



Queensland Police Service Operational Plan 2011-2012

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About the Queensland Police Service

The Queensland Police Service (QPS) is the primary law enforcement agency for the State of Queensland. We fulfil this role throughout the State, 24 hours a day, upholding the law and providing assistance to the community when necessary and in times of emergency, disaster and crisis.

The QPS is responsible for:

- preserving peace and good order in all areas of Queensland
- protecting the Queensland community
- preventing and detecting crime
- upholding the law
- administering the law fairly and efficiently
- bringing offenders to justice.

Vision

To help make Queensland a safe and secure place to live, visit and do business.

Purpose

To deliver quality policing services 24 hours a day.

Values

Professionalism – providing quality policing services with integrity and accountability for outcomes.

Performance – providing efficient and effective services and pursuing continuous improvement.

People - developing and supporting our workforce, responding to the needs of our clients and recognising diversity and culture.

Partnerships - engaging communities and working collaboratively to provide policing services.

Toward Q2: Tomorrow's Queensland

Toward Q2: Tomorrow's Queensland is the Government's blueprint for the State to the year 2020. *Toward Q2* articulates the Government's vision for Queensland in relation to five ambitions:

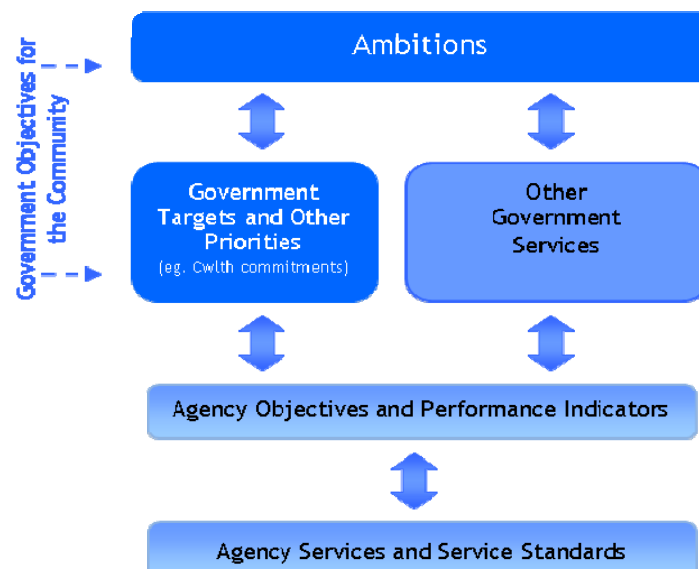
Strong	Creating a diverse economy powered by bright ideas
Green	Protecting our lifestyle and environment
Smart	Delivering world-class education and training
Healthy	Making Queenslanders Australia's healthiest people
Fair	Supporting safe and caring communities

All Government services contribute to the achievement of one or more ambitions over time. Agencies develop strategic plans to align service delivery to the Government's ambitions and help articulate the agency's direction to staff and external stakeholders.

By improving public confidence and feelings of safety, Queensland Police Service strategies support the Government's ambition to be *Fair - Supporting safe and caring communities*. The Queensland Police Service is leading by example in relation to all the ambitions, including:

- Strong:**
 - Promoting research and development.
 - Encouraging continuous improvement through operational and corporate performance reviews.
- Green:**
 - Developing a picture of the Queensland Police Service's carbon footprint.
 - Reducing vehicle fleet emissions, energy and water use, and waste.
- Smart:**
 - Investing in skills through training and development.
 - Developing a new Queensland Police Academy at Wacol.
- Healthy:**
 - Providing support for employees through a comprehensive suite of services directed at employee physical and mental health, including education programs, clinical support, and well equipped gymnasiums.
 - Supporting participation by members in a range of national and international sporting events.
- Fair:**
 - Promoting volunteering through the Volunteers in Policing (VIP) program.
 - Encouraging participation in Neighbourhood Watch, Police Citizen Youth Clubs and Blue Light branches.

The relationship between Government ambitions, and agency objectives and services is shown below.



Our Services

The QPS' Objectives are to:

- Enhance community safety and security
- Increase community confidence and satisfaction with police.

