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Beat Policing: A Case Study

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notes*

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INTRODUCTION

This paper presents the key findings of the Criminal Justice Commission's (CJC) evaluation of the Toowoomba Beat Policing Pilot Project. The project – a joint initiative of the Queensland Police Service (QPS) and the CJC – was set up in May 1993 to trial a new method of delivering policing services to urban communities. In this paper we:

- briefly describe the project
- outline the key issues considered in the evaluation
- present the results of the evaluation
- identify what we learned from the project.

AN OVERVIEW OF THE PROJECT

WHAT IS BEAT POLICING?

The aim of beat policing is to make individual police officers primarily responsible for the policing of a designated geographical area, or "beat". Beat officers are assigned to their areas on a long-term basis and work out of an office located in the beat. They patrol on foot wherever possible, use their local knowledge to decide when and where to patrol, and employ proactive strategies to address the underlying policing problems of their beats.

Table 1 summarises the main differences between the beat policing approach and the conventional "reactive patrol" model which is used in most of Queensland.

THE TOOWOOMBA PROJECT

Toowoomba is a provincial city with a population of around 84,000, located about 100 kilometres west of Brisbane in the Southern Region of the QPS. For the purposes of the pilot, two beats were established

within the city, each covering an area of approximately 1.5 kilometres by 1.5 kilometres and each containing about 5,000 residents. The location of the beats was determined after assessing which parts of Toowoomba had higher demands for policing services.

A senior constable was assigned to each beat for the duration of the two-year pilot phase of the project. Each officer and his family were provided with a residence located within the officer's beat area. The residence had an office attached which functioned as a "mini" police station and a point of contact for local residents. The beat officers were required to:

- answer calls for service in their beats whenever possible
- focus on solving policing problems in their beats
- follow-up calls for service in order to provide feedback
- when practical, investigate criminal incidents.

The officers were provided with motorbikes, but were expected to patrol predominantly on foot. It was up to the officers to determine what hours they worked, although they tended to work primarily during the

TABLE 1: COMPARISON OF CONVENTIONAL AND BEAT POLICING MODELS

	Conventional Policing Model	Beat Policing Model
Basic Organisational Unit	The division	The "beat"
Size of Unit	Suburb or town; up to 50-60,000 residents	Small enough for a single officer to patrol (around 4-5,000 residents)
Standard Patrol Method	Motorised patrols by pairs of officers	Foot or bicycle patrols by single officer
Assignment of Officers	Officers are not assigned to any particular location; they may work anywhere within the division depending on the task or shift	Officer assigned to the beat on a long-term basis, to promote sense of "ownership"
Operating Base	The divisional station	Office or residence within the beat
Rostering	Determined by the divisional station	Beat officer determines when he or she works, based on his or her perception of the needs of the area
Policing Emphasis	Responding to calls for service; random patrolling	Problem solving; preventive activities; responding to calls for service; focused patrolling
Primary Information Sources	Reliance primarily on division and district level analysis of crime and police intelligence reports	Access to standard information sources, but also strong emphasis on officer's local knowledge and "intelligence" provided by local community
Performance Measures	Response times; clearance rates	Successful problem solving; community involvement and satisfaction

day. When the officers were not on duty, calls from within the area were generally attended to by officers from the local station, unless the caller indicated that he or she was willing to wait until the next day to see the beat officer.

The beat officers were selected because of their ability to exercise control and responsibility, their interpersonal skills, and their commitment to experimenting with a different style of policing. Four relief beat officers were also chosen from the general duties staff at Toowoomba station on the nomination of senior officers at the station. Use of relief beat officers was aimed at ensuring that the beats would continue to be "policed" in the same way whenever the beat officers were away. The relief beat officers also came to play an important role in providing information and experiences about beat policing to general duties officers at the local station.

All officers involved in the project were trained prior to the commencement of the project. Their training covered topics such as the concept of beat policing, relevant legislation, dispute mediation and problem solving.

THE EVALUATION PROCESS

THE EVALUATION QUESTIONS

The key questions addressed in our evaluation were:

- How aware were beat area residents of the beat policing project? Were they able to easily get in contact with the beat officers?
- Were significant community policing problems identified and solved by the beat officers?
- Did the project make beat area residents more satisfied with the level of service provided by the police? Were beat area residents more willing to report offences?
- Was there any impact on the level of crime in the beat areas?
- Did the establishment of the project make residents in the beat areas feel safer?
- Did the project promote job satisfaction amongst the beat officers?

