

Performance

Key performance measures

The services provided by the QPS focus on reducing and preventing the incidence of crime, public disorder, and road trauma to build safe, caring, and connected communities. These are delivered through two service areas – Crime and Public Order, and Road Safety.

The objective of Crime and Public Order is to uphold the law by working with the community to stop crime and make Queensland safer. A range of services are provided by the QPS to support this and include:

- to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault and robbery
- to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft, and other theft
- to maintain public order and safety including during major events and natural disasters (from planning to recovery); address public space enjoyment, street and nuisance offences; liquor licensing issues; and environmental design to reduce crime including alcohol-fuelled violence.

Road Safety's objective is to utilise enforcement strategies, improve technology and other efforts to contribute to the long term vision of the zero road deaths and serious injury.

The delivery of Crime and Public Order and Road Safety policing services to the Community of Queensland is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice.

The following tables provide an overview of the key performance measures for the QPS for 2016-17. Data for 2015-16 is sourced from the *Queensland Police Service 2015-16 Annual Report* unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of personal safety offences reported:	1, 2, 3	✓	✓				
• Homicide					1	2-4	3
• Assault	4				417	350-438	457
• Sexual assault	4				128	100-125	120
• Robbery	4				28	25-31	36
• Total personal safety	4				641	550-688	701
Percentage of personal safety offences cleared within 30 days:	2, 3	✓	✓				
• Homicide					75%	70-88%	75%
• Assault					66%	55-69%	63%
• Sexual assault					58%	55-69%	53%
• Robbery					62%	55-69%	60%
• Total personal safety					63%	55-69%	61%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of property security offences reported:	1, 2, 5	✓	✓				
• Unlawful entry					673	650-813	752
• Other property damage	4				694	650-813	750
• Motor vehicle theft	4				208	180-225	245
• Other theft (excluding unlawful entry)	4				2,120	1,900-2,375	2,264
• Total property security	4				4,286	4,000-5,000	4,706
Percentage of property security offences cleared within 30 days:	2, 5	✓	✓				
• Unlawful entry					20%	16-20%	21%
• Other property damage					28%	24-30%	28%
• Motor vehicle theft					38%	30-38%	39%
• Other theft (excluding unlawful entry)					29%	25-31%	28%
• Total property security					31%	25-31%	30%
Rate (per 100,000 people) of good order offences detected	1, 2, 4, 6	✓	✓		1,274	1,100-1,375	1,215
Percentage of good order offences cleared within 30 days	2, 6	✓	✓		86%	85-100%	84%
Public satisfaction with police dealing with public order problems	7	✓	✓		72.4%	≥70%	72.0%
Public satisfaction with police dealing with emergencies and disasters	7	✓	✓		84.6%	≥85%	84.8%
Percentage of code 1 and code 2 incidents attended within 12 minutes			✓		83.9%	≥80%	84%

Notes:

1. Queensland population data is sourced from the *Australian Bureau of Statistics (ABS) Catalogue No. 3101.0 Australian Demographic Statistics*.
2. The 2016-17 Target/Estimate takes into account recent results and any known factors that are likely to have an impact in the forthcoming 12 months. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end.

Notes (cont'd)

3. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
4. Data for 2015-16 and 2016-17 was sourced from Statistical Services in Queensland Police Service.
5. The offence categories reported separately are considered high volume property security offences. The total property security offences figure also includes arson, fraud and handling stolen goods.
6. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies often focusing on liquor-related enforcement.
7. Public satisfaction is measured against the results of the *National Survey of Community Satisfaction with Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2016-2020*

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2, 3,	✓	✓		5.07	5.05	5.18
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 4	✓	✓		124.6	133.0	-

Notes:

1. There are many factors which can cause or contribute to road crash fatalities and hospitalisations. Key causal factors include drink and drug driving, fatigue, speeding, unrestrained occupants, and distraction and inattention. The 2016-17 Target/Estimate, developed in consultation with the Department of Transport and Main Roads (DTMR), included consideration of the National Road Safety Strategy target, recent trends, economic indicators and the potential effects of road safety initiatives. Queensland population data is sourced from the *ABS Catalogue No. 3101.0 Australian Demographic Statistics*.
2. Data is sourced from DTMR. The 2015-16 Actuals have been updated.
3. The 2016-17 Actual is preliminary and subject to change.
4. The 2016-17 Actual was not available at the time of reporting due to the time it takes to investigate and finalise crash information. Data is expected to be available in November 2017.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2016-2020*

Service: Police Services							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate of complaints against police per 100 sworn (operational) staff	1	✓	✓	✓	10.8	≤9.8	11.3
Public perception of police professionalism and image	2		✓				
• Police perform their job professionally				✓	86.3%	≥85%	87.2%
• Police treat people fairly and equally				✓	75.7%	≥75%	75.0%
• Police are honest				✓	74.2%	≥75%	76.1%
• I do have confidence in the police		✓			87.3%	≥85%	88.9%
Satisfaction of members of the public who had contact with police in the last twelve months	3	✓	✓	✓	83.7%	≥85%	86.2%
Cost of policing services per person	4	✓	✓	✓	\$445	\$456	\$448
Percentage of prosecutions where costs were awarded against the police	5	✓	✓	✓	0.005%	≤0.05%	0.001%

Notes:

1. Sworn operational staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, and whose primary duty is the delivery of police or police-related services to an external customer, including officers seconded to the Crime and Corruption Commission. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealings with the police.
2. Public perception is measured against the results of the *National Survey of Community Satisfaction with Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
3. Public satisfaction is measured against the results of the *National Survey of Community Satisfaction with Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to this question had contact with police in the last 12 months.

Notes (cont'd)

4. The cost of policing services per person is calculated by dividing real recurrent expenditure by Queensland population. Population data is sourced from the ABS Australian Demographic Statistics Catalogue No. 3101.0 Australian Demographic Statistics. The decrease in the 2016-17 Actual, from the 2016-17 Estimated Actual of \$456 reported in the 2017-18 SDS, is primarily due to a revised methodology for the calculation of goods and services provided below fair value to QPS by the PSBA.
5. This performance measure represents the sum of all prosecutions where costs were awarded against the QPS, divided by the sum of all prosecutions.

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2016-17 Highlights

This section reports on the objectives of the QPS Strategic Plan 2016-2020. To drive delivery of its objectives, the QPS focusses on five main strategies: Frontline Services, Culture, People, Processes and Systems (refer page 17 for further information).

This is a sample of performance highlights from 2016-17 and is not representative of all work undertaken during the reporting period.

Objective One

Delivering services with fairness and integrity

Violent Confrontations Review and Taskforce Bletchley

On 25 November 2014, the Commissioner initiated the Violent Confrontations Review to review QPS policy, procedures, and training involving violent confrontations, following a number of police shooting incidents that occurred in 2014.

During the months of August and September 2015, media reports highlighted allegations of excessive use of force by police on the Gold Coast. As a result of discussions between the Commissioner and the (then) Minister for Police, Fire and Emergency Services and Minister for Corrective Services, a Gold Coast action plan was announced which included an immediate review into complaints involving use of force allegations on the Gold Coast and statewide. Taskforce Bletchley undertook this work.

The Violent Confrontations Review and Taskforce Bletchley reports made a combined total of 55 recommendations addressing policy development, training, inter-agency collaboration, information sharing, enhanced governance surrounding the response to use of force incidents, and complaint handling reform. Implementation of the recommendations from the Violent Confrontations Review and Taskforce Bletchley commenced in February 2016.

The recommendations are being delivered as part of Professional Response Engagement Project (PREP) comprising project teams from numerous police commands and South Eastern Region.

The Use of Force Review Working Party, comprising members of the QPS senior executive and the Crime and Corruption Commission, was formed to strategically and jointly manage the implementation of the recommendations, and the work of the PREP.

During the implementation of these recommendations, the QPS delivered service-wide improvements including enhanced interoperability between police and mental health services, policy and training delivered in the area of response to active armed offenders, use of firearms, and policy surrounding resolution of an incident, which underpins all use of force actions.

Process and practice enhancements focused on leadership and supervision, information sharing, mental health responses, communication and de-escalation strategies, decision making around use of force, and governance surrounding reporting and oversight of use of force incidents.

Additionally, a significant body of work addressed policy development and training requirements relating to appropriate options when responding to potentially violent confrontations, including responses to persons in crisis who are acutely affected by psycho-social issues including drug and alcohol use, domestic and family violence and mental illness. The revised use of force policy and training curriculum will be rolled out from July 2017.

The QPS ESC has largely implemented the recommendations from the Review. The remaining bodies of work will transition into 'business as usual' activities in 2017-18.

