



Our services

Under the QPS Strategic Plan 2010-2014, our strategic objectives were to:

- enhance community confidence in, and satisfaction with, policing in Queensland
- reduce the incidence and impact of crime and road trauma in Queensland
- strengthen Queensland’s capacity to plan for, respond to, and recover from disasters and major events.

Our Operational Plan 2010-2011 translated our strategic objectives into the services to be provided to our clients, and the standards of those services. The QPS provides five direct services to the community:

Professional standards and ethical practices

Activities to promote ethical behaviour, discipline and professional practice to ensure the community and visitors to the community have confidence in, and respect for, the Queensland Police Service.

Personal safety

Activities to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault and robbery.

Property security

Activities to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft and other theft.

Traffic policing

Activities to enforce traffic law and reduce road trauma including through the prevention and detection of speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts.

Public order and safety

Activities to maintain public order and safety during major events and natural disasters—from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

In addition, the QPS has four services that support the delivery of these direct policing services:

Client service

Relates to the level, standard and quality of service given to clients. The goal of the QPS is to maintain and enhance community satisfaction with policing services.

Strategic positioning and response

Researching and defining the organisation’s direction and making evidence based decisions in pursuing strategic priorities. It involves placing the organisation in a position to take advantage of opportunities and respond to risks identified in environmental scans.

Human resource management

The management of the people who contribute to the achievement of the organisation's objectives. It means employing people; managing their performance; and using, maintaining and compensating their services in line with organisational requirements awards and legislation.

Financial management

Financial decisions to maximise corporate value while managing the organisation's financial risks. It includes financial policy, planning, budgeting and resource allocation.

Key challenges and risks

Each year the QPS identifies significant challenges and risks that may impact on the delivery of policing services:

In 2010-11 these included the potential impact of:

- population ageing and growth, especially in South East Queensland
- global economic volatility and potential increases in property crime
- rising government and community expectations
- continuing over-representation of vulnerable persons in the criminal justice system
- advancements in technology-facilitated crime and growth in transnational crime
- climate change and the risk of more natural disasters and human and animal contagions
- higher use of an expanding Queensland road network and the risk of more road crashes.

Key strategic priorities

In responding to these challenges and risks, the QPS identifies annual strategic priorities—areas where new emphasis, funding or attention to outcomes will be undertaken in the coming financial year. The priorities do not specifically incorporate the day to day activities performed by the Queensland Police Service, which remain crucial to servicing the Queensland community, 24 hours a day, 7 days a week.

The Queensland Police Service Annual Strategic Priorities for 2010-11 were to:

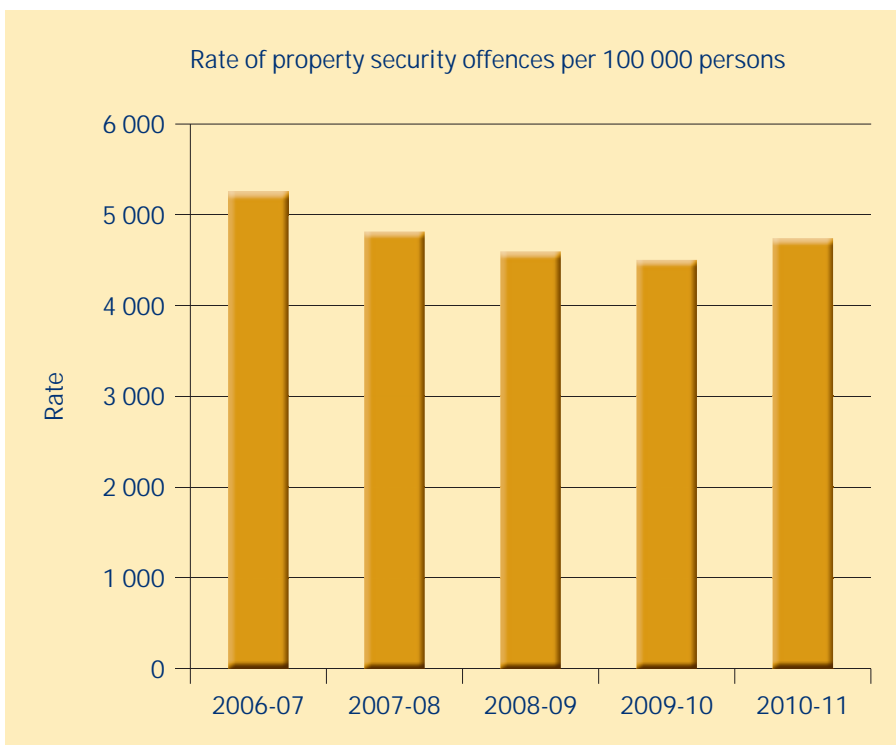
- encourage QPS members to behave professionally and ethically at all times
- improve disaster planning, recovery and response across agencies and regions
- reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing
- improve public safety, including by reducing alcohol and/or drug fuelled violence and disorder
- reduce major and organised crime including serious drug crime, youth and other gang related violence
- recognise and promote the paramount importance of minimising harm to officers, offenders and the community
- encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes
- provide police with the infrastructure, technology, equipment and powers they need to perform effectively
- encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment
- improve client satisfaction and confidence with policing services.

