

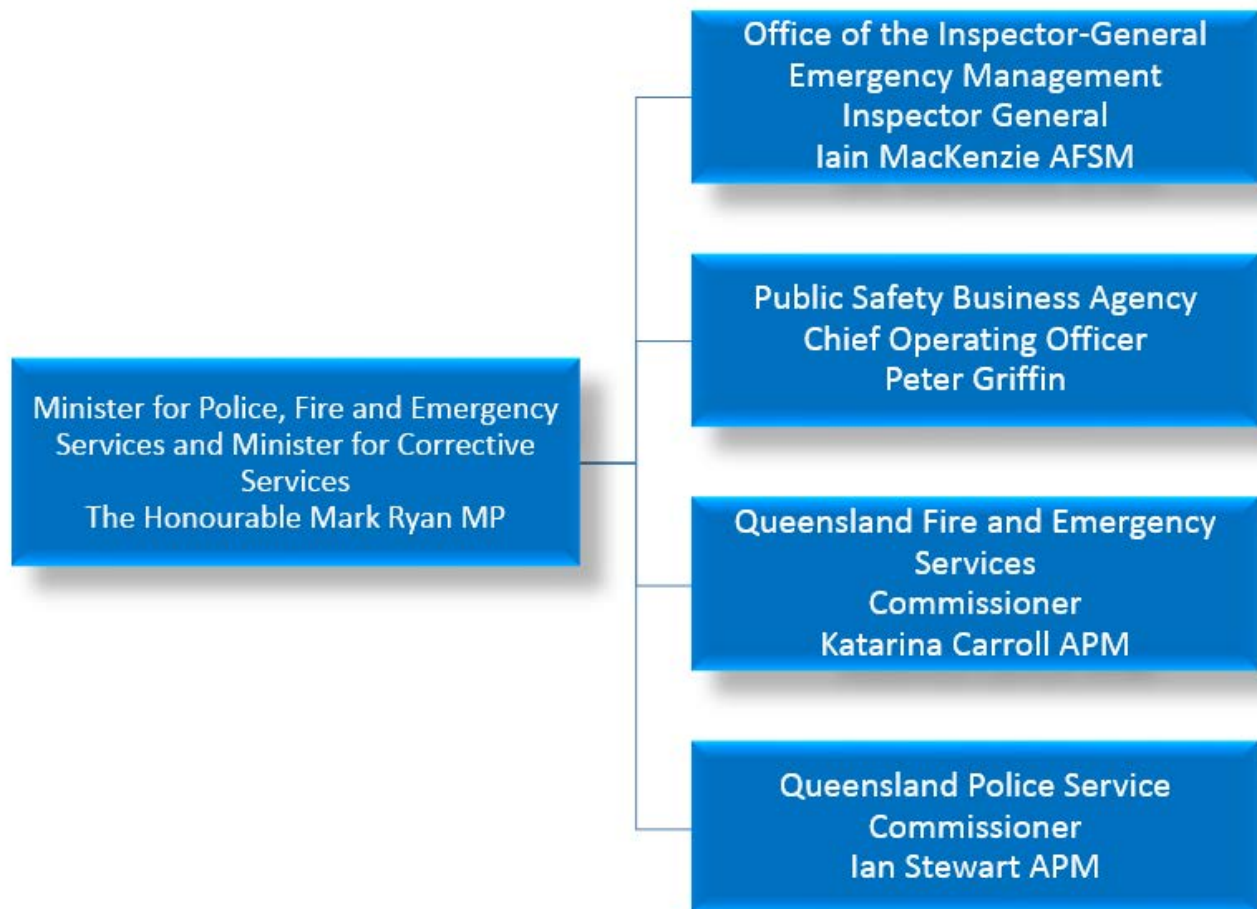
Overview

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.

In 2015, an independent review of the PSBA was undertaken by the Public Service Commission. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. In line with the review recommendations, a number of functions transitioned to QFES and the QPS commencing 1 July 2016. In addition, under the *Public Safety Business Agency and Other Legislation Amendment Act 2016*, the role of the PSBA Chief Executive Officer changed to the PSBA Chief Operating Officer, Blue Card Services transitioned to the Department of Justice and Attorney-General, Protective Services transitioned to the QPS, and the PSBA Board of Management was established.

The PSBA's core responsibilities are to provide professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the Office of the IGEM, QFES and QPS. The PSBA also provides ICT services to the Queensland Ambulance Service. In addition, the PSBA incorporates and provides government air services and Commonwealth Games business support.

The PSBA is governed by the PSBA Board of Management, which was formally established on 15 September 2016. The Board currently comprises the QPS Commissioner Ian Stewart (Chair), QFES Commissioner Katarina Carroll and an appointed external member, Geoff Waite, Executive General Manager, Risk and Intelligence, Queensland Treasury.