Complaints Reform Project

During the reporting period, the QPS continued to progress the Complaints Reform Project, led by the QPS ESC. The QPS ESC has consulted with key stakeholders through a working group comprised of members from the Crime and Corruption Commission, Queensland Police Union of Employees (QPUE), Queensland Police Commissioned Officers Union of Employees (QPCOU) and other government departments. A joint assessment model, proposed by the C&CC was trialled in consultation with the QPS, with significant input from both parties made on the direction and assessment of investigations. The QPS continues to engage with the QPUE to progress a new discipline system. A significant body of work to identify and progress a Complaint Reform information technology (IT) solution will continue into 2017-18. It is anticipated the IT solution will meet the needs of the QPS and be more flexible to meet any complaint reform in the future.

Visiting Police Fellow

Evidence-Based Policing (EBP) is an important part of contemporary policing and the QPS is a strong advocate and practitioner of EBP. The QPS has a long history of partnering with researchers at universities in EBP research programs.

The QPS is also a leading law enforcement agency in the Australia & New Zealand Society of Evidence Based Policing, which was formed in 2013 and is a police practitioner-led society. In 2016, the Commissioner approved the establishment of two full-time Visiting Police Fellow positions for the Griffith University's Criminology Institute and the School of Social Science at the University of Queensland, as a way to further embed EBP into QPS practice and culture. In 2017, an additional position was established in the School of Justice, Faculty of Law at the Queensland University of Technology.

QPS Officer receives global recognition

In October 2016, former Acting Assistant Commissioner Debbie Platz was globally recognised by receiving the prestigious International Association of Women in Police (IAWP) Officer of the Year Award in Barcelona, Spain. This prestigious award is awarded to female officers who, by their overall service and accomplishments throughout their career, have distinguished themselves in the four areas of leadership, community service, mentoring and excellence in performance.

Former Acting Assistant Commissioner Debbie Platz had a long and distinguished career in the QPS spanning over 30 years, having made a significant contribution to policing. Throughout her career in the QPS, former Acting Assistant Commissioner had many accomplishments, including:

- former Acting Assistant Commissioner of the QPS People Capability Command
- the President of the Australasian Council of Women in Policing
- having worked through innovation and professionalism to move her area from a culture of dependency to a culture of capability, by including diverse opinions and creating a workplace culture that balances a sense of belonging and uniqueness for all team members
- an outstanding mentor to officers, especially women across Australasia and was an outstanding recipient for the IAWP Officer of the Year Award.



Former Acting Assistant Commissioner
Debbie Platz

Female Officer receives national awards

In 2016, Inspector Virginia Nelson APM of Capricornia District in Central Region was presented with two national awards in recognition of her achievements in the QPS.

- In September 2016, Inspector Nelson was presented the Bev Lawson Memorial Award at the 18th Australasian Council of Women in Policing (ACWAP) Awards for Excellence in Policing at the National Gallery in Melbourne. This award recognises the most outstanding woman who has been first in any policing or law enforcement activity of support service.
- In November 2016, Inspector Nelson was presented the prestigious 2016 Telstra Australian Business Women's Public Sector and Academia Award in Melbourne. The award recognises the achievements of women across the public sector who have applied innovative thinking to push boundaries and challenge the status quo, risen above adversity to reach goals, demonstrated exceptional and progressive leadership, mentored and inspired others and used their success to give back to their community.

Inspector Nelson has been working for the QPS for nearly 27 years, having worked in various roles across the Service, including frontline policing, prosecutions, the Bureau of Criminal Intelligence and the Office of the State Coroner. Inspector Nelson was the first and sometimes only female commissioned officer in a rural region that covered more than 200,000 square kilometres and was in charge of a patrol group of more than 150 officers. Additionally, Inspector Nelson developed, implemented and delivered multiple programs for women including mentoring and development programs for emerging women leaders at all ranks. These awards acknowledged Inspector Nelson's long-standing career in the QPS and the dedication, hard work, professionalism and policing service she has, and continues, to provide to the QPS and the Queensland community. Inspector Nelson is an empowered leader and advocate for women in policing, and continues to be a positive role model for women seeking leadership opportunities in the QPS.

QPS dog awarded top honour

In May 2017, Patron of the German Shepherd Council of Australia, Dawn Fraser AO MBE presented the "Outstanding Canine Service Award" to Police Dog (PD) Quinn and his handler Sergeant Sean Baxendell at the 45th National German Shepherd Dog Show and Trial in Durack.

PD Quinn is trained to work as a general purpose dog, to track and apprehend offenders. Additionally, PD Quinn is also trained in human remains detection and high threat anti-terrorism/tactical response. PD Quinn is the only dog in Queensland that has successfully completed all three training disciplines and only one of very few dogs in Australia with this skill set.



Sergeant Sean Baxendell and PD Quinn

Objective Two

Reducing and preventing the incidence of crime, public disorder and road trauma by problem solving, consulting and collaborating with government agencies and community groups

Partnership to tackle online predators of children

In April 2016, the Joint Anti Child Exploitation Team (JACET) was announced to combat the sexual exploitation of children. The team combines the child protection resources of the Australian Federal Police (AFP) and the QPS.

The team's objective is to accelerate dissemination of information received from international agencies to partner agencies regarding sexual predators who prey on children in the online environment. The model has proven highly effective in other states and territories, and the expansion of the JACET into Queensland will further boost these efforts. The efforts of the JACET resulted in multiple arrests in Queensland and abroad and the rescue of sexually abused and at-risk children during 2016-17.

Child safety reform agenda

In 2016-17, the QPS continued to implement the recommendations from the Queensland Child Protection Commission of Inquiry final report *Taking Responsibility: A Roadmap for Queensland Child Protection* (June 2013) and the *Child Protection Reform Amendment Act 2014*.

The QPS, in collaboration with the Department of Communities, Child Safety and Disability Services (DCCSDS), completed recommendation 4.4 of the Inquiry report, establishing a streamlined process for the exchange of domestic and family violence information between the QPS and DCCSDS. The completion of this recommendation finalises all recommendations for which the QPS was the lead agency. The QPS continues to work with other agencies on the implementation of remaining recommendations.

The QPS is also implementing recommendations from a range of reviews undertaken by the Queensland Family and Child Commission (QFCC), and continues to support the government's child protection reform agenda.

The QPS continues to provide resources and support to the Royal Commission into Institutional Responses to Child Sexual Abuse. In May 2015, the QPS provided a full-time investigator to the Commission as part of the Office of the Solicitor Assisting, initially for a 12 month period. Due to the success of this collaboration, the Commission extended the secondment to May 2017.

Child Harm

The QPS is one of the primary agencies providing first response services, 24 hours a day, seven days a week, for child harm matters. The statewide Child Protection and Investigation Unit (CPIU) structure provides a specialist policing response for children, either as victims or offenders. CPIU officers receive specialist training in the investigation of child abuse, sexual offences, youth justice, and forensic interviewing of children. CPIUs are centrally supported by the QPS Child Safety Director, Child Abuse and Sexual Crime Group in State Crime Command. The Child Safety Director is also responsible for working across government and non-government agencies to ensure child protection issues receive a statewide coordinated response.

The QPS employs a range of mechanisms to help protect children by enforcing legislation, responding to Commissions of Inquiry, continuing the important work of Argos and the Child Trauma Unit, and

maintaining an Amber Alert system, a public alert system used to help locate abducted or high-risk missing children in imminent danger.

Child Trauma Unit

The Child Trauma Unit provides high-level specialist investigative and operational assistance to regional investigators in sudden or unexplained deaths of children, and serious injuries and deaths resulting from suspected child abuse or neglect.

The unit uses a diverse range of investigative techniques to provide additional capability to these often complex investigations. It also provides an immediate response to Amber Alerts and engages with the Police Communications Centre (PCC) to facilitate the timely release of information to regional investigators to assist in the safe recovery of abducted children at the earliest opportunity.

The unit has developed networks with a diverse range of experts in child trauma and is able to draw upon these partners during investigations. This provides a conduit for multi-faceted, multi-jurisdictional investigations involving government and non-government agency assistance and expertise.

Since inception in 2013 to 30 June 2017, the unit has been engaged in 48 cases of significant injury or child death, which have resulted in individuals being charged with serious crimes including murder.

Sexual Crimes Unit

The Sexual Crimes Unit targets sexual offenders who pose the highest risk to the community by disrupting and preventing serious and repeat offending. The unit provides investigative expertise to regional investigators. An example of this collaboration was the identification and apprehension of a serious repeat sexual offender who had committed offences spanning 11 years, across multiple police regions, resulting in 16 charges.

The Sexual Crimes Unit is also the lead investigative agency for the Royal Commission into Institutional Responses to Child Sexual Abuse, the Defence Abuse Response Taskforce and other community initiatives relating to the sexual abuse of children and the community.

Argos Unit

The Argos Unit is principally responsible for the investigation of organised paedophilia and child exploitation, including computer-facilitated offences. Investigators proactively and reactively target a broad range of websites and mobile applications used by child sex offenders to prey on children. Argos staff also identify and implement new strategies to combat computer-facilitated crimes against children.

