. The second volume of the project report, containing a number of recommendations, was released in November 2000.

State Drug Investigative Group

The State Drug Investigative Group investigates major and organised drug related offences through covert and overt means. Investigative teams within the Group focus on specific types of drug-related crime including large scale illicit cannabis production and synthetic drug manufacture. In 2000-01, the Service closed a long-term operation in the Loganholme/Gold Coast area targeting the production of amphetamine. Police involved in Operation Boyce detected the second largest clandestine laboratory in Queensland identified to date, resulting in the seizure of \$3 million of amphetamine. Four persons were charged in relation to 17 offences while over \$5 million in property was restrained.

Stock Investigation Squad

There are thirty-two Stock Squad officers throughout Queensland including a Stock Squad Coordinator based in Brisbane, and two newly appointed area coordinators based in Rockhampton and Toowoomba. The Stock Squads conduct intelligence driven operations with the support of the Bureau of Criminal Intelligence and undertake extensive liaison with key primary industry stakeholders, including Agforce.



The Organised Crime Investigative Group

The Organised Crime Investigative Group was restructured in February 2001 to include three units: armed robbery; auto theft; and major crime. During the year a major investigation was launched into the attempted extortion of the Herron and Panadol pharmaceutical companies. The investigation, which was conducted in conjunction with the New South Wales Police Service, successfully concluded with the arrest of a person on ten charges including attempted murder and extortion. The Group has also developed a problem-oriented and partnership policing strategy to address product contamination and extortion issues in conjunction with external stakeholders.

Central Region: The reach of major crime into the State's rural communities is addressed by both regional police and specialist Stock Squad investigators.

Bureau of Criminal Intelligence, Queensland

The Bureau of Criminal Intelligence undertakes strategic, tactical and operational functions in support of proactive and reactive police investigations and operations. Strategic intelligence assessments, crime trend analyses and mapping to identify issues of strategic significance aid in the investigation of crime and the prioritisation of operational resources. The Bureau also provides expert support in establishing, coordinating, and directing intelligence operations in relation to major incident investigations and major event operations throughout the State.

PERFORMANCE
*Regional
Activities*

The Bureau's Violent Crime Analysis Unit has completed the 'roll-out' of the VICLAS database across the State. The computer-based system can assist investigators in tracking violent criminals within and across jurisdictional boundaries. In addition, it facilitates the exchange of information between jurisdictions about serious and/or violent offenders.

Security Intelligence Branch

The Security Intelligence Branch is responsible for the coordination of intelligence about politically motivated violence, and the coordination and provision of protective security for dignitaries and major events. The Branch is also responsible for the coordination of the State's protective security responsibilities under the National and State Anti-Terrorist Plans. In 2000-01, the Branch had a significant role in the preparation for the Commonwealth Heads of Government Meeting (CHOGM) and the 2001 Goodwill Games.

Strategic Intelligence Development Board

The Strategic Intelligence Development Board sets the direction for the development and maintenance of intelligence services and capabilities within the Service. The Australian Bureau of Criminal Intelligence participates on the Board, providing advice on national intelligence directions and priorities. During 2000-01, the projects overviewed by the Board included a number of strategic intelligence assessments of the State's illicit drug and commodity markets.

Each of the eight police regions has dedicated specialist investigators deployed to respond to major and organised crime. These officers are supported by local intelligence officers, scenes of crime officers and general duty and traffic officers as required. Additionally, the Northern and Far Northern Regions have dedicated drug investigation squads.

Far Northern Region undertook Operation Celeste during 2000-01 targeting an Outlaw Motorcycle Gang. During the course of the operation, nineteen members and associates of the motorcycle gang were arrested on a total of 152 charges, including trafficking in LSD, amphetamine and cannabis (15 persons charged); kidnapping for ransom; extortion and other serious charges. Fifteen indemnified witnesses have been placed in witness protection.

Operation Pint, undertaken over a ten month period by Northern Region in conjunction with the State Drug Investigative Group, culminated in the arrest of 45 people on a total of 209 drug related charges. Charges included trafficking, supply, and possession of drugs relating to amphetamines, cannabis, LSD, ecstasy, and heroin. Drugs worth millions of dollars were seized from more than 35 premises. Customs officers and Australian Federal Police agents were also involved in the operation. The operation resulted in increased intelligence holdings on major crime linked to drug offences such as prostitution, robbery and other property offences.

Police from Central Region were involved in several major investigations, including Operation Bobbin that resulted in the arrest of a person for the murder of Senior Constable Norman Watt in July 2000. Additionally, Operation Codlin was generated



Community cooperation is essential to assist police with the identification, apprehension and prosecution of offenders.

as the result of the murder of a female child at Rolleston in November 2000. The investigative expertise of the officers involved, together with a significant community response, resulted in an arrest for this murder.

Police from North Coast Region, State Drug Investigative Group and officers of the National Crime Authority and Queensland Crime Commission closed Operation Twine/Tuna in January 2001. Covert police operatives were utilised to gather evidence and searches were subsequently undertaken at target premises. Ten persons were arrested and charged with 44 offences. Five persons were charged with trafficking in drugs. Over \$1.4 million in currency and about \$0.1 million in gold were seized. Restraining orders were placed on property and vehicles believed to exceed \$6 million in value.

Operation Jordy commenced as a result of community complaints about a residence in Metropolitan North Region. Fortitude Valley police subsequently established that a male person had been murdered in the residence. A major incident room was established and specialist crime scene investigators, including the Government Pathologist, examined the crime scene. During the investigation, detectives were assisted by officers from the Water Police who conducted searches of the Brisbane River. Operation Jordy developed into Operation Late when other forensic evidence implicated the arrested person in another murder.

As a result of a marked increase in similar armed robbery offences in Metropolitan South Region, detectives launched Operation Beef. After a detailed investigation involving a multi-disciplinary team, a person was arrested on a total of 48 charges. These charges related to seven armed robberies, offences against the person including deprivation of liberty, unlawful use of motor vehicles and weapons offences.

Police from Southern Region commenced investigating complaints of fraud from Australian and international investors relating to a particular ostrich farming business. The investigation required the physical examination of over 3,300 ostriches to locate implanted computer chips used to identify individual birds. Members of the Stock Squads from around the State, as well as detectives from Southern Region, conducted the inspections with the assistance of veterinarians and officers from the Department of Primary Industry. Officers from the Major Fraud Investigation Group are continuing the investigation in cooperation with regional investigators.

A multi-disciplinary task force from South Eastern Region established Operation Pinafore to target the unlawful use of motor vehicle offences, and stolen and re-identified cars. The Operation involved liaison with all interstate police services, Queensland Transport and the Department of Fair Trading. To date, the operation has resulted in 160 offenders being charged with over 600 offences. Over 100 suspect vehicles have been seized.

DNA sampling success

DNA analysis led to the identification and arrest of an offender in relation to the violent sexual assault of a woman in 1999.

While the victim was blindfolded during the attack and the offender made efforts to remove identifying forensic evidence from the scene, scientific officers were able to gather sufficient biological samples for analysis.

Police subsequently identified a suspect who agreed to supply a mouth swab for the purpose of scientific DNA examination. This revealed DNA that matched the DNA profile obtained from the examination of the crime scene.

The person was arrested for offences of rape, entry of the victim's dwelling, deprivation of liberty and other sexual offences.

Without the benefit of DNA in this instance, police would not have been able to arrest and charge this offender.

Trends

- There was a 23% increase in the number of stock offences detected by police, reflecting a range of proactive initiatives conducted by Stock Squad officers throughout the State.

Performance Assessment

- State Crime Operations Command conducted almost 600 operations targeting organised and major crime in 2000-01, a 28% increase over the previous year.
- 88% of homicides, 67% of assaults and 68% of sexual assaults reported in 2000-01 were cleared by police during the period.
- The second volume of the Project Axis report, a joint initiative of the Service and the Queensland Crime Commission examining sexual offences against children in Queensland, was released in November 2000. The Service worked in partnership with the Department of the Premier and Cabinet and the QCC to implement the recommendations of the report.
- The Violent Crime Analysis Unit of the Bureau of Criminal Intelligence completed the State-wide roll-out of the ViCLAS database. The computer-based system can assist investigators in tracking violent criminals within and across jurisdictional boundaries.
- A major investigation into the attempted extortion of the Herron and Panadol pharmaceutical companies was successfully concluded with the arrest of a person in relation to 10 offences, including attempted murder and extortion.
- A number of international agencies and bodies, including the European Union, expressed interest in utilising the illicit market scan methodology developed by the Service to examine and conceptualise illicit drug markets within specific geographic areas.

