



# Queensland Police Service

## Operational Plan 2024-25



## Operational Plan 2024-25

### Purpose of the Operational Plan

The Queensland Police Service (QPS) Operational Plan 2024-25 (operational plan) highlights our operational responses to address the key strategic risks and opportunities impacting our service delivery in 2024-25. The annual operational plan should be read in conjunction with the QPS Strategic Plan 2024-28.

The operational plan is informed by the:

- QPS 2024 Environmental Scan
- QPS Audit, Risk and Compliance Committee consultation and associated strategic risk reports
- Government election commitments
- QPS-related priorities in the Minister for Police and Community Safety Portfolio Priorities Statement
- QPS Strategic Plan 2024-2028.

The operational plan complies with the Agency Planning Requirements prepared by the Department of the Premier and Cabinet and the requirements of Division 2 of the *Financial and Performance Management Standard 2019*.



#### INTEGRITY

We are honest, trustworthy and serve the community with the highest standards of professional conduct at all times.



#### RESPECT

We treat everyone fairly and with dignity, embrace diversity, and consider and value all perspectives.



#### COURAGE

We hold each other to account and serve in the face of adversity.

### Acknowledgement of Country

The Queensland Police Service respectfully acknowledges First Nations peoples as the Traditional Owners and Custodians of Queensland. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their elders, past present and emerging.

## Levels of planning

The various levels within the QPS prepare operational plans to reflect actions to be undertaken at each level as they relate to the strategic direction established through the Strategic Plan. These levels are outlined below. For more information, see the QPS Guide to Strategic and Operational Planning 2024-25.

# QPS Levels of Planning



**OBJECTIVE:****HEALTHY AND ENGAGED WORKFORCE****Performance Indicators**

- *Employee and volunteer levels of agency engagement in relation to motivation, inspiration and pride*
- *Employee perception of leadership and a positive workplace culture that models ethical behaviour and promotes innovation*
- *Diversity of our workforce in line with QPS diversity targets*
- *Employees feel the organisation places a value on their health, safety and wellbeing*

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
1. Develop and implement the <i>QPS Suicide Management Framework</i> .		ED HW	31/12/2024	1.1, 1.4
2. Progress exploratory research into police desensitisation to DFV in partnership with Griffith University.		AC DFV&VPC	31/12/2024	1.2, 1.5
3. Respond to the Fitzgerald Commission of Inquiry into the Crime and Corruption Commission as it relates to the secondment of police officers.		ED HR	30/09/2024	1.5, 3.2
4. Continue to support and engage our people to create healthy, inclusive, safe and productive workplaces.		ED CCE	30/06/2025	1.1, 1.4, 1.5
5. Deliver the government election commitment of 2,025 more QPS personnel by 2025.	GC	ED HR	31/12/2025	1.2
6. Deliver an additional 400 of the 900 police personnel positions to meet increasing policing demands in serving communities and keeping Queenslanders safe.	CSPQ	ED HR	30/06/2025	1.2
7. Deliver a contemporary leadership capability program to meet the development needs of our members.		AC PCAP	30/06/2025	1.3, 1.5, 1.1, 1.4

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
8. Develop a Diversity Recruitment Strategy for police officer recruitment, in consultation with the Human Rights Commission (COIDFV – Recommendation 12).	CLC	AC PCAP	31/12/2024	1.2, 1.5, 1.1
9. Develop and embed cultural training to enhance cultural awareness and capability.		ED FND	30/06/2026	1.2, 1.5, 1.1
10. Continue delivery of the Injury Management Refresh Project to deliver improved health and wellbeing outcomes for ill and/or injured members. Emphasis on process optimisation.	CSIP	ED HW	30/06/2025	1.1, 1.4
11. Work with the Corporate Services Improvement team to ensure Health and Wellbeing services are reformed to enhance our capability and capacity to ensure our people receive the right support at the right time and in the right way.	CSIP	ED HW	30/06/2025	1.1, 1.4
12. Deliver and support communications that are QPS values based and inform our workforce on strategic, operational plans, and revised organisational plans.		ED CCE	30/06/2025	1.5, 1.3, 1.4
13. Develop and deliver contemporary human resource strategies, including leadership capabilities, to meet the needs and provide support for our volunteers.		CO MRQ	30/06/2025	1.1, 1.3, 1.4
14. Enhance SES training and skill maintenance system to support capability development, volunteer skills and safety.		CO SES	30/06/2025	1.2, 1.1, 1.4
15. Scope a program to improve SES recruitment and onboarding, including exploring a 'ready reservist' or 'associated member' model.		CO SES	30/06/2025	1.2, 1.1
16. Build frontline capacity to respond to DFV through enhanced coercive control, DFV leadership training and annual refresher training.		AC DFV&VPC	30/06/2025	1.2, 1.5, 2.1

