

About Us

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

The Queensland Government supported the QPS 2019-20 budget which totalled more than \$2.6 billion, made up of \$2.428 billion for operating expenses and \$178.3 million for capital programs, including QPS programs delivered through the Public Safety Business Agency.

Our Vision: *Delivering safe and secure communities through collaboration, innovation and best practice.*

Our Purpose: *In collaboration with community, government and non-government partners, provide effective, high quality and responsive policing services to make Queensland safer.*

Our Accountabilities

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

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

Our values

Consistent with the *QPS Strategic Plan 2019-2023*, QPS members value:

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

In January 2020, the Commissioner released new values to support her vision for the QPS moving forward which include:

- **Integrity:** is in everything we do. We are honest, trustworthy and hold each of 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
- **Fairness and Respect:** we treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.

The QPS shares the Queensland Public Service Vales of:



Customers first

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



Ideas into action

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



Unleash potential

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



Be courageous

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



Empower people

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

Our objectives

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

- Stopping crime
- Making the community safer
- Strengthening relationships with the community
- Equipping our workforce for the future so we can meet the challenges of policing as we move forward.

Strategies

The QPS achieves its objectives through a range of strategies:

To **stop crime**, the QPS:

- developed sustainable, effective, innovative and efficient approaches to prevent, disrupt and investigate crime
- addressed the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with the community and other law enforcement agencies.

To **make the community safer**, the QPS:

- provided timely and professional responses to calls for service to maintain community confidence through a community-centred, victim-focussed approach to policing
- worked to improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence.

To **strengthen relationships with the community**, the QPS:

- fostered collaborative partnerships with government agencies, non-government organisations and community groups to maximise opportunities to prevent crime and enhance community safety
- worked to preserve the legitimacy of policing through fair and ethical service delivery
- strengthened positive online user and social media experiences to expand options for engagement with police.

To **equip the workforce for the future**, the QPS:

- invested in our people to meet current and future challenges through capability planning and development to position the QPS as a learning organisation
- worked to deliver world-leading equipment, technology and facilities to support our frontline staff
- supported healthy, safe and inclusive workplaces and promoted a diverse workforce that reflects the community we serve.

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

Queensland Government objectives

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

Our Future State

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

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

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

Information about QPS policies, programs and services aimed at keeping our communities safe can be found in 2019-20 Highlights (refer page 34).

Keep Communities Safe

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

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

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

- a 10% reduction in the rate of crime victims over 10 years
 - more can be done to reduce the number of crime victims—particularly victims of personal and property crime. This means reducing the number of people physically and sexually assaulted, and those affected by domestic and family violence, as well as reducing break and enters, vehicle thefts and property damage.

