

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 includes:

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

The objective of Road Safety is to contribute to stopping crime and keeping communities safe through road safety relationships, reducing road trauma and evidence-based enforcement anywhere, anytime. This includes targeting the prevention and detection of speeding; red light offences; driving while distracted; driving under the influence of alcohol or drugs; driving while fatigued; and not wearing seatbelts.

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 2018-19. Data for 2017-18 is sourced from the Queensland Police Service 2017-18 Annual Report unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2017-18 SDS	RoGS	2017-18 Actual	2018-19 Target /Estimate	2018-19 Actual
Percentage of personal safety offences cleared within 30 days:	1,4	✓	✓				
• Homicide					67%	70-83%	78%
• Assault					56%	54-63%	55%
• Sexual assault					50%	48-57%	48%
• Robbery					64%	57-62%	67%
• Total personal safety					55%	54-61%	54%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2017-18 SDS	RoGS	2017-18 Actual	2018-19 Target /Estimate	2018-19 Actual
Percentage of property security offences cleared within 30 days:	2, 4	✓	✓				
• Unlawful entry					21%	18-21%	20%
• Other property damage					28%	25-27%	25%
• Motor vehicle theft					39%	36-39%	37%
• Other theft (excluding unlawful entry)					28%	26-28%	26%
• Total property security					30%	28-30%	28%
Percentage of good order offences cleared within 30 days	3, 4	✓	✓		82%	80-85%	81%
Rate of complaints against police per 100 sworn (operational) staff	5	✓	✓	✓	12.0	≤9.8	9.5
Public perception of police integrity	6						
• Police perform their job professionally		✓	✓	✓	86.2%	≥85%	87.1%
• Police treat people fairly and equally		✓	✓	✓	75.8%	≥75%	74.4%
• Police are honest		✓	✓	✓	75.1%	≥75%	73.9%
• I do have confidence in the police		✓	✓		84.3%	≥85%	84.8%
Satisfaction of members of the public who had contact with police in the last twelve months	7	✓	✓	✓	83.7%	≥85%	84.5%
Public satisfaction with police dealing with public order problems	7	✓	✓		75.4%	≥70%	73.8%
Public satisfaction with police dealing with emergencies and disasters	7	✓	✓	✓	82.6%	≥85%	83.5%
Percentage of code 1 and code 2 incidents attended within 12 minutes	8	✓	✓		84%	≥80%	86%
Juvenile diversions as a proportion of all juveniles proceeded against by police				✓	61%	≥60%	57.3%
Cost of crime and public order per person	9	✓	✓		\$372	\$377	\$380

Rate of victimisation	10, 11	✓					
• Offences against the person					New measure	New measure	6.8
• Offences against property					New measure	New measure	47.5
Youth reoffending	12, 13, 14	✓			New measure	New measure	73%
Offender Diversions as a proportion of all offenders proceeded against by police	15	✓			Not available	N/A	N/A
Public perception of safety	6, 16, 17	✓		✓			
• Feelings of safety walking alone in neighbourhood during the day					89.7%	≥89.7%	92.0%
• Feelings of safety walking alone in neighbourhood during the night					53.2%	≥53.2%	53.4%
• Feelings of safety travelling alone on public transport during the day					60.7%	≥60.7%	62.9%
• Feelings of safety travelling alone on public transport during the night					32.2%	≥32.2%	32.3%
Agency engagement	18, 19	✓			51%	≥51%	53%
Workforce diversity	20, 21, 22	✓					
• Women in SO, SES and above					12.5%	16.7%	13.8%
• Aboriginal and Torres Strait Islander peoples					2.3%	3.0%	2.4%
• People with Disability					3.4%	5.0%	2.9%
• People from non-English speaking background					7.2%	9.0%	7.0%

Notes

1. 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.
2. 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.
3. 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.

4. The 2018-19 Target/Estimate considers recent results and any known factors that are likely to have an impact during the year.
5. 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*, delivering a police or police-related service to an external customer, and includes 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.
6. Public perceptions are sourced from 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.
7. Public satisfaction is sourced from 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.
8. Data measures the time taken to attend code 1 and code 2 incidents. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police who use similar methodology, business rules and systems.
9. Cost of crime and public order per person is the proportion of the total cost of delivering crime and public order-related policing activities. This measure is reported in line with Report on Government Services methodology. Total cost is calculated based on the estimated percentage of police activity applied to crime and public order related activities. This includes operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.
10. The measure counts the number of people or addresses classed as a 'victim' of a personal or property offence in the preceding 12-month period and represents this as a rate per 1000 population. The measure is used as a headline measure for the Queensland Government's Advancing Queensland Priority 'Keep Communities Safe' and employs the same definition and methodology. The figure is separate and distinct from the rates of offending. It is possible to have a reduction of the number of victims, without a reduction in offences.
11. As part of the 'Keep Communities Safe' Advancing Queensland Priority the Queensland Government has set a target that the rate of victimisation should reduce by 10% over 10 years to 2028, based on baseline figures for 2017-18.
12. Also known as 'Proportion of young offenders with another charged offence within 12 months of initial finalisation for a proven offence', the measure is currently used as a headline measure for the Advancing Queensland Priority 'Keep Communities Safe'.
13. Measuring recidivism is complex due to the varying nature, detection and processing of offending and offenders, and the variety of ways to measure re-offending. This measure reflects the offending of all young people in Queensland who have had a proven charge, regardless of whether they had prior contact with the youth justice system or had received youth justice services.
14. As part of the 'Keep Communities Safe' Advancing Queensland Priority the Queensland Government has set a target for a 5% reduction (against a 2015-16 baseline) by 2020/21.
15. Offender Diversions refers to the number of all offenders who are diverted as a proportion of all offenders proceeded against by police. The term 'diverted' includes diversions of offenders away from the courts by way of: community conference, cautioning by police, intoxication diversion,

drug diversion or graffiti diversion and infringement notices (excluding traffic infringement notices).

16. The figure refers to the percentage of Queensland survey respondents who selected “very safe” or “safe” with each following statements:
 - Walking alone in your neighbourhood during the day
 - Walking alone in your neighbourhood during the night
 - Travelling alone on public transport during the day
 - Travelling alone on public transport during the night.
17. The measures for feelings of safety on public transport are based on the entire survey population and includes those participants that have not used public transport. The figure is reported to match the existing RoGS standard.
18. Data for this measure is taken from responses of QPS employees to the whole of government Working for Queensland survey, conducted annually. The measure describes employees’ level of engagement with the organisation in relation to motivation, inspiration and pride.
19. The target is based on continual improvement from the baseline figure of 2016 (53%) or the most recent figure (whichever is the higher).
20. In early 2016, the Leadership Board of Directors-General introduced and committed to sector-wide diversity targets, working from the principle that our workforce should closely represent the community we serve.
21. Data is based on substantive placements and includes paid and unpaid employees, excluding staff members engaged on a casual relief basis. Figures are based on self-reported data that is not mandatory which may result in under-reporting on at least some of the diversity categories included. QPS has an operational workforce with 96.5% of police officers employed in operational roles. Policing roles have minimum fitness standards which impact on the ability to engage persons with disability. Due to the operational requirements of police, the “People with disability” target is based on non-operational staff members only.
22. The targets listed for each group represent the target percentage representation for the year 2022. It is not considered appropriate to set an annual target in the context of police officers. The QPS workforce generally changes at a slower rate compared to other agencies as it has a lower attrition rate, and regarding police officers, generally fills positions internally only. Consequently, it is challenging to achieve changes to the workforce except over an extended period.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – Queensland Police Service Strategic Plan 2018-2022

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2017-18 SDS	RoGS	2017-18 Actual	2018-19 Target /Estimate	2018-19 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2	✓	✓		4.99	4.7	4.47
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2	✓	✓		131.98	121	134.0
Cost of Road Safety per person	3		✓		\$83	\$87	\$88

Notes:

1. The 2018-19 Target/Estimate is consistent with the targets outlined in Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015-21 (the Road Safety Strategy) as well as taking into account historic trends and the economic outlook. The 2018-19 Target/Estimates have been amended to be consistent with targets set by the Department of Transport and Main Roads (DTMR).
2. Population data is sourced from Australian Bureau of Statistics Australian Demographic Statistics Catalogue No. 3101.0.
3. Cost of road safety per person is the total cost of delivering traffic-related policing activities divided by the estimated population of Queensland. This measure is reported in line with Report on Government Services methodology. Total cost is calculated based on the estimated percentage of police activity applied to road safety related activities. This includes operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. This measure is acknowledged as a high-level estimate only.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – Queensland Police Service Strategic Plan 2018-2022

2018-19 Highlights

This section reports on the objectives of the QPS Strategic Plan 2018-2022. To drive delivery of its objectives, the QPS focusses on four main strategies: to stop crime, make the community safer, strengthen relationships with the community and equip our workforce for the future (refer page 10 for further information).

This is a snapshot of performance highlights from 2018-19 and is not representative of all work undertaken during the reporting period.



BRISBANE REGION



POPULATION

Over 1.5 million

AREA

2,290 square km

DISTRICTS

2

During 2018-19, police officers in Brisbane Region undertook a diverse range of policing activities, including:

- approximately 158,000 hours of proactive patrols
- over 49,600 hours of traffic enforcement
- attended more than 318,000 calls for service

Key achievements during the reporting period for Brisbane Region include:

Brisbane Region Major Events and Planning Unit

In May 2019, the QPS established a dedicated Major Events Planning Unit for Brisbane Region which brings together the North and South Brisbane District resources into one team that can better support event organisers, and work with the community and other partners to deliver safe events throughout the region. The unit, which is the largest planning unit in the state, will deliver a safe environment for the people of Brisbane and visitors.

The unit provides planning support across the region with a strong focus on the City, Valley and Riverside patrol groups. This enables a consistent approach across district boundaries during the planning of major events across the Brisbane Region.

The unit plans for over 1,000 events every year including major sporting events, and celebrations such as Riverfire, New Year's Eve and concerts, Bridge to Brisbane and the Ekka.

Black Dog Breakfasts

The Black Dog Breakfast which stems from the Black Dog Institute complements the QPS 'Our People Matter' strategy, focuses on the health, safety and wellbeing of all QPS employees and their families. The breakfasts have key note speakers and presentations from human support officers to recognise key signs in mental health. This initiative was first implemented in the Centenary Patrol Group in February 2018 and was expanded to include North Brisbane District in May 2018, South East Region in October 2018 and State Crime Command in March 2019.

As at 30 June 2019, 28 sessions were delivered within the Brisbane Region with 1,090 members attending, with plans for at least eight more sessions for the second half of 2019.