Progress against our strategic priorities for 2010-11 is discussed in Appendix 2.

Key performance indicators

Several performance indicators were included in the Strategic Plan 2010-2014:

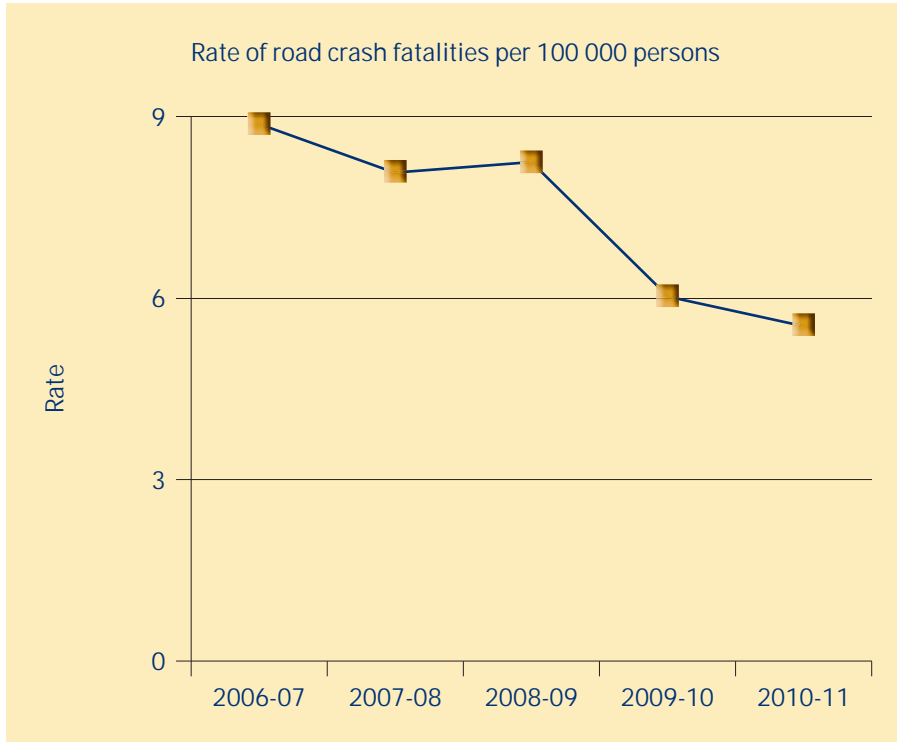
Rate of recorded offences against people and involving property



In 2010-11, there was a 6% decrease in the rate of personal safety offences reported for every 100 000 persons in Queensland and a 4% increase in the rate of reported offences involving property. Looking at the broader picture, over the last ten years the rate of offences against the person has decreased by 25% and the rate of offences against property have dropped by 41%.

