

Appendices



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Appendix 1: Performance summaries

The following summary tables provide the performance service areas and service standards included in the 2010-11 QPS Service Delivery Statement.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Service: Professional Standards and Ethical Practices					
Resources allocated to Professional Standards and Ethical Practices:	1				
- Staff numbers	2	2 184	N/A	2 184	N/A
- Expenditure		\$251 826	N/A	\$271 257	
- Percentage of total budget	3	15.1%	N/A	15.2%	
Hours directed towards in-service training	4	2 663 341	1.5 – 2 million	1 650 838	N/A
Complaints against police per 100 000 population	5,6	53.8	< 68.1	48.5	N/A
Complaints against police per 100 sworn (operational) staff	6,7	24.5	≤ 25.4	22.3	N/A
Public perception of police professionalism and image:	8				
- Police perform job professionally		77.7%	≥ 80.7%	85.7%	85.1%
- Police treat people fairly and equally		65.0%	≥ 68.6%	74.2%	73.3%
- Most police are honest / Police are honest	9	77.0%	≥ 78.6%	72.5%	71.9%

Notes:

- The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
- Staffing figures are based on FTE figures as at 30 June.
- The service area Professional Standards and Ethical Practices cannot be directly compared to the previous output of the same name.
- The higher number of hours directed towards in-service training during 2009-10 was due to the increased Taser training and the roll out of training in professional standards and ethical practices related to the Dangerous Liaisons Report.
- Population figures are sourced from *Australian Bureau of Statistics 3101.0 – Australian Demographic Statistics, December Quarter*.
- Complaints are reported as per the current Report on Government Services definition for 2011. The 2009-10 figure has also been revised in line with the new definition.
- Staffing figures are based on operational police numbers as at 30 June.
- Data derived from the *National Survey of Community Satisfaction with Policing* for the relevant period. A change in survey provider as of 1 July 2010 may have affected 2010-11 results.
- From 1 July 2010 the wording of this question was changed from “Most police are honest” to “Police are honest”.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
Service: Personal Safety				
Resources allocated to Personal Safety:	1			
- Staff numbers		3 244	N/A	3 332
- Expenditure		\$376 386	N/A	\$400 707
- Percentage of total budget		22.5%	N/A	22.4%
Number and rate (per 100 000 population) of personal safety offences reported:	2,3			
- Homicide		152 (3)	2-4	116 (2)
- Assault		20 285 (449)	470-510	19 469 (423)
- Sexual assault		5 507 (122)	120-160	5 136 (112)
- Robbery		1 803 (40)	40-50	1 787 (39)
- Total personal safety		31 456 (697)	720-820	30 156 (655)
Number of personal safety offences cleared:	2,4,5			
- Homicide		164	> 167	111
- Assault		18 068	> 18 411	17 101
- Sexual assault	6	4 968	> 4 919	4 738
- Robbery		1 147	> 1 213	1 091
- Total personal safety		27 228	> 27 605	25 610

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. 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.
4. The number of offences cleared relates to the total number of offences cleared in the period regardless of when they were reported.
5. The decrease in personal safety offences cleared is linked to the decrease in the number of personal safety offences reported during the year. Despite the number of clear ups decreasing, when compared as a rate of the reported offences, the clear up of homicides and sexual offences has improved and there have only been minor decreases in the clear up rates of assaults and robbery. The decrease in these clear ups can also be attributed to the considerable time police committed to disaster management response during the summer's floods and Tropical Cyclone Yasi.
6. Investigating sexual assault offences often involves a high level of complexity, which can affect clear up rates. This is exacerbated in the case of historical offences. Consequently, the number of cleared sexual assault offences can vary from year to year.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
Service: Property Security				
Resources allocated to Property Security:	1			
- Staff numbers		3 051	N/A	3 134
- Expenditure		\$353 950	N/A	\$376 821
- Percentage of total budget		21.2%	N/A	21.1%
Number and rate (per 100 000 population) of property security offences reported:	2,3,4			
- Unlawful entry		43 491 (964)	1 000-1 250	43 024 (935)
- Other property damage		40 319 (893)	900-1 100	42 224 (917)
- Motor vehicle theft		8 953 (198)	200-240	9 776 (212)
- Other theft (excl unlawful entry)		85 928 (1 904)	1 950-2 250	98 225 (2 135)
- Total property security	5	203 171 (4 501)	4 600-5 600	215 494 (4 682)
Number of property security offences cleared:	2,4,6			
- Unlawful entry	7	10 455	> 10 315	9 526
- Other property damage		12 992	> 13 011	13 798
- Motor vehicle theft	8	3 166	> 3 224	3 494
- Other theft (excl unlawful entry)		28 622	> 27 953	29 298
- Total property security	5	75 083	> 74 788	74 110

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. The 2010-11 Target/Est is expressed as a rate per 100 000 population.
4. The offence categories reported separately are classified as high volume property security offences.
5. The total property security offences figures also include the offence categories of arson, fraud and handling stolen goods.
6. The number of offences cleared relates to the total number of offences cleared in the period regardless of when they were reported.
7. The decrease in the clear up of unlawful entry offences can be attributed to the considerable time police committed to disaster management response during the summer's floods and Tropical Cyclone Yasi. This decrease is also linked to the decrease in the number of unlawful entry offences reported during the year.
8. This offence category relates to unlawful use of a motor vehicle.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
Service: Traffic Policing				
Resources allocated to Traffic Policing:	1			
- Staff numbers		2 755	N/A	2 829
- Expenditure		\$321 804	N/A	\$344 389
- Percentage of total budget	2	19.2%	N/A	19.3%
Number of vehicles monitored per offence for:				
- Speed cameras	3	109:1	80-110:1	101:1
- Red light cameras	4	2 000:1	1 600-1 900:1	3 198:1
Number and rate (per 100 000 population) of road crash fatalities by crash contributing factor:	5,6,7,8			
- Speed		57 (1.27)	N/A	50(1.10)
- Alcohol		69 (1.54)	N/A	83(1.82)
- Fatigue		42 (0.94)	N/A	31(0.68)
- Seatbelt		45 (1.01)	N/A	28(0.62)
- Total	9	269 (6.01)	< 6.1	251(5.52)
Number and rate (per 100 000 population) of reportable crashes by crash contributing factor:	5,9,10			
- Speed		1 460 (34.38)	N/A	1 260 (28.84)
- Alcohol		2 771 (65.25)	N/A	2 979 (54.46)
- Fatigue		1 251 (29.46)	N/A	1 218 (27.89)
- Total		23 571 (554.8)	N/A	23 494 (525.1)
Number and rate (per 100 000 population) of persons hospitalised following a crash	5,9,10	6 535 (153.87)	N/A	6 744 (154.38)

