

# Performance

## Key performance measures

The services provided by the QPS focus on reducing and preventing the incidence of crime, public disorder, and road trauma to build safe, caring, and connected communities. These are delivered through two service areas – Crime and Public Order, and Road Safety.

The objective of Crime and Public Order is to uphold the law by working with the community to stop crime and make Queensland safer. A range of services is provided by the QPS to support this and includes:

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

Road Safety's objective is to utilise enforcement strategies, improve technology and other efforts to contribute to the long-term vision of the zero road deaths and serious injury.

The delivery of Crime and Public Order and Road Safety policing services to the community of Queensland is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice.

The following tables provide an overview of the key performance measures for the QPS for 2017-18. Data for 2016-17 is sourced from the Queensland Police Service 2016-17 Annual Report unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2017-18 SDS	RoGS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Percentage of personal safety offences cleared within 30 days:	1, 4	✓	✓				
• Homicide					75%	70-88%	67%
• Assault					63%	55-69%	56%
• Sexual assault					53%	55-69%	50%
• Robbery					60%	55-69%	64%
• Total personal safety					61%	55-69%	55%
Percentage of property security offences cleared within 30 days:	2, 4	✓	✓				
• Unlawful entry					21%	16-20%	20%
• Other property damage					28%	24-30%	26%
• Motor vehicle theft					39%	30-38%	38%
• Other theft (excluding unlawful					28%	25-31%	28%
• Total property security					30%	25-31%	29%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Percentage of good order offences cleared within 30 days	3, 4	✓	✓		84%	≥85%	82%
Rate of complaints against police per 100 sworn (operational) staff	5	✓	✓	✓	11.3	≤9.8	12.0
Public perception of police professionalism and image <ul style="list-style-type: none"> <li>• Police perform their job professionally</li> <li>• Police treat people fairly and equally</li> <li>• Police are honest</li> <li>• I do have confidence in the police</li> </ul>	6	✓	✓	✓	87.2%	≥85%	86.2%
				✓	75.0%	≥75%	75.8%
				✓	76.1%	≥75%	75.1%
					88.9%	≥85%	84.3%
Satisfaction of members of the public who had contact with police in the last twelve months	7	✓	✓	✓	86.2%	≥85%	83.7%
Public satisfaction with police dealing with public order problems	7	✓	✓		72.0%	≥70%	75.4%
Public satisfaction with police dealing with emergencies and disasters	7	✓	✓	✓	84.8%	≥85%	82.6%
Percentage of code 1 and code 2 incidents attended within 12 minutes	8		✓		84%	≥80%	84%
Cost of Crime and Public Order per person	9	✓	✓		-	\$377	\$361
Percentage of prosecutions where costs were awarded against the police	10	✓	✓		0.001%	≤0.05%	0.001%

Notes:

1. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
2. The offence categories reported separately are considered high volume property security offences. The total property security offences figure also includes arson, fraud and handling stolen goods.
3. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies often focusing on liquor-related enforcement.
4. The 2017-18 Target/Estimate takes into account recent results and any known factors that are likely to have an impact in the forthcoming 12 months. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end.
5. Sworn operational staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, delivering a police or police-related services to an external customer, and include officers seconded to the Crime and Corruption Commission. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealings with the police.
6. Public perception is measured against the results of the National Survey of Community Satisfaction with Policing. The National Survey of Community Satisfaction with Policing is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
7. Public satisfaction is measured against the results of the National Survey of Community Satisfaction with Policing. The National Survey of Community Satisfaction with Policing is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
8. Data measures the time taken to attend code 1 and code 2 incidents. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police who use similar methodology, business rules and systems.
9. Cost of Crime and Public Order is a new measure for 2017-18. Cost of crime and public order per person is the proportion of the total cost of delivering crime and public order-related policing activities. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.
10. This performance measure represents the sum of all prosecutions where costs were awarded against the QPS, divided by the sum of all prosecutions.

**Key**

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2017-2021*

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2016-17 Actual	2017-18 Target/Estimate	2017-18 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2, 3,	✓	✓		5.18	4.7	4.99
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 3	✓	✓		131.46	121	131.98
Cost of Road Safety per person	4	✓	✓		-	\$87	\$83

Notes:

1. Data is sourced from the Department of Transport and Main Roads (DTMR). The 2016-17 Actuals have been updated.
2. The 2017-18 Actual is preliminary and subject to change.
3. There are many factors which can cause or contribute to road crash fatalities and hospitalisations. Key causal factors include drink and drug driving, fatigue, speeding, unrestrained occupants, and distraction and inattention. The 2017-18 Target/Estimate, developed in consultation with DTMR, included consideration of the National Road Safety Strategy target, recent trends, economic indicators and the potential effects of road safety initiatives. Queensland population data is sourced from the ABS Catalogue No. 3101.0 Australian Demographic Statistics.
4. Cost of Road Safety is a new measure for 2017-18. Cost of road safety per person is the proportion of the total cost of delivering traffic-related policing activities. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.

**Key**

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## 2017-18 Highlights

This section reports on the objectives of the QPS Strategic Plan 2017-2021. To drive delivery of its objectives, the QPS focusses on four strategies: to stop crime, make the community safer, strengthen relationships with the community and equip our workforce for the future (refer page 11 for further information).

This is a snapshot of performance highlights from 2017-18 and is not representative of all work undertaken during the reporting period.



# OBJECTIVE ONE: **STOP CRIME**

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



## What's happening in the regions

Maintaining service delivery across the broad landscape of Queensland, with the changing complexities of different communities, and their needs, can be a challenging exercise for regional police. These challenges are highlighted when mapping demand for service across Queensland. Police officers across Queensland will undertake a range of activities on an average day, not limited to the following:

- approximately 1,930 hours of proactive patrols
- about 2,650 hours of traffic enforcement
- respond to about 3,370 calls for service, with at least 250 of these considered critical
- record about 3,751 incidents, where over 4,401 offences are committed, of which 2,482 are criminal.

The QPS supports and encourages a culture of continuous learning and improvement, and optimising use of available resources to achieve better outcomes for the Queensland community. The police regions continue to examine the dynamic and complex crime drivers to improve policing outcomes for the people of Queensland.

A range of activities was undertaken in 2017-18 to prepare the community for managing major events. During March and April 2018, this culminated in the QPS supporting the Commonwealth Games with over 3,700 personnel from across the Service leading a world-class security operation to ensure the safety of the community. The majority of these members were drawn from regional policing across Queensland. It was a significant challenge for the Service in terms of maintaining core service delivery. This challenge was met across Queensland through high-level planning and the implementation of flexible and agile service delivery models to ensure efficient service delivery was maintained.

Regional police were required to prepare for and respond to disaster events including Tropical Cyclones Nora and Iris, which resulted in 60% of Queensland being subject to a Disaster Declaration. Tropical Cyclone Iris brought flooding rain, which damaged communities in the north of the State. Through well prepared communities, exceptional planning from local, district and state disaster management groups and the ability to rapidly deploy staff across regional Queensland, the QPS was well placed to maintain community safety during these extreme weather events.

