

## About us

The QPS is the primary law enforcement agency for Queensland. It fulfils this role throughout the state, 24 hours a day, seven days a week, upholding the law and providing assistance to the community particularly in times of emergency, disaster and crisis.

The QPS has two service areas as outlined in the 2018-19 Service Delivery Statement (a State Budget Paper): Crime and Public Order; and Road Safety.

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### Our Vision

*Delivering safe and secure communities through collaboration, innovation and best practice*

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### Our Purpose

*To stop crime, make the community safer, including reducing road trauma, and build relationships with the community*

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## Our accountabilities

Under the *Police Service Administration Act 1990*, the QPS is responsible for:

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

## Our values

QPS members value:

- **Courage:** by always doing the right thing
- **Fairness:** in making objective, evidence-based, consistent decision and by treating people with respect
- **Pride:** in themselves, the QPS, they work they do and the community they serve.

The QPS shares the Queensland Public Service values of:



### Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## Our objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services and supporting safe, caring and connected communities. The QPS did this through our focus on:

- stopping crime
- making the community safer
- strengthening relationships with the community
- equipping our workforce for the future so we can meet the challenges of policing as we move forward.

## Strategies

The QPS achieves its objectives through a range of strategies:

To stop crime, the QPS:

- focused resources to identify and deliver effective, innovative and efficient services to prevent, investigate and disrupt crime
- addressed the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with the community and other law enforcement agencies.

To make the community safer, the QPS:

- fostered collaborative partnerships with government agencies, non-government organisations and community groups to maximise community safety
- worked to improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence.

To strengthen relationships with the community, the QPS:

- worked to preserve the legitimacy of policing through fair and ethical service delivery
- provided timely and professional responses to calls for service to maintain community confidence
- strengthened positive online user and social media experiences to expand options for engagement with police.

To equip the workforce for the future, the QPS:

- pursued opportunities to optimise our workforce to meet current and future challenges through training and development
- worked to deliver world-leading equipment, technology and facilities to support our frontline staff
- supported healthy, safe and inclusive workplaces and promoted a diverse workforce that reflects the community we serve.

The QPS also contributed to a range of local, state and national strategies on matters including drugs and alcohol, domestic and family violence, mental health, child protection, counter-terrorism and road safety.

## Queensland Government objectives

The Queensland Government remains committed to meeting the challenges facing Queensland communities, particularly around job creation and a stronger economy, education, health and community safety.

## Our Future State

*Our Future State: Advancing Queensland's Priorities* are the government's objectives for the community. They are designed to confront and tackle the major challenges facing Queensland.

Advancing Queensland's Priorities is part of the Government's long term plan for the future of our state, guided by the Queensland Plan. More information about the plan is available online at [www.queenslandplan.qld.gov.au](http://www.queenslandplan.qld.gov.au)

Community safety is a shared responsibility and the QPS works with other government departments, agencies, community groups and members of the community to support the safety and security of all Queenslanders.

Information about QPS policies, programs and services aimed at keeping our communities safe can be found in 2018-19 Highlights (refer pages 32-67).

### Keep Communities Safe

As part of the *Our Future State: Advancing Queensland's Priorities*, the government has identified six priority outcomes for Queensland now and into the future.

The Keep Communities Safe outcome will focus on reducing victimisation and youth crime and youth reoffending, and will build the government's recent effort in key areas such as tackling Ice, domestic and family violence, and toughening its serious and organised crime legislation.

The Queensland Government will work to deliver the two key targets of the Keeping Communities Safe outcome:

- a 10% reduction in the rate of crime victims over 10 years
  - more can be done to reduce the number of crime victims'—particularly victims of personal and property crime. This means reducing the number of people physically and sexually assaulted, and those affected by domestic and family violence, as well as reducing break and enters, vehicle thefts and property damage.
- a 5% reduction (by 2020-21) in the rate of youth reoffending over five years (from 2015-16)
  - early intervention activities such as diversionary programs, along with engagement in education, training, employment and sport can have a positive impact on young people before they become ingrained in the criminal justice system.

More information about Keeping Communities Safe is available online at <https://www.ourfuture.qld.gov.au/safe-communities.aspx>.

The QPS will also contribute to other priority outcomes as part of the *Our Future State: Advancing Queensland's Priorities*.

