

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, 365 days a year, upholding the law and providing assistance to the community, particularly in times of emergency, disaster and crisis.

Our Vision: Queensland – the safest State.

Our Purpose: Together, we prevent, disrupt, respond and investigate.

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.

Our Values

Consistent with the QPS Strategic Plan 2020-2024, QPS members value:

- ***Integrity:*** Is in everything we do. We are honest, trustworthy and hold each other to a high standard.
- ***Professionalism:*** Times are challenging but if we are professional in everything we do, our communities will continue to support us.
- ***Community:*** We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community.
- ***Respect and Fairness:*** We treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.

The QPS shares the Queensland Public Service Vales of:



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 Objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services that supported safe, caring and connected communities, to ultimately make Queensland the safest state. The QPS did this through our focus on:

- **Our people** to build a connected, engaged and job-ready workforce, with the health, wellbeing, and safety of our people a priority
- **Our community** to build a safer Queensland
- **Our relationships** to create a safer community and provide better services through connected and engaged relationships
- **Our commitment** to embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe, caring and connected communities.

Strategies

The QPS achieves its objectives through a range of strategies:

To **build a connected, engaged and job-ready workforce, with the health, wellbeing, and safety of our people a priority**, the QPS:

- Delivered leadership that was agile, authentic, supportive, courageous, innovative, and visible
- Established and maintained strong partnerships, openness, awareness, and accessibility
- Delivered healthy, safe, positive, and inclusive workplaces with a diverse workforce that reflected the community we serve
- Prioritised psychological wellbeing
- Provided fit for purpose resources to support all our staff.

To **build a safer Queensland together with our community**, the QPS:

- Delivered timely and professional responses to calls for service to maintain and strengthen community confidence through a community-centred approach to policing and crime prevention
- Partnered with the community and other agencies to respond to overrepresentation in the criminal justice system, of victims and offenders, including vulnerable persons, young people, and victims of domestic and family violence.

To **create a safer community and provide better services through connected and engaged relationships**, the QPS:

- Maximised opportunities to prevent crime and enhance community safety through collaborative partnerships with government agencies, non-government organisations and community groups
- Strengthened relationships with our people to better support us into the future
- Protected the legitimacy of policing through fair and ethical service delivery.

To **embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond, and investigate crime and deliver safe and secure communities**, the QPS:

- Delivered sustainable, effective, innovative, and efficient approaches to preventing, disrupting, responding, and investigating crime and delivering safe and secure communities
- Prevented crime together by connecting our people, community, and relationships to collectively build a community culture of prevention and harm minimisation
- Disrupted crime together by educating our people, community, and relationships in strategies to identify and disrupt local, state, national and global crimes
- Responded to crime together by improving our response capability through streamlining, technology, improved models of service delivery, continuous learning, business optimisation and digital transformation
- Investigated crime together by developing our people, community, and relationships to investigate crime in a global environment of complexity and ambiguity.

The QPS also contributed to a range of local, state and national strategies on matters, including youth justice, domestic and family violence and vulnerable people, mental health, road safety, child safety, drugs and alcohol, counter-terrorism and organised crime.

Queensland Government objectives

The QPS supports the government's objectives for the community which are built around Unite and Recover – Queensland's Economic Recovery Plan.

- **Safeguarding our health:** Safeguard people's health and jobs by keeping Queensland pandemic-ready.
- **Supporting jobs:** Support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.
- **Backing small business:** Help small business, the backbone of the state's economy, thrive in a changing environment.
- **Making it for Queensland:** Grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.
- **Building Queensland:** Drive investment in the infrastructure that supports our recovery, resilience and future prosperity.
- **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.
- **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.
- **Backing our frontline services:** Deliver world-class frontline services in key areas such as health, education and community safety.
- **Protecting the environment:** Protect and enhance our natural environment and heritage for future generations and achieve a 50 per cent renewable energy target by 2030.

Human Rights Act 2019

On 1 January 2020, the *Human Rights Act 2019* (Qld) (the Act) came into effect, creating obligations for public entities to act and make decisions in a way that is compatible with human rights, and to

give proper consideration to human rights when making a decision. The QPS has made a commitment to respect, protect and promote human rights in our decision-making and actions.

QPS works tirelessly to ensure Queensland is the safest State, including exercising police powers embedded in legislation such as diversion, move on directions, detention and or arrest, in a way that least impacts on people's rights while protecting the safety and security of the Queensland community.