During 2017-18, regional police continued to foster strong collaborative relationships with key government and non-government departments to achieve significant milestones. These included:

- supporting activities aimed at addressing youth offending in collaboration with the Department of Child Safety, Youth and Women (DCSYW) to case manage vulnerable children in care who absconded from residential placements. The case management of repeat offenders and linking them with appropriate essential services has proved beneficial
- the establishment of three new Domestic Violence High Risk Teams across Queensland. These teams provide a coordinated and ongoing case management response to high risk Domestic and Family Violence cases allowing exploration of underlying issues, improved engagement and ability to link parties with appropriate support services
- ongoing engagement with external agencies including local government, Queensland Ambulance Service, Probation and Parole, DCSYW and Department of Housing have enabled successful case management of high risk individuals leading to improved connectivity and reductions in calls for service. The Northern Region commenced a trial of a new Child Protection Joint Response Team in 2017-18 to enhance the collaboration and response to child protection concerns by the QPS and the DCSYW

- continued engagement with criminal justice agencies on social issues including mental health, domestic and family violence, youth justice, vulnerable people and communities to improve policing responses to people over-represented in the criminal justice system, as either victims or offenders. The whole-of-government response to Aurukun, led by QPS, saw the collaborative response between QPS and the Department of Aboriginal and Torres Strait Islander Partnerships being highly commended at the 2017 Premier's Awards for Excellence.

The QPS continued to review regional responses to, and preparedness for, incidents of terrorism. The police regions engaged with the Australian Federal Police and Australian Border Force to protect airports and other facilities, as well as critical infrastructure owners to ensure the protection of critical sites and crowded places. The police regions also engaged with vulnerable communities to counter the threat of terrorism and to provide pathways away from radicalisation.

While each of the five police regions responded to local crime demands, all regions conducted operations specific to the disruption of illicit drug supply and demand, particularly methylamphetamine (commonly known as ice). For example:

- Operation Papa Skobeloff targeted the supply and use of ice in Capricornia District. The operation concluded in November 2017 and resulted in 60 people being charged with 517 drug charges. While Operation Papa Bowler targeted the supply and use of ice in Gladstone area in Capricornia District. The operation concluded in March 2018 and resulted in 23 people being charged with 52 drug charges
- Sunshine Coast District conducted Operation Papa Argyle, a major drug trafficking operation which ran from January 2017 and will conclude in July 2018. As at 30 June 2018, the operation resulted in the arrest of local and interstate people, with a total of 25 offenders charged with 131 offences
- \$2.5 million in cash seized, over \$580,000 in property and vehicles seized and the seizure of drugs to the estimated value of approximately \$1.4 million.

During 2017-18, the QPS continued to implement strategies across the state in support of the Government's commitment to 'tackle organised crime and ice' which resulted in the following outcomes:

- over 47kg of ice seized
- 1,968 hours of additional overtime and 957 search warrants executed dedicated to Ice and organised crime focused on regional investigations across the State
- \$4,528,455 cash seized
- value of asset restraining commenced \$45,341,293
- total value of drugs seized: \$111,457,380.

The QPS is committed to strengthening relationships with the community and was engaged in a number of summits held by regional communities to develop solutions with communities affected by ice. Summits were held in Rockhampton, Moreton Bay and Caboolture, and roundtable was held in Townsville.

The Our People Matter Strategy is being embedded across all areas of the QPS. The strategy underpins changing organisational culture to focus on the health and wellbeing of our people. The appointment of workplace champions across all workplaces will continue to drive and promote healthy workplaces.



# Our Specialist Commands

The QPS has specialist commands comprised of highly skilled groups providing quality services to the Queensland community and the QPS. These services include expert specialist, investigative, technical and logistical support and advice in all areas of crime and the specialist operations portfolio.

The breadth of activities undertaken by State Crime Command, Intelligence, Counter-Terrorism and Major Events Command, Road Policing Command, Operations Support Command and Community Contact Command impact upon and support all levels of policing in Queensland.

## **Sexual Crimes Unit**

The Sexual Crimes Unit (SCU) targets sexual offenders who pose the highest risk to the community, by disrupting and preventing serious and repeat offending. The Unit also provides investigative expertise to regional investigators. Operation Papa Clarinet highlighted the Unit's relationship with regional investigators by collaboratively identifying a serious historical offender leading to the identification of 25 victims and the arrest of the offender for 63 charges of child sexual abuse.

The SCU is responsible for managing all referrals received from the Royal Commission into Institutional Responses to Child Sexual Abuse, and continues to investigate these matters after the Inquiry's closure on 15 December 2017. The Commission released a number of comprehensive reports with recommendations to improve a range of system issues and make institutions safer for children. The SCU managed 544 referrals received from the Royal Commission under Operation Lima Fortress. In 2017-18, 501 referrals were finalised with 31 statewide prosecutions. The remaining 43 matters are still being managed.

The Royal Commission recommended agencies implement processes to encourage vulnerable members of the community to report allegations of sexual assault. The QPS has initiated a project to establish online reporting of sexual assault crimes. Online reporting will provide an avenue to assist a victim of sexual assault to report a matter without the need to attend or phone a police station. Online reporting will be in addition to the current Alternative Reporting Options (ARO) process which provides an alternative option to making a formal complaint, yet providing valuable information to police that may assist in solving other crimes. The SCU continues to develop and implement processes designed to improve responses to victims of sexual assault.

## **Child Trauma Unit**

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

This group of highly trained investigators is experienced in child abuse and suspicious death investigations. The CTU is often deployed across the state to assist regional and metropolitan investigations. The CTU uses diverse investigative techniques and has developed networks with a range of government and non-government experts in the field of child trauma to provide additional capability to these complex investigations. During 2017-18, the CTU was engaged in 22 cases of significant injury and child death, which resulted in seven persons being charged with serious offences including murder.

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

## Child Protection Offender Registry

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

The Child Protection Offender Registry comprises specialist investigators and dedicated administrative resources trained in the investigation, administration and management of Reportable Offenders in Queensland. To fulfil their specialist role, CPOR officers undergo specialist training and participate in ongoing professional development opportunities. In May 2018, CPOR officers from across Queensland were provided training in the use of a SHARP assessment tool that aides in the identification of Reportable Offenders who pose a greater risk to the community. This tool will assist in the strategic application of investigative and compliance management resources.

Child Protection Offender Registry officers work in partnership with Queensland Corrective Services to improve the efficiency and effectiveness of the management of reportable offenders including those subject to supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003*. During the reporting period, QPS preferred a total of 40 charges against persons under this act, and 11 children and one adult female were identified and removed from being at risk of harm.

From November 2017, under the new *Passports Legislation Amendment (Overseas Travel by Child Sex Offenders) Act (Cth)* Reportable Offenders are required to seek permission from the State Child Protection Offender Registry to undertake international travel. As of 30 June 2018, 52 applications for international travel have been received from 45 Reportable Offenders, of which eight were approved, 27 denied, four withdrawn, 13 are under assessment and one application is under Judicial Review). As a result, 22 Queensland offenders have been restricted from travelling overseas and have been denied the opportunity to have unrestricted access to vulnerable children in countries where activities are not regulated as stringently as Australia.

## Argos Unit

The world-leading Argos Unit is principally responsible for the investigation of organised paedophilia and child exploitation, including computer-facilitated offences. Investigators proactively and reactively target a broad range of websites and mobile applications used by child sex offenders to prey on children. Argos staff also identify and implement new strategies to combat computer-facilitated crimes against children.

The Unit works with national and international law enforcement agencies, prosecutors, technology providers, non-government agencies and child protection advocates in a collaborative effort to protect children.

During the reporting period, Argos detectives:

- contributed to the removal of 83 children from sexual harm nationally and internationally
- arrested 200 child sex offenders on 1,254 criminal charges
- finalised one major international operation targeting child sexual exploitation
- referred 309 cases to law enforcement agencies nationally and internationally.