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. The service area Traffic Policing cannot be directly compared to the previous output of the same name
3. There was a decrease in the number of vehicles monitored per offence detected for speed cameras in this reporting period. A range of factors can influence detection rates, including site learning, camera vehicles and deployment strategies. Covert speed cameras were introduced during the reporting period and have had an influence on detection rates.
4. There was an increase in the number of vehicles monitored per offence detected for red light cameras in this reporting period. Factors may be attributed to include the rotation of cameras through camera sites, variations in traffic flows, and an increase in camera reliability as a consequence of the implementation of digital cameras throughout South East Queensland during the reporting period.
5. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
6. Target estimate is only set for the total crash fatality rate—not for the crash contributing factors, which can fluctuate significantly from year to year.
7. Crash data was extracted on 2 August 2011, and should be viewed as preliminary and subject to change. Alcohol related crash data may take up to 12 months to be finalised.
8. A fatality may be related to multiple causal factors or causal factors not included in this report. As a result, the total reported causal factors do not equal the number of fatalities.
9. 2007-08 data has been provided in the 2009-10 column, and 2008-09 data in the 2009-10 column, as more recent data is unavailable due to delays in crash data processing.
10. Target estimates for 2010–11 were unable to be provided due to data not being available because of delays in crash data processing.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Service: Public order and safety					
Resources allocated to Public Order and Safety:	1				
- Staff numbers		3 173	N/A	3 260	N/A
- Expenditure		\$368 170	N/A	\$391 959	N/A
- Percentage of total budget		22.0%	N/A	22.0%	N/A
Number and rate (per 100 000 population) of good order offences detected	2	52 678 (1 167)	(1 100-1 250)	47 809 (1 039)	N/A
Public satisfaction with police dealing with public order problems	3	56.0%	≥ 52.9%	68.3%	63.8%
Public satisfaction with police dealing with disasters and major events	4	81.1%	80%-90%	87.2%	N/A

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. Derived from the *National Survey of Community Satisfaction with Policing*. The 2010–11 Target/Est is to be greater than or equal to the national average. A change in survey provider as of 1 July 2010 may have affected 2010–11 results.
4. Derived from the *National Survey of Community Satisfaction with Policing*. No national average is available for this measure. A change in survey provider as of 1 July 2010 may have affected 2010–11 results.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Client Service					
Public satisfaction with police generally	1	64.5%	≥ 66.1%	75.6%	74.7%
Public satisfaction with the police response to personal safety and property security offences	2	New measure	80%-90%	73.6%	N/A
Percentage of the public who have confidence in the police	1	80.1%	≥ 81.7%	85.6%	85.2%
Satisfaction of members of the public who had contact with police in the last twelve months	1	81.7%	≥ 80.6%	85.2%	82.2%
Strategic Positioning and Response					
Level of carbon emissions from the QPS vehicle fleet		16 647 tonnes (15.5% reduction)	15% reduction	14% reduction	N/A
Level of:	3,4				
- water consumption		New measure	≤ Qld Government targets	N/A	N/A
- energy used		New measure		8.75%	
- waste produced		New measure		N/A	

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
Human Resource Management				
Meeting Government targets on police numbers	5	10 458	10 450-10 500	10 557
Percentage of staff who are operational	6	90.8%	≥ 84.3%	89.7%
Financial Management				
Departmental expenditure is within approved Government funding level		Yes	Yes	Yes

Notes:

1. Derived from the *National Survey of Community Satisfaction with Policing*. A change in survey provider as of 1 July 2010 may have affected 2010-11 results.
2. Derived from the *Queensland Police Service Crime Victims Survey 2010*. The 2010-11 Target/Est. was set based on the 2008 survey. The 2010-11 Actual is from the 2010 survey, which introduced a fifth response category "Neither satisfied or dissatisfied". Therefore the two results are not comparable.
3. The Queensland Government's minimum mandatory targets for energy consumption reductions in all government buildings are 5% by 2010 (30 June 2009) and 20% by 2015 (30 June 2014). There is no mandated waste reduction target and no nominated baseline. A water usage reduction of 25% or the establishment of a Water Efficiency Management Plan (WEMP) to reduce water consumption is required in South East Queensland.
4. Water consumption and waste production are not recorded centrally and the QPS is not able to estimate actual consumption and production levels at this time. The QPS has water and waste management plans in place.
5. The 2010-11 target range was based on the Government's commitment to increase police numbers and takes into account fluctuations in recruitment and attrition levels, as well as the considerable time taken to train a new police officer.
6. This definition of operational staff includes both sworn and civilian employees. The 2010-11 Target/Est was to be greater than or equal to the national average. This average has been obtained from the *2011 Report on Government Services*.