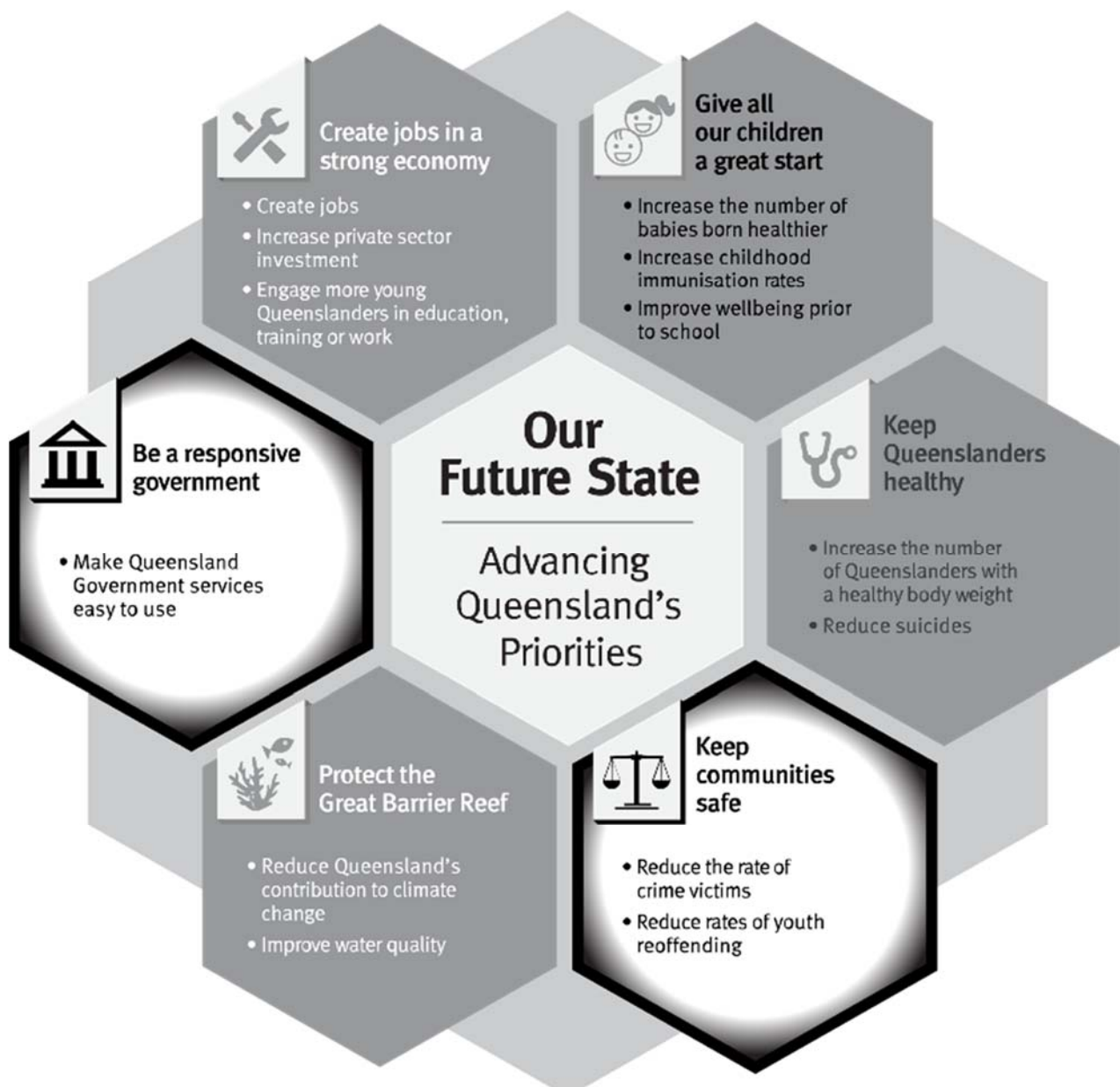
- a 5% reduction (by 2020-21) in the rate of youth reoffending over five years (from 2015-16)
 - early intervention activities such as diversionary programs, along with engagement in education, training, employment and sport can have a positive impact on young people before they become ingrained in the criminal justice system.

In 2019-20, the QPS has undertaken the following activities to reduce victims of crime:

- commenced bodies of work to implement the QPS Crime Prevention Framework to deliver a three-pillared victimology, engagement and evidence-based intervention approach to support prevention, planning and collaboration focussing on preventing property and personal crime victimisation, including domestic and family violence;
- refreshing the Crime Prevention Through Environmental Design (CPTED) guidelines for Queensland, as well as, free CPTED training for local community groups, schools and local councils;
- developing training packages to deliver free presentations and resources for members of the community on personal safety, cybercrime and fraud prevention.

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

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



Human Rights Act 2019

On 1 January 2020, the *Human Rights Act 2019* (the Act) came into effect, creating obligations for public entities to act and make decisions in a way that is compatible with human rights, and to give proper consideration to human rights when making a decision. The QPS has made a commitment to respect, protect and promote human rights in our decision-making and actions.

The QPS works tirelessly to ensure Queensland is the safest state which includes exercising police powers embedded in legislation in a way that least impacts on people's rights while protecting the liberty and security of the Queensland community.