During the last 12 months, the Victim Identification Manager for Argos and chair of the INTERPOL Specialist Group on Crimes Against Children, Mr Paul Griffiths, was invited by EUROPOL to participate in a taskforce in The Hague, focussing on international efforts to identify children depicted in abuse images and video.

The Officer in Charge, Detective Inspector Jon Rouse, continued in his role as the chair of the INTERPOL Covert Online Investigators Group in Lyon, France. Detective Inspector Jon Rouse, received an international award for his dedication to fighting and investigating crimes against children for more than 20 years. Detective Inspector Jon Rouse was recently honoured in New York with the prestigious Champion for Children Award at the International Centre for Missing and Exploited Children's 2018 Gala in May 2018.

The QPS continues, with the adoption of the Kent Internet Risk Assessment Tool (KIRAT) (recommendation 4.13, Queensland Organised Crime Commission of Inquiry), to assist investigators in prioritising online child exploitation investigations to manage risk. The KIRAT system provides investigators with a framework to support decision making in triaging investigations and focusing resources.

### **Drug and Serious Crime Group**

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

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

Significant achievements for the DSCG in 2017-18 include:

- 2,161 offenders charged with 7,013 offences
- an estimated \$145,378,423 worth of drugs were seized
- 139 illicit drug labs were located and seized
- 107 asset restraint matters commenced, valued at \$36.6 million
- 109 asset forfeiture matters finalised with \$23.8 million forfeited to the State.

In February 2018, the DSCG managed a statewide strategy known as Operation Quebec Camouflage to reduce the number of unlicensed firearms within the community in Queensland. The operation resulted in 1,038 weapons being recovered.

In 2017, a member of the DSCG was awarded the Courier Mail Police Scholarship. The member travelled to the USA, Singapore, Sydney and Canberra and conducted research into the Darknet market places targeting online drug trafficking and the seizure of crypto currency as evidence or proceeds of crime. This research has enabled the DSCG to obtain a global understanding of the Darknet market and how to seize evidence under encryption. In collaboration with key stakeholders, the DSCG has developed investigative strategies and guidelines for the seizure of crypto currency to manage this emerging crime trend. In 2018, these guidelines were adopted as the national standard for the seizure of crypto currency.

### **Financial and Cyber Crime Group**

The Financial and Cyber Crime Group (FCCG) has responsibility for conducting investigations into and disrupting major and serious fraud, identity theft, money laundering and cyber related crime. During the reporting period, the group investigated numerous protracted cases of serious and organised fraud, with a value in excess of \$11 million. This resulted in 51 offenders being charged with serious criminal offences including major fraud, corruption, money laundering, cold call investment fraud and cybercrime.

In November 2017, Detective Inspector Peter Brewer and Detective Senior Constable Dale Caulfield from FCCG were awarded a Suncorp Scholarship to develop a systematic approach to investigate cold call investment fraud. These members travelled to New Zealand, USA, United Kingdom, Netherlands

and Hong Kong to research strategies and initiatives on international best practice for investigating and disrupting serious and organised crime. The FCCG are currently trialling new investigative and prevention strategies based on international best practice standards. An evaluation of the trial is expected to be finalised in 2018-19.

### **Cold Case Investigation Team**

The Cold Case Investigation Team (CCIT) was established in July 2017 to examine unsolved homicide and long term suspicious missing person investigations. The CCIT utilises advances in technology, forensic science and contemporary investigative techniques to identify and convict offenders responsible for serious violent crimes.

As at 30 June 2018, the CCIT had approximately 216 cold cases under review or investigation. Since inception, the unit has resolved six cold cases, of which four were solved and resulted in arrests in 2017-18.

The CCIT initiated a project to repack and digitise the historical documentation held by the team to mitigate the risk of historical evidence deteriorating. The digitised records are being converted into 'searchable' records to support modern contemporary case management practices. As at 30 June 2018, approximately 47,000 documents have been completely digitised.

### **Organised Crime Gangs Group**

The aim of Taskforce Maxima is to disrupt, dismantle and target the criminality associated with Outlaw Motorcycle Gangs (OMCGs) and reduce the risk of harm to the Queensland community.

In May 2017, the Organised Crime Gangs Group (OCGG) was established as a permanent group in SCC, with Taskforce Maxima incorporated as the tactical capability. While OMCGs remain a high priority for the OCGG, the focus was broadened to encompass all organised crime and emerging crime gangs.

The National Anti-Gang Squad Queensland Strike Team is a partnership between the QPS, Australian Federal Police and the Australian Taxation Office, providing a cooperative approach to the prevention and investigation of cross-jurisdictional gang related crime.

Key achievements for OCGG include:

- combined operations resulting in a total of 389 OMCG participants arrested on 1,746 charges
- over 700 official consorting warning notices have been issued deterring recognised offenders from establishing, maintaining and expanding criminal networks
- 25 persons charged with wearing gang related prohibited items
- since 2013, in partnership with the Crime and Corruption Commission, 36 restraining orders have been obtained over property to the value of \$9 million. In addition, a number of Australian Taxation Office tax assessments have been levied from operations identifying unexplained income
- a Rebels OMCG clubhouse was closed through the exercise of the new restricted premises search powers
- 190 members formally disassociated from declared criminal organisations from October 2013 to 30 June 2018.

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

## **Putting an end to domestic and family violence**

During 2017-18, the QPS continued to implement the Second Action Plan deliverables of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026. The QPS made enhancements to systems, policy and procedures through ongoing investment in business improvement initiatives (including partnerships with other agencies and the community) and training and education products to ensure the policing response to domestic and family violence remains contemporary and responsive to emerging issues.

In 2017-18, the QPS:

- became an accredited White Ribbon Workplace
- facilitated the QPS Domestic and Family Violence Prevention Awards to recognise the outstanding work of QPS members
- worked collaboratively with other police and court jurisdictions to deliver the National Domestic Violence Order Scheme that automatically recognises and enforces domestic violence orders made in any state or territory of Australia. The new scheme, which commenced on 25 November 2017, streamlines the existing service process
- established three new High Risk Team sites in Brisbane, Ipswich (Urban), and Cairns (Regional)
- continued to explore options to enhance the Service's frontline policing capability related to domestic and family violence through the development of new functionalities within the QLITE device (mobile tablet devices)
- continued to invest in training/education and awareness activities, through the enhancement of existing and/or development of new products, including:
  - development of a new specialist in-house Domestic and Family Violence Investigations Course
  - delivery of specialist strangulation prevention training (in partnership with the Red Rose Foundation).

## **Elder abuse**

Elder abuse can often be defined as domestic violence, as the perpetrator is usually a family member and it frequently takes the form of financial abuse, threats, intimidation and sometimes assaults. Elder abuse may be difficult to recognise as older people are often unable or unwilling to speak up.

Key achievements during the reporting period include:

- collaborating with government and non-government agencies and senior's groups to develop strategies to address elder abuse and to improve referral pathways that protect vulnerable and at risk persons receiving aged care
- expanding the scope of the QPS Elder Abuse Project Officer to incorporate disabilities, in recognition that patterns of abuse committed by carers or organisations paid to care for elderly persons, are often also detected in abuse of persons with a disability
- promoting the Queensland Government's 2018 Elder Abuse Awareness Campaign 'There's No Excuse For Elder Abuse' through a variety of communication channels including the myPolice blog.

# OBJECTIVE TWO: MAKE THE COMMUNITY SAFER

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



## Road safety and the Fatal Five

The Queensland road toll for the 2017-18 financial year was 247 (which equates to 4.97 fatalities per 100,000 population) down from 2016-17 when 251 fatalities were recorded (5.14 fatalities per 100,000 population).