The Board's functions include providing leadership and oversight of the PSBA. The Chair of the Board, working with the Board members, is the head of the agency and is supported by the Chief Operating Officer, whose role is to help the Board perform its functions and be responsible for the day-to-day operations of the PSBA. The Chief Operating Officer reports to the Board and must give effect to any direction of the Board.

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 and emergency management programs and services throughout Queensland. QFES encompasses the Fire and Rescue Service, disaster management services, the Rural Fire Service (RFS) and the State Emergency Service (SES). Through service agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland (SLSQ), Royal Life Saving Society Queensland (RLSSQ), Australian Volunteer Coast Guard Association, Volunteer Marine Rescue Association Queensland and the Police-Citizens Youth Club (PCYC) Emergency Services Cadets.

It is the role of QFES to provide leadership and services to the community across prevention, preparedness, response and recovery. QFES protects people, property and the environment through the 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 established by the *Police Act of 1863*, which took effect on 1 January 1864. Under the *Police Service Administration Act 1990*, the Queensland Police Force became the QPS. 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 mobile, flexible and agile delivery of services to address community needs.

Legislation administered by the portfolio

In accordance with *Administrative Arrangements Order (No. 2) 2017*, the portfolio administered the following legislation during 2016-17:

Agency	Legislation administered
PSBA	<ul style="list-style-type: none">• <i>Public Safety Business Agency Act 2014</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>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>State Buildings Protective Security Act 1983</i>• <i>Summary Offences Act 2005</i>• <i>Terrorism (Preventative Detention) Act 2005</i>• <i>Weapons Act 1990</i>

Machinery-of-government changes

As a result of the *Review of the Public Safety Business Agency* (November 2015), the following machinery-of-government changes occurred during 2016-17:

Date	Changes
1 July 2016	<p>In accordance with the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none"> • PSBA Media Services transitioned to QFES and QPS • PSBA Education and Training (including training academies) transitioned to QFES and QPS • PSBA Recruitment transitioned to QFES and QPS • PSBA Strategy Services transitioned to QFES and QPS • PSBA Ministerial Services transitioned to QFES and QPS • PSBA Ethical Standards transitioned to QFES and QPS • PSBA Legal Services transitioned to QFES and QPS • PSBA Cabinet Legislation Liaison transitioned to QFES and QPS • PSBA Right to Information transitioned to QFES and QPS • PSBA Local Workplace Health and Safety transitioned to QFES and QPS • PSBA Operational Functions transitioned to QFES and QPS.
8 September 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> • Protective Services transitioned to QPS.
1 October 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> • Blue Card Services transitioned to the Department of Justice and Attorney-General.

Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 63-69). In addition, there is a portfolio-wide corporate governance structure. The Public Safety Portfolio Audit and Risk Committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically. The PSBA Board of Management is PSBA's governing body and is responsible for providing leadership and oversight to the public safety portfolio.

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 *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee governs audit and risk matters for the public safety portfolio agencies and risk matters for the PSBA. 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 2016-17.

The independent external Chair received \$6,187.50 (including GST) in remuneration for services provided in 2016-17. The second external member received \$3,712.50 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (external member)
- Ian Stewart APM, Commissioner, QPS represented by Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner, Strategy and Corporate Services and Chief Strategy Officer, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Peter Griffin, Chief Operating Officer, PSBA
- Marita Corbett (external member)

Achievements

During 2016-17, the committee's achievements included:

- oversaw 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
 - considered all audit reports and provided direction regarding implementation of report recommendations
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- monitored compliance with the 2016-17 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 2017-18 Workplan
 - endorsed the Annual Internal Audit Plan 2017-18, incorporating the Internal Audit Strategic Plan 2017-2020
 - facilitated a strategic risk focus and provided support for the updated PSBA risk management framework.
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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 2016-17 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 behaviour, 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 Queenslanders. 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 will continue to plan for the 2018 Commonwealth Games by ensuring QPS officers are well trained and equipped to combat any threats that pose a risk to the safety of the Games athletes, officials, spectators and the public of Queensland.
- adaptable and flexible policing approaches are required to respond to an organised crime landscape that is increasingly dynamic and complex. The QPS will invest \$46.7 million over the next three years (commencing in 2017-18) for a world class use of force, weapons and counter-terrorism facility at Wacol. The facility will include indoor firearms ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents.
- the QPS continues to work collaboratively with police agencies in other jurisdictions to address serious criminal activity. The Joint Anti-Child Exploitation Team (JACET) combines the resources of the Australian Federal Police's child protection agents with QPS' Taskforce Argos to combat child exploitation.
- emerging technological advancements will greatly benefit police by improving interoperability between public safety agencies and enhancing operational effectiveness. This includes QLITE devices, body-worn cameras for officers, a state of the art armoured vehicle for the Explosive Ordnance Response Team and a new OzBot robot for deployment in crisis situations.