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
17. Develop early intervention and prevention strategies and initiatives aligned with the Commission of Inquiry into the QPS responses to domestic and family violence (COIDFV).		AC ESC	30/06/2025	1.5, 1.1, 1.4, 2.1
18. Implement the Safe Driving Policy through training in driving skills that support both recruits and police officers in pursuit resolution, critical decision-making, tyre deflation devices and vehicle-specific training.		AC PCAP	30/06/2025	1.2, 1.3
19. Develop and implement a transformational plan to address widespread culture, values, and beliefs (Women's Safety and Justice Task Force Report 1 - Recommendation 31).		ED CCE	30/06/2025	1.5, 1.2, 2.1

**OBJECTIVE:**  
**COMMUNITY SAFETY**

**Performance Indicators**

- *Public perception of safety*
- *Rate of crime victims and repeat crime victimisation*
- *Rate of personal safety, property security and offences against good order cleared within 30 days*
- *Rate of road crash fatalities and hospitalisations*
- *Rate of domestic and family violence related offences*
- *Proportion of youth reoffending*
- *Percentage of proceedings where offenders were offered and accepted a diversion option*

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
1. Continue the delivery of the Queensland Gangs Exit Program (Exit) in facilitating the disaffiliation from gangs by former and prospective members, supporting their rehabilitation through mentoring, mental health support, skill enhancement, job ready training, and obtaining sustainable employment.	CSPQ	AC CIC	30/06/2025	2.2
2. Support implementation and monitoring of the Fourth Action Plan (2022-23 to 2025-26) of the <i>Domestic and Family Violence Prevention Strategy 2016-2026</i> .	PPS	ED PPD	31/12/2026	2.1, 2.2, 2.3, 3.2
3. Implement the <i>Domestic and Family Violence Process Improvement Program</i> .	ELT	AC DFV&VPC	30/06/2025	2.1, 2.2, 2.3, 1.2, 1.5
4. Coordinate the implementation of recommendations from the COIDFV that contribute to systemic reform.	CLC	DC RS	31/12/2026	2.1, 2.2, 1.2, 1.5
5. Develop innovative actuarial analytical tools to better identify at-risk victims and disrupt DFV offending.		AC DFV&VPC	31/12/2024	4.1, 2.3, 2.1
6. Trial the use of video statements of aggrieved in DFV matters and assess trial outcomes for rollout.	SLI	AC DFV&VPC	30/06/2025	4.2, 2.2, 2.1

Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
7. Coordinate the implementation of key recommendations from the Women's Safety and Justice Taskforce <i>Hear her Voice</i> – Reports 1 and 2.		DC RS DC SO	30/06/2025	2.1, 2.2, 2.3, 4.1, 1.2
8. Continue to integrate the Person-Centred Review dashboard into statewide use and evaluate capabilities.		AC DFV&VPC	30/06/2025	2.1, 2.2, 2.3, 4.1
9. Enhance the capability of frontline members to ensure that the person most in need of protection is identified and responded to appropriately.		AC DFV&VPC	30/06/2026	4.1, 2.1
10. Contribute to Operation Unison – Extreme High Visibility Policing and Police Liaison Officer High Visibility Proactive Patrols.		DC ROYC	30/06/2025	2.2
11. Implement and support the expansion of Jack's Law wandering trial, encompassing all safe night precincts and public transport vehicles, hubs and infrastructure, to detect weapons and combat violence across Queensland.	CSPQ	DC ROYC	30/04/2025	2.2, 2.3
12. Continue to support activities to decrease the rate of road crash fatalities and hospitalisations through road safety operations and campaigns in conjunction with external partners.	GO	AC RPRSC Regional ACs	30/06/2025	3.2
13. Continue the road safety anti hooning trial, including camera trailers, and undertake an evaluation.		AC RPRSC	30/06/2025	2.2, 2.3
14. Continue the statewide roll-out for the Towing Scheme for Victims of Property Crime to ease the financial burden on victims of crime and ensure owners are repatriated with their vehicles as soon as possible.		AC RPRSC	30/06/2025	3.3, 3.1, 2.1



Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
15. Deliver the <i>Cyber Crime Strategy 2021-25</i> to prevent, disrupt, respond to and investigate cybercrime and deliver key initiatives to ensure a safe and secure Queensland community.	ELT	AC CIC	30/06/2025	2.2
16. Continue to implement the <i>QPS Sexual Violence Response Strategy</i> and recommendations from the Women's Safety and Justice Taskforce <i>Hear her Voice</i> Report 2.		AC CIC	30/06/2025	2.2, 2.1
17. Conduct extensive research and implement the Total Harm Risk evaluation tool (THRet) to respond to the management of registered child sex offenders and further crime types.		AC CIC	30/06/2025	2.2, 2.1, 2.3
18. Continue development and implementation of the School Support Officer Program across the QPS to support early identification and intervention for young people at risk of victimisation.	GC	ED CCE	1/11/2024	2.2, 3.1
19. Respond to recommendations from the Inquiry into Serious Vilification and Hate Crimes.		ED CCE	30/06/2025	2.2, 2.1, 2.3, 3.3
20. Deliver the Fast Track Sentencing Pilot in four Childrens Court locations to address delays in court proceedings through proactive case management of matters.	CSPQ	ED LD	30/06/2025	2.2, 4.3, 3.2
21. Support the National Firearms Register.		AC OSC	1/07/2028	3.1, 2.2, 4.1, 4.3
22. Establish the Youth Crime Taskforce as a permanent organisational entity.	CSPQ	AC YCTF	30/06/2025	2.3, 2.2, 4.1, 4.3

Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
23. Continue operational oversight of Taskforce Guardian, using intelligence driven modelling to inform deployments.		AC YCTF	30/06/2025	4.1, 2.3, 2.2
24. Support the expansion of Youth Co-Responder Teams to provide targeted and collaborative engagement with young people across all police districts, responding to at-risk youth, to prevent or reduce offending and increase community safety.	CSPQ	AC YCTF	30/06/2025	2.3, 2.2, 3.1
25. Finalise, publish and implement the <i>QPS Youth Crime Strategy 2024-2026</i> and associated action plans.		AC YCTF	30/06/2026	2.3, 2.2, 3.1
26. Support activities associated with <i>A Safer Queensland – Queensland Youth Justice Strategy</i> .		AC YCTF	30/06/2026	2.3, 2.2, 3.1
27. Contribute to the youth justice reform agenda by operationalising relevant legislative amendments in the <i>Queensland Community Safety Bill 2024</i> .		AC YCTF	30/06/2025	2.3, 2.2, 2.1, 4.3, 4.2, 3.1, 1.1
28. Implement and deliver proactive communication strategies to enhance awareness of community safety for the Queensland boating community.		CO MRQ	30/06/2025	3.3, 2.4
29. Expand the Project Booyah program to include the Bike School and Adventure Journey to improve support for vulnerable Queensland young people.	GC	ED CCE	30/06/2025	2.2, 3.2
30. Enhance digital communications to ensure ongoing coordination of SES in disaster and emergency response activities.		CO SES	30/06/2025	2.4

**OBJECTIVE:**

**ENGAGED AND TRUSTED RELATIONSHIPS**

**Performance Indicators**

- *Satisfaction of people who have had contact with police in the last 12 months*
- *Public confidence to contact the police to report domestic and family violence*
- *Rate of complaints against police*
- *Public perception of police integrity, including police professionalism, trust and confidence in police, police honesty, and fair and equitable behaviour*

