

Delivering Services to the Community

The Queensland Government Priorities for 2004-05 were:

- Improving health care and strengthening services to the community;
- Realising the Smart State through education, skills and innovation;
- Protecting our children and enhancing community safety;
- Managing urban growth and building Queensland's regions;
- Protecting the environment for a sustainable future;
- Growing a diverse economy and creating jobs; and
- Delivering responsive government.

The Queensland Police Service Outputs are focused primarily on the priority, Protecting our children and enhancing community safety. Within this priority, there are four strategic objectives that are relevant to the role of police within the Queensland Police Service. These objectives are:

- Reform the child protection system for the wellbeing of Queensland children;
- Implement strategies which contribute to safe communities;
- Address crime and the social and economic causes of crime; and
- Minimise the risk and impact of accidents, emergencies and disasters.

To assist the achievement of protecting our children and enhancing community safety, the Service identified key Outputs for the delivery of its core activities and services. These are:

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

Corporate Resource Management is included as an additional component of the Queensland Police Service 2004-2008 Strategic Plan. It covers activities undertaken to support the four Outputs. The costing of Corporate Resource Management is distributed across the Outputs for external financial reporting purposes.

The Commissioner introduced Operational Performance Reviews (OPRs) in 2001. While the OPR process seeks to measure and monitor performance, it has also supported the clear communication of the Service's strategic direction and service delivery priorities to officers and staff members across the Queensland Police Service. The focus of Operational Performance Reviews is flexible, and has evolved since its initial implementation. The Reviews currently focus on the following priorities:

- Personal Safety;
- Property Crime;
- Client Service;
- Planned and Unplanned Major and Special Events;
- Unique and Emerging Issues;
- Human Resource Management;
- Financial Management; and
- Professional Standards and Ethical Practice.

Output 1 - Community Safety and Engagement

Description

Community Safety and Engagement has been identified as the first of the Service's four Outputs. Community safety is a key policing responsibility. Community Safety and Engagement covers activities directed towards preventing crime, engaging the community and providing policing services that preserve public safety and good order during civil emergencies and special events. Preventing crime by addressing its causes contributes towards developing safe and secure communities. An effective policing response during times of emergency or disaster minimises the risks to personal and public safety.

Over the past 20 to 30 years, community policing and, more recently, problem-oriented and partnership policing, have increasingly focused on identifying the causes of crime and engaging the community to help address these causes. Community engagement also helps to ensure service delivery is appropriate, focused and effective. Together, these activities contribute to developing safe and secure communities.

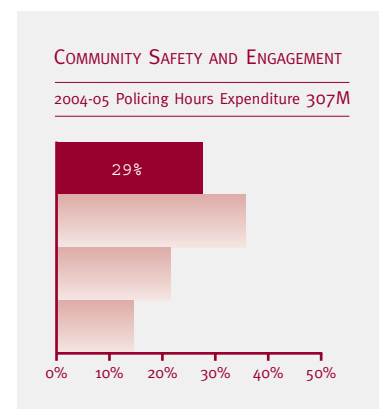
Links to Whole-of-Government Priorities - "Protecting our children and enhancing community safety"

Key Priority Areas:

- Public Order and Safety
- Crime Prevention and Community Partnerships
- Civil Emergencies and Major Events

Operational Performance Review Priority Areas:

- Client Service
- Planned and Unplanned Major and Special Events
- Unique and Emerging Issues



Strategies

- Provide a highly visible police presence in Queensland communities;
- Ensure timely responses to incidents of anti-social behaviour, and develop protocols to reduce their occurrence;
- Develop, implement and evaluate focused and innovative policing strategies, guided by intelligence, analysis and research;
- Engage the community and establish partnerships to assist in identifying and addressing the causes of the crime and disorder problems that are of concern to the community;
- Provide training to other agencies and members of the community, as required;
- Promote crime prevention strategies; and
- Plan for, and allocate resources to manage civil emergencies, major incidents and special events.

Our Performance - Overview

Neighbourhood Police Beats

A Neighbourhood Police Beat consists of a police officer working and living from the office/residence within a designated Beat area. The police officer is responsible for addressing the community's policing needs and research has indicated that this program has contributed to a reduction in reported crime in neighbourhood beat areas throughout Queensland.

In 2004-05 Neighbourhood Police Beats became operational at Highfields (Toowoomba), Elanora and Kawana Waters. The Logan Central Police Beat Shopfront was relocated and re-named the Kingston/Woodridge Neighbourhood Police Beat. Work commenced on new Neighbourhood Police Beats at Yorkeys Knob, Mooroolool, Vincent/Heatley, Seaforth, Burpengary, Tewantin, Point Lookout and The Strand in Townsville.

There are 37 Neighbourhood Police Beats in Queensland.

Police Beat Shopfronts

Police Beat Shopfronts provide a convenient base for the public to report crime, as they are located in major shopping centres, establishing a policing presence in central business areas. Police Beat Shopfronts monitor and report on crime trends and implement appropriate and preventive strategies.

There are 49 Police Beat Shopfronts in Queensland.

School Based Policing

The School Based Policing program is in its eighth year of operation with 27 School Based Police Officers attached to 40 schools (a number of schools share one officer) across the State.

School Based Police Officers encourage positive relationships between children and police. In rural Queensland, it is particularly beneficial as it provides an opportunity for children to get to know police, which is otherwise difficult, because of the remoteness of their community.

The School Based Policing program is set to expand with a further eight officers to be appointed to secondary schools during 2005-06 financial year.



Safe Schoolies

It is estimated that up to 50,000 school leavers congregated on the Gold Coast in late 2004 for the month-long Schoolies Festival. Police officers provided school leavers with protective behaviour advice (see page 25), the primary objective being to provide a safe and peaceful environment for the Schoolies to enjoy themselves.

This challenging but successful event was policed by South Eastern Region police officers with the assistance of officers from Metropolitan North Region, Metropolitan South Region, Operations Support Command and State Crime Operations Command.

Neighbourhood Watch Program

The Neighbourhood Watch Program is the largest volunteer community group that provides support to the Queensland Police Service. In October 2004, the National Neighbourhood Watch Conference was hosted on the Gold Coast.

The Neighbourhood Watch Rally, also hosted on the Gold Coast in October, provided an opportunity for police and the community to celebrate the success of the program and discuss issues of continuous improvement.

There are approximately 700 residential, rural, commercial and marine Neighbourhood Watch areas in Queensland.



Lesbian Gay Bisexual Transgender Intersex Liaison Program

The Service continues to support the Lesbian Gay Bisexual Transgender Intersex (LGBTI) communities through the LGBTI Liaison Officer Program which now has over 140 trained officers throughout the State.

During 2004-05 LGBTI Liaison Officers attended several launches of community programs such as the "It Happens" Information Guide addressing domestic violence within the LGBTI community. This program received a "Highly Commended" award in the Community Organisation Category of the 2005 Domestic Violence and Family Violence Prevention Awards.

LGBTI Liaison Officers attended the Crimestoppers Information Booth at the Gay Pride Festival at South Brisbane. In addition, officers participated with community members in the "Valleysafe, Walksafe" project in the Fortitude Valley area.

Tourist Oriented Policing

The Tourist Oriented Policing Unit is responsible for the identification of potential visitor safety and security issues, liaison with stakeholders, the introduction of proactive crime prevention strategies, and appropriate follow up action should incidents occur. A tourist identifier within the Crime Reporting Information System for Police enables the nature of tourism related crime to be identified and addressed.



Crime Prevention

The 9th Annual International Crime Prevention through Environmental Design (CPTED) Conference was hosted in Brisbane in September 2004. The Conference theme *People and Safer Communities: The CPTED Advantage*, highlighted how proper design and effective use of the environment can lead to a reduction in the incidence of crime and also of the fear of crime, thereby improving quality of life.

2004 marked the year of the Built Environment, and *Prevent theft - it starts with you*, was a timely

theme for Crime Prevention Week in October 2004. A variety of initiatives and projects designed to promote theft prevention were highlighted, raising community awareness to take simple precautions to secure property and prevent theft.

Domestic Violence

The Service is committed to reducing the incidence and devastating effects of domestic violence in the community and continued to appoint full-time District Domestic Violence Officers. In conjunction with the State Domestic Violence Coordinator and in partnership with other government and non-government agencies, District Domestic Violence Officers develop and implement proactive and preventative strategies to address domestic violence issues.

The Fax Back Project is aimed at reducing the incidence of domestic violence and decreasing the number of repeat domestic violence calls for service, in partnership with local domestic violence service providers. The Project enables domestic violence victims to be put in contact with local support agencies where they can obtain assistance and information. Additionally, police officers attending domestic violence incidents where children may be at risk of harm now provide separate reports to enhance the safety of children.

Personal Safety and Protective Behaviours

The Personal Safety Strategies Program provides practical personal safety advice that aims to enhance the quality of life of Queenslanders. The Program teaches the "Ten Core Concepts of Personal Safety" by providing practical strategies to counter risks.

The Protective Behaviours Program aims to enhance the problem-solving and communication skills of people of all ages. The Program also encourages individuals to identify situations that are unsafe, or potentially unsafe, and to develop strategies to counter these situations and preserve their physical and emotional safety.



Volunteers in Policing

The Volunteers in Policing (VIP) Program, established in 1998, now has over 200 VIPs across the State.

The aim of the VIP Program is to recruit and train local volunteers to carry out a range of voluntary tasks that complement the established responsibilities of police officers and other paid staff members. The tasks performed by VIPs assist police to deliver a range of services designed to reduce crime and to help people feel safe.

Policing Queensland's Diversity

Cultural Liaison

The Cultural Advisory Unit, Office of the Commissioner promotes and maintains effective relationships between the Queensland Police Service and Indigenous and multicultural communities, based on open communication, mutual understanding, respect and trust. The Unit also promotes understanding of diversity in contemporary society within the Service. This is achieved through input into recruitment, education, training, policy development and procedures.

The Service celebrated National Aboriginal and Islander Day of Celebrations (NAIDOC) Week in July 2004 with a number of events held across the State. These events enhance broader networking and engagement activities encouraging Indigenous people to interact with the Service.

Queensland Aboriginal and Torres Strait Island Police

The Queensland Aboriginal and Torres Strait Island Police (QATSIP) project was initiated as a trial in February 2000 to assess the viability of transferring responsibility for the Aboriginal and Torres Strait Islander Community Police from Aboriginal and Torres Strait Islander Councils to the Service.

QATSIP officers continue to operate in three locations: Woorabinda, Yarrabah and Badu Island. Under the supervision of police officers, QATSIP officers promote public safety by preserving law and order, and preventing and detecting crime in their communities using the Community By-laws.

Cross Cultural Liaison Officers

The Service has a State wide network of Cross Cultural Liaison Officers (CCLO) to improve relations between members of the Service and Aboriginal and Torres Strait Islander and ethnic community groups. There are currently 36 CCLOs throughout the State.

Police Liaison Officers

PLOs assist police officers to promote trust and understanding between the Service and Indigenous and multicultural communities. They assist in:

- reducing or preventing crime;
- diverting people from the criminal justice system;
- advising and educating police officers on cultural issues; and
- improving community knowledge of law and order issues and policing services.

PLOs have no statutory power to enforce laws or to deal with offenders. Their major role is to provide a tangible link between communities and the Service. Their role within youth club environments is proving to be an effective means of engaging with young people.

PLOs work with Cross Cultural Liaison Officers and local police to coordinate Community Consultative Groups which are proving to be effective forums for addressing local concerns.

Presently, there are 138 PLOs throughout the State. The majority are from Aboriginal and Torres Strait Islander Communities. A smaller number of PLOs come from the Australian South Sea Islander, Chinese,

Croatian, Filipino, Arabic speaking, Pacific Islander, Samoan, South American and Vietnamese Communities. Whilst PLOs are drawn from specific cultural, linguistic and religious backgrounds, they are required to work with the diverse community groups within their local area.



Police Citizens Youth Clubs

Police Citizens Youth Clubs (PCYC) are Queensland's largest provider of recreational facilities and activities for young people. PCYCs benefit from a large base of volunteers who enable the 40 branches throughout the State to offer a diverse and challenging range of programs.

Special Events

The Major Event Planning Unit (MEPU) plans and coordinates the Service's response to the policing of major events. The Unit recently helped coordinate two significant events: the Conference of Commissioners of Police Australasia and the South West Pacific Region and Cycle Queensland 2004.

The Gold Coast Marathon, held in July 2004, is one of only two "official" marathon events held annually in Australia. The Gold Coast Major Events Planning Unit's coordination of 11,000 athletes was greatly assisted with the help of 600 volunteers and marshals on the day. In October 2004 the Gold Coast District provided crowd management and traffic control to the Indy Car Grand Prix with a record attendance of 306,000 spectators.

