

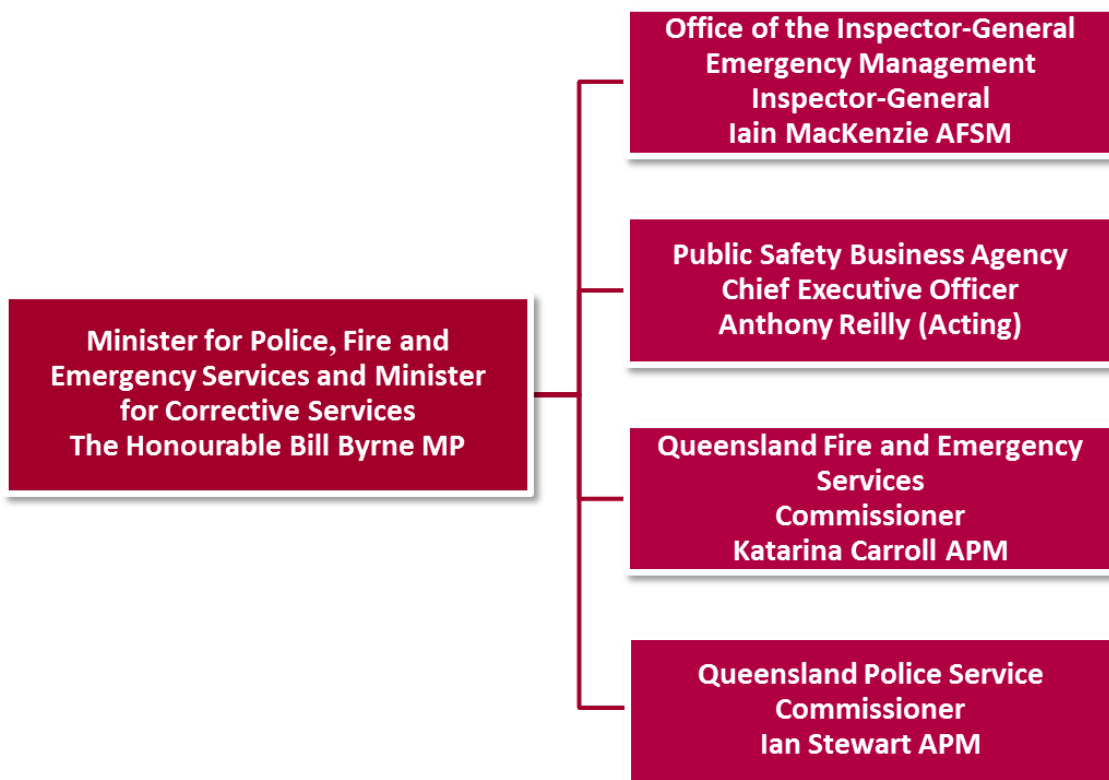
Overview

Public safety portfolio overview

The public safety portfolio, under the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, consists of the:

- Office of the Inspector-General Emergency Management (IGEM)
- Public Safety Business Agency (PSBA)
- Queensland Fire and Emergency Services (QFES)
- Queensland Police Service (QPS).

The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



Office of the Inspector-General Emergency Management

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides independent assurance and advice to enable confidence in Queensland's emergency management arrangements.

Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of the Department of Community Safety (*Public Service Departmental Arrangements Notice (No.8) 2013*). On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS – allowing them to concentrate on frontline service delivery. It also performs operational functions including Queensland Government Air (QGAir) services, State Government Security and administration of the Blue Card system.

An independent review of the PSBA was undertaken by the Public Service Commission in 2015. The final report *Review of the Public Safety Business Agency* (November 2015) was tabled in Parliament in February 2016. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. The review recommended the PSBA narrow its focus to corporate support and made eight recommendations. The government accepted the review's recommendations, with the exception of recommendation six (to transfer the Police Air Wing to the QPS). Further work will be progressed on this recommendation.

A PSBA Interim Board of Management was subsequently established (inaugural meeting held 16 May 2016) to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place. An Acting Chief Executive Officer, PSBA was also appointed in April 2016 to assist the PSBA Interim Board of Management.

The *Public Safety Business Agency and Other Legislation Amendment Bill 2016* was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review, including establishing a PSBA Board of Management and changing the role of the PSBA Chief Executive Officer to Chief Operating Officer. The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

For further information regarding the review refer to pages 66-67.