Appendix 2: Performance against 2010-11 strategic priorities

Strategic priorities	Achievements/outcomes/status
Professional standards and ethical practices	
Encourage QPS members to behave professionally and ethically at all times.	<p>Developed a Standard of Practice to supplement the Government's new Code of Conduct.</p> <p>Training Provided compulsory training for all members in the 'Single Code of Conduct and Ethical Decision Making' and 'Public Interest Disclosure' through on-line learning products.</p> <p>Provided training state-wide in leadership and supervision which included issues of professional and ethical behaviour.</p> <p>Reporting Amended reporting requirements with the introduction of the <i>Public Interest Disclosure Act</i>, and repeal of the <i>Whistleblowers Protection Act</i>.</p> <p>Implemented Government endorsed responses to CMC reports: - progressing implementation of some of the recommendations provided within the Independent Review of the Queensland Police complaints, discipline and misconduct system - Operation Tesco - 18 initiatives were successfully completed by the required deadline of 31 December 2010. A further 13 initiatives will be completed by 31 December 2011 - trialling of Declarable Associations policy in two locations.</p> <p>Implemented a compulsory 'Ethics and Ethical Decision Making in the QPS' information booklet for contractors and volunteers.</p>
Recognise and promote the paramount importance of minimising harm to officers, offenders and the community.	<p>The rate of complaints of assault/excessive force against police officers decreased from 9.2 per 100 police officers in 2009-10 to 7.6 per 100 police officers in 2010-11.</p>
Personal safety / property security	
Reduce major and organised crime including serious drug crime, youth and other gang related violence.	<p>Telecommunications interception (TI) The QPS has established its own independent TI capability which allows for a significant increase in overall operational capacity and output.</p> <p>Drug crime Various operations including Operation Hotel Enzyme, Operation Hotel Landsman and Operation Ice Electron led to a number of people being arrested and charged with offences including offences of trafficking dangerous drugs.</p> <p>A total of 290 clandestine illicit drug laboratories were located and seized by police in 2010-11 as a result of proactive investigative strategies targeting illicit drug production throughout Queensland.</p> <p>Fraud and cyber crime The QPS hosted the <i>2010 National Identity Crime Symposium</i> which focused on identity crime and hi tech crime.</p>

Operation Ice Hailstone concluded in November 2010 and involved a joint QPS and New South Wales Police investigation into people with links to importing skimming devices for use in local businesses in Queensland and New South Wales. A total of six devices were seized, three offenders were arrested and one foreign national was deported.

Outlaw motor cycle gangs

Task Force Hydra was established in 2006 to direct QPS strategies aimed at disrupting and dismantling OMCGs in Queensland. During the 2010–11 year, 205 people were arrested on 432 charges which included serious drug and property related offences as well as crimes of violence.

Child Protection Offender Registry

New child sex offender laws were passed by State Parliament in April 2011. This will result in stricter reporting requirements and tougher penalties for offenders who fail to comply with their reporting obligations.

Traffic policing

Reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing.

I-TAS

The Intelligent Traffic Analysis System (I-TAS) has been developed to standardise planning, tasking and evaluation of traffic policing activities. I-TAS assists supervisors to deploy officers to target high risk locations through the use of analysed intelligence.

I-TAS implementation commenced in June this year and will be progressively rolled out across Queensland by the end of 2011.

Speed cameras I-TCS

The Intelligence Traffic Camera System (I-TCS) project has delivered a new digitally enabled processing system and a number of integrated digital 'proof of concept' speed detection traffic cameras. The new system will also be capable of processing the existing wet film camera detected speed offences.

The 'proof of concept' cameras included a number of fixed speed, red light with speed, average speed (point-to-point) and digital mobile.

In-car cameras

The QPS has undertaken an initial trial of In-Car Camera (ICC) technology. A technical evaluation to identify suitable computing platform systems is expected to commence in July 2011 for a period of six months.

ANPR

Automatic Number Plate Recognition (ANPR) was introduced during Easter this year. ANPR will be progressively rolled out to the regions during 2011-12.

13HOON

The QPS' new hoon hotline – 13HOON (13 4666) – was launched on 13 December 2010 to provide Queenslanders with an easy to remember central contact point to report drivers performing dangerous, reckless or anti-social behaviour on our roads.

Operation AUSTRANS

The QPS participated in Operation AUSTRANS which is held across Australia and New Zealand during the month of May. The mission of Operation AUSTRANS is to provide a collaborative multi-agency, multi-jurisdictional approach to target fatigue, drug use and other safety issues amongst heavy vehicle drivers, transport companies and other industry stakeholders.

Public order and safety

Improve disaster planning, recovery and response across agencies and regions.

Flood and cyclone events

QPS was the lead agency in flood and cyclone events. Queensland police officers were on the frontline working around the clock to assist Queenslanders in need.

Review of the flood crisis

A Flood Crisis Review Group was established after the flood events and Tropical Cyclone Yasi. Many strategic, whole-of-Service short, medium and long term objectives were determined and are currently being progressed.

Suspicious activity reporting

To ensure Queensland is well placed to analyse the current security environment, the promotion of suspicious activity reporting, including for critical infrastructure and priority sites, and subsequently enhanced preventative investigations was a priority for 2010-11.

Improve public safety including by reducing alcohol and/or drug fuelled violence and disorder.

Drink safe precincts

Amendments to the *Liquor Act 1992* came into force in December 2010 allowing the creation of three drink safe precincts in Townsville, Fortitude Valley and Surfers Paradise. Increased police numbers during peak times, better supervised taxi zones, more support services and the creation of special safe zones have all featured in the new precincts. Amendments to the *Bail Act 1980* and the *Penalties and Sentences Act 1992* at the same time provided authority for individuals to be banned from licensed premises and public areas in the vicinity of licensed premises.

Street Gang Project

Following conclusion of the 12-month Street Gang Project, an internal evaluation has been conducted by Ethical Standards Command. The draft evaluation report is currently in the final stages of preparation for consideration by the Steering Committee. This will be used to inform strategies and initiatives to develop a whole-of-QPS and whole-of-Government response to the issue of street gangs.

CRYPAR

The expansion of the program across Queensland now allows police to refer a wider range of issues to support agencies through the e-referral system. Xstrata Coal Queensland committed \$5 million over three years for the expansion of CRYPAR and the adoption of an e-referral system.

Public nuisance

Ticketing has been found to provide an appropriate and effective option for police in dealing with public nuisance offences. State-wide rollout of public nuisance infringement notices commenced on 8 November 2010.