Many road crashes are a result of at least one of the 'Fatal Five' high-risk road user behaviours which include speeding, drink and drug driving, not wearing a seat belt, driving while fatigued, and driver distraction and inattention. The responsibility for road safety rests with Everybody – Everyday.

To make Queensland's roads safer, the QPS works in partnership with the community and other road safety stakeholders. In 2017-18, multiple statewide road policing enforcement campaigns were coordinated by the QPS. These activities were intensive and highly visible to act as a deterrent to unsafe road user behaviours and to create positive changes in driver behaviour.

Key high visibility road safety campaigns focused on:

- periods of peak road usage across school and public holiday periods
- random breath testing
- providing education and enforcement activities concentrating on pedestrians and motorcycle riders to increase safety awareness for all road users across Queensland
- Operation Northmore, a heavy vehicle road safety compliance and enforcement operation, undertaken through a collaborative multi-agency and multi-jurisdictional approach
- Queensland Road Safety Week, another multi-agency campaign which aimed to encourage the community to 'Speak up for road safety'
- Automatic Number Plate Recognition (ANPR) operations involving the strategic deployment of vehicles equipped with ANPR along major transport corridors. ANPR enhances road safety by identifying unregistered and unlicensed drivers, groups who are over-represented in crash statistics.

In 2017-18, the various road safety operations conducted by the QPS resulted in:

- over 176,000 speeding infringement notices (excluding camera detected offences) issued
- more than 9,200 infringement notices issued for not wearing seat belts
- nearly 14,250 infringement notices issued for using mobile phones
- over 2.6 million random breath tests which detected approximately 16,500 drink driving offences
- nearly 66,000 roadside saliva tests undertaken, with approximately 12,700 drivers testing positive for one or more relevant drugs.



## Roadside Drug Testing

During the reporting period, the QPS has continued to expand its roadside drug testing capability by increasing the number of officers trained to perform testing to 624. This is a significant increase from 276 in 2015-16 and 510 officers in 2016-17. The QPS also increased the number of roadside drug tests conducted by 17.5% to over 65,993 roadside drug tests, with approximately one in five drivers testing positive.

With additional funding allocated to the roadside drug testing from the Government's Action on Ice plan, the QPS will expand roadside drug testing up to 75,000 tests per year by 2020-21.

## CATCH

As at 30 June 2018, more than 2,450 police had attended Crime and Traffic Connecting on Highways (CATCH) workshops. The CATCH workshops train officers to observe situations and behaviours that may indicate criminal activity by offenders who are initially detected committing a road safety offence.

## POLAIR Queensland

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

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

In June 2018, the QPS helicopter, based out of Brisbane, was formally named 'Brett A Forte' in honour of the late Senior Constable Forte who was tragically shot and killed by an armed offender while executing his duties with the Toowoomba Tactical Crime Squad in May 2017.

During 2017-18, the two helicopters undertook:

- 2,151 flight hours
- 1,594 proactive tasks (planned)
- 1,694 reactive tasks (in response to Police Communication Centre requests)

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

In 767 instances during the reporting period, POLAIR was the first police resource on scene to reported incidents. This capability enhances officer and community safety as the helicopter crews provide information to the attending police about what to expect at the incident including best access points, number of persons observed and any movement around the location, vehicles at the incident location and perceived threats.

The helicopters are fitted with state-of-the-art equipment which allows them to identify, track and record vision of offenders in a range of operational contexts. In 2017-18, POLAIR proactively identified 340 traffic-related matters which resulted in offenders being charged with offences including unlawful use of motor vehicles, dangerous operation of motor vehicles and evading police.





Both helicopters are fitted with state-of-the-art night-vision and infra-red technology and are used extensively in search and rescue operations. This technology has enabled POLAIR to locate 102 missing persons during 2017-18.

During the same period, POLAIR helicopters have been responsible for locating 963 offenders. The offenders located by POLAIR were wanted for a wide range of offences including murder and attempted murder, rape, armed robbery, kidnapping, stalking, domestic violence, property offences and serious traffic offences.

POLAIR has also been involved in 383 counter terrorism and covert surveillance operations in addition to making a significant contribution to the security of the 2018 Commonwealth Games.

POLAIR prides itself on its commitment to continuous improvement and innovation. Innovations include the ability to downlink encrypted live-footage from the helicopter to Police Communication and State Disaster Coordination Centres, as well as to iPads used by general duties officers.

This downlink capability greatly improves the situational awareness of police commanders and enhances their ability to make informed, tactical decisions during police operations. This, in turn, underpins the safety of police officers and the community. This capability has also assisted Queensland Fire and Emergency Services in managing bushfires where people and property were threatened.

Assistance was also provided to interstate policing jurisdictions, including 32 incidents assisting the NSW Police Force during 2017-18. These incidents have included search and rescue operations, high risk offender searches, domestic violence incidents, organised crime investigations and police pursuits.

### **Public Safety Response Team**

In 2017-18, a new partnership to support public safety was established between the QPS's Public Safety Response Team (PSRT) and Queensland Ambulance Service's High Acuity Response Unit (HARU).

The HARU works in conjunction with the QPS to provide high level first aid capability at critical incidents. HARU medics operate in the greater Brisbane Region as well as the Logan/Gold Coast Region. The HARU work closely with the PSRT's Mobile Response Capability in a first response capacity, and assists the Special Emergency Response Team (SERT) in tactically dangerous situations.

In preparation for the 2018 Commonwealth Games, the HARU attended incident command training with members of the PSRT as well as a series of exercises specifically involving critical incident stress training.

### **QPS Dog Squad**

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

In 2017-18, the QPS Dog Squad Units:

- attended 32,810 calls for service
- attended 5,190 tracking deployments
- located 5,857 persons
- located 1,119 items of property
- attended 1,255 search warrants
- attended 1,288 drug locations.

## Water Police

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

The Water Police has a staff of 97 and operates a fleet of 65 vessels from eleven main Water Police bases 24/7 across Queensland. Water Police staff include a full time Dive Unit of eight permanent staff and seven part-time divers; a State Search and Rescue Coordinator and Trainer; and the State Marine Training Section. The fleet is managed and maintained by seven Public Safety Business Agency staff at the Marine Technical Section, Lytton.

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

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

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

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



In October 2017, the Water Police, in conjunction with partner agencies, provided a search and rescue, recovery and investigation response to one of Queensland's largest maritime incidents involving the FV Dianne. The FV Dianne sank off the coast near the Town of Seventeen Seventy with the loss of six lives. The cooperation between the QPS and external agencies resulted in the location and recovery of the vessel and involved Water Police vessels from Gladstone, Yeppoon, Brisbane and Hervey Bay in addition to personnel from the Dive Unit and Search and Rescue coordinators.

During 2017-18, the QPS received 18 replacement vessels including seven jetskis to deliver enhanced water safety capabilities, eight vessels for use in remote Cape and Gulf communities and two 12 metre rigid inflatable boats and one 10 metre rigid hull inflatable boat to support water safety and tactical operations in the Brisbane River and South East Queensland waterways.

## **Queensland Strategy for Disaster Resilience**

The Queensland Strategy for Disaster Resilience was developed with the objective of building resilience against all hazards, to ensure activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

Key QPS achievements in support of the strategy during 2017-18 include:

- supporting Queensland Fire and Rescue Service with the Queensland Emergency Risk Management Framework across 22 District Disaster Management Groups, promoting the practice of disaster risk reduction
- supporting 78 Local Government Authorities with risk reduction in disaster management planning
- providing statewide Executive Officer and District Disaster Coordinator training to enhance disaster response capacity and capability to build better resilience and preparedness.