Performance Outlook for 2001 - 02

- The Service will maintain strategic partnerships with relevant agencies to address issues relating to major and organised crime in Queensland.
- The Service will introduce a State Flying Squad over a three year period, in line with the growth in police numbers, to provide specialist support to major investigations in Queensland. The squad will investigate serious and major crime, supplement local resources and enhance the Services's capacity to respond to major and organised crime and criminal matters of high public interest.
- \$0.3 million has been allocated over the next three years to conduct Illicit Market Scans to assist the Service effectively target investigative resources.

Preservation of Public Safety

This output describes policing services that preserve public good order and safety during civil emergencies and special events. This includes specialist police trained to meet the policing demands associated with major events and incidents. Activities under this output also describe the Service's acquisition and deployment of sophisticated equipment, involvement in forward planning, and the development of tailored policing strategies.

Description

Links to Whole-of-Government Priorities and Outcomes

During times of emergency or disaster, the risks to personal and public safety are often very high. An effective policing response will minimise these risks and contribute to the development of safer, more supportive communities.



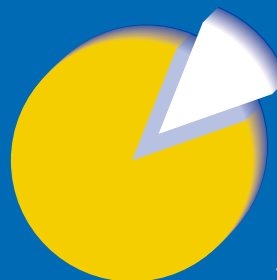
The use of sophisticated equipment at major public events promotes public safety.

Strategies

The Queensland Police Service will:

- Work with the people of Queensland to maintain public order and decrease the impact of civil emergencies on the community.
- Enhance the training of police and community members for managing disasters, crisis situations and special events.
- Develop protocols/strategies to reduce the incidence of anti-social behaviour.
- Conduct appropriate forward planning and allocation of resources for special events.

Resources



Preservation of Public Safety
13%

	1999-2000	2000-2001
Policing Hours	2.8M-2.9M	2.5M-2.6M
Expenditure	\$119M	\$109M

PERFORMANCE
*Summary of
Programs*

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Management of Disasters and Major Incidents

The Service works in partnership with other agencies, including other emergency services, to provide a coordinated response during natural disasters, major events and significant incidents.

In 2000-01, the Service's Disaster and Major Events Planning Branch was involved in planning and managing a number of significant events and incidents to promote public safety and an appropriate, coordinated policing response. The events included the 2000 Sydney Olympic Games and preparations for the 2001 Goodwill Games.

A Chemical, Biological and Radiological Response Plan was developed by the Branch to ensure police are well equipped and trained to respond to these kinds of incidents. In addition, further hands-on training was provided through three national anti-terrorist training exercises. A number of airport emergency and security exercises were also conducted at various locations State-wide.

Officers from the Service's Disaster Victim Identification Squad assisted local police in responding to the Palace Backpackers Hostel fire at Childers, in which 15 young people lost their lives.



In preparation for special events the Service has invested significant resources in training specialist police in appropriate crowd management techniques.

Special Events

The Service provided professional security services during a range of major sporting and entertainment events including activities associated with the 2000 Sydney Olympic Games, the 2001 Goodwill Games and the Centenary of Federation. During these special events, the Service was responsible for protecting visiting international competitors, officials and dignitaries, while also promoting public safety and maintaining our core policing responsibilities.

As part of Australia's commitment to the 2000 Sydney Olympic Games

seven soccer matches were played at the Brisbane Cricket Ground. Queensland also hosted 179 sporting teams for pre-Games training.

During the year the Service undertook preparations for the 2001 Goodwill Games, involving approximately 1,500 international athletes competing in fourteen sports conducted across eight venues.

In January 2001 a State-wide program of activities commenced in Queensland as part of Australia's Centenary of Federation celebrations. Service personnel liaised with the Centenary of Federation Queensland Committee to provide an appropriate police response to all major community events.

On 1 May 2001, the M1 Alliance protested at the Brisbane office of the Australian Stock Exchange as part of a coordinated national protest action. Officers from the Public Safety Response Team, Metropolitan North Region and State Crime Operations Command provided the policing response to these protests.

The Service has also been involved in a number of operations to ensure the safety of visiting foreign dignitaries and officials. In July 2000, Her Royal Highness, Princess Anne, made a private visit to Australia as a guest of the Australian Olympic Association. During the Queensland phase of the visit, Princess Anne visited Brisbane, the Gold Coast and also the site of the Palace Backpacker Hostel fire at Childers.

The Service undertook extensive planning for the Commonwealth Heads of Government Meeting (CHOGM) which was due to be held in October 2001, and then postponed. The meeting was to coincide with a visit by Her Majesty, Queen Elizabeth II as head of the Commonwealth. CHOGM 2001 would have been the largest and most challenging security operation ever undertaken by the Service. The Service worked in partnership with the Commonwealth Government, CHOGM Organising Committee, and various state, national and international law enforcement agencies. These cooperative arrangements were assessed as part of the national exercise held in Brisbane from 13-15 June 2001.

Specialist Squads

The Special Emergency Response Team (SERT) provides a specialist counter-terrorist response, while also dealing with incidents that are potentially violent and/or exceed routine police capabilities. During 2000-01, SERT was deployed on 312 occasions. Deployments included sieges, covert static surveillance, escort of violent persons and the provision of contingencies for the Queensland related component of the 2000 Sydney Olympic Games. SERT also established an intelligence cell to enhance its intelligence gathering and networking capabilities.

The Public Safety Response Team (PSRT) is a unit of specially trained officers equipped to respond in the interests of public safety during instances of confrontation and violence. During 2000-01, the PSRT was deployed on 420 occasions. Deployments included crowd management at large sporting events, responding to the M1 Alliance protest, security and public order responsibilities during Olympic related activities held in Queensland and natural disaster assistance.

The Mounted Police Unit provides specialist support through the provision of targeted operational patrols, perimeter security at major incidents, and assistance in crowd and traffic management. In 2000-01, the Unit conducted 347 targeted operational patrols. The Unit also attended 63 public relations commitments which included the Energex Military Tattoo, ANZAC Day, Police Remembrance Day and the Centenary of Federation Re-Enactment Escort.



The Service's Disaster Victim Identification personnel undertake searches to assist in the timely location and identification of victims of natural and man-made disasters.

In 2000-01, the Service expanded the Railway Squad to target crime and anti-social behaviour on the Citytrain network. The Squad includes two Police Liaison Officers, a Crime Management Unit which identifies and analyses crime on the rail network and a specialist Graffiti Cell which supports investigations into graffiti offences and conducts related research. The Service has also made a significant contribution to passenger safety on the Citytrain network. During the last five years, reported robberies decreased by 67% and reported car theft from Citytrain stations decreased by 50%.



The acquisition of new equipment has significantly enhanced the Service's capacity to respond to hoax and live explosive devices.

During 2000-01, four of the Service's 47 water police vessels were replaced in accordance with the 15-Year Vessel Replacement program. As well as conducting policing activities in coastal areas and on waterways, water police also perform search and rescue missions. In June 2001, the Cairns Water Police conducted a 22 hour operation to rescue a 42-foot yacht and its four crew. Search and Rescue Mission Coordinators (SARMCs) are attached to water police establishments and can also be called upon to coordinate land searches. In February 2001, the Brisbane Water Police SARMC coordinated a successful land and water search for an 82-year-old male missing from his Cannon Hill home.

The Explosive Ordnance Response Team (EORT) provides operational support to police officers State-wide. EORT performs systematic searches for explosive devices at identified events and venues, renders improvised explosive devices safe and responds to terrorist incidents involving explosives. During 2000-01, EORT responded to 127 incidents, which included bomb searches and locating live and hoax explosives devices, and was extensively involved with the 2000 Olympic Torch Relay and other Games related activities.

During the year the Service conducted the first Police Bomb Technicians Course and increased the number of Bomb Technicians from 23 to 31. In preparation for CHOGM, sixteen officers completed a Bomb Search and Identification Course and 112 officers

completed basic bomb search courses. In addition, the Service acquired a range of state-of-the-art bomb response equipment to transport explosives or hazardous materials and to provide remote access capabilities for X-ray and detonation purposes.

The Police Air Wing operates four aircraft from bases at Brisbane, Cairns and Mount Isa. The Air Wing provides efficient and cost effective transport to meet operational policing requirements. This includes the transportation of specialist teams, investigative officers and prisoners. During 2000-01, the Air Wing recorded 2,358 flight hours, travelled 5,762,925 passenger kilometres and carried 77,056 kilograms of freight. Whilst most traffic operations occurred on the coastal corridor between Brisbane and Cairns, the demand for Air Wing services is increasing in Queensland's remote areas such as the Gulf and Torres Strait communities.

Responding to Disaster

In the early hours of the morning on 5 September 2000, the wreckage of a Beechcraft King Air was discovered with eight deceased persons on board. The plane had originated in Perth and crashed at "Wernadinga" Station about 80 km south-east of Burketown in Northern Region.