These breakfasts allow members to better understand mental health and reduce the general stigma attached. The focus in 2018 was directed at anxiety and depression. In 2019, the focus is towards building resilience.

West End Community Safety Action Plan

The action plan is a multi-faceted project focussing on partnerships with government and non-government agencies, local community groups and NGOs to reduce crime through the Crime Prevention Through Environmental Design framework, case management of a cohort of young offenders and public awareness of safety issues in West End.

Through coordination of police resources, targeted enforcement, cross border operations, engagement and case management of young people at risk, and the installation of lighting in Musgrave Park, unarmed robbery offences have been reduced by 75%, and armed robberies reduced by 66% since December 2018. The case management of young people at risk is ongoing. The group being managed has been reduced, with many young people re-engaging with family and education.

Operation Jing

In 2017, the Inala Child Protection and Investigation Unit (CPIU) within South Brisbane District commenced Operation Jing, a protracted operation targeting suppliers of drugs to youths and vulnerable persons. In 2018-19, 67 persons were charged with 194 drug and associated offences.

The purpose of this operation is to reduce youth recidivism by limiting access to identified crime drivers. Young offenders continue to be dealt with under the provisions of the *Youth Justice Act 1992*, with all persons involved offered police referrals.

Crowded Places Team

The Brisbane City Station has introduced a new high-visibility team to enhance the community's sense of safety in the City's popular public spaces. The Crowded Places Team (CPT) comprises eight members who perform intelligence-based taskings, patrol counter-terrorism priority sites, and respond to major events and protests. CPT members physically stand out in a crowd with the help of reflective epaulettes and Load Bearing Vest patches and are highly mobile using Segways, trail bikes and an All-Terrain Vehicle. They work with the Bike Squad which is highly visible and moves freely throughout the Central Brisbane District.

CPT comprises members who are qualified in basic bomb search, crowd control, Behavioural Observation and Suspicious Activity Recognition, and the Security and Counter Terrorism Network. As at 30 June 2019, the CPT has conducted patrols at 350 events and participated in five operations which resulted in 60 arrests and 650 intelligence submissions.

CENTRAL REGION



POPULATION

Over 1 million

AREA

238,404 square km

DISTRICTS

4

During 2018-19, police officers in Central Region undertook a diverse range of policing activities, including:

- approximately 116,391 hours of proactive patrols
- about 121,620 hours of traffic enforcement
- responded to more than 335,000 calls for service

Key achievements during the reporting period for Central Region include:

Primary School Re-Engagement Program (P.R.E.P)

The P.R.E.P is an eight-week hands on program aimed at supporting children aged 10 to 12 years to re-engage with school. The program is an early intervention program that also supports children from homes where domestic and family violence is being experienced.

Proserpine Indigenous Reference Group

Officers from Central Region are working collaboratively with the Proserpine Indigenous Reference Group to conduct a multi-agency project targeting Indigenous youth crime and transition to employment opportunities using senior Indigenous leaders as role models.

Personal Locator Beacon Project

Central Region covers bushland and remote areas where there is limited or no mobile phone communication available. Pioneer Valley, in the Mackay District, is a large geographical area with national parks and state forests and is very popular for recreational activities including bush walking

and motorised vehicle activities. Due to limited mobile phone coverage, there has been multiple incidents of search and rescue where persons have been injured or lost and unable to raise help. Central Region partnered with local businesses and community groups to provide free hire of Personal Locator Beacons to members of the community working or undertaking recreational activities in remote areas of the valley.

Bowen Youth Network

The Bowen Youth Network Group (BYNG) is a community initiative to address youth concerns, trends, programs and needs for young people up to age of 25 years within the Bowen and Collinsville areas. The group focuses on various avenues that can offer support to youths.

Since its inception in 2014 to 30 June 2019, the BYNG has achieved the following success:

- supported the implementation of the Edmund Rice School, an alternative learning high school for disengaged youths;
- supported the PCYC Braking the Cycle Program, a community initiative for vulnerable and disengaged youths.

Vulnerable Persons Unit

Supporting the Queensland Government's response to the taskforce report on Domestic and Family Violence in Queensland, the Wide Bay Burnett District established a Vulnerable Persons Unit (VPU) in January 2019. The newly-established VPU provides services to the Bundaberg, Hervey Bay, Maryborough and Gympie areas. A Domestic and Family Violence Coordinator (DFVC) position has also been created at Gympie.

The QPS has been working collaboratively with the Department of Child Safety, Youth and Women to integrate domestic violence referral agencies into the policing response. This initiative commenced on 5 January 2019 and focusses on case management, mental health and domestic and family violence related matters.

Coordinated Response High Risk Team

The Coordinated High-Risk Response Team (CHaRRT) is a domestic and family violence initiative in Capricornia District. CHaRRT was established in September 2018 and provides services to the Rockhampton, North Rockhampton and Gracemere areas. CHaRRT is a joint-initiative between Relationships Australia and QPS to address domestic and family violence in Rockhampton and North Rockhampton areas.

The inaugural CHaRRT meeting was held in Rockhampton in September 2018. The meeting was attended by representatives from government departments including QPS, Queensland Health, Department of Child Safety, Youth and Women, Department of Housing and Public Works and Queensland Corrective Services, and non-government agencies including Family and Child Connect, Relationships Australia and Helem Yumba, an Indigenous healing centre offering therapeutic support

During 2018-19, the CHaRRT met twice a week and overviewed approximately 100 high risk domestic violence couples. This collaboration, which facilitated information sharing across government departments, resulted in multiple coordinated arrests of DV offenders, the allocation of new housing for victims, and the establishment of support networks and safety plans to better assist victims and families.

The CHaRRT is delivering outcomes that are enhancing the safety of the community and providing a wholistic intervention for vulnerable persons and their families. CHaRRT was also awarded the 2019 QPS Domestic and Family Violence Prevention Award for Community Service/Partnership.

NORTHERN REGION



POPULATION

Over 547,000

AREA

817,280 square km

DISTRICTS

3

During 2018-19, police officers in Northern Region undertook a diverse range of policing activities, including:

- approximately 157,000 hours of proactive patrols
- more than 73,800 hours of traffic enforcement
- responded to more than 242,900 calls for service.

Key achievements during the reporting period for Northern Region include:

Speak Up Be Strong Be Heard Project

The Cairns Child Protection and Investigation Unit developed the *Speak Up, Be Strong, Be Heard* project to address reported child abuse matters in discrete Indigenous communities. This project was established in June 2016 by Cairns CPIU in partnership with Far North District (FND) Cross Cultural Liaison Unit.

The project initially focused on West Cairns and Aurukun and was extended to all discrete Indigenous communities in FND.

The project is designed to develop an ethos of child protection through increasing community awareness of abuse, strengthen reporting obligations and improving overarching agency interventions to child protection matters within FND, in particular discrete indigenous communities in Cape York and Torres Strait.

The project is led by an Indigenous police officer and it has greatly enhanced engagement and

delivery with Aboriginal and Torres Strait Islander peoples and communities, and ensured the project was developed and implemented in a culturally appropriate manner. The project has built and strengthened relationships in a number of discrete Indigenous communities in the Cape York area.

Disaster and Flood Response

An unusual, extended period of heavy rainfall over large areas of tropical Queensland began in late January 2019 and continued into February 2019. The heavy rainfall was associated with an intense and very slow-moving monsoon over northern Queensland. In Townsville, the accumulated totals of heavy rainfall were the city's highest on record since 1888.

In the Gulf Country and North West Queensland, record-breaking rainfall also occurred in previously drought affected regions, including Julia Creek, Richmond Flinders, McKinlay, Cloncurry, Carpentaria and Burke Shires, resulting in major flooding across large areas. Several sites in northwest Queensland had seven-day rainfall accumulations of more than 600 millimetres, and large areas received more than four times their February average rainfall.

The disaster and emergency management response was instrumental in the preservation of life. Well-planned emergency evacuation responses were critical to the evacuation of more than 10,000 residential homes during this period. Delivery of the disaster management response was undertaken over a protracted period of time under dynamic and changing circumstances across multiple locations in Northern Region.

Mount Isa Community Connect Project

The QPS is the lead agency in a co-located, multi-agency project called Community Connect. The project was launched in early 2019 to develop a coordinated approach to the issue of recidivist youth offending and the associated social issues that lead children to commit offences. Key agencies engaged in the project include the Department of Child Safety, Youth and Women (Youth Justice), Department of Education, Department of Housing, Department of Aboriginal and Torres Strait Islander Partnerships and Department of Corrective Services (Probation and Parole).

Through a combined, multi-agency approach, the project is seeking to develop programs that reduce truancy, deter children away from the criminal justice system and support offenders returning to the community after serving periods of incarceration.

SOUTH EASTERN REGION



POPULATION

Over 950,000

AREA

4,510 square km

DISTRICTS

2

During 2018-19, police officers in South Eastern Region undertook a diverse range of policing activities, which included:

- more than 111,300 hours of proactive patrols.
- about 78,360 hours of traffic enforcement.
- responded to over 171,400 calls for service.

Key achievements during the reporting period for South Eastern Region include:

Victim Engagement and Referral Approach Strategy (VERAS)

In November 2018, the Gold Coast District Crime Prevention Unit commenced Project VERAS (Victim Engagement and Referral Approach Strategy). Victims of property crime are offered home security and business security audits and are provided with crime reduction education material, with a focus on reducing victimisation and assisting vulnerable members of the community. The project currently operates in the Surfers Paradise and Broadbeach Police Divisions and since its inception until 30 June 2019, 888 victims have been contacted. Project VERAS has also identified and assisted victims of domestic violence and elder abuse.

Project Street CRED

Project Street CRED (Collaborate, Re-engage, Empower, Deter) commenced in June 2018 as a new initiative to reach out to at-risk young people. The project was implemented in the Surfers Paradise, Southport and Broadbeach Police Divisions as a multi-agency approach to improve service responses to 'at risk' young people in order to keep them safe and reduce youth offending and

recidivism. The QPS has formed partnerships with the Department of Child Safety, Youth and Women, the Department of Youth Justice and Gold Coast Youth Service to form outreach teams. These teams engage vulnerable young people and utilise diversionary strategies to provide appropriate health, wellbeing and support. Since its inception in June 2018 to 30 June 2019, the project had 830 engagements with 223 individuals.