Counter Terrorism Coordination Unit

In conjunction with the Security Planning Coordination Unit, Department of the Premier and Cabinet, the Counter Terrorism Coordination Unit liaises with State and Commonwealth agencies on issues relevant to their preparedness to prevent, respond to, and recover from, a terrorist act or threat.

Counter Terrorism liaison officers designated in each region and command are responsible for developing counter-terrorism risk management plans and business continuity plans to ensure a coordinated Service response to a threat or act of terrorism.

Specialist Squads

During 2004-05, the Special Emergency Response Team (SERT) was deployed on 82 occasions. Tasks undertaken included assisting in the execution of high-risk warrants, escorting high-risk prisoners and managing siege situations. SERT hosted the Japanese Special Assault Team for skills enhancement training of tactical officers. SERT continued to provide a tactical response capability for major events, visiting dignitaries and terrorist incidents. The Officer in Charge SERT was awarded the Churchill Fellowship and travelled to Spain, United Kingdom, United States, France, and Hong Kong researching decision making in high risk situations.

The Explosive Ordnance Response Team (EORT) is trained to provide expertise in managing the identification and clearance of improvised bombs. The Team is required to locate explosive devices, secure special events and venues, render safe improvised explosive devices and respond to terrorist incidents. During 2004-05, the Team attended 174 deployments including 35 render safe procedures, 137 security clearances and two post-blast investigations. The Team has acquired a remote controlled robot that will be used for render safe operations and assisting SERT at siege situations.

The Mounted Unit supported regional police by providing high visibility patrols throughout the year. The Unit also supported significant annual events such as Schoolies Week, New Year's Eve and Indy Car Grand Prix celebrations. Other events attended in 2004-05 included the 2004 Royal Queensland Show, ANZAC Day and Police Remembrance Day.

In 2004-05, the Mounted Unit performed over 400 patrols and assisted in excess of 190 police actions. The patrols included suburban, country, inner city and venue security with associated crowd and traffic management roles. The Unit also supported Queensland Rail by providing mounted patrols across the city rail network and at suburban stations.

Water Police provide a key police presence on Queensland waterways and assist in meeting the security needs of the maritime industry. Vessels ranging from quick response rigid inflatable to larger patrol vessels were used by Water Police units to ensure the safety and security of Queensland's coastline and waterways.



Water Police officers investigated marine crime, coordinated marine and land-based search and rescue missions, and exercised the powers of a Shipping Inspector in relation to marine incidents. Strong

multi-agency partnerships led to the collection and dissemination of maritime criminal intelligence, with excellent results in the detection of marine-based crime, including serious drug and firearm offences, the re-birthing of stolen vessels and illegal immigration.



The late David Shean's family - wife Paula and children Katie, Kimberley, Christopher and Matthew - at the launch of the police vessel which has been named after him.

2004-05 saw the delivery of a new 10-metre catamaran style vessel (D. A. Shean) to South Eastern Region for use by the Gold Coast Water Police to replace the D.W. Wrembeck. In addition, a number of smaller six metre Rigid Hull Inflatable Boats were delivered throughout the State to increase the Water Police capability both in terms of enforcement and for a counter terrorism response.

The Public Safety Response Team (PSRT) is a unit of officers trained to manage situations of potential confrontation and violence. During 2004-05, the PSRT responded to more than 400 requests for assistance. Some of

the major events that PSRT were involved with included the Indy Car Grand Prix, Schoolies Week celebrations on the Gold Coast and the Sunshine Coast, statewide New Year's Eve celebrations, major football matches, and the Brisbane Sky Fire and Riverfire festivals.

The Police Diving Squad responded to calls for diving assistance from across the State, the majority of which related to the recovery of evidence involved in criminal investigations. The Squad also assisted with coronial investigations into diving fatalities.

Police negotiators are used to resolve siege and hostage situations and support other sections of the Service as required. Currently there are 94 qualified negotiators including 15 officers trained in counter terrorism. During 2004-05, negotiators were deployed to 172 high-risk incidents, suicide interventions and instances of civil unrest. Negotiators also provided training and information sessions on communication skills to more than 2,500 members of the Service and the public.

In 2004-05, the Railway Squad spent 13,907 hours patrolling trains, 8,837 hours patrolling railway stations and completed 17,574 activity reports on persons of interest using the network.

One positive outcome of this strong focus on crime has been a marked reduction in the number of vehicle related offences at railway stations.

The Railway Squad initiated action for 1,949 simple offences, 1,234 criminal offences and issued 18,285 infringement notices for rail, traffic and liquor offences.

The Railway Squad has implemented a number of initiatives including Student Safe Rail and a Closed Circuit TV (CCTV) project. Student Safe Rail, conducted in partnership with Queensland Rail (QR), is a multi-faceted approach that includes educating students about rail related legislation, safety and enforcement. The CCTV project improved accountability and increased the use of this valuable intelligence tool.

Recent initiatives

All Queenslanders have the right to feel safe and secure, whether in their own home or while participating in community activities. During Crime Prevention Week 2004, the Service launched '*Confident, Safe & Secure Living in Queensland. A Handbook on Safety for Seniors*'. This handbook was developed by the

Service's Seniors Task Force and the Department of Communities, and provides seniors with practical information and handy hints on personal and property security.

BizSafe is an initiative between the Service and NRMA Business Insurance which is supported by the Department of Communities. BizSafe is an innovative new education program designed to help small to medium sized business operators reduce the risk of crime against their businesses. The 90-minute workshops, delivered by local police, are designed to encourage small business operators to consider simple steps they can take to make their businesses more secure.

Since 2004, introductory BizSafe seminars have been delivered to nearly 500 small business operators across Ipswich, Toowoomba, the Sunshine Coast, Bundaberg and Redcliffe.



Contributing to Whole-of-Government initiatives, the Counter Terrorism Coordination Unit participated in the development of information for, and provided assistance to, the owners and operators of critical infrastructure and related sites. This work included the development and delivery of counter-terrorism awareness information for the restaurant and catering industry and providing input on counter-terrorism issues to existing local government risk management processes. The Counter-Terrorism Coordination Unit provided significant support to national counter terrorism exercises held in Queensland and interstate, including Exercise Linebreaker and Exercise Mercury 2004. The recruitment of additional staff to undertake roles in research, education and training was completed in 2004-05.

Regional Activities

In November 2004 the Kawana Waters Police Beat Shopfront was opened and encompasses not only the Kawana Waters Shopping Centre but also adjoining streets and the neighbouring Buddina Primary School.

In 2004-05, the Service allocated eight School Based Police Officers to State High Schools at Trinity Bay and Woree (shared officer), Rockhampton, North Rockhampton and Glenmore (shared officer), Ipswich, Harristown, Dakabin, Cleveland and Sunnybank.

Sunshine Coast District Crime Prevention Coordinators and Volunteers in Policing are developing a Seniors Liaison Project to reduce the fear of crime and the social isolation of identified senior members of the community. The Service is working with a number of community partners including the Department of Housing, Blue Care, Meals on Wheels, Home Assist Secure, RSL Care, Community Alternative Transport and Day Respite Care.

A *Coordinated Response to Young People At Risk* (CRYPAR) is a program targeting early intervention/prevention currently being piloted in North Brisbane District. CRYPAR targets young people between the ages of 12-25 years who are 'at risk' of further involvement in the juvenile/criminal justice system.

In 2004-05, the Domestic Violence Fax Back Project was implemented in Brisbane Central District.

The Gold Coast District Domestic Violence Officer was involved in the implementation of Project SAFER (*Safety Assessment for Every Response*) which is a joint project between the Domestic Violence Service and Gold Coast District Police. The evaluation of this project identified domestic violence investigation

benchmarks which will be taken forward in the second stage of Project SAFER commencing on 1 July 2005 in the Southport, Runaway Bay and Coomera Police Divisions of the Gold Coast District.

During 2004-05, Ipswich Juvenile Aid Bureau officers provided the Protective Behaviours Education Session to approximately 2,800 grade five students, at 58 public and private schools within the Ipswich District. The session provided students with information and skills to reduce the risk that they will become victims of child abuse and increase their capability to remove themselves from an abusive situation.

The Gold Coast District also provided the Protective Behaviours presentation to local schools and kindergartens.

In October 2004 the Commissioner welcomed the first Sudanese and Muslim PLOs into the Service. Both PLOs have been posted to Metropolitan South Region to service the growing Sudanese, Muslim and Arabic speaking communities.

Cairns District PLOs have formed part of a multi-agency program to help itinerant people in the Cairns Central Business District return to their communities, reduce homelessness and alcohol related problems.

Logan District PLOs in coordination with the Australian Police Multicultural Bureau have developed Project Safety Stand which provides information to recently arrived refugees with respect to policing issues and services.

In February 2005 Innisfail VIPs were given personal letters of thanks by the Commissioner for their tireless commitment to the VIP program. A number of VIPs in Innisfail have performed this role for a 10 year period.

In March 2005 Ipswich VIPs were presented with a car by Denmac Ford to assist in their work. The vehicle will be maintained by the dealership for 12 months.

Project *Return to Homeland* initiated in Mount Isa District recognised that a major proportion of 'homeless' persons in Mount Isa were in fact 'displaced' persons from other communities, who for various reasons were unable to return to their homelands. The Mount Isa Watchhouse, in partnership with the Arthur Petersen Centre, secured \$50,000 over a two year period for the return of 'displaced' persons to their homelands.



The Palm Island PCYC was officially opened by the Premier on 17 February 2005. The PCYC is open every weekend and each Saturday children are taken on excursions to various parts of the Island where they are provided with lunch, reef walks and sporting activities. The Palm Island PCYC averages 2,500 to 3,000 attendances each month.

During 2004-05, new PCYC facilities were also opened at Emerald and Blackwater.

In April 2005, implementation of the Brisbane City Safety 17 Point Action Plan was coordinated in the Brisbane Central District. The Plan includes a 12 month trial of a 3:00 am lockout in 67 selected licensed clubs, hotels and restaurants within Brisbane City and Fortitude Valley. This strategy

means patrons will not be granted admission to licensed venues after 3:00 am, reducing the number of pedestrian movements between 3:00 am and 5:00 am. Early indications are that the 3:00 am lockout is highly successful.

The Darra Zone Policing Trial commenced in September 2004 to increase liaison between police and the Vietnamese community in Darra. Developing problem solving strategies, managing repeat calls for service and implementing crime prevention strategies are key objectives of the trial.

In November 2004 a Liquor Investigation Unit was established in Brisbane Central District to implement and oversee the Liquor Enforcement and Proactive Strategies (LEAPS) initiative. This intelligence driven initiative is designed to curb alcohol related violence at licensed premises by identifying and addressing irresponsible service of alcohol practices.

Future Initiatives 2005-06

The Volunteers Engagement Project (VEP) is developing strategies that will enhance and expand the role and use of volunteers in the future.

Over the next 12 months, research, analysis, discussion and consultation will be undertaken to inform the development and implementation of a volunteer management system to recruit, manage and recognise the efforts of volunteers.

The Seniors Task Force will commence consultation with ethnic communities, through the Police Ethnic Advisory Group, with a view to publishing *'Confident, Safe & Secure Living in Queensland. A Handbook on Safety for Seniors'* in languages other than English.

The Service will improve policing services to the lower Moreton Bay Islands, by replacing the existing single vehicle barge based at Wynnum to and refit the Cairns Water Police vessel to enhance marine safety and enforcement in Far North Queensland.



The *Girlfriends - Safe in the City* initiative, developed in Mackay District will commence in late 2005 and target 18 to 22 year old women with information on the consequences of drinking. This initiative involves positioning posters and pamphlets in retail outlets which cater for the target audience.

Gold Coast District is further developing the Parent and Adolescents Creative Experience (PACE)/Adolescents Creative Experience (ACE) program aimed at improving the family dynamics in relation to adolescents who have exhibited anti-social or unlawful behaviour at home. The program will be funded through Community Renewal and coordinated with Child and Youth Mental Health Service, Youth and Family Services Incorporated and the Department of Communities.

Output 2 - Crime Management

Description

Crime Management is one of the Service's core functions. Consequently, a significant proportion of the Service's resources is allocated to this Output. Crime Management covers the activities of officers engaged in the initial response to crime, such as detecting offenders, conducting preliminary investigations and commencing prosecutions, as well as officers responsible for the investigation and prosecution of major and serious crime. Activities reported under the Crime Management Output include reactive policing, which is the policing response to general crime and other calls for assistance from members of the public. Crime Management also includes crime operations and criminal investigations conducted throughout the State by specialist officers, generally targeting large-scale offences.