A Disaster Victim Identification Squad (DVIS) team was deployed to "Wernadinga" Station by the Police Air Wing. The timely policing response to this tragic incident ensured all victims were quickly identified and a comprehensive report was prepared for the Coroner. The assistance of the station owner and head stockman in notifying the police of the wreck and providing land access to the remote site was invaluable to the successful conclusion of this operation, and for their part, both were awarded the Commissioner's Certificate of Appreciation.

The Service continued upgrading its communications infrastructure to ensure that specialist technical responses are managed effectively both now and into the future. An allocation of \$2 million facilitated the ongoing upgrade of UHF radio communications, its expansion into remote areas, and the implementation of the second phase of digital radio communications for metropolitan Brisbane.



PERFORMANCE Regional Activities

The Toowoomba Gospel Music Festival was held over the Easter 2001 long weekend and attracted approximately 50,000 spectators. Officers from the Toowoomba District, in Southern Region, the PSRT and Mounted Police were highly commended by organisers of the Festival for their assistance in successfully managing this event.

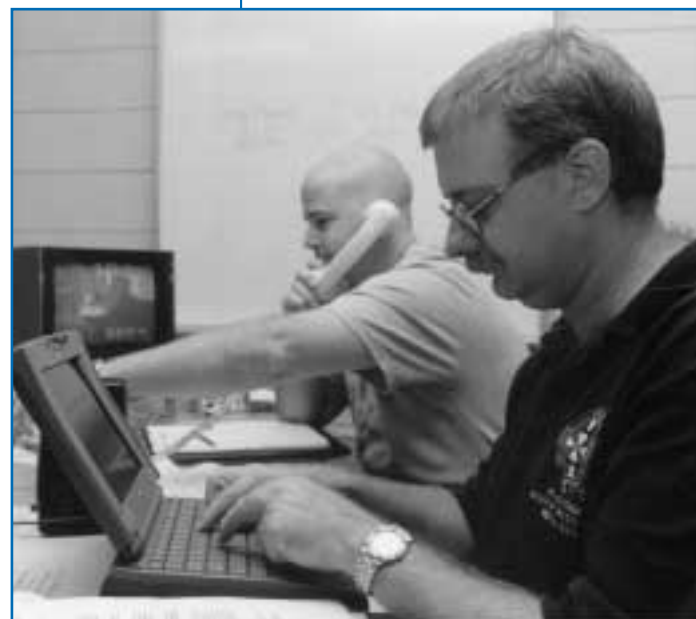
In Far Northern Region, Cairns Water Police responded to a request for assistance received from the Cairns Harbour Master. The request followed the declaration of a restricted zone around a Malaysian container ship. The ship had run aground on Sudbury Reef, east of Cairns, and had caused damage to a 70 metre strip of reef. The Water Police provided assistance until such time as the vessel was re-floated.

As a result of public concern related to anti-social behaviour on beaches within the Kawana Police District in North Coast Region, police in cooperation with the Caloundra City Council, developed tailored responses to address the identified problems. In February 2001, as part of this partnership approach, the Service took possession of a new Quad bike funded by the Caloundra City Council to conduct daily patrols of beaches during peak times.

In May 2001, Central Region responded to protests against a ship carrying a cargo of oil from the Stuart Shale Oil Project. The presence of police officers from Gladstone District, the PSRT and Water Police from Rosslyn Bay, Brisbane and Whitsunday ensured both the safe passage of the ship and the safety of protestors.

The Service, in cooperation with the Liquor Licensing Division of the Department of Tourism, Sport and Racing, conducted a six month 'sly grog' pilot project at four remote communities from 1 July to 31 December 2000. The trial was conducted at Yarrabah (Far Northern Region), Doomadgee and Palm Island (Northern Region), and Woorabinda (Central Region). The trial has assisted the Service to improve its investigative and information gathering techniques and to support the development of new strategies that will enhance sly grog enforcement action.

Police officers from Northern Region worked in partnership with the Townsville City Council to report and record the number of graffiti offences occurring within Townsville City. Police from Townsville conducted proactive patrols to reduce graffiti offences and successfully prosecuted offenders for over 300 of these types of offences.



The Service's negotiators maintain and enhance their skills through ongoing training and exposure to seizure and hostage situations.

In June 2001, the Gold Coast Water Police in South Eastern Region took possession of two Yamaha 120 horse power jet skis to upgrade their current fleet of patrol water craft. With the tremendous growth in the use of recreational water craft, the jet skis have enabled police to provide a highly visible presence, provide a timely and effective response to incidents on the waterways and promote their responsible use.

Railway Squad

The Service's Railway Squad, in partnership with Queensland Rail, improved security of the Citytrain network through an increased police presence during peak times. As a result purpose-built police establishments are being constructed at Beenleigh, Petrie and Manly stations. This initiative has enabled the Service to work in closer liaison with Queensland Rail. To further improve communication and provide a more coordinated police response, the Railway Squad is also undertaking a trial whereby a police officer undertakes periodic duties at the Queensland Rail control and communications centre.

Police from Metropolitan North Region, in cooperation with specialist units and other State and national agencies, undertook several operations to ensure the effective and safe conduct of Olympic Games activities and events. Operation Freeflow addressed potential incidents at Brisbane's domestic and international airports, while Operation Noni provided security for the official Olympic hotels in Brisbane. Operation Merlin facilitated crowd and traffic management during the Paralympic Torch Relay. A total of 800

police officers from Metropolitan North Region, with the cooperation of other key stakeholders and the Queensland community contributed to the success of these operations.

Metropolitan South Region implemented a range of strategies to address public safety issues in and around the Wynnum District. In cooperation with the Mounted Unit, PSRT and Railway Squad proactive patrols were undertaken to promote community safety in and around public places.



The provision of responsive services in the lead-up to and during the 2000 Sydney Olympic Games enabled the Service to demonstrate its capacity to police major events in a professional and coordinated manner.

• • • • • • • • *Trends*

- The number of Good Order Offences detected increased by 12% during the financial year. This category of offences differs from Offences Against the Person and Offences Against Property in that they are generally detected by police rather than reported by members of the community.

• • • • • • • • *Performance Assessment*

- The Service contributed to the success of the 2000 Sydney Olympic Games activities in Queensland as a result of effective three-year planning.
- The Service conducted 384 preparation exercises for disasters, major incidents or special events,
- There was a 17% increase in the deployment of specialist squads compared with the previous financial year.
- The Service continued preparations for the Commonwealth Heads of Government Meeting (CHOGM).
- In preparation for CHOGM, the response capability of specialist squads and supporting police was enhanced through the provision of specialist equipment and training.
- The Service expanded the Railway Squad in 2000-01 to target crime and anti-social behaviour on Queensland Rail's Citytrain Network. Over the past five years, reported robberies on the network have decreased by 67%.
- According to the 2000 *Population Survey Monitor*, 54% of Queensland respondents were satisfied with police management of public order problems. Although this is marginally fewer than in the previous year, the level of satisfaction remains higher than the national average.

• • • • • • • • *Performance Outlook for 2001 - 02*

- The Service will continue to prepare for postponed CHOGM, now due to be held in Brisbane in 2002.
- Water police assets will continue to be upgraded in accordance with the 15-Year Vessel Replacement Program, with eight vessels scheduled for replacement in 2001-02.
- In partnership with the Department of Emergency Services, the Service will continue to develop its State-wide capability to respond to chemical, biological and radiological weapons.

Traffic Policing, Speed Management & Camera Operations

Description

The Queensland Police Service plays a significant role in the regulation and control of traffic in Queensland with the aim of improving the safety of all road users. Strategies employed by the Service have two components: responding to violations of traffic regulations (reactive) and implementing strategies to prevent such violations (proactive). Ultimately, the aim of this two-pronged approach is to reduce the incidence and severity of road crashes and injuries to road users in Queensland.

Although the Service has strategies that seek to minimise all illegal and unsafe driving practices, it particularly targets the 'Fatal Four' driving behaviours (speeding, drink driving, driving while tired and failure to wear seatbelts). This is because small reductions in road crashes caused by these practices are likely to have a significant impact on the reduction of road trauma in the community.

Links to Whole-of-Government Priorities and Outcomes

Road safety is a key factor in the development of safer, more supportive communities. Therefore, traffic enforcement is fundamental to a whole-of-government approach to achieving road safety. Effective management of traffic on Queensland roads is intended to reduce road incidents, increasing the level of personal and public safety for Queensland road users and ensuring children are protected from harm.

Effective traffic management promotes safety and convenience during major events.