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
1. Continue to participate in the whole-of-government Justice Policy Partnership work program and achieving Targets 10 and 11 under the National Agreement on Closing the Gap.		ED PPD	30/06/2025	3.1, 3.3, 2.2, 2.1
2. Support and contribute to the work of the Justice Reform Office to reduce demand across the criminal justice system.		ED PPD	30/06/2025	3.1, 2.2
3. Manage the QPS response to the Truth-telling and Healing Inquiry.		ED FND	31/12/2026	3.1, 3.3, 2.1
4. Implement the <i>QPS Reframing the Relationship Plan 2024-2027</i> .		ED FND	31/12/2027	1.2, 3.3, 3.2, 1.5, 2.1, 1.4, 4.3
5. Continue to implement DFV and Vulnerable Persons Units in partnership with other agencies to enhance an integrated response strategy in regional areas.	ELT	AC DFV&VPC	31/12/2024	3.1, 2.2, 2.1, 2.3, 3.3
6. Develop and implement culturally safe disaster management engagement activities to support resilience in discrete and Torres Strait communities. (Objective 5.3 <i>QPS Reframing the Relationship Plan 2024-2027</i> ).		AC EMCC	30/06/2025	2.1, 3.3, 2.2

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
7. Continue collaboration with the University of Queensland through the <i>Identifying Effective Diversionary Practice: An Exploration of Policing, Legal and Youth Justice Responses to Youth Crime</i> Project (Phase 2) to assist with delivering effective and responsive policing and community safety services.		AC CIC	31/10/2024	3.1, 2.2, 2.3
8. Develop and implement partnerships with other intelligence capabilities to identify best practice and develop new ways of preventing crime, reducing harm, building resilience and delivering intelligence services.		AC CIC	30/06/2025	3.1, 2.2
9. Work in partnership with key agencies to deliver on recommendations and actions from the government response to the <i>Youth Justice Reform Select Committee</i> and the <i>Community Safety Plan for Queensland</i> .	CSPQ	AC YCTF	30/06/2025	2.3, 2.2, 2.1, 4.3, 3.1, 1.1
10. Partner with stakeholders to build capability and awareness within SES around diversity and inclusion.		CO SES	30/06/2025	3.2, 1.2
11. Work in partnership with key Queensland Security and Counter-Terrorism Committee agencies to build a protective security culture within the Queensland Government as part of the staged implementation of the <i>Queensland Protective Security Framework</i> .	PPS	AC SCTC	30/06/2025	3.1
12. Refine the Project Booyah RESPECT program to include a cultural assessment prior to delivery of the program for First Nations and culturally and linguistically diverse communities to ensure cultural appropriateness.		ED CCE	30/06/2025	2.2, 1.2, 3.2
13. Develop the security and safety arrangements for the Brisbane 2032 Olympic and Paralympic Games.		ED OPGG	30/06/2025	3.1

**OBJECTIVE:****EFFECTIVE AND EFFICIENT SERVICE DELIVERY****Performance Indicators**

- *Percentage of code 1 and 2 incidents attended within 12 minutes (Triple Zero calls only)*
- *Public satisfaction with police dealing with emergencies and disasters*
- *Percentage of disaster management training participants with enhanced capability*
- *Percentage of state-wide State Emergency Service volunteers that meet minimal operational training requirements*
- *Engagement levels for volunteers from the State Emergency Service*
- *Percentage of state-wide Marine Rescue Queensland Volunteers that meet the minimum training requirements*