Rate of road crash fatalities

	2006-07	2007-08	2008-09	2009-10	2010-11
Rate of road crash fatalities per 100 000 persons	8.84	7.79	8.03	6.01	5.52

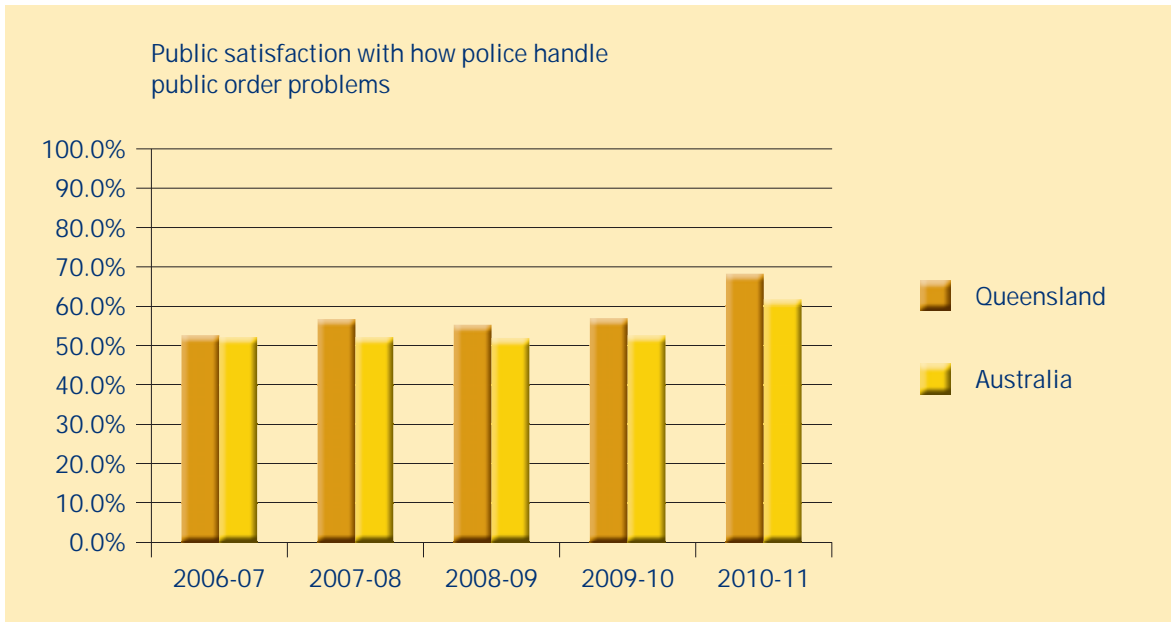


The Queensland Police Service remains committed to combating the needless loss of life on Queensland roads.

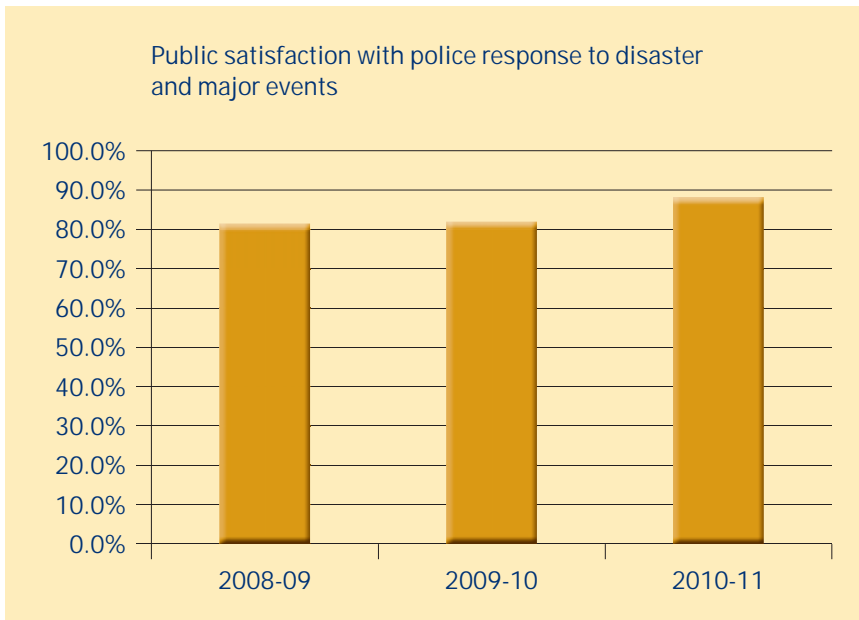
- Between 2006 and 2010, Queensland experienced an increase of more than 16% in vehicle registrations. This equates to an additional 607 546 vehicles on our roads.
- In 2010, Queensland's population growth represented over 23% of the national increase. As well, Queensland had some 5 million interstate and 2 million overseas visitors.
- During 2010-11, the QPS dedicated 600 000 hours to traffic operations.