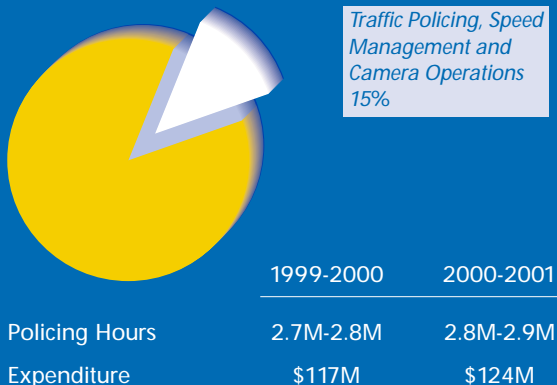


Strategies

The Queensland Police Service will:

- Work with government agencies and the community to develop and implement education and prevention programs for at risk groups.
- Work with the community to improve the timeliness and appropriateness of the Queensland Police Service's response to identified traffic issues.
- Provide visible and directed traffic enforcement based on intelligence and technological developments.

Resources



A Coordinated Approach to Road Safety

The Service works in partnership with Queensland Transport, the Department of Main Roads, other State and local government agencies, private sector agencies and community groups to reduce the level and degree of road trauma in the community.

The *Queensland Road Safety Strategy, 1993-2003* and annual Road Safety Action Plans provide the framework for the development, implementation, integration and evaluation of road safety strategies in Queensland.

The State Traffic Support Branch, located within Operations Support Command, is responsible for the provision of specialist support and advice regarding traffic operations, legislation and policy; incident investigation; alcohol and drug detection; traffic intelligence; and road safety research. The Branch is also responsible for coordinating major road safety campaigns and initiatives.

Bi-annual Traffic Coordinator Conferences, involving all police regions, play an important role in planning, coordinating and overseeing traffic policing activities throughout the State.

With the adoption of the *National Road Safety Strategy 2001-2010*, the Commonwealth and State governments have established a target of halving the 1998 national road toll by the year 2010. This equates to a rate of 5.6 fatalities per 100,000 population, and presents quite a challenge for governments and the community, especially considering the expected increase in vehicles on Queensland roads over the same period.

General Road Safety Outcomes

The National and State road tolls are monitored by calendar year. In 2000, 318 people died on Queensland roads, the third lowest road toll since 1955. Although marginally higher than the 1999 road toll of 314, it represents 42 (or 11%) fewer fatalities than the previous five-year average. The 2000 road toll equates to a rate of 8.9 fatalities per 100,000 population, the second lowest per capita rate of fatalities in Australia during the period. It is also below the national average of 9.5 fatalities per 100,000 population.

The 'Fatal Four' road safety campaign focuses on the causal factors in a high proportion of fatal road crashes. The campaign, conducted in partnership with Queensland Transport throughout the year, utilises media-based education and intelligence-based enforcement strategies to target fatigue, drink driving, speeding and unrestrained occupancy. During particularly busy periods, such as school holidays and public holiday long weekends, there is generally an increase in police enforcement activity and media messages to minimise road trauma during these high risk periods.



The use of motorcycles by police provides greater flexibility and access when responding to calls for service, which is particularly important given the increase in traffic on Queensland roads.

At the commencement of the Fatal Four campaign in 1997, one or more of the 'Fatal Four' driving behaviours had contributed to around 50% of road crash fatalities. In 2000-01, this had fallen to 46% of total road crash fatalities.

Deterrence-Based Traffic Enforcement

Traffic policing activities have two separate, but related, functions: apprehending law breakers and deterring road users from breaking the law. Traditional traffic enforcement in Australia and overseas has tended to focus on the apprehension of traffic offenders. While, this remains an important component of road safety strategies, a number of more general deterrence-based programs have been effective in influencing driver behaviour by maximising the exposure of road users to the threat of apprehension. Such programs include the speed camera, random breath testing and random road watch programs.

Speed Management Strategy

Implementation of the whole-of-government Speed Management Strategy continued in 2000-01 with the expansion and enhancement of the speed camera and red light camera programs, policing of the 50km/h local street speed limit, and general speed enforcement strategies.

There are now 24 speed cameras operating on roads throughout Queensland. Another six cameras are used for rotational, training, maintenance and demonstration purposes. Speed cameras are deployed at locations randomly selected from over 2,300 approved sites with a history of speed-related crashes, using a computer-based scheduling system.

In 2000-01, over 23 million vehicles were monitored by speed cameras during almost 40,000 hours of speed camera operation throughout the State. This represents an increase of 35% in vehicles monitored and 46% in operating hours, compared with 1999-2000. Despite this, there was only a 6% increase in the number of infringement notices issued over the same period, with almost 23,000 notices issued in 2000-01.

This indicates that the cameras are having an effect in slowing motorists down. In fact, since the introduction of speed cameras the number of vehicles detected travelling over the limit at which infringement notices are issued has dropped from around 5% in May 1997 to 1.5% in 2000-01.

A partnership with the Motor Accident Insurance Commission has assisted the Service to replace its hand-held radar speed detection devices with 312 laser-based Light Detection and Ranging (LIDAR) devices at a cost of \$2.5 million. The replacement program was completed in 2000-01 with the purchase of 102 LIDAR units, and three digital image capture laser devices which will be used to enhance speed detection on high speed multi-lane road networks such as the Pacific, Gateway and Ipswich motorways. The LIDAR devices are more versatile and effective for detecting speeding motorists and can be deployed in areas of the road network not previously monitored due to the limitations of radar technology. The devices are also used extensively to enforce the 50km/h local street speed limit.



Promoting safe and responsible driving practices: The Service continues to target speeding as a major contributor to Queensland's road toll.

The red light camera program was introduced in December 1990 to reduce the number of crashes at intersections controlled by traffic signals. During 2000-01, the Service deployed an additional four red light cameras and installed 16 new sites at intersections where traffic light infringements have resulted in multiple crashes. The Service now has 36 cameras rotated across 136 sites throughout Queensland.

Deterring Drink Driving

In line with a Parliamentary Travelsafe Committee recommendation, the Queensland Police Service has intensified the Random Breath Testing (RBT) program since 1997, and has now the highest rate of breath testing of any police jurisdiction in Australia.



During the 2000 calendar year, the Service conducted 2.6 million breath tests, the equivalent of 1.3 tests per licensed driver, exceeding the target ratio of one test per licensed driver. This level of testing continued in 2001 and compares with a rate of 0.5 tests per licensed driver in 1997.

The increase in random breath testing has contributed to a significant reduction in the rate of drink driving offences and alcohol-related crashes over the period. Only one drink driving offence was detected for every 115 breath tests conducted in 2000-01. This compares with one offence for every 38 breath tests conducted in 1996-97, prior to the intensification of the RBT program. In 2000-01, there were also 15% fewer fatal crashes where alcohol was a contributing factor, compared with the previous five-year average.

Booze Buses facilitate highly visible police operations, increasing the deterrent value of the RBT program. In September 2000, the Service deployed six new 'mini' Booze Buses (commercial vans). The new buses offer greater flexibility in deployment and are less resource intensive to operate. Two of the old articulated vehicles have been retained for deployment in the greater metropolitan area of Brisbane. All police regions now have a dedicated Booze Bus to support breath testing operations.

State Traffic Task Force

The State Traffic Task Force has State-wide traffic operations and support functions. The Task Force provides specialist support for regional traffic operations and conducts general traffic patrols and operations in the south-east corner of the State. It also has a significant role in the enforcement of regulations and legislation relating to heavy vehicle traffic such as semi-trailers and road trains. Throughout the year the Task Force provided assistance in 86 specific regional traffic operations and conducted general patrols along 460,140 kilometres of the Queensland road network.

During the year the Task Force was involved in the development of the Pacific Motorway Road Safety and Enforcement Strategy. Members of the Task Force conducted patrols of the Motorway and arterial roads to facilitate the effective flow of traffic, identify traffic infringements and encourage safe driving practices.

Over the past five years, an increase in random breath testing has contributed to a significant reduction in drink driving and alcohol-related crashes.

Other Traffic Related Initiatives

The introduction of a heavy vehicle database has assisted the Service in the development of proactive and reactive strategies to promote compliance with heavy vehicle transport regulations. The database provides intelligence in relation to transport companies and vehicle drivers to enable police and Queensland Transport inspectors to identify and deal with heavy vehicle road safety issues.

The Accident Investigation Squad database has been upgraded to provide more detailed data on the causes of road crashes attended by the Squad. This information is provided to Queensland Transport and the Department of Main Roads to assist in the identification of appropriate engineering, education and enforcement approaches to reduce crashes in identified high crash zones.

Following a successful trial in South Eastern Region, the Service approved the deployment of tyre deflation devices on a State-wide basis. When a vehicle passes over the Stinger-brand devices, which can be laid out across most roads (including multi-lane carriageways), the spikes cause a slow and controlled deflation of the tyres. Commonly known as 'road spikes', the devices provide an effective option for police in managing high speed pursuits.