**Key Activities:**

	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
1. Deliver modern, mobile and flexible policing across Queensland through the introduction of mobile police beat vans and a range of other police resources, including body-worn video cameras, integrated load-bearing ballistic vests and QLITEs, to meet Government strategic and operational priorities and local needs.	GC	AC OCC	30/06/2025	4.1, 4.2
2. Build Protective Services Group IT architecture to meet government security demands, including exploring expansion into new technologies to improve service delivery, including AI, e-invoicing and digitising Government identification cards.		AC SCTC	30/06/2025	4.1, 4.2
3. Plan and transition aircraft into the Aviation Capability Group fleet to enhance QPS aviation capability across the State.		AC OSC	01/09/2026	4.1
4. Coordinate implementation of recommendations from the Commission of Inquiry into DNA testing at Queensland Health Forensic and Scientific Services.		DC RS	31/12/2024	4.3
5. Continue to develop and implement enhanced Significant Event Reporting that harnesses lessons learned, with a focus on continual improvement to improve community satisfaction with police and enhance police legitimacy.		AC ESC	31/12/2024	4.3

Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
6. Develop a Blueprint and Roadmap to implement digital transformation within the QPS that will support frontline officers do their job successfully in the rapidly changing technological environment.		CDO DSD	30/06/2025	4.1, 4.2, 4.3
7. Develop the digital innovation framework that will enable the QPS to mature as a digital and data enabled organisation, including the necessary digital and data capabilities uplifts required.		CDO DSD	30/06/2025	4.1, 4.2, 4.3
8. Develop a suite of documents that drive data transformation across the Service, and optimise the use of data for informed decision-making, operational efficiency and improved service delivery.		CDO DSD	30/06/2025	4.1, 4.2, 4.3
9. Develop and implement a framework that enables the QPS to explore and maximise opportunities offered by emerging artificial intelligence capabilities.		CDO DSD	30/06/2025	4.1, 4.2, 4.3
10. Develop the foundations required to build a better understanding of demand at an enterprise and strategic level to enable enhanced foresight and data-enabled strategic decision making.		CDO DSD	30/06/2025	4.1, 4.2, 4.3
11. In line with the ICT Service Transition Interdepartmental Committee direction, implement the agreed Transition Roadmap or Plan.		CIO FDD	24/02/2025	4.2, 3.2
12. Explore and implement technical enhancements to operating systems to increase visibility of information, remove process complexity, and support victim survivor and perpetrator accountability.		CIO FDD	1/12/2025	4.1, 4.2, 2.3, 2.1
13. Progress the planned invitation to offer for the Client Management Program and commence an implementation planning study.		AC OCC	30/06/2025	4.2, 4.1
14. Finalise the backlog of firearm transfer forms prior to 30 June 2022, in the Weapons Licensing Management System.		AC OSC	31/12/2024	4.3

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
15. Design, develop and implement the new Weapons Licensing Management System.		AC OSC	31/12/2025	4.2
16. Support the development and delivery of the Budget Modernisation Program implementation plan.	CSIP	DCE SCS	30/06/2025	4.2, 4.1, 4.3
17. Establish a sentiment analysis and reporting platform to better inform the QPS on key policing and community issues.		ED CCE	30/06/2025	4.2, 4.1
18. Explore the use of data insights to enhance the frontline response to DFV.	SLI	ED PPD	30/06/2025	4.1, 2.3, 2.1
19. Develop a business case for the Digital Evidence Capability Program.		AC OSC	31/10/2024	4.2
20. Deliver a new QPS Fleet Management System.		AC OCC	30/06/2025	4.2, 4.1
21. Undertake an evaluation of Taskforce Guardian operations and impacts.		AC CIC	30/06/2025	4.1, 4.3
22. Deliver a new QPS Interview Recording System.		AC OCC	30/06/2025	4.2
23. Undertake a discovery phase for a new digital solution for the Queensland Disaster Management Platform to optimise business processes, enhance information sharing to improve service delivery.		AC EMCC	30/06/2025	4.2, 4.3, 3.1

Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
24. Establish the State Disaster Management Plan and Disaster Management Guidelines Review and Renewal Framework and complete stakeholder consultation and engagement.		AC EMCC	30/06/2025	4.3, 3.2
25. Scope the procurement of a new Queensland Disaster Management Public Information and Warnings platform to enable effective and accessible community safety messaging services.		AC EMCC	30/06/2025	4.2, 3.3, 2.2
26. Progress a new self-service application and management system for police recruiting to streamline and automate the application journey, improve the applicant experience, and maintain appropriate governance and real time reporting.		AC PCAP	31/12/2026	4.2
27. Deliver processing improvements under the <i>Transport Operations (Road Use Management) Act</i> and <i>State Penalties Enforcement Act</i> through the Image and Infringement Processing System.		AC RPRSC	30/06/2025	4.3, 4.2
28. Review the suitability of the QPS Stolen Property Investigation and Recovery System (SPIRS) to determine if it is still fit for purpose, including consideration of options for an improved system of tracking stolen second hand goods ( <i>Inquiry into scrap metal theft – Recommendation 4</i> ).		AC CIC	30/06/2025	4.3, 4.2
29. Revise the QPS Intelligence Doctrine to outline an aspirational intelligence model for the service, contributing to the delivery of effective and responsive policing and the targeting of serious and repeat offending behaviours.		AC CIC	30/06/2025	4.1
30. Implement the recommendations of the Intelligence Capability Assessment and Uplift Project to ensure the intelligence capability is positioned to deliver valuable insights for decision makers to support frontline service delivery for the Queensland community.		AC CIC	30/06/2025	4.1
31. Provide ongoing intelligence and evaluation support of Operation Whiskey Legion (OWL).		AC CIC	30/06/2025	4.1



Key Activities:	KEY	RESPONSIBLE OFFICER	COMPLETION DATE	STRAT PLAN ALIGNMENT
32. Develop and implement enhanced service delivery for the Queensland boating community through Marine Rescue Queensland to improve safety on or near the water across the State.		CO MRQ	30/06/2025	4.3, 2.4, 3.3
33. Implement and deliver a fully integrated operational system through Noggin to provide our members and volunteers in MRQ with a better way to manage operational information including information from the boating community to enhance community safety on or near the water.		CO MRQ	30/06/2025	4.2, 4.1, 2.4, 1.4
34. Plan and deliver vessels required to provide MRQ with the necessary capability to deliver marine rescue and disaster management responses across the State.		CO MRQ	30/06/2025	4.1
35. Progress the infrastructure program of works as per the 2020 QPS Government Election Commitments.	GC	AC OCC	30/06/2025	4.1, 3.3
36. Oversee the implementation of the Queensland Audit Offices <i>Regulating Firearms Report</i> .	CLC	AC OSC	31/08/2025	4.3, 4.2
37. Establish the interim police aerial support capability as a permanent capability in Townsville.		AC OSC	30/06/2025	4.1, 2.2, 2.3, 3.3
38. Deliver interim capabilities with helicopters for Far North Queensland and Wide Bay/Sunshine Coast and enhanced drone capability in priority regions across Queensland.	CSPQ	AC OSC	30/06/2025	4.1, 2.2, 2.3, 3.3

<b>Key Activities:</b>	<b>KEY</b>	<b>RESPONSIBLE OFFICER</b>	<b>COMPLETION DATE</b>	<b>STRAT PLAN ALIGNMENT</b>
39. Modernise and upgrade the network of watchhouses to improve safety and security for all detainees and staff.		AC OCC	30/06/2025	4.2, 1.1
40. Procure and deliver 1000 state of the art Taser 10's to the frontline to enhance policing capabilities which may also reduce the need for lethal force in some high-risk situations.	CSPQ	AC OCC	30/06/2027	4.1
41. Complete the transition and embed SES within QPS.		CO SES	31/12/2024	4.2, 4.3, 3.2, 1.4
42. Enhance severe weather preparedness to ensure SES is best placed to deliver effective emergency response.		CO SES	30/06/2025	4.1, 4.2, 4.3

<b>KEY*</b>					
<b>GO</b>	Government Objectives for the Community	<b>PPS</b>	Portfolio Priorities Statement	<b>ELT</b>	Executive Leadership Team input
<b>GC</b>	Government Commitment	<b>CLC</b>	Charter Letter Commitment	<b>SLI</b>	Senior Leaders input
<b>CSIP</b>	Corporate Services Improvement Program	<b>CSPQ</b>	Community Safety Plan for Queensland		

## Context of the Operational Plan 2024-25

The policing environment is dynamic, and we must remain agile in our responses. For this reason, operational plans are 'living documents' and are reviewed quarterly. Therefore, although some specific key activities scheduled for 2024-25 are already included for reporting, there may be changes in the activities included in quarterly reports over the 12 months.