As part of this commitment, the QPS has taken steps to further the objectives of the Act including:

- developing compulsory human rights online learning products for all QPS employees, which now forms part of the induction training for all new employees, including recruits, staff members and contractors
- incorporating human rights in the draft Police Recruiting Management Manual, staff orientation packages and various recruit training curriculum materials
- embedding human rights in regular reporting and decision making through education, training and awareness
- nominating dedicated Human Rights Champions.

Human Rights complaints

Since the commencement of the Act, the QPS had updated its complaints and grievance policies, procedures and mechanisms to ensure human rights complaints can be recorded, assessed and responded to appropriately. In 2020-21, all complaints received by the QPS were examined to ensure decisions made by the Service and its employees were compatible with the Act.

In 2020-21, the QPS recorded:

- 893 complaints where it was identified that one or more human rights may have been unreasonably limited
- 1,119 possible human rights limitations (one complaint can include more than one human rights limitation)
- 32 instances where human rights were unreasonably limited resulting in the officers receiving managerial resolution and/or fine taken from the officer's salary.
 - However, in most cases, there was no further action taken as no human rights limitations were detected, or an explanation was provided to the complainant as the officers' actions were identified as being lawful and reasonable.
- 521 (of the 893) complaints were finalised as at 30 June 2021.

In 2020-21, the QPS refined the process and methodology for identifying and recording complaints that may involve a human rights component. Each time the QPS received a complaint, human rights limitations were assessed to determine if any rights were unreasonably limited. The human rights aspect of each complaint was investigated along with the allegation/s, which assisted in determining the appropriate resolution.

Notes:

- (i) A *human rights complaint* is a complaint about an alleged contravention of Section 58(1) of the Act by a public entity in relation to an act or decision of the public entity (i.e. that an act or decision is not compatible with human rights and/or that a decision did not properly consider relevant human rights).
- (ii) It is expected that sometimes a complainant will not identify human rights matters within a complaint they make to the QPS. Where the QPS identifies that the complaint may include a contravention of Section 58 of the Act the QPS is expected to record this and respond appropriately.
- (iii) The total number of human rights complaints includes all those identified by a complainant and the QPS. A human rights complaint is counted as one regardless of the number of alleged acts, decisions or human rights limited within a complaint made to the QPS.

- (iv) The total number of complaints where one or more HR were allegedly unreasonably limited is already included in the total number of complaints against police (refer page 52).
- (v) As a result of the QPS refining the process and methodology for identifying and recording complaints involving a human rights component, the 2020-21 data cannot be compared with the previous financial year.

Our environment

The policing environment in Queensland has entered a phase of significant transformation where traditional policing services are being challenged to meet the increasing complexity of policing demand. This transformation is driven by shifting community expectations and rapid technological innovation impacting policing and service delivery in a broader context. In the coming years, police will pursue opportunities to develop and maintain strong community relationships, harness advances in technology to deliver high quality efficient policing services, and develop collaborative approaches to increase community safety. Further, the Queensland policing environment also remains agile to respond to the ongoing COVID-19 pandemic, severe weather events, restrained economic circumstances and emerging technologies impacting the criminal environment.

In response, the QPS will:

- respond to the COVID-19 pandemic to reduce potential transmission, conduct border patrols and ensure the health and safety of the Queensland community and the QPS workforce
- maintain an agile partnership-oriented disaster management capability to plan for and respond to extreme weather events
- deliver business improvements resulting from the Service Alignment Program
- commit to respect, protect and promote human rights in our decision-making and actions
- deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies
- support the implementation of the *Domestic and Family Violence Prevention Strategy 2016-2026* and the new Domestic, Family Violence and Vulnerable Persons Command
- contribute to the implementation of the *Queensland Government Youth Justice Strategy Working Together Changing the Story 2019-2023 Action Plan*
- support inter-agency relationships to increase the proportion of offenders, particularly young people and vulnerable persons, diverted from the criminal justice system
- utilise and identify emerging technologies to benefit police, by improving interoperability between public safety agencies and enhancing operational effectiveness
- strengthen engagement with internal and external stakeholders in relation to First Nations and culturally and linguistically diverse (CALD) members of the community to ensure policing responses meet community expectations
- develop enhanced reporting options for victims of sexual assault, including the development of an online reporting capability and reporting options via Queensland Health.