Queensland Fire and Emergency Services

QFES was established as a department on 1 November 2013 under the *Public Service Act 2008* (*Public Service Departmental Arrangements Notice (No. 8) 2013*). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes the Fire and Rescue Service, the Rural Fire Service and the State Emergency Service (SES). Through Service Agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland, Royal Life Saving Society Queensland, Australian Volunteer Coast Guard Association and Volunteer Marine Rescue Association Queensland.

It is the role of QFES to provide leadership, mitigation planning and response services to the community. QFES aims to protect persons, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland.

Queensland Police Service

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS works with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours a day, seven days a week, focused on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently, and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs.

Legislation administered by the portfolio

In accordance with *Administrative Arrangements Order (No. 3) 2015*, during 2015-16 the portfolio administered the following legislation:

Agency	Legislation administered
PSBA	<ul style="list-style-type: none">• <i>Public Safety Business Agency Act 2014</i>• <i>State Buildings Protective Security Act 1983</i>• <i>Working with Children (Risk Management and Screening) Act 2000</i>
QFES	<ul style="list-style-type: none">• <i>Disaster Management Act 2003</i>• <i>Fire and Emergency Services Act 1990</i>
QPS	<ul style="list-style-type: none">• <i>Australian Crime Commission (Queensland) Act 2003</i>• <i>Child Protection (Offender Prohibition Order) Act 2008</i>• <i>Child Protection (Offender Reporting) Act 2004</i>• <i>G20 (Safety and Security) Act 2013</i>• <i>Police Powers and Responsibilities Act 2000</i>• <i>Police Service Administration Act 1990</i>• <i>Public Safety Preservation Act 1986</i>• <i>Queensland Police Welfare Club Act 1970</i>• <i>Summary Offences Act 2005</i>• <i>Terrorism (Preventative Detention) Act 2005</i>• <i>Weapons Act 1990</i>

Machinery-of-government changes

Date	Changes
1 July 2015	The transfer of Community Helicopter Providers from Queensland Health to the PSBA became effective.
1 July 2016	<p>As a result of the <i>Review of the Public Safety Business Agency</i> (November 2015), the following machinery-of-government changes will occur as outlined in the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none"> • PSBA Media (QPS) will transition to QPS • PSBA Media (QFES) will transition to QFES • PSBA Content and Multimedia will transition to QFES • Training and Development (including training academies) will transition to QPS and QFES • PSBA Recruitment will transition to QPS and QFES • PSBA Strategy Division will transition to QPS and QFES; including the Office of the General Manager, the Office of the Executive Director (Strategy and Consulting), Policy, Engagement (including the Drug and Alcohol Coordination Unit), Planning, Performance, Innovation, Governance and Legislation • PSBA Ministerial and Executive Services will transition to QPS and QFES • PSBA Ethical Standards will transition to QFES with one position remaining with PSBA • PSBA Executive Services will transition to QPS and QFES • PSBA Legal Services will transition to QPS and QFES • PSBA Cabinet Legislation and Department Liaison will transition to QPS and QFES • PSBA Right to Information will transition to QPS and QFES • PSBA Levy Management Unit and Business Performance Analysts will transition to QFES • PSBA Safety and Wellbeing will transition to QPS • PSBA Workforce Engagement will transition to QPS and QFES • PSBA Library Services will transition to QPS • PSBA Calibration Laboratory will transition to QPS • PSBA Evidence Management will transition to QPS • PSBA Forensic Services, Technical Support will transition to QPS.

In addition, in line with the Review of the PSBA recommendations, the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review by amending legislation including finalising the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General and allow for the comprehensive integration of State Government Security into the QPS.

Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 58-63). In addition, there is a portfolio-wide corporate governance committee – the Public Safety Portfolio Audit and Risk Committee, which provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (the Board). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

The committee governs audit and risk matters for the public safety portfolio agencies. It provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.

The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on four occasions during 2015-16.