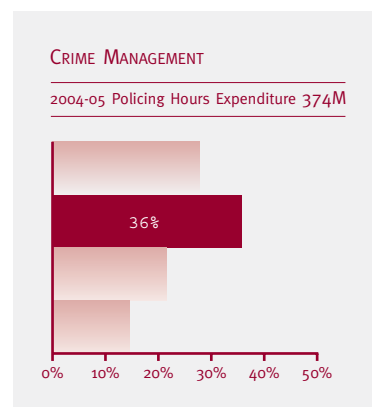
Links to Whole-of-Government Priorities - "Protecting our children and enhancing community safety"

Key Priority Areas:

- Personal Safety
- Property Security
- Significant Criminal Networks

Operational Performance Review Priority Areas:

- Personal Safety
- Property Offences
- Unique and Emerging Issues



Strategies

- Develop capacity and procedures to provide a timely and appropriate response to incidents;
- Work with the community to detect, investigate and solve crime;
- Reduce the incidence of crime through contemporary policing strategies including targeting repeat offenders;
- Analyse and use the opportunities, causes and outcomes of crime to assist crime prevention;
- Use information systems and intelligence to prevent and respond to crime effectively;
- Promote the effective use of technology and evidence gathering techniques in criminal investigations;
- Maximise resources by utilising a cooperative and multidisciplinary approach to crime management;
- Assist victims and keep them and other stakeholders informed; and
- Work with other law enforcement agencies to target major criminal enterprises by focusing on major crime and significant criminal networks.

Our Performance - Overview

The Service is committed to providing an efficient and effective initial policing response, supported by a professional specialist policing response.

General duties police focus on the initial response to incidents such as detecting offenders and conducting preliminary investigations. Specialist officers focus on major and organised criminal activity and include detectives, plain-clothes officers and qualified staff members in Criminal Investigation Branches, Juvenile Aid Bureaux and State Crime Operations Command.

State Crime Operations Command

During 2004-05, a review of State Crime Operations Command was undertaken to ensure the Command remains effective in meeting the new challenges posed by the ever changing criminal environment. The Command restructure will be implemented in 2005-06 with the Bureau of Criminal Intelligence Queensland being renamed and separated into two units. The two units will be tasked with different roles and responsibilities to better focus the intelligence gathering and delivery process within the Command and ultimately the Service.



State Drug Investigation Group

During 2004-05, the State Drug Investigation Group continued to enhance its capacity through the establishment of a civilian illicit laboratory investigation team. This team is responsible for the processing of illicit laboratories, enabling police officers previously used for this purpose to be used to enhance the State Drug Investigation Group's proactive investigation capabilities.

The State Drug Investigation Group maintains formal liaison arrangements with its counterparts in other law enforcement agencies and key stakeholder organisations through the Queensland Amphetamines Strategy Committee. Stakeholders include the Pharmacy Board, Pharmacy Guild, Queensland Health and other regulators in the chemical and scientific industry.

The Illicit Laboratory Investigation Task Force devised a Clandestine Drug Laboratory Safety Awareness package to inform and educate first response officers about the dangers presented by clandestine drug laboratories.

The Service conducted joint operations with the Crime and Misconduct Commission targeting the illicit manufacture of methylamphetamine and MDMA in close partnership with the Australian Crime Commission. In one operation police conducted searches on 12 properties in Brisbane and the Sunshine Coast allegedly involved in the network.

Major Fraud Investigation Group

Fraud is currently listed as the most expensive category of crime in Australia at an estimated cost of \$3 billion per year to the Australian economy. The Major Fraud Investigation Group conducts and assists with investigations into serious and complex company and general fraud, arson offences, proceeds of crime, identity crime and computer-related crime.

During 2004-05, officers from the Operation Copra Team, who investigated Queensland Transport related fraud, received an award for the Investigation of the Year from the International Association of Auto Theft Investigators (IAATI). This investigation will now represent Australia at the international awards to be held in New Zealand in late 2005.

Property Crime Investigation Group

The Service places a high degree of importance on Queenslanders' property security. The Service continued to invest time and resources into the Stolen Property Investigation and Recovery System (SPIRS), a database which stores details of all reported transactions from pawnbrokers and second hand dealers, to enhance the Service's ability to track stolen property and apprehend property offenders.



During 2004-05, the Property Crime Investigation Group established information sharing partnerships with Internet auction service providers, such as eBay, to develop strategies aimed at reducing the disposal of stolen property through Internet auction houses.

Auto Theft

A car is stolen every four minutes across Australia with shopping centres, railway car parks and suburban street parking the most popular target areas for opportunistic thieves. The Service is optimising the use of technology to catch car offenders by using the National Automotive Fingerprint Identification System. The System allows fingerprint experts to develop fingerprints from a car in the field and have the results back in a matter of minutes, identifying suspects and deliver the prints for analysis directly to the Fingerprint Bureau from anywhere in the State.

The U-Turn Program, launched in 2004, targets young people aged 15 to 20 years who have a history of motor vehicle theft. The Program focuses on restorative justice with young people repairing vehicles to be donated to victims of vehicle theft. The Program also provides skills and post-course support to reduce the rate of repeat offending. Young people involved in the program have demonstrated a clear commitment with high attendance rates and an expressed desire to learn.

State Flying Squad

The State Flying Squad is a specialised investigative unit that can be deployed anywhere in the State at short notice to provide assistance to regional police with matters of high public importance and with investigations concerning serious criminal offences. During 2004-05, the State Flying Squad continued to achieve outstanding results in charging over 300 offenders with more than 1,100 offences whilst also participating in the recovery or seizure of property and drugs to the value of \$3.8 million.

State Stock Squad

During 2004-05, increasing livestock values resulted in a rise in stock theft throughout Queensland. In a concerted effort to stem rural crime, Stock Squads throughout the State have proactively enhanced their investigative skills and established partnerships with various agencies throughout the livestock industry and other Government agencies. A Stock Investigation Course was held in August 2004 with officers from Queensland, New South Wales and Western Australia taking part.

With the National Livestock Identification System becoming compulsory throughout Australia on 1 July 2005, all the Service's Stock Squads have undergone comprehensive training with the Department of Primary Industries to ensure they can effectively monitor compliance with the new system.

Prostitution Enforcement Task Force

The Prostitution Enforcement Task Force supports regional prostitution responses, and maintains responsibility for performing probity and compliance checks for legal brothel applications, adult entertainment permits, and associated manager's certificates and controller permits.

The Task Force has forged investigative partnerships with the Prostitution Licensing Authority, Department of Immigration and Multicultural and Indigenous Affairs, and the Liquor Licensing Division of the Department of Tourism, Racing and Fair Trading. Additionally, the Task Force regularly liaises with the Crime and Misconduct Commission, 'Self Health Queensland Workers in the Sex Industry' (SHQWISI) and the Queensland Adult Business Association.

Forensic Computer Examination Unit

The Forensic Computer Examination Unit represents a significant investigative tool in the Service's fight against computer related crime, in particular child pornography and fraud-related offences. Throughout 2004-05, the Unit has continued its cooperation with other operational areas of the Service, and additional funding has increased the Unit's capacity to conduct examinations and prosecute individuals.

The Forensic Computer Examination Unit has developed the System Preview and Disk Acquisition (SPADA) project. This allows investigators in the field to view digital images and data on a suspect's computer and obtain a strong indication as to whether or not a computer should be seized for exhaustive forensic examination. The provision of this in-field analysis further enhances the investigative capabilities of the Service as it allows investigators to focus on serious offences and limits unnecessary specialist examinations.

Sexual Crime Investigation Group

During 2004-05, the Service continued to work in partnership with other stakeholder agencies to enhance child protection services and the investigation of sexual offences in Queensland through implementation of the recommendations of the Crime and Misconduct Commission's *Protecting Children* (2004) and *Seeking Justice* (2003) reports.

The Sexual Crime Investigation Group in State Crime Operations Command has coordinated the Service's response to the reports and led the implementation of a range of associated initiatives across the State. This has included significant legislative change, the development of enhanced policy and operational procedures, and the development of a new training framework for officers involved in sexual offence and child protection work. The Group also implemented a pilot psychological assessment and monitoring policy to ensure that officers are coping with the demanding nature of child protection and child abuse work.

Task Force Argos, the Service's primary investigative unit dealing with identifying and prosecuting those responsible for organised and serial paedophilia in Queensland, has been greatly enhanced by receiving



\$1 million in additional funding during 2004-05. This funding, to be distributed over three years, will allow Task Force Argos to significantly enhance its operational capacity to target Internet child pornography.

Additional forensic computer analysts have been employed and additional specialised computer equipment purchased. The brochure, *Who's Chatting to Your Kids* was prepared and released statewide to educate parents and children on the dangers associated with inappropriate and unsupervised access to the Internet.

Crime Stoppers

In 2005 a new Board of Directors was appointed for Crime Stoppers. Crime Stoppers Queensland Limited, working in partnership with the Service, promotes the telephone hotline number 1800 333 000 with 22 police officers answering calls 24 hours a day, seven days a week.

During 2004-05, five new area committees were created at Roma, Charleville, Longreach, Emerald and Gladstone.

A marketing campaign for the Crime Stoppers Unit with the following objectives is scheduled for 2005-06:

- enhance awareness of Crime Stoppers throughout Queensland;
- encourage community support of the Crime Stoppers program; and
- promote and increase the number of calls made to the toll free Crime Stoppers number.

Firearms Amnesty and the National Handgun Buyback Compensation Scheme

A third general firearms amnesty was conducted from 1 July to 31 December 2004, which enabled members of the public to surrender or register unlicensed firearms. The amnesty resulted in 10,539 previously unlicensed firearms being recorded on the Service's weapons system. The Handgun Buyback Compensation Program also commenced in 2003-04 and concluded during 2004-05, with costs being met by both the Federal and State Governments.



Dog Squad

A Police Dog Development Complex, with the capacity to house 14 dogs, was opened at Oxley, and includes a vet room, meal preparation room and 14 individual outdoor run yards.

There are currently 67 dog/handler teams throughout the State, from the Gold Coast in the south to Cairns in the north. Dog Squads throughout Queensland continued to provide support for operational police by tracking offenders from crime scenes, searching for missing persons, escapees, property, drugs and explosives, and detaining persons threatening violence.

Forensic Services

During 2004-05, Ministerial Arrangements were signed with the Northern Territory, the Australian Capital Territory, South Australia and Tasmania in relation to the exchange of DNA information through the national DNA Database administered by CrimTrac.



An examination of the use of digital imaging was completed by the Fingerprint Bureau of Forensic Services Branch. The results of the evaluation are to be incorporated into a whole-of-Service project on the use of digital still cameras by Service personnel.

The DNA and Forensic Results Management Unit developed a formal linking structure that monitors DNA, fingerprint identifications and other forensic results to identify offenders.

During 2004-05, Operation Claypot linked 207 offenders to 355 forensic crime scene samples, including 228 crime scenes where 141 suspects were identified through fingerprints. Operation Bravo Carnival continued to produce results with 443 DNA links and fingerprint identifications to date for a range of serious and major crimes.

In 2004-05, digital fingerprint technology known as LiveScan was introduced. LiveScan devices have the ability to capture and record fingerprints directly from the offender's fingers and palms. The images are then converted to an electronic format for

transmission and search. The Service progressed the Government's 2004 commitment to implement 15 LiveScan fingerprint devices in watchhouses statewide with the installation of the units expected by the end of 2005.

Recent initiatives

Child Protection

Child Safety Directors have been appointed in 10 government departments and a Director's Network established to coordinate child protection matters across government. The Superintendent, Sexual Crime Investigation Group, State Crime Operations Command has been appointed as the Service' Child Safety Director and is supported in the implementation of the Service's Child Protection Implementation Plan by the Child Safety Coordination Unit.

The Juvenile Aid Bureau (JAB) structure, which is unique in Australia, provides a specialist policing response to children, both as victims and offenders. JAB officers have specialist training in the investigation of child abuse and sexual offences, interviewing children, and dealing with juvenile offenders, particularly utilising diversionary strategies where possible and appropriate. In 2004-05, the Government funded an additional 50 JAB positions which were allocated throughout the State. In addition, Far Northern Region was allocated a number of general growth positions to support the establishment of a specialist Child Abuse Unit within the Cairns JAB and additional JAB officers in identified areas of need, particularly to support Indigenous communities.



The State Juvenile Aid Bureau Officer in Charge Conference 2005 held in Brisbane provided a forum to discuss changes in the child safety system and how these changes will affect the Service locally and at a strategic level.

The Service established 17 Suspected Child Abuse and Neglect (SCAN) police representative positions to support the rejuvenated SCAN system. The system facilitates an integrated inter-agency and multi-disciplinary assessment and case management approach to serious and complex child protection matters.