Domestic violence

Under the Queensland Government *'For our sons and daughters'* Strategy, the QPS continues to be involved in a number of individual and joint initiatives. These include strategies to reduce domestic and family violence in Indigenous communities, participation in the testing and evaluation of an integrated response model in Rockhampton, a project to develop and implement a protective risk assessment framework, and developing effective benchmarks to ensure the policing of domestic and family violence is appropriately measured and evaluated by the Operational Performance Review process.

Strategic priorities

Achievements/outcomes/status

The QPS has also been a significant stakeholder in the review of the *Domestic and Family Violence Act 1989* led by the Department of Communities. Internally the QPS is preparing for the implementation of the legislative amendments through the consideration and development of relevant training and QPRIME enhancements. Further, the QPS is developing a protective risk assessment framework for use by first response officers and domestic or family violence incidents to assist in determining who requires protection. This initiative is expected to work concurrently with the legislation in providing a higher level of protection to those at risk of domestic and family violence.

Crime Prevention Strategy

The future directions for the Crime Prevention Strategy are being considered.

Personal Safety

Through the Safer Living personal safety program the QPS provided personal safety information for adult community members via the Internet (QPS website), a booklet (the 'Safer Living booklet') and community presentations.

Service delivery support

Improve client satisfaction and confidence with policing services.

Discipline and complaints management

In May 2011, the Independent Review handed down their review of the QPS discipline and complaints management system. The review provides 57 recommendations for change to the current system and builds on the work done by the CMC in their 'Setting the Standard' report. The disciplinary and complaint management model proposed by the Independent Review achieves timely resolution and improves public confidence within the process. Government is considering the recommendations of the Independent Review and CMC reports. Where recommendations are able to be implemented relatively easily within the QPS, then this is occurring.

New contact centre for non-urgent incidents

Policelink commenced providing services to the community on 8 August 2010.

Encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment.

QPS carbon footprint

Increased use of suitable lower emission and more fuel efficient vehicles.

Energy saving initiatives

Implemented initiatives which included a program to retrofit lighting in existing police facilities, and an upgrade of the air-conditioning chiller system at police headquarters.

A number of key environmental sustainability initiatives are being incorporated into the new Westgate Academy.

Encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes.

QPS Vision 2020

Prepared a long term vision to position the QPS to identify and respond to changes in its environment, and to proactively influence its place within that environment.

Strategic Plan

Prepared the QPS 2011-15 Strategic Plan.

Corporate governance

Implemented a new corporate governance structure and supporting strategic committees.

Strategic priorities

Provide police with the infrastructure, technology, equipment and powers they need to perform effectively.

Achievements/outcomes/status

Capital works

During 2010-11, capital works funding of \$107.4 million provided for the completion and further development of a number of significant infrastructure projects to address population growth and support service delivery.

CAD

Progressed implementation of the new Computer Aided Dispatch (CAD) solution. The first site - North Coast Region Police Communications Centre, is scheduled to 'go live' in December 2011. The new CAD solution offers enhanced capability for managing the tasking of first response resources. Additional benefits include improved efficiencies in response to calls for service, more effective decision making and enhanced management of planned and unplanned events derived resulting from intelligent reporting ability.

Weapons Licensing Management System (WLMS)

The WLMS was implemented on 30 November 2010, replacing the legacy mainframe system. All licence and weapons information is now held in QPRIME, allowing operational police the ability to view this information in one system.

The Public Safety Front-line Communications (PSFC) Program

The PSFC delivered a Business Case Project Report to build a state-wide digital voice radio and data network. The new network will enhance communications within the QPS and between QPS and other emergency services agencies.

Legislation

During 2010-11, the QPS progressed the development/amendment of the following legislation:

- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *The Prostitution and Other Acts Amendment Bill 2010*
- *Weapons Act*
- *Child Protection (Offender Reporting) Amendment Bill 2010.*

Appendix 3: Honours and awards

Details relating to personnel who received honours or awards during 2010-11 are shown below.

Australian Police Medal

Awarded for distinguished police service in an Australian police force.

Sergeant Cheryl Bodley
Sergeant Geoffroy Bodley
Inspector Graham Coleman
Assistant Commissioner Paul Doyle
Sergeant Geoffrey Fay
Superintendent Garth Pitman

Chief Superintendent Grant Pitman
Detective Sergeant Daryl Poole
Superintendent Patrick Ryan
Superintendent Donna Sturgess
Inspector Murray Verrall
Detective Sergeant Graham Walker

Australian Bravery Decoration

Awarded by the Governor-General for acts of bravery.

Bravery Medal
Nil

Commendation for Brave Conduct
Senior Constable Christopher Hebblethwaite
Sergeant Raymond Sorrell

Queensland Police Service Valour Award

Awarded for an act of exceptional bravery in hazardous circumstances.

Detective Senior Constable Damian Leeding

Commissioner's Commendation for Bravery

Awarded for an act of bravery in hazardous circumstances.

Sergeant Melissa Anderson
Constable Ross Dobbie
Senior Constable Regan Greateorex
Sergeant Brendan Haley
Constable Andrew Hawkins
Constable Kim Henderson
Constable Shaun Jones

Senior Constable Rohan McDonald
Constable Megan Meleady
Constable Ricky Morse
Constable Gregory Naoum
Sergeant Sebastian Pollock
Constable Cain Sims
Sergeant Scott Spence

Commissioner's Certificate of Notable Action

Awarded for a significant act as a result of being placed in a potentially hazardous situation beyond that of normal policing requirements.

Constable Daniel Blair
Sergeant Arthur Brennan
Sergeant Macdonald Duus
Constable Aaron Green

Constable Anthony March
Constable Bernard Nyhan
Senior Constable Paul Quin
Constable Adam Stafford

Commissioner's Award for Meritorious or Special Service

Awarded for recognition of any member who performs commendable service in a designated role or function to an exceptional level over an extended period of time or involved in the planning or running of significant Special Events that are seen to be successful and enhance the professional image of the Queensland Police Service far exceeding what might reasonably be expected from an efficient member of the Police Service.