## Strategic Plan

In the QPS Strategic Plan 2024-2028 (see below), we articulate what we are striving to achieve through our strategic objectives, outlining our strategies and performance indicators. The Strategic Plan also outlines our key strategic risks and opportunities.

## Government's objectives for the community

The Queensland Police Service supports the Government's objectives for the community:

- **Good jobs:** secure jobs in our traditional and emerging industries
  - Investing in skills
- **Better services:** Deliver even better services right across Queensland
  - Backing our frontline services
  - Keeping Queenslanders safe
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow
  - Honoring and embracing our rich and ancient cultural history

## Our service areas

Our services to the community are represented by the following service areas (as reported in the Service Delivery Statement):

### **Police and community safety:**

To keep the people, places and communities of Queensland safe through excellence in policing and community safety services.

### **State Emergency Service:**

To prepare for and respond to disaster events and emergencies ensuring the safety of all individuals and communities affected.

### **Marine Rescue Queensland:**

To deliver community safety in Queensland by preparing for and responding to maritime search and rescue incidents and disaster events at sea, ensuring the safety of all individuals and communities.

## **Our commitment to Queensland's disaster management arrangements**

The QPS continues to support the Queensland Disaster Management Arrangements (QDMA) whilst aligning to prevention, preparedness, response and recovery activities to ensure communities are supported when faced with disaster events.

## **Our Human Rights commitment**

The Queensland Police Service is committed to respecting, protecting and promoting human rights in our decision-making and actions.

## **Reporting on the QPS Operational Plan 2024-25**

Relevant areas of the Service will be required to provide information about actions and outcomes undertaken in support of the Strategic Plan objectives and strategies. Responsible executive officers will be accountable to their respective Deputy Commissioner and through their Senior Executive Officer's Performance Agreement. Progress will also be monitored by the Board of Management through the QPS Quarterly Report. The Minister will be provided with a progress report on request, as required, under the Financial and Performance Management Standard 2019.

Planning and Strategic Performance coordinate the data collection for the QPS Quarterly Reports. If you have any questions in relation to the QPS Operational Plan, please contact the Planning Team, Planning and Strategic Performance, on 3364 6966 or email [QPS.Planning@police.qld.gov.au](mailto:QPS.Planning@police.qld.gov.au).



# Queensland Police Service Strategic Plan 2024-28

## Our Values



**INTEGRITY**  
We are honest, trustworthy and serve the community with the highest standards of professional conduct at all times.



**RESPECT**  
We treat everyone fairly and with dignity, embrace diversity, and consider and value all perspectives.



**COURAGE**  
We hold each other to account and serve in the face of adversity.

## Our Vision

A safer and more resilient Queensland

## Our Purpose

To keep the people, places and communities of Queensland safe through excellence in policing and community safety services

The Queensland Police Service is responsible for the functions of:

- Policing and community safety
- State Emergency Service
- Marine Rescue Queensland



## Acknowledgement of Country

The Queensland Police Service respectfully acknowledges First Nations peoples as the Traditional Owners and Custodians of Queensland. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their elders, past present and emerging.

## Our Human Rights Commitment

The Queensland Police Service is committed to respecting, protecting and promoting human rights in our decision-making and actions.



## Our objectives:



### Healthy and engaged workforce

Build an engaged and capable workforce with health, safety and wellbeing of our people a priority.



### Engaged and trusted relationships

Provide better services through connected and trusted relationships.



### Community safety

Deliver effective and responsive policing and community safety services, ensuring our communities are safe and feel safe.



### Effective and efficient service delivery

Deliver transformational reform, informed by insights, to innovate and strengthen our capability to deliver community safety services.

## Opportunities

Leveraging integrated service responses, innovative partnerships and co-design solutions to solve complex community issues.

Optimising recommendations to drive reform and build an inclusive and diverse culture.