The Operational Plan translates the QPS Objectives into the **services** it will provide to its clients, and the **standards** of those services.

1. Professional standards and ethical practices

Activities to promote ethical behaviour, discipline and professional practice to ensure the community and visitors to the community have confidence in, and respect for, the Queensland Police Service.

2. Personal safety

Activities to protect personal safety and prevent and detect related offences including homicide; assault; sexual assault; robbery; total personal safety.

3. Property security

Activities to protect property and prevent and detect related offences including unlawful entry; other property damage; motor vehicle theft; other theft (excl unlawful entry); total property security.

4. Traffic policing

Activities to enforce traffic law and reduce road trauma including through the prevention and detection of speeding; red light offences; driving under the influence of alcohol or drugs; driving while fatigued; and not wearing seatbelts.

5. Public order and safety

Activities to maintain public order and safety during major events and natural disasters - from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

6. Service delivery support

Activities to support the provision of core policing functions.

Key Challenges/Risks and Priorities

The following are the key challenges and strategic risks that may impact on the Queensland Police Service during 2011-2012:

- An increase in complaints and decline in community confidence in, and perceptions of, police
- Continued over-representation of vulnerable persons in the criminal justice system
- Rise in risky drinking, anti-social behaviour and violence by young people
- Continued increase in the number of victims of domestic violence
- Globalisation, and increased use and accessibility of technology, which are facilitating serious and organised crime
- Legislative change and an increase in the severity of natural disasters and human and animal contagions arising from climate change
- Increase in the use of the Queensland road network, which brings the risk of more road crashes
- Demographic changes, rising demands for service, limited police numbers and higher labour costs
- Increase in the environmental and financial cost of natural resources
- Planned major projects and known funding constraints.

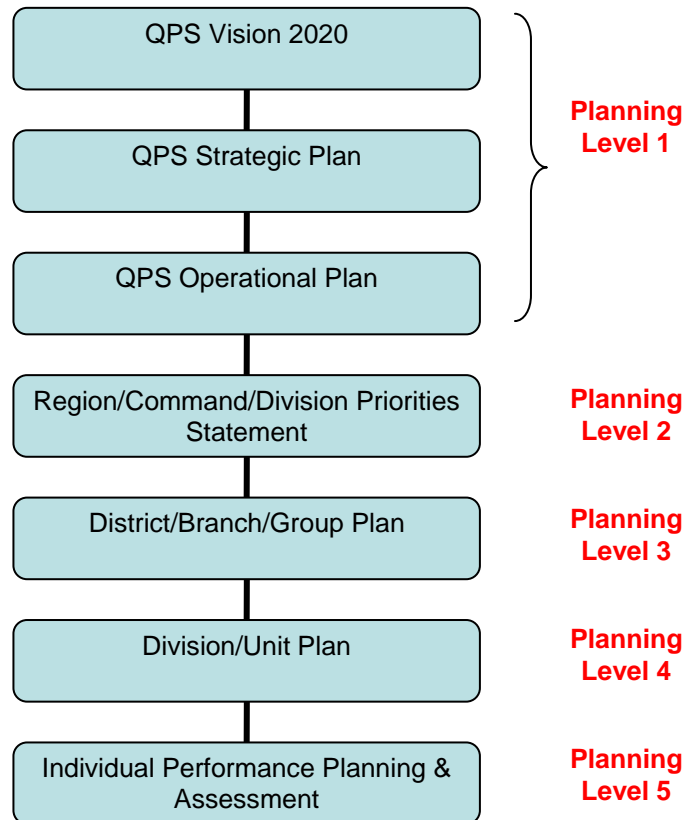
In responding to these challenges and risks, the QPS identifies annual strategic priorities - areas where new emphasis funding or attention to outcomes will be undertaken in the coming financial year. The priorities do not specifically incorporate the day to day activities performed by the Queensland Police Service, which remain crucial to servicing the Queensland community, 24 hours a day, 7 days a week.