The unit works with national and international law enforcement agencies, prosecutors, technology providers, non-government agencies and child protection advocates in a collaborative effort to protect children.

During the period 1 July 2016 to 30 June 2017, Argos detectives:

- contributed to the removal of 71 children from sexual harm nationally and internationally
- arrested 192 child sex offenders on 2,277 criminal charges which included one operation resulting in the arrest of a Queensland Law Professor on 931 criminal charges relative to child sexual exploitation
- finalised three major international operations targeting child sexual exploitation
- generated 155 cases referred to law enforcement agencies nationally and internationally
- identified 157 child victims globally.

Attendance and participation at international meetings ensures that Argos maintains national and international best practice in the engagement, identification, and prosecution of child sex offenders. During the last 12 months, the Victim Identification Coordinator for Argos, Mr Paul Griffiths, was invited by EUROPOL to establish a taskforce in The Hague, focussing on international efforts to seize child abuse images and video. The officer in charge, Detective Inspector Jon Rouse, was selected to chair the INTERPOL Covert Online Investigators Group in Lyon, France. Inspector Rouse played a lead role in the investigation that cracked a major operation into the Dark Net. Detective Senior Constable

Graham Pease was invited by the European Coordination Group for Undercover Activities in Helsinki, Finland, to train investigators in strategies used by QPS Argos detectives to target child sex offenders and infiltrate paedophile networks.

The QPS also implemented the use of the Kent Internet Risk Assessment Tool (KIRAT) (recommendation 4.13, Queensland Organised Crime Commission of Inquiry), to assist investigators to identify and assess the level of risk posed by reportable offenders. The KIRAT system provides investigators with a framework to support decision making in triaging investigations and focusing resources. All Argos investigators are currently being trained to utilise the tool.

Organised Crime and Gangs Group (including Taskforce Maxima)

Taskforce Maxima was established in October 2013 to disrupt, dismantle and eliminate Outlaw Motorcycle Gangs (OMCGs) from Queensland through tactical and covert enforcement strategies and to build relationships with other Queensland, national and international counterparts.

On 1 July 2015, Taskforce Maxima returned to the QPS State Crime Command, and in May 2017 became the tactical arm of the Organised Crime and Gangs Group (OCGG). While OMCGs remains a high priority for the Taskforce, the focus has been broadened to encompass all organised crime and emerging crime gangs.

The Queensland National Anti-Gang Squad (NAGS) continues to work alongside OCGG in the national fight against criminal gang activity. The NAGS officers provides a mechanism for the national coordination of investigations, provides access to broader commonwealth capabilities in support of QPS activity, and facilitates an enhanced ability to share information and conduct investigations in collaboration with international law enforcement partners.

The squad is made up of members AFP, Australian Crime Commission (ACC), Australian Taxation Office (ATO), Department of Human Services (Commonwealth Government) and other state police jurisdictions.

Key achievements for 2016-17 include:

- combined operations resulted in a total of 534 OMCG members arrested on 3,253 charges which included:
 - Operation Kore investigations which involved the attempted purchase of semi-automatic firearms via the Dark Web. Controlled deliveries were undertaken in each investigation which resulted in the arrest of the offender and collection of evidence to support the prosecution
 - Operation North Outfield targeted the production and supply of drugs and the supply of weapons by Hells Angels OMCG members within the Gold Coast area. This investigation is ongoing and as at 30 June 2017 has yielded the arrest of 32 people on 210 charges
- Operation Oscar Autocross targeted drug trafficking and the supply of weapons by the Comanchero OMCG within the Gold Coast District. This operation resulted in the seizure of approximately \$700,000 in motor vehicles through money laundering and investigations into various Comanchero members. This operation is ongoing and as at 30 June 2017 has yielded the arrest of 27 offenders on 93 charges
- Operation Oscar Mammoth targeted a syndicate involved in the trafficking of cannabis which resulted in 16 offenders being arrested on 39 charges and multiple illicit items being seized
- ongoing liaison and numerous referrals to the ATO that have resulted in taxation assessments being raised and served upon members of OMCGs or other criminal gangs.

In addition, the official QPS disassociation process has enabled 178 members to formally disassociate from declared criminal organisations from October 2013 to 30 June 2017.

OCGG continues to have a statewide focus with operations in all 15 police districts resulting in the dismantling of key OMCG chapters. These operations also include partnerships with interstate and international law enforcement agencies ensuring a borderless and agile approach in targeting unlawful activities.

Drug and Serious Crime Group

The State Crime Command's Drug and Serious Crime Group hosted the *Advanced Drug Investigation Seminar* in Brisbane in February 2017. The seminar was facilitated by four members of the United States Drug Enforcement Administration (DEA) with 40 participants attending from all state and Commonwealth law enforcement agencies. The seminar was very successful with all participants able to enjoy the opportunity for information exchange and learnings regarding contemporary drug investigation methodologies utilised in Australia and the United States. The DEA instructors also provided training to government forensic chemists on the latest trends in clandestine laboratory production methods being encountered in the United States.

Other key achievements for the Drug and Serious Crime Group in 2016-17 include:

- 423 offenders charged with 1,420 charges
- approximately \$13,101,900 worth of drugs were seized
- 164 illicit drug labs were located and seized.

Operation Vitreus

Operation Vitreus is the National Law Enforcement Methylamphetamine Strategy, implemented in 2015 to encourage and facilitate operational coordination, and a nationally harmonised approach to the threat of methylamphetamine to the community. In May 2017, the Drug and Serious Crime Group, in partnership with Australian Border Force (ABF), Australia Post and regional police, conducted Operation Papa Detect, a national initiative targeting the distribution of dangerous drugs including ice, through the domestic mail service into Queensland. The operation was highly successful with 31 offenders being charged with 148 offences as at 30 June 2017.

Operation Athena

The Drug and Serious Crime Group is the appointed chair of the National Illicit Firearms Strategy Advisory Group (Operation Athena), sponsored by the Serious and Organised Crime Coordination Committee (SOCCC). The advisory group comprises all state and federal law enforcement and intelligence agencies, and focuses on removing the threat of firearm violence from the community by targeting the illegal firearm trade.

The Athena Group meets quarterly, and in the first twelve months endorsed governance, support strategies and intelligence operations across multiple agencies.

One such nationally focussed activity was to target illegally imported silencers. In Queensland 38 search warrants were executed, resulting in 15 persons being arrested on 33 charges, and 51 firearms and 29 silencers seized.

State Crime Command's State Firearm Investigation Team is responsible for the investigation of the trafficking of illegal firearms, and violent crimes involving the threat and use of firearms. The team works across a national and international framework of multi-agency partners including AFP, Australian Crime and Intelligence Commission, ABF, INTERPOL and USA Department of Homeland Security. The Team has also formed strong collaborative partnerships with key industry stakeholders, with the view to promoting and strengthening firearms storage security.

Safer Railways

The QPS Railway Squad provides a visible dedicated uniform presence to improve community safety by targeting anti-social behaviour on commuter trains and railway stations.

The Railway Squad has an operational strength of 78 officers. The squad's capabilities include a dedicated Intelligence Unit, Crime Prevention Coordinator and Firearms Explosive Detection Dog, who actively undertake enforcement operations throughout the Queensland Rail (QR) network. Members are located at seven locations including Roma Street Station in Brisbane, Manly, Beenleigh, Robina, Redbank, Ipswich and Petrie Railway Stations, and provide an operational response within seven police districts across four police regions in the south east corner of the state.

There is also a Railway Squad Officer at the QR train operations centre to monitor closed-circuit television (CCTV) cameras and act as a direct liaison between QR and QPS, in order to effectively coordinate police resources in response to incidents on the rail network. The Railway Squad Crime Prevention Coordinator supports QR with personal and property safety initiatives for passengers and QR staff. The network is also patrolled by regional police, as well as specialist squads such as the Public Safety Response Team (PSRT) and Dog Squad.

The Railway Squad continues to work with Crime Stoppers Queensland to progress the Persons of Interest Display project (PIDS) that commenced in 2012 and transitioned to a business as usual model in 2016-17. This project displays unknown persons of interest on the QR message information screens across the network.

The Railway Squad in partnership with QR will introduce a Mobile Police Facility (MPF) in late 2017, which will be utilised to support police operations conducted across the network.

Serious crime on the City Network remains low with less than three reported assaults for every million passenger journeys. Serious injuries are uncommon and in many cases those involved are known to each other.

In September 2016, QR was rated the safest metropolitan railway network in Australia by independent research agency Canstar Blue for the second consecutive year. QR is the only Australian rail operator to receive five stars for safety, based on customer satisfaction.

Community Policing Boards

In 2016-17, Community Policing Boards continued to meet in each of the 15 police districts to discuss the issues affecting their communities. As at 30 June 2017, there were approximately 182 CPB members across the districts and the most common themes that were addressed in 2016-17 include:

- Domestic and Family Violence and vulnerable persons
- Multi-cultural issues
- Juvenile crime/employment and general crime prevention strategies.