Our challenges and opportunities in 2020-21

The QPS acknowledges the importance of addressing a range of potential strategic challenges to ensure we keep Queenslanders safe. The Service identified these challenges and opportunities to respond to in 2020-21, linking them to the strategic objectives.

Key challenges for the QPS during 2020-21 included:

- maintaining an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events, natural disasters and severe community health challenges, including the on-going COVID-19 pandemic
- adapting to economic conditions while continuing to deliver high quality and efficient policing services

- strengthening the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS in an environment of evolving community expectations
- adapting to keep pace with the challenges of a dynamic criminal environment where new and emerging technologies increasingly impact on both cybercrime and 'traditional' crime types

To address these challenges, the QPS identified the following opportunities to best position the QPS to make Queensland the safest State:

- leading the QPS service delivery model during growing and changing demands influenced by numerous factors including population growth, the ageing population and cultural diversity
- championing networks and partnerships across the public and private sectors, and the community, to create opportunities to improve responses and enhance social cohesion and community safety
- promoting a workforce which is flexible, fair, inclusive and diverse – to enhance engagement and performance in delivering services to the Queensland community
- empowering the workforce by investing in their safety, mental health and wellbeing, and organisational capabilities, to support future challenges
- championing collaborative approaches to improve understanding and positive outcomes for vulnerable and high-risk groups in Queensland.

2021-22 Outlook

The QPS in 2021-22 will work towards:

- delivering an effective policing response to the ongoing COVID-19 pandemic that upholds public health directives while maintaining strong community relationships
- maintaining an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events and natural disasters
- adapting to economic conditions while continuing to deliver high quality and efficient policing services
- adapting to keep pace with challenges presented by new and emerging technologies and their impact on the criminal environment and regulation of online information
- strengthening the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS, in an environment of evolving community expectations.

For 2021-22, the QPS identified the following opportunities, including:

- leading the QPS service delivery model through a period of significant disruption by remaining agile to shifting demands and community safety needs
- championing collaborative approaches to promote outcomes for vulnerable people and enhance social cohesion, and community safety
- building upon organisational learnings and experience from the COVID-19 pandemic response to improve business continuity during future significant events
- promoting a workforce which is flexible, inclusive and diverse, to enhance engagement and performance
- empowering the workforce by investing in their safety, mental health and wellbeing, and by proactively developing organisational capabilities to keep pace with future challenges.

Disestablishment of the Public Safety Business Agency

During 2020–21, the Public Safety Business Agency (PSBA) provided professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the public safety agencies including Queensland Fire and Emergency Services (QFES), QPS and the Office of the Inspector-General Emergency Management (Office of the IGEM).

On 7 September 2020, the Queensland Government announced its intention to integrate the PSBA functions and staff into the public safety agencies of the QPS and QFES, as part of a wider strategy to structurally reform government statutory bodies and agencies and increase further efficiencies in the delivery of quality outcomes to the community of Queensland.

The disestablishment of PSBA, as per the *Administrative Arrangements Order (No.1) 2021*, was completed by 30 June 2021.

Queensland Government Air transferred to QPS on 23 April 2021 in line with the *Public Service Departmental Arrangements Notice (No.1 2021)*.

The apportioned functions and staff from areas including finance, human resources, information technology, procurement and capital works will officially transition from PSBA to QPS on 1 July 2021.

Please refer to PSBA's Final Report 2020-21 for more information at www.parliament.qld.gov.au.

Information security attestation

During the mandatory annual Information Security reporting process, the Commissioner attested to the appropriateness of the information security risk management within the QPS to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Service information security risk position.

Our partners

The QPS continued to foster strong relationships with its partners in the community, including the Queensland Police-Citizen Youth Welfare Association, Neighbourhood Watch Queensland and Crime Stoppers Queensland.

- **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 55 PCYC locations with 77 staff, comprising 73 sworn and 4 unsworn members working to manage and coordinate 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 enhance 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 enhancing home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 350 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 encourages the community to help make a difference in solving and preventing crime. It provides an avenue for the community 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 for investigation in the area where the crime is occurring.

The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, Crime Intelligence 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 in many of the 29 Volunteer Area Committees spread throughout the state.

During 2020-21, the QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity which resulted in:

- over 39,000 phone and more than 28,000 digital contacts from members of the public
- the apprehension of 1,011 people
- more than 4,440 charges being laid
- the confiscation of more than \$2.7 million worth of drugs
- the seizure of approximately \$660,000 in proceeds of crime.