# ADVANCING QUEENSLAND'S PRIORITIES



## Our environment

The policing environment in Queensland is becoming increasingly complex and traditional policing services will need to adapt to meet the demand of policing now and into the future. Shifting community expectations, rapid technological innovation and new modes of offending are impacting on traditional approaches to policing and service delivery more broadly. Advances in technology are changing the way people interact with each other and also providing platforms for new modes of criminal offending. Criminal threats, including terrorism, are increasingly borderless and complex. Queensland also remains at risk from natural disasters and severe weather events which present threats to public safety.

In response, the QPS will:

- continue to deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies
- continue to support the implementation of the Domestic and Family Violence Prevention Strategy 2016-2026 and the Government response to the report from the Special Taskforce on Domestic and Family Violence in Queensland
- work with other relevant agencies to increase the proportion of offenders, particularly young people, diverted from the criminal justice system
- utilise new and emerging technologies to greatly benefit police by improving interoperability between public safety agencies and enhancing operational effectiveness. This includes trialling remotely piloted aircraft to map traffic crash scenes and on-water drug testing
- continue to work collaboratively with police agencies in other jurisdictions to address serious criminal activity.

## Our challenges and opportunities in 2018-19

The QPS acknowledges the importance of addressing a range of potential strategic challenges to ensure we keep Queenslanders safe. It has identified these challenges along with opportunities over the next 12 months, linking them to the four objectives and supporting the delivery of safe and secure communities.

Key challenges for the QPS during 2018-19 included:

- maintaining community satisfaction and confidence in police in an environment of changing expectations
- the ongoing threat of terrorism, including low capacity attacks which pose unique challenges to our people and safety within the community
- engaging our people in a truly inclusive workplace so they are more likely to contribute effectively to the activities of their workplace and enhance performance
- ongoing economic conditions which continue to impact on resource allocation to the QPS and number of vulnerable people within the community
- the proportion of demand on police containing digital elements with the knowledge and skills to understand criminal uses of emerging technologies being crucial for law enforcement.

The QPS also identified the following opportunities to best position the QPS to make Queensland safe:

- forging collaborative partnerships with the community and a wide range of agencies create opportunities for information sharing and improved responses to enhance community safety
- valuing the diversity of our people and investing in their expertise, knowledge and safety is imperative to continuing to deliver policing services to the community
- becoming more self-sufficient and looking for ways to encourage new ideas, use existing resources more efficiently, and challenge our people to work smarter

- technological advances and increased global connectivity provided opportunities to change and revolutionise policing
- securing legacies from the Gold Coast 2018 Commonwealth Games in respect of capabilities, experiences, infrastructure, equipment and processes for the QPS
- continue to enhance policing responses to Keep Communities Safe and reduce victimisation
- reduce the rates of youth reoffending by intervening early to divert young people at risk
- continue to implement and support the Government's response to key reports and strategies, including the:
  - Advancing Queensland Priorities
  - Criminal Justice Reform Framework
  - Domestic and Family Violence Prevention Strategy 2016-2026
  - Action on Ice Plan.

## 2019-20 Outlook

Greatest strategic challenges for the QPS in 2019-20 will be:

- adapting to economic conditions and resources to ensure the delivery of high quality and efficient policing services
- strengthening the ethical behaviour of police to address the community's changing expectations and building on the trust and confidence in the QPS
- adapting to the challenges of a dynamic policing environment in responding to cybercrime and the criminal use of emerging technologies.

To address these challenges, the key priorities for the QPS during 2019-20 include:

- maintaining strong leadership of the QPS service delivery model through growing and changing demands will improve the future direction of the organisation
- championing networks and partnerships across the public/private sectors and the community may create opportunities to improve responses and enhance social cohesion and community safety
- promoting a workforce which is flexible, inclusive and diverse will enhance engagement and performance in delivering services to the Queensland community
- empowering the workforce by investing in their safety and wellbeing, and organisational capabilities will improve responses to future challenges
- championing collaborative approaches through information sharing and coordinated case management with partnering stakeholders will benefit Queensland's youth.