The inaugural annual evaluation process is currently being conducted by the CPB Coordinator to assess the effectiveness of each CPB and their actions. This evaluation report will feature a number of elements such as the results of statewide survey of all District Officers. It is expected the full evaluation report will be available in 2017-18.

Crime Stoppers

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2016-17, Crime Stoppers Queensland collected over 21,000 pieces of information and received over 57,000 contacts from members of the public. As at 30 June 2017, this had resulted in:

- the apprehension of 3,081 people
- more than 8,990 charges being laid
- the confiscation of more than \$9,303,850 million worth of drugs

- the seizure of approximately \$558,680 in proceeds of crime
- the recovery of more than \$260,400 worth of stolen property.

Project Booyah

Project Booyah is an early intervention program for at risk young people disconnected from their community. The QPS has received more than \$7 million in funding over the next five years for this early intervention youth program to continue in Cairns, Townsville, Mount Isa, Rockhampton, Redcliffe/Caboolture, Pine Rivers, Redlands, Logan and the Gold Coast. The program leverages off the skills and knowledge of government, community, health, education and university sectors to improve the health, education and employment prospects of participants, and to ultimately reduce their engagement in the criminal justice system. Project Booyah has demonstrated a capacity to encourage young people to pursue further vocational pathways, gain meaningful employment and/or return to school.

Since its inception in 2012 to 30 June 2017, more than 530 young Queenslanders have entered the program with over 460 successfully graduating from Project Booyah programs at a rate of around 86%. The project also won the gold award in the police-led category of the 2016 Australian Crime and Violence Prevention Awards and the QPS Commissioner's Awards for Excellence in 2016.

Road safety and the Fatal Five

The QPS works in partnership with the community and other road safety stakeholders to make Queensland's roads safer. In 2016-17, the QPS coordinated multiple statewide road policing enforcement campaigns that were highly visible, intensive and directed to change driver behaviour.

Key high visibility road safety campaigns in 2016-17 included:

- Operation Spring Break (September school holiday period) and Operation Cold Snap (June/July school holiday period)
- Operations during Christmas and Easter holidays
- Queensland Road Safety Week, a multi-agency campaign which aimed to encourage the community to 'Speak up for road safety'
- Operation AUSTRANS, a heavy vehicle road safety compliance and enforcement operation, designed to provide a collaborative multi-agency, and multi-jurisdictional approach
- Operation Menzel, a highly visible random breath testing operation
- Operation Barrier, highly visible patrols of all major highways
- Automatic Number Plate Recognition (ANPR) operations involving the strategic deployment of vehicles equipped with ANPR through major transport corridors.

Many road crashes are a result of at least one of the 'Fatal Five' high-risk road user behaviours which include speeding, drink and drug driving, not wearing a seat belt, driving while fatigued, and driver distraction and inattention.

In 2016-17, the QPS conducted various road safety operations which resulted in:

- over 3 million random breath tests were conducted, with approximately 17,000 drink driving offences detected
- over 56,100 roadside saliva tests were undertaken, with approximately 10,900 drivers testing positive for one or more relevant drugs
- over 203,000 speeding infringement notices (excluding camera detected offences) were issued
- more than 10,100 infringement notices were issued for not wearing seat belts
- approximately 16,190 infringement notices were issued for using mobile phones.

Queensland Road Safety Week 2016

Queensland Road Safety Week (QRSW) 2016 ran from 22-28 August 2016 and aimed to engage the community in important conversations about road safety with the theme 'Speak up for road safety'. QRSW 2016 focused on the 'Fatal Five', with each business day dedicated to a Fatal Five category and a wider message to share the road. The campaign themes were delivered through three mediums: education, engagement, and enforcement, and media efforts focused on safe, legal and responsible road user behaviours. The campaign saw government, industry and community groups collaborating to address local issues. There were 179 registered events statewide, with a combined presence of more than 18,300 attendees.

Roadside Drug Testing

During the reporting period, the QPS increased its roadside drug testing capacity with an additional 102 officers trained to conduct roadside drug tests. This represents a capacity increase of approximately 26%, bringing the total number of authorised officers trained to 510.

The QPS is committed to ensuring the safety of all Queensland road users and in 2016-17, the QPS increased the number of roadside drug tests conducted by 13.6% to over 56,180 roadside drug tests, with more than 10,900 drug drivers detected (approximately one in 5.1).

Cyclist and pedestrian safety

Motorcyclists, bicycle riders, and pedestrians are considered vulnerable road users as they have less protective factors and are more susceptible to injury in the event of a traffic crash. In 2016-17, 110 or 43.5% of fatalities on Queensland roads were a vulnerable road user. To assist with reducing road trauma to vulnerable road users, the QPS works closely with representatives from key industry and community organisations, research institutions, government agencies and peak bodies representing road user groups including Bicycle Queensland, the Centre of Accident Research and Road Safety – Queensland, and RACQ.

On 24 June 2016, the Road Policing Command commenced Operation Sixth Sense. This involved the purchase of four unmarked police motorcycles with the aim to lower the injury and fatal crash statistics pertaining to motorcycles on four identified motorcycle crash hotspots around South East Queensland, with an additional fifth patrol sector in the Cairns area.



Camera Detected Offence Program

In December 2016, the QPS introduced trailer based speed camera systems to operate on high speed road corridors, road work areas and school zones to improve driver compliance and to remove police from high risk areas where officer safety is compromised.

During the reporting period, the QPS:

- enhanced the instructor training program for Speed Camera Operations to improve operator diversity and skill
- commenced operations with seven new combined red light and speed camera units
- installed and commenced testing of two new point-to-point average speed cameras, scheduled to become operational in July 2017.

The *State Penalties Enforcement Amendment Bill 2017* was amended in May 2017 changing the definition of an 'address', found in Schedule 2 of the *State Penalties Enforcement Act 1999*, allowing the QPS to issue infringement notices to PO Box addresses. This legislative change enables the QPS to serve infringement notices by mail to an address, improving customer engagement, timeliness and efficiency.



Objective Three

Using technology and innovative strategies to be more mobile, flexible and capable of working across boundaries to deliver services the community needs

QPS Digital Office

The QPS continues to look for new ways to improve policing services for the people of Queensland. Technological advancements in the digital age presents opportunities to influence both frontline policing and business management on a daily basis. In September 2016, the QPS established a temporary Digital Office to develop a new capability with a strong focus on the 'end user experience' both internally and with the Queensland community.

Since its establishment until 30 June 2017, the Digital office has:

- released a digital strategy that aligns to QPS and Queensland Government business objectives
- implemented live examples of how digital workflow can improve efficiencies
- provided better access to email and calendar on desktop and electronic devices
- drove the development of a prototype for a new QPS website that is mobile friendly and user focused
- worked with frontline staff to understand how to make the workplace simpler, better, safer.

Mobile Services Program (QLiTE devices)

From the commencement of the Mobile Services Program (MSP) in 2012, the QPS has moved from wireless in-car laptops and analogue radio as its mobile technology, to using smart devices integrated with enterprise systems to deliver the right data and functions to frontline police in any place at any time. The program is a collaborative partnership between the QPS and PSBA.

The three-year MSP program concluded on 30 June 2017, and has provided frontline officers access to mobile QLiTE devices (iPads) embedded with tools and applications they can use in the field. In 2016-17, the MSP had deployed 5,400 mobile QLiTE devices to frontline officers. This technology reduces reliance on police radio and administration times at the station, enabling more proactive policing in the community. On 1 July 2017, the program will transition into the Mobile Capability Centre and will focus on consolidating and maintaining the investment in mobile technologies for QPS.

The key achievements for MSP in 2016-17 include:

- frontline police can issue electronic traffic infringements (via email and MMS), issue Permits, Noise Abatement Notices and Banning Notices (which is integrated with the Office of Liquor Gaming and Racing) using QNotices
- QTask allows officers to send and receive tasks from QPRIME using their QLiTE devices
- QOccurrence allows frontline officers to report traffic crashes, missing persons and sudden deaths without the need to return to the station.

eTicketing pilot

The QPS is undertaking an eTicketing pilot within Road Policing Command, where officers are issuing Traffic Infringement Notices (TIN) to traffic offenders via the police mobile QLiTE devices. At the time of issuing a TIN, both the QPS and the DTMR systems are updated and the notice posted to the offender via Australia Post.

Since its inception in September 2015 to 30 June 2017, approximately 245,938 TINs were issued using this process, significantly reducing the administrative process for the QPS and DTMR. The functionality of this pilot was further extended during the second half of 2016 to allow for the issue of Traffic Infringement QNotices via email and Multimedia Messaging Service (MMS). Traffic offenders are encouraged to accept services of QNotices by either email or MMS to further capitalise on the efficiencies of this process. Following the introduction of the electronic service option, approximately 45% of QNotices have been issued via email or MMS.