Senior Sergeant Wayne Clarke
Mr Allan Cripps
Senior Sergeant Ian Elder
Ms Susan Lander
Sergeant Alan Lutter
Mr Denis Luttrell

Assistant Commissioner Colin McCallum
Superintendent Garry Moloney
Inspector Peter Owens
Sergeant Daniel Stiller
Superintendent Stephen Wardrope

Commissioner's Certificate (Operational)

Awarded to any member or group that displays intelligence, resourcefulness and/or dedication to duty to a degree far exceeding what might reasonably be expected from an efficient member of the Police Service in the execution of duty in the operational field.

Senior Constable Simon Buxton
Detective Senior Sergeant Mitchell Castles
Detective Sergeant Craig Doran
Senior Constable Mark Hester
Detective Senior Constable Jack Maddock

Detective Sergeant Daniel Morgan
Detective Sergeant Luke O'Connor
Detective Sergeant Daryl Poole
Detective Sergeant Stephen West

Commissioner's Certificate (Corporate and Support)

Awarded to any member or group that displays intelligence, resourcefulness and/or dedication to duty to a degree far exceeding what might reasonably be expected from an efficient member of the Police Service in the execution of duty in the corporate administrative or technical field.

Nil

Commissioner's Certificate of Appreciation

The Commissioner's Certificate of Appreciation is awarded to a person external to the Police Service in recognition of making an exemplary contribution to the Service.

Mr Bryan Brown
Major Bruce Buckmaster
Ms Rita Butler
Mr Benjamin Carroll
Mr James Dryden
Ms Patricia Dryden
Mr Greg Early
Mr Ken Guyatt
Ms Pam Guyatt

Mr Tony Lake
Ms Fran Lindsay
Mr Robert Mills
Mr Col Nelson
Ms Jenny Nelson
Mr Evan Newton
Ms Dorothy Stumer
Queensland Police Chaplaincy Service
Queensland Police Credit Union

Royal Humane Society of Australasia (nominated by the QPS)

Bronze Medal

Sergeant Melissa Anderson
Mr Benjamin Carroll
Constable Ross Dobbie
Mr Darren Evans
Senior Constable Lee Gadd
Senior Constable Regan Greatorex
Sergeant Brendan Haley
Constable Andrew Hawkins
Constable Shaun Jones

Certificate of Merit

Senior Constable Rohan McDonald
Constable Ricky Morse
Constable Bernard Nyhan
Sergeant Sebastian Pollock
Senior Constable Paul Quin
Mr Darren Simpson
Constable Adam Stafford
Mr Mark Steffen
Mr Adrian Williams

Awards for Excellence

Lantern Award for Excellence in Problem-Oriented and Partnership Policing

Gold Award
Weed it Out (Far Northern Region)

Silver Award
Indigenous Elders Police Patrol (Metropolitan North Region)

Bronze Award
'Real families don't fight' A Domestic Violence Media Campaign (Northern Region)

Award for Excellence in Crime Prevention

Gold Award
Changing the cycle (Northern Region)

Silver Award
DAVE Project (South Eastern Region)

Bronze Award
Rural Crime Forums (Southern Region)

Award for Excellence in Policing Operations

Gold Award
DNA Improvement Strategy (Operations Support Command)

Silver Award
Sealed Body Bag (Operations Support Command)

Bronze Award
Mobile Police Facility (Metropolitan North Region)

Award for Excellence in Corporate and Support Services

Gold Award
Growth funding supplementation model (Finance Division)

Silver Award
North Coast Region Joint Communications Centre Project (North Coast Region)

Bronze Award
Implementation of Advance2 – Learning Management System (Human Resources Division)

Richard Symes Warry Award for Excellence in Police Education and Training

Gold Award
Dangerous Liaisons Training (Human Resources Division)

Silver Award
Multicultural Awareness Online Learning Product (OLP) Project (Human Resources Division)

Bronze Award
Northern Region QPRIME Risk Based Management System (Northern Region)

Jim O'Sullivan Achievement Award for recognising QPS women's achievements

Winner
"SWIRL ~ Supporting Women in Remote Locations" Package (North Queensland Campus)

Encouragement Award
"Ladies Night" (Southern Region)

Appendix 4: Overseas Travel

Details relating to personnel who travelled overseas during 2010-11 on official business or for professional development purposes are shown below:

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
July 2010				
Clinton Drake Constable	New Zealand	Provide evidence as a witness in High Court prosecution	Nil	\$2 430 (Estimate) Funded by New Zealand Police
Michael Condon Chief Superintendent	China	Identify opportunities for training to assist Shanghai and Hong Kong police to develop resources and attend Shanghai Police College for meetings on policing challenges and processes	\$8 100	Nil
Garry Henkel Inspector	New Zealand	Attend Australasian Law Teachers Conference and attain insights into international teaching and learning strategies and methodologies	\$3 173	Nil
Carol McNamara Project Officer and Ian Stewart Deputy Commissioner and Paul Stewart Assistant Commissioner and Mark Plath Superintendent and Ross Barnett Assistant Commissioner and Brett Pointing Assistant Commissioner	Malaysia	Represent the QPS at the FBI National Academy Asia Pacific Chapter Conference to discuss and identify issues potentially impacting on law enforcement in Queensland	\$14 221	Nil
Wayne Steinhardt Detective Senior Sergeant	United States of America	Participate in International Child Exploitation Tracking System User Forum	Nil	\$3 865 (Estimate) Funded jointly by International Centre for Missing and Exploited Children and CRIMTRAC agencies
August 2010				
Nil.				
September 2010				
Peter Ravlich Detective Sergeant	United States of America	Represent the QPS on Innocent Images International Task Force and undertake FBI training on investigative techniques applied to computer facilitated crimes against children	\$2 024	\$7 187 (Estimate) Funded by Federal Bureau of Investigation
Brendan Power Sergeant	New Zealand	Conduct training for component at the 51st Management of Serious Crime Course	\$175	\$2 418 Funded by Australian Federal Police