## **Firearms Amnesty**

The QPS participated in a National Firearms Amnesty that was conducted from 1 July to 30 September 2017. The purpose of the amnesty was to improve public safety by reducing the number of unregistered firearms in the community.

This initiative resulted in over 52,000 weapons being surrendered nationwide with 16,126 unregistered firearms being surrendered for either registration or destruction in Queensland, including fully automatic firearms and a rocket launcher.

The QPS contributed to the success of the amnesty through effective marketing and continuous engagement with firearm dealers and key industry stakeholders. Further, Queensland implemented an initiative during the amnesty which allowed members of the community to surrender firearms to firearm dealers in addition to police stations, reducing the administrative impost on frontline police. Additionally, to promote greater registrations of firearms, fees usually associated with registering unregistered firearms were waived during the amnesty. As a result, over 12,900 firearms were registered and more than 3,400 firearms were destroyed.

## **Building and improving police facilities**

PSBA has responsibility for delivering most new and ongoing capital initiatives to support the operational capability of the QPS. This includes new or upgraded police stations across the state, new and replacement police vehicles, and a range of information and technology initiatives.

Significant capital initiatives delivered during 2017-18 included:

- completion of QPS headquarters Level 3 (Stage 1) renewal project
- completion of the refurbished Technical Surveillance Unit facility at Wacol
- completion of stage 1 and 2 works for the replacement station and watchhouse at Bowen.

In addition, several capital initiatives planned for completion in 2018-19 include:

- the replacement police station at Kilcoy
- the replacement Gordonvale Police Station
- the new Woree (Cairns) Police Facility
- the replacement police station at Howard.

## Counter-Terrorism

During 2017-18, the QPS continued to conduct simulated counter-terrorism exercises to test emergency response capabilities. The Security and Capability Development Unit (SCDU) conducted 28 discussion exercises, four deployment exercises and six functional exercises. Two exercises are of note:

- Exercise Jarvis was conducted over three days with approximately 500 personnel participating across multiple agencies, currently one of the largest counter-terrorism exercises ever conducted by the QPS. The exercise focused on testing and validating existing procedures, policies and plans guiding the response to rapidly evolving multiple terrorist threats
- Exercise Matrix was conducted targeting both urban and remote locations throughout Queensland. Twenty discussion exercises were conducted to explore and validate the QPS response to an armed terrorist attack. The series of exercises encompassed responding officers transitioning from engaging an offender, to rendering medical aid, witness and crime scene management, compliance with critical incident protocols and subsequent investigations. Similar discussion exercises will continue as part of the QPS Incident Command Course.

The Security and Counter-Terrorism Network continued in 2017-18. The Network, which is unique in national law enforcement, was developed to strengthen QPS' capacity and capability statewide by delivering an agile approach to security in the contemporary risk environment. The Network provides frontline officers with awareness training and a framework for enhanced community engagement, reporting, investigations and intelligence-sharing. The QPS also increased intelligence and investigation resources to the Joint Counter-Terrorism Team and Security Operations Unit.

The QPS has trained a further 144 regionally based frontline police to strengthen the Security and Counter-Terrorism Network, taking the total number of police trained in this program to over 670. The training focussed on contemporary counter-terrorism techniques, cultural awareness and the importance of early responses to radicalisation. Through the Security and Counter-Terrorism Network program, the QPS has facilitated several counter-terrorism forums for government, private industries and the owners and operators of crowded places. These forums focussed on the importance of understanding the threat environment through greater information sharing, emergency management planning, protective security overlays and reporting suspicious behaviour to ensure these industries and the owners and operators are equipped to prepare for, prevent, respond and recover from terrorism.

The Security and Counter-Terrorism Group continued to conduct vulnerability assessments on a number of significant 'crowded public places' in Queensland, working collaboratively with local councils and industry partners to minimise the risk of vehicle-based attacks.

The Security and Counter-Terrorism Group in partnership with the Commonwealth Games Group implemented the Counter-Terrorism Security Coordinator (CT SecCo) capability across the QPS. The CT SecCo undergo intense training to enable the development of protective security plans to mitigate the risk of terrorism at major events. These plans have been implemented at numerous major events across Queensland including Anzac Day 2017, State of Origin, Riverfire, New Year's Eve and the Commonwealth Games 2018. The Group is also expanding its investigative, intelligence and behavioural consultant position to provide an improved response capability as well as assist with the ongoing management of any associated risks to the community.

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

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

### **Counter Terrorism Investigation Group**

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

This capability has been further enhanced by the delivery of a nationally accredited Counter-Terrorism Investigations Program (CTIP). In 2017-18, more than 165 officers across the state completed the CTIP, with more officers expected to complete the training in 2018-19.

### **Authorisations made relating to a terrorist act or threat**

In terms of the *Police Service Administration Act 1990* section 5.17(15) Authorisation of non-State police officers, no authorisations were made relating to a terrorist act or threat during 2017-18.

# OBJECTIVE THREE: STRENGTHEN RELATIONSHIPS WITH THE COMMUNITY

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



## **LGBTI Network**

In 2015, the QPS established a dedicated Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Network (the Network) to promote LGBTI pride and to provide a support framework to service members statewide. The Network is driven by police and staff members from various ranks and classifications across the organisation. While the Network focuses on providing informal support within the QPS for our people, it recognises that this can also be achieved through supporting events and organisations within the community that celebrate LGBTI pride. Many of these events are also supported by QPS LGBTI liaison officers.

During the reporting period, the Network undertook a range of activities to support and promote LGBTI pride, including:

- developing and producing a video entitled 'It Get's Better' which highlights to young people positive messages about coming out, overcoming bullying and mental wellness. The video was broadcast across various social media platforms and received more than one million views
- QPS members marched in uniform in the Brisbane Pride March on 23 September 2017 and were supported by staff from the Queensland Police Pipes and Drums
- the Network was a finalist for the LGBTI Employee Network Award at the Australian LGBTI Awards. This nomination demonstrates the significant progress the QPS has made in bridging the gap between police and the wider LGBTI community
- participating in the International Day Against Homophobia and Transphobia (IDAHOT) to show support for the LGBTI community. The rainbow flag was flown at Police Headquarters in Brisbane and at specific IDAHOT events in Cairns, Caboolture and Southport
- creating a LGBTI patch for load bearing vests which can be worn by operational police officers at LGBTI events including Wear it Purple and IDAHOT day and the Pride March. The patch is a clear symbol to the community of building relationships with the LGBTI community and supporting our staff who identify with that community
- supporting LGBTI liaison officers and other staff to undertake professional development opportunities both in Queensland and interstate.

In addition, Network representatives achieved significant milestones in support of LGBTI inclusion, including:

- a Network representative was awarded a Churchill Fellowship to undertake a study on Domestic Violence in LGBTI relationships. The member has been invited to present at various engagements to highlight this challenging issue
- a Network representative, who chairs the whole-of-government LGBTIQ+ Steering Committee, is collaborating with other government agencies to support, promote and better integrate the Queensland Public Sector LGBTIQ+ Inclusion Strategy in our workplaces.