‘A fight over nothing, changed everything’ campaign

‘A fight over nothing, changed everything’ campaign was launched by the Gold Coast District in December 2018 to assist in addressing alcohol fuelled violence. Innovative strategies including a campaign utilising street artwork, development of a video production outlining the concept of the campaign, merchandise and innovative technological communication techniques on social media platforms have been implemented, all with key educational messaging.

Across the QPS social media channels, the campaign video has reached over 80,000 Facebook users and 7,900 Twitter users. The campaign continues to utilise innovative social media messaging in order to communicate with the target demographic. This includes the recent adaption of artwork for a Snapchat geofilter.

‘Think you know’ Program

The ‘Think you know’ program commenced in Logan District in April 2019 and provides information to parents, carers, teachers and students on the various types of technology young people use, the challenges they face and how they can be overcome. The program delivered presentations on topics including social media reputation management, cyberbullying, ‘sexting’, online grooming, online gaming and identity theft. Logan District has partnered with schools in the local area with presentations being delivered to over 5,000 students in 2019.

Safe Road 4 Logan

Logan Police are actively engaged in making the roads of the district safer. Members of the Springwood Road Policing Unit facilitate the ‘Drive 2n2’ program which forms part of the Safe Road 4 Logan, a partnership between Logan Police and Logan City Council. This initiative targets high school students in the process of obtaining their driver licence and comprises interactive lectures and is supported by activities in a driving simulator that demonstrates the dangers of driving whilst using a mobile phone or being distracted. The program is aimed at reducing the road toll within the Logan Police District.

To further enhance community safety and reduce youth recidivism within the Logan community, local School Based Police Officers have introduced this program into schools including Marsden State High School, Woodridge State High School, Kingston State Community College, Mable Park State High School and Flagstone State Community College.

SOUTHERN REGION



POPULATION

Over 784,000

AREA

671,366 square km

DISTRICTS

4

During 2018-19, police officers in Southern Region undertook a diverse range of policing activities, including:

- approximately 87,000 hours of proactive patrols
- more than 126,000 hours of traffic enforcement
- responded to more than 245,000 calls for service.

Key achievements during the reporting period for Southern Region include:

Functional Capabilities Course tours Southern Region

Southern Region put their operational skills to the test when the Functional Capability Course (FCC) visited their stations in late 2018. The FCC, developed by the Toowoomba Education and Training Office together with the Health, Safety and Wellbeing Section, is an obstacle course broken into three components – get to the problem, resolve it, then remove it. The FCC can be used for a variety of activities including training days, team building activities, voluntary fitness training and Operational Skills and Tactics Training.

During 2018-19, 33 officers across Southern Region participated in the FCC, while 16 instructors were trained to set and facilitate future FCC sessions across the state.

Community Engagement Officer

In the same period, Moreton District commenced a trial of a Community Engagement Officer to coordinate and promote the online media presence of Moreton District via the myPolice blog site.

The Community Engagement Officer provides advice to QPS members, the community and stakeholders on policing issues, through monitoring and managing and/or assisting with the preparation of media releases, social media content, articles for service publications, talking points and briefing material for use by district management.

The trial for this position commenced in October 2018 and concluded in June 2019. Since the commencement of the trial, there has been an increase in police engagement through police and social media. Police use these avenues for the identification of offenders and providing information to the community with the Community Engagement Officer assisting officers with this process.

The trial indicated a distinct increase in social media activity in the Moreton District since the introduction of the Community Engagement Officer. In September 2018, the Moreton 'myPolice blog' had 28 posts with a community viewing of 10,950. In January 2019, the number of posts had increased to 42 posts with a community viewing of almost 58,000.

Darling Downs District policing operations

During 2018-19, the Darling Downs District conducted a number of policing operations, including:

- Operation Quebec Trawler, a combined operation with officers from various work units, targeting property and drug crime over seven months which resulted in 387 people charged with 1,054 offences.
- Operation Quebec Midway, which focused on the disruption of the drug network, resulted in the significant seizure of dangerous drugs including Ice. This operation concluded in November 2018 and resulted in 72 people being charged with 670 drug related offences, including 12 offences of trafficking in dangerous drugs, the seizure of 229 grams of Ice and over \$95,000 cash allegedly from the proceeds of sale of dangerous drugs. This operation also recovered 13 illegal firearms.
- Operation Barracuda was conducted in Warwick, Stanthorpe and Goondiwindi from 30 August 2018 to 31 March 2019 targeting the trafficking and supply of dangerous drugs in the Southern Downs area. As at 30 June 2019, the operation has resulted in 88 people being charged with 237 offences, including four charges of trafficking in dangerous drugs and 48 charges of supplying dangerous drugs.

Community Engagement and Proactive Strategies

The District Crime Prevention Unit (DCPU) for Darling Downs District established the Community Matters Group, which is aimed at improving relationships between police and Culturally and Linguistically Diverse communities. This group met six times during 2018-19.

The QPS has partnered with Multicultural Development Australia, the local settlement agency for new arrivals, and Queensland Fire and Emergency Services to create 'Migrant Welcome Morning Teas'. The DCPU hosted welcome events for refugees to the Darling Downs District, including a multifaith afternoon tea garden party. The purpose of the welcome events is to bring people of differing faiths and backgrounds together in a friendly and lively atmosphere with police, encouraging a more informal connection and discussion.

Exercise Austral Moreton

In September 2018, Moreton District conducted Exercise Austral Moreton, a multi-agency counter-terrorism exercise at Caboolture State High School.

Exercise Austral Moreton was a sequence of short drill exercises aimed at key tactical considerations for responding to a terrorist armed assault at a place of mass gathering. The exercise involved multi-agency participation to test current plans, capabilities and inter-operability when responding to an active armed offender and a siege incident resulting in security issues and mass casualties. QPS tested first response, command and control, negotiators, Public Safety Response Team, Polair and implementation of an Affected Person Reception Centre following just-in-time training for investigators.

Exercise Austral Moreton had 298 participants and observers including 80 role players from across government. This exercise provided all participants and agencies a realistic drill style exercise to allow participants to gain experience, examine inter-operability and review plans to improve its tactical response and better understand the roles of each agency during and immediately following an incident.

OBJECTIVE ONE: **STOP CRIME**

The Queensland Police Service is committed to preventing, investigating and disrupting crime to ensure the safety of all Queenslanders.



Child Abuse and Sexual Crime Group

The QPS is one of the primary agencies which provide first response, around-the-clock services for child harm investigations. The statewide Child Protection and Investigation Unit structure provides a specialist policing response to children, both as victims and offenders. The units are centrally supported by the QPS Child Safety Director of the Child Abuse and Sexual Crime Group. The Child Safety Director is also responsible for working across government and non-government agencies to ensure child protection issues receive a state-wide coordinated response.

Child protection reforms

The QPS is continuing to collaborate across agencies to deliver child protection reforms from the Carmody Commission of Inquiry, subsequent inquiries undertaken by the Queensland Family and Child Commission, and recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. The QPS continues to drive cultural change across the Service to meet the intent of the reforms.

Argos Unit

The Argos Unit is principally responsible for the investigation of organised 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, technology providers, non-government agencies and child protection advocates in a collaborative effort to protect children.

During the reporting period, Argos investigators:

- contributed to the identification of 219 children in circumstances of sexual harm nationally and internationally
- arrested 112 child sex offenders on 1,299 criminal charges
- referred 829 cases to law enforcement agencies nationally and internationally.

An important part of the work performed by the Victim Identification team at Argos has been the establishment of the Griffeye Database. This database is the largest of its kind in the southern hemisphere with over 85 million seized images that have been processed with 40 million classified as unique (approximately 20% depict or relate to child exploitation). Discussions are currently under way to make this database accessible as a resource for specialist investigators across Australia.

Argos will continue to progress the Queensland Sentencing Advisory Council recommendations in relation to categorisation of child exploitation material (CEM), including development of a CEM investigation package and implementation of Interpol Baseline Categorisation schedules.

Sexual Crimes Unit

The Sexual Crimes Unit (SCU) targets sexual offenders who pose the highest risk to the community, by disrupting and preventing serious and repeat offending and or complex investigations. The unit also provides investigative expertise to regional investigators and works collaboratively with external law enforcement agencies to prosecute offenders for both state and commonwealth offences.

The SCU has conducted various operations during the reporting period, including:

- Operation Quebec Darwin – SCU worked collaboratively with regional investigators and partner agencies to identify a serious sex offender leading to the identification of multiple victims and the arrest for offences of rape, sexual assault and deceptive recruiting through an employment scheme for overseas travellers.
- Operation Quebec Javelin – SCU continued to conduct cold case reviews of all unsolved rape offences by liaising with regional investigators, identifying possible suspects, using specialist investigative strategies and advances in forensic technology. This resulted in the successful finalisation of four cold case investigations and the arrest of six offenders for 17 offences including rape and sexual assault charges.

The QPS is continuing to implement recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. In response to recommendations relating to improving accessibility for victims of crime, the QPS initiated a project in January 2018 to establish online reporting of sexual assault and is working closely with the Policelink Communications Centre to implement online reporting by December 2019. Online reporting will provide another avenue for victims of sexual assault to report a matter, in addition to the current Alternative Reporting Options (ARO) process. The QPS continues to develop and implement processes to enhance responses to victims of sexual assault.

Child Trauma Unit

The Child Trauma Unit (CTU) continued to provide high-level specialist investigative and operational assistance to regional investigators on sudden, unexplained deaths of children, and serious injuries and deaths resulting from suspected child abuse and neglect during the reporting period.

This group of highly trained investigators is experienced in child abuse and suspicious death investigations. The CTU uses diverse investigative techniques and has developed networks with a range of government and non-government experts in the field of child trauma to provide additional capability to these complex investigations. During 2018-19, the CTU was engaged in 27 cases of significant injury and child death, which resulted in 11 persons being charged with serious offences including murder.

The CTU provides specialist training to regional investigators associated with child death investigations, and actively participates in the facilitation of lectures to tertiary education establishments and external government departments on child homicide.

In June 2019, the CTU was recognised as a leader in child protection and was invited to present at the Homicide Forum for Investigators hosted by the Cambodian Child Protection Unit (CPU). The CTU shared specialist investigative techniques used in Queensland in cases involving child trauma and abuse. The Cambodian Children's Fund established a CPU to assist the Cambodian National Police in the investigation of offences against children and to provide extensive training in the investigation of abuse and associated crimes committed against children.

Child Protection Offender Registry

The *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* requires people convicted of committing serious offences against children (Reportable Offenders) to register their personal details and inform police of their whereabouts. Reportable Offender details are recorded on, and administratively managed, by the Queensland Child Protection Offender Register (CPOR). Reportable Offenders are required to make ongoing reports of their personal details.