PERFORMANCE Regional Activities

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In response to a number of crashes involving heavy vehicles, police in the Mareeba District (Far Northern Region) conducted Operation 'Lockdown' in March 2001 in partnership with officers from Queensland Transport, Northern Police Region and the State Traffic Task Force. Over 940 heavy vehicles and 1,500 private vehicles were intercepted during the operation. Police conducted breath testing operations, log book checks, and spoke to drivers about the importance of taking regular breaks when travelling long distances.



Traffic police make a significant contribution to maintaining a safe and efficient road network throughout Queensland.

Police in Northern Region worked in partnership with other government agencies and the community to identify road safety issues of concern and develop appropriate strategies. This resulted in the targeting of 'life endangering offences' throughout the Region and the development of specific traffic operations for the Townsville Strand area. In addition, targeted traffic operations were conducted monthly in each major centre with officers conducting in excess of 12,000 hours of traffic operations. Queensland Health also assisted in the delivery of the Drink Rite program in Normanton. This coordinated approach to road safety contributed to a reduction in road crashes and fatalities in the Region.

Central Region conducted 63 intelligence-driven traffic operations to address speeding, fatigue, unrestrained occupancy and alcohol/drug impairment. To promote the use of regular rest breaks during long journeys, Driver Reviver sites were operated along the Bruce Highway at Granite Creek, Calliope and Waverley Creek over the Easter and Christmas holiday periods.

Police in Central Region also established a Triathlon program for young people at Woorabinda in partnership with the Woorabinda Aboriginal Council and Triathlon Queensland. The Council purchased two bicycles for use by Queensland Aboriginal

and Torres Strait Islander police officers and to assist in educating young people about road safety, particularly bicycle safety. Thirty bicycle helmets were purchased by the Council for use by children and young people in the community.

North Coast Region conducted a number of successful traffic enforcement operations throughout 2000-01. In September 2000, Gympie Division initiated Operation Lawn, a monthly intelligence-driven operation to target a range of offences including unlicensed and unregistered driving and drink driving. The Maryborough District established a full-time specialist traffic branch in Hervey Bay on a trial basis to address an increase in the incidence of casualty crashes in the area. Traffic operations in the area have generally been conducted by general duties police and the Maryborough Traffic Branch. The trial contributed to an increase in the detection of 'life endangering offences' and a marked reduction in the number of casualty crashes in the Hervey Bay police division.

Officers from Warwick District (Southern Region) mounted a successful traffic policing campaign during the Easter Holiday Period. To enhance police visibility two computerised variable message boards were strategically located along the New England and Cunningham Highways, displaying the simple but effective message, "Police Radar Everywhere – Drive Safely – Take a Break". To reinforce the message, police were rostered to provide maximum presence on the highways. During the period there were no fatal or injury crashes in the District, confirming the success of the operation.

Police from South Eastern and Metropolitan South Regions and the State Traffic Task Force conducted a joint operation with the Department of Main Roads to improve the management of traffic flow on the Pacific Motorway and associated arterial roads during peak periods. Operation 'Freeflow', conducted on a trial basis between April and June 2001, provided a coordinated incident management system to improve the timeliness of incident management and enhance communication and information sharing between the agencies. The trial, the first of its kind in Australia, is currently being evaluated.

Police in Metropolitan North Region conducted a number of 'one stop shop' operations which involve stopping drivers to conduct a random breath test and check for signs of driver fatigue, vehicle roadworthiness, the currency of drivers' licences and registration, and any outstanding warrants. The involvement of general duties and criminal investigation officers in some of these operations has significant benefits for detecting and preventing crime generally.

Pacific Motorway Enforcement Strategy

The eight-lane Pacific Motorway was officially opened in October 2000. With a speed limit of 110 kilometres per hour, it is the longest road of its type in Australia. The Service entered into a formal partnership with Queensland Transport, the Department of Main Roads, Queensland Ambulance, and the Queensland Fire and Rescue Authority to develop a framework for incident management on the Motorway. Meetings involving key personnel from all agencies are held regularly to review and overview procedures relating to safety, incident response, emergency response and general traffic management.

The Service has also worked with Queensland Transport and the Department of Main Roads to develop a strategy for policing high-speed, multi-lane motorways. The Pacific Motorway Road Safety and Enforcement Strategy provides a framework for managing enforcement activity on the Pacific Motorway and its extensions (the Pacific Highway and the South East Freeway) in three components: the QPS Pacific Motorway Operational Strategy; the Queensland Transport Compliance (Heavy Vehicle) Operational Strategy; and the Intelligent Transport Systems (ITS) Road.

The Operational Strategy recognises the need to balance the management of road user behaviour and amenity of the road corridor, as well as the safety of enforcement officers.

Trends

- In the 2000 calendar year, 318 people died on Queensland roads, the third lowest road toll since 1955. Although marginally higher than the 1999 road toll of 314, this represents 42 (11%) fewer fatalities than the previous five-year average.
- For the third consecutive year, the rate of Queensland road crash fatalities per 100,000 population (8.9) was below the national average of 9.5 fatalities per 100,000 population.

Performance Assessment

- Continued intensification of the Random Breath Testing program has contributed to a significant reduction in the rate of drink driving offences. The Service conducted 2.6 million breath tests in 2000, the equivalent of 1.3 tests per licensed driver. However, only one drink driving offence was detected for every 115 tests conducted, compared with one offence for every 38 tests conducted prior to the intensification of the program in 1997.
- Despite a 46% increase in speed camera operating hours, and a 35% increase in the number of vehicles monitored by speed cameras in 2000-01, there was only a 6% increase in the number of infringement notices issued.
- The number of vehicles detected travelling over the limit at which speed camera infringement notices are issued fell from 1.8% in 1999-2000 to 1.5% in 2000-01. This compares with a rate of 5% when camera operations commenced in 1997.
- In partnership with Queensland Transport and the Department of Main Roads, the Service developed a Pacific Motorway Road Safety and Enforcement Strategy to facilitate effective enforcement of the new Pacific Motorway.
- The introduction of a heavy vehicle database has assisted the Service in the development of proactive and reactive strategies to promote compliance with heavy vehicle transport regulations.

Performance Outlook for 2001 - 02

- A review of the computer-based speed camera scheduling system will be conducted with a view to extending the use of randomised intelligence-based scheduling to other types of enforcement activity.

- The Service will continue to investigate the feasibility of digital imaging technology in relation to the speed and red light camera programs, including legal issues associated with the evidential use of digital images.
- In partnership with Queensland Transport, the Service will review and enhance the high profile 'Fatal Four' road safety campaign.



Police and emergency services work together to respond effectively to traffic incidents.

Ethical Standards & Public Accountability

The Queensland community has the right to expect that public services will be provided in an ethical and accountable manner. The community, through the Parliament, has vested a broad range of powers in the Service's sworn officers to allow the effective delivery of policing services. Accordingly, it is in the public interest that any agency vested with such powers be vigilant in minimising the risk of corruption and maintaining the highest standards of ethics and accountability.

The strategies employed by the Service to maintain these standards have been identified as the output "Ethical Standards and Public Accountability". Organisational Units that contribute directly to this output include the Office of the Commissioner, Ethical Standards Command and the Media and Public Relations Branch. These units report directly to the Commissioner, ensuring all external accountability obligations are fully discharged and that the Service is characterised by a high standard of professionalism, with programs developed and maintained to facilitate organisational development that is consistent with the Service's strategic direction.

Project Resolve focuses on the effective and timely resolution of complaints made against members of the Service.

Description

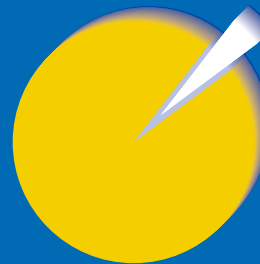


Strategies

The Queensland Police Service will:

- Ensure ethical behaviours and practices by all Service employees, through the development of standards, good practice, the provision of education and support, and by performance monitoring.
- Monitor and evaluate current management practices and systems in the context of accountability, effectiveness and efficiency.
- Develop Service policies in the context of Government policy and national and international trends.
- Stimulate conditions conducive for organisational improvement.
- Enhance Service employee behaviour management systems to ensure a timely, measured and consistent response to potential or actual occurrences of inappropriate behaviour.
- Provide accurate and timely information in accordance with accountability requirements of Government.

Resources



Ethical Standards and Public Accountability
3%

	1999-2000	2000-2001
Policing Hours	0.4M-0.5M	0.4M-0.5M
Expenditure	\$17M	\$21M

Links to Whole-of-Government Outcomes and Priorities

The services provided under this output, such as internal investigations, audit, risk management and integrated policy development, all support an accountable management framework that will protect individual rights and engender community confidence in the rule of law. High levels of accountability will underpin strong government leadership and assist in the development of safer, more supportive communities.

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Office of the Commissioner

The Office of the Commissioner provides strategic advice and executive support to the Commissioner. This includes strategic planning, policy development and coordination, management of cultural issues, organisational improvement, Cabinet legislation and liaison, legal advice, Ministerial briefings and correspondence, and support for senior officers' attendance at national and State forums.