## **Improving communications with the community**

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

During 2017-18, the QPS Media Unit launched or managed a number of media and social media campaigns including:

- the 'Disappearing Person Alerts' on Snapchat which was recognised internationally as being an innovative approach to target young people to assist in missing persons cases
- the 'Don't Drop the Ball' crime prevention campaign which contained a series of short videos on social media to promote vehicle security
- the 'Phone Down, Eyes Up' personal security campaign in Logan District with Logan City Council – a multi-platform community awareness program in a high-risk area

- assisting and developing material for the launch of the QPS indigenous artwork, Look to the Stars, including a vehicle wrap and website (see page 49 for more details)
- producing the 'It Gets Better' video for the QPS LGBTI Network which was launched on 'Wear it Purple' Day. The video was extremely well received and reached more than one million people on Facebook (see page 47 for more details).

The QPS Media Unit continues to provide operational support and advice 24 hours a day, seven days a week. During the reporting period, the Unit:

- received over 66,000 calls (approximately 5,500 per month)
- issued more than 3,840 media releases
- issued approximately 600 written media responses
- held over 312 press conferences.

### **Amber Alert System**

The QPS Media Unit continues to manage the Amber Alert public messaging system to help locate abducted or high-risk missing children in imminent danger.

Amber Alerts are issued by police when they need urgent public assistance in time critical cases of missing children who are at imminent risk of death or serious harm. Amber Alerts are broadcast to the public through the media, commercial billboard companies, community groups and other government agency shared messaging, public transport messaging systems, a national emergency alerting company and social media. The Amber Alert branding is now widely recognised by the community as an urgent 'call to action'.

In 2017-18, there were six Amber Alerts issued. In each of these cases, the children were located safely, with evidence showing the Amber Alert directly led to the safe recovery of the children in four of these cases.

### **NAIDOC Week 2017**

The National Aboriginal and Islander Day Observance Committee (NAIDOC) Week 2017 was held nationally in July to celebrate the history, culture and achievements of Aboriginal peoples and Torres Strait Islander peoples. The national theme for 2017 was 'Our Languages Matter'.

The QPS acknowledged this important occasion with flag raising ceremonies at police establishments throughout Queensland. Additionally, the Commissioner continued the tradition of hosting a celebratory NAIDOC breakfast to bring together representatives from Aboriginal and Torres Strait Islander communities, Queensland Government and the QPS.

This breakfast, which has been an annual event since 2011, is attended by approximately 100 community members along with government representatives and QPS senior executives. In 2017, Reverend/Aunty Alex Gator performed the opening prayer and Acknowledgement of Country with enthusiasm, passion and pride. The audience was also fortunate to hear Kyesha Stewart sing the Australian National Anthem in the 'Yugambeh' language.





Artwork created by Gilimbaa artist Jenna Lee of the Larrakia people

### Look to the Star's artwork 2018

On 25 May 2018, the QPS launched the 'Look to the Stars' bespoke artwork at Police Headquarters in Brisbane as part of Reconciliation Week 'Don't keep history a mystery'. The artwork was designed as a contemporary piece that will be used for generations of QPS members to build stronger, meaningful relationships based on mutual trust and respect with all diverse communities.

The artwork adorns a police vehicle based at Aurukun, and the entrance ceiling and Level 1 Cultural Forecourt of Police Headquarters in Brisbane.

Indigenous artist Jenna Lee from Gilimbaa produced Look to the Stars in collaboration with a working group representing a cross section of Aboriginal and Torres Strait Islander communities and the QPS. Sharing stories, experiences and perspectives, the artwork is a visual reminder of our past, our present and our future engagements with all Indigenous communities throughout Queensland. The artwork has stories within stories and every element is critical to the overall story. The artwork also incorporated Sir Robert Peel's nine principles of policing as stars.



## Queensland Police Pipes and Drums

The Queensland Police Pipes and Drums (QPP&D) was first established in March 1958 by a keen and committed group of police officers, with the inaugural performance of the QPP&D at the RNA showgrounds in August 1958. Since then, the QPP&D has grown in size and stature and has become an integral part of the QPS. In 2018, the QPP&D celebrates its 60th anniversary and commemorated this significant milestone with a 60-year anniversary neck tie worn by band members on formal occasions.

The QPP&D performs at official engagements such as police inductions, National Police Remembrance Day, ANZAC Day and Government House events where they provide a spectacular addition to formal procedures. In addition, QPP&D serves the community by regularly performing at charity and community events, festivals, shows and conferences throughout the state. Band members also visit hospitals, nursing homes, retirement villages, schools and youth clubs. QPP&D is dedicated to strengthening and maintaining relationships between police and the people of Queensland through musical performance and community engagement.

The QPP&D facilitates interactive youth programs as part of its community engagement, which include:

- the Kops in Kilts program, tailored to suit primary school children. This interactive program gives students the opportunity to play percussion instruments and is comprised of traditional and modern pipe band music
- the Queensland Police Juvenile Pipes and Drums which is a competing pipe band with members aged between eight and 17 years. The members not only learn valuable music skills, but also develop discipline, respect, commitment, teamwork and a sense of achievement.



## **Youth justice system**

Queensland's youth justice system has been undergoing a series of changes designed to better support young people in the system. On 12 February 2018, legal reform came into effect to transition 17-year olds into the youth justice system. This brought Queensland into line with all other Australian jurisdictions and ensured consistency with the United Nations Convention on the Rights of the Child.

In order to support the Childrens Court's expanded jurisdiction, 17 additional prosecutor positions were created in 2017-18 to support police prosecutions statewide. In partnership with the Department of Child Safety, Youth and Women, the QPS is enhancing policing practices for dealing with young offenders, with an emphasis on addressing the causes of offending behaviour. By building more robust processes for diverting young people away from the criminal justice system at a pre-court stage in appropriate circumstances, children and young people will be supported with opportunities to break the offending cycle at an early stage, avoid entering the criminal justice system and discourage recidivism.

## **Crimestoppers Queensland**

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2017-18, Crime Stoppers Queensland collected over 19,900 pieces of information and received over 61,400 contacts from members of the public. As at 30 June 2018, this had resulted in:

- the apprehension of 1,881 people
- more than 5,600 charges being laid
- the confiscation of more than \$6 million worth of drugs
- the seizure of approximately \$650,000 in proceeds of crime
- the recovery of more than \$310,000 worth of stolen property.

## **Volunteers in Policing celebrate 20<sup>th</sup> anniversary**

The Volunteers in Policing Program (VIP) supports approximately 315 VIPs statewide. These VIPs work in partnership with police to deliver services designed to reduce crime and enhance community safety. In 2018, the QPS celebrated 20 years of the VIP program in Queensland. To acknowledge and celebrate this milestone, a 20 year VIP lapel pin has been designed for distribution to all VIPs across the state.

Commencing October 2018, police districts will host a ceremony to celebrate the 20 year milestone and to present all VIPs with a lapel pin, together with a letter of thanks from the Commissioner.

# OBJECTIVE FOUR: EQUIP OUR WORKFORCE FOR THE FUTURE

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



## Senior Women's Collective

The QPS Senior Women's Collective (SWC) is a consultative forum for issues relevant to improving the working environment for women in the QPS. It is chaired by Deputy Commissioner Tracy Linford and meets on a quarterly basis. The forum, established in 2016-17, provides opportunities to develop and share initiatives and learning opportunities through guest presentations and panel discussions. SWC membership is open to all QPS female police officers at the rank of Inspector and above and staff members at the Administration Officer (AO) level eight and above. An invitation has also been extended to Queensland Fire and Emergency Services commissioned officers to participate.

The objectives of the SWC are to:

- assist the QPS to increase the diversity of the organisation at all ranks and levels
- improve opportunities available to women in the QPS
- provide advice to the QPS executive regarding the development or modification of standards, policy and procedures
- promote and act on initiatives that will enhance the working environment for women in the QPS.