The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2015-16. The second external member received \$3,300 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (external member)
 - Ian Stewart APM, Commissioner, QPS represented by Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance, QPS
 - Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner and Chief Strategy Officer, Capability and Performance Division, QFES
 - Iain MacKenzie AFSM, Inspector-General Emergency Management
 - Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA
 - Marita Corbett (external member)
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Achievements

During 2015-16, the committee's achievements included:

- oversight of progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
 - reviewed and endorsed the Annual Financial Statements and the Chief Finance Officer Assurance Statements
 - monitored compliance with the 2015-16 Annual Internal Audit Plan and oversaw the status of open recommendations
 - approved the:
 - Internal Audit Charter
 - Audit and Risk Committee Charter and Structure
 - Audit and Risk Committee 2016-17 Workplan
 - endorsed the Annual Internal Audit Plan 2016-17, incorporating the Internal Audit Strategic Plan 2016-2019.
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About us

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

The QPS has two service areas as outlined in the 2015-16 Service Delivery Statement (a State Budget Paper): Crime and Public Order, and Road Safety.

Police Services also include a range of activities designed to promote ethical behavior, discipline and professional practice to ensure Queensland residents and visitors have confidence in, and respect for the QPS.

Our vision:

Members of the community work with Queensland police to stop crime and make Queensland safer.

Our mission:

To stop crime, make the community safer, including reducing road trauma, and build relationships with the community.

Our environment

The continuing growth in Queensland's population, combined with its diversity and broad dispersal across the state, provides a challenge to policing the needs of all Queensland communities. A predicted increase in the severity and frequency of natural disasters as well as crime and safety threats resulting from technological advancements, globalisation and violent extremism add additional layers of complexity that necessitate an agile organisational response. In response:

- the QPS has grown by 1,182 officers (over and above attrition) since 1 July 2012
- emerging technological advancements are also expected to greatly benefit police by improving interoperability between public safety agencies and enhancing operational effectiveness
- adaptable and flexible policing approaches are required to respond to an organised crime landscape that is increasingly diverse and complex. The government's commitment of an additional \$39.1 million over four years (commencing in 2016-17) will ensure the QPS has the resources to tackle serious and organised crime through implementation of the response to the Organised Crime Commission of Inquiry report and by undertaking operational and intelligence-driven activities
- the QPS continues to work collaboratively with police in other jurisdictions to address serious criminal activity. The Joint Anti-Child Exploitation Team (JACET) will combine the resources of the Australian Federal Police's child protection agents with QPS' Taskforce Argos to combat child exploitation
- the government has committed an additional \$16.2 million over four years (commencing in 2016-17) to enhance QPS' counter-terrorism capabilities enabling police time and resources to continue to be directed to terrorism prevention, response and investigation activities. This includes high visibility policing at major events and building social cohesion through community policing

- the QPS is committed to building safer and more resilient communities through streamlining disaster management operations in Far North Queensland. The existing Cairns and Mareeba District Disaster Management Groups amalgamated in February 2016 to form the Far North District Disaster Management Group to create a single coordination point for government during emergencies. The merged group will increase efficiencies by providing more coordinated support to local disaster management groups in the Mareeba and Cairns communities.