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

- **Queensland Homicide Victims Support Group**

Queensland Homicide Victims Support Group (QHVSOG) delivers services to people who have lost a loved one to homicide and offers a truly unique service. For many living in the aftermath of homicide, healing is often accelerated by speaking with others who have 'been there too'. Each year, QHVSOG supports nearly 150 family members that experience first-hand the devastating effects of homicide. The Commissioner is the Patron of the QHVSOG and the group works closely with the QPS, liaising with families and providing first responder emotional support.

- **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 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 enhance community safety. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the local area. 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 330 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.

Action plans and strategies

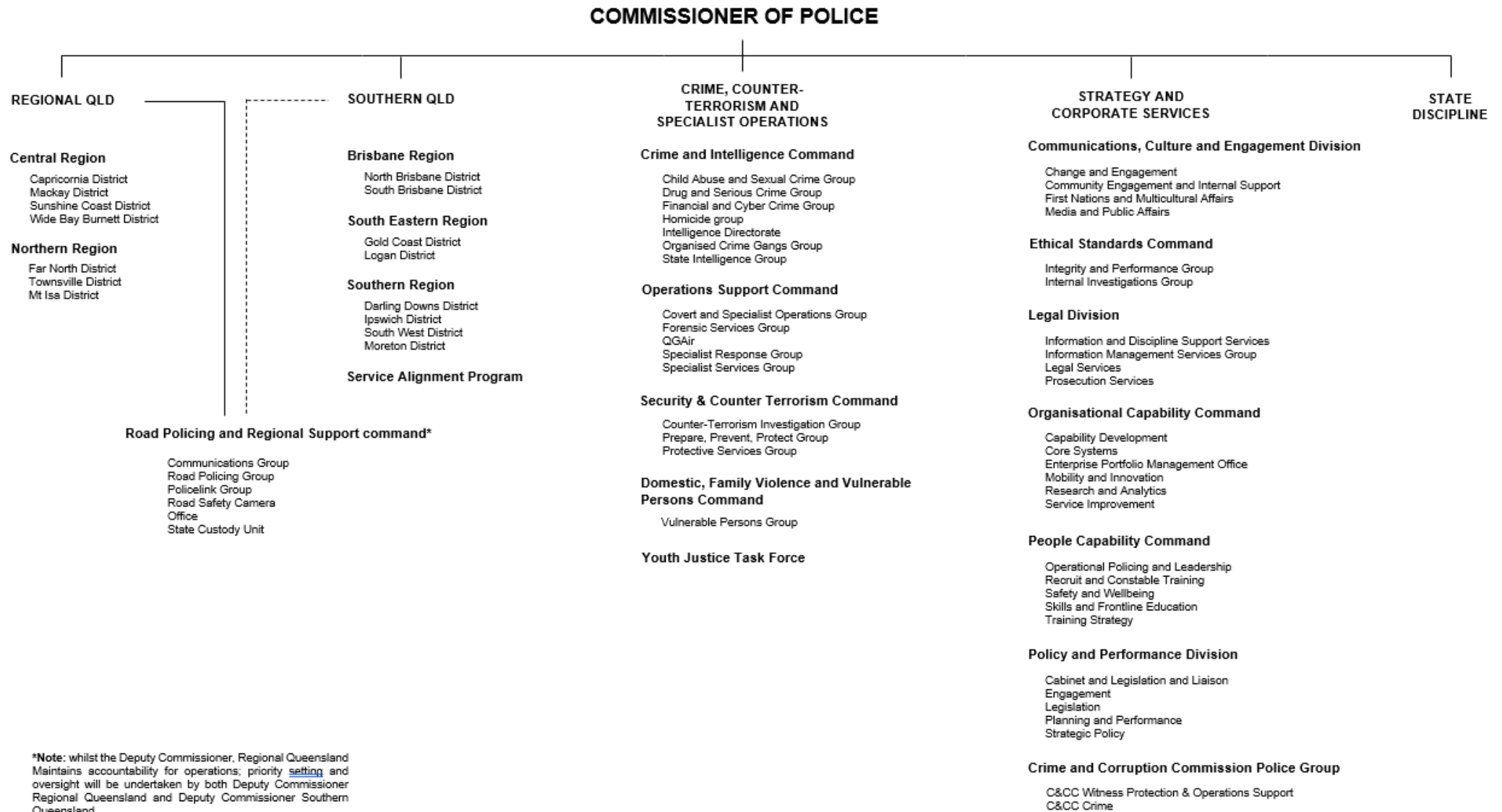
The QPS works collaboratively with various government departments, including the Department of Premier and Cabinet, Queensland Treasury, the Department of Children, Youth Justice and Multicultural Affairs, the Department of Justice and Attorney-General, to lead and/or contribute to whole-of-government action plans and strategies.