Percentage of people satisfied or very satisfied with:

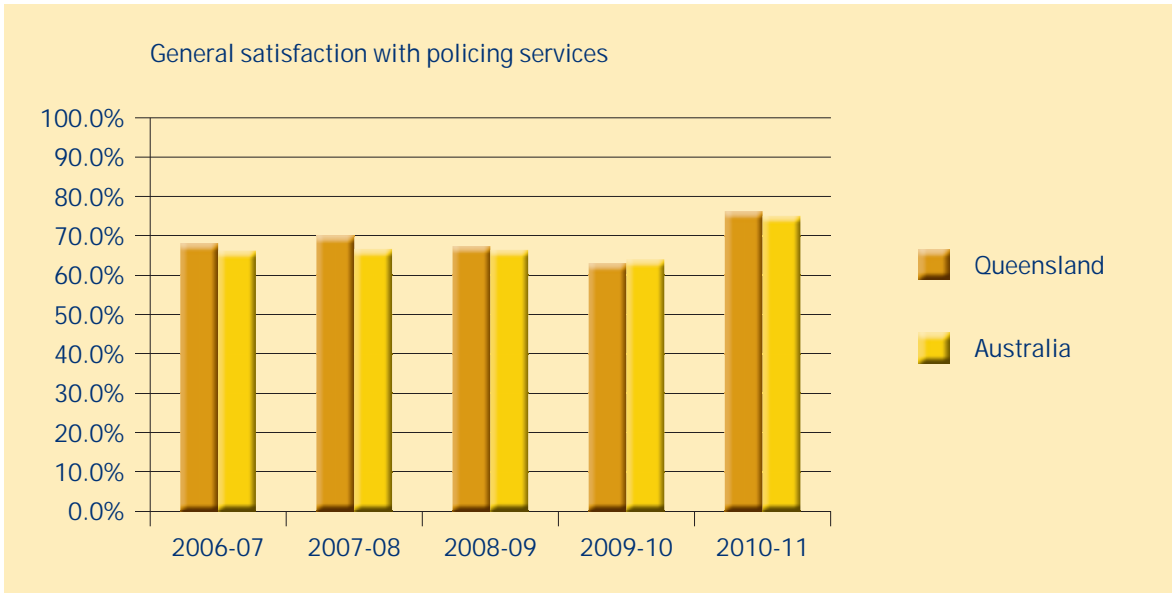
- police dealing with public order problems
- police dealing with disasters and major events
- police services



Community satisfaction with how police handle public order problems in Queensland increased during this reporting year.

