

OVERVIEW

Public safety portfolio overview

The Queensland Police Service (QPS) forms part of the public safety portfolio.

In November 2012, the Queensland Government commissioned the Police and Community Safety Review (PACSR) to examine how the QPS and the Department of Community Safety (DCS) delivered their services.

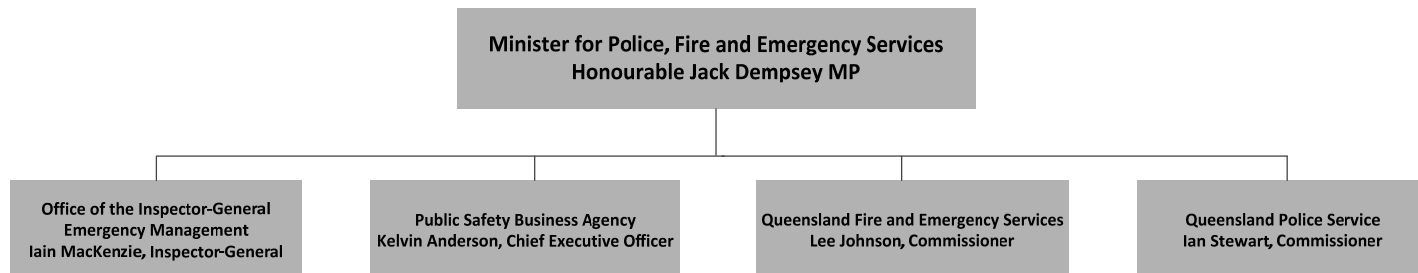
The review sought to provide a foundation for public safety agencies that would:

- facilitate better processes and outcomes for staff and volunteers
- provide a more sustainable approach to delivering quality public safety outcomes for all Queenslanders.

The PACSR report was released in September 2013. It recommended:

- streamlining the structures of emergency service agencies
- improving coordination and interoperability between and within agencies
- employing technology to improve operational response capability and productivity.

The review also recommended the establishment of a new public safety portfolio under the Minister for Police, Fire and Emergency Services. The resulting public safety portfolio consists of the Office of the Inspector-General Emergency Management (IGEM); the Public Safety Business Agency (PSBA); Queensland Fire and Emergency Services (QFES); and QPS. The new portfolio structure is designed to support an integrated and collaborative approach to service delivery.



The Office of the Inspector-General Emergency Management

The Office of the IGEM will be 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 assurance and advice that enables confidence in Queensland's emergency management arrangements. The Inspector-General was appointed on 11 October 2013 and through interim administrative arrangements the role was created within QFES until the office is formally established. The Office of the IGEM's responsibilities and activities were undertaken within QFES in 2013-14. It administers Part 1A of the *Disaster Management Act 2003*.

Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008 (Public Service Departmental Arrangements Notice (No. 8) 2013)*, with the renaming of DCS. 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 government air services and State Government Security.

From 1 July 2014, PSBA functions will include administration of the Blue Card scheme (Working with Children suitability checks was previously a function of the Commission for Children and Young People and Child Guardian). PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*.

Queensland Fire and Emergency Services

QFES was established on 1 November 2013 under the *Public Service Act 2008 (Public Service Departmental Arrangements Notice (No. 8) 2013)*. QFES incorporates parts of two divisions of the former DCS - the Queensland Fire and Rescue Service (QFRS) and Emergency Management Queensland (EMQ). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes Fire and Rescue, Emergency Management, Rural Fire Service Queensland (RFSQ) and the State Emergency Service (SES). QFES also supports other volunteer groups providing emergency response to Queensland communities. It is the role of QFES to provide leadership, mitigation planning and a responsive service to the community. QFES aims to protect person, 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. QFES administers the:

- *Disaster Management Act 2003*
- *Fire and Emergency Services Act 1990*.

Queensland Police Service

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS upholds the law by working with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours - seven days a week, focussed 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. The following legislation is administered by QPS:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *G20 (Safety and Security) Act 2013*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*.