The CPOR comprises specialist investigators and dedicated administrative resources trained in the investigation, administration and management of Reportable Offenders in Queensland. To fulfil their specialist role, CPOR officers undergo specialist training and participate in ongoing professional development opportunities.

CPOR officers work in partnership with Queensland Corrective Services to improve the efficiency and effectiveness of the management of reportable offenders, including those subject to supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003*. During the reporting period, QPS preferred a total of 71 charges against persons under the Act, and four children and three adults were identified and removed from being at risk of harm.

Drug and Serious Crime Group

The Drug and Serious Crime Group (DSCG) provides a high-level investigative capacity to disrupt and dismantle organised criminal networks involved in drug trafficking and production, firearms trafficking, and major and organised crime more generally.

The DSCG engages with other law enforcement agencies to build relationships and enhance a collaborative and cooperative approach to targeting serious unlawful criminal activities.

Significant achievements for the DSCG in 2018-19 include:

- 1,072 persons charged with 3,684 offences
- an estimated \$41 million worth of drugs were seized
- 82 illicit drug labs were located and seized
- asset restraint matters commenced, valued over \$17 million
- cash and asset seized to the value of \$1,454,289.

Financial and Cyber Crime Group

The Financial and Cyber Crime Group (FCCG) within State Crime Command is central to the QPS' response to reported financial and cyber crime.

Key achievements for the FCCG in 2018-19 include:

- the Electronic Evidence Unit examined over 5,500 electronic and digital devices supporting police investigations for a wide range of offences including organised crime, serious crimes including homicide, domestic violence, property crime, and road safety.
- the Investigative Accountants Unit analysed the financial data of 51 investigations relating to the dangerous drug Ice, organised crime and serious crimes including fraud, money laundering and homicide to a total value of \$45.41M. Over \$28.2M of proceeds of crime referrals were made to the Crime and Corruption Commission. A further 37 investigations are being analysed.

- the ACORN Unit managed over 17,000 cybercrime reports referred to QPS from the Australian Cyber Crime Online Report Network. These reports related to cybercrime offending against Queenslanders or committed by Queenslanders.
- the Stolen Property Investigation and Recovery Unit logged in excess of 1.1 million trades of over 3.9 million items of property. The unit identified 262,000 potential property matches for further investigation.

The FCCG has responsibility for investigating and disrupting major and serious fraud, identity theft, money laundering and cyber-related crime. During the reporting period, the FCCG investigated numerous protracted cases of serious and organised fraud, with a value in excess of \$50 million. This resulted in 49 offenders being charged with 535 serious criminal offences including serious and complex major fraud, corruption, money laundering, cold call investment fraud and cybercrime.

The group operates a community awareness crime prevention program to reduce victimisation across Queensland. The program, R U In Control, encourages Queenslanders to maintain control of their financial and personal identification information with the emphasis on control.

The FCCG and People Capability Command also developed a Financial Crime Investigations Course, drawing on the research from best practice investigative strategies used around the world. During the reporting period, 48 officers have been trained in this course, with over 250 officers having received the training. Due to its success, the training was extended to officers from Northern Territory Police and the Crime and Corruption Commission.

Organised Crime Gangs Group

The Organised Crime Gangs Group (OCGG) works in partnership with police districts and various government departments to target the crime linked to organised crime gangs, including Outlaw Motorcycle Gangs (OMCG). The National Anti-Gang Squad Queensland Strike Team is a partnership between the OCGG, Australian Federal Police and Australian Taxation Office, providing a cooperative approach to the prevention and investigation of cross-jurisdictional gang related crime.

Key achievements for OCGG for 2018-19 include:

- 363 OMCG participants arrested on 1,376 charges
- 389 official consorting warning notices have been issued deterring recognised offenders from establishing, maintaining and expanding criminal networks
- 30 persons charged with wearing gang related prohibited items
- since 2013, in partnership with the Crime and Corruption Commission, 78 restraining orders have been obtained over property to the value of \$22.35 million. In addition, a number of Australian Taxation Office tax assessments have been levied from operations identifying unexplained income
- an attempt to establish a Rebels OMCG clubhouse was disrupted through the exercise of the new restricted premises search powers.

OCGG continues to have a statewide focus with operations in all 15 police districts resulting in the disruption of criminal activity linked to OMCGs.

Cold cases solved in 2018-19

The Cold Case Investigation Team examines previously unsolved homicide and suspicious long-term missing persons investigations. The team reviews these cold case investigations and utilises advances in forensic and criminal investigative techniques. During the reporting period, the Homicide Investigation Unit and Cold Case Investigation Team solved eight cold case investigations dating back to 1978.

New laws for Child Sex Offenders

The government further strengthened the laws to protect the community from child sex offenders. Amendments to the *Police Powers and Responsibilities and Other Legislation Act 2018* extended strict monitoring conditions for life and created stronger powers for the police and the courts. The

new laws lower the threshold for what constitutes 'concerning behaviour' and expands the types of conditions courts can impose, including enforcing GPS tracking, making counselling sessions compulsory, and directing offenders where to live.

From November 2017, under the new *Passports Legislation Amendment (Overseas Travel by Child Sex Offenders) Act (Cth)* Reportable Offenders are required to seek permission from the State Child Protection Offender Registry to undertake international travel. As of 30 June 2019, 119 applications for international travel have been received from 90 Reportable Offenders, of which 20 were approved, 71 denied, 28 withdrawn. As a result, 56 Queensland offenders have been restricted from travelling overseas and have been denied the opportunity to have unrestricted access to vulnerable children in countries where activities are not regulated as stringently as Australia.

Counter-Terrorism Investigation Group

The investigations and intelligence portfolios are critical to the prevention of, preparation for, and response to terrorism. In January 2018, the Counter-Terrorism Investigation Group (CTIG) was established to enhance the QPS' capability to investigate, prevent and deter terrorism, and respond to politically motivated violence and security threats through collaborative and intelligence driven methodologies. The CTIG works in partnership with the Australian Federal Police and the Department of Home Affairs to combat the threat of terrorism in Queensland and nationally.

This capability has been further enhanced by the delivery of a nationally accredited Counter-Terrorism Investigations Program (CTIP). In 2018-19, 48 officers across the state completed the CTIP, with more officers expected to complete the training in 2019-20.

The Counter-Terrorism Investigation Group continues to expand its investigative, intelligence and mitigation of security risk assessments by forensic behavioural consultants to provide an improved response capability as well as assist with the ongoing management of any associated risks to the community.

Prevention and Protection Group

The QPS Prevention and Protection Group conducts 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 attacks. The Prevention and Protection Group encompasses the Security and Counter-Terrorism Network, Engagement and Diversion Program, and the Queensland Fixated Threat Assessment Centre.

The Prevention and Protection Group implemented the Counter-Terrorism Security Coordinator (CT SecCo) capability across the QPS and recently trained more QPS personnel to increase the CT SecCo capability throughout the state. 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 and CT SecCo personnel deployed at numerous major events across Queensland including Anzac Day, Cairns Ironman, Townsville Supercars, Riverfire, Brisbane International Tennis, Major Stadium Concerts, Australian Defence Force Welcome Home and Freedom of Entry Parades, National Police Remembrance Day and New Year's Eve.

- Security and Counter-Terrorism Network

The Security and Counter-Terrorism Network (SCTN) continued in 2018-19. The Network, which is unique in national law enforcement, was developed to strengthen QPS' capacity and capability statewide by delivering an agile approach to security in the contemporary risk environment. In 2019, the Network received an allocation of permanent full-time positions, which are predominantly regionally based, to further enhance the organisations frontline counter terrorism capability. The Network provides frontline officers with awareness training and a framework for enhanced community engagement, reporting, investigations and intelligence-sharing.

The QPS has conducted 10 Skills Enhancement training programs to 125 regionally based SCTN trained police to further enhance frontline capability. The Skills Enhancement program focused on updating participants on the contemporary threat environment, identifying behavioural indicators of radicalisation and methodologies for the protection of major events and 'crowded places'. Through the SCTN, the QPS has facilitated 10 counter-terrorism forums for

509 owners and operators of 'crowded places'. These forums focussed on the importance of understanding the threat environment through greater information sharing, Active Armed Offender and Improvised Explosive Device response, emergency management planning, protective security overlays and reporting suspicious behaviour to ensure 'crowded places' are equipped to prepare for, prevent, respond and recover from terrorism.

- Engagement and Diversion Program

The QPS Engagement and Diversion Program (formerly known as the Queensland Living Safe Together Intervention Program) continued in 2018-19. The Program supported people to disengage from behaviours that may lead to criminal and violent extremism by working with families and vulnerable people and connecting them to appropriate support services in the community.

- Queensland Fixated Threat Assessment Centre

The Queensland Fixated Threat Assessment Centre (QFTAC), an Australian first joint QPS and Queensland Health initiative, continued nation leading work assessing fixated persons who predominantly suffer from untreated mental illness and pose a risk to public office holders and members of the judiciary. Recent expansion into the assessment of grievance-fuelled violence, including lone-actor terrorism, provides further enhancement to community safety reassurance.

Strategy and Capability Development Group

The Strategy and Capability Development Group ensure the QPS is equipped and well-prepared to prevent and respond to counter-terrorism by building capability and shaping counter-terrorism strategy. Two bodies of work undertaken by the group during the reporting period include:

- Queensland Police Security Alert Level System (QPSAL)

The QPS developed and implemented the QPSAL, a scalable threat notification system designed to raise awareness of potential threats and allow for effective planning to minimise or mitigate threats to police buildings and employees. The QPSAL guides and instructs officers in charge and supervisors on appropriate steps to be taken if there is a credible threat to police buildings or employees. The system enables the QPS to prepare for and respond to threats to ensure the safety of our members and the community.