Improving communications with the community

The public safety portfolio agencies, in particular QPS and QFES, have established award-winning and best practice examples of social media use by government agencies during crisis situations including disaster management. The agencies have embraced the use of social media as a community engagement strategy.

During 2016-17, the QPS Media Unit launched or managed a number of media and social media campaigns including:

- eTicketing – raising community awareness of the initiative through print, radio and digital advertising
- Report a drug dealer – developing an innovative digital advertising campaign to increase community reporting (refer to page 46 for more information)
- assisting with the development of a joint statewide campaign with the Department of Transport and Main Roads to promote the aims of Queensland Road Safety Week (refer to page 42 for more information)
- developed an internal and external marketing campaign for the body-worn camera roll out and managing media enquiries
- developed a targeted social media campaign, including a pioneering Snapchat geofilter and Facebook and Twitter advertisements to spread drug awareness messages

The QPS Media Unit continues to provide operational support and advice statewide 24 hours a day, seven days a week. During the reporting period, the unit:

- received over 72,000 calls (approximately 6,020 per month)
- issued more than 3,700 media releases (approximately 315 per month)
- issued approximately 570 written media responses (approximately 48 per month)
- held over 350 press conferences (approximately 30 per month)

Amber Alert System

The QPS Media Unit continues to manage the Amber Alert public messaging system to help locate abducted or high-risk missing children in imminent danger.

Amber Alerts are issued by police when they need urgent public assistance in time critical cases of missing children who are at imminent risk of death or serious harm. Amber Alerts are broadcast to the public through the media, commercial billboard companies, community groups and other government agency shared messaging, public transport messaging systems, a national emergency alerting company and social media. The Amber Alert branding is now widely recognised by the community as an urgent 'call to action'.

In 2016-17, there were 13 Amber Alerts issued. In each of these cases, the children were located safely, with evidence showing the Amber Alert directly led to the safe recovery of the children in five of the cases.

The new Amber Alert policy and procedures have streamlined the decision-making and activation processes, and review of the standing operating procedures has ensured better alignment and improved communication between specialist units.

Proactive community engagement has led to new partnerships with secondary alerting partners, further increasing the capacity of public messaging. The most significant partnership is the Australian Facebook Amber Alert service, launched nationally in Melbourne on 22 June 2017. This initiative was promoted by the QPS in conjunction with the AFP, resulting in a national protocol being signed by the police commissioners of each state and territory.

Body-worn cameras for police

During the reporting period, QPS continued implementing the government's commitment to provide improved safety equipment for police including body-worn cameras, with \$6.03 million in funding provided over three years (2015-16 to 2017-18).

The initial training and rollout saw body-worn cameras deployed to 26 police stations, 47 road policing units, 13 tactical crime squads, six railway squads and two dog squads within the south east, central and north Queensland areas. The total number of body-worn cameras delivered to stations during this reporting period was 2,700 with planned rollouts expected to continue into 2017-18.



Body-worn cameras can be worn by officers using a variety of mounting options

OzBot robotics upgrade ready for action

In January 2017 the Special Emergency Response Team (SERT) took delivery of some state of the art robotic technology that will enhance officer safety and improve outcomes in tactically dangerous situations.

The OzBot class police robot has been in development for 15 years, and is the result of a partnership between the QPS and Deakin University. The technology enables officers to force entry to doors and windows using a remotely controlled robot. The robot also has the capability to assist in the rescue of hostages, the safe delivery and retrieval of items in dangerous locations, and improving situational awareness through the use of digital remote camera functions.

This technology improves the Services capability to resolve dangerous situations efficiently and make Queensland communities safer while maximising officers' safety.

Report a Drug Dealer application

In February 2017 the QPS launched a new online reporting tool to help tackle the supply and distribution of the drug ice in the community. The online tool called 'Report a drug dealer' complements the existing suite of resources available to the public including Policelink and Crime Stoppers and allows community members to contact police via a familiar platform. Community members using this tool may remain anonymous.

Since its inception in February 2017 to 30 June 2017, the QPS has received over 1,650 pieces of information, leading to over 210 charges being laid.

Intelligence-led policing in safe night precincts

During 2016-17, the QPS continued to undertake intelligence-led policing in all safe night precincts (SNPs) through a range of proactive and operational activities to improve public safety in Queensland's night time economy. In addition to targeting public order, alcohol-fuelled violence and the supply of dangerous drugs in SNP areas, the QPS provided expert advice, practical assistance and support to empower local licensees, SNP boards, Public Safety Consultative Committees and other stakeholders to develop local solutions.

Objective Four

Focusing resources to identify and deliver effective and efficient services that maximise public safety

Rapid Action and Patrols

This hub policing strategy represents a contemporary and innovative approach to tackling crime across Queensland. The first Rapid Action and Patrol (RAP) group was formed in June 2014 on the Gold Coast and the Townsville RAP commenced operations in November 2014, undertaking proactive and targeted patrols. The Gold Coast and Townsville RAP models were designed to provide a rapid response and highly agile crime-suppression service delivery model. This model is focused on intelligence-led, high-visibility policing of problem places, cases and crime types. The initial model was modified to address the needs of the Townsville community, with the main focus of this RAP being the suppression of property crime in the Townsville metropolitan area.

The flexibility of the RAP model enables a policing response to be developed to address changing crime and other issues in any location, promoting a borderless approach to deploy resources to the right place at the right time. Ongoing engagement and consultation with relevant stakeholders at each trial location ensures better integration of services to meet the needs of the community.

During the reporting period, the Gold Coast RAP achieved significant results with 4,510 persons arrested on 11,310 charges, 4,361 traffic infringement notices issued, 27,137 random breath tests conducted and 474 search warrants executed.

The Townsville RAP performs intelligence driven patrols in identified crime hotspots and actively targets identified offenders to prevent and solve crime. The RAP officers conduct rigorous checks of offenders to enforce court, probation and parole orders. The Townsville RAP ran several operations in 2016-17 including:

- Operation Oscar Merchant which ran from 19 September 2016 to 3 March 2017 and resulted in 1,449 arrests and 3,772 charges for drug, property and traffic offences
- Operation Papa Advance commenced in April 2017 as part of a Case and Place Management Strategy to coordinate the deployment of police to target property crime. Since the commencement of the operation until 30 June 2017, 163 persons have been arrested on 405 charges.

The Townsville RAP is also the operational arm of the Townsville Stronger Communities Action Group (The Action Group). The Action Group was formed as a sub-committee of the CPB and has been established to intensively coordinate the services provided to young offenders and at risk youth, and their families. The group consists of officers from six government agencies including the Department of Communities, Child Safety and Disability Services, Department of Aboriginal and Torres Strait Islander Partnerships, Department of Justice and Attorney-General, Queensland Health, Department of Education and Training and Department of Housing and Public Works, who are all co-located with the Townsville RAP. The Action Group has commenced intensive case coordination for young people and their families, to get young people back on track to lead more productive lives. RAP officers are tasked to perform joint visits of vulnerable persons of the community in support of the Action group to locate and engage those persons.

The RAP Policing Model trial continued in 2016-17. An independent evaluation of both the Gold Coast and Townsville RAP policing models is being conducted by Griffith University, and is expected to be finalised in 2017-18.

Clandestine Drug Laboratory Education and Awareness Program

The Drug and Serious Crime Group has delivered a series of lectures and training programs to educate and promote awareness of the dangers posed by clandestine drug laboratories. In 2016-17, clandestine drug laboratory awareness training was delivered to 988 frontline police and 383 members from other agencies including Department of Housing and Public Works, the Rural Fire Service Queensland, property manager associations and Community Ice forums.

New All-Terrain vehicle for Logan District

Logan Police District is now equipped with two additional Kawasaki LE all-terrain vehicles (ATV) to assist in providing a high visibility policing presence around the Edens Landing, Eagleby, Beenleigh and Crestmead areas. The new ATVs enable officers to patrol areas that were previously inaccessible due to the nature of the terrain such as parklands. QPS officers conduct joint patrols with Council Officers in known hot spots to reduce crime and improve community safety. The ATVs are a joint Logan City Council and QPS partnership initiative enabling more effective deployment of police.

Building and improving police facilities

PSBA has responsibility for delivering most and new ongoing capital initiatives to support the operational capability of the QPS. This includes new or upgraded police stations across the state, new and replacement police vehicles, and a range of information and technology initiatives.

Significant capital initiatives progressed or delivered during 2016-17 include:

- completion of the replacement police station at Nanango in July 2016
- completion of replacement police station at Maleny in December 2016
- completion of the Woodridge Community Police Beat in December 2016
- completion of the Kingaroy Police Station and Watchhouse in February 2017
- completion of the Yarrabah Police Watchhouse upgrade in March 2017
- installation or replacement of the CCTV upgrades in Gladstone, Sandgate, Wynnum and Innisfail.

