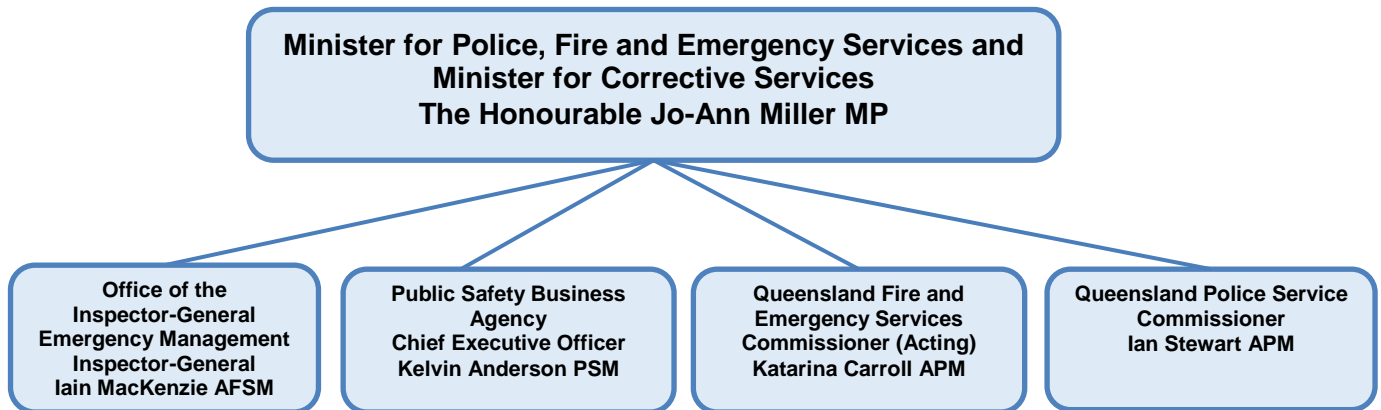


OVERVIEW

Public Safety Portfolio overview

The Public Safety Portfolio (PSP), 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); the Public Safety Business Agency (PSBA); Queensland Fire and Emergency Services (QFES); and the Queensland Police Service (QPS). The 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 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. 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* 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. PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*
- *Working with Children (Risk Management and Screening) Act 2000*.

In June 2015, an independent review of the PSBA commenced led by the Public Service Commission. The review is considering the scope, function and structure of the PSBA to ensure it is effectively supporting public safety service delivery to the community, and transparent administration and decision making on critical corporate decisions. The review will involve extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio and relevant external stakeholders. The final report is due by 30 November 2015.

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 Fire and Rescue, Emergency Management, Rural Fire Service Queensland 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 a responsive service 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. 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 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, 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 the 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

On 1 July 2014, responsibility for the administration of the Blue Card system transferred to PSBA including administration of the *Working with Children (Risk Management and Screening) Act 2000*.

In addition, corporate and business services, and education and training functions transferred to the PSBA from the QPS on 1 July 2014.

For 2014-15, PSBA administered the emergency helicopter services on behalf of Queensland Health. The emergency helicopter services include Community Helicopter Providers, the contracted service for the Torres Strait, the agreement with North Queensland Helicopter Rescue Service and the agreement with the external auditor Flight Safety.

Public Safety Portfolio committees

Within the PSP, each entity has its own corporate governance framework (refer pages 48-52). There are two portfolio-wide corporate governance committees: the Public Safety Portfolio Audit and Risk Committee and the Public Safety Portfolio Innovation Committee.

A further committee, the Public Safety Executive Coordinating Committee supports coordination and collaboration across the PSP. This is not considered a decision making committee as each committee member remains accountable for his or her decisions as an accountable officer and the committee has no authority to override the decision making authority of its individual members.