The Queensland Police Service Annual Strategic Priorities for 2011-12 are:

- Deliver high quality client service and encourage staff to own and display the Queensland Police Service values
- Work with government, non-government, private sector agencies and the community, to prevent crime
- Reduce anti-social behaviour and youth violence
- Reduce the community impact of domestic and family violence
- Target major and organised crime, particularly fraud and outlaw motorcycle gangs, by enhancing inter-jurisdictional cooperation and seizing the proceeds of crime
- Promote a coordinated, 'all hazards', all agency approach to managing disasters, major events and other incidents
- Develop effective, evidence-based traffic policing strategies
- Ensure operational police time is used efficiently and effectively to service demand across the State
- Improve Queensland Police Service waste, water and energy management
- Deliver major projects on time and within scope and budget.

QPS Planning Processes

The QPS Planning Processes outlines the linkages between planning at various levels across the Service.



The ten year Vision provides members of the Service with a clear picture of where the organisation is heading in the long term. It guides and informs future decisions about financial, physical and human investment and resourcing, so that services are delivered as efficiently and effectively as possible.

The four year strategic plan for the Queensland Police Service sets direction and aligns the Service's objectives to the achievement of the Government's objectives for the community.

The annual operational plan gives effect to the strategic plan by outlining the services that will be delivered, and the priorities that will be addressed, to achieve the QPS Objectives. It also includes service standards that allow the accountable officers to assess performance in delivering services and annual priorities.

The QPS also has a series of specific purpose plans that are developed to reinforce the strategic and operational plans, and provide detailed strategies and targets in areas such as information and communications technology or human resources.

2011-12 Activities

Service:	Professional Standards and Ethical Practice	
Service Standards:	<ul style="list-style-type: none"> • Rate of complaints against police per 100 sworn (operational) staff. • Public perception of police professionalism and image: <ul style="list-style-type: none"> ○ Police perform their job professionally ○ Police treat people fairly and equally. ○ Police are honest. ○ I do have confidence in the police. • Satisfaction of members of the public who had contact with police in the last twelve months. 	
Key Challenges/Risks:	An increase in complaints and decline in community confidence in, and perceptions of, police.	
Annual Strategic Priorities:	Deliver high quality client service and encourage staff to own and display the QPS Values.	
Activities:		Responsible Officer:
Build on progress gained through Operation Capri to uphold the culture of integrity and accountability within the Queensland Police Service.		AC ESC All
Implement the Government's response to the CMC review of police disciplinary procedures.		AC ESC
Promote an agency culture that values high ethical standards of behaviour through appropriate working relationships, effective governance mechanisms and effective mechanisms to address unethical behaviour.		AC ESC All
Progress the QPS Discipline and Complaint Management System.		AC ESC
Improve staff awareness of the QPS Corruption Prevention Plan and conduct a review of the plan.		AC ESC
Implement a more restrictive QPS policy on Police Pursuits by end of 2011.		AC ESC

Service:	Personal Safety / Property Security	
Service Standards:	<ul style="list-style-type: none"> • Rate (per 100,000 population) of personal safety offences reported: Homicide, Assault, Sexual Assault, Robbery, Total personal safety. • Number of personal safety offences reported: Homicide, Assault, Sexual Assault, Robbery, Total personal safety. • Number of personal safety offences cleared: Homicide, Assault, Sexual Assault, Robbery, Total personal safety. • Client satisfaction with the police response to personal safety offences. • Rate (per 100,000 population) of property security offences reported: Unlawful entry, Other property damage, Motor vehicle theft, Other theft (excl unlawful entry), Total property security. • Number of property security offences reported: Unlawful entry, Other property damage, Motor vehicle theft, Other theft (excl unlawful entry), Total property security. • Number of property security offences cleared: Unlawful entry, Other property damage, Motor vehicle theft, Other theft (excl unlawful entry), Total property security. • Client satisfaction with the police response to property security offences. 	
Key Challenges/ Risks:	<p>Continued over-representation of vulnerable persons in the criminal justice system.</p> <p>Continued increase in the number of victims of domestic violence.</p>	
Annual Strategic Priorities:	<p>Work with government, non-government, private sector agencies and the community, to prevent crime.</p> <p>Reduce anti-social behaviours and youth violence.</p> <p>Reduce the community impact of domestic and family violence.</p>	
Activities:		Responsible Officer:
Expand the use of Supportlink.		AC OSC
With Minister Dick and Minister Wilson, support Minister Reeves and Minister Struthers to strengthen the whole of Government safety net, including early intervention services, to ensure that all children who are deemed at risk receive an appropriate response.		AC SCOC
Ensure a Bill to amend the <i>Weapons Act 1990</i> (stage 2) is considered by Government by February 2012.		Exec Dir OOC
Implement reforms to the <i>Youth Justice Act 1992</i> .		AC SCOC
Implement reforms to the <i>Domestic and Family Violence Protection Act 1989</i> .		AC OSC
Contribute to implementation of the new <i>Queensland Aboriginal and Torres Strait Islander Justice Strategy 2011-2014</i> .		Exec Dir OOC
Deliver commitments under the Government's response to the Crime and Misconduct Commission's <i>Restoring Order</i> report, including: <ul style="list-style-type: none"> • establishing new positions focussing on Indigenous issues • appointing an Assistant Commissioner as the sponsor/ champion for Indigenous policing issues • reviewing the Queensland Crime Prevention Strategy and local policing models; and • developing a model of policing in Indigenous communities, including the Torres Strait, which includes local people being trained and supervised so that they can play an active role in law enforcement and other policing activities in their own communities. 		Exec Dir OOC
Progress a revised Crime Prevention Strategy.		AC OSC