New senior police position for Townsville

A new Chief Superintendent position was announced for the Townsville District to add an extra layer to assist frontline and operational police in stopping crime and making the Townsville community safer. The new role will apply a strategic approach to addressing crime.

The assignment of a Chief Superintendent position to the Townsville district is in recognition of the significant challenges facing police in the area and mirrors the police leadership structure in areas with similar challenges, such as Gold Coast, Logan, Brisbane and Cairns.

The appointment resulted in a strategic review of policing operations, focussing on improving frontline service delivery, increasing community engagement, and supporting the Stronger Communities Action Group, Project Booyah and other projects aimed at reducing youth crime and domestic and family violence.

Police helicopters

Police helicopters provide tactical aerial support to police operations, improving officer and community safety and situational awareness of major events and critical incidents. The QPS has two helicopters, POLAIR 1 and 2, based in Brisbane and on the Gold Coast. While routine operations are limited to the south east corner of the state, the aircraft are capable of deployment statewide to respond to major incidents and natural disasters.

POLAIR 1 and 2 are available for tasking 24 hours a day, every day of the year.

In 2016-17, taskings included:

- vehicle and foot pursuits
- daily High Visibility Patrols
- video and photographic recording of incidents and criminal activity
- searches for drug plantations, missing persons, vehicles of interest, objects, vessels, aircraft, escapees and stolen motor vehicles
- air support in emergency situations
- public order support
- support at regional, district and divisional operations and events
- aerial surveillance and photography to assist in the suppression of criminal activity and to gather intelligence and evidence to enhance a successful police prosecution.

During 2016-17, the two helicopters undertook:

- 2,049 flight hours
- 740 proactive tasks (planned)
- 708 reactive tasks (Police Communication Centre requests)

The partnership arrangement with Surf Life Saving Queensland has been extended until 2022.

The QPS Helicopter Support Unit continues to work with interstate jurisdictions for benchmarking and information sharing.

Mobile Response Capability

In 2015-16 the Public Safety Response Team (PSRT) trialled deployment of a Mobile Response Capability (MRC), utilising structured teams of four PSRT officers with increased experience levels and additional personal protective equipment. The MRC provides specialist support to first response officers attending high risk situations such as domestic disturbances, incidences of alcohol-fuelled violence, out of control events and critical infrastructure protection.

The success of the trial has resulted in the MRC becoming embedded in the PSRT capability, primarily servicing Brisbane Metropolitan, Logan, and Ipswich Districts with a focus on community safety objectives.

During 2016-17, PSRT MRC personnel attended over 950 incidents, resulting in 225 Arrests, Notices to Appear or Traffic Infringement Notices and 1,030 Street Checks.

Objective Five

Taking a lead role to prepare the community for managing major events, emergencies and disasters

Commonwealth Games

During the reporting period, the QPS continued to work closely with the Office of Commonwealth Games, the Gold Coast 2018 (GC2018) Commonwealth Games Corporation (GOLDOC), and Australian Government Security Agencies to prepare for the 2018 Commonwealth Games (Games) and to ensure the safe passage of the Queens Baton Relay (QBR) on its journey through all Commonwealth Nations and Territories.

The Police Powers and Responsibilities Act (Commonwealth Games) Amendment Bill 2017 was assented to on 5 June 2017 and the preparation of the Police Powers and Responsibilities Act (Commonwealth Games) Regulation has commenced. The regulation will define the protective security zones and provide QPS officers with increased powers for the period of the Games.

A 'new' Joint Emergency Services Coordination Centre on the Gold Coast will be completed in July 2017. In addition to being used for the command of the Games security operation, this centre will provide a lasting legacy for police and emergency services for the management of major events and incidents on the Gold Coast following the Games.

The QPS has developed a range of new and innovative capabilities to ensure all QPS officers are well-equipped to mitigate any risk to the safety of the Games' athletes, officials, spectators and the public of Queensland. These include:

- training in Counter-Terrorism Security Coordination
- training in Behavioural Observation and Suspicious Activity Recognition
- Operational Sentinel UNITE, which is a community safety campaign to deter, detect and disrupt criminal activity prior to, during, and after the Games. The operation relies on a collaborative community approach with a commitment from a wide range of key safety and security partners to ensure a safe and secure Games.

Security risk assessments have been conducted for all Games venues and events. Assessments are currently being completed for Games associated locations and infrastructure, including transport hubs and networks.

An engagement team is actively working with key community, business, and interest groups on the Gold Coast and in Brisbane, Townsville and Cairns. An extensive joint-agency exercise program to test command, control and coordination arrangements and interoperability of all internal and external stakeholders has commenced and will continue through to the Games in April 2018. Extensive logistical arrangements are underway to support the deployment of police to the Gold Coast. These arrangements include accommodation, travel, catering, workforce transport, rostering, accoutrement and equipment management, and the vehicle fleet.

Disaster Management

In 2016-17, the QPS undertook a lead role in the response activities during Severe Tropical Cyclone Debbie and the subsequent flooding in South East and Central Queensland. Deputy Commissioner Steve Gollschewski again undertook the role and functions of the State Disaster Coordinator during the serve weather season which included Severe Tropical Cyclone Debbie and the subsequent flooding events. Deputy Commissioner Gollschewski was supported by QPS Commanders and Coordinators at

the State Disaster Coordination Centre (SDCC) as well as District Disaster Coordinators and Executive Officers around Queensland.

Queensland Strategy for Disaster Resilience

The *Queensland Strategy for Disaster Resilience*, released in June 2013 and renewed in 2017, was developed with the objective of building resilience against all hazards, to ensure activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

Key QPS achievements in support of the strategy during 2016-17 include:

- redesigning the District Disaster Management Plans (DDMP) template to ensure alignment with the Emergency Management Assurance Framework
- participating in the annual assessment of 22 DDMPs and 77 Local Disaster Management Plans to measure capacity, capability and readiness
- facilitated district disaster themed exercises
- the design, management and conduct of state level disaster exercising with the Queensland Disaster Management Committee and State Disaster Coordination Group
- the training of Deputy Executive Officers and District Disaster Coordinators to expand the QPS' capacity and capability
- participating in the formal review of the Mackay Disaster District with the Inspector-General Emergency Management
- facilitating exercise management training in Cairns and Brisbane with staff from QPS, QAS and Queensland Health.

Counter-Terrorism

During 2016-17, simulated counter-terrorism exercises were conducted to test emergency response capabilities. Exercise Jarvis conducted over three days with approximately 500 personnel participating across multiple agencies is one of the largest counter-terrorism exercises ever conducted by the QPS. The exercise was focused on testing and validating existing procedures, policies and plans guiding the response to rapidly evolving multiple terrorist threats.

During the reporting period, Exercise Matrix was conducted targeting both urban and remote locations throughout Queensland. Twenty discussion exercises were conducted, to explore and validate the QPS response to an armed terrorist attack. The series of exercises encompassed responding officers transitioning from engaging an offender, to rendering medical aid, witness and crime scene management, compliance with critical incident protocols and subsequent investigations. Similar discussion exercises will continue as part of the QPS Incident Command Course.

The Security and Counter-Terrorism Network continued in 2016-17. The network, unique in national law enforcement, was developed to strengthen QPS' capacity and capability statewide, delivering an agile approach to security in the contemporary risk environment. The network provides frontline officers with awareness training and a framework for enhanced community engagement, reporting, investigations and intelligence-sharing. The QPS also increased intelligence and investigation resources to the Joint Counter-Terrorism Team and Security Operations Unit.

The QPS has trained a further 75 regionally based frontline police to strengthen the Security and Counter-Terrorism Network, taking the number of police trained in this program to over 500. The training focussed on contemporary counter-terrorism techniques, cultural awareness and the importance of early responses to radicalisation.

Through the Security and Counter-Terrorism Network program, the QPS has facilitated a number of counter-terrorism forums for government and private industries. These forums focussed on the importance of emergency management planning, protective security overlays and reporting suspicious behaviour to ensure these industries are equipped to prepare for, prevent, respond and recover from terrorism.

The Security and Counter-Terrorism Group has conducted vulnerability assessments on a number of significant “crowded public places” in Queensland, working collaboratively with local councils and industry partners to minimise the risk of vehicle based attacks.

The Security and Counter-Terrorism Group in partnership with the Commonwealth Games Group implemented the Counter-Terrorism Security Coordinator (CT SecCo) capability across the QPS. The CT SecCo undergo intense training to enable the development of protective security plans to mitigate the risk of terrorism at major events. These plans have been implemented at numerous major events across Queensland including Anzac Day 2017, State of Origin, Riverfire and New Year’s Eve.

Investigative, intelligence and behavioural consultant positions within the Security and Counter-Terrorism Group are being expanded to provide an improved response capability as well as assist with the ongoing management of any associated risks to the community.