Machinery-of-government changes

Further machinery-of-government changes during 2013-14 included:

- transfer of the Queensland Ambulance Service (QAS) from DCS to the Department of Health on 1 October 2013
- transfer of Queensland Corrective Services from DCS to the Department of Justice and Attorney-General (DJAG) on 1 November 2013
- transfer of the Prostitution Licensing Authority from QPS to DJAG on 1 November 2013
- transfer of the administration of the Natural Disaster Resilience Program and the Natural Disaster Relief and Recovery Arrangements, and full responsibility for the *Get Ready Queensland* initiative and associated functions from DCS to the Department of Local Government, Community Recovery and Resilience on 1 November 2013

- transfer of responsibility for the Government Air Wing, Department of the Premier and Cabinet (DPC); the Community Helicopter Provider Network, Department of Health; Emergency Management Queensland Helicopter Rescue; and the QPS Air Wing to PSBA on 1 November 2013
- transfer of State Government Security from the Department of Housing and Public Works (DHPW) to PSBA on 1 January 2014.

From 1 July 2014, the coordination and management of QPS housing will transfer to DHPW.

Legislation changes in 2013-14

The following legislation was administered by the former DCS during 2013-14; however, due to machinery-of-government arrangements transferred to another agency:

- *Disaster Management Act 2003* transferred to QFES and the Office of the IGEM
- *Ambulance Service Act 1991* transferred to the Department of Health
- *Corrective Services Act 2006* and *Parole Orders (Transfer) Act 1984* transferred to DJAG.

The *Prostitution Act 1999* was administered by QPS in 2013-14; however, due to machinery-of-government arrangements transferred to DJAG.

Legislation changes in 2014-15

The *Working with Children (Risk Management and Screening) Act 2000* will be administered by PSBA from 1 July 2014.

Renewal agenda

The Queensland public sector is undergoing a transformational program – *Queensland's Renewal Program*. The Renewal Program sets out the state's strategy for delivering whole-of-government and agency specific renewal initiatives.

PSBA has established a renewal office within the Office of the Chief Executive Officer to coordinate the renewal activities across the public safety portfolio. In addition, a Public Safety Portfolio Renewal Committee, which includes representatives from each public safety portfolio agency, has been established to:

- provide strategic direction in relation to renewal and contestability across the portfolio
- prioritise and review renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board
- monitor implementation of renewal and contestability initiatives.

For further information regarding the committee refer to *Public safety portfolio committees* on page 8.

As part of the Renewal Agenda of the Queensland Government, all agencies in the public safety portfolio submitted renewal plans to DPC at the end of 2013. These renewal plans were mainly built around the Queensland Commission of Audit (QCoA) findings and recommendations (2013) (www.commissionofaudit.qld.gov.au/). As significant overlap exists between the QCoA and PACSR, the majority of QCoA recommendations are being delivered via PACSR. A large component of the renewal plans have been completed by implementing the findings and recommendations associated with PACSR and *The Malone Review into Rural Fire Services in Queensland*.

PSBA, QFES and QPS each have their own detailed renewal agendas which link to each other but are focused on the specific agencies. The Office of the IGEM is a new agency established as an outcome of PACSR from 1 July 2014. The Office of the IGEM is developing outcomes based standards and assurance programs that will support a renewal approach across the emergency management sector. The Public Safety Portfolio Renewal Committee monitors the individual renewal agendas while regular interaction with the Public Sector Renewal Board provides strategic guidance and direction in the broader government renewal context.

The QPS renewal agenda is well developed (refer to page 23 for further information) with PSBA and QFES in the process of developing and refining their renewal agendas.

For further information regarding PACSR refer to *External accountability* on page 48.

Public safety portfolio committees

Within the public safety portfolio, each agency has its own corporate governance structure (refer page 43). In addition, there are two portfolio-wide corporate governance bodies – the Public Safety Portfolio Innovation Committee, which promotes innovative ideas, and the Public Safety Portfolio Audit and Risk Committee, which manages risk and ensures the portfolio's operations are carried out efficiently, effectively and economically.

There are two other high level committees that support coordination and collaboration across the portfolio – the Public Safety Executive Coordinating Committee and the Public Safety Portfolio Renewal Committee.

These portfolio committees were established following the machinery-of-government changes in November 2013.