The implementation of revised operational policy has provided a more integrated response to domestic violence and child protection, and enhanced the investigation of infant and child deaths.

The Child Protection (Offender Reporting) Act 2004 commenced in January 2005 establishing the Queensland component of the National Child Protection Offender Register. The register will facilitate proactive monitoring of registered offenders who have been convicted of committing 'reportable' sexual or other serious offences against children. The Register was established within the Child Safety and Sexual Crime Group to maintain the close relationship between information and intelligence on registered sex offenders and access to specialist investigative resources.

A Child Abduction Alert System was implemented across Queensland in April 2005 to enable police to harness community assistance to quickly locate children who have been abducted and return them home safely. The system, developed with the assistance of the broadcast media, is the first of its type to be implemented in Australia and is based on similar systems used overseas.

Regional Activities

Metropolitan North Region launched Project Vigilance in March 2005, in partnership with Education Queensland, Catholic Education, the Association of Independent Schools and Queensland Transport, with the support of school crossing supervisors. The initiative provides a streamlined and direct response to predatory-type adult behaviour towards school children using intelligence-driven patrols and the delivery of an enhanced community and child safety awareness package in schools. Information is provided by school crossing supervisors who have been provided with colour coded cards to report suspicious persons or behaviour, including matters requiring an urgent police response. The initiative has resulted in the arrest of a number of persons, including a recidivist sex offender.

During 2004-05, North Brisbane District used Tactical Crime Squads to create a heightened police presence in the community with a view to discouraging thieves. In conjunction with this activity, Crime Prevention units flagged occurrences of property crime and provided statistics to Neighbourhood Watch groups and Comfits to assist in the identification of offenders.

Sunshine Coast District initiated a fax back system with pawn shop owners/managers to provide police with information on suspect property offenders.

Far Northern Region conducted a multi-faceted operation aimed at reducing break and enter offences in Cairns. The operation sustained offence reductions over an eight month period and included a media campaign with property security advertisements on commercial television and radio to coordinate with proactive and reactive offender targeting strategies.

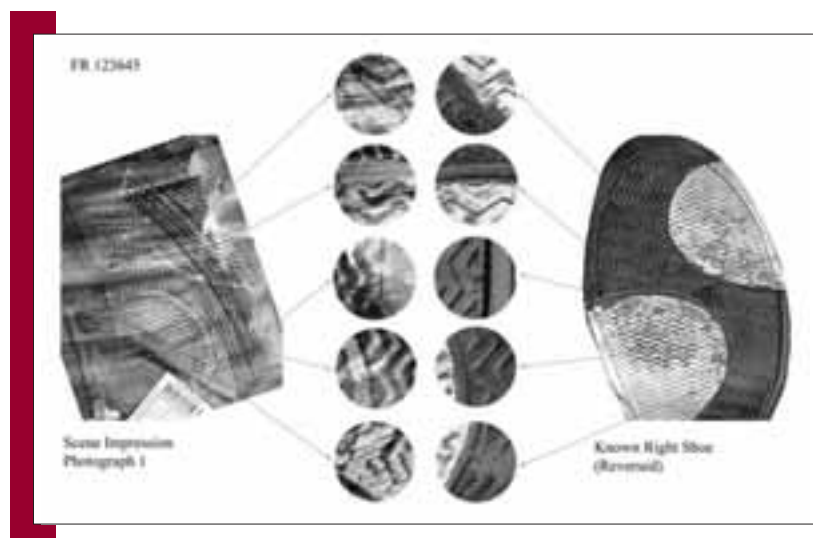
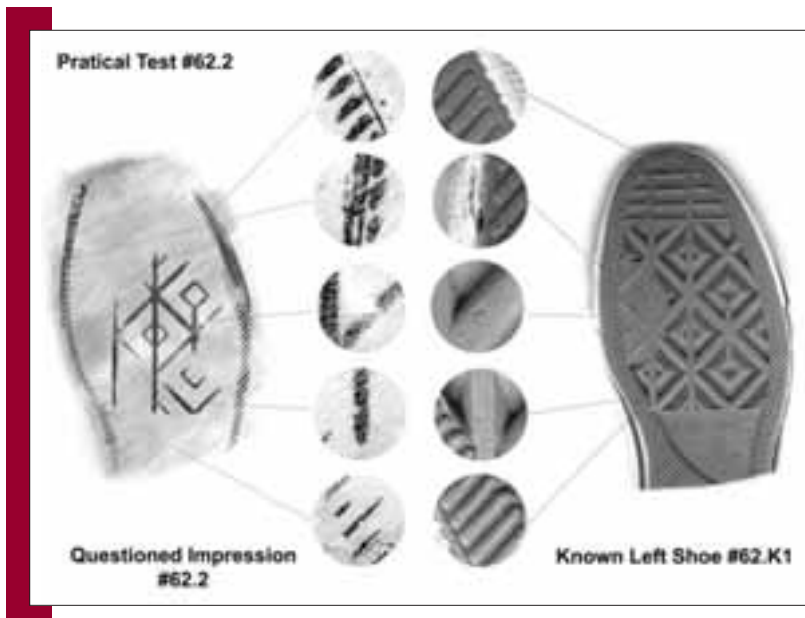
In line with the National Drug Strategy 2004-2009, the Service initiated a project in partnership with the Pharmacy Guild of Queensland to target persons purchasing precursor products to manufacture amphetamines. This project was implemented in Southern and North Coast Regions and Wynnum District.

Logan and Gold Coast Districts played a significant role in a multi-jurisdictional cross border operation with New South Wales in April/May 2005 targeting traffic and criminal offences. The operation resulted in 81 arrests on 133 drug charges, 84 arrests on 110 traffic related charges and eight arrests for 12 criminal and public order offences.

Under the NATA Implementation Project, two new relocatable forensic laboratories, satisfying international standards for laboratory accreditation, became operational at Maryborough and Nerang. A major forensic facility upgrade at Upper Mount Gravatt is expected to be accredited by the end of July 2005 and operational by August 2005.

In Townsville District, Senior Constable Sharlene Kemp, was successful in attaining the Courier-Mail Scholarship for 2004 and attended an advanced course in digital imaging for forensics at Washington University. Senior Constable Kemp also sat for examinations for certification as a Shoe Sole Examiner with the International Association of Identification, which is the only world-wide accepted certification of shoe sole examiners recognised by the courts.

Townsville District Forensic Services obtained a stand alone computer set up for image enhancement.



Far Northern Region initiated *Focus on Assaults* to reduce the incidence of assaults through education, intervention and offender management initiatives. Uniformed officers perform proactive patrols of licensed venues to raise awareness of the policing response to potential offenders/victims and responders.

Brisbane West District established Crimlink, an external email contact network with licensed premises, schools and shopping centres to distribute warnings and information bulletins in an effort to engage the community.

In February 2005, Metropolitan North and South Regions conducted a multi-faceted, intelligence-driven operation targeting recidivist offenders. 739 offenders were arrested during the 10 day operation.

Logan District in partnership with the Brisbane YMCA Youth Services Inc is delivering the U-Turn program in a full workshop and training facility at Logan.

Future Initiatives 2005-06

North Coast Region is developing a brochure to advise victims of property crime on how to preserve the crime scene until it has been examined by scenes of crime officers.

The Service will continue to negotiate with New South Wales Police and Victoria Police with a view to entering into Ministerial Arrangements for the exchange of DNA information.

The Director of Child Safety will continue to coordinate and implement recommendations in the Crime and Misconduct Commission's *Seeking Justice* and *Protecting Children* reports.

To ensure compliance with the *Child Protection (Offender Reporting) Act 2004*, the Child Protection Offender Registry will focus on proactive supervision and investigation of registered offenders.

The Service has scheduled five U-Turn courses to be conducted during 2005-06, with a further five cars to be donated to victims of vehicle theft.

The Service will implement 15 LiveScan fingerprint devices in facilities at Brisbane, Southport, Toowoomba, Inala, Townsville, Rockhampton, Mackay, Maroochydore, Ipswich, Gladstone, Cairns, Beenleigh, Caboolture, Mt Isa and Logan.

The Cairns, Townsville and Mt Isa Tactical Crime Squads will receive funding for additional crowd control equipment, including helmets, shields and batons to ensure officers are suitably resourced.

In line with the 17 point Brisbane City Safety Action Plan, an additional Tactical Crime Squad will be allocated to Brisbane Central District to increase its capability to respond rapidly to 'hot spots'.

Output 3 - Traffic Management

Description

Traffic Management describes both proactive and reactive traffic policing operations or activities intended to prevent or detect motorists committing traffic offences. The Service plays a significant role in the regulation and control of traffic in the State with the overall aim of reducing the incidence of road trauma.

The strategic framework for road safety strategies and initiatives in Queensland is derived from three main sources: the *National Road Safety Strategy (2001-2010)*; the *Queensland Road Safety Strategy 2004-2011*; and State and Federal Road Safety Action Plans. The Service is a key contributor to these strategies and has primary responsibility for the delivery of a range of traffic law enforcement activities including random breath testing and traffic camera operations.

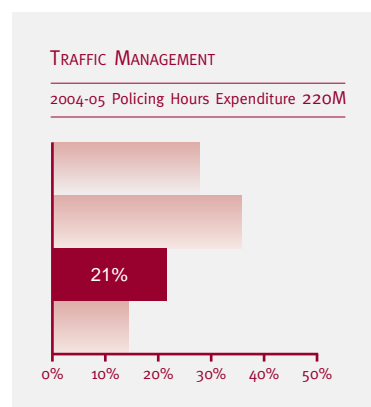
Links to Whole-of-Government Priorities - "Protecting our children and enhancing community safety"

Key Priority Areas:

- Road Safety Initiatives
- Traffic Policing

Operational Performance Review Priority Areas:

- Personal Safety - Road Trauma
- Unique and emerging issues



Strategies

- Work in partnership with the community and other government agencies to develop and implement road safety education and accident prevention programs;
- Work with all stakeholders to identify and address traffic problems;
- Promote road safety and compliance through a highly visible police presence on Queensland roads;
- Provide a timely and effective response to traffic incidents; and
- Provide random and targeted traffic enforcement supported by research, intelligence, marketing and technology.

Our Performance - Overview

General Road Safety Outcomes

Road trauma ranks as one of Queensland's most significant public health problems. During the last decade, over 3,350 Queenslanders died and 42,500 were seriously injured in road crashes. This costs our community in excess of \$1 billion per year and brings incalculable levels of pain and sorrow to the victims, families and friends involved.

The Service plays an important role in the regulation and control of traffic in Queensland with the overall priority of reducing the incidence of road trauma.

The Australian Transport Council (ATC) in early 2005 released the *National Road Safety Action Plan (2005-2006)*. This Action Plan is the third such Action Plan presented under the *National Road Safety Strategy (2001-2010)*. The Action Plan identifies the main issues expected to influence road trauma levels in the foreseeable future, and sets out the priority areas for action during the calendar years of 2005 and 2006. The new *National Road Safety Action Plan (2005-2006)* aims to highlight the 'Safe System' concept, emphasising the way in which different elements of the road transport system, combined with human behaviour, result in road trauma.



In August 2004 the Queensland Government launched the *Queensland Road Safety Action Plan (2004-2005)*. This is the first of four plans that will be shaped by the *Queensland Road Safety Strategy 2004-2011*. The *Queensland Road Safety Action Plan (2004-2005)* details 84 key road safety actions and is grounded in national and international best practice reflecting Queensland's environment and population. The Service performs an integral role in the delivery of these actions, in cooperation with its road safety alliance members such as Queensland Transport, the Department of Main Roads, Education Queensland, Department of Local Government, Planning, Sport and Recreation, Department of Emergency Services, the Centre for Accident Research and Road Safety - Queensland (CARRS-Q) and the Royal Automobile Club of Queensland (RACQ).

Strategic level internal review of traffic enforcement

In March 2005, the Service announced that it would undertake a strategic review of traffic enforcement strategies. The review, led by the Deputy Commissioner, Deputy Chief Executive (Operations), is focusing on the:

- efficient and effective use of human resources directed towards traffic enforcement;
- efficient and effective deployment of equipment directed towards traffic enforcement;
- effective use of intelligence data in the selection of traffic enforcement locations; and
- enhancement of the community's awareness of the risk of injury and death on our roads.

This review will place a particular emphasis on the role of intelligence in determining locational deployments for road policing and will be further emphasised through the Operational Performance Review (OPR) process.

The Fatal Four

In an effort to further reduce the incidence of road trauma, the Service, with the support of Queensland Transport, conducts enforcement campaigns targeting the 'Fatal Four' driving behaviours:

- driving whilst tired (fatigue);
- driving whilst affected by drugs or alcohol (drink driving);
- driving too fast (speeding); and
- unrestrained vehicle occupants (fail to wear seatbelt).