Delivering evidence-based services to support our community with a focus on victim-centric and trauma informed responses.

Embracing innovative digital solutions, while balancing community expectations around transparency, privacy and ethics.

Building a highly skilled, resilient workforce enhancing our capabilities to meet future demand.

## Risks

Delivering contemporary services in the context of growing demand, changing priorities and evolving community needs.

Responding to extreme weather events and ability to prepare for the broader impacts of a changing climate.

Declining community trust and confidence in the integrity and professionalism of police.

Threats posed by the rapid advancement of technology enabled crime.

Addressing complex issues impacting our workforce including safety, wellbeing and mental health matters.





## How we plan to deliver our objectives:



### Healthy and engaged workforce

Build an engaged and capable workforce with health, safety and wellbeing of our people a priority.



#### Strategies

- 1.1** Keep our people safe and feeling supported.
- 1.2** Grow a capable workforce that represents and understands the community we serve.
- 1.3** Develop authentic leaders who empower and engage our people.
- 1.4** Support a connected workforce who are collaborative, innovative and resilient.
- 1.5** Strengthen our culture to better reflect our values.

#### Performance indicators

- Employee and volunteer levels of agency engagement in relation to motivation, inspiration and pride
- Employee perception of leadership and a positive workplace culture that models ethical behaviour and promotes innovation
- Diversity of our workforce in line with QPS diversity targets
- Employees feel the organisation places a value on their health, safety and wellbeing



### Community safety

Deliver effective and responsive policing and community safety services, ensuring our communities are safe and feel safe.



#### Strategies

- 2.1** Provide culturally safe, victim-centric and trauma informed practices to support victims.
- 2.2** Prevent harm, build resilience and reduce demand through contemporary problem solving approaches.
- 2.3** Target serious and repeat offending behaviours.
- 2.4** Leverage our volunteers to deliver community safety responses that complement and build on existing capability.

#### Performance indicators

- Public perception of safety
- Rate of crime victims and repeat crime victimisation
- Rate of personal safety, property security and offences against good order cleared within 30 days
- Rate of road crash fatalities and hospitalisations
- Rate of domestic and family violence related offences
- Proportion of youth reoffending
- Percentage of proceedings where offenders were offered and accepted a diversion option



### Engaged and trusted relationships

Provide better services through connected and trusted relationships.



#### Strategies

- 3.1** Build and enhance partnerships to develop new ways of preventing crime, reducing harm, building resilience and delivering services.
- 3.2** Deliver community safety through strong and trusted partnerships.
- 3.3** Nurture and strengthen our relationships with Queensland communities.

#### Performance indicators

- Satisfaction of people who have had contact with police in the last 12 months
- Public confidence to contact the police to report domestic and family violence
- Rate of complaints against police
- Public perception of police integrity, including police professionalism, trust and confidence in police, police honesty, and fair and equitable behaviour



### Effective and efficient service delivery

Deliver transformational reform, informed by insights, to innovate and strengthen our capability to deliver community safety services.



#### Strategies

- 4.1** Enhance our capability and capacity to ensure the right resources are in the right place, at the right time.
- 4.2** Accelerate the adoption of digital, alongside other innovative approaches, to improve service delivery.
- 4.3** Optimise business processes to support the delivery of contemporary community safety services.

#### Performance indicators

- Percentage of code 1 and 2 incidents attended within 12 minutes (Triple Zero calls only)
- Public satisfaction with police dealing with emergencies and disasters
- Percentage of disaster management training participants with enhanced capability
- Percentage of state-wide State Emergency Service volunteers that meet minimal operational training requirements
- Engagement levels for volunteers from the State Emergency Service
- Percentage of state-wide Marine Rescue Queensland volunteers that meet the minimum training requirements

The Queensland Police Service supports the Government's objectives for the community



**Good jobs:** Good, secure jobs in our traditional and emerging industries



**Investing in skills**



**Better services:** Deliver even better services right across Queensland



**Backing our frontline services**



**Keeping Queenslanders safe**



**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow



**Honouring and embracing our rich and ancient cultural history**