Public Safety Portfolio Innovation Committee
<p>The Public Safety Portfolio Innovation Committee is a portfolio-wide committee that makes decisions regarding innovative ideas and initiatives. It conducts an initial assessment of innovative ideas to determine the size of the opportunity (potential return on investment) and level of confidence in the solution.</p> <p>Where there is confidence that an idea represents a good opportunity, the committee can approve funding of innovation trials, assessments and associated research from an annual innovation fund allocated to help foster and grow the idea.</p> <p>The committee will hold its inaugural meeting on 1 August 2014 and will meet quarterly.</p>
Committee members
<ul style="list-style-type: none"> • Kelvin Anderson, Chief Executive Officer, PSBA (Chair) • Commissioner of Police represented by Stephan Gollschewski, Deputy Commissioner, Strategy, Policy and Performance, QPS • Commissioner, QFES represented by Ian Mitchell, Deputy Commissioner, Operational Capability and Performance, QFES • Iain MacKenzie, Inspector-General, Emergency Management
Public Safety Portfolio Audit and Risk Committee
<p>The Public Safety Portfolio Audit and Risk Committee governs audit and risk matters for the public safety portfolio agencies. The committee 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.</p> <p>The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member.</p> <p>The committee held its first meeting on 15 May 2014 and meets quarterly. As at 30 June 2014, the committee had met on two occasions.</p> <p>The independent external member was appointed in May 2014 and received \$2,062.50 in remuneration for services provided in 2013-14. There were no other on-costs.</p>

Public Safety Portfolio Audit and Risk Committee (cont'd)
Committee members
<ul style="list-style-type: none"> • Graham Carpenter, Consultant (Chair) (external member) • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General, Emergency Management • Pat Vidgen, Deputy Chief Executive Officer, PSBA
Achievements include:
<ul style="list-style-type: none"> • Endorsed the: <ul style="list-style-type: none"> - Public Safety Portfolio Audit and Risk Committee Charter and structure - Internal Audit Charter and Co-sourcing Model - strategic and operational plans for Internal Audit - risk management framework and plan - Internal Audit reports.

Other Committees

Public Safety Executive Coordinating Committee
<p>The Public Safety Executive Coordinating Committee helps guide the public safety portfolio, particularly in the areas of strategy, policy and service delivery, to ensure the portfolio continues to deliver the outcomes and benefits required by the state.</p> <p>The committee will hold its inaugural meeting on 28 July 2014. The committee's Terms of Reference, including the position of Chair and frequency of meetings, will be considered at this meeting.</p>
Committee members
<ul style="list-style-type: none"> • Kelvin Anderson, Chief Executive Officer, PSBA • Pat Vidgen, Deputy Chief Executive Officer, PSBA • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General, Emergency Management
Public Safety Portfolio Renewal Committee
<p>The Public Safety Portfolio Renewal Committee is a high level portfolio-wide committee established to provide strategic direction in relation to renewal and contestability across the portfolio. In addition, the committee prioritises and reviews renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board, and monitors implementation of renewal and contestability initiatives.</p> <p>The committee held its inaugural meeting on 7 May 2014 and will hold its second meeting on 12 August 2014. The committee meets quarterly.</p>

Public Safety Portfolio Renewal Committee (cont'd)
Committee members
<ul style="list-style-type: none"> • The Honourable Jack Dempsey MP, Minister for Police, Fire and Emergency Services (Chair) • Kelvin Anderson, Chief Executive Officer, PSBA • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General, Emergency Management • Neil McGregor, Director, Commission of Audit Implementation Team (delegate from DPC) • Leigh Pickering, Acting Assistant Under Treasurer, Budget Portfolios Division (delegate from Queensland Treasury and Trade (QTT)) • Peter McKay, Deputy Commissioner, Workforce Renewal and Operations (delegate from the Public Service Commission)
Achievements include:
<ul style="list-style-type: none"> • Established the committee's operating principles.

About the Queensland Police Service

The QPS's vision, outlined in its 2013-2017 strategic plan, is that members of the community work with Queensland police to stop crime and make Queensland safer.

Its purpose is to deliver quality policing services 24 hours a day.

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.

The QPS has two services – Crime and Public Order, and Road Safety.

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

Objectives

The Queensland Government is committed to achieving future prosperity through the delivery of the following objectives for the Queensland community:

- grow a four pillar economy
- lower the cost of living
- invest in better infrastructure and use better planning
- revitalise frontline services
- restore accountability in government.

The QPS objectives for 2013-2017 are to:

- stop crime
- make the community safer (including stopping road trauma)
- build relationships across the community.

The QPS achieves its objectives through a range of strategies that also contribute to the government's objectives, particularly revitalising frontline services.

QPS strategies for 2013-2017 are:

- deliver innovative, flexible and mobile policing services
- be more visible and accessible to the community
- emphasise place and case management approaches that focus on people, places or issues
- use intelligence, specialist support and taskforces to target crime and road safety
- foster relationships with our partners, stakeholders and the community, with a focus on enhancing client service
- better manage QPS resources and enhance staff training, development and equipment
- streamline business processes and enhance performance.