As part of this commitment, the QPS has taken steps to further the objectives of the Act including:

- creating a network of human rights champions in each region, district and command across the QPS to serve as a key point of contact and to foster a culture of human rights within their respective areas;
- development of the Human Rights Training Strategy 2019-20 which aimed to equip employees with the requisite knowledge to consistently and competently apply human rights considerations in the performance of their duties;
- reviewing all legislation administered by the QPS, however, no legislative amendments were deemed necessary;
- reviewing existing local policies and procedures which resulted in over 2,000 documents being assessed and amended to support compatibility with the Act;
- over 40 human rights awareness sessions were delivered to over 800 members across the Service on how best to integrate human rights in their day-to-day business (pre-COVID-19);
- delivery of the Human Rights Communication Strategy 2019;
- publishing a series of articles in the QPS Police Bulletins, which is a "newsletter" style publication;
- embedding human rights in our internal and external reporting requirements;
- developing a human rights online learning product that was compulsory for all QPS members as well as a 5 Minute Intensive Learning Experience (5MILE);
- amending Service-wide policies and procedures to incorporate human rights.

Human Rights complaints

Since the commencement of the Act, the QPS has updated its complaints and grievance policies, procedures and mechanisms to ensure human rights complaints can be recorded, assessed and responded to appropriately.

Since the commencement of the Act on 1 January 2020 to 30 June 2020, there were 244 complaints where one or more human rights were alleged to have been unreasonably limited. All complaints are assessed to determine the validity of the allegations raised, and as at 30 June 2020:

- 99 of the 244 complaints had been finalised;
- 14 (of the 99) complaints were considered to be minor and resulted in management action as a human right was assessed as infringed. The officer/s involved received additional training and guidance;
- 85 finalised complaints were unfounded or had no adverse human rights implications;
- 145 of the 244 complaints are yet to be finalised.

Total number of complaints where one or more Human Rights were allegedly unreasonably limited (as at 30 June 2020)	Further Action (as at 30 June 2020)
244	14

Notes:

- (i) A human rights complaint is a complaint about an alleged contravention of Section 58(1) of the Act by a public entity in relation to an act or decision of the public entity (i.e. that an act or decision is not compatible with human rights and/or that a decision did not properly consider relevant human rights).
- (ii) It is expected that sometimes a complainant will not identify human rights matters within a complaint they make to the QPS. Where the QPS identifies that the complaint may include a contravention of Section 58 of the Act the QPS is expected to record this and respond appropriately.
- (iii) The total number of human rights complaints includes all those identified by a complainant and the QPS. A human rights complaint is counted as one regardless of the number of alleged acts, decisions or human rights limited within a complaint made to the QPS.
- (iv) The total number of complaints where one or more HR were allegedly unreasonably limited (244) is already included in the total number of complaints against police (refer page 51).

Key QPS actions that engaged human rights during COVID-19

During 2019-20, the COVID-19 health pandemic emerged at a significant issue for the QPS and Queenslanders. The QPS continues to play a central role in the whole-of-government response to ensure compliance with public health directions to reduce potential transmission, while still delivering key frontline services to the Queensland community.

The QPS acknowledges its involvement in the whole-of-government response to COVID-19 restricted some human rights such as freedom of movement and peaceful assembly and freedom of association. However, the temporary limitations of these rights were lawful, necessary and proportionate to prevent transmission of the virus and loss of life. The public health measures implemented in response to the COVID-19 pandemic and the associated compliance activities including self-isolation and social distancing were balanced against the critical need to promote and protect the right to life.

Our environment

The policing environment in Queensland has changed and traditional policing services are adapting to meet the demands of policing now and into the future. Shifting community expectations and rapid technological innovation are impacting on traditional approaches to policing and service delivery more broadly. Rapid advances in technology are changing the way people interact with each other. Queensland also remains at risk from natural disasters, the COVID-19 health pandemic and severe weather events, which present threats to public safety.

In response, the QPS will:

- continue to deliver business improvements resulting from the Service Alignment Program;
- continue to commit to respect, protect and promote human rights in our decision-making and actions;
- continue to address the COVID-19 pandemic to reduce potential transmission, conduct border patrols and ensure the health and safety of our workforce and the Queensland community;
- continue to deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies;
- continue to support the implementation of the Domestic and Family Violence Prevention Strategy 2016-2026 and the Government response to the report from the Special Taskforce on Domestic and Family Violence in Queensland;
- work with other relevant agencies to increase the proportion of offenders, particularly young people, diverted from the criminal justice system;
- utilise new and emerging technologies to benefit police, by improving interoperability between public safety agencies and enhancing operational effectiveness;
- continue to work collaboratively with police agencies in other jurisdictions to address serious criminal activity.