During the year 2004, the "Fatal Four" driving behaviours contributed to approximately 38% of road fatalities in Queensland. This is down from 46% since the commencement of the "Fatal Four" campaign in 1997-1998.

In 2004, the Queensland road toll stood at 311 fatalities. Compared with the previous five year average, the road toll in 2004 was lower by 2%.

Speed Management Strategy

The Speed Management Program is an integral part of the Queensland Road Safety Program as speed is a major contributing factor in injury and fatal road crashes.

Speed cameras were introduced in 1997 as part of Queensland's Speed Management Strategy. During 2004, only 0.77% of the 38.95 million vehicles monitored by speed cameras in 69,454 hours of operation were detected committing an offence. This compares to 5% in May 1997 when the Service commenced the Speed Camera Program, demonstrating the effect of Queensland's Speed Camera Program in terms of saving lives and encouraging drivers to slow down.

The Service currently operates 24 speed cameras, deployed in more than 2,780 sites throughout Queensland. Speed cameras in Queensland are deployed randomly to these sites by a scheduling system, with each site determined on the basis of its crash history.

During the 2004 calendar year, the Service expended 197,792 officer hours on non-camera speed enforcement.

The Red Light Camera Program was introduced into Queensland in December 1990 to reduce the number of crashes at intersections controlled by traffic signals. The Service utilises 34 red light cameras, rotated among 136 sites in Queensland. During 2004, 33,983 red light camera detected infringement notices were issued, equating to less than 0.03% of the total number of vehicles monitored. The Service is currently examining the feasibility of deploying combined speed/red light camera technology.



Deterring Drink Driving

The Random Breath Testing Program is based on the principle of 'general deterrence' which aims to achieve widespread changes in driver behaviour by maximising the exposure of drivers to police enforcement.

In accordance with a Parliamentary Travelsafe Committee recommendation, the Service has intensified the Random Breath Testing Program. The Service exceeded its 2004 breath testing target (target ratio of 1:1 test per licensed driver) conducting tests at a ratio of 1:1.09 tests per licensed driver. This is the highest rate of breath testing of any police jurisdiction in Australia. The Service conducted 2,894,706 breath tests in the calendar year 2004, exceeding the Parliamentary Travelsafe Committee breath testing target by 17.8%.

During the 2004 calendar year, 1% of all breath tests were in excess of the prescribed legal limit. The comparative period for the previous year (2003) also saw a result of 1% of total tests in excess of the legal limit.

In 2004, the Service expended 222,683 officer hours on breath testing activities.

The Service is now well advanced in the tender process to identify an evidential breath analysing instrument that will comply with the recently adopted National Standards Commission Pattern Approval specifications for Evidential Breath Analysers.



Road Safety Initiatives Package

During the 2004-05 financial year, the Service received an additional \$11.3 million in funding as part of the Road Safety Initiatives Package (RSIP). This additional funding was directed towards increasing the level of police road safety enforcement activity over school holidays, long weekends and public holidays. In addition, the initiative allowed for maintenance of speed camera operating hours at eight hours per camera per day, and action to address road 'blackspot' areas.

The Monash University Accident Research Centre (MUARC) is currently evaluating the RSIP. MUARC released a draft evaluation report in mid-2004 and the final evaluation report is due in 2005.

Anti-social Driving Behaviour - "Hoons"

Since the inception of anti-hoon legislation in November 2002, a total of 1,886 vehicles have been confiscated by the Service for a period of 48 hours. Of these, 283 vehicles, or 15%, were confiscated by the State Traffic Task Force.

A total of 38 offenders have been detected on a second occasion committing a prescribed offence that is commonly referred to as a hoon offence. Three offenders have been detected committing a third prescribed offence. Commission of a third offence under this legislation carries a penalty of vehicle forfeiture. In an effort to reduce the incidence of anti-social driver (hoon) behaviour, the Service has expanded the role of the State Traffic Task Force to include the Traffic Response Group whose primary responsibility is to provide support to regional police addressing hoon behaviour.

Traffic Management Planning

The Service utilises various forms of 'traffic intelligence' to assist in determining locations for enforcement operations. Traffic Management plans use a broad array of data and intelligence sources to determine the nature of the deployment, time of day/day of week, number of staff required, locations for deployment and mode of enforcement to be utilised.

The Service has received a special allocation of funding from the Queensland Government to build an upgraded scheduling system to automate the Traffic Management Planning process. It is anticipated this system will become operational in mid 2006.



Recent initiatives

In conjunction with the Centre for Accident Research and Road Safety - Queensland (CARRS-Q), the Service is conducting a review of the Speed Camera Program. The Speed Camera review is examining the length of time that a driver's behaviour is influenced once they have passed an operational Speed Camera site. This phenomenon is known as the "halo effect". This research project is due for completion in 2005.

The Service commenced a joint research initiative with CARRS-Q known as "Broken-Windows". The project, being undertaken within Metropolitan North Region, has received funding through an Australian Research Council Linkage Grant. The project will test the hypothesis that the use of visible traffic law enforcement will reduce overall crime rates within the deployment area, as well as reduce the number and impact of fatal and serious road crashes. It is expected that the final report relating to this collaborative research initiative will be completed in 2006.

The Service continues to provide support for the CARRS-Q Rural and Remote Road Safety Project involving researchers from CARRS-Q and James Cook University. As part of this study, researchers are visiting North Queensland crash sites and interviewing more than 400 hospitalised patients. The aim of the research is to reduce the incidence and severity of road crashes in rural and remote Queensland by gaining an insight into the factors contributing to traffic incidents. Coronial information will provide details of fatal crashes.

The Service continues to work collaboratively with Queensland Transport in the development of innovative drivers' licencing and road safety initiatives specifically aimed at Indigenous communities.

The Service is represented on a multi-sectoral working party considering issues related to impaired driving. Queensland Transport, as lead agency, is coordinating the work of the various impaired driving working parties addressing issues relating to both drug and drink driving. In 2004, Victoria Police commenced roadside drug testing using saliva based screening devices. The work being undertaken by Victoria Police is being closely monitored by Queensland as part of the impaired driving review.

In November 2004, representatives of the State Traffic Support Branch presented a paper at the International Annual Road Safety Research, Policing and Education Conference in Perth on the Queensland Police Service Traffic Complaints System. The Queensland Police Service Traffic Complaints System, released in July 2000, is the only system of its type in Australia that allows for generic statewide recording and monitoring of complaints made by members of the public against other road users.

Regional Activities

The Brisbane West District Traffic Intelligence Program was introduced in May 2004. The Program facilitates the ongoing analysis of traffic accident data and community complaints and supports the development of targeted enforcement strategies for the effective delivery of traffic safety services. Since the Program commenced there has been a significant reduction in serious injury and total accidents and an increased detection rate of alcohol related driving offences within the District.

Mackay District established a *Think Drive* initiative and placed random breath testing flyers on car windscreens within the CBD on Friday and Saturday nights. This initiative was undertaken in association with the Mackay/Whitsunday Safe Communities Project - Alcohol and Injury Working Group.

South Eastern Region conducted quarterly drink driving operations with in excess of 100 alcohol related driving offences detected over the two-day period the operations were implemented each quarter.

Metropolitan South and Metropolitan North Regions introduced bi-monthly operations to reduce the incidence of drink driving by targeting drivers leaving the Brisbane CBD. As part of these operations, Forensic Medical Officers were utilised to train officers in the detection of drug affected drivers.



Far Northern Region conducted a joint agency operation with Northern and Central Regions on heavy vehicle compliance and general enforcement through the provision of a strong police presence on the roads. In Far Northern Region alone a total of 1,203 heavy vehicles and 3,443 other classes of vehicles were intercepted.

The Ipswich District Traffic Management Plan proved successful in the closure and diversion of several arterial roads to allow the safe movement of more than 20,000 vehicles attending the RAAF Air Show in October 2004. This major event at Amberley was attended by more than 105,000 people over a two-day period.



Future Initiatives 2005-06

An extension of the Road Safety Initiatives Package was approved for the 2005-06 financial year. This will provide the Service with a further \$12.764 million to target peak holiday periods in Queensland. During the 2005-06 financial year, an additional 60,000 officer hours of on-road non-camera enforcement activity will be provided. This equates to an additional 500 officer hours per day over the 120 'peak' days identified for additional non-camera on-road enforcement activities. The extension of this Package will maintain speed camera operations at eight hours per camera per day.

In conjunction with Queensland Transport, the Service will continue to investigate the feasibility of fixed speed camera sites and digital imaging technology for Speed Cameras and combined Speed/Red light technologies.

In association with the Department of Main Roads, Department of Emergency Services, RACQ, Queensland Transport and the Brisbane City Council, the Service will continue to develop incident management techniques to reduce traffic delays caused by traffic incidents. The Service coordinates meetings of the Brisbane Incident Management Coordination Group (BIMCG), which consists of representatives of various stakeholder agencies. Given the high levels of population growth forecast for South-East Queensland, incident management is expected to remain a significant issue into the future.

Output 4 - Professional Standards and Ethical Practice

Description

The Queensland community has the right to expect a professional, ethical and accountable police service. The Output Professional Standards and Ethical Practice, now includes training and replaces the former Output Professional Standards and Public Accountability. The Service provides both pre-service and in-service training designed to establish and maintain a professional standard of policing for the Queensland community. The Service also commits significant resources towards monitoring the ethical standards of its employees. This Output describes services designed to ensure that the Service is both professional and publicly accountable. The services provided under this Output include training, internal investigations, audit, risk management, strategic planning and review, and integrated policy development.

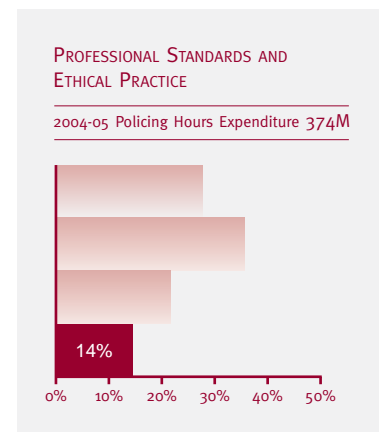
Links to Whole-of-Government Priorities - "Protecting our children and enhancing community safety"

Key Priority Areas:

- Training and Professional Development
- Ethical Conduct and Integrity
- Public Accountability

Operational Performance Review Priority Areas:

- Professional Standards and Ethical Practice
- Unique and emerging issues



Strategies

- Provide appropriate and effective pre-service training for police recruits;
- Provide access to in-service professional development programs for all staff as required;
- Engender ethical behaviour in all Service employees;
- Promote professionalism and ethical practice;
- Support high standards of ethical conduct, educate staff in ethical standards and monitor performance;
- Ensure a timely, measured and consistent response to potential, alleged and actual inappropriate behaviour;
- Support witnesses who identify inappropriate unethical conduct;
- Demonstrate public accountability by providing appropriate, accurate and timely information to Government and the community;
- Provide advice to Government on policing matters;
- Provide appropriate and timely information to the public, and support community awareness programs through the use of media and public relations strategies; and
- Constantly review and support corporate governance strategies.

Our Performance - Overview

The Service is committed to the promotion and maintenance of the highest standard of ethical behaviour. The Queensland Police Service Code of Conduct, in compliance with the *Public Sector Ethics Act 1994 (Qld)*, establishes standards and principles to assist all members in determining what is ethical, lawful and proper behaviour.

The Internal Witness Support Unit, which provides guidance and support to members of the Service who identify and report the misconduct of their colleagues, assisted 30 members during 2004-05.

The Ethical Standards Command

The Ethical Standards Command manages the internal discipline process and has responsibility for the promotion of ethical behaviour and professional practice within the Service.

The Command is comprised of: Operational Policing Program, Internal Investigations Branch, Internal Audit, Inspectorate and Evaluation Branch, and Ethical Practice Branch.

The Operational Policing Program is the highest business priority of the Service's Information Management Strategic Plan 2001-2010 and comprises two separate projects: the Integrated Policing Solution and the Investigation Management and Control System (IMAC).

The Integrated Policing Solution will replace many of the Service's current information systems and indices with a single operational policing information system. The system will reduce the administrative burden on police, improve the effectiveness and efficiency of operational policing and enhance the targeting of police time and resources. IMAC will be used to manage major investigations, and has the capacity to provide a central intelligence database to Major Investigation Rooms and other police functions. IMAC is being implemented in a phased approach in specific areas of the Service.



The Internal Investigations Branch has responsibility for complaint management for the Service, which includes the investigation of misconduct, the investigation and monitoring of all police related incidents and the auditing of regional/command disciplinary activities.