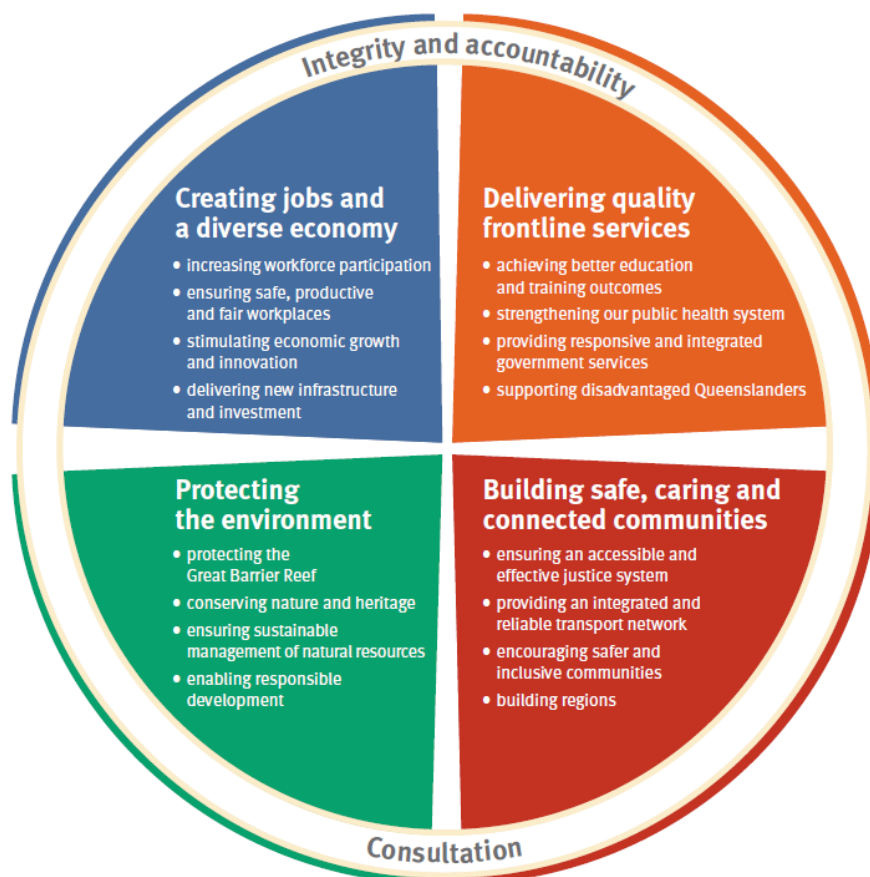
Our accountabilities

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

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

Queensland Government objectives

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community. Integrity, accountability and consultation underpin everything the Queensland Government does.



The Queensland Plan is the community's 30-year vision for the state. The Queensland Government's Interim Response (the Interim Response) outlines the key services, programs and partnerships that will help improve Queenslanders' way of life today and proactively position Queensland for the future.

The Interim Response supports the Queensland Government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. *The Queensland Plan* and the Interim Response are available online at:

www.queenslandplan.qld.gov.au/.

QPS' policies, programs and services align with the Interim Response. Information about QPS' policies, programs and services can be found in the 2015-16 Highlights (refer pages 28-55).

Our objectives

The QPS is committed to supporting the government's objectives, particularly delivering quality frontline services and building safe, caring and connected communities, by:

- reducing and preventing the incidence of crime, public disorder and road trauma
- collaborating and consulting with all sectors of the community to deliver a problem solving approach to crime reduction
- using technology and innovative strategies to be more mobile, flexible and capable of working across boundaries to deliver services the community needs
- focusing resources to identify and deliver effective and efficient services that maximise public safety
- taking a lead role to prepare the community for managing major events and disasters
- implementing an environment of continuous improvement based on learning, development and empowered leadership
- delivering services with fairness and integrity.

Strategies

The QPS achieves its objectives through a range of strategies:



Frontline services – implement an integrated service delivery model, underpinned by improved intelligence capabilities and expanded options for community consultation and engagement with police



Culture - manage a program of cultural renewal to improve transparency and trust; devolve authority to the frontline; and to embed a values based culture of innovation, accountability, and quality customer service



People – implement strategies to ensure safe delivery of services; improve community engagement; increase diversity; apply contemporary performance measures; and continuing professional development and training to improve capability



Processes – implement strategies to improve job allocation; reduce process complexity; provide improved technology and safety equipment to the frontline; better use of assets; improve performance through organisational reporting; and improve cross agency collaboration



Systems – implement strategies to improve data management and maximise analytics capabilities and improve productivity.

The QPS also contributes to a range of national, state and local strategies and initiatives on matters including drugs and alcohol; domestic and family violence; mental health; child protection; counter-terrorism; and road safety.

Our values

QPS members value:

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

The QPS shares the Queensland Public Service values:



Customers first

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



Ideas into action

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



Unleash potential

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



Be courageous

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



Empower people

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

Our risks and challenges

Key risks and challenges identified as potentially impacting the QPS during 2015-16 included:

- improving responses to calls-for-service from people who experience domestic and family violence, mental illness, and substance abuse disorders
- identifying technological, environmental and financial trends that impact on public safety
- reducing alcohol-fuelled violence and targeting serious and organised crime including major drug, fraud and cyber crime
- preventing and responding to threats of terrorism and other security issues
- managing demand and allocating resources to ensure police services are directed at those who are most in need or a greatest risk to public safety
- establishing multidisciplinary taskforces that target places, cases and crime types that pose risk to the community and identifying new crime
- maintaining strong, collaborative partnerships with the community, private sector, non-government organisations and government organisations.