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
October 2010				
Marc Hogan Detective Senior Sergeant	United States of America	Attend FBI National Academy for higher education training and professional development	\$10 780	Nil
Darren Carey Sergeant and Bradley Holland Senior Constable and Colin Briggs Senior Sergeant	India	Provide protective security for the Premier of Queensland	\$35 865	Nil
Paul Griffiths Senior Project Officer	France and United Kingdom	Attend and present at the Combating (Online) Child Abuse: The Next Level Conference, and exchange information with counterparts in the Child Exploitation and Online Protection Centre London on online sexual abuse	\$4 402	Nil
Denzil Clark Detective Senior Sergeant	New Zealand	Complete 51st Management of Serious Crime Course and gain experience in cross border operations	\$6 683	Nil
Peter Kingsley Senior Sergeant	New Zealand	Attend Electronic Evidence Specialist Advisory Group meeting	\$1 655	Nil
Stuart Cross Senior Sergeant	New Zealand	Attend and present at Electronic Evidence Specialist Advisory Group meeting	\$1 355	Nil
Timothy Woodcock Technical Officer	New Zealand	Attend Electronic Evidence Specialist Advisory Group meeting and tour forensic facilities at the National Institute of Forensic Science	\$630	\$938 Funded by National Institute of Forensic Science
Mark Ainsworth Acting Detective Superintendent	New Zealand	Attend and present papers to a conference by the International Association of Auto Theft Investigators Australasian Branch	Nil	\$1 424 Funded by International Association of Auto Theft Investigators Australasian Branch
Anthony Crimmins Acting Inspector and Shane Chelepy Superintendent	India	Attend the Delhi 2010 Commonwealth Games Observer Programme	\$24 494	Nil
Bruce Graydon Inspector	Canada	Attend and present at the New Brunswick Association of Chiefs of Police Conference	Nil	\$6 089 (Estimate) Funded by SupportLink Australia
Peter Ziser Detective Sergeant	Spain	Attend and present at the 2010 Annual International Association of Marine Investigators Conference	\$3 658	Nil
Brent Carter Chief Superintendent and Gary Hunter Detective Sergeant	Papua New Guinea	Attend the Papua New Guinea/ Australia Transnational Crime Conference to develop effective transnational and interagency intelligence sharing arrangements to address cross border crime	\$5 518	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Julie Stiller-Shipton Senior Constable	United States of America	Deliver forensic exhibits for examination on police investigative matters	\$5 224	Nil
November 2010				
Daniel Bragg Inspector and Brett Pointing Assistant Commissioner and Mark Plath Acting Chief Superintendent	China and Vietnam	Strengthen relations with key partners in Hong Kong, Guangdong and Shanghai and promote and negotiate agreements for the export of the QPS Leadership Development Unit Residential Program	\$19 540	Nil
Charles Heron Detective Sergeant	New Zealand	Attend trial in High Court and give evidence on behalf of New Zealand Police	\$490	\$1 640 Funded by New Zealand Police
Gregory Bishop Detective Sergeant	New Zealand	Attend Advanced Clandestine Laboratory Investigative Course	\$2 307	Nil
Karl Brazier Detective Sergeant	New Zealand	Attend court to give evidence in a child abuse case	\$380	\$1 204 (Estimate) Funded by New Zealand Police
Leslie Bulluss Senior Sergeant	United States of America and Canada	Undertake Winston Churchill Memorial Trust Fellowship researching culturally appropriate Indigenous community policing models	Nil	\$21 691 (Estimate) Funded by the Winston Churchill Memorial Trust
Katherine Pausina Detective Sergeant and Brendan Smith Detective Inspector	New Zealand	Attend the Asia-Pacific Coroners Society Annual Conference in Auckland	\$6 385	Nil
Damien Hayden Acting Senior Sergeant	United States of America	Attend the 5th Annual Arrest-Related, Excited Delirium, Sudden In Custody Death Conference In Las Vegas, Nevada	\$3 337	Nil
Paul Griffiths Senior Project Officer	Netherlands	Attend the Combating (Online) Child Abuse: The Next Level Conference and exchange information with counterparts in the Netherlands regarding cases involving online sexual abuse	\$172	\$3 175 Funded by European Union
Gary Michael Dixon Detective Sergeant and Renee Marie Hoile Acting Sergeant	New Zealand	Extradite alleged offender from Auckland	\$2 000	Nil
Stephen Gollschewski Chief Superintendent and Paul Taylor Chief Superintendent	United States of America	Attend the 4th Leadership In Counter-Terrorism Pacific Program 2010-11	\$7 668	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
December 2010				
Brian Hay Detective Superintendent	India	Attend the Cards and Payment India Conference in New Delhi and establish connections within the Indian law enforcement community	Nil	\$1 645 Funded by Detective Superintendent Brian Hay
January 2010				
Clem O'Regan Assistant Commissioner	Timor-Leste	Participate in the Australian Defence Force 'Exercise Boss Lift', together with representatives from major employment groups throughout Australia	Nil	\$2 700 (Estimate) Funded by Australian Federal Police
February 2010				
Jonathan Rouse Inspector	Malaysia	Attend the 9th Annual Policing Cyberspace International Summit to accept the international CyberCime award on behalf of the QPS and facilitate presentations on child exploitation investigations	\$464	\$2 910 Funded by Society for the Policing of Cyberspace
Leon Marshall Acting Senior Sergeant	United States of America	To take delivery of a Special Emergency Response Team armoured vehicle	\$7 500	Nil
March 2010				
Paul Baker Inspector and Andrew Rowan Sergeant	United Kingdom	Partake in the Chemical, Biological and Radiological Counter-Terrorist Quadrilateral Capability Exercise, 'Poets Corner'	Nil	\$4 425 Funded by National Counter Terrorism Committee
Shane Scarinci Sergeant and Jason Arnold Constable and Matthew Hodgson Constable and Shane Pankhurst Constable	New Zealand	Assist New Zealand Police and provide disaster victim identification assistance in response to the Christchurch earthquake	\$3 146	\$5 300 Airfare and unknown accommodation costs funded by New Zealand Government
Des Lacy Acting Superintendent	United States of America	Attend and present at the FBI National Academy Associates Asia Pacific Chapter President and Secretaries Conference at the FBI Academy in Quantico	Nil	\$3 210 (Estimate) Funded by FBI