During 2004-05, the Internal Investigations Branch conducted 113 investigations and overviewed 216 complaints that were investigated by police officers from regions and other commands. A further 1,641 complaints recommended for resolution at the local level were reviewed by Internal Investigations Branch. The Branch also assessed 442 incidents involving police and overviewed 199 investigations into these matters.

In 2004-05, 2,441 complaints were received by the Service, a decrease of 6.8% in comparison to the same period in 2003-04. This reduction occurred in the context of increased staffing strength over the period, with the rate of complaints decreasing by 8.3% to 284.7 per 1,000 police.

The Internal Audit and Inspectorate and Evaluation Branch share responsibility and authority for internal audit services as required under the *Financial Administration and Audit Act 1977 (Qld)*, the *Financial Management Standard 1997*, and the *Police Service Administration Act 1990 (Qld)*.

During 2004-05, Internal Audit conducted a number of audits addressing issues that included asset management, purchasing and asset protection, the recognition and mitigation of risk, human resource management, information processing, finance, reconciliations, collection and banking of monies and corporate governance. In addition, specific audits were conducted on the implementation of Privacy Principles, Business Continuity Planning and International Financial Reporting Standards.

During 2004-05 the Inspectorate and Evaluation Branch commenced or completed a number of reviews including the State Flying Squad, Calls for Service, Drug Destruction and Field Charge Sheets. In addition, operational compliance audits were conducted in 10 districts across the State and four specialist areas.

The Review and Evaluation Unit conducted or commenced a number of significant evaluations in the 2004-05 period. These included: District Civilian Intelligence Analyst trial, The At Risk Premises (TARP) project, Neighbourhood Watch - Phases one and two, Taped Interviews audit, review of Party Safe resources and the Statewide Activity Survey evaluation.

The Ethical Practice Branch has continued to promote the Service's commitment to professional and ethical practices by conducting probity checks to assist in assessing the integrity of members recommended for promotion, awards, confirmation of appointment and other matters. A probity checking service is also provided by the Branch to other government and law enforcement agencies in accordance with Service policy.

A proactive approach to training and education within the Service was adopted by the Ethical Standards Command in discharging its responsibility to provide training on ethical issues and Service discipline processes. Training courses and materials have been updated and re-written, and include a module addressing complaint reduction and corruption prevention strategies.

To enhance complaint management and ethics awareness within the Service, the following activities were undertaken:

- 14 Discipline Investigation Courses were provided in a variety of locations enabling 203 members to upgrade their skills in internal investigation procedures and protocols;
- three Discipline Hearing Courses were conducted to qualify 32 members to conduct disciplinary hearings;
- training in managerial resolution processes was provided to 181 supervisors; and
- 1,027 members were provided with training in ethics awareness by Command staff.

Office of the Commissioner

The Office of the Commissioner continued to support the Commissioner and the senior executive through the provision of strategic advice and executive support. This included strategic planning, policy development and coordination, performance reporting and accountability, resources planning, coordination of multicultural liaison, organisational improvement and



Keynote speaker Los Angeles Chief of Police Bill Bratten addresses the annual Police Commissioners' Conference at Brisbane's Marriott Hotel.

operational performance review, Cabinet liaison, Ministerial briefings and correspondence, honours and awards and support for senior officers' attendance at national and other forums.

The primary objective of these tasks has been to give the Commissioner, in consultation with the Senior Executive Conference, the support needed to assess and plan for service delivery requirements, to set the strategic direction for the Service in accordance with the Government's priorities and to manage and report on operational performance and support outcomes.



In 2004-05, the Policy Unit undertook a range of activities consistent with its charter of providing strategic policy advice to the Commissioner and coordinating the development of policy across the Service. Some of the major activities undertaken included: provision of executive support and advice to members attending national and other forums; the development of national policy positions through the Police Commissioners' Policy Advisory Group in relation to issues such as the appointment of special constables at border stations, terrorism, online child abuse, drug search and seizure powers, passport refusal and cancellation guidelines, governance of national police arrangements, personal liability of police and issues associated with a police DNA elimination database.

The Policy Unit also coordinated departmental input to the State budget process through preparation of budget submissions, budget documentation including the Ministerial Portfolio Statements and a suite of briefings to support members attending Parliamentary Estimates Committee hearings. Members of

the Unit also provided advice to ensure policing interests were considered in policy proposals put forward by other agencies, and participated in or supported the work of external and internal steering committees and forums including the Law and Justice and Homelessness CEO committees, Regional Managers' Coordination Network Senior Officers' Group, Community Renewal Senior Officers' Group and the Alternative Service Delivery Working Group.

The Policy Unit has continued to manage Queensland's two year pilot of the U-Turn Program for young car theft offenders supported by funding from the Australian Government's Crime Prevention Program and the National Motor Vehicle Theft Reduction Council.

Other programs and projects administered by the Policy Unit included the Volunteers in Policing Program, the seven police sites established under the Queensland Government Agent Program, the Queensland Police Service Awards for Excellence and submissions to the Premier's Awards for Excellence in Public Sector Management.

The Cabinet Legislation and Liaison Office coordinated the Cabinet and legislative functions of the Service including the development of Cabinet Submissions, Executive Council Minutes, responses to Parliamentary Questions on Notice and Ministerial briefings in relation to Community Cabinet Meetings and Regional Community Forums.

The priority tasks of the Strategic Development Unit included the review of performance management arrangements in conjunction with the development of operational performance reviews. The Strategic Plan 2004-2008 was introduced on 1 July 2004 linking the Government's Priorities and Outcomes, through the operational performance review process, to service delivery across the State. A Guide to Planning was piloted and subsequently implemented for a 12 month period to provide direction in performance management and reporting arrangements across the Service.

The Strategic Development Unit has continued to manage the Client Service Charter and the Commissioner's Suggestion Box, as well as coordinating the Service's participation in the National Survey of Community Satisfaction with Policing. These arrangements have contributed to the pursuit of organisational improvement while maintaining the commitment to high standards of service delivery to the people of Queensland. As part of community engagement initiatives, the National Survey is used to assess community perceptions of the quality of service provided by police officers, including professionalism and timeliness. The Unit has also progressed the management of favourable comments received from the community as part of the Service's commitment to professional and ethical practices.

During 2004-05, the Strategic Development Unit implemented a new sampling methodology for the Statewide Activity Survey (SWAS). The SWAS enables for periodic and regular assessments to be made of the allocation of policing resources to particular policing activities. Survey results are used by the Service to calculate and report annual expenditure for each of its outputs, and have assisted in developing an assessment of organisational efficiency.

The Strategic Development Unit, in consultation with the Office of Economic and Statistical Research, conducted a Crime Victim Survey from December 2004 to January 2005.

The Operational Performance Review (OPR) process has continued to function as a fundamental component of the Service's overall performance management platform. Following the successful introduction of the Service's Strategic Plan (2004-2008) which aligned OPR priorities more closely to strategic Outputs, operational and corporate support areas of the organisation can now demonstrate how their every day operations align with the strategic Outputs of the Service.



Deputy Commissioner Dick Conder APM, Commissioner Bob Atkinson APM, and Deputy Chief Executive (Resource Management), John Just PSM during an Operational Performance Review.

Whilst police districts continue to be reviewed twice a year, the OPR process has continued to broaden its scope, with the Human Resources Division joining other corporate support commands and divisions in benefiting from the review process. The services provided by State Crime Operations Command and Operations Support Command were again reviewed, along with the Information

Management Division and Administration Division, to ensure the Service's commitment to continuous improvement is maintained.

A number of government agencies have expressed interest in and observed the OPR process. These agencies include the Department of Child Safety, Queensland Treasury, Department of Main Roads, Department of Corrective Services, Queensland Health and Department of Emergency Services.

The activities of the Cultural Advisory Unit have continued to assist in promoting and maintaining effective relationships between members of the Service, Indigenous and multicultural communities. This has required input by Unit staff in program and policy areas that include the:

- Police Liaison Officer (PLO) Scheme;
- Queensland Aboriginal and Torres Strait Islander Police (QATSIP) Trial;
- Aboriginal and Torres Strait Islander Traineeship Program;
- Aboriginal and Torres Strait Islander - Police Review and Reference Group;
- Cell Visitor Schemes;
- Recommendations of the Royal Commission into Aboriginal Deaths in Custody (RCIADIC);
- Cross Cultural Liaison Officers (CCLOs);
- Government Champions;
- Queensland Government response to the Justice Agreement 2000;
- Queensland Government response to Aboriginal and Torres Strait Islander Women's Task Force on Violence Report;
- Indigenous Identifier Project;
- Indigenous Licensing Project;
- Community Police Training;
- Reconciliation; and
- Return of Ancestral Remains.



The Cultural Advisory Unit has also continued to promote understanding within the Police Service of cultural diversity in contemporary Australian society, through input into recruitment, education, training, policy development and procedures.

Unit staff continued to be involved in a number of government initiatives during the year including the Government's 'Meeting Challenges, Making Choices' response to the Cape York Justice Study. This initiative is aimed at assisting Indigenous communities throughout the State to manage the cause and effect of alcohol and violence.

The Cultural Advisory Unit's commitment to community engagement has been enhanced through the implementation of Indigenous Community/Police Consultative Groups (ICPCGs) and by supporting other locally based initiatives. Relationships between Indigenous communities and the Service will be further developed through the Cultural Appreciation project currently being coordinated by the Unit. The principal focus of this project is to develop the cultural competencies of all police officers throughout the State.

The Service is represented on the Australasian Police Multicultural Advisory Bureau, which reports to the Conference of Commissioners of Australasia and the South West Pacific Region. In addition, the Service is also represented on working groups that advise on evaluation and best practice strategies, the needs of African and Pacific Islander communities, and immigration and settlement issues.

The Executive Services Unit is responsible for managing the preparation and coordination of ministerial correspondence and briefings. The Unit also provides secretarial and administrative support to various Service forums, including the Senior Executive Conference and Board of Management. In accordance with provisions of the *Police Service Administration Act*, the Unit maintains the Handbook of Delegations and Authorities and a Register of Executive Directions.

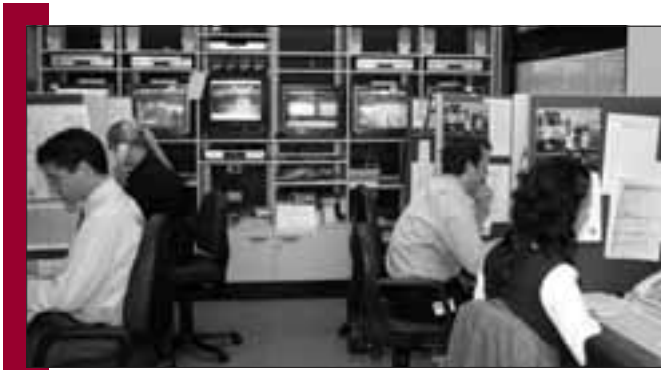
The Office of the Queensland Police Service Solicitor continued to provide advice to the Commissioner and other senior executives concerning matters of corporate legal significance to the Service.

Media and Public Affairs Branch

In November 2004, the Media and Public Relations Branch was restructured and renamed the Media and Public Affairs Branch. The final restructure includes an increase in staffing levels, amalgamation of the media and marketing units, and implementation of a 24 hour, seven day media operations centre.

The Branch now comprises the Media and Public Affairs Unit, Graphic Design Services, the Queensland Police Museum and the Queensland Police Pipes and Drums.

The Media and Public Affairs Branch facilitates communication between the Service and the community through the media. The Branch has continued to promote a positive and professional image of the Service.



Media Operations Room

This has been achieved through effective media liaison, corporate communication, public relations and a range of public affairs.

A dedicated media operations room allows both the media and police to call one telephone number to receive a response. In order to serve operational police and media representatives around the clock, the Branch has implemented plans to staff the media operations room 24 hours a day. This is due to be fully operational from 25 August 2005.

During 2004-05, the Media and Public Affairs Branch provided assistance with the 2005 Conference of Commissioners of Australasia and the South West Pacific Region hosted in Brisbane; National Police Remembrance Day; BizSafe; International Crime Prevention Through Environmental Design 2004 Conference; Crime Prevention Week; Brisbane International Motor Show and the performance by police and community volunteers at the Commissioner's Carols by Candlelight in December 2004.

Public affairs officers also assisted with a number of other major events including Gold Coast Schoolies, the implementation of the child abduction alerts, media liaison for the Lockhart River plane crash in Far North Queensland, the State funeral of Sir Joh Bjelke-Petersen, counter terrorism Exercise Linebreaker and on-site coordination of media management of issues related to the community and police on Palm Island.