The Commissioner, in consultation with the Senior Executive Conference, determines the strategic direction for the Service. This process is formalised through the development and publication of its Strategic Plan. The Service will complete a comprehensive review of its strategic direction and publish a Strategic Plan for the period 2001 – 2005. The new plan will establish the strategic direction of the Service for the next four years and continue to ensure that the activities of the QPS are aligned to the achievement of whole-of-government priorities.

There are six organisational units within the Office of the Commissioner: the Policy Unit; Strategic Development Unit; Cultural Advisory Unit; Executive Services; Organisational Improvement Unit; and the Office of the QPS Solicitor.

The Policy Unit provides strategic policy advice to the Commissioner, and ensures that policy development is coordinated across the Service. The Unit plays a key role in identifying current and emerging issues and in providing strategic direction on these matters. It also provides support to members of the Senior Executive attending national and State forums including the Australasian Police Ministers' Council; Police Commissioners' Conference; and Australian and New Zealand Crime Prevention Ministerial Forum. In relation to statutory public accountability matters, the Unit coordinates the preparation of the Service's budget papers, briefings for the annual Parliamentary Estimates Committee hearings, and the Annual Report.

The Strategic Development Unit is responsible for developing the Service's Strategic Plan and the preparation of whole-of-Service performance reports on a quarterly and annual basis. The Unit coordinates a State-wide Activity Survey (SWAS) to provide a regular assessment of how much policing time is directed to particular policing activities. The survey results allow the Service to report annual expenditure in respect of each of its outputs and assists in developing a picture of organisational efficiency. The Unit is also coordinating the development of a Client Service Charter and Standards for the Service.

The Cultural Advisory Unit is responsible for maintaining effective relationships and liaison between members of the Service and ethnic and indigenous communities. It has a key role in facilitating the Service's participation in the development of the Queensland Government and Aboriginal and Torres Strait Islander Ten Year Partnership, and the implementation of the Aboriginal and Torres Strait Islander Justice Agreement.

The Service is represented on the National Police Ethnic Advisory Bureau (NPEAB) by the Commissioner's Senior Cultural Adviser, who is also the current Chairperson of the Bureau. The NPEAB is a joint initiative of Australian Police Commissioners, the Australian Multicultural Foundation and the Commonwealth Department of Immigration and Ethnic Affairs.

A major focus of the Organisational Improvement Unit has been to support the Commissioner in the introduction of an Operational Performance Review (OPR) process within the Service early in 2000-01. The OPR process will provide the opportunity for the Commissioner to hold regular, performance-focussed meetings with regional and district managers and other members of the Senior Executive. The meetings will be conducted in a formal but positive environment and will be assisted by a wide range of data about local crime trends, issues and policing responses. In the early stages of the project, the process will be tested and adjusted to ensure optimal use of the information resources available to the Service. The OPR process has been developed to provide constructive, supportive performance management. The ultimate aim is to improve the delivery of policing services to the community.

The Executive Services Unit provides support to the Commissioner in interacting with the Minister, Government and senior executives of the Service. The Unit manages the preparation of correspondence and briefings for the Minister and Premier and provides secretarial and administrative support to various Service forums and meetings.

The Unit is also responsible for administering honours and awards through which meritorious service, achievements and acts of bravery by Service personnel, and assistance to police and courageous acts by members of the community are officially recognised.

The Office of the QPS Solicitor provides legal advice to the Commissioner and Senior Executive concerning matters impacting on the Service. The Office plays a significant role in ensuring there is full and proper accountability for the various policing activities conducted by the Service.

Tactical Communication Review

The Ethical Practice Branch is trialing a tactical communication training program known as Verbal Judo as well as reviewing other similar programs on behalf of the Police Education Advisory Committee. The program focuses on improving officer safety and providing strategies to enhance the professionalism of public interactions between police and members of the community.

More than 150 officers have participated in the training programs with further courses scheduled for the forthcoming year.

Ethical Standards Command

The Ethical Standards Command is responsible for the promotion of ethical behaviour and professional practice and the management of the discipline process within the Service. There are four organisational units within the Command: Internal Investigations Branch; Ethical Practice Branch; Inspections and Evaluation Branch; and Internal Audit.

Like any other large public sector organisation, the Service receives complaints against its members. These complaints range from relatively minor breaches of discipline through to allegations of police misconduct. Through the implementation of a complaint profiling methodology, the Service now takes a strategic approach to dealing with complaints, shifting emphasis away from individuals and focussing on problems at an organisational level.

The Ethical Practice Branch, in partnership with the Criminal Justice Commission, continued to advance Project Resolve, which provides greater emphasis on the managerial resolution of complaints. A Discipline Working Party is overseeing the implementation of the revised discipline process on a trial basis in Southern and South Eastern Regions. A formal evaluation of Project Resolve is currently being conducted.

In line with its mission to promote and foster ethical practices throughout the Service, the Ethical Practice Branch has played an active role in a variety of ethics and corruption prevention forums. These include the Queensland Public Sector Ethics

Network, the National Integrity System Audit, Police Reform Conference and the establishment of a corruption prevention network in Queensland.

The Inspectorate and Evaluation Branch and Internal Audit share the authority and responsibility for internal audit services in line with the requirements of the *Financial Administration and Audit Act 1977*, the *Police Service Administration Act 1990*, and the Government's Financial Management Standards. The sections conduct inspections, systems analysis, operational audits and reviews throughout the Service with the aim of improving performance, accountability, integrity, compliance and risk management.

The Review and Evaluation Section coordinates and conducts various research and evaluation activities which focus on major initiatives and emerging issues that may impact on policing. These activities promote strategic thinking, effective management and good practice throughout the Service. Significant reviews that were completed in 2000-01 included: Project Resolve; the Domestic Violence Strategic Plan 1997 – 2000; the Queensland Aboriginal and Torres Strait Islander Police (QATSIP) project; and the use of Ion scanners in the detection of drugs.



Promoting understanding and reconciliation: The inaugural Ipswich District Headquarters (Yamanto) flag raising ceremony to celebrate NAIDOC Week.

Media and Public Relations Branch

The Media and Public Relations Branch facilitates communication between the Service and the community. Members of the Branch offer expert media, public awareness and public relations services to the Queensland Police Service and external clients.

The Branch has two areas of responsibility—media liaison and public relations. The Media Unit coordinates the release of information to State, national and international media, and maintains regular liaison with these organisations.

The Unit also provides strategic advice to the Commissioner and Senior Executive on media matters. This year a major focus of the unit was its involvement in pre-planning for media interest related to police activities during the Commonwealth Heads of Government Meeting (CHOGM).

Officers within the Public Relations Unit deliver various internal and external communication activities including the provision of marketing expertise for various Service programs and initiatives and graphic design services. The Unit also produces regular publications such as the quarterly public journal, the *Police Vedette*, and the fortnightly internal publication, the *Police Bulletin*.

The Queensland Police Museum, which is open to the public, has 25 displays which showcase police artefacts and memorabilia dating from 1864 to the present day. The museum's library is home to a large collection of original maps and plans, police station histories, biographies and photographs.

The Queensland Police Pipes and Drums performs at official Service engagements. During the year, the band performed at ceremonial parades at the Brisbane and Townsville Police Academies, and other major events such as Government House investitures, ANZAC Day parades and National Police Remembrance Day. In June 2001, the Police Pipes and Drums coordinated a 'Celtic Heritage Concert' in Brisbane. The Queensland Police Juvenile Pipes and Drums won the Grade 4 Queensland Championship and were promoted to Grade 3 by the Australian Federation of Pipe Bands.



An effective partnership with the media assists the Service to communicate information to the public.

All organisational units contributing to this output are based centrally within Police Headquarters, Brisbane. The functions of these units are designed to facilitate organisational change that will promote whole-of-Service approaches to improving accountability, ethical behaviour and professionalism.

These central units play a significant role in setting the strategic framework within which all regional operations are conducted. As a consequence, all regional activities contribute to performance with respect to this output.

PERFORMANCE Regional Activities

Trends

- There was a 10% increase in the rate of complaints against police per 1,000 officers in 2000-01 compared with the previous year. This reflects a range of proactive initiatives undertaken by the Service to enhance ethical awareness and the complaints management process.

In particular, the trial of Project Resolve in South Eastern and Southern Regions has facilitated an increase in complaints during the period under review. The number and type of complaints in these regions since the trial began in July 2000 suggest that the new process may have facilitated a greater willingness to report incidents that are able to be resolved by developmental rather than punitive means.