The QPS also contributes to a range of national, state and local initiatives including *Closing the Gap in Indigenous Disadvantage*, the *National Drug Strategy 2010-2015* and the *National Road Safety Strategy 2011-2020*.

Values

Every member of the QPS needs to have and display the values of:

- **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 values of the QPS are integrated into all aspects of the Service's operations and are congruent with the Queensland Government's values.

				
Customers first	Ideas into action	Unleash potential	Be courageous	Empower people
<ul style="list-style-type: none"> • Know your customers • Deliver what matters • Make decisions with empathy 	<ul style="list-style-type: none"> • Challenge the norm and suggest solutions • Encourage and embrace new ideas • Work across boundaries 	<ul style="list-style-type: none"> • Expect greatness • Lead and set clear expectations • Seek, provide and act on feedback 	<ul style="list-style-type: none"> • Own your actions, successes and mistakes • Take calculated risks • Act with transparency 	<ul style="list-style-type: none"> • Lead, empower and trust • Play to everyone's strengths • Develop yourself and those around you

2013-14 Key challenges and risks

- Any reduction in police professionalism will dilute community trust and confidence.
- Demand for services is growing rapidly in some areas of Queensland but is stable in others.
- The government and the QPS are committed to injecting new life into community policing and delivering frontline, client-focused services.
- Services to frontline police and the community need to be revitalised and renewed to enhance their efficiency and effectiveness.
- Queensland remains at risk of disasters such as bushfires, cyclones and flooding.
- Queensland will host the 2014 G20 Leaders' Summit and Finance Ministers' Meeting as well as the 2018 Commonwealth Games.
- There is significant community concern about illegal firearms, drugs, and Criminal Motorcycle Gangs.
- Youth are overrepresented as offenders.
- Alcohol remains a major contributor to road trauma, offences against the person and public nuisance.

2013-14 Priorities

- Maintain professional standards and ethical practices.
- Develop flexible models of service delivery and allocate resources based on relative need.
- Build partnerships to enhance community policing and client service.
- Increase productivity and reduce internal and external red tape.
- Continue to enhance Queensland's preparedness for, and capacity to respond to, disasters and other unplanned events.
- Provide safety and security during planned events and continue to plan for the 2014 G20 events and the 2018 Commonwealth Games.
- Disrupt organised crime groups and their activities.
- Address youth crime and disorder.
- Prevent alcohol-related traffic crashes, violence and disorder.

2014-15 Outlook

In 2014-15, the QPS will continue implementing relevant recommendations from PACSR and the QCoA, and continue the QPS agency renewal agenda. Key recommendations to be implemented include:

- commencing a new integrated service delivery model, including trialling hub policing (now known as Rapid Action Patrols (RAPs)), to enable the QPS to most effectively focus its resources on 'hot spots'
- reforming the complaints handling process to deliver more timely outcomes.

QPS will also:

- work in partnership with other portfolio agencies to ensure a coordinated and effective public safety response capability
- implement policing strategies to ensure security and public safety during the 2014 G20 events
- enforce more stringent reporting conditions for offenders under changes to the *Child Protection (Offender Reporting) Act 2004*
- participate in a review to streamline the Working with Children (Blue Card) suitability checks scheme in accordance with recommendations from the Queensland Child Protection Commission of Inquiry *Taking Responsibility: A Roadmap for Queensland Child Protection June 2013*.

Legislation administered and machinery-of-government changes

For details of legislation administered by the QPS and machinery-of-government changes refer to the *Public safety portfolio overview* on page 5.

Locations

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

335	police stations
100	police beats and shopfronts
15	district offices
5	regional offices
19	Communication Centres
2	Police Academies located in Oxley and Townsville
1	Police Assistance Centre (Policelink) located at Zillmere.

In addition, most large police stations house Child Protection Investigation Units, Forensic Services Teams, Criminal Investigation Bureaux and Intelligence Units. There are also purpose-built Investigation Centres to respond to major incidents located at various stations and district offices throughout the state.

The Emergency Services Complex in Brisbane houses emergency services including the QFES State Operations Centre, the State Disaster Coordination Centre (SDCC) and the Triple Zero (000) Communication Centre.

A list of contacts and key locations for QPS is on page 107.

Partners

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

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

The Queensland Police-Citizens Youth Welfare Association, commonly known as 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 the operations across the state.

For more information or to find a club near you, visit the PCYC website at www.pcyq.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 focussed on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 420 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 electronically sent to the relevant police establishment 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 the Crime Stoppers State Office personnel with promotional displays and presentations as required
- police officers act as partnership representatives on each of the 27 Volunteer Area Committees spread throughout the state.