Service:	Personal Safety / Property Security	
Complete the review of the <i>Police Powers and Responsibilities Act 2000</i> to ensure the Act remains relevant to the needs of the QPS and the Queensland community and provides the best possible legislative framework for effective modern policing.	Exec Dir OOC	
Progress the new Weapons Licensing Management System.	AC ICT Exec Dir Admin	
Implement a permanent telecommunication interception facility.	AC SCOC	
Maintain police focus on continuing to drive crime rates down and clearance rate up.	Regional ACs	

Service:	Public Order and Safety	
Service Standards:	<ul style="list-style-type: none"> • Rate (per 100,000 population) of good order offences detected. • Public satisfaction with police dealing with public order problems. • Public satisfaction with police dealing with disasters and major events. 	
Key Challenges/Risks:	<p>Rise in risky drinking, anti-social behaviour and violence by young people. Globalisation, and increased use and accessibility of technology, are facilitating serious and organised crime.</p> <p>Legislative change and an increase in the severity of natural disasters and human and animal contagions arising from climate change.</p>	
Annual Strategic Priorities:	<p>Reduce anti-social behaviour and youth violence.</p> <p>Target major and organised crime, particularly fraud and outlaw motorcycle gangs, by enhancing inter-jurisdictional cooperation and seizing the proceeds of crime.</p> <p>Promote a coordinated, 'all hazards', all agency approach to managing disasters, major events and other incidents.</p>	
Activities:		Responsible Officer:
Continue to be proactive in addressing alcohol-related violence, and lead the response to the Government's trial of drink safe precincts.		Exec Dir OOC
Continue the Queensland Early Intervention Pilot Project.		AC OSC
Increase police involvement in targeted education programs in schools.		AC OSC
Implement the provisions of the amended <i>Disaster Management Act 2003</i> .		AC OSC
Implement initiatives under the Queensland Counter-Terrorism Strategy 2011-13 that are adaptive, targeted, integrated and resilient.		AC OSC
Implement the Government response to the CMC review of police move on powers.		Exec Dir OOC
Report to Government in 2012 on the outcomes of an operational performance review on public nuisance ticketing.		Exec Dir OOC
Maintain police focus on continuing to drive crime rates down and clearance rate up.		Regional ACs