## **Legislation administered by the QPS**

In accordance with *Administrative Arrangements Order (No. 2) 2018*, the portfolio administered the following legislation during 2018-19:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Prostitution Act 1999*
- *State Buildings Protective Security Act 1983*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*

## Partners

The QPS has strong relationships with its partners in the community, including Community Policing Boards, Queensland Police-Citizens Youth Welfare Association, Neighbourhood Watch Queensland (NHWQ) and Crime Stoppers Queensland. The QPS works collaboratively with the Department of the Premier and Cabinet, Queensland Treasury and other government departments to deliver efficient and effective services to the Queensland community. These partnerships help Queensland police prevent crime and make the community safer.

- **Community Policing Boards**

Community Policing Boards provide the opportunity for local organisations and individuals to work together with police on strategies to address crime and safety issues in the community. The boards are made up of local police and community representatives, such as not-for-profit organisations, local businesses, chambers of commerce and relevant state, local and Australian government agencies, as well as other individuals who can help address specific issues.

The primary objectives of Community Policing Boards are to:

- promote community safety and security
- explore strategies to address societal issues associated with crime and community safety
- identify opportunities to integrate services at a local level
- develop partnerships to support government, industry and community working together
- promote evidence-based solutions using statistical data and empirical research.

Community Policing Boards complement existing community crime prevention frameworks including: NHWQ; Crime Stoppers; and Multi-faith, Cultural and Indigenous Community/Police Consultative Groups.

For more information or to contact your local board visit [www.mypolice.qld.gov.au](http://www.mypolice.qld.gov.au) and follow the links.

- **Queensland Police-Citizens Youth Welfare Association (QPCYWA)**

The QPCYWA, commonly known as Police-Citizens Youth Club (PCYC), is a non-government, not-for-profit organisation that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices.

Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 and there are 54 PCYC locations and more than 76 QPS officers working to manage and coordinate their operations across the state.

For more information or to find a club near you, visit the PCYC website at [www.pcy.org.au](http://www.pcy.org.au).

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a joint partnership between the QPS and the Queensland community to enhance community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 400 NHWQ groups located throughout Queensland.

The NHWQ blog provides daily NHWQ information from around the state.

For more information or to find your local NHW group, visit the NHWQ website at [www.nhwq.org](http://www.nhwq.org).

- **Crime Stoppers Queensland**

Crime Stoppers Queensland is a community volunteer organisation that believes the general public can help make a difference in solving and preventing crime. It provides an avenue for the community as a whole to assist police to solve crimes.

Crime Stoppers Queensland provides a telephone hotline and website for members of the community to provide anonymous information about criminal activity. This information is sent electronically to the relevant police establishment for investigation in the area where the crime is occurring.

The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, State Crime Command is on the Board of Directors as the Commissioner’s representative
- a dedicated police unit manages the partnership deliverables, administers intelligence reports, handles investigator inquiries and assists Crime Stoppers State Office personnel with promotional displays and presentations as required
- police officers act as partnership representatives on each of the 31 Volunteer Area Committees spread throughout the state.

For more detailed information, visit the Crime Stoppers Queensland website at [www.qld.crimestoppers.com.au](http://www.qld.crimestoppers.com.au).

## Volunteers

Volunteers are critical to the successful delivery of frontline services and support the QPS in keeping the Queensland community safe.