Performance Assessment

- The Inspectorate and Evaluation Branch undertook 38 compliance and issues-based inspections, projects and reviews.
- The Service coordinated almost 2,000 items of correspondence on behalf of the Minister for Police and Corrective Services, in relation to issues raised by members of the public, Members of Parliament and other government agencies.
- The Service provided in excess of 2,200 briefings for the Minister for Police and Corrective Services and the Department of the Premier and Cabinet, a 24% increase compared with 1999-2000.
- In 2000-01, the Service received 1,928 requests for information under the *Freedom of Information Act 1992* and finalised 1,834 requests.
- There was a slight increase in the number of Queensland respondents to the 2000 ABS *Population Survey Monitor* who believed that most police are honest (76%), compared with the 1999 result (74%). Other indicators of the public perception of police professionalism remained stable with 79% of respondents believing that police perform their job professionally; 60% believing that police treat people fairly; and 82% indicating that they have confidence in police.
- The Service developed an Operational Performance Review process to facilitate constructive, supportive performance management reviews at police district level.

Performance Outlook for 2001 - 02

- The Operational Performance Review process will continue to be developed with all police districts scheduled to review their performance and activities during 2001-02.
- Ethical Standards Command will continue to conduct and overview investigations of complaints against members.
- The evaluation and development of Project Resolve will continue.
- The Review and Evaluation Unit will continue to examine and evaluate a range of initiatives and emerging issues including the State Informant Management System; the use of Oleoresin Capsicum Spray; the diversion of minor drug offenders; and the implementation of DNA sampling.
- The Client Services Charter and Standards project will be completed.

Corporate Support

The Corporate Support Output describes those functions and activities of the Queensland Police Service that underpin the delivery of policing services to the Queensland community. The functions and activities are provided through four Divisions: Human Resources; Information Management; Finance; and Administration. Each division is managed by a Director who, in turn, reports to the Deputy Chief Executive (Resource Management).

Links to Whole-of-Government Outcomes and Priorities

The effective delivery of the core policing services described in the Service's six outputs are all critically dependent on the provision of appropriate corporate support. As such, the activities described in this output directly underpin the overall policing response and make a significant contribution to the development of safer, more supportive communities.

Strategies

The Queensland Police Service will:

- Consult and negotiate with staff with regard to the provision of corporate support services.
- Promote consultative and participative management practices.
- Enhance the development and integration of planning, budgeting, policy development, operational and risk management within the Service.
- Employ human resource management practices that support all staff.
- Develop and deliver educational and training programs that develop the competence of all staff.
- Employ corporate management practices which provide the information systems and administrative support structures required to ensure a well equipped and well informed Police Service.
- Effectively and efficiently allocate and utilise its resources.
- Enhance management skills and practices.
- Enhance information management systems.
- Promote awareness of QPS services, internally and externally.

. Description



New recruits must meet both academic and physical challenges before being sworn in as police officers.

Resources

The range of corporate support activities described in this output directly contribute to the first six outputs. As a consequence, total human and physical resources applied to this output are spread across the first six outputs and are not reported as a discrete amount.



Strong growth in police numbers, combined with the increasing complexity of modern policing, has required the Service to invest heavily in a variety of corporate support functions and services. It is a continuing challenge to develop and maintain the infrastructure necessary to support a modern and effective policing organisation. To guide the Service's efforts in the delivery of corporate support activities, targeted strategic plans have been developed in respect of human resource management, capital assets and information management.

Human Resources Division

The Human Resources Division provides a range of services that support the management and professional development of all Service personnel through the implementation and application of modern human resource management policies and practices. There are three branches within the Division, each with discrete functions and responsibilities: Human Resource Management; Human Resource Development; and Health, Safety and Industrial Relations.

In line with the 10-Year Police Staffing Plan an additional 357 police positions were approved and funded in 2000-01. Complementing these increases, 60 positions were approved and funded under the Service's civilianisation program. This has provided a balanced approach to increasing operational police numbers while maintaining an appropriate level of administrative support. Some of the civilian positions approved in 2000-01 will allow police in non-operational positions to return to active duty.

The Service has also continued to progress its strong commitment to equality of employment and the principles of the Anti-Discrimination Act. The Equity and Diversity Unit has responsibility for overseeing programs that reflect this commitment through the ongoing implementation of the Service's Diversity Management Plan.

The Human Resource Development Branch focuses on the provision of professional education and training services. It administers three major programs: the Initial Service Program; the Professional Development Program; and the Education and Training Support Program.

All police recruits are required to complete the Initial Service Program prior to formally being appointed as police officers. Recruits with no prior policing experience are required to complete the six month Police Recruit Operational Vocational Education (PROVE) program. Recruits with significant prior policing experience undertake the Police Abridged Competency Education (PACE) program which is an accelerated 15 week course.

In 2000-01, 752 recruits commenced initial service training at the Queensland Police Service Academy at Oxley. Of these, 428 recruits graduated and 269 recruits remained in training at the end of the year. This included 61 recruits with prior policing experience who graduated from the PACE program.

The North Queensland campus is currently training its eighth intake of recruits with 96% of graduates from Townsville having been placed in the three northern regions. During the 2000-01 financial year, 120 recruits undertook the program, with 76 recruits graduating and 41 recruits still in training. The role of the Campus was extended to include First Year Constable Training in 1999 and the Central Convenor Unit in 2001.

Fourteen of the officers who graduated in 2000-01 had previously completed the Aboriginal and Torres Strait Islander traineeship. The traineeship program is jointly managed by the Service and TAFE, and has been successful in assisting Indigenous community members to qualify for admission to the Queensland Police Service Initial Service program.

The First Year Constable Program provides continuing workplace training and intensive field supervision to graduates of the PROVE Program over a period of 12 months. At the end of 2000-01 there were 700 police officers enrolled in the program.

The Constable Development Program is a three-year elective program that enhances the operational proficiency of constables and provides the necessary front-line leadership skills to prepare them for the responsibility associated with the rank of Senior Constable. The program is delivered as distance education modules, supplemented by various workshops. In 2000-01, 749 constables enrolled in the program and 162 constables graduated.

The Management Development Program provides the managerial knowledge and skills necessary to support police officers in their transition to the ranks of Sergeant, Senior Sergeant and Inspector. The Queensland University of Technology (QUT) has been granted Preferred Tertiary Provider status by the QPS Academy. Under this initiative, the completion of units in the Constable Development Program will be credited towards Bachelor degree programs, and Management Development Program units towards Masters degree programs.

The Assessment Development Centre Program is responsible for the assessment and development of Senior Sergeants preparing for promotion to the rank of Inspector. In 2000-01, the program conducted eight Assessment Development Centres involving 48 candidates. Over this period, 82 Senior Sergeants were involved in further development and 32 Senior Sergeants were promoted to the rank of Inspector.

The Investigation and Intelligence Training Program provides specialist training for plain clothes officers in criminal investigation and tactical and strategic intelligence. During 2000-01, over 350 police officers were enrolled in the Detective Training Program and 88 officers graduated with an Advanced Diploma of Investigative Practice. A further 116 officers enrolled in intelligence officer courses, and 10 officers graduated with an Advanced Diploma of Intelligence Practice.

The Executive Development Program provides education, training and development to commissioned officers and senior staff members. The program has two streams: an Executive Development Program aimed at the rank of Inspector; and a Senior Executive Development Program targeting those at the rank of Superintendent (or equivalent) and above. The program provides access to education courses offered by the Australian Institute of Police Management (AIPM), additional Queensland Police Service short courses and other professional development.



The majority of graduates of the North Queensland campus of the Queensland Police Service Academy are deployed in the three northern police regions.

During the financial year, eight members commenced studies in the Police Management Development Program offered by the AIPM and six candidates graduated from the program during the same period. Two candidates graduated from their studies within the Police Executive Leadership Program and 28 candidates completed the workshop-based Inspectors' Induction Program.

The Education and Training Support Program has completed over 70 projects during the past year in support of the delivery of quality education and training programs throughout the Service. The Program's Legislative Education Unit has been involved in the development of training to support new initiatives and special events including the introduction of DNA for the purpose of criminal investigation; drug diversion; the 2000 Sydney Olympic Games; and CHOGM.

The Program is also responsible for the development and distribution of Competency Acquisition Program (CAP) modules. In 2000-01, 27,897 CAP books were distributed and 19,763 Computer Based Training Packages were completed by members.

The Staff Member Training and Development Program delivers and coordinates training courses and programs for civilian staff members. In 2000-01, 520 staff members completed training in four units of the Public Service Training Package, with 446 members qualifying as Workplace Assessors. Throughout the year a range of other training was also delivered to staff members under this program.

The Service's Health, Safety and Industrial Relations Branch assisted preparations for CHOGM with reviews of working environments and conditions and the establishment of officer safety protocols. In addition, the Branch has continued to take a leading role in negotiating industrial relations issues and improving working conditions in line with recognised standards for workplace health and safety.