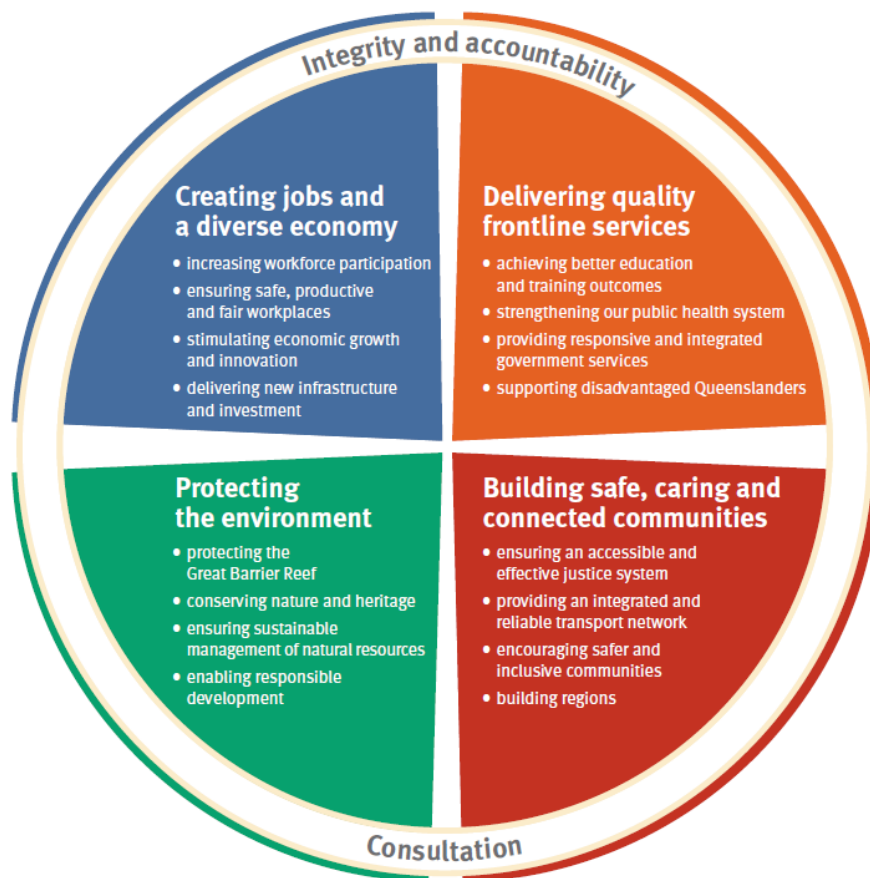
Our accountabilities

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 government's 30-year vision for the state. The Queensland Plan 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* is available online at www.queenslandplan.qld.gov.au

Information about QPS policies, programs and services can be found in the 2016-17 Highlights (refer pages 33-59).

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 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 our level of response to vulnerable persons, domestic violence and family violence, mental illness and substance abuse disorders
- working 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.

2017-18 Outlook

Greatest strategic challenges and opportunities for the QPS in 2017-18 will be to:

- maintain effective policing in an environment of rising demand and finite resources
- manage complex and dynamic community safety risks, including the threat of terrorism, serious and organised crime, and technology-enabled crime
- deliver a successful policing response to the 2018 Gold Coast Commonwealth Games while simultaneously providing service delivery across Queensland
- sustain the support and cooperation of the community to work in partnership to address the causes of crime
- future-proof our workforce to ensure the right people are in the right place with the right support, to maximise community safety.

To address these risks and challenges, the key priorities for the QPS during 2017-18 include:

- building capability and capacity in key areas to ensure community safety and confidence in police
- continuing to implement and support the Government's response to key reports and strategies, including the:
 - Domestic and Family Violence Prevention Strategy and the *Not Now, Not Ever* report
 - Queensland Organised Crime Commission of Inquiry report and findings of the Queensland Taskforce into Organised Crime
 - Queensland Child Protection Commission of Inquiry report
- ensuring the safety and security of those attending the 2018 Gold Coast Commonwealth Games
- 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.

Locations

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

• Police stations	335
• Police Watchhouses	59
• Police Neighbourhood Beats and Shopfronts	92
• District offices	15
• Headquarters and Regional offices	6
• 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, each police district is supported by a range of specialist areas which may include the Child Protection and Investigation Unit, Criminal Investigation Branch, Intelligence Unit, Scenes of Crime and Scientific Units, Dog Squad, Forensic Crash Unit, Road Policing, Prosecutions and Water Police. 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. The QPS also works collaboratively with the Department of the Premier and Cabinet, Queensland Treasury and other government departments to deliver efficient and effective services to the Queensland community. 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 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 www.mypolice.qld.gov.au and follow the links.