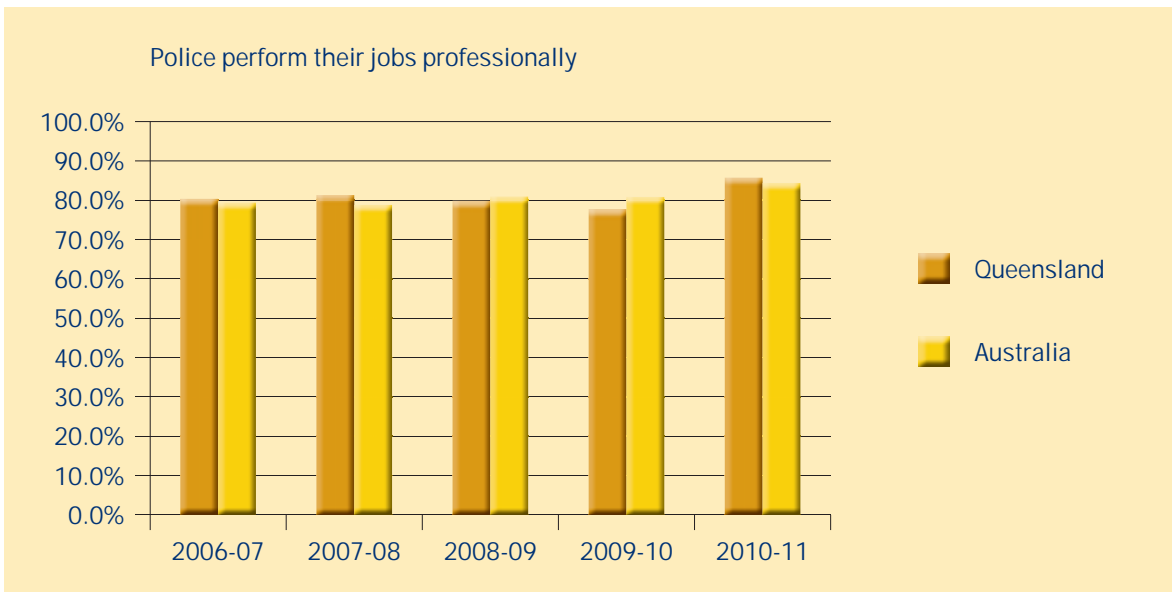


Queensland is the only state in Australia to measure public satisfaction with the policing response to disasters and major events in the *National Survey of Community Satisfaction with Policing*. Results have been positive.



While the general level of satisfaction with policing in Queensland is comparable to the national average, it is interesting to note that according to the *National Survey of Community Satisfaction with Policing*, people who have actually had contact with police in the last 12 months, consistently rate their level of satisfaction much higher at over 80%.

Public perception of police professionalism



The percentage of Queenslanders who believe police perform their jobs professionally rose in 2010-11.

Operational Performance Reviews

The QPS' nine services for 2010-11 align with the Operational Performance Review (OPR) priorities. The OPR Program is part of the QPS' Performance Management Framework which is committed to promoting continuous improvement and identifying best practice policing strategies in a contemporary policing environment.

The OPR Program allows the opportunity to hold regular, performance-focused meetings to review each of the 31 districts' activities with regional and district managers and other members of the Senior Executive, in a formal but positive environment. Review meetings are conducted with individual districts on an annual basis.

A comprehensive suite of statistical and qualitative data is used to generate rigorous discussion centred upon the effectiveness of strategies, learning from past experiences and anticipated forthcoming issues.

It is intended that managers and practitioners will engage in a wide-ranging and open discussion about district performance with senior members of the organisation. The process not only gives the Senior Executive an opportunity to remain informed in real time about the performance of the organisation and the challenges being faced at the practitioner and field level, but also the opportunity to disseminate strategic themes and intentions directly into the workplace and drive necessary change in a timely manner. The process is continually refined and refreshed to ensure the inclusion and consideration of contemporary policing issues and trends.

A new Corporate Performance Review Program is being progressively implemented to enable regular analysis of the central corporate functions and aligns with the philosophy of continuous improvement.

Since 2008, the QPS has instigated a program of 'themed' OPRs which allows contemporary issues identified by Government and the Senior Executive to be examined in detail. This style of OPR often involves the attendance and participation of other government and non-government agencies who may be stakeholders in the delivery or support of these specific issues. The attendance and participation of external agencies in this process has enhanced interagency collaboration and operational policing practice.

The Queensland Police Service OPR program has attracted attention from other Queensland Government Departments as well as interstate police agencies looking to develop or enhance their own agency specific performance review processes.