



# Queensland Police Service

# Strategic Plan 2020-2024

*A Plan for Challenging Times*

## Our Vision

Queensland - the safest State.

## Our Purpose

Together, we prevent, disrupt, respond and investigate.

## Our Values



**Integrity:**  
*Is in everything we do. We are honest, trustworthy and hold each other to a high standard.*



**Professionalism:**  
*Times are challenging but if we are professional in everything we do, our communities will continue to support us.*



**Community:**  
*We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community.*



**Respect and Fairness:**  
*We treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.*

## Strategic Objectives

### Our people

*Build a connected, engaged and job-ready workforce, with the health, wellbeing and safety of our people a priority*

#### Strategies

- Deliver leadership that is agile, authentic, supportive, courageous, innovative and visible
- Establish and maintain strong partnerships, openness, awareness and accessibility
- Deliver healthy, safe, positive and inclusive workplaces with a diverse workforce that reflects the community we serve
- Prioritise psychological wellbeing
- Provide fit for purpose resources to support all our staff

#### Performance Indicators

- Increased agency engagement (Working for Queensland survey measure)
- Increase the diversity of our workforce in line with our 2022 diversity target

### Our community

*Together with our community build a safer Queensland*

#### Strategies

- Deliver timely and professional responses to calls for service to maintain and strengthen community confidence through a community-centred approach to policing and crime prevention
- Partner with the community and other agencies to respond to overrepresentation in the criminal justice system, of victims or offenders, including vulnerable persons, young people and victims of domestic and family violence

#### Performance Indicators

- An increase in satisfaction of people who have had contact with police in the last 12 months
- An increase in public perception of safety
- An increase in public satisfaction with police dealing with emergencies and disasters
- A reduction in rates of youth reoffending

### Our relationships

*Create a safer community and provide better services through connected and engaged relationships*

#### Strategies

- Maximise opportunities to prevent crime and enhance community safety through collaborative partnerships with government agencies, non-government organisations and community groups
- Strengthen relationships with our people to better support us into the future
- Protect the legitimacy of policing through fair and ethical service delivery

#### Performance Indicators

- Maintain high levels of public perception of police professionalism, and confidence in police
- An increase in public perception of police honesty, and fair and equitable behaviour
- A decrease in rate of complaints against police
- An increase in the percentage of young offenders diverted as a proportion of all young offenders proceeded against by police

### Our commitment

*Embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe and secure communities*

#### Strategies

- Deliver sustainable, effective, innovative and efficient approaches to preventing, disrupting, responding and investigating crime and delivering safe and secure communities
- Prevent crime together, by connecting our people, community and relationships to collectively build a community culture of prevention and harm minimisation
- Disrupt crime together, by educating our people, community and relationships in strategies to identify and disrupt local, state, national and global crimes
- Respond to crime together, by improving our response capability through streamlining, technology, improved models of service delivery, continuous learning, business optimisation and digital transformation
- Investigate crime together, by developing our people, community and relationships to investigate crime in a global environment of complexity and ambiguity

#### Performance Indicators

- An increase in the percentage of code 1 and 2 incidents attended within 12 minutes
- An increase in the rate of personal safety, property security and offences against good order cleared within 30 days
- A reduction in the rate of crime victims
- A decrease in the rate of road crash fatalities and hospitalisation

### Risks

Maintain an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events, natural disasters and severe community health challenges including the on-going COVID-19 pandemic

Adapt to economic conditions and limited resources while continuing to deliver high quality and efficient policing services

Strengthen the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS, in an environment of evolving community expectations

Adapt to keep pace with the challenges of a dynamic criminal environment where new and emerging technologies increasingly impact on both cybercrime and 'traditional' crime types

### Opportunities

Lead the QPS service delivery model during growing and changing demands influenced by numerous factors including population growth, the ageing population and cultural diversity

Champion networks and partnerships across the public/private sectors and the community to create opportunities to improve responses and enhance social cohesion and community safety

Promote a workforce which is flexible, fair, inclusive and diverse – to enhance engagement and performance in delivering services to the Queensland community

Empower the workforce by investing in their safety, mental health and wellbeing, and organisational capabilities, to support future challenges

Champion collaborative approaches to improve understanding and positive outcomes for vulnerable and high risk groups in Queensland

### Human Rights Act 2019

The Queensland Police Service has made a commitment to respect, protect and promote human rights in our decision-making and actions.

### Our Future State:

#### Advancing Queensland's Priorities

The Queensland Police Service contributes to Advancing Queensland's Priorities to Keep communities safe and Be a responsive government. We do this by working with others to reduce the rate of crime victims and rates of youth reoffending and supporting the priority to make Queensland Government services easy to use.