Public Safety Portfolio Audit and Risk Committee
<p>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 <i>Audit Committee Guidelines: Improving Accountability and Performance</i>.</p> <p>The committee governs audit and risk matters for the PSP 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.</p> <p>The committee is chaired by an independent external expert appointed to the role. Each PSP agency is represented by one member, with a second external member. The Chair may invite or give approval for other persons to attend a committee meeting.</p> <p>The committee meets quarterly and met on four occasions during 2014-15.</p> <p>The independent external Chair received \$8,250 (including GST) and the second external member received \$1,650 (including GST) for services provided in 2014-15. There were no other on-costs.</p>
Committee members
<ul style="list-style-type: none"> • Graham Carpenter, Chair (external member) • Ian Stewart APM, Commissioner, QPS represented by Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance • Katarina Carroll APM, Commissioner (Acting), QFES represented by Russell Neuendorf, Executive Director, Operational Service Improvement and Performance, QFES • Iain MacKenzie AFSM, Inspector-General Emergency Management • Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA • Marita Corbett (external member)
Achievements
<p>During 2014-15, the committee:</p> <ul style="list-style-type: none"> • reviewed various audits and risks for the public safety portfolio • endorsed the 2015-2016 Annual Audit Plan incorporating the Internal Audit Strategic Plan 2015-2018 • oversaw the delivery of the Approved 2014-2015 Annual Audit Plan • considered financial, operational and performance recommendations presented by PSBA Internal Audit and the Queensland Audit Office (QAO).

<p>Public Safety Portfolio Innovation Committee</p> <p>The purpose of the Public Safety Portfolio Innovation Committee is to provide leadership for innovative ideas and initiatives to create cross portfolio value and improve public safety.</p> <p>The objectives of the committee are to:</p> <ul style="list-style-type: none"> • accelerate innovative ideas and initiatives across the portfolio • build a climate of innovation within the portfolio. <p>The committee held its inaugural meeting on 1 August 2014. Meetings are held quarterly and four meetings were conducted in 2014-15.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA (Chair) • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain Mackenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>In 2014-15, the committee approved:</p> <ul style="list-style-type: none"> • the Terms of Reference • the Portfolio Innovation Framework • the development and pilot of a challenge based approach to innovation • a communication plan for innovation reward and recognition • a portfolio innovation scholarship. <p>The committee funded the following pilot projects and proofs of concept:</p> <ul style="list-style-type: none"> • Supply Chain and Asset Management Proof of Concept (QFES) • Electronic Brief Management System Pilot project (QPS) • testing and evaluation of 'Cruiser Interactive' technology to support operations and disaster management (QPS and QFES) • pilot of augmented reality tool to assess feasibility.
<p>Public Safety Executive Coordinating Committee</p> <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 meets fortnightly and held its inaugural meeting on 28 July 2014. During 2014-15, the committee met on 18 occasions.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA • Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain MacKenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>Achievements for 2014-15 include:</p> <ul style="list-style-type: none"> • endorsed the Terms of Reference • developed communication channels to improve cross portfolio operations and performance.

About the Queensland Police Service

The QPS's vision, outlined in its 2014-2018 strategic plan, is that members of the community work with Queensland police to stop crime and make Queensland safer. As at 30 June 2015, this plan is under review and due for update.

The QPS mission is to stop crime, make the community safer, including reducing road trauma, and build relationships with the community.

The purpose of the QPS is to deliver quality policing services 24 hours a day, seven days a week.

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 service areas as outlined in the 2014-15 Service Delivery Statements (State Budget Papers); 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.

Government and QPS objectives

The Queensland Government will work closely with all Queenslanders to deliver its objectives for the community of:

- creating jobs and a diverse economy
- delivering quality frontline services
- protecting the environment
- building safe, caring and connected communities.

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 Queensland Plan* and the Interim Response can be viewed online (www.queenslandplan.qld.gov.au/).

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 QPS's policies, programs and services align with the Interim Response.

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 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 its resources to identify and deliver efficient services that maximise public safety
- taking a leading 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 its services with fairness and integrity.