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

Volunteers

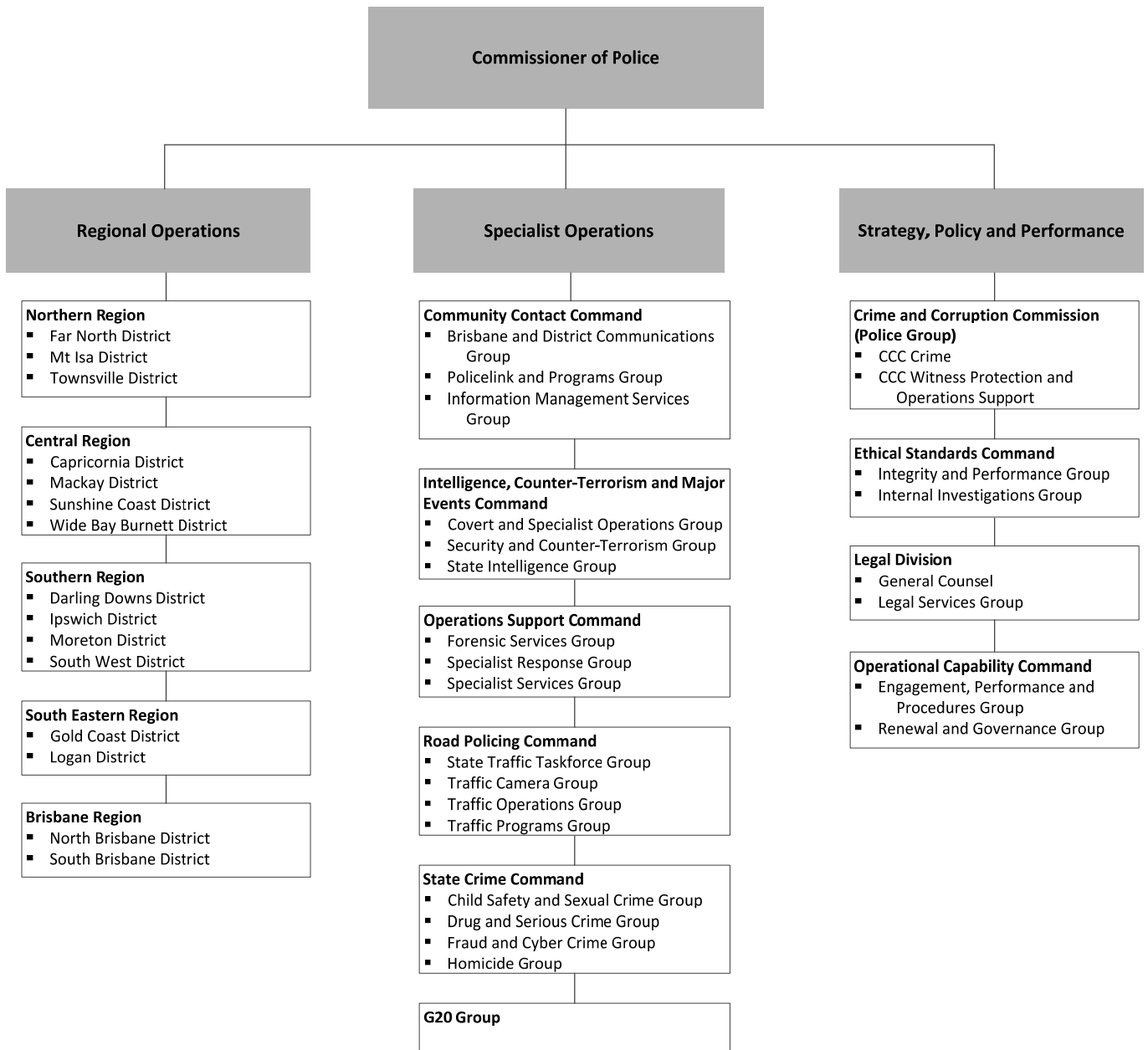
Volunteers are critical to the successful delivery of our frontline services and support the QPS in keeping the Queensland community safe.

- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) Program is to recruit and train local community members (ViPs) 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. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs have also been introduced into Police Recruiting to assist with the overall recruiting process. There are 327 ViPs throughout the state.

For more information or to become a ViP, visit the QPS website at www.police.qld.gov.au.

Organisation structure



QPS regions