Our challenges and opportunities in 2019-20

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

Key challenges for the QPS during 2019-20 included:

- adapting to economic conditions to ensure the delivery of high quality and efficient policing services;
- strengthening the ethical behaviour of police to address the community's changing expectations;
- maintaining community satisfaction and confidence in police in an environment of changing expectations;
- adapting to the proportion of demand on police containing digital elements, with the knowledge and skills to understand criminal uses of emerging technologies being crucial for law enforcement.

To address these challenges, the QPS identified the following opportunities to best position the QPS to make Queensland a safer place for all:

- maintaining strong leadership of the QPS service delivery model during growing and changing demands to improve the future direction of the organisation;
- championing networks and partnerships across the public and private sectors and the community to create opportunities to improve responses and enhance social cohesion;
- promoting a workforce which is flexible, inclusive and diverse to enhance engagement and performance in delivering services to the Queensland community;

- empowering the workforce by investing in their safety and wellbeing and organisational capabilities to improve responses to future challenges;
- championing collaborative approaches through information sharing and coordinated case management with partnering stakeholders to benefit Queensland's youth.

2020-21 Outlook

The greatest strategic challenges for the QPS in 2020-21 will be:

- maintaining 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 ongoing COVID-19 pandemic;
- adapting to economic conditions to ensure high quality and efficient policing services are met and maintained;
- strengthening 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 environment with new and emerging technologies.

To address these challenges in 2020-21, the QPS identified the following opportunities including:

- leading the QPS service delivery model during growing and changing demands influenced by numerous factors including population growth, the aging population and cultural diversity;
- championing networks and partnerships across the public and private sectors and the community to create opportunities to improve responses and enhance social cohesion and community safety;
- promoting a workforce which is flexible, fair, inclusive and diverse to enhance engagement and performance in delivering services to the Queensland community;
- empowering the workforce by investing in their safety, mental health and wellbeing and organisational capabilities to support future challenges;
- championing collaborative approaches to improve understanding and positive outcomes for vulnerable and high-risk groups in Queensland.

Legislation administered by the QPS

In accordance with *Administrative Arrangements Order (No. 1) 2020*, the QPS administered the following legislation during 2019-20:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Prostitution Act 1999*
- *Public Safety Preservation Act 1986*
- *State Buildings Protective Security Act 1983*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*

Our partners

The QPS continued to foster strong relationships with its partners in the community, including the Queensland Police-Citizen Youth Welfare Association, Neighbourhood Watch Queensland and Crime Stoppers Queensland.

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

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

Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 and there are 55 PCYC locations with 77 staff, comprising 73 sworn and 4 unsworn members working to manage and coordinate their operations across the state.

For more information or to find a club near you, visit the PCYC website at www.pcy.org.au.

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a joint partnership between the QPS and the Queensland community to enhance community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on enhancing home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 390 NHWQ groups located throughout Queensland.

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

For more information or to find your local NHW group, visit the NHWQ website at www.nhwq.org.

- **Crime Stoppers Queensland**

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

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

The QPS assists Crime Stoppers Queensland through the following mechanisms:

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

During 2019-20, the QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity which resulted in:

- over 68,000 contacts from members of the public
- the apprehension of 1,713 people
- more 6,700 charges being laid
- the confiscation of more than \$3,421,000 worth of drugs
- the seizure of approximately \$1,662,000 in proceeds of crime.

For more detailed information, visit the Crime Stoppers Queensland website at www.qld.crimestoppers.com.au.