The QPS provides regular input into Queensland Government actions and plans including, but not limited to:

- Queensland Youth Justice Strategy (2019-21) and Action Plan (2019-2021)
- Queensland Youth Justice and Youth Engagement Charter Reporting (2020-21)
- Culture and Reconciliation and Moving Ahead
- Many Voices – Queensland Aboriginal and Torres Strait Islander Languages Policy Action Plan 2020-2022
- Disability Services Plan (2020-21)
- Queensland Government Regulator Performance Framework
- Sexual Violence Prevention Framework and Action Plan (2020-21)
- Domestic and Family Violence Strategy 2016-2026

The progress updates against the actions plans and strategies can be viewed on www.police.qld.gov.au.

Organisational structure



*Note: whilst the Deputy Commissioner, Regional Queensland Maintains accountability for operations; priority setting and oversight will be undertaken by both Deputy Commissioner Regional Queensland and Deputy Commissioner Southern Queensland.

Service Alignment Program

In late 2019, the Commissioner sought a detailed, independent assessment of strategic challenges and opportunities for the organisation. The QPS Strategic Review concluded in December 2019 with 22 recommendations made across seven themes:

1. People, culture, health and wellbeing – supporting an engaged workforce
2. Service delivery optimisation – an integrated service delivery model that respects local requirements
3. Balancing resources and demand – mechanisms intended to ensure resources are allocated equitably across the Service
4. Organisational performance management – implementing an approach that connects the organisation and unifies effort
5. Governance – supporting effective prioritisation and decision making
6. Importance of implementation – an improved, outcomes focussed orientation in delivering initiatives
7. PSBA – a customer-oriented delivery model better attuned to the needs of the QPS.

As of 30 June 2021, 14 of the 22 recommendations of the QPS Strategic Review have been implemented, five are in progress, and two are yet to commence. One recommendation will not proceed due to the disestablishment of PSBA (refer to page 13 for more information).

The Service Alignment Program (SAP) was established in January 2020 to implement the recommendations. There were 39 projects within the SAP tied to the 22 review recommendations. The objectives of the program are threefold:

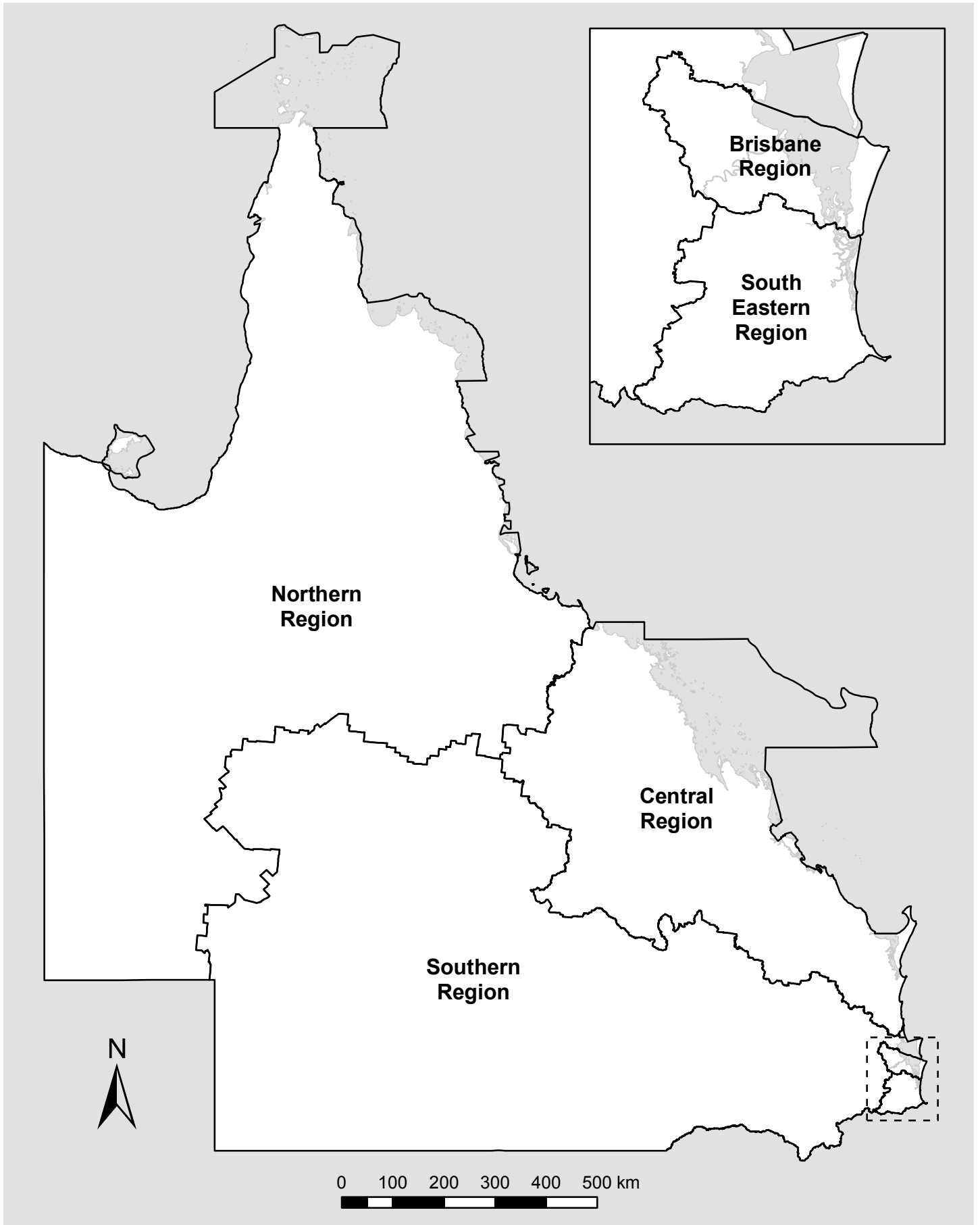
1. delivering effective, efficient and responsive policing services
2. a balanced focus on prevention, disruption, response and investigation
3. a connected and engaged workforce aligned to the QPS values.