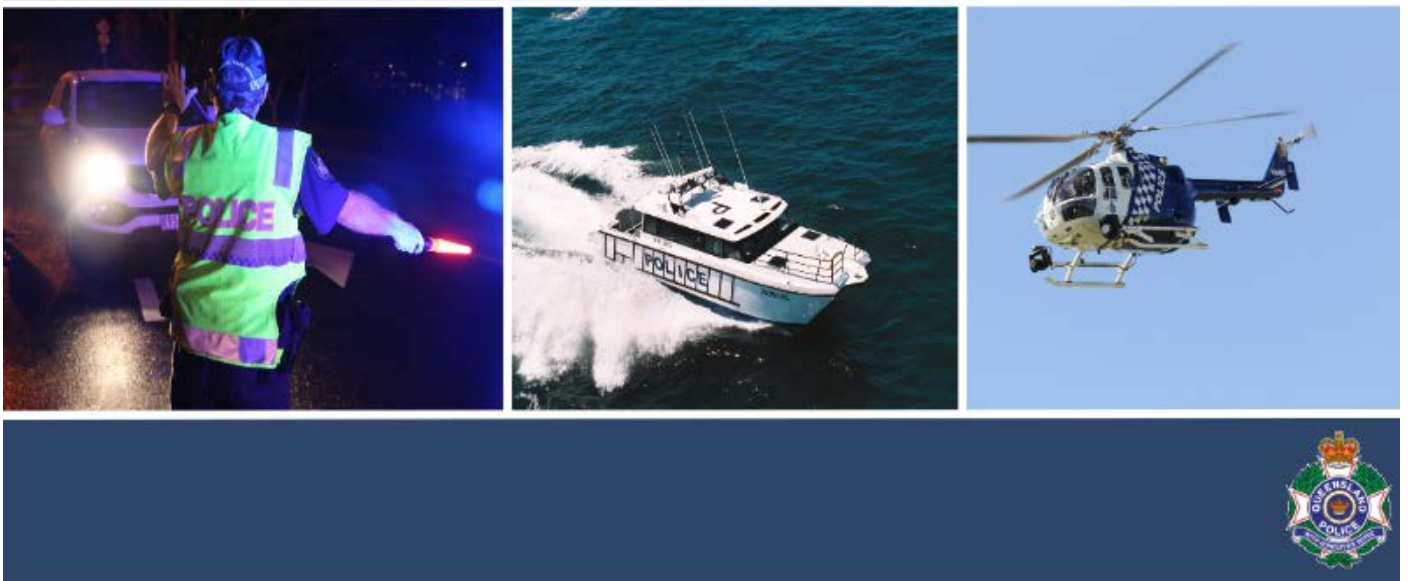
- Authorisations made relating to a terrorist act or threat

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 2018-19.

OBJECTIVE TWO:

MAKE THE COMMUNITY SAFER

The Queensland Police Service is committed to the safety of all Queenslanders and delivers this through policing operations conducted on the road, in the sky and on the water.



Road safety and the Fatal Five

The Queensland road toll for the 2018-19 financial year was 226 road fatalities, which equates to 4.47 fatalities per 100,000 population. This represents 20 fewer fatalities than the previous financial year, when 246 fatalities were recorded (4.96 fatalities per 100,000 population).

Many road crashes involve 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 2018-19, multiple statewide road policing enforcement campaigns were coordinated to influence driver behaviour and target criminal offending on the road network.

As at 30 June 2019, 2,787 police attended Crime and Traffic Connecting on Highways (CATCH) workshops. The CATCH workshops train officers to observe situations and behaviours that may indicate criminal activity by offenders who are initially detected committing a traffic offence. Officers continue to utilise CATCH principles in routine traffic enforcement activities and through the delivery of road safety operations.

In 2018-19, the QPS delivered the following high visibility road safety operations:

- Operation Quebec Yield targeted registration offences including obscured, missing, false or cloned plates, red light offences, seat belts and distracted driving over a five-month period. Officers also conducted a range of enforcement activities including roadside breath and drug testing and the detection of traffic and criminal offences

- Operation Romeo Arcadian involved high visibility enforcement and community engagement activities to promote safe road user behaviour in rural and remote locations. Road Policing Units were deployed across several launch points over a five-month period to cover road networks in western and central Queensland.

In 2018-19, the various road safety operations resulted in:

- more than 158,440 speeding infringement notices issued (excluding camera detected offences)
- approximately 9,000 infringement notices issued for not wearing seat belts
- almost 12,000 infringement notices issued for using mobile phones
- over 2.66 million random breath tests which detected approximately 16,650 drink driving offences.

Roadside Drug Testing

During the reporting period, the QPS conducted more than 70,000 roadside drug tests, with approximately one in five drivers testing positive. This represents an increase of just over 4,000 tests from 2017-18. The QPS also expanded its roadside drug testing capability by increasing the number of officers trained to perform testing to 696. This is a significant increase from 276 officers in 2015-16 and 510 officers in 2016-17.

Collaborative partnerships

Queensland Road Safety Week

The QPS continues to work collaboratively with stakeholder agencies to increase community awareness of road safety concerns. The QPS, in partnership with the Department of Transport and Main Roads (DTMR), coordinated the 2018 Queensland Road Safety Week campaign, "Speak Up For Road Safety". The annual campaign aims to promote road safety messages and encourage greater community ownership of road safety issues.

'Hold the Red'

During 2018-19, the QPS upgraded six existing red-light camera sites to improve intersection safety. Four of the upgraded red-light speed camera systems include a 'Hold the Red' functionality. This functionality delays the signals changing from red to green for cross traffic when a vehicle is detected disobeying the red-light signal. This functionality also reduces side impact road crashes at signal controlled intersections. This initiative was undertaken with the DTMR and was nominated and recognised at the Queensland Premier's Innovation Awards in 2018.

Trial to reduce road closure times

In July 2018, the Forensic Crash Unit (FCU) commenced trialling the use of Remotely Piloted Aircraft (RPA) to map traffic crash scenes, with the aim of reducing the amount of time required for road closures. Previously, FCU investigators would spend up to two hours at a scene using a robotic total station to manually record the location of road fixtures and physical evidence.

During the trial, the RPA was used to fly over a scene and a series of overlapping images were taken to record fixtures such as kerbing, traffic lights and line markings, along with physical evidence including tyre marks, scrapes, gouges and the final resting position of vehicles. Once the images are combined, two dimensional scaled aerial images are produced using specialist software. On average, the time taken to record a scene would be reduced by up to 50% using the RPA.

Since the trial, FCU investigators have used the RPA to record crash scenes on six occasions. During May 2019, a further six Forensic Crash Investigators were trained as remote pilots, and four RPAs with improved capability were purchased. These aircraft were deployed across Brisbane, Logan, Gold and Sunshine Coasts in June 2019.

GPS Tracking Project (Electronic Monitoring)

In March 2018, amendments to the *Bail Act 1980* commenced to empower a court to impose a 'tracking condition' as part of a person's bail undertaking for any offence. The GPS Tracking Project Team has successfully implemented the operational requirements to ensure the QPS meets its

obligations in delivering the capability to fit electronic monitoring ankle devices to offenders who have been granted bail with the electronic monitoring condition by the court. This has included creation of internal procedures and practices as well as external requirements such as Gate 3 Assurance Review for Queensland Government Chief Information Office.

The Project Team received Level 1 Certification training (delivered by the USA Scram team). This training enabled the team to develop and commence delivery of full training packages for Watchhouse Officers, Prosecutions and General Duties officers. As at 30 June 2019, 78 bail orders have been imposed statewide by Magistrates.

New laws for Child Sex Offenders

The government further strengthened the laws to protect the community from child sex offenders. Amendments to the *Police Powers and Responsibilities and Other Legislation Act 2018* extended strict monitoring conditions for life and created stronger powers for the police and the courts. The new laws lower the threshold for what constitutes 'concerning behaviour' and expands the types of conditions courts can impose, including enforcing GPS tracking, making counselling sessions compulsory, and directing offenders where to live.

POLAIR Queensland

The QPS has two helicopters, POLAIR 1 and POLAIR 2, based on the Gold Coast and Brisbane respectively, which are available for tasking 24 hours a day, every day of the year. The helicopter service is provided under a contractual arrangement with Surf Life Saving Queensland. Surf Life Saving is responsible for providing the helicopters, associated equipment and pilots and the QPS provides police tactical flight officers who direct the operations.

POLAIR Queensland provides tactical aerial support to police operations, improving officer and community safety and situational awareness of major events and critical incidents. While routine operations are limited to the south-east corner of the state, the aircraft are capable of deployment statewide for major incidents and disaster events.

During 2018-19, the two helicopters undertook:

- 2,118 flight hours
- 1,067 proactive tasks (planned)
- 1,732 reactive tasks (in response to Police Communication Centre requests)

From tracking offenders, to search and rescue, and providing real time situational awareness of major incidents, police helicopters help keep the community safe by providing quality support to frontline police.

In 774 instances during the reporting period, POLAIR was the first police resource on scene to reported incidents. This capability enhances officer and community safety as the helicopter crews provide information to the attending police about what to expect at the incident including best access points, number of persons observed and any movement around the location, vehicles at the incident location and perceived threats.

The helicopters are fitted with state-of-the-art equipment which allows them to identify, track and record vision of offenders in a range of operational contexts. In 2018-19, POLAIR proactively identified 357 traffic-related matters which resulted in offenders being charged with offences including unlawful use of motor vehicles, dangerous operation of motor vehicles and evading police.

Both helicopters are fitted with state-of-the-art night-vision and infra-red technology and are used extensively in search and rescue operations. This technology has enabled POLAIR to locate 68 missing persons during 2018-19.

During the same period, POLAIR helicopters have been responsible for locating 935 offenders. The offenders located by POLAIR were wanted for a wide range of offences including murder and attempted murder, rape, armed robbery, kidnapping, stalking, domestic violence, property offences and serious traffic offences.

POLAIR has also been involved in 117 counter terrorism and covert surveillance operations.

POLAIR prides itself on its commitment to continuous improvement and innovation. Innovations include the ability to download encrypted live-footage from the helicopter to Police Communication and State Disaster Coordination Centres, as well as to iPads used by general duties officers. This downlink capability greatly improves the situational awareness of police commanders and enhances their ability to make informed, tactical decisions during police operations. This underpins the safety of police officers and the community. This capability has also assisted Queensland Fire and Emergency Services in managing bushfires where people and property were threatened.

Assistance was also provided to interstate policing jurisdictions, including 27 incidents assisting the NSW Police Force during 2018-19. These incidents have included search and rescue operations, high risk offender searches, domestic violence incidents, organised crime investigations and police pursuits.

Remotely Piloted Aircraft Systems

In 2010, QPS considered the potential benefits of Remotely Piloted Aircraft Systems (RPAS) and subsequently commenced research into their use, focusing on the vertical deployment of cameras to provide thermal imaging, enhanced situational awareness, officer safety and command and control at significant incidents. In December 2013, Operations Support Command was successful in achieving a Civil Aviation Safety Authority (CASA) Operators Certificate which formalised the QPS as the first Australian Law Enforcement Agency and first Queensland Government Agency to achieve this credential. On 26 December 2013, the QPS became the first Australian law enforcement agency to use RPAS operationally.