Service:	Traffic Policing	
Service Standards:	<ul style="list-style-type: none"> • Number of vehicles monitored per offence by: <ul style="list-style-type: none"> ○ Speed Cameras. ○ Red Light Cameras. • Rate (per 100,000 population) of road crash fatalities. • Rate (per 100,000 population) of persons hospitalised following a crash. 	
Key Challenges/Risks:	Increase in the use of the Queensland road network which brings the risk of more road crashes.	
Annual Strategic Priorities:	Develop effective, evidence-based traffic policing strategies.	
Activities:		Responsible Officer:
Implement the National and Queensland Road Safety Action Plans.		AC OSC
Spend \$75 million over 3 years for road safety enforcement initiatives such as extra police motorcycles and new fixed speed cameras (Election Commitment 2009).		AC OSC
Continue to implement the Integrated Traffic Camera System.		AC OSC
Progress projects to enhance the Service's mobile capability.		AC ICT
Implement the Government's decision in relation to the evaluation of vehicle impoundments for type 2 offences.		AC OSC
Continue to support TMR in the roll out and implementation of their New Queensland Drivers Licence (NQDL) project.		AC OSC
Continue to play an active role in reducing the road toll.		AC OSC Regional ACs

Service:	Service Delivery Support	
Service Standards:	<ul style="list-style-type: none"> • Cost of policing services per person. • Operational staff (sworn and unsworn) per 100,000 population. 	
Key Challenges/ Risks:	<p>Demographic changes, rising demands for service, limited police numbers, and higher labour costs.</p> <p>Increase in the environmental and financial cost of natural resources.</p> <p>Planned major projects and known funding constraints.</p>	
Annual Strategic Priorities:	<p>Ensure operational police time is used efficiently and effectively to service demand across the State.</p> <p>Improve QPS waste, water and energy management.</p> <p>Deliver major projects on time, and within scope and budget.</p>	
Activities:	Responsible Officer:	
Evaluate the benefits of Policelink.	AC OSC	
Progress the development of the Westgate Project (the new Police Academy) (Election Commitment 2009).	AC ET	
Implement the QPS Strategic Carbon Management Plan.	Exec Dir Admin	
Develop a capacity to forecast and model workforce needs.	Exec Dir HR	
Implement the QPS civilianisation plan in accordance with senior executive direction.	Exec Dir HR	
Progress the Computer Aided Dispatch project (Election Commitment 2009).	AC North Coast AC ICT	
<p>Meet savings target allocated to department through efficiencies in corporate overheads and operating structures, including:</p> <ul style="list-style-type: none"> • Reduce corporate travel expenditure by 20% • Reduce advertising expenditure to contribute to the WoG 25% reduction on estimated 2008-09 spend • Contribute to savings in other operating expenses such as consultancies, communications and marketing, publications, office equipment and supplies, and agency contract staff <p>Terminate car park lease arrangements in private car parks in the CBD not tied to office accommodation leases to contribute to the WoG savings reduction per annum.</p>	Exec Dir Fin	
Evaluate actions that offer the best value for money, comprehensively examine spending, prioritise investments, pursue opportunities for real savings, and reallocate resources from programs and services that are not delivering outcomes expected by the community and in line with Government priorities.	Relevant Exec Directors and ACs	
Ensure the departmental budget is managed effectively.	Exec Dir Fin	
All major projects achieve business case benefits, are delivered on time and within budget and apply standard government methodologies. ¹	Relevant Exec Directors and ACs	
Proactively identify and manage the Department's strategic risks including initiating early remedial actions and undertake over the horizon scanning.	AC ESC	
Compliance with statutory and legal obligations as monitored through internal and external audits.	AC ESC and All	
<p>Drive and expedite delivery of all government commitments</p> <ul style="list-style-type: none"> • Election commitments • Cabinet and CBRC decisions • Government responses to CMC reports 	Relevant Exec Directors and ACs	