Media training has been provided to officers from a broad spectrum of operational and non-operational areas. In 2004-05, these sessions were given to police recruits and officers undertaking detective training, the Management Development Program and Executive Development Program, the Constable Development Program, the Regional Duty Officer's course and Police Beat officers. Media awareness assistance was provided to police across the State and included specialised media training for officers in Gympie, Maryborough, Bundaberg and Redcliffe.

During 2004-05 public affairs officers contributed to or managed approximately 100 communication projects. These projects included the publication of the annual police calendar and the transformation of the *Police Bulletin* from a fortnightly to a monthly publication. The *Police Vedette* was phased out in August 2004 and has been replaced by two issues of the *Police Bulletin* (in October and April). These editions are distributed to internal and external clients.

The Queensland Police Museum welcomed in excess of 11,000 visitors through its doors in 2004-05, including more than 320 groups, with three-quarters of this number being school students enrolled in forensic science and legal studies courses. Museum staff formally responded to 700 enquiries about historic and other related matters and set up several new displays.

The Queensland Police Pipes and Drums performed at over 300 events during 2004-05. These events included official police engagements such as Induction parades in Brisbane and Townsville, Anzac Day and National Police Remembrance Day parades, Government House investitures and Open Days. The Pipes and Drums has introduced a specially designed musical program for performances at aged care facilities and has continued to perform at state primary schools with its popular Kops in Kilts performing traditional, modern and children's music such as Bob the Builder, Star Wars and Limbo Rock.



The Pipes and Drums performed at the Edinburgh Military Tattoo 'A Salute to Australia' held in February 2005 at Aussie Stadium, Sydney which attracted an audience of 160,000 spectators.

Graphic Design Services provided specialist advice on the graphic design and development of corporate publications and promotional material for major projects and individual clients. This included a range of brochures, posters, booklets, displays and other internal marketing material which is also published electronically on the Service website. Major publications included the annual police calendar, the Police Bulletin and the Annual Report.

Education and Training

The Service's two academies at Oxley and Townsville provide recruit training through the Initial Service Program, the Police Recruit Operational Vocational Education (PROVE) Program and the Police Abridged Competency Education (PACE) Program.



During 2004-05, 2,271 applications were processed for the PROVE Program. Of these 640 police recruits were appointed for initial training in the program. A further 238 applications were processed for the PACE Program. The Section also undertook selection processes for a Traineeship in Policing Program for Indigenous people.

The First Year Constable Program provided workplace training and intensive field supervision to graduates of the recruit program over a period of 12 months and was responsible for 604 first year constables during 2004-05. Of these, 55 were graduates of PACE Program and 141 had received their initial training at the Townsville Campus.

The coordination of in-service training of constables, non-commissioned officers, commissioned officers and staff members continues to be undertaken by a network of training officers throughout the State. Distance education programs for police officers include the Constable Development Program, Management Development Program, Assessment Centre Program, Executive Development Program and Staff Member Training and Development Program. Specialist courses have been provided at Chelmer in Brisbane and the Competency Acquisition Program has continued to offer computer-based training.



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 rank of senior constable. During 2004-05, 689 constables enrolled in the Program and 470 constables graduated.

The Management Development Program (MDP) provides the managerial knowledge and skills necessary to support police officers in their transition to the ranks of sergeant, senior sergeant and inspector. In the 2004-05 reporting period, 1,972 members enrolled in the Program. In this period, the MDP was actively marketed in other Australian states, as well as internationally. As a result, visiting police officers from Guangdong (Southern China), Hong Kong, Taiwan, Shanghai, Fiji, New Zealand, Cook Islands, Australian Federal Police, Royal Australian Navy (Police), Royal Australian Air Force (Police) and most other Australian States have participated in MDP courses.

The Command and Legal Studies Unit is responsible for the delivery of the Management Development Program's legal studies modules and the ongoing development and facilitation of an Incident Command Course for senior sergeants and inspectors. In the 2004-05 reporting period, the Unit facilitated legal studies training for 670 members across the three levels of the MDP through distance education. In addition, the Unit facilitated incident command training for 149 inspectors and senior sergeants.

The Assessment Centre Program is responsible for the assessment of senior sergeants preparing for promotion to the rank of inspector. During the 2004-05 period, six Assessment Centres were conducted with 36 senior sergeants being assessed for promotion to the rank of inspector.

The Executive Development Program provides education, training and development to commissioned officers and senior staff members. During the financial year, eight members commenced studies in the Executive Development Program and two candidates commenced studies within the Police Executive Leadership Program offered by the Australian Institute of Police Management. Two senior officers also participated in the Australasian Fire Authorities Executive Leadership Program.

In addition to providing ongoing support in areas such as educational design, course development, research and evaluation, training for legislative change and management of the Service's Registered Training Organisation, the Education and Training Support Program has developed a number of significant training products during the reporting year. A major emphasis has been placed on the design and development of 16 products and/or courses related to the recommendations contained in the Crime and Misconduct Commission *Seeking Justice* and *Protecting Children* reports.

The Open Learning Liaison Unit assists the Service to attract government incentive funding in areas such as traineeships and tender agreements. The Unit provides training services on a commercial basis to other government departments and jurisdictions in support of the Whole-of-Government International Aid and Business Development Strategy.

The Investigations and Intelligence Training Program offers advanced diploma level training in both investigative and intelligence disciplines. During 2004-05, 378 officers were provided with training and 81 officers graduated and were awarded the Advanced Diploma of Public Safety (Police Investigation). In conjunction with members of State Crime Operations Command, specialist investigative courses were delivered to 112 officers. Since its restructure, the Investigations and Intelligence Training Program has provided 81 members with training towards the Advanced Diploma of Public Safety (Police Intelligence). The Investigations and Intelligence Training Program supported and overviewed 13 basic intelligence courses. These courses were attended by 117 members, including both police officers and staff members, and conducted in the regions.

In 2004-05, the Staff Member Training and Development Program delivered nationally accredited courses to staff members covered by the State Government Enterprise Bargaining Agreement 2003. There are 422 staff members enrolled in the Certificate IV in Government and 117 staff members enrolled in the Diploma of Business (Frontline Management). The Program also coordinates induction training to PLOs. During 2004-05, 27 PLOs enrolled in and completed the Certificate II in Public Safety (Police Liaison). In 2004-05 a further 39 PLOs enrolled in the Certificate III in Public Safety (Police Liaison) and four have completed the qualification during this period.

The Police Operational Skills and Tactics Program is responsible for the research, design, development and implementation of operational and firearm skills training within the Service. All non-commissioned officers are required to participate in operational skills training twice a year.

The Career Planning Unit (CPU) provided career development programs and internal consulting services to Service members and work units. In 2004, 15 women graduated from the Leadership and Mentoring Program for Women. In May 2005, 20 women commenced this year's program which is aimed at encouraging and supporting women in management roles and now incorporates coaching for each participant. In June 2005, six people graduated from the inaugural Interagency Mentoring Program, which aims to support Aboriginal and Torres Strait Islander employees by giving them access to Indigenous mentors external to the Service. The CPU has continued with the ongoing management and coordination of the Career Planning Officer network, with 47 officers trained in 2004-05.

Following the success of the supportive leadership training, the Positive Workplace Program has been established as a permanent unit to provide statewide training programs for managers and supervisors to support continued improvement in management standards and practices. Currently, conflict management workshops are being conducted Service wide.

Whistleblowers Protection Act 1994 (Qld)

In accordance with section 30 of the *Whistleblowers Protection Act*, it is reported that there were no public interest disclosures made during 2004-05 period.

Future Initiatives 2005-06

The Operational Performance Review Unit will continue to review operational and non-operational areas, in addition to examining alternative ways to promote organisational improvement.

The Service and the Crime and Misconduct Commission will commence a joint agency review of the Service's complaint management system.

Media and Public Affairs Branch will progressively implement the recommendations of the Crime and Misconduct Commission report *Striking a Balance - an inquiry into media access to police radio communications*. This will focus on a comprehensive program to deliver data feeds directly to media outlets.

During 2005-06 a full revision of media training and corporate promotional material will be undertaken.

Education and Training

The Service will continue to deliver Management Development and Executive Development training to non-commissioned officers and senior officers.

The Service will conduct 18 investigations training and seven intelligence training courses in 2005-06.

The Staff Member Training and Development Program will provide training to 200 students in the Certificate IV (Government) and 100 students in the Diploma of Business (Frontline Management).



Corporate Resource Management

Description

The Corporate Resource Management Output describes the functions and activities 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).

Key Priority Areas:

- Human Resource Management
- Financial Management
- Information Management
- Physical Resource Management

Operational Performance Review Priority Areas:

- Human Resource Management
- Financial Management
- Unique and emerging issues

CORPORATE RESOURCE MANAGEMENT

Corporate Resource Management is included as an additional component of the Queensland Police Service 2004-2008 Strategic Plan. It covers activities undertaken to support the four Outputs. The costing of Corporate Resource Management is distributed across the Outputs for external financial reporting purposes.

Strategies

- Employ human resource management policies and practices to support all staff;
- Provide information management systems and information services to support operational police and enhance the effectiveness and efficiency of the Service;
- Ensure the effective and efficient use of service resources;
- Ensure all legislative and Government imposed obligations are met (for example FOI, EEO, Waste Management, Building Codes);
- Ensure effective planning for and management of the Service's human, financial, information and physical resources; and
- Plan and implement the Service's capital works and other assets programs.

Our Performance - Overview

Human Resources Division

This Division directs the management and development of human resources. It comprises the Human Resource Development, Human Resource Management, Health Services and Industrial Relations Branches. Human Resource Development and Human Resource Management include a significant training component. Training activities have been reported in the Professional Standards and Ethical Practice Output.

During 2004-05, the Service recruited and trained approximately 593 new officers. The civilianisation program continued, with an additional 25 staff member positions approved to meet general growth and replace police in non-operational positions.

The Health Services Branch was established in January 2005 to focus on issues relating to the physical and psychological health and well being of members of the Service. It directs the activities of the Health and Safety Section, Positive Workplaces Program, Employee Assistance Service, Alcohol and Drug Awareness Unit and the Chaplaincy Unit.

The Health and Safety Section has implemented a number of initiatives for continual improvement of health and safety management within the Service. The most notable this year has been the implementation of the Safer Workplaces Program and the HealthStart initiative statewide.

The HealthStart initiative, provided members with a profile of their health through a free check up, with the HealthStart team visiting many remote police establishments. This initiative will be offered again in the next financial year.



Other successful initiatives to continue include:

- a 24 hour blood and body fluid exposure hotline to assist members exposed to blood and body fluids while performing their duties;
- the Early Intervention Treatment Program in which the Service funds a limited number of psychological or psychiatric sessions for members who require assistance managing work related stressors;
- the chemical management database to provide quick access to current information for over one million hazardous substances; and
- improved injury management processes to support injured or ill members and assist their safe and timely return to work.

Other proactive initiatives to improve the management of health and safety risks include:

- occupational hygiene assessments as required, including exposure to noise, lead, carbon dioxide, hydrocarbon, very fine particulates, whole body vibration and magnetic field flux; and
- updating workplace health and safety training booklets.

The Service, like other safety critical industries, has introduced alcohol and drug testing for police, police recruits and staff members who work in particular areas. Although testing in the workplace is a complex issue, it has a useful role in a policing environment. The nature of police work demands that the Service be able to respond to complex and dangerous situations free from impairment.

Testing is just one aspect of the Service's commitment to enhance police wellbeing and safety, as well as ensuring the integrity of the Service. The Service will also provide information and education about alcohol and drugs for all employees, as well as counselling and rehabilitation support where necessary. Importantly, all members of the Service can seek help in relation to an alcohol or drug problem.

As at 7 June 2005, 465 police and staff working in safety sensitive areas have undergone random alcohol testing. All results were negative. Testing is coordinated by the Alcohol and Drug Awareness Unit which was established in 2004 in the Health Services Branch. The new Unit looks forward to embarking on statewide education and awareness programs in the near future.



The Industrial Relations Branch functional responsibilities include, but are not limited to: the formulation and implementation of enterprise bargaining agreements, industrial relations policies and procedures, the interpretation of relevant industrial instruments which affect employees of the Service, the impartial/independent investigation of grievances, and the provision of advice on industrial relations and award matters to employees and to all levels of management. In fulfilling its role in 2004-05, the Branch has liaised and negotiated with the relevant unions and contributed to the development of Service wide policies relating to human resources issues.

The Branch prepared submissions and represented the Service before the Queensland Industrial Relations Commission, the Fair Treatment Tribunal and the Anti-Discrimination Commission. The Branch has also coordinated the Safer Work Places Program. A State wide health and safety systems audit within the Service was conducted and implementation of recommendations has commenced.