- **Volunteers in Policing**

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

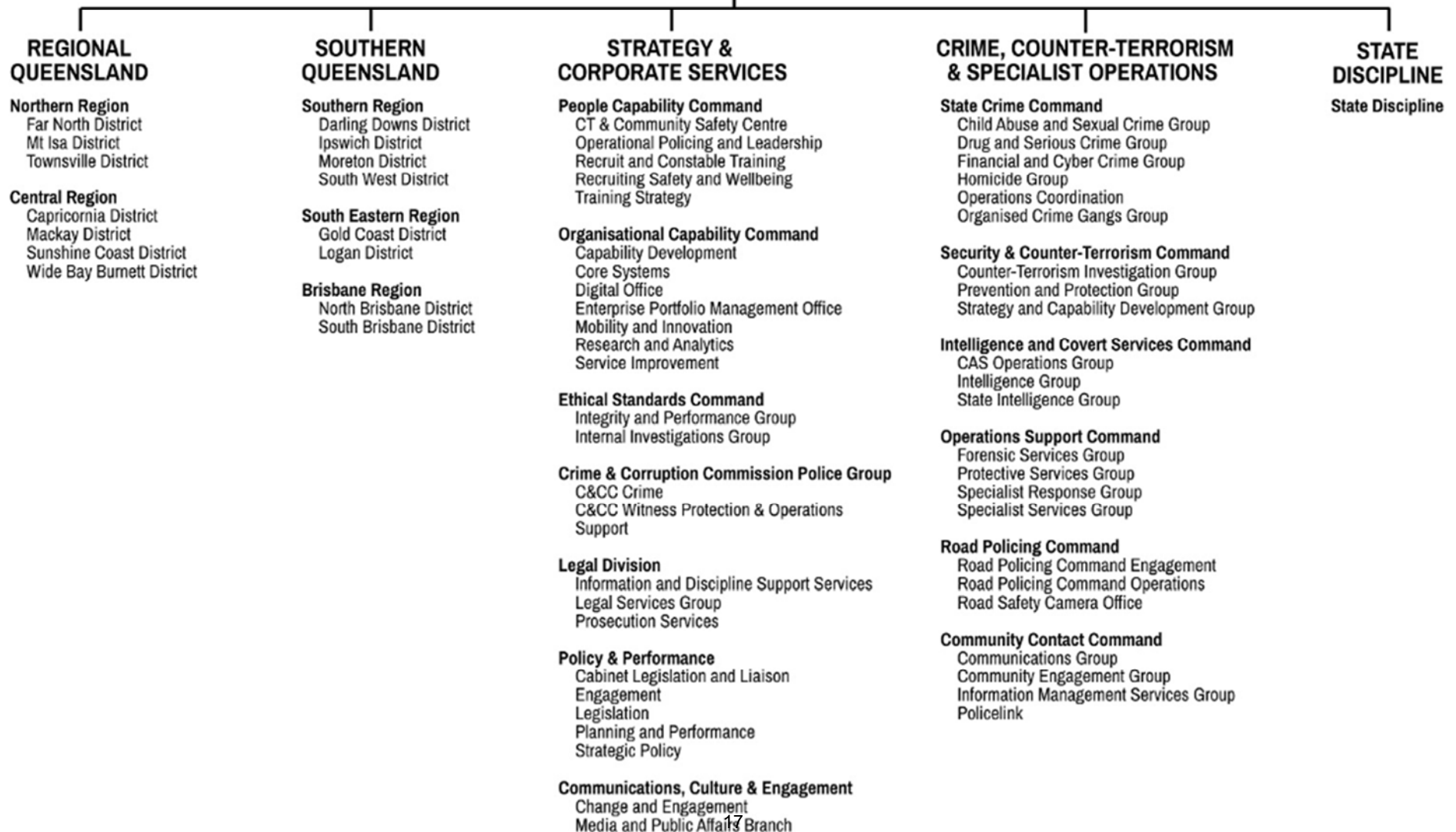
For more information or to become a ViP, visit the QPS website www.police.qld.gov.au/join/vip/default.htm.

Organisational structure

(as at 30 June 2020)

MINISTER FOR POLICE AND MINISTER FOR CORRECTIVE SERVICES

COMMISSIONER OF POLICE



Regional Queensland is responsible for and oversees the policing operations throughout Central and Northern Regions.