¹ Data to be sourced from OOC PPU

Service:	Service Delivery Support	
<ul style="list-style-type: none"> • Government responses to Auditor General reports • Government responses to Coronial Inquests • Government responses to the Queensland Floods Commission of Inquiry. 		
Continue to increase the number of police in accordance with government commitments.		Exec Dir HR
Demonstrate substantial progress in the achievement of Indigenous employment targets, as agreed with the Public Service Commission Chief Executive under project 2800, through providing sustainable employment opportunities and fostering a culturally supportive workplace for the retention of Indigenous employees.		Exec Dir HR
Optimise: <ul style="list-style-type: none"> • Sick leave rates • Workcover claims rates • Prevalence of SES performance management agreements. 		Exec Dir HR
Optimise turnaround time for Ministerial correspondence.		Exec Dir OOC
Work with Minister Lucas and Minister Struthers to improve Queensland's criminal justice data, including implementation of a unique identifier to track offenders across the system.		AC SCOC
Implement endorsed recommendations of the 2008 Service Delivery and Performance Commission's report: <i>Service Delivery and Performance Management Review of the Queensland Police Force</i> .		CoP's Office
Work toward achieving all of the Q2 ambitions through the portfolio work, and lead by example for all of the ambitions.		All Exec Directors and ACs
Work with agencies to ensure achievement of their commitments under the COAG Seamless National Economy and Qld Smart Regulatory Reform Agenda.		Exec Dir OOC
Focus on motivating and increasing the capability of the public sector to increase productivity.		Exec Dir HR
Continue to monitor progress and work with stakeholders to implement the Industrial Relations Commission decision when issued, with a view to maximising productivity outcomes for the State.		Exec Dir HR
Contribute to the work and goals of the Queensland Reconstruction Authority including: <ul style="list-style-type: none"> • maintaining Queensland's self-confidence through continuing support and restoration of essential services to affected communities. • implementing a comprehensive and integrated recovery and reconstruction plan to restore community structures and public infrastructure, support economic growth, and facilitate environmental rehabilitation. • maintaining engagement with affected communities, local government and industry groups during the reconstruction effort. • participating in and implementing recommendations from the Queensland Floods Commission of Inquiry to build the resilience of Queensland and Queenslanders. 		Exec Dir OOC
Contribute to <i>Jobs First: Delivering Jobs for Queensland</i> .		Exec Dir HR
Ensure that departmental service planning recognises and manages areas of significant population growth.		Exec Dir OOC
Lead or contribute to delivering on outcomes from the Queensland Growth Management Summit.		Exec Dir OOC
Focus on meeting regularly with the community and key stakeholders to build stronger relationships and inform policy development.		All Exec Directors and ACs

Service:	Service Delivery Support	
Work effectively with other relevant Queensland Government departments and agencies to address cross cutting agendas.		Exec Dir OOC AC SCOC AC OSC
Contribute to National Partnership Agreement on Indigenous Economic Participation.		Exec Dir HR

Queensland Government Reconciliation Action Plan 2009-2012

Under the Department of Premier and Cabinet's *Agency Planning Requirements 2011*, departments are required to incorporate appropriate actions from the Queensland Government *Reconciliation Action Plan 2009-2012* (RAP).

The RAP is designed to contribute to reconciliation in four key areas: relationships, respect, opportunities and accountability. In order to strengthen relationships among the government, community, organisations and Indigenous and non-Indigenous people, initiatives in the RAP will increase Indigenous peoples' involvement in government policy making, recognise Aboriginal and Torres Strait Islander cultures and celebrate the achievements of Indigenous Queenslanders.

There are two specific RAP initiatives the QPS should action:

Initiative	National Aboriginal and Torres Strait Islander reforms
Action	The Queensland Government will work actively with Aboriginal and Torres Strait Islander people to achieve the Council of Australian Governments' national <i>Closing the Gap</i> targets and strategies, including the key areas of early childhood, schooling, housing, health and economic participation.
2011-2012 QPS Action	The QPS is committed to promoting the safety and wellbeing of Aboriginal and Torres Strait Islander peoples through the provision of policing services. Strategies to achieve this are identified in the QPS Aboriginal and Torres Strait Islander Strategic Directions Statement and Action Plans 2008-2012 and include: <ul style="list-style-type: none"> • Engaging and supporting Indigenous people and communities, working in partnership to prevent crime; • Using contemporary policing strategies, analysis and information systems to address Indigenous crime issues; • Promoting equity and diversity within the QPS; and • Increasing the knowledge and skills of QPS employees in working with Indigenous people and communities.
Initiative	Annual agency planning and reporting
Action	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on progress of the implementation of the Queensland Government <i>Reconciliation Action Plan 2009-2012</i> as part of their annual reports.
2011-2012 QPS Action	The QPS has incorporated the relevant reconciliation actions in its Operational Plan and will report on them in its Annual Report.