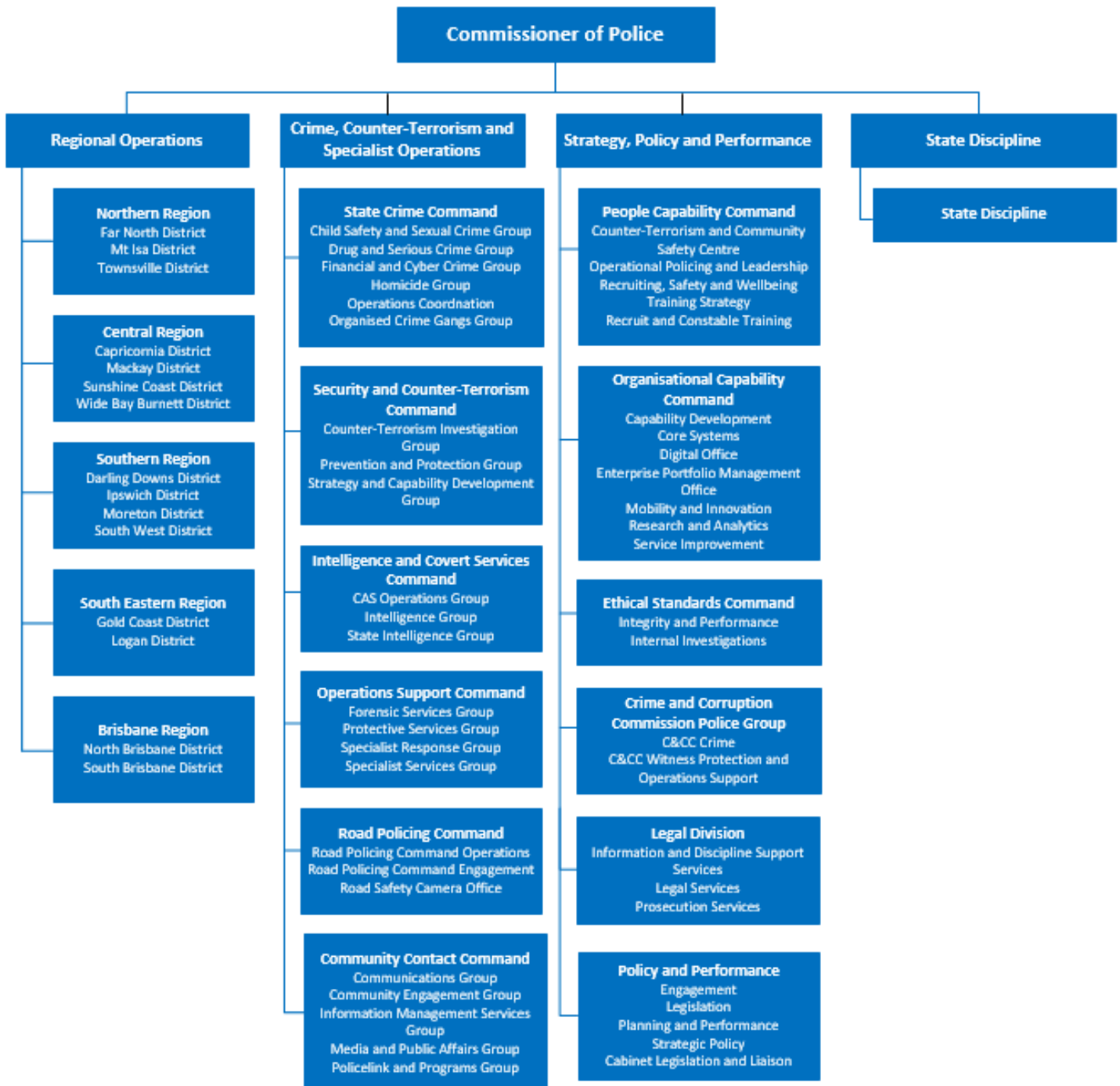
- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to reduce crime and to help people feel safe. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViPs also assist Police Recruiting with the overall recruiting process. There are approximately 350 ViPs throughout the state.

For more information or to become a ViP, visit the QPS website [www.police.qld.gov.au/join/vip/default.htm](http://www.police.qld.gov.au/join/vip/default.htm).

# Organisational structure

(as at June 2019)