The QPS achieves its objectives through a range of strategies:

- **Frontline services:** implement an integrated service delivery model, underpinned with improved intelligence capabilities and expanded options for the community to engage with police
- **Culture:** manage a program of cultural renewal to improve transparency and trust, devolve authority to the frontline and to embed a value based culture of innovation and accountability
- **People:** strategies include ensuring safe delivery of services, improving community engagement, enhancing social media monitoring, increasing diversity, implementing contemporary performance measures and continuing officer development and training capability
- **Processes:** improve job allocation, reduce process complexity, implement mobile device technology to the frontline, utilise assets to full potential, enhance procurement, improve organisational reporting and alignment of the QPS with the PSBA, and enhance cross agency collaboration
- **Systems:** implement strategies to improve data management and maximise intelligence analytics capabilities.

The QPS also contributes to a range of national, state and local strategies and initiatives including: Closing the Gap in Indigenous Disadvantage, *National Drug Strategy 2010-2015*, National Ice Taskforce, *National Road Safety Strategy 2011-2020*, Queensland Organised Crime Commission of Inquiry, Vicious Lawless Association Disestablishment (VLAD) Taskforce and Special Taskforce on Domestic and Family Violence in Queensland.

Further information about QPS's policies, programs and services can be found in Achievements (refer pages 21-47).

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

- 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

2014-2016 Challenges and risks

- Addressing the incidence of existing crime and the emergence of new criminal methodologies and techniques
- The extensive resource commitment to special events such as the G20 Leaders' Summit in 2014
- Effectively managing the integration with the PSBA
- Continuing the delivery of the renewal and transformational programs
- Maintaining positive staff engagement and capability during the Renewal Program.

2014-2016 Priorities

- Trialling Rapid Action Patrols (RAPs) (previously known as Police Hubs) and implementing an integrated service delivery model
- Implementing the QPS Renewal Program
- Successfully planning for and managing the G20 Leaders' Summit and 2018 Commonwealth Games
- Successfully integrating with the PSBA to deliver improved customer outcomes
- Reducing process complexity and increasing productivity
- Development of a robust, efficient Catalogue of Services
- Improving information, mobility and intelligence management.

2015-16 Outlook

The key priorities for QPS during 2015-16 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
- undertaking intelligence-led policing in Safe Night Precincts
- implementing Community Policing Boards
- targeting crime hotspots throughout the state and issues such as organised crime, alcohol-fuelled violence and the drug ice
- providing improved safety equipment for police including body-worn cameras
- supporting the development of a Domestic and Family Violence Prevention Strategy and government response to the Report from the Taskforce on Domestic and Family Violence in Queensland, and support implementation of the government response
- continuing to plan the police response for the 2018 Commonwealth Games
- continuing to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report
- reviewing the police complaints system and implementing a new disciplinary system
- making improvements to ensure the promotions system is truly merit-based
- continuing the planned recruitment of police officers
- continuing to implement an integrated service delivery model
- developing an improved performance management framework to improve customer service
- continuing to identify roles that may not require a sworn police officer to undertake and recruit appropriately trained and qualified public servants to undertake these roles.

Legislation administered

For details of legislation administered by the QPS refer to the Public safety portfolio overview on page 6.

Locations

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

Police stations	335
Police Neighbourhood Beats and Shopfronts	91
District offices	15
Regional offices	5
Communication Centres	15
Police Academies located in Brisbane (Oxley and Wacol) and Townsville	3
Police Assistance Centre (Policelink) located in Brisbane (Zillmere)	1
RAPs located at Gold Coast and Townsville	2

In addition, most large police stations house Child Protection and Investigation Units (CPIU), Scenes of Crime Units, Criminal Investigation Branch (CIB) 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.

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

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 (QPCYWA), 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 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 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 425 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 frontline services and support the QPS in keeping the Queensland community safe.