One of the foundational initiatives for the program is the Service Delivery Redesign Project (SDRP) which began in early 2020 and will drive service delivery reform throughout the state. The pilot of the new service delivery model commenced in Moreton District in February 2021. In 2020-21, the SAP achieved significant milestones including:

- transitioning several formerly 'centrally functioned' groups (e.g. road policing units, district intelligence units, dog squads) to district control under a new partnership model, providing greater resources to district officers to respond to local problems by developing local solutions.
- a forensic review of the 'central' commands to ensure the right capabilities are being delivered and correctly resourced
- developing a resource and demand analytics dashboard, and demand and resourcing modelling dashboard to improve understanding of the current state and anticipated future state of demand to inform decision making
- developing and implementing the Central Panels Unit to increase transparency, accountability and consistency through the process of appointing sergeants and senior sergeants
- implementing a new organisational performance management framework to focus on a broad set of measures and data sets to support decision making
- implementing the new SOLVE (Severity, Opportunity, Likelihood, Vulnerability and Expectations) demand management framework to support the rollout of the Service Delivery Redesign Project

The SAP concluded on 30 June 2021 with current in-flight projects transitioning to business-as-usual. Assistant Commissioners and Executive Directors will continue to refine and find efficiencies in our structures, capabilities and resourcing. The SDRP will continue as a program, accompanied by aligned projects, to ensure the QPS has the right processes and systems in place to respond to increasing demand.

QPS Regions map



Locations

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

• Police facilities	340
• Police watchhouses	58
• Police neighbourhood beats, shopfronts and mobile police beats	73
• District offices	15
• Headquarters and regional offices	6
• Communication centres	14
• Police academies located in Oxley and Townsville	2
• Policelink located in Brisbane (Zillmere)	1
• Rapid Action and Patrol Groups (RAPS) 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 Unit, Forensic Crash Unit, Road Policing Unit, Prosecutions Corp and Water Police Unit. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state.

The PSBA, in consultation with QPS, was responsible for delivering minor and medium capital works and major capital investment projects on behalf of the QPS. In 2020-21, the QPS, in partnership with PSBA, delivered:

- Caboolture replacement watchhouse facility
- Coolum replacement police facility
- Sabai Island new Community Safety and Security facility
- Wacol new Counter Terrorism and Community Safety training Centre
- West End replacement police facility

For more information on capital works activities, refer to the PSBA Annual Report 2020-21 which is available at www.parliament.qld.gov.au.