2016-17 Outlook

Key risks and challenges that may impact the QPS during 2016-17 include:

- a reduction in community confidence and engagement in policing
- an increase in the frequency and severity of extreme weather conditions and natural disasters predicted for Queensland and the impact on policing services
- disruptions to major events, which may be caused by threats of terrorism or the actions of issue-motivated groups
- the growth, diversity and complexity of organised crime demands new adaptable approaches, capabilities and relationships between law enforcement agencies, government and the private sector
- maintaining and improving QPS' level of response to vulnerable persons, domestic and family violence, mental illness and substance abuse disorders
- work through collaborative partnerships with the community, private sector and government agencies to reduce alcohol-fuelled violence and target the organised criminal supply and production of illicit drugs, including ice and the diversion of pharmaceutical drugs for non-therapeutic use.

To address these risks and challenges, the key priorities for the QPS during 2016-17 include:

- continuing to provide a safe and secure community by responding to threats including terrorism, disasters, and risks associated with major events
- creating better workplaces and improving workforce capability
- targeting crime hotspots throughout the state, and issues such as organised crime, alcohol-fuelled violence and the drug, ice
- undertaking intelligence-led policing in late night entertainment precincts
- providing improved safety equipment for police including body-worn cameras
- supporting the implementation of the Queensland Government's *Domestic and Family Violence Prevention Strategy 2016-2026* and implementing the government's response to the *NOT NOW, NOT EVER* report into domestic and family violence
- continuing to plan the police response for the Gold Coast 2018 Commonwealth Games
- continuing to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report
- continuing to implement the QPS-led recommendations from the Queensland Organised Crime Commission of Inquiry and the Queensland Taskforce into Organised Crime
- continuing to review the police complaints system and implement a new disciplinary system
- continuing to make improvements to ensure the promotions system is truly merit-based
- continuing to implement an integrated service delivery model
- developing an improved performance management framework to improve customer service.

Locations

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

• Police stations	335
• Police Watchhouse/Sober Safe Centre	59
• Police Neighbourhood Beats and Shopfronts	90
• District offices	15
• Regional offices	5
• Communication Centres	14
• Police Academies located in Brisbane (Oxley and Wacol) and Townsville	3
• Police Assistance Centre (Policelink) located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAP) located at Gold Coast and Townsville	2

In addition, most large police stations house a Child Protection and Investigation Unit (CPIU), a Criminal Investigation Branch and an Intelligence Unit, whilst 35 major stations include a Scenes of Crime Unit. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state.

A list of contacts and key locations for QPS is included in the appendices of this report.

Partners

QPS works closely with its public safety portfolio partners – the Office of the IGEM, PSBA and QFES. The QPS also has strong relationships with its partners in the community including the Community Policing Boards, Queensland Police-Citizens Youth Welfare Association (QPCYWA), Neighbourhood Watch Queensland (NHWQ) and Crime Stoppers Queensland. These partnerships help Queensland police to stop crime and make the community safer.

• Community Policing Boards

Community Policing Boards provide the opportunity for local organisations and individuals to work together with police on strategies to address crime and safety issues in the community. The boards are made up of local police and community representatives such as not-for-profit organisations, local businesses, chamber of commerce and relevant state, local and Australian government agencies, as well as other individuals who can help address specific issues.

The primary objectives of Community Policing Boards are to:

- promote community safety and security
- find strategies to address societal issues associated with crime and community safety
- identify opportunities to, and where possible, integrate services at a local level
- develop partnerships to support government, industry and community working together
- promote evidence-based solutions (utilising statistical data and empirical research).

Community Policing Boards complement existing community crime prevention frameworks including: NHWQ; Crime Stoppers; and Multi-faith, Cultural and Indigenous Community/Police Consultative Groups.

For more information or to contact your local board visit <http://mypolice.qld.gov.au> and follow the links.

- **Queensland Police-Citizens Youth Welfare Association**

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

Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 and there are 54 PCYCs and more than 60 QPS officers working to manage and coordinate its operations across the state.

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

- **Neighbourhood Watch Queensland**

NHWQ is a joint partnership between the QPS and the Queensland community to reduce crime and improve community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 400 local NHWQ groups located throughout Queensland.

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

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

- **Crime Stoppers Queensland**

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

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

The QPS assists Crime Stoppers Queensland through the following mechanisms:

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

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

Volunteers

Volunteers are critical to the successful delivery of frontline services and support the QPS in keeping the Queensland community safe.