All flights require a minimum two crew operation consisting of a pilot and a trained secondary observer. Annual practical and theory exams are conducted on all RPAS pilots by the Chief and Deputy Chief Pilots.

The RPAS is utilised by the Specialist Response Group, Specialist Services Group, Forensic Services Group, State Crime Command and Road Policing Command for operations and investigations including:

- terror incidents within the arrangements agreed to under the National Counter Terrorism Plan
- potentially violent incidents that exceed normal police capabilities
- incidents involving explosives/ordnance or chemical, biological and radiological (CBR) devices
- natural disasters to preserve life and protect property
- search and rescue operations
- forensic investigations.

As at 30 June 2019, the QPS has an inventory of 56 operational multi rotor RPAS, 35 licenced remote pilots and 93 officers trained as payload operators/secondary observers. The RPAS have been deployed to 926 jobs/scenes (as at 30 June 2019).

The use of RPAS in QPS is greatly increasing with very successful results. These flights have been used in support for major and critical incidents, a large variety of major forensic scenes, and in support of the drug and serious crime group operations.

QPS Dog Squad

The QPS Dog Squad operates in every region with general purpose handlers based in most police districts. The QPS has 95 dogs including general purpose, drug detection, urban search and rescue, cadaver and blood detection dogs. The demand for operational handler/dog teams is rising in response to the specialist services available through the squad.

In 2018-19, the QPS Dog Squad Units:

- attended over 32,000 calls for service
- attended over 2,600 tracking deployments
- located over 2,000 persons
- located 679 items of property

- attended 799 search warrants
- attended in excess of 1,500 drug locations
- 35,380 Passive Searches Conducted.

Water Police

The QPS Water Police supports a safer Queensland by delivering an integrated specialist policing resource focused on enforcement and educational activities on our waterways.

In 2019, QPS Water Police celebrated 160 years of service. The Water Police was first established in 1859 and 160 years later, with a fleet of 65 vessels, it continues to provide a professional and committed response to ensure the safety of the marine community across the state.

The Water Police has a staff of 100 and operates the fleet from 11 main water police bases across Queensland 24/7. Water Police staff include a full time Dive Unit of eight permanent staff; a State Search and Rescue Coordinator and Trainer; and the State Marine Training Section. The fleet is managed and maintained by seven Public Safety Business Agency staff at the Marine Technical Section, Lytton.

The primary role of the Water Police is to provide statewide specialist support focusing on maritime incidents and operations. This activity includes:

- maritime safety and enforcement activity on our coastal and inland waterways to a distance of 200 nautical miles offshore
- drug and alcohol enforcement activity and intelligence gathering
- search and rescue with approximately 1,200 operations undertaken annually
- providing a statewide Dive Unit response with approximately 150 deployments each year.

In performing their roles, the Water Police rely on their partnerships and relationships with other agencies, including:

- Maritime Safety Queensland
- Australian Maritime Safety Authority
- Queensland National Parks and Wildlife Service
- Queensland Fisheries
- Australian Border Force
- Maritime Border Command
- Australian Navy & visiting foreign naval forces
- Australian Federal Police
- Queensland Volunteer Marine Rescue
- Australian Volunteer Coast Guard
- numerous recreational and commercial boating organisations and committees.

Water Police take drug testing to the waterways

In February 2019, the QPS commenced a six month trial of on-water drug testing and enforcement to create a safer environment on water. Previously, on-water drug testing was undertaken during joint operations with the Road Policing Command. The QPS trial aims to provide water police with the equipment, training and capacity to undertake their own on-water drug testing independent of these joint operations.

Water Police are using the Draeger Drug Test 5000 instrument to test for drugs with this instrument to be available on the six class one vessels across the state in 2019-20. Currently, 16 Water Police Officers are trained to use the drug testing equipment, with more officers expected to be trained in 2019-20.

Disaster Management

The QPS Disaster Management Unit is located at the State Disaster Coordination Centre (SDCC), Emergency Services Complex, Kedron and has a permanent staff of six. During the reporting period:

- the SDCC activated a total of six times for events including wildfires (central Queensland), an active monsoon (north Queensland) and tropical cyclones for a total of 42 days
- 110 QPS officers undertook training for roles within the SDCC
- two Deputy District Disaster Coordinator courses were conducted in Brisbane to increase capacity across the service. Thirty-six police officers from around Queensland participated
- three Deputy Executive Officer courses were conducted in Longreach, Maryborough and Mt Isa where 43 officers were trained
- local and district disaster management plans were assessed and updated prior to the 2018-19 summer storm season. The assessments were conducted using the assessment tool provided by the Office of the Inspector-General Emergency Management and the Emergency Management Assurance Framework
- two Exercise Management courses were conducted in the Gold and Sunshine Coasts, 22 additional staff from QPS, government and non-government agencies were trained in developing Disaster Management exercises
- the QPS undertook training and completed exercises at 22 disaster districts and have provided exercise management assistance to a number of the 78 local government authorities.

Railway Squad co-responder initiative with the NOFFS Foundation

The QPS Railway Squad has partnered with Queensland Rail and the NOFFS foundation to address Volatile Substance Misuse (VSM) on and off the rail network. The NOFFS Foundation seeks to support socially disadvantaged and disconnected people through treating drug and alcohol programs, including those with mental health issues. The first joint VSM patrols commenced in May 2019 involving plain clothes officer from the Railway Squad and NOFFS Foundation, focussing on diverting at-risk youths. Initial intelligence-led patrols targeted stations from Woodridge to Loganlea and have since expanded to the Ipswich and Caboolture lines. The joint patrols have resulted in a number of at-risk youths identified and referred via the Police Referral System to the NOFFS foundation.

Introduction of Tactical First Aid Training

The successful implementation of Tactical First Aid Training was finalised this year with all sworn members trained in the delivery of life saving trauma skills. Police have applied these skills using tourniquets, chest seals and wound bandages in situations including serious road crashes, an aircraft crash, and incidents of self-harm. The skills, equipment and training were developed in partnership with the Trauma Council Queensland and national tactical medical organisations. The QPS is one of the few large-scale police services in the world to have developed this training and delivered it to all frontline police. The training now forms part of annual operational skills training for all police.

Commonwealth Games Group awarded with highest honours

The Commonwealth Games Group received national accolades, with a stunning result in the prestigious Prime Minister's Award for Excellent in Public Sector Management. The Institute of Public Administration Australia (IPAA) recognised the Commonwealth Games Group with not only the Gold Award, which is one of two supplementary awards given at the discretion of the judgement for joint nominations between two or more organisations. The Gold Coast 2018 Commonwealth Games was the biggest sporting event in Australia this decade and presented the largest operational challenge ever faced by the QPS. The Commonwealth Games Group was established as early as April 2015 to plan and execute what would become known as Operation Sentinel, the integrated security operation ensuring a safe and secure Games. Counter-terrorism planning strategies were developed, drawing on learnings from previous major events across the globe, including G20. All

desired outcomes were delivered on time and under budget. The IPAA judges were extremely impressed with all facets of the Service's nomination, noting that it represented a major international event, with high risks and high expectations. The QPS delivered security operations of the highest order.

New investigative powers to fast track missing person cases

New laws have been passed by Parliament to allow the QPS to fast track investigations into high-risk missing persons. Recent amendments to the *Police Powers and Responsibilities Act 2000* included a new framework to respond to high risk missing persons. The framework incorporates a new missing person scene warrant where police will have the power to enter and search a place for the missing person or for information which may lead to the person's whereabouts. The new legislation will significantly assist police in the initial stages of a high-risk missing person investigation when locating the missing person or obtaining information as to their whereabouts is vital.

OBJECTIVE THREE:

STRENGTHEN RELATIONSHIPS WITH THE COMMUNITY

The Queensland Police Service values the assistance provided by the public in reporting crimes, sharing social media posts to locate missing persons and locate offenders, and participating in QPS-led events.



Crimestoppers Queensland

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2018-19, Crime Stoppers Queensland collected over 26,200 pieces of information and received over 36,500 contacts from members of the public. As at 30 June 2019, this had resulted in:

- the apprehension of 1,823 people
- more than 6,100 charges being laid
- the confiscation of more than \$6 million worth of drugs
- the seizure of approximately \$594,000 in proceeds of crime
- the recovery of more than \$1.3 million worth of stolen property.

Improving communications with the community

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

During 2018-19, the QPS Media and Public Affairs Group launched or managed a number of media and social media campaigns including:

- The West End Serial Hub (recording bicycle serial numbers);

- Christmas Road Safety and Easter Road Safety;
- Queensland Road Safety Week;
- Operation Wake Up (traffic enforcement operation);
- Stop stolen motorbikes project with Brisbane City Police and RACQ;
- Promoting local 'look to the stars' events (indigenous artwork);
- Fatality Free Friday
- Mounted Unit promotional videos;
- One Step Better (LGBTI campaign);
- Gold Coast Alcohol Fuelled Violence;
- Changing perspectives on property crime;
- Inner West Alcohol Fuelled Violence;
- My story (recruiting campaign);
- Law Week;
- Brisbane City crowded places team launch;
- National Police Remembrance Day;
- State Crime Command – *'If you'd seen what I'd seen'*.

The QPS Media Unit continues to provide operational support and advice 24/7. During the reporting period, the Unit:

- received more than 65,830 calls (approximately 5500 per month)
- issued more than 3,010 media releases
- issued approximately 635 written media responses
- held more than 485 press conferences.

Amber Alert System

The QPS Media and Public Affairs Group continues to manage the Amber Alert public messaging system to help locate abducted or high-risk missing children.

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 secondary alerting partners including 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 2018-19, there were five Amber Alerts issued with all children safely located, with evidence showing the Amber Alert directly led to the safe recovery of these children.

NAIDOC Week 2018

The National Aboriginal and Islander Day Observance Committee (NAIDOC) Week 2018 was held nationally in July to celebrate the history, culture and achievements of Aboriginal peoples and Torres Strait Islander peoples. The national theme for 2018 was *'Because of her, we can.'*

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 event with the flag raising followed by a breakfast. This brings together representatives from Aboriginal and Torres Strait Islander communities, Queensland Government and the QPS.

This ceremony which has been an annual event since 2011 and is attended by approximately 100 community members, government representatives and QPS senior executives.

Putting an end to domestic and family violence

During 2018-19, the QPS implemented the remaining Second Action Plan initiatives of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026.

Collectively, these strategies focussed around changing culture to promote and embed best practice policing strategies to deliver appropriate support and protection to the victim and their families, whilst strengthening processes to increase accountability of domestic and family violence offending.