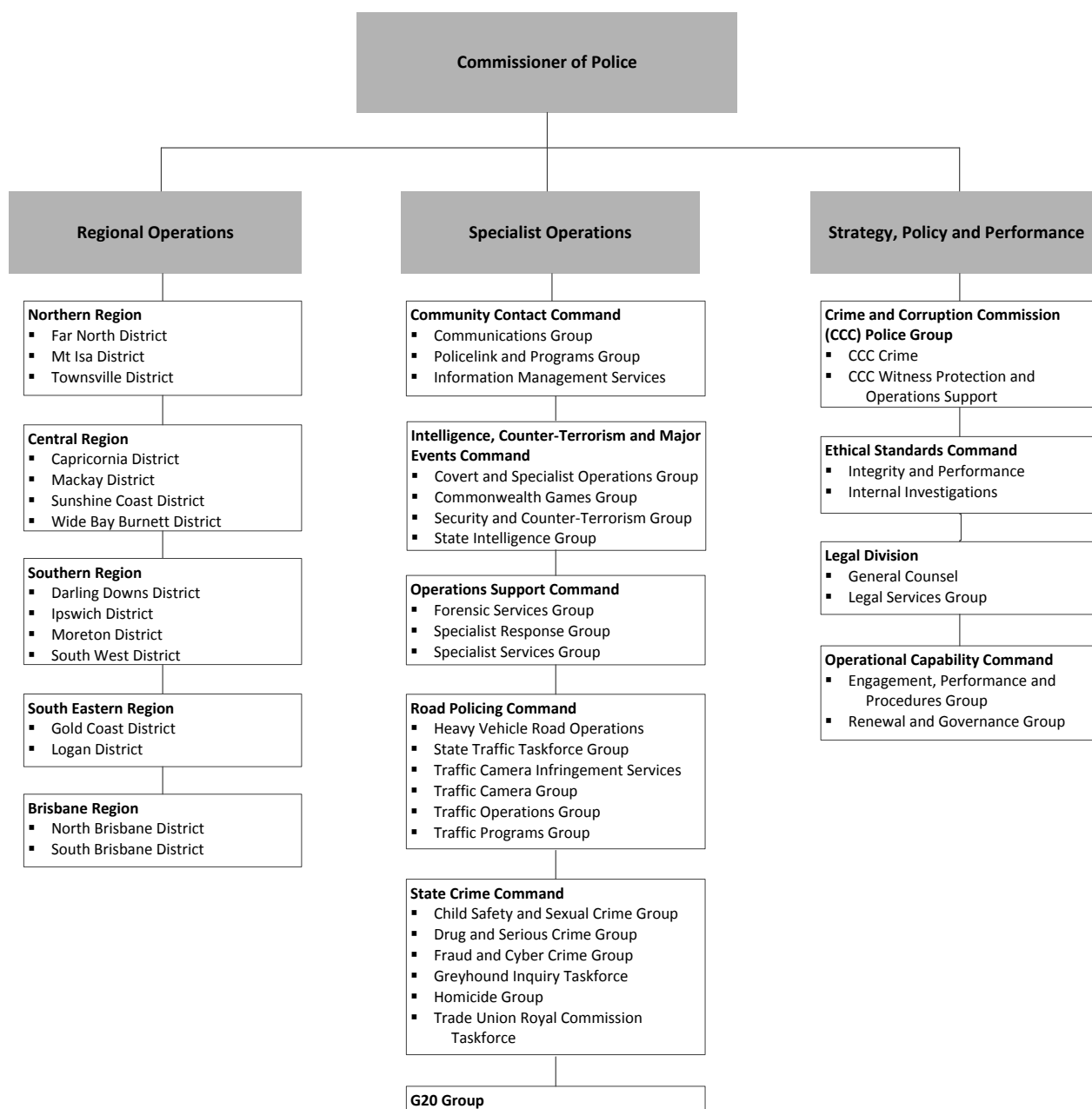
- **Volunteers in Policing**

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 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. ViPs also assist Police Recruiting with the overall recruiting process. There are over 300 ViPs 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 30 June 2015)



Regional Operations is responsible for the provision of policing services across the five police 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 (RPC) and State Crime Command.

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

Regions