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Shane Williams Inspector and David Gillies Sergeant and Carl Cutler Sergeant and Simon Donaghy Senior Constable and Mark Farrelly Senior Constable and Deagon Grime Senior Constable and Stuart Lydford Senior Constable and Michael Doocey Constable and Warren Forbes Constable and Fred Veve Constable and Brendan Winslow Constable	New Zealand	Assist New Zealand Police in response to the Christchurch earthquake	\$8 854 (Estimate)	Unknown accommodation and meal costs funded by New Zealand Government
Peter Roddick Detective Sergeant	New Zealand	Deliver forensic exhibits for examination and interview witnesses in relation to an investigation	\$967	Nil
Brian Hay Detective Superintendent	Singapore	Attend the Global Security Asia Conference 2011	Nil	\$2 100 (Estimate) Funded by Detective Superintendent Brian Hay
April 2010				
Peter Martin Assistant Commissioner	United States of America	Participate as a facilitator and present at the International Intelligence Conference of Counter-Terrorism Practitioners	Nil	\$3 739 (Estimate) Funded by Los Angeles Police Department
Paul Friedman Assistant Director	New Zealand	Attend the Australia New Zealand Policing Advisory Agency Board meeting, the Australasian Police Professional Standards Council, the Inter-Governmental Committee of the Australian Crime Commission and the Australian Institute of Police Management meetings	\$2 540	Nil
Brett Schnitzerling Sergeant	New Zealand	Attend Biometrics Course and Biometrics Conference	\$4 454	Nil
Jonathan Rouse Inspector	Austria	Attend 20th Session of United Nations Commission on Crime Prevention and Criminal Justice 2011 and deliver presentations on conduct and protocols for successful investigation of complex child sex offender networks	\$1 175	\$4 777 Funded by United Nations Office on Drugs and Crime

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Mark Slater Detective Inspector and Duncan Gorrie Acting Senior Sergeant	United Kingdom	Extradite alleged offender of major fraud offences	\$760	\$10 738 Funded by Workcover Queensland
Kara Devantier Acting Business Manager and Michael Pearson Senior Sergeant	United Kingdom and Belgium	Undertake a study tour with Victoria Police to assess rostering products	\$15 925	Nil
May 2010				
Bradley Miers Acting Detective Inspector and Raymond Baumber Senior IT Project Manager	Canada	Undertake factory acceptance testing and systems familiarisation of new QPS telecommunications interception system	\$2 345	\$9 800 Funded by JSI Telecom Pty Ltd
Peter Ravlich Detective Sergeant	Germany	Attend Innocent Images International Task Force meeting	\$140	\$4 005 Funded by Federal Bureau of Investigation
Romain Dean Acting Sergeant and Adam Hankinson Detective Senior Constable	Malaysia	Provide protective security for the Premier of Queensland	\$10 195	Nil
Michael Gardiner Sergeant	Indonesia	Assist the Australian Federal Police in the conduct of the Australian Bomb Data Centre Phase 2 Workshop on technical analysis of circuits and improvised explosive devices	Nil	Funded by Australian Federal Police – cost unknown
Andrew Massingham Detective Senior Sergeant	United States of America	Conduct inquiries in Honolulu relating to a homicide investigation	\$3 554	Nil
Tyler Crosby Senior Sergeant	United States of America	Participate as a member of a Vocational Training Team delivering a training program sponsored by the Rotary Foundation	Nil	\$6 400 (Estimate) Funded by Rotary International
Steven Bignell Acting Senior Sergeant	Canada	Attend the 2011 International Fraud Investigators Conference	\$7 415	Nil
Brendan Keleher Inspector	United States of America	Attend the Biennial IMAGE Users Group Conference in Washington DC	\$1 000	\$5 500 (Estimate) Funded by conference organiser Morpho
Wayne Hutchings Inspector	United States of America	Train in use of new model Taser X2 and obtain knowledge of Taser Training Curriculum Version 18	\$6 579	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Paul Stewart Assistant Commissioner and Des Lacy Inspector and Brett Pointing Assistant Commissioner and Mark Plath Superintendent and Marc Hogan Inspector	Philippines	Represent the QPS at 14th FBI National Academy Associates Asia Pacific Chapter Conference (FBINAA) Retrainer	Nil	\$12 760 Funded by FBINAA
Ian Stewart Deputy Commissioner	Philippines	Represent the QPS at 14th FBI National Academy Associates Asia Pacific Chapter Conference (FBINAA) Retrainer	\$1 900	Nil
June 2010				
Duncan Gorrie Acting Detective Senior Sergeant	United Arab Emirates	Attend Visa Security Summit 'Dynamic Future of Business' and present at multi-jurisdictional law enforcement workshop on card related fraud	\$1 392	\$2 058 (Estimate) Funded by Visa
Brett Price Acting Senior Sergeant	Greece and Turkey	Represent QPS and Law Enforcement Torch Run charity at World Summer Games for Special Olympics	Nil	\$5 250 Funded by Law Enforcement Torch Run charity
Adam Hankinson Detective Senior Constable	China and United States of America	Provide protective security for the Premier of Queensland	\$25 817	Nil
TOTALS			\$276 358	\$139 378

Appendix 5: Controlled Operations Committee

The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the *Police Powers and Responsibilities Act 2000 (Qld)*. The Committee consists of an independent person, as required by legislation, who is a retired judge. This independent member is the Chairperson of the committee, with the other members including the Chairperson of the Crime and Misconduct Commission and the Detective Chief Superintendent, State Crime Operations Command. The independent member is paid under the Queensland Government policy 'Remuneration of Part-Time Chairs and Members of Government Boards Committees and Statutory Authorities'.

During the year under review the independent member received \$1 837 in remuneration. There were no on-costs. Other members are not remunerated.