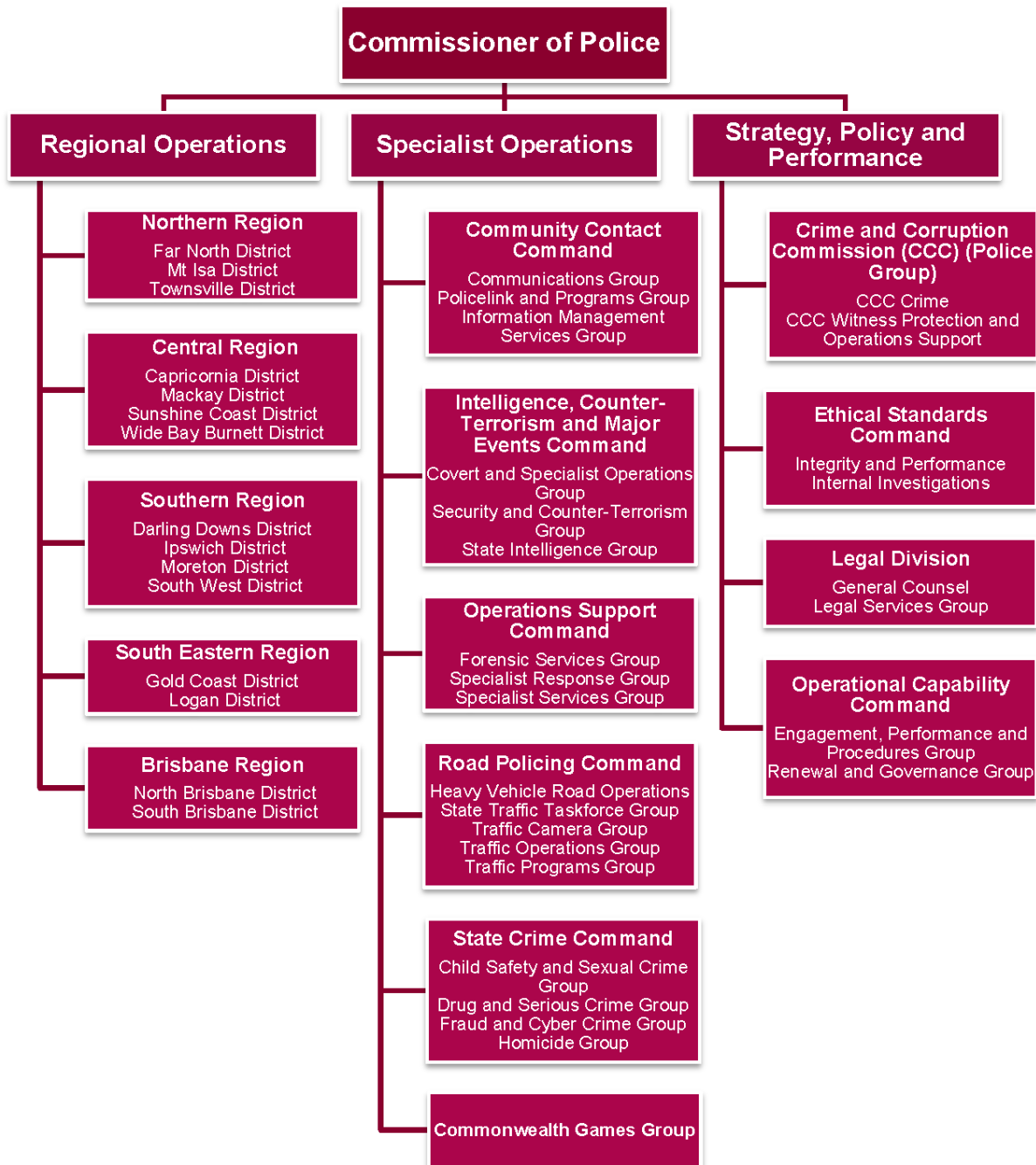
- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members (ViP) to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to reduce crime and to help people feel safe. ViP are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViP also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViP also assist Police Recruiting with the overall recruiting process. There are approximately 300 ViP throughout the state.

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

Organisation structure

(as at June 2016)



Our structure

Regional Operations is responsible for the provision of strategic direction, leadership, overview and review of the delivery of policing services to the community across the five regions statewide.

Specialist Operations is responsible for the provision of specialist police services including Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, Operations Support Command, Road Policing Command, State Crime Command and Commonwealth Games Command.

Strategy, Policy and Performance is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community.

Regions