In 2018-19, the QPS:

- delivered a presentation to the Domestic and Family Violence Implementation Council in September 2018 on progress with the Service's *Not Now, Not Ever* report recommendations; and to the Council's Aboriginal and Torres Strait Islander Advisory Group in April 2019 sharing some of the policing approaches in responding to domestic and family violence affecting Aboriginal and Torres Strait Islander people and communities.
- developed the *Vulnerable Persons Framework* in recognition of the growing evidence highlighting the intersection between persons affected by domestic and family violence and other vulnerabilities such as disability, mental impairment, elder abuse and homelessness; and to promote a shared vision amongst district-level operated Vulnerable Persons Units based on commonly agreed principles and objectives.
- made enhancements to the Police Referrals Network to ensure frontline officers can continue to provide individuals, their families and carers, the option of a referral to local service providers.
- invested in training, education and professional development opportunities for members related to domestic and family violence and vulnerable persons, including:
 - delivered the inaugural Domestic and Family Violence Specialist course in February 2019, with feedback helping to refine the content for future courses planned later in 2019
 - continued to offer access to professional development opportunities, such as the Queensland University of Technology Graduate Certificate in Domestic Violence, where members learn about risk assessment tools in actual cases and the impact of domestic violence on victims, carers and the community.
 - offered further opportunities to members to attend strangulation prevention training, delivered by the internationally renowned Training Institute on Strangulation Prevention from San Diego. The aim of the training is to build an in-house knowledge and skill base to help embed a uniformed, best practice response during investigations
 - enhanced existing training products to assist police with appropriate communications skills to build rapport with victims (and other persons coming in to contact with police at times of crisis or intervention)
 - developing online resource for use by QPS members to raise awareness about domestic and family violence in the LGBTIQ+ community
 - working with Disability Ambassadors, including Ms Karni Liddell, to help educate QPS members about how to support people with disabilities experiencing domestic and family violence.
- hosted the Third Australasian Indigenous Family Violence Policing Conference in Cairns in June 2019. Queensland was honoured to host this two day event that offered participants an opportunity to collaborate with police, practitioners, Aboriginal and Torres Strait Islands Elders and community leaders, and members working in the anti-violence space to identify solutions in a policing context, to progress and improve responses to Indigenous family violence.

Elder abuse

The QPS is committed to working with older people and the community to reduce elder abuse. Elder abuse takes many forms including assault, financial exploitation, intimidation, isolation and neglect. It can be challenging to identify elder abuse as there is no single type of person who is at risk or who may cause harm. Elder abuse is often unreported as older people are unwilling or unable to speak up.

Key achievements during the reporting period include:

- commencing a review of the QPS' current policing responses to elder abuse and people with a disability to plan for potential future demands resulting from the Royal Commissions into Aged Care and Disability
- initiating the development of a suite of new education materials for internal and external use related to elder abuse and the policing response; and progressed preparations for a QPS display at the 2019 National Elder Abuse Conference in July 2019.
- continuing to collaborate with partner agencies, government and non-government as well as Seniors groups to develop and promote joint initiatives that educate and raise awareness around social issues related to elder abuse.

Mental Health

The QPS continues to play a significant role in the response and intervention of incidents involving persons with mental health illness. Key achievements during 2018-19 included:

- commencing a refresh of the QPS' Mental Health Strategy
- progressing the review of the Mental Health Intervention Program, with initial findings from this review planned for delivery in late 2019
- collaborating with the Queensland Mental Health Commission on the development of a 10-year Suicide Prevention Plan
- collaborating with other jurisdictions in the development of the Australia New Zealand Policing Advisory Agency Mental Health Guide for police responding to Mental Health Incidents, which is planned for release in late 2019. The aim of the guide is to create consistency across all policing jurisdictions when responding to people with mental illness in the community
- reviewing the First Year Constable Mental Health Intervention Training program and delivering train-the-trainer workshops to prepare Education and Training Officers, Mental Health Intervention Coordinators and Negotiators involved in facilitating the training to First Year Constables.

Sexual Assault Counselling Privilege

Organisational Capability Command played a key role in the development of operational policy and procedures to underpin the implementation of the complex and sensitive Sexual Assault Counselling Privilege (SACP) laws, and support referrals to the government's free legal service, Counselling Notes Protect which protects counselling records of victims of sexual assault or alleged sexual assault from being used in some courts. The policy delivered a QPS position that prioritises the confidentiality of counselling communications to support the therapeutic role of counselling for victims of sexual assault.

Boost in call service operators for Policelink

Call service operators at Policelink take more than a million calls from the public and police each year and has dealt with over 700,000 online contacts from members of the public since the rollout of the online offering in 2015. Policelink is the non-urgent contact centre for QPS and its client service operators take reports from members of the public that can assist police with their investigations. The focus of Policelink operators is on resolving the needs of each caller, and the QPS is always looking for ways to improve the level of service provided to the public.

During the reporting period, 31 Policelink client service operators completed their training and transitioned onto the operational floor, boosting the number of operators by 2.5% over the 2018-19 financial year. Seven client service officers who commenced training on 7 May will complete their

initial training and move into 'transitional' operational roles in July 2019 where they will be monitored until they complete their training on 20 August 2019. The recruitment for the next group of trainee client service operators will commence in July 2019, with more intakes planned for 2019-20.

In addition, new strategies, such as side-by-side coaching and investment in new technologies and processes, are being implemented at the Policelink call centre which have reduced the average call handling times. The changes commenced in June 2018 and have produced great results. The average handling time has been reduced by four minutes and forty-seven seconds across all calls which has resulted in a 22.89% reduction in unanswered or disconnected calls from November 2018 to June 2019.

Adopt-a-cops recognised across the state

Adopt-a-Cops (AAC) perform outstanding work in their school communities, establishing relationships, winning over young hearts and minds, and helping to address anti-social behaviour before it becomes out of hand. The program was first implemented by the QPS in 1985, and since 2010, the annual Adopt-a-Cop of the Year Awards have acknowledged the efforts and commitment displayed by these volunteers.

Each year, the 15 police districts are tasked with judging the nominees and awarding a district finalist. From the 15 district award winners, five regional award winners are selected by the regions.

All nominees must meet two criteria:

1. the AAC has been formally adopted by the primary or secondary school or educational institution
2. the AAC has performed their role in an outstanding manner and, in doing so, has built/maintained a positive relationship between police and the students, teachers and parents/carers of the school community

In November 2018, the five regional award winners attended an awards ceremony at Police Headquarters in Brisbane where they were recognised for their valuable and voluntarily contribution to their local school communities. At this ceremony the state award winner was announced.

2018 state winner

- Senior Constable Kurt Foessel: South Eastern Region (Elanora Community Beat)

2018 regional award winners and state finalists

- Sergeant Steve Heemi: Northern Region (Smithfield Division)
- Senior Constable Cameron Hill: Central Region (Nambour Station)
- Sergeant Brett Hunter: Southern Region (South West District, Dalby)
- Senior Constable Belinda Wilcox: Brisbane Region (Inala Station)
- Senior Constable Kurt Foessel: South Eastern Region (Elanora Community Beat).

New police memorial a permanent place for reflection in City Botanic Gardens

A new Queensland Police Memorial has been dedicated in Brisbane's City Botanic Gardens to honour the 147 officers who have died while serving the Queensland community since 1861. The Brisbane City Botanic Gardens opened only a few years before the Police Service was formally established in Queensland, so it's an appropriate historic setting for a permanent memorial, honouring officers from one of our State's oldest and most important institutions.

The new Queensland Police Memorial in the Botanic Gardens incorporates various symbolic aspects including five individual archways and 10 pillars representing the 10 ranks within the QPS. The archways reflect the memorial ribbon that officers wear on National Police Remembrance Day, and the pathway that connects the archways emphasises that 'no officer or affected family member will stand alone'.

OBJECTIVE FOUR:

EQUIP OUR WORKFORCE FOR THE FUTURE

The Queensland Police Service is committed to ensuring its officers are equipped to deal with emerging issues and trends, now and into the future.



Enterprise Portfolio Management Office

The policing environment is becoming increasingly complex and traditional policing services will need to adapt to meet the demands of policing in the future. The growing demand for services, rapid technological innovation and changing public preferences are just some of the factors that are compelling the QPS to reconsider the way it does business to ensure the agency is prepared for future service delivery needs.

The QPS is embarking on a body of work to reposition the agency for service delivery in the long term. A priority for the program is service delivery reform focussed upon improvements to internal processes, customer experience and community safety for the people of Queensland. The Service is examining how it might better leverage intelligence, resources and partners to provide a more effective policing service that emphasises prevention as a first order priority.

The program is being absorbed into a larger body of work which will be progressed over the next five to ten years.

Our People Matter Strategy

The QPS, together with the Queensland Police Union of Employees, Together Union and the Queensland Police Commissioned Officers' Union, launched the 'Our People Matter' Strategy on 27 February 2018 at the Queensland Police Service Academy in Oxley. The strategy sets a direction and standard for the QPS executive and workforce in creating working environments that improve support to police employees and their families.

Employees and family members contributed to the strategy's development via an organisational wide survey and 30 face-to-face statewide workshops. This consultation provided more than 20,000 ideas and suggestions for activities, services, business processes and practices that could be changed or implemented to better support employees and their family members.

The Strategy has four priority areas including fair and positive workplaces; safer workplaces; healthy minds; and healthy bodies.

A list of immediate organisational priorities was developed to provide knowledge and new services to employees and their families, based directly on the consultation responses. These deliverables included the release on 1 June 2018 of the new Flexible Working Arrangements Policy in line with the *Industrial Relations Act 2016* and relevant industrial provisions. To assist supervisors in applying the policy, workshops are currently being delivered across the state.

QPS Innovation Unit

Innovation in the QPS is about thinking differently, embracing new ideas, enabling collaboration and having a strong performance focus. The QPS Innovation Unit is committed to driving and enabling innovation within the QPS and being an active contributor to the broader Queensland Government Innovation Strategy.

The Innovation Unit continued to promote the ideas management system called iCOP (ideas connecting our people) which provides a mechanism for all QPS members to collaborate on ideas, share knowledge and problem solve together.

All QPS members are encouraged to actively participate in the QPS innovation process by submitting and voting on ideas, providing constructive comments on the ideas generated by others and sharing solutions that have (or have not) worked. As at 30 June 2019, over 7,500 members had registered with iCOP which represents over 45% of the workforce. In addition, members generated over 900 ideas, contributed over 5,665 comments and cast over 37,569 votes. The open interactions enabled by iCOP have been the catalyst to prioritise, investigate and implement solutions around legislative and policy amendments and provide positive operational equipment enhancements for our people. This transparent digital channel for members, regardless of rank or location; supports a collaborative workforce that shares ideas, information and implements solutions that create positive change.