The Controlled Operations Committee provides its own annual report after 30 June each year detailing the work and activities of the QPS under chapter 11 (Controlled operations) of the *Police Powers and Responsibilities Act 2000* for the preceding 12 months.

Appendix 6: Compliance with the *Carer's (Recognition) Act 2008*

The QPS is committed to supporting people with disabilities and provides strategies through the Disability Service Plan. The plan is available to all QPS employees and is also available to people with a disability, their families and carer's on the Internet.

Carers Charter principles	Departmental services and/or activities in 2010-11
The State recognises the effort and dedication of carers in our community and that carers provide a vital service.	The QPS does not currently have any formal recognition (e.g. awards) of carers in the community.
Carers deserve the respect of our community and should be supported within their community by all levels of government, institutions and organisations.	An information fact sheet 'Queensland Police Service Disability Service Plan' outlines the challenges carers face and is available to all members on the QPS intranet. The QPS 'Disability Service Plan' states that it will prioritise improving access to information about QPS procedures for people with a disability, their families and carers.
The views and needs of carers must be taken into account together with the views, needs and best interests of the people they care for when making policy decisions.	Through the Disability Service Plan the QPS is committed to consulting people with disabilities, their families and carers about QPS procedures. To ensure the QPS provides the best quality services to people with a disability, a Disability Services Survey has been developed to determine the level of satisfaction of policing services for people with a disability, their families and carers within the community. Feedback from this survey will assist the QPS improve the delivery of policing services to persons with a disability, their families and carers. Results from the survey will be published in the QPS Disability Service Plan and also published on the QPS website.
The importance of carers' work means the role of carers should be recognised by including carers, or their representative bodies, in the assessment, planning, delivery and review of services affecting carers.	Groups and/or bodies representing carers, people with disabilities and other key stakeholders are consulted as appropriate in the development or review of QPS HR related policy.
Complaints made by carers in relation to services that impact on them must be given careful consideration.	The QPS is committed to providing mechanisms for people with disabilities, their families and carer's to lodge a complaint. These include providing different modes of delivering a complaint, such as orally and through interpreters and advocates. Complaints from carers (or other members of the public) of misconduct or a breaches of discipline by employees of the QPS are recorded by the Ethical Standards Command and are investigated appropriately to determine what action is required in the circumstances.
Carers should be recognised for their unique knowledge and experience and as individuals with their own needs.	The QPS provides carer's leave to both police officers and staff members, which provides flexibility in assisting carer's to meet their commitments.
The relationship between a carer and the person they care for should be respected and honoured.	This is an overall principle which is not specifically relevant to the QPS.
Children and young people who are carers should be specifically supported by all of our community.	The QPS does not provide these types of services.
The caring responsibilities of children and young people should be minimised.	The QPS does not provide these types of services.
Carers need access to a wide range of responsive and affordable services to support them and their decision making in their role as a carer.	Departmental information and services are available in formats that can be easily accessed by all members of the QPS, including carers.
Remote and rurally based carers face additional difficulties caused by isolation.	Departmental information and services are available in formats that can be easily accessed by all members of the QPS, including carers.

Appendix 7: Queensland Government Reconciliation Action Plan

Initiative	National Aboriginal and Torres Strait Islander reforms
Action	The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including the key areas of early childhood, schooling, housing, health and economic participation.
Queensland Police Service implementation progress in 2010-11	<p>The QPS continues to work with communities and stakeholders in developing strategies to address the key areas of community safety and child protection and development, and more specifically, reduction in harms related to alcohol and substance misuse and child protection issues.</p> <p>The QPS also works in conjunction with the Queensland Community Police Youth Welfare Association, Education Queensland and other government and non government agencies towards addressing crime prevention, youth development and community safety through PCYCs, schools and community justice groups.</p>
Initiative	Annual agency planning and reporting
Action	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the Queensland Government Reconciliation Action Plan 2009-2012 as part of their annual reports.
Queensland Police Service implementation progress in 2010-11	<p>The QPS develops annual <i>Aboriginal and Torres Strait Islander Action Plans</i>. Through these annual Action Plans, the QPS promotes the tenets of reconciliation and seeks to achieve reconciliation outcomes through practical measures. This includes strengthening partnerships, crime prevention, promoting equity and diversity, improving skills (cultural awareness training) and ensuring accountability.</p> <p>Strengthening partnerships and crime prevention</p> <p>The QPS strengthens relationships and promotes crime prevention through:</p> <ul style="list-style-type: none"> • Police Liaison Officers • consultation mechanisms including the Indigenous/Police Review and Reference Group and Indigenous Community and Police Consultative Groups • participation in policy, program and project formulation, both internal and external • attendance by personnel at significant functions and events. <p>The Indigenous/Police Review and Reference Group and Indigenous Community and Police Consultative Groups provide forums for raising police-related Aboriginal and Torres Strait Islander issues in a spirit of cooperation and partnership. These forums provide opportunities to constructively address relevant issues by working towards the development and implementation of culturally appropriate policies, procedures and practices.</p> <p>Promoting equity and diversity</p> <p>The QPS provides opportunities for Indigenous people to gain employment with the Service through the Justice Entry Program, a recruitment and career development program targeting Aboriginal and Torres Strait Islander peoples.</p> <p>The Employee Relations Unit within the Human Resources Division administers policies and provides opportunities for the employment and development of Indigenous personnel within the QPS.</p> <p>Improving skills</p> <p>Improving staff skills is demonstrated through ongoing training and development opportunities for all members to develop their understanding and respect for Aboriginal and Torres Strait Islander cultures and issues. The Cultural Appreciation Project (CAPro) aims to improve police communication with Aboriginal and Torres Strait Islander peoples and communities and thereby generate more effective policing responses.</p> <p>Ensuring accountability</p> <p>The QPS continues to provide input into reports and publications to demonstrate commitment to the issues raised through research and recommendations. The implementation of the Indigenous Police Reference Group, following the Crime and Misconduct Commission review into policing in Indigenous communities in 2009 will ensure appropriate focus is maintained on relevant Indigenous/police issues.</p>