Information Management Division

Information is essential to successful policing. It enables police to adopt modern policing practices, improve services to the community, address the challenges posed by increasing sophistication in criminal activity, and meet accountability requirements. The overall success of the Service hinges largely on its capacity to manage ever-increasing volumes of information and make it available to police personnel when and where it is needed.

Information Management Division supports the many information management systems and processes employed by the Service through a variety of technologies. The Division shapes the future of information systems by focusing on the future needs of operational policing. The Division also works with CrimTrac to develop national extensions to a number of those capabilities. The Division consists of Information Systems Branch, Police Information Centre, Information Resource Centre and Information Security Section.

The Information Systems Branch has continued to work to implement essential infrastructure, undertake process improvement initiatives and provide services to complement and support the delivery of the Integrated Policing Solution by the Operational Policing Program. It has also embarked upon a number of internal initiatives aimed at better aligning services to business requirements, increasing the quality of services provided and reducing the cost per unit of services delivered.

Another major initiative undertaken this year has been to manage the Public Safety Network (PSN) project for which the Service is the host agency. The PSN is a joint initiative between the Service and the Departments of Corrective Services, Justice and Attorney-General and Emergency Services. It aims to implement a shared fixed data network that will meet the future business needs of all four agencies. This will mean the four agencies will have common carriage, equipment and management services for both local and wide area network services.



The Service continued its collaboration with other criminal justice agencies through the Integrated Justice Information Strategy (IJIS). The first deliverable was the ChargePrep system, which removes the requirement for police to manually deliver printed bench charge sheets to the courts and for the courts to re-enter the same data into their system. Statewide implementation of this system was completed on 27 June 2005. The system is expected to save over 50,000 hours effort per year through the reduction of duplicate data entry, and the electronic delivery of charging documents to the courts. The system also provides broader benefit to the community and government by allowing other criminal justice agencies access to relevant case information.

The Police Information Centre provides 24 hour services for the recording of offences and incidents reported to or detected by police. The Centre provides information to police in Queensland and other law enforcement agencies throughout Australia, particularly criminal history and warrant information. The Centre also coordinates the ever growing demand for criminal record checks for purposes such as working with children and employment screening. The Centre contributes significantly to the protection of children, the frail and the vulnerable through this important function.

The Information Resource Centre supports informed decision-making throughout the Service by providing crime mapping, statistical analysis and research, library services (including the provision of an on-line Virtual Library) and the development of internal and external web sites. The recent introduction of a Content Management System will enhance services provided via internal and external websites. The Information Resource Centre is a key component in the success of the Operational Performance Reviews, providing timely and accurate statistics, maps and web based services.

The Information Security Section provides consultancy services, guidance, policy and other direction to ensure the confidentiality, integrity, and availability of the Service's information resources. In particular, the Section controls access to information systems and processes, provides assistance with investigation of

computer use and suspected misuse, conducts information systems security audits, and develops and maintains information security policy. Information Security Section is also providing consultancy services to the Operational Policing Program.

Recent achievements of the Information Security Section include the establishment of a policy framework for information security and the commencement of a risk based review of information security practices within the Service. The results of the review will be used to establish a program of work to ensure the protection of the Service's information resources.

Finance Division

Finance Division is responsible for maximising the financial resources available whilst ensuring that expenditure is within the limits set by Government. The Division ensures the Service's financial dealings comply with legislative requirements and standards.

Finance Division staff members perform a wide variety of roles, such as providing advice on Service policies, proposals and strategies, coordinating responses and meeting reporting requirements, forecasting budget positions and developing systems to improve current processes.

The Taxation and Corporate Support Branch is responsible for ensuring the Service meets its obligations for both Commonwealth and State taxes, as well as processing the payment of witness expenses. The Branch also incorporates staff who are responsible for the maintenance and strategic development of financial systems for the Service.

The Policy and Reporting Branch gives guidance and advice on asset accounting issues as well as coordinating asset accounting activities, such as revaluations, depreciation reviews and stocktakes. The Branch is also responsible for preparing the Service's financial statements.

The Operational Planning Branch is responsible for coordinating, monitoring, analysing and providing advice on the Service's budget. Operational Planning Branch staff are also responsible for developing and maintaining budget and reporting systems to comply with the requirements of Government. The Branch is also responsible for preparing the financial content of the Service's Ministerial Portfolio Statement and other budget related papers.

On 1 July 2003, as part of the Aligning Service and Priorities (ASAP) project, the transactional staff of Finance Division transitioned to the shared services provider for the Service, PartnerOne. Also as part of the ASAP project, four of the Finance Systems staff transitioned to the shared services provider CorpTech, which is responsible for providing IT support for core systems. Finance staff have been working with shared service providers to ensure that effective service management arrangements are operating.



Administration Division

The role of the Property and Facilities Branch is to ensure the establishment and maintenance of existing infrastructure to support the effective delivery of policing services. In 2004-05 financial year, the Property and Facilities Branch was allocated \$29.4 million for new or replacement facilities, and to upgrade existing assets. During the course of the financial year, this allocation was increased, through internal transfers, to \$44.75 million.

This funding was used for a number of projects including establishing new police stations at Hopevale (\$0.41 million) and Ravenswood (\$0.47 million), a new watchhouse at Caloundra (\$4.18 million) and a new kennel complex at the Oxley Dog Squad to accommodate the police dog development program (\$0.53 million).

New Police Beats were established at Kingston/Woodridge (\$0.16 million) and Yorkeys Knob (\$0.43 million).

Police stations were replaced at Coolum (\$0.6 million), Halifax (\$0.37 million), Pomona (\$0.45 million) and Tin Can Bay (\$0.4 million). A temporary police station and watchhouse were also established at Palm Island (\$1.0 million).

In 2004-05, the Uniform Dayroom Upgrade Program commenced. Under this program dayrooms were refurbished at Beenleigh (\$0.13 million), Barcaldine (\$0.47 million), Bioela (\$0.07 million), Winton (\$0.07 million) and Woorabinda (\$0.03 million).

2004-05 was also the last year of a three year program to upgrade scenes of crime facilities to National Association of Testing Authorities, Australia standards. Projects completed in this financial year included a replacement Scenes of Crime facility at Nerang (\$0.58 million) and a refurbishment of the facility at Upper Mount Gravatt (\$0.71 million).

The Weapons Licensing Branch is responsible for all aspects of the *Weapons Act 1990 (Qld)*, *Weapons Regulation 1996 (Qld)* and *Weapons Categories Regulation 1997 (Qld)*. During 2004-05 the Branch issued 10,774 new licences, renewed 25,746 licences and received 26,031 applications for the issue of permits to acquire firearms.

In October 2004 a project team was established to address legislative changes as a result of the *Police Powers and Responsibilities and Other Legislation Amendment Act 2003 (Qld)*. The project team addressed new legislative requirements regulating the possession and use of crossbows and the introduction of Weapons Clubs. The team implemented public awareness strategies and new procedures, responded to applications for new licences and changes requested by licensees. The project was finalised on 30 June 2005.

During 2005-06 financial year, the Weapons Licensing Branch will be embarking on a data cleansing project to increase the accuracy of the Commissioner's Firearms Register.

Logistics Branch functions include major procurement and contract management for the Service; warehousing and distribution of police uniforms and consumables; managing and maintaining the police motor vehicle fleet; developing and introducing improved uniform and personal equipment items; and providing in-house printing and armoury services. All Logistics Branch functions operate under the umbrella of an externally accredited and audited Quality Assurance Program to AS/NZS ISO 9001:2000.

Transport Section has continued to manage an ever-increasing and diverse motor vehicle fleet. Research and development has seen the inception of a number of new designs to meet with operational requirements of the Service. Emphasis has been placed on vehicle technology, vehicle safety, prisoner containment and safety, emergency lighting and specialist policing support vehicles. The designs continue to meet the challenges of operational policing by ensuring optimum performance and safe working conditions.



The Disposal Section, part of the Transport Section, is responsible for the preparation and presentation of approximately 1,500 ex-Service motor vehicles per annum for sale to the general public at auction. These vehicles include sedans (family, luxury, sports), station wagons, utilities, 4WDs, people movers and commercial vehicles.

The West End Supply Centre continues to provide a customer based and focussed service. The growth of the Service's personnel has placed extra demands on the supply of equipment, both for personal and general use. A number of important projects have continued in relation to uniform items and personal protective equipment. The last 12 months has seen the introduction of re-designed operational trousers for uniform police along with new baseball caps. A trial of motorcycle personal protective equipment has been completed with purpose-designed motorcycle jackets and trousers awaiting executive approval. New wet weather outfits for water police and the continuing development of a lightweight utility vest has also been completed. The roll out of uniform patrol jackets and replacement hinged handcuffs is continuing.

The Procurement and Contracts Section was successful in establishing 94% of new Standing Offer Arrangements for 2004-05 with Queensland suppliers. Of the 27 Standing Offer Arrangements established during the period, the Service was able to establish six with regional suppliers.

Customer surveys are regularly undertaken to gauge feedback on the level of every service provided by Logistics Branch and every effort is made to ensure optimum performance and customer satisfaction. Logistics Branch has a continuing commitment to advance government priorities while achieving value for money outcomes for the Service.

The Administration Branch is responsible for proper and efficient corporate records management, production and maintenance of the Administration Manual, publication of Service forms, acceptance of legal processes on behalf of the Commissioner, rewards coordination and the administration of commercial travel arrangements.

During 2004-05 the Publications Unit administered 531 electronic forms on the Forms Select system and 120 printed forms. Last calendar year, 424 electronic forms were amended and in this calendar year to 30 June 2005, some 136 electronic forms have been amended. The Unit also manages several Bulletin Board sites; notably, the Rewards Index, Localities Index, and the Administration Manual.

The Legal Liaison Unit is responsible for accepting subpoenas and other court orders on the behalf of the Commissioner, as well as for processing applications for information made under various third-party disclosure legislative requirements. The Unit also coordinates the management of claims for compensation made against the Service. In 2004-05, the Legal Liaison Unit processed and responded to approximately 1,700 subpoenas and summonses and 190 applications for information. Fourteen new Common Law claims were received.

On 2 June 2005, the "Freedom of Information Unit" was renamed the "Freedom of Information and Privacy Unit", in accordance with a recommendation of the Internal Audit Unit.

The Freedom of Information (FOI) and Privacy Unit continues to receive the most number of FOI applications of any Queensland Government department. In 2004-05 the Service received 2,542 applications and processed all applications within the statutory timeframes. On average, 200 applications were received and processed each month during 2004-05.

The Unit has also taken responsibility for the implementation of all requirements of Information Standard 42 dealing with Information Privacy Principles in the Service. A Privacy contact officer has been appointed, the Service Privacy Plan has been developed, and over 70% of all Service employees have completed a mandatory privacy computer-based training package.

Recordkeeping

The Registry Section is responsible for proper and efficient corporate records management, production and maintenance on behalf of the Commissioner.

The Service is adopting a standards-driven recordkeeping system which supports operational policing, enhances the Service's ability to meet accountability requirements and public expectations, and reflects professional standards in records management.

During 2004-05, the following activities occurred:

- Corporate recordkeeping policies, procedures, standards and guidelines were reviewed and made available to all staff via the Service Intranet;
- Corporate records management policy was reviewed and updated to achieve compliance with Information Standards 40 and 41, and ISO 15489;
- Mail receipt procedures were improved to emphasise the importance of capturing public records into the Corporate Records Management System;
- Records retention and disposal procedures were expanded to provide Service personnel with a better understanding of the requirements of the Public Records Act 2002;
- Records Retention and Disposal Schedule was updated to include additional functional records; and
- Objective eDRMS, an electronic records management system, was implemented in the Operational Policing Program to assist in the management of physical records.

Shared Services Initiative

The Shared Services Initiative is a Whole-of-Government approach to corporate service delivery which aims to provide high quality cost-effective corporate services to Queensland Government departments. Shared service providers and CorpTech were established from 1 July 2003, through the consolidation of corporate service functions from departments and existing shared service providers. Departments are grouped into seven clusters, each serviced by a dedicated shared service provider, with CorpTech providing services to five shared service providers.

On 1 July 2003, the Queensland Police Service transferred responsibility and staff for selected functions, including finance and human resource transactional functions, to PartnerOne and to CorpTech. The Department of Justice and Attorney-General hosts PartnerOne as a separate entity, and will report on its activities in its 2004-05 annual report.

Negotiations are continuing on the identification of a range of corporate service functions within the Queensland Police Service that may be provided by PartnerOne.

Future Initiatives 2005-06

The Government is committed to achieving a target strength of 9,378 police officers by September 2006 and maintaining police numbers above the national police-to-population ratio.

The growth in police numbers will be complemented by a Government commitment to a civilianisation program that will return 500 police officers to operational duties. It is planned to implement this commitment over the next three years commencing with 166 positions in 2005-06.