In 2018, the success of iCOP was recognised internationally by IdeaScale (iCOP vendor) at their 2018 Open Nation Conference in San Francisco. The QPS was awarded the Best Innovation Engagement Strategy. This achievement was significant given the highly regarded international organisations using IdeaScale including NASA, US Coastguard, KPMG and IKEA.

The Innovation Unit is in the process of embarking on a Service Experience (SX) Pilot where the customer and employee experience of the end-to-end journey of a break and enter occurrence will be mapped to identify service delivery improvements. Improvements will be assessed using the customer and employee voice to prioritise critical changes in service delivery aimed at building community trust and confidence in the QPS.

In addition, the Innovation Unit continued to work with internal and external stakeholders to develop better ways of doing business. Some key achievements for 2018-19 included:

- positive change in Working for Queensland measures since implementation of iCOP with 'My organisation is open to new ideas' seeing a 4% increase; and 'Management is willing to act on suggestions to improve how things are done' increasing by 5%.
- successful pilot of Email-to-SMS capability which offers an additional communication channel for members to engage with the community. Positive feedback from both community members and officers has provided support for the capability to be rolled out statewide.
- QLiTE challenge – a targeted campaign in iCOP led by the Mobile Capability Centre (MCC). MCC sought advice from iCOP members through a specific campaign where operational officers voted for the most relevant QLiTE improvements. This generated over 1,900 votes and 90 comments; informing MCC's work schedule, by directly listening to the voice of our people.

Mobile Capability

Mobile Capability has continued to deliver new mobile capability and enhance mobile applications to enable first response officers to be more efficient and effective and spend more time engaging with the community. The QPS entered into a new 5-year managed service contract with Telstra which provides additional benefits to both officers and the community, particularly with the addition of Telstra LANES priority data for new devices providing officers with far better access to services during major planned and unplanned devices.

Significant improvements were made to mobile capability including:

- Police activity auto logging functionality which reduces officer administration time by more than 20 minutes per officer per day.
- electronic ticketing for traffic infringements was successfully deployed to all officers following an extensive pilot and release process.
- significant investment was also made in developing and implementing mobile capability for Domestic and Family Violence investigations. Policing response for DV matters has been significantly enhanced through reducing the complexity and time taken to complete the investigative records.

The QPS has increased the number of Apple iPad QLITE devices from 5,400 to 6,900 in 2018-19.

Electricity Optimisation Project (EOP)

The EOP commenced on 1 January 2017 to reduce QPS electricity costs and emissions through investment in a range of capital initiatives including solar, air conditioning and lighting upgrades, tariff optimisation and installation of Power Factor Correction (PFC) equipment. Sites and initiatives that are selected for EOP investment are based on a cost benefit analysis to maximise return on investment.

Between January 2017 and May 2019, the EOP operational savings were estimated to be approximately \$1.5 million, with \$850,000 projected annual savings forecast for the life of the infrastructure (15+ years).

As at 30 June 2019, the EOP has achieved:

- 1.7MW of solar at 45 sites across the state
- lighting upgrades at eight sites
- major air conditioning control system upgrade at Police Headquarters in Brisbane
- Tariff optimisation at 10 sites
- Installation of power factor correction at 26 sites
- reviewing and updating the QPS Building Design Manual for energy efficiency and sustainability.

Fleet Achievements

Organisational Capability Command is participating in a range of fleet reform activities with the Public Safety Business Agency which will seek to identify a range of operational efficiency and officer safety improvements.

Stronger engagement with insurance partners has been a key aspect of the Fleet Review Team during 2018-19. Improvements within the insurance portfolio include:

- transition of crash reporting into QPRIME to improve the capture of information and cost recovery potential
- positioning a dedicated insurance claims officer to provide statewide assistance to members reporting departmental crashes and to conduct quality assurance checks, ensuring compliance with service expectations
- implementing strategies to raise driver awareness regarding departmental crashes and strategies when slow speed manoeuvring. Strategies include videos, posters and awareness stickers along with a slow speed manoeuvre driver training course;

- delivering a statewide insurance dashboard for advice to regions and commands on the status of their departmental crashes. Also, the team is currently developing new reporting systems to assist regions/commands to better understand and reduce departmental crashes.

Furthermore, the fleet team has worked extensively on a range of other projects, including:

- collaborating with partners to implement new vehicle repair processes to ensure repairs are undertaken proactively, whilst also guaranteeing lifetime warranties and reducing officer downtime
- actively looking to improve QPS FBT liability through the delivery of fresh opportunities and improved processes
- assisting the Road Policing Command test, review and deliver the first plug-in hybrid vehicle into the QPS fleet (Mitsubishi Outlander PHEV – Speed Camera).

Kia Stinger joins the QPS fleet

The cessation of manufacturing by Ford and General Motors Holden (GMH) in Australia necessitated a re-assessment of the composition of the current Road Policing Command (RPC) high performance fleet. A market assessment of suitable vehicles, followed by an evaluation process, identified the Kia Stinger as a suitable replacement for RPC's Holden SV6, SS and the Ford XR6. As at 30 June 2019, 62 Kia Stingers have been rolled out into the RPC fleet.



Capital Asset Services Achievements

Capital Asset Services administers the future minor and medium works, and major capital investment projects of the Service, in partnership with PSBA Property and Facilities Management.

During the reporting period, the QPS, in partnership with PSBA, delivered:

- replacement of the Gordonvale police station in November 2018
- delivery of the Woree police facility, August 2018
- stage 2 completion of the replacement Bowen police station, September 2018
- practical completion of residential accommodation at Aurukun, September 2018
- completion of the Howard police station, November 2018
- replacement of Kilcoy police station, in November 2018

- contracts of sale arranged for land acquisitions for future police facilities, including Highfields
- a security audit of police residences
- replacement of the Caboolture station and district headquarters in April 2019.

Health, safety and wellbeing initiatives

The QPS supports the health and safety of its employees and their families. During 2018-19, the Health and Wellbeing Section continued to provide health and safety support services including:

- establishing the Inclusion and Diversity Restorative Engagement and Cultural Reform Program (Juniper)
- establishing an external, independent 'safe space' model (1800 Speak Safe) for employees affected by workplace bullying, sexual harassment and unlawful discrimination
- coordinating the statewide Influenza Vaccination Program which delivered over 6,000 vaccinations across 448 community pharmacies
- publishing three Our People Matter e-newsletters to approximately 2,500 subscribers
- delivering 13 statewide pre-retirement *Life Beyond the Service* seminars to more than 950 employees and their partners aged 50 years and over
- delivering 16 statewide *Prostate Cancer Information Seminars* to more than 420 employees
- coordinating QPS participating in the annual Movember campaign which raised over \$45,000 for the Movember Foundation. The QPS was the highest raising Australian police jurisdiction.
- Participating in the Australian Red Cross Blood Services' *Emergency Services Challenge* which saw more than 670 donations from QPS employees. The QPS made the highest number of donations of all Queensland emergency services
- coordinating 22 statewide health expos attended by approximately 2,200 employees
- coordinating two Workplace POWER weight loss programs which saw 55 QPS employees lose a combined total of 355kgs, with an individual average weight loss of 7.4kgs within 12 weeks
- coordinating three statewide step challenges to encourage physical activity
- establishing the External Job Portal which displays positions suitable for QPS employees seeking a career change
- establishing the internal Workplace Champions Program comprised of more than 450 Workplace Champions throughout Queensland.
- coordinating statewide internal communication campaigns promoting Safe Work Month, Queensland Mental Health Week, Women's Health Week, Men's Health Week, National Diabetes Week and Smart Eating Week.

New Counter-Terrorism Facility

The Queensland Government is investing in a world-class use of force, weapons and counter-terrorism training facility at Wacol. When complete, this facility will include two indoor firearms' ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents. Its co-location with the police driving skills section will enhance training on the growing issue of vehicles being used in attacks on public safety. Another advantage of the site is officers will be able to update their operational training at the one location and return to duties much sooner. For example, the provision of indoor firearms' ranges will enable police to train day or night in any weather, and the facility's flexibility will enable first response officers to practice for emerging trends such as active shooter incidents.

Inspector David Stevenson Field Training Officer Award

In 2014, the QPS introduced the annual Inspector David Stevenson Field Training Officer Award to recognise Field Training Officers (FTO) who demonstrate the highest standards and commitment expected of this important role. The award was first granted in 2015 and is named in honour of the late Inspector David Stevenson who passed away suddenly in 2013.

The award recognises excellence in the training of First Year Constables by operational police performing as workplace assessors. As well as recognising the legacy of Inspector Stevenson, this award also recognises the crucial role that FTOs play in training, supervising and mentoring First Year Constables. Senior Constable Jay Prothero was announced as the winner of the 2019 Inspector David Stevenson Field Training Officer Award.

Senior Constable Prothero mentors and guides FYCs across the Gold Coast District and was nominated as South Eastern Region's finalist. He has mentored several FYCs over the past 12 months and continues to work with many of them in the general phase of their training. The learning environment he creates allows FYCs to build confidence and broaden their skills and knowledge.

Increasing workforce diversity

During this fiscal year, 51 individuals successfully completed the Culturally and Linguistically Diverse Recruit Preparation Pathway to commence within Recruit Training. A further 11 individuals successfully completed the Indigenous Recruit Preparation Pathway at the QPS Academy in Townsville. These programs prepare Indigenous and culturally and linguistically diverse individuals for the rigours of police recruit training. These members add to the cultural depth and richness of the QPS workforce.

Additionally, 24 Police Liaison Officers were inducted into the QPS receiving initial employment training to prepare them for their role in community liaison and engagement. These officers come from a range of backgrounds including Aboriginal, Torres Strait Islander, Chinese, Korean and Kurdish. A further three Torres Strait Islander Police Support Officers have received initial employment training. These officers contribute to the unique policing model for the Torres Strait Islands, providing advice, engagement and support to their local communities.

Training and Development Enhancements

A Best Practice Framework – Education and Training, Design, Delivery and Transfer to the Workplace was developed in late 2018 incorporating contemporary evidence-based research to improve teaching, learner engagement, learner retention and transfer of learned knowledge, skill and attitudes to the workplace. The Framework will provide trainers and assessors with guidance and direction on the implementation of evidence-based design, teaching, learning and retention strategies to improve the skills of QPS members. A series of four workshops will provide the basis for skills development.