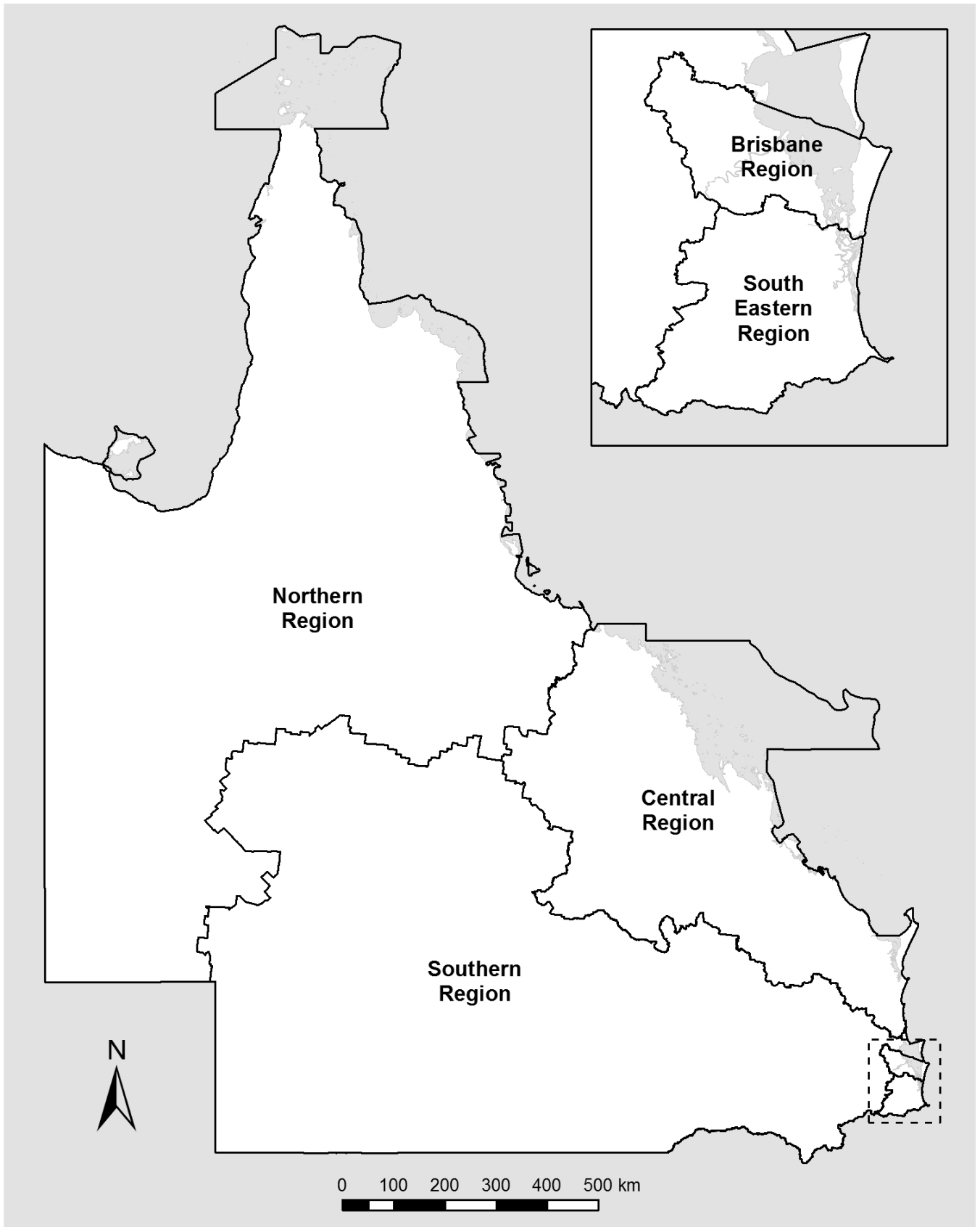
**Regional Operations** is responsible for the provision of strategic direction, leadership, overview and review of the delivery of policing services to the community across the five regions statewide.

**Crime, Counter-Terrorism and Specialist Operations** is responsible for the provision of specialist police services through Community Contact Command, Security and Counter-Terrorism Command, Intelligence and Covert Services Command, Operations Support Command, Road Policing Command, State Crime Command.

**Strategy, Policy, and Performance** is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community.

**State Discipline** is responsible for the effective management of the discipline process across the QPS, by providing consistency with Government policy directions and the Service's strategic plan.

## QPS Regional Map



## Locations

QPS delivers its services from various locations throughout the state including:

• Police stations	335
• Police watchhouses	58
• Police neighbourhood beats and shopfronts	88
• District offices	15
• Headquarters and regional offices	6
• Communication centres	14
• Police Academies located in Oxley and Townsville	2
• Policelink located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAP) located at Gold Coast and Townsville	2

In addition, each police district is supported by a range of specialist areas which may include the Child Protection and Investigation Unit, Criminal Investigation Branch, Intelligence Unit, Scenes of Crime and Scientific Units, Dog Squad Unit, Forensic Crash Unit, Road Policing Unit, Prosecutions Corp and Water Police Unit. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state. A list of contacts and key locations for QPS is included in the appendices of this report.