The Desktop Replacement Program is delivering new computers to support policing operations throughout the State, and bring the Service into line with existing Government standards.

Information Management Division

The Information Management Division provides professional and technical services that support the wide array of information management systems and processes employed by the Service. Police rely increasingly on the use of technology in their every day roles and the Division has primary responsibility for ensuring the information needs of the Service are met in a strategic and cost-effective manner.

The Division has continued to improve systems and services in line with strategies contained in the Information Management Strategic Plan. A key component of the Service's approach has been the development of strategic partnerships with other policing jurisdictions and criminal justice agencies, including the newly established CrimTrac Agency.

A major project currently being coordinated by the Information Management Division is the replacement and upgrading of the Service's desktop computer fleet. This three-year program will result in the replacement of all existing desktop computers, bringing the Service into line with existing Government standards, and ensuring it is well positioned to take advantage of new opportunities associated with developments in information technology.

The ongoing development of the CrimTrac system has significant potential to produce positive policing outcomes. This has already been demonstrated by the national DNA database, which has assisted police to successfully identify and prosecute offenders in a range of cases. The Information Management Division has primary responsibility for progressing the CrimTrac initiative on behalf of the Service and provides direct support to the Commissioner in his role as a member of the CrimTrac Board.

In partnership with Telstra, nine police stations had satellite services installed, providing a major improvement to system performance in these extremely remote locations. A trailer-mounted satellite was also developed to provide a mobile satellite capability for use in major operations in remote locations.

The nature of policing activities requires the Service to maintain and access a range of confidential personal information. As a consequence, it is imperative that the security and integrity of this information is maintained. The Information Security Section coordinates the provision of training and advice to ensure the Service's information assets are properly protected. The Section also controls access to information systems and processes, provides assistance with the investigation of computer use and suspected misuse, and provides expert advice to assist the development and technical configuration of new and existing information systems.

The Police Information Centre exchanges information with other law enforcement agencies throughout Australia to service national policing needs including criminal histories and warrant details. The Centre provides 24-hour services for the recording of details of offences on the Crime Reporting Information System for Police (CRISP), and maintains a computer Help Desk.

The Information Resource Centre supported policing operations with the provision of crime statistics and forensic maps, on-going monitoring of crime trends and consultancy services in statistical, operations and spatial analyses. In November 2000, the 1999-2000 Statistical Review was tabled in Parliament by the Minister for Police and Corrective Services.

The Information Resource Centre also maintains three libraries to support various policing functions and activities, including initial service training and police prosecutions. Services are provided through libraries located at Police Headquarters in Brisbane and the Oxley and Townsville campuses of the Queensland Police Service Academy. Over the last 12 months, the Service's combined library collection has increased by 17% and now includes over 50,000 items. Use of library services has also experienced strong growth, with a 26% increase bringing the number of registered users to 5,805.

A Virtual Library program has been established to ensure members of the Service throughout Queensland can access library services and holdings through the existing computer network. This program has proved to be very successful and is a key resource that supports the various distance education programs used by the Service.



Physical training for recruits focuses on activities that simulate situations police may encounter.

Finance Division

Finance Division provides central coordination of the Service's financial management systems and processes through its various accounting areas. These areas are accounting operations, financial accounting and development, systems accounting and management accounting. The Division is supported by a team of finance managers located in the Service's regions, commands and divisions.

A number of enhancements to the SAP R/3 Financial Management System have been initiated in 2000-01 to increase the use and functionality of the system. Finance Division has also sought to enhance its existing mechanisms for the dissemination of financial information throughout the State. This has been achieved through further development of an intranet site which now includes data relating to financial positions, flow charts to assist internal reporting requirements and information on the Service's financial management framework.

Finance Division is currently reviewing and consolidating existing administrative instructions that detail financial management requirements. When completed, the review will ensure all administrative instructions are easily accessible and contained in a single manual.

Administration Division

The Administration Division manages a number of functions that support the operations of the Service through five organisational units: Property and Facilities Branch; Logistics Branch; Administration Branch; the Weapons Licensing Branch; and the Freedom of Information Unit.

The Service has established a 10-Year Rolling Capital Works Program to prioritise and guide the development of police stations and facilities throughout the State. This includes major new police stations, small stations, watchhouses, land acquisitions, police housing, minor works and other specific-purpose facilities. Some of the major projects completed in 2000-01 as part of the \$28.8 million capital works program included a new police station at Deeragun (\$1.2 million) and a replacement station at Edmonton (\$1.7 million).

Construction also continued on a replacement station at Kowanyama (\$1.8 million); the replacement Roma District Headquarters (\$1.4 million); the Rockhamton Police Station, District and Regional Headquarters (\$4.5 million); and the Yamanto District Headquarters (\$1.5 million).

Under the Small Stations Program, construction commenced on new stations at South Kolan, Ilfracombe and Marlborough. Police housing was also enhanced with the purchase of new properties at Ilfracombe, Kuranda, Mt Isa and Quilpie.

The Service has continued to enhance its watchhouse facilities with a view to achieving recognised standards of best practice. In 2000-01, \$2 million was expended on watchhouse upgrades throughout the State demonstrating and supporting the Service's ongoing commitment to implementing the recommendations of the Royal Commission into Aboriginal Deaths in Custody.

The Logistics Branch is responsible for providing professional logistic support and fleet management services. The procurement processes employed by Logistics Branch have been recognised as the national best practice benchmark for the past two years and the Service has been selected as one of the lead agencies for the introduction of the new Queensland Government State Purchasing Policy.

Administration Branch provides a range of corporate functions that include records management, mail and despatch services and legal liaison. The Branch is currently progressing a Corporate Records Management Project with a view to enhancing existing systems and processes. This project will allow the Service to more efficiently and effectively meet record keeping requirements prescribed by the *Police Service Administration Act 1990* and the *Libraries and Archives Act 1988*.

The Weapons Licensing Branch continued to administer all aspects of the *Weapons Act 1990*, *Weapons Regulation 1996* and *Weapons Categories Regulation 1997*. This included managing the issue and renewal of the various weapons-related licences and permits, and maintenance of a weapons licence register. The Branch also played a key role in the provision of policy advice concerning weapons regulation at both State and national levels and represented the Service in relevant inter-jurisdictional working parties.

In 2000-01, the Branch issued 5,572 new licences; renewed 4,746 licences; issued 16,432 permits to acquire; revoked 506 licences; and rejected 263 licences.

The Freedom of Information Unit was established in 1992 in order to discharge the Service's duties and obligations under the *Freedom of Information Act 1992*. The Service receives the largest number of Freedom of Information applications of any Queensland government agency or department. During 2000-01, the Service received an average of 160 applications each month.

e-Career Education

The Service's Career Planning Unit won the Queensland Training Award 2000 for "best public sector training initiative" with its e-Career Education program. Central to this innovative program is an on-line Career Planning and Management System that is supported by a Career Planning Officer Network. Personalised services are provided through the officer network and a range of flexible learning strategies, together with an interactive website, ensure client needs are effectively addressed.



*Performance
Assessment*

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- In line with the Service's 10-Year Staffing Plan an additional 357 police positions were approved and funded in 2000-01, bringing the total number of approved police positions throughout the State to almost 7,800.
- The Civilianisation Program continued with the approval of 60 additional staff member positions, bringing the total number of staff members supporting policing operations to almost 3,000.
- 872 police recruits commenced training at the Oxley and North Queensland campuses of the Queensland Police Service Academy. Of these, 504 recruits graduated, and 310 remained in training at the end of the financial year.
- Additional facilities delivered in accordance with the Service's 10-Year Capital Works Program in 2000-01 included a new police station at Deeragun and a replacement station at Edmonton. As part of the \$28.8 million capital works program, work also continued on the construction of a replacement station at Kowanyama; a replacement Roma District Headquarters; and the Rockhampton police station, district and regional office.
- The Service commenced a three-year computer workstation upgrade and replacement program to replace existing desktop computers and bring the Service into line with existing Government standards.

*Performance
Outlook for
2001 - 02*

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- In order to meet the Government's target strength of 9,100 police by August 2005, the Service will continue to implement the 10-Year Staffing Plan, with approximately 600 new officers being recruited and trained each year.
- A further \$30.1 million will be expended under the Service's Ten-Year Capital Works Program to progress a number of projects. Construction works are due to commence on several significant projects including: a new 24-hour police station at Calamvale; a new police station at Fraser Island; a replacement police station and watchhouse at Toowoomba; and Stage Three of the Rockhampton police station, district and regional office project. Significant projects due to be completed in 2001-02 include: a replacement 24-hour police station at Rockhampton North; and Stage One of the Mt Isa District Headquarters and replacement watchhouse.
- The Desktop Replacement Project will continue to be implemented on an incremental basis, with most regions due to be operating in the new computer environment by the end of 2001-02.