Southern Queensland is responsible for and oversees the policing operations across Brisbane, South Eastern and Southern Regions.

- *As part of the QPS's response to COVID-19, Deputy Commissioner Southern Queensland, Steve Gollschewski, as the State Disaster Coordinator, was deployed as the Commander of Taskforce Sierra Linnet within the State Police Operations Centre. During this time, Deputy Commissioner Regional Queensland oversaw the responsibilities for Southern and Regional Queensland.*

Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to our community. The portfolio is responsible for Organisational Capability Command, People Capability Command, Policy and Performance Division, Legal Division, Ethical Standards Command, Communications, Culture and Engagement Division and the Crime and Corruption Commission (Police Group).

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

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

Service Alignment Program

In late 2019, the Commissioner sought a detailed, independent assessment of strategic challenges and opportunities for the organisation which came to be known as the QPS Strategic Review. The Review concluded in December 2019 with 22 recommendations made across seven themes:

1. People, culture, health and wellbeing – supporting an engaged workforce
2. Service delivery optimisation – an integrated service delivery model that respects local requirements
3. Balancing resources and demand – mechanisms intended to ensure resources are allocated equitably across the Service
4. Organisational performance management – implementing an approach that connects the organisation and unifies effort
5. Governance – supporting effective prioritisation and decision making
6. Importance of implementation – an improved, outcomes focussed orientation in delivering initiatives
7. Public Safety Business Agency (PSBA) – a customer-oriented delivery model better attuned to the needs of the QPS.

The Service Alignment Program was established in January 2020 to implement the recommendations. The objectives of the program are threefold:

1. delivering effective, efficient and responsive policing services
2. a balanced focus on prevention, disruption, response and investigation
3. a connected and engaged workforce aligned to the QPS values.

One of the foundational initiatives for the program is the Service Delivery Redesign Project which began in early 2020 and will drive service delivery reform throughout the state. The new service delivery model will be piloted in Moreton District in late 2020 with a broader rollout anticipated for 2020-21.

The SAP also facilitated the following organisational business improvements between program inception and 30 June 2020:

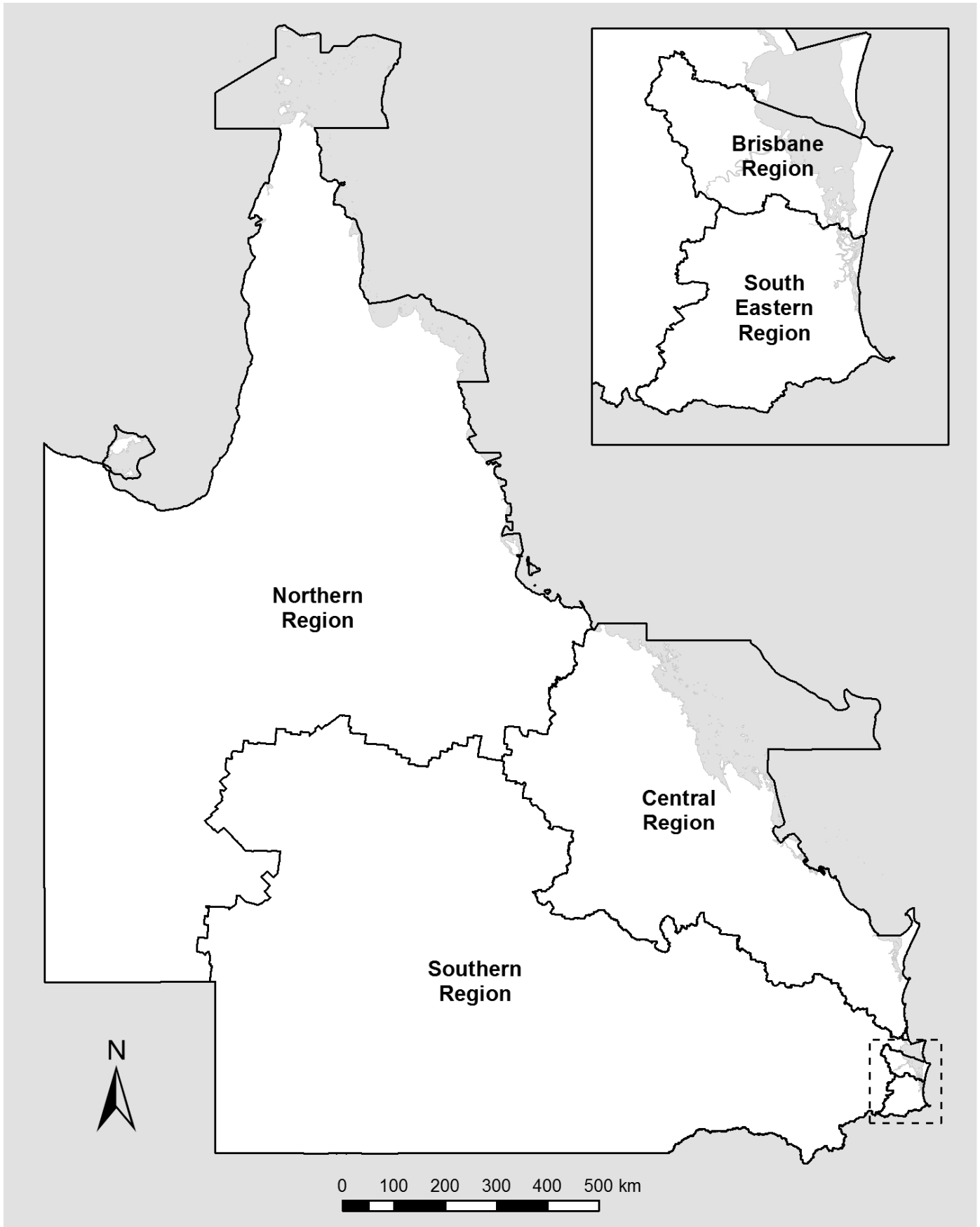
- the transition to a four Deputy Commissioner model with the creation of a new Regional Queensland Deputy Commissioner (located in Townsville) to oversee the policing operations across the central and northern police regions. The Southern Queensland Deputy Commissioner oversees policing operations across the Southern, South Eastern and Brisbane Regions. The introduction of the Southern and Regional Deputy Commissioners will assist the service in strengthening important partnerships with government agencies, non-government organisations and community groups to maximise opportunities and ultimately enhance community safety. It also provides greater support and better understanding of our frontline service delivery;
- Axon Citizen – a new functionality which simplifies the process for collecting evidence from members of the public. An intuitive interface allows critical evidence to be securely submitted into Evidence.com where items can be viewed, catalogued and stored. This new functionality will save officer time by removing the need to drive out to collect evidence on USBs or other storage devices or to obtain software to view footage that has been obtained;
- introduction of Workplace – a dedicated and secure internal communications platform to better connect and engage with our workforce.

In addition, the QPS also implemented changes to the organisational structure, including:

- transition of the QPS Armoury from PSBA to QPS as part of the realignment of PSBA and QPS functions;
- creation of the Communications, Culture and Engagement Division.

QPS Regional Map

(as at 30 June 2020)



Locations

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

• Police stations	339
• Police watchhouses	58
• Police neighbourhood beats and shopfronts	83
• District offices	15
• Headquarters and regional offices	6
• Communication centres	14
• Police academies located in Oxley and Townsville	2
• Policelink located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAPS) located at Gold Coast and Townsville	2

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

The Public Safety Business Agency, in consultation with QPS, is responsible for delivering minor and medium capital works and major capital investment projects on behalf of the QPS. In 2019-20, the QPS, in partnership with PSBA, delivered:

- the new state-of-the-art Arundel Police Facility in Gold Coast District, which includes a dayroom with 104 workstations, a purpose-built Dog Squad facility and the Gold Coast Rapid Action Patrol Group;
- upgrade of the Logan Village Police Beat to the Logan Village Yarrabilba Police Facility;
- the new Newtown Police Facility, which will house various policing units and is a key hub for the local community to engage with police.

For more information on capital works activities, refer to the PSBA Annual Report 2019-20 which is available at www.psba.qld.gov.au.