New Counter-Terrorism Facility

The Queensland Government will invest \$46.7 million over the next three years (commencing in 2017-18) for a world class use of force, weapons and counter-terrorism Training facility at Wacol. The facility will include indoor firearms ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents. The ability for first response officers to practice for emerging trends such as active shooter incidents will be a significant benefit.

It is expected all recruits and the majority of police officers will conduct yearly training at this facility. An advantage of the site is for officers to update their operational training in the one location and return to duties much sooner. Being indoors will enable police to train day or night in any weather.

Authorisations made relating to a terrorist act or threat

In terms of the *Police Service Administration Act 1990* section 5.17(15) *Authorisation of non-State police officers*, no authorisations were made relating to a terrorist act or threat during 2016-17.

Objective Six

Implementing an environment of continuous improvement based on learning, development and empowered leadership

New Data Lab to enhance safety through research

In June 2017, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services and the Commissioner attended the official launch of the Griffith University Social Analytics Laboratory along with executive members of Griffith University. The Laboratory is a data sharing arrangement between Griffith University and the QPS to facilitate access to de-identified crime data for research. The facility meets the high security requirements necessary for QPS to release 10 years of crime data and promotes the opportunity to enhance the development of evidence-based findings to inform future policing, community safety and crime prevention strategies for Queensland.

Senior Women's Collective

The QPS Senior Women's Collective (SWC) is a consultative forum for discussion of issues relevant to improving the working environment for women in the QPS. The forum provides opportunities to develop and share initiatives and learning opportunities for collective members through guest presentations and panel discussions. The SWC membership consists of all QPS female Commissioned Officers (Inspector and above) and staff members at the Administration Officer (AO) level 8 and above. The SWC is chaired by Assistant Commissioner Tracy Linford and meets quarterly. The SWC inaugural meeting was held in May 2016, followed by 3 meetings in 2016-17.

The objectives of the SWC are to:

- assist the QPS to increase the diversity of the organisation at all ranks and levels
- improve opportunities available to women in the QPS
- provide advice to the QPS executive regarding the development or modification of standards, policy and procedures
- promote and act on initiatives that will enhance the working environment for women in the QPS.

Key themes discussed in 2016-17 included:

- QPS Inclusion and Diversity Strategy and Action Plan
- Regional/Command initiatives and gender engagement sessions
- QPS reviews – Merit Based Promotion Review, Flexible Working Arrangements Review
- QFES Cultural Improvement Implementation Program.

QPS Innovation

The QPS Board of Management formally approved the establishment of a dedicated QPS Innovation Unit within Organisational Capability Command, effective from 1 July 2016. The Innovation Unit is committed to driving and enabling innovation within the Service and being an active contributor to the broader Queensland Government innovation strategy. The Innovation Unit provides capability through oversight, training, communication, design, development and implementation. Since inception to 30 June 2017, the Innovation Unit has:

- developed a plan to clearly define innovation for QPS and to set out the approach, activities and measures to support strengthening an innovative culture and to positively influence other Queensland government agencies. The Innovation Unit has taken a holistic approach to innovation by establishing strong channels of communication and fostering a collaborative approach with

internal and external stakeholders. QPS has defined innovation as doing things differently and better to add value to make it simpler for the frontline, better for the bottom line, and safer for all

- actively participated in the Queensland Government Innovation Champions Network to share information, learnings and knowledge with other Queensland government agencies to build on the experience of each other to design innovation processes more efficiently and effectively
- reviewed the QPS innovation process and redesigned the internal pathway for ideas to be created through to implementation. The Innovation Unit has investigated the viability of a web-based interactive, transparent ideas management system to provide a mechanism for all staff to contribute to innovation by generating ideas. The ideas management system selected for QPS has been named iCOP (*ideas connecting our people*) and provides an end-to-end process that refines and clarifies ideas through various stages. iCOP provides an opportunity for all staff to provide feedback on ideas of others and indicate support for ideas to be progressed. An iCOP pilot will be implemented statewide in 2017-18
- engaged/collaborated with 345 QPS staff across the State to support and enable capacity to contribute to the QPS Innovation Plan. This engagement included conducting a series of Frontline Feedback Forums at 17 police stations across three regions to identify opportunities for improvement in existing policing processes and capture innovative ideas which were presented to the Executive Leadership Team for consideration. Engagement also included delivery of presentations to district managers and officers in charge at two separate district forums (Mackay and Warwick) and Road Policing Command, with a further 13 presentations planned throughout the state during the first six months of 2017-18. These presentations have been designed to inform and engage staff on the opportunities to do things differently and better to add value across the organisation
- developed and facilitated a 'Redesigning our Future' program of professional development for senior sergeants to build innovation capability within the QPS
- developed and tested a practical Problem Definition Canvas tool to build design thinking capability within QPS
- internally and externally promoted QPS innovation stories and provided professional development support for staff to recognise and reward them for their contribution to the innovation process. This included sharing individual QPS staff member innovation stories internally to all QPS staff, and connecting the Police Referrals program for a presentation at the 2016 Business Improvement and Innovation in Government (BiiG) Network Conference. The Innovation Unit also connected QPS innovators with external opportunities for funding which resulted in \$25,000 worth of Queensland Treasury funded consultancy being acquired to support cross-agency collaboration through the Business Improvement and Innovation in Government (BiiG) Network 'Regional Rumble' competition opportunity.



**Simpler for the
frontline**



**Better for the
bottom line**



**Safer
for all**

Objective Seven

Building healthy and safe workplaces that support inclusion and diversity

NAIDOC Week 2016

NAIDOC (National Aboriginal and Islander Day Observance Committee) Week 2016 was held nationally from 3 to 10 July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. The national theme for 2016 year was *Songlines - The living narrative of our nation*.

The QPS acknowledged this important occasion with flag raising ceremonies at police establishments throughout Queensland. Additionally, the Commissioner continued the tradition of hosting a celebratory NAIDOC breakfast to bring together representatives from the Aboriginal and Torres Strait Islander community, Queensland Government and the QPS.

On 27 May 2017, the QPS acknowledged the 50th Anniversary of the 1967 referendum. In recognition of this event, the Aboriginal and Torres Strait Islander flags were flown at police stations in Queensland. QPS members were also encouraged to participate in celebratory functions to commemorate this important event in Australian history.

Disability Services Plan 2014-2016

The *Disability Services Act 2006 (Qld)* provides a strong foundation for promoting the rights of Queenslanders with disability, increasing their wellbeing and encouraging their participation in community life. The QPS values the significant contribution all individuals bring to the organisation through their skills, experiences, perspectives and knowledge. The QPS acknowledges the rights of people with disabilities to enter and participate in an equitable workplace, and recognises the support and assistance of carers for people with disability.

On 2 December 2013, the Queensland Government endorsed the *Queensland Disability Plan 2014-19: Enabling choices and opportunities* (the QDP). The QDP will provide the focus for Queensland Government Disability Service Plans until 2019. It has two key aims:

- preparing Queensland for the National Disability Insurance Scheme
- supporting Queensland to be ready, willing and able to make social and economic opportunities available to people with disability, and to make other services and sectors such as education, health, transport, tourism and housing accessible and inclusive.

The PSP Disability Plan 2014-2016 included actions for the development and improvement of services that are responsive to the needs of clients and members with a disability and their families and carers. More information about the plan and annual progress reports are available at www.police.qld.gov.au. The QPS will commence development of the QPS Disability Service Plan 2017-2020.

LGBTI Network

In 2015, the QPS established a dedicated Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Network to promote LGBTI pride and to provide a support framework to Service members statewide. The network is driven by police and staff members from various ranks across the organisation. While the network focuses on providing informal support within the QPS for our people, it recognises that this can also be achieved through supporting events and organisations within the community that celebrate LGBTI pride. Many of these events are also supported by QPS LGBTI liaison officers.

During the reporting period, the LGBTI Network undertook a range of activities including:

- Wear it Purple Day on 26 August 2016, to show support for LGBTI youth, to promote a simple message, *'that they have the right to be proud of who they are'*. Staff around the state wore purple shoelaces to demonstrate their support for LGBTI youth
- Queensland Police marched in uniform in the Brisbane Pride March on 17 September 2016
- International Day Against Homophobia and Transphobia (IDAHOT), to show support for the LGBTI community on 17 May 2017 with the rainbow flag flown at Headquarters, the academy campuses and other locations across the state.
- in July 2016, the Commissioner approved the use of the QPS insignia in conjunction with a Pride Pin which could be worn by members attending LGBTI events
- in April 2017, the Commissioner approved an LGBTI lanyard for use at a wide range of LGBTI events including Wear it Purple, IDAHOT day and the Pride March
- work has commenced to develop a video 'It gets better' to highlight to the LGBTI community, in particular young people, that attitudes are changing within the community and policing
- a subcommittee began work on a Gender Diverse Guide to assist officers in charge in supporting staff who identify as gender diverse
- the QPS LGBTI Support Network continues to support a cross-agency Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) steering committee within the Queensland Public Sector
- supporting LGBTI liaison officers and other staff to undertake professional development opportunities both in Queensland and interstate.