Key themes discussed in 2017-18 included:

- QPS Inclusion and Diversity Strategy and Action Plan
- Flexible Working Arrangements
- Safe workplaces
- Leadership
- Mentoring
- Achieving cultural change.

## 2017 International Women and Law Enforcement Conference

In September 2017, the ACWAP co-hosted the conference and awards ceremony with the QPS and the International Association of Women in Policing (IAWP) in Cairns. The theme "Global Networks: Local Law Enforcement" was chosen to highlight the importance of partnerships and celebrate the cooperation between law enforcement agencies and the community around the globe.

The conference had over 1,000 delegates from across 60 nations come together for five days of keynote speakers, educational sessions and workshops. The conference highlighted the importance of partnerships and celebrated the cooperation between law enforcement agencies and the community, nationally and internationally.

The conference explored key issues including Indigenous policing, the changing role of women in law enforcement, managing domestic and family violence, modern day slavery and police women in peacekeeping. It also provided conference delegates with an opportunity to share knowledge and experience across international policing jurisdictions as well as develop and foster inter-agency partnerships.

ACWAP and IAP are renowned for delivering world class events to promote women in law enforcement. The 2018 IWLEC also incorporated the 55<sup>th</sup> IAWP Annual Training Conference and Award and Recognition programs, together with the 10<sup>th</sup> Biennial ACWAP Conference and the 19<sup>th</sup> ACWAP Excellence in Policing Awards.

The Most Outstanding Female Practitioner was awarded to Senior Constable Kelly Chamberlain. Senior Constable Chamberlain constantly strives to promote the lives of 'at risk' young women by breaking down barriers between young people and the police.

The Most Outstanding Female Investigator was awarded to Detective Sergeant Virginia Gray for her dedication, determination and professionalism to achieve convictions for the murders and rape of Barbara McCulkin and her daughters Barbara 'Leanne' and Vicky some 43 years after their disappearance in January 1974.

## Complaints Reform Project

During the reporting period, the QPS continued to progress the Complaints Reform Project, led by the QPS Ethical Standards Command (ESC). A working group, which included members from ESC, the Crime and Corruption Commission, Queensland Police Union of Employees, Queensland Police Commissioned Officers Union of Employees and other government departments, collaborated to develop the key principles of the new QPS discipline system, which was approved in October 2017.

The QPS will commence the trial of the new discipline system from 1 July 2018. The new system will provide improved timelines and increase consistency and fairness for the public and police officers. The focus will be on improving officer behaviour and encouraging officers to take responsibility for their actions, while maintaining high standards of integrity. A broader range of sanctions will also be introduced when proposed legislation is enacted in mid 2019, in conjunction with management strategies, to provide a holistic response to allegations of police misconduct. In addition, a new State Discipline entity, being led by a Deputy Commissioner, commenced on 25 June 2018. The new entity will ensure the effective management of the discipline process across the Service, by providing consistency with Government policy directions.

A new and improved Police Integrity and Professional Standards (PIPS) information technology system will expedite movement of complaint files, provide advanced analytics including early identification and be flexible to meet any complaint reform in the future. The new system is expected to be implemented in early 2020.

## Our People Matter Strategy

The QPS, together with the Queensland Police Union of Employees, Queensland Police Commissioned Officers Union and Together Union, created the Our People Matter Strategy. This strategy, which was informed by the needs of employees and their families, sets a direction and standard for the organisation and its workforce in creating working environments that improve support to police employees and their families.

The QPS also placed a significant focus on building an inclusive and diverse workplace in which all employees feel valued, included and welcome, and have equal access to opportunities. In addition to the Our People Matter Strategy, the QPS released the *Inclusion and Diversity Plan for Action 2016 – 2018*. This plan complements the *Queensland Public Sector Inclusion and Diversity Strategy 2015-2020*. For more information about the Our People Matter Strategy and inclusion and diversity, refer to pages 77-78.

## Health, safety and wellbeing initiatives

The QPS supports the health and safety of its employee and their families. During 2017-18, the Health and Wellbeing Section continued to provide health and safety support services including:

- two 10,000 Steps Challenges were coordinated to encourage employees and their families to become more active by increasing their daily incidental activity. A total of 139 teams and 715 employees and families participated in the challenge
- six editions of the Our People Matter e-newsletter (formerly Wellness Connect) were published. A total of 1,832 people have subscribed to the e-newsletter
- 4,760 employees across the state received free influenza vaccinations to reduce the spread of colds and flu during the winter season
- delivery of 15 statewide *Emotional Survival for Law Enforcement* workshops by Dr Kevin Gilmartin attended by 2,203 employees and partners
- coordination of 45 statewide Critical Stress Training workshops delivered by former QPS officer Shaun O’Gorman. The workshop was attended by 929 employees and partners
- delivery of 11 statewide prostate cancer awareness seminars attended by 293 employees and partners to raise awareness of prostate cancer and encourage early detection

- a Movember campaign was held to raise awareness of men's health issues – prostate cancer, testicular cancer, mental health and suicide. \$35,341 was raised by 131 employees and families.

### **Responding to the diverse culture needs of our communities**

The Queensland Police Service's cultural capability within communities commences at the recruit level, when all new members are required to complete a 'Diversity in Australian Society: Race Relations' online learning product, prior to induction. Additional specific programs and strategies have been introduced to attract and support people from Aboriginal and Torres Strait Islander backgrounds and people from culturally diverse backgrounds to a career in policing.

The QPS Academy, North Queensland Campus at Townsville offers an Indigenous Recruit Preparation Program (IRPP). This is a 10 week program that prepares Aboriginal and Torres Strait Islander participants for the QPS Recruit Training Program. Thirty-six participants have undertaken the IRPP since September 2014, with nine in the last financial year.

The QPS Academy, Oxley Campus, offers the Culturally and Linguistically Diverse (CALD) program. This is also a 10 week program that prepares participants from culturally or linguistically diverse backgrounds for entry into the Recruit Training Program. Participants originate from a diverse range of geographical backgrounds which have included Belgium, China, Columbia, Croatia, Germany, India, Morocco, Philippines, Serbia, South Africa, Ukraine, Taiwan and New Zealand. The program has been conducted four times since 2016 with 76 participants progressing into recruit training and 56 graduating as Queensland Police officers.

The QPS Cultural Engagement Unit provides advice and support to members in relation to cultural issues, and together with District Cross Cultural Liaison Officers establish and maintain liaison with Aboriginal and Torres Strait Islander communities, and other multi-cultural communities.

Furthermore, the Cultural Engagement Unit facilitates meetings of the Police Indigenous Reference Group and the Police Ethnic Advisory Group to ensure that QPS practices and policies are culturally appropriate.

### **New Counter-Terrorism Facility**

The Queensland Government committed to invest \$46.7 million over three years, starting in 2017-18, for a world-class use of force, weapons and counter-terrorism training facility at Wacol. When complete, this facility will include indoor firearms' ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents. Its co-location with the police driving skills section will enhance training on the growing issue of vehicles being used in attacks on public safety. Another advantage of the site is officers will be able to update their operational training at the one location and return to duties much sooner. For example, the provision of indoor firearms' ranges will enable police to train day or night in any weather, and the facility will enable first response officers to practice for emerging trends such as active shooter incidents.