- **Queensland Police-Citizens Youth Welfare Association (QPCYWA)**

The QPCYWA, commonly known as Police-Citizens Youth Club (PCYC), is a non-government, not-for-profit 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 PCYC locations and more than 60 QPS officers working to manage and coordinate their 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)**

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 blog provides daily NHWQ information from around the state.

For more information or to find your local NHW group, 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

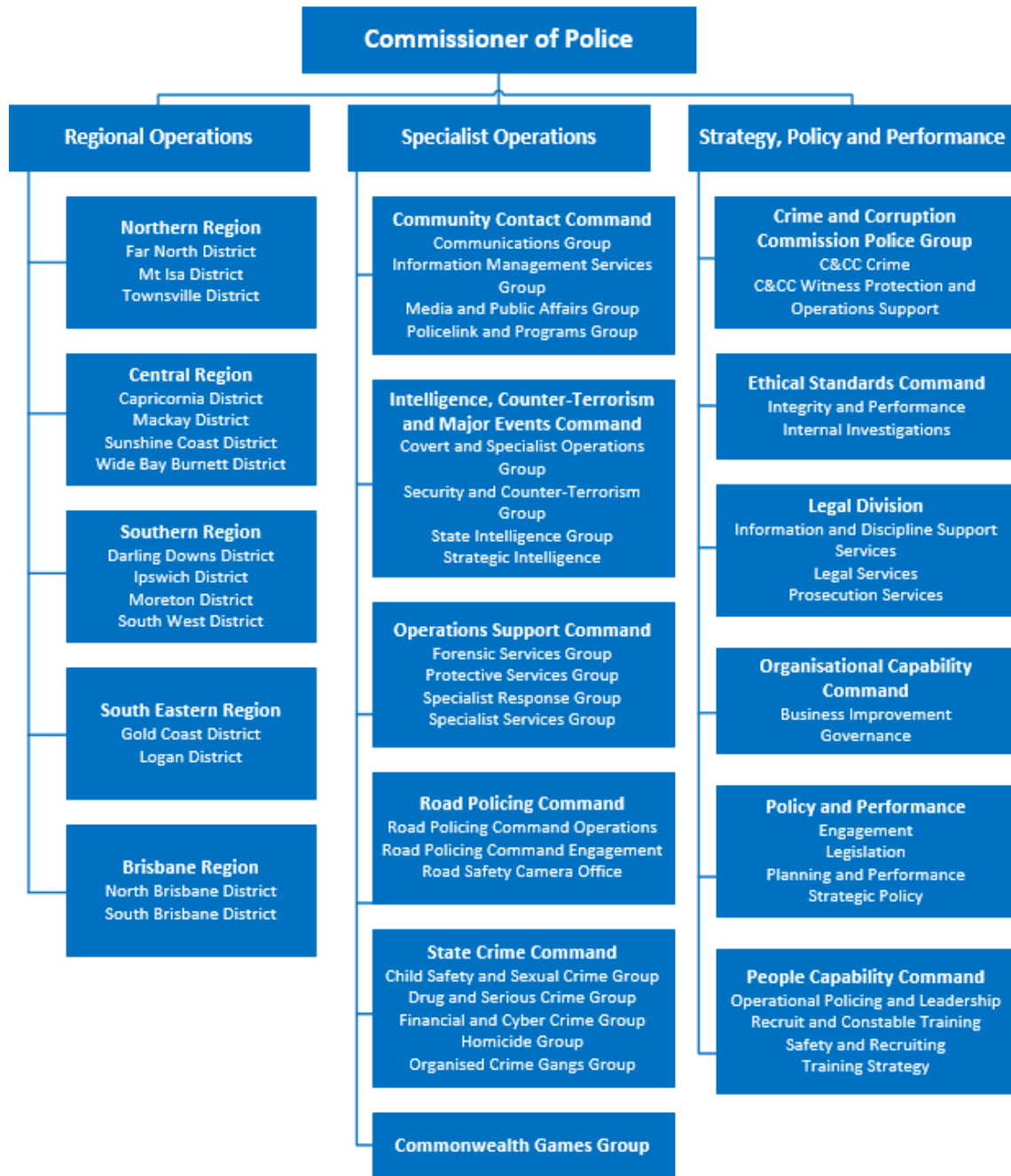
Volunteers are critical to the successful delivery of frontline services and support the QPS in keeping the Queensland community safe.

- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members 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 approximately 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.

Organisational structure (as at June 2017)



QPS 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.

QPS Regional Map