Health, safety and wellbeing initiatives

The QPS supports the health and safety of all its employees and their families. During 2016-17, the Health and Wellbeing Section continued to provide health and safety support services including:

- the 10,000 Steps Challenge was initiated to encourage employees and their families to become more active by increasing their daily incidental activity. A total of 105 teams and 210 employees participated in the challenge and together walked an incredible 96,871,349 steps – that's almost equivalent to walking around Australia twice. The challenge was supported by weekly exercise and nutrition tips communicated statewide to encourage all employees to become more active
- a new Wellness Connect quarterly newsletter, created to engage QPS members and their families on news, events, activities and information related to health and wellbeing. 1,200 people subscribed to the newsletter and three editions were released
- 4,773 employees across the state received free Flu Vaccinations to reduce the spread of colds and flu during the winter season
- a Movember campaign was conducted to raise awareness of men's health issues – prostate cancer, testicular cancer, mental health and suicide. \$35,519 was raised by 163 QPS employees and their families from Doomadgee, Blackwater, Cairns, Springfield, Marburg, Palm Island, Mackay, Airlie Beach, Rockhampton, Bowen, Wowan, Ipswich and Police Headquarters.

Objective Eight

Strengthening relationships with vulnerable persons and deliver appropriate victim support

Putting an end to domestic and family violence

During 2016-17, the QPS commenced the Second Action Plan deliverables of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026. The Second Action Plan covers the period 2016-17 to 2018-19 and continues to implement the recommendations of the *Not Now, Not Ever Report*, building upon the foundations laid in the First Action Plan (2015-16).

In 2016-17, the QPS:

- delivered the two-day Vulnerable Persons Training Package to over 11,000 sworn members, up to and including the rank of Inspector, and targeted unsworn members to support the *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* which commenced on 30 May 2017. The training highlighted the strong commitment of the QPS to improving services to vulnerable persons, particularly victims of domestic and family violence. Officers were provided with a greater understanding of the dynamics of domestic and family violence, as well developing an understanding of the new policing responses enabled by the new legislation. There was a strong focus on cultural change, including improving how officers respond to these volatile and often high risk situations while maintaining professionalism and compassion
- facilitated the inaugural QPS Domestic and Family Violence Prevention Awards, acknowledging the achievements of QPS personnel, members of other government and community organisations, and the community who have supported the QPS in the prevention of domestic and family violence
- developed a set of good practice guidelines to enable early engagement of interpreters in domestic and family violence incidents
- received the independent, external audit report on domestic and family violence-related police training products. The QPS is considering the report, including how best to integrate implementation of the report recommendations into the broader QPS domestic and family violence reform agenda
- commenced participation in the Queensland Government Multi-Agency White Ribbon Workplace Accreditation Program aimed at the prevention of men's violence against women, principally through the accreditation of the QPS as a White Ribbon Workplace
- commenced a review of the QPS Protective Assessment Framework, which is planned for completion by the end of 2017
- continued to support the roll out, and subsequent operations of, the Domestic and Family Violence High Risk Teams in Logan, Mount Isa and Cherbourg
- commenced developing the police processes stemming from the *Victims of Crime Assistance Act 2009* and *Bail (Domestic Violence) and Another Act Amendment Act 2017*
- continued to progress the National Domestic Violence Order Scheme in collaboration with the Department of Justice and Attorney General for Queensland's participation in developing an interim technical solution. In parallel, a four-year project to develop and deliver a national technical capability to facilitate information sharing and enforcement of Domestic Violence Orders between courts and police across Australia is being undertaken
- conducted awareness and education campaigns with respect to the offence related to choking, suffocation or strangulation in a domestic setting (s.315A of the *Criminal Code*). Since the commencement of the new offence in May 2016 to 30 June 2017, over 800 people have been charged under this offence category

- continued to explore opportunities with the San Diego Institute of Strangulation Prevention to develop strangulation training capability within the QPS.

Elder abuse

Elder abuse can be defined as domestic violence, as the perpetrator is usually a family member and it usually takes the form of financial abuse, threats, intimidation and sometimes assaults. Elder abuse may be difficult to recognise as older people are often unable or unwilling to speak up.

QPS' commitment to delivering improved services to vulnerable older persons is demonstrated by the appointment of an Elder Abuse Projects Officer. This role encompasses the development of strategies enabling the QPS to be proactive in identifying and responding to elder abuse.

Key achievements during the reporting period include:

- updated modules in the Detective and First Year Constable Training Programs, and the Operational Assistance Kit to include a separate component on elder abuse. The Vulnerable Persons Training Package included a component on elder abuse
- developed an elder abuse awareness tool for use by QPS members
- continued to work with QPS specialist areas such as Fraud and Cyber Security, District Crime Prevention Units and District Domestic and Family Violence Coordinators to develop and promote policing initiatives that educate and raise awareness around social issues related to elder abuse
- continued collaboration with external partner agencies including The Office of the Public Trustee, the Office of the Public Guardian, the Elder Abuse Prevention Unit, Seniors Legal Services and Domestic and Family Violence Services, to expedite appropriate responses to allegations of elder abuse
- in collaboration with partner agencies, facilitated the "Older Safer Wiser" seniors' forum in June 2017, themed – encouraging seniors to take control of their finances to reduce their vulnerability to financial abuse.

Referrals system strengthened and streamlined

Connecting vulnerable and disadvantaged persons to government and non-government services continues to be an integral part of policing. In 2016-17, the QPS made over 57,000 referrals encompassing 83,500 issues. Working in partnership with a statewide network of over 400 service providers, referrals addressed a broad range of issues including support for victims and perpetrators of domestic and family violence, personal counselling, parenting support, mental health, legal advice, drug and alcohol support, victim support and homelessness.

The implementation of a new referral service was completed in 2016-17. The new referral system includes access for frontline officers to a service provider directory and integration of the system with QLITE devices. The QPS will continue to improve and refine the referral process to provide expanded referral options, increased access to locally based services and enhanced system functionality.

Queensland Suicide Prevention Action Plan 2015-17

During 2016-17, the QPS undertook a number of activities that contributed to the government's commitment to 'reducing suicide and its impact on Queenslanders', as outlined in the Queensland Suicide Prevention Action Plan 2015-17. Key achievements for the reporting period include:

- ongoing training of Policelink staff in recognising suicidal behaviours and managing callers at high risk of suicide
- continued risk assessment of persons in custody in police watchhouses, with appropriate management of those considered high risk
- supported professional development opportunities for police negotiators to strengthen responses during crisis situations.

New laws to protect Queensland children

On 5 January 2016, the government tabled its response to the Crime and Corruption Commission review of the operation of the *Child Protection (Offender Prohibition Order) Act 2008 (CPOPOA)*. The Crime and Corruption Commission reviewed the extent to which the CPOPOA had been used by the QPS and the courts in the first five years of operation, and identified opportunities for improvement. All 17 recommendations were supported either in full or in-principle, by the government.

A major recommendation to enhance the operations and the efficiencies of the CPOPOA, is to amalgamate the CPOPOA and the *Child Protection (Offender Reporting) Act 2004 (CPORA)* (recommendation 1).

The CPOPOA allows police to apply for a prohibition order in circumstances where a relevant sex offender has displayed concerning conduct that poses an unacceptable risk to the lives or sexual safety of children. The purpose of the CPORA is to ensure reportable offenders who have been convicted of sexual offences, or other serious offences, against children, inform police of their whereabouts at all times, and any changes to their personal circumstances.

The new *Child Protection (Offender Reporting) And Other Legislation Amendment Bill 2016* was introduced in Parliament in November 2016 to provide a more cohesive and holistic response to the management of reportable offenders in the community. The bill was passed on 11 May 2017. The new legislation gives police enhanced powers to intervene in situations before sexual or particular other serious offences are committed against a child. Police can now require a reportable offender to provide access to information for electronic or other devices, where there is a reasonable suspicion that an offence has occurred.

The Bill amalgamates the *Child Protection (Offender Reporting) Act 2004* and the *Child Protection (Offender Prohibition Order) Act 2004* and amends the *Police Powers and Responsibilities Act 2000*.

The amalgamation of the CPOPOA and the CPORA strengthens the policing and criminal justice system response to child sex offending, and enhance the protection of children and the broader community. A significant body of work has been completed to progress this recommendation.

Another significant recommendation of the Crime and Corruption Commission review was the establishment of a Joint Working Group to review the processes used by the QPS and Queensland Corrective Services (QCS) to manage reportable offenders (recommendation 9). The aim of the working group is to achieve full legislative and policy compliance, and to improve the efficiency and effectiveness of the management of reportable offenders. The working group held its first meeting in May 2016 with representation from the Department of Justice and Attorney-General including QCS.