### **QPS Innovation Unit**

The QPS Innovation Unit is committed to driving and enabling innovation within the QPS and being an active contributor to the broader Queensland Government innovation strategy. In 2017-18, the Innovation Unit successfully piloted a web-based, interactive, transparent ideas management system called iCOP (ideas connecting our people). The iCOP system provides a mechanism for all QPS members to collaborate on ideas, share knowledge and problem solve together. Following a successful pilot in Townsville District in September 2017, the Innovation Unit launched iCOP as a statewide pilot in October 2017. The pilot concluded in May 2018 and remains an opt-in communication channel embedded within the organisation, accessible by QPS members anywhere, anytime, on any networked QPS device.

All QPS members are encouraged to actively participate in the QPS innovation process by submitting and voting on ideas, providing constructive comments on the ideas generated by others and sharing solutions that have (or have not) worked. As at 30 June 2018, 5,212 members had registered with iCOP which represents 33.2% of the workforce. In addition, members generated 471 ideas, contributed 3,214

comments and cast over 27,000 votes (as at 30 June 2018). The open interactions enabled by iCOP have been the catalyst to prioritise, investigate and implement solutions around legislative and policy amendments and provide positive operational equipment enhancements for our people.

A QPS network of district innovation champions was established with representatives from each of the 15 police districts. The innovation champions act as positive role models and inspire others to participate in the innovation process through iCOP.

In addition, the Innovation Unit continued to work with internal and external stakeholders to develop better ways of doing business. Some key achievements for 2017-18 included:

- supporting regions and commands to develop their approach to addressing business problems with potential impact across the QPS and where appropriate, exploring opportunities for engagement with private industry
- testing emerging facial recognition and biometrics technology
- participating in the electric and alternative power vehicles sub-committee to inform future investment decisions for the QPS
- coordinating QPS contribution to the inaugural World of Drones Congress hosted in Brisbane by the Queensland Government to cover topics including safety, smart cities and emergency response
- participating in the Queensland Government Innovation Champions Network to strengthen relationships and collaborate with other government departments
- participating in Advance Queensland's Testing within Government (TWiG) program to collaborate with small to medium enterprises to produce innovative digital solutions to real-world problems. The challenge QPS presented to the marketplace via TWiG was to create a practical software solution to harness registered CCTV and other vision sources to improve public safety. The solution would assist QPS in commanding critical incidents, coordinating emergency responses during natural disasters and solving crimes
- conducting an email-to-SMS capability proof of concept trial within the South Brisbane and Gladstone areas, which will conclude at the end of July 2018. The capability has improved the ability for QPS members to make timely contact with the community.

### **Body worn video cameras**

During the reporting period, QPS continued implementing the government's commitment to provide enhanced safety equipment for police including body-worn cameras (BWC), with \$6.03 million in funding provided over three years (2015-16 to 2017-18).

The rollout has delivered BWCs to frontline areas, enhancing the quality of policing in our community and an evidence management system for BWC footage and associated software applications for smart devices.

The total number of BWCs delivered to frontline police during the reporting period was 2,400, bringing the total number of cameras deployed to 5,100.

### **GPS Tracking technology**

On 31 March 2018, amendments to the *Bail Act 1980* gave Queensland Courts the option to impose conditions where a defendant granted bail could be electronically monitored through the use of GPS technology.

The monitoring of GPS devices for court bailed defendants is undertaken by a designated monitoring centre and is conducted in real-time (live) on a 24 hours a day, 7 day a week basis. The program monitors persons locations in regard to inclusion, exclusion and curfew areas and generates a real time alert should the device impinge on one of these areas.

Between 31 March 2018 and 30 June 2018, 15 persons had an electronic monitoring (GPS tracking) device requirement imposed by the court.



# 2018 COMMONWEALTH GAMES

The Games were the **biggest security contingent ever deployed** to keep Queenslanders, athletes, team officials and our visitors safe.

The security operation consisted of a workforce of **more than 9,500 personnel**



This included more than **3,700** police personnel from around the state

**+ 4,200** security providers, **1,500** Defence Force personnel, Australian Federal Police, police from other state jurisdictions and Commonwealth intelligence agencies

The QPS ensured the **safe carriage of the Queens Baton** through all nations and territories of the Commonwealth



**388 day journey**

The Behaviour Observation and Suspicious Activity Recognition (BOSAR) capability was introduced



Enhanced capacity of police to **detect, deter, prevent and apprehend people intent on causing harm in crowded places**

An approved budget of \$85,070 million for QPS to **plan and deliver Games security**

Final actual expenditure was well under the budget allocation  
**= approx. \$81,750 million**

QPS and PSBA in-kind contribution estimated to be \$64 million

**over 400** police officers completed BOSAR training in 2017



A **high-volume background checking solution** was developed to identify criminal or intelligence concerns on applicants as part of the Games workforce accreditation process

**Over 68,000** checks conducted

**+ More than 80,000** people monitored over the period of the Games for safety and security concerns

A lasting legacy of the 2018 Games is the **Joint Emergency Services Coordination Centre at Surfers Paradise**



## 2018 Commonwealth Games

The QPS worked closely with the Office of Commonwealth Games, the Gold Coast 2018 Commonwealth Games (GC2018), the Commonwealth Games Corporation (GOLDOC) and Australian Government Security Agencies to deliver the safe and secure celebration of the Commonwealth Games. It was the biggest security contingent ever deployed in Queensland to keep athletes, team officials, residents and our visitors safe.

The QPS ensured the safe carriage of the Queens Baton on its 388 day journey from Buckingham Palace on 13 March 2017, through all nations and territories of the Commonwealth, cumulating in the delivery of the baton to the opening ceremony on the Gold Coast on 4 April 2018.

The Games security operation had a workforce of more than 9,500 personnel from various State and Commonwealth agencies, all working together to ensure the safe celebration of the Games. This included more than 3,700 QPS personnel, 4,200 security providers, 1,500 Defence Force personnel, Australian Federal Police officers, police from other state jurisdictions and Commonwealth intelligence agencies. A complex workforce planning model was implemented allowing the QPS to meet the Games staffing requirements whilst supporting the capacity of regions and commands to maintain 'business as usual' policing services across the state.

The safety of the community was enhanced by the development of a high-volume background checking solution to identify criminal or intelligence concerns on applicants as part of the Games workforce accreditation process. The system went live on 31 July 2017. At the conclusion of the Games on 15 April 2018, more than 68,000 checks had been conducted, with more than 80,000 people monitored over the period of the Games to maintain safety and security.

The Joint Emergency Services Security Co-ordination Centre (JESCC) at Surfers Paradise was activated from 5 March to 18 April 2018 in support of the Games. The Centre is a lasting legacy of the Games and will remain as the coordination point for emergency services response to major events and incidents on the Gold Coast.

The QPS gave operational effect to an integrated safety and security strategy that included the use of specific police powers in prescribed protective security zones at the Gold Coast, Brisbane, Cairns and Townsville under legislation introduced for the Games to protect crowded places.

The development and implementation of the Comparative Risk Assessment Methodology and Counter Terrorism Security Coordinators provided consistency and assurance in assessing any vulnerability of Games venues and inform ongoing security mitigations during the Games.

Sentinel UNITE was employed as a three part strategy encompassing:

- introduction of the Behaviour Observation and Suspicious Activity Recognition (BOSAR) capability to enhance the capacity of police to detect, deter, prevent and apprehend people intent on causing harm in crowded places. Over 400 QPS officers completed the BOSAR training in 2017
- a community safety awareness project aimed at increasing community vigilance and reporting of suspicious behaviour (Project Unite)
- a targeted communications campaign with games partners aimed at providing businesses with key security information (Unified Response).

Through key partnerships and the use of innovative strategies, the QPS delivered a safe and secure Games.