To measure changes in the beat areas, we chose four comparison areas in other parts of Toowoomba. These areas continued to receive conventional policing services. The use of comparison areas

provided us with a way of establishing whether any changes identified in the beat areas could be attributed to the Toowoomba project, or were more likely due to factors common to Toowoomba as a whole.

DATA SOURCES

The main data sources which were used for the evaluation were:

- *Community Surveys.* Two community surveys were undertaken: the first was conducted in April 1993, immediately prior to the commencement of the project, and the second was conducted approximately one year later, in June 1994. Both times, we arranged for a market research company to interview 200 residents in each of the beat areas and 100 residents in each of the comparison areas (a total of 800 respondents). The surveys asked questions about such matters as respondents' experiences of crime, willingness to report offences to the police, perceptions of fear and risk of crime, and satisfaction with police performance.
- *Service Users Survey.* A survey of users of policing services was conducted in December 1993. A total of 191 interviews were conducted, consisting of 91 callers in the beat areas whose calls had been attended to by a beat officer and 100 callers from the comparison areas whose calls had been handled by general duties officers. The survey asked about the quality of service that the callers had received.
- *Calls for Service Data.* These data consisted of information on residents' requests for police assistance made via the '000' emergency number, or directly to the Toowoomba Police Station. The calls for service data used in this evaluation were for the period May 1993 to January 1995. Over this period, there were more than 25,000 calls recorded for Toowoomba.
- *Interviews.* Interviews were conducted with several key stakeholders in the Toowoomba project, including senior police management, police supervisors, beat officers and general duties officers from Toowoomba station. Interviewees were asked about the performance of the project, problems in its operation, and the way in which the beat officers worked.

- *Documents.* We also examined various documents, such as rostering sheets, patrol logs and beat office records, to assess the type of work and activities that general duties and beat officers performed.

EVALUATION FINDINGS

AWARENESS OF THE PROJECT

A year after the Toowoomba project began, residents in the beat areas were surveyed to find out what they knew about the project (see Figure 1). The results of the survey showed that awareness of the project among respondents living in the beat areas was very high, but knowledge of project features was lower. Eighty-six per cent of beat area respondents reported that they had heard about the project, but fewer respondents were clear about the exact boundaries of the beat areas. For example, 20 per cent who lived in a beat area believed their residence to be outside the area, while 14 per cent said they did not know if their residence was within the beat boundaries. The beat office and beat officer were not as visible as we had expected, with 46 per cent of respondents reporting they knew the location of their local beat office and only 34 per cent saying they would recognise their beat officer.

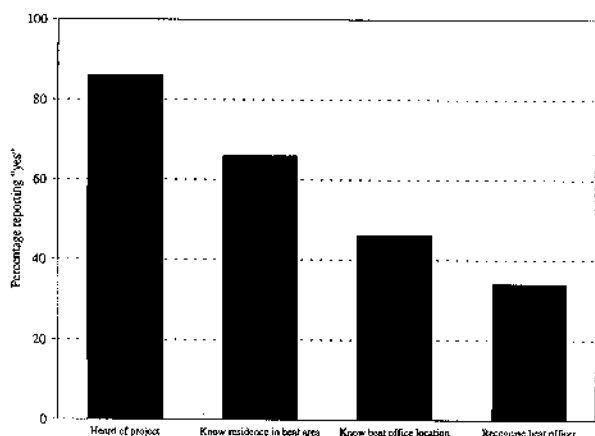


FIGURE 1: AWARENESS OF PROJECT AMONGST BEAT AREA RESPONDENTS

Source: Community Survey (1994).

Notes:

1. Respondents were asked: 'Have you heard of the Beat Policing Project in Toowoomba?'; 'Can you tell me if your residence here is in a Beat Policing Area?'; 'Do you know where your local Police Beat office is?'; 'Would you recognise your local Beat Area Police Officer?'
2. n=400 for each item.

Respondents were also asked if they had tried to contact their local beat officer. Of the 11 per cent of beat area respondents who had tried to get in touch with a beat officer, only two respondents reported that the officer had been difficult to contact.

PROBLEM SOLVING IN THE BEAT AREAS

The project was designed to encourage problem solving by the beat officers. The officers were expected not just to react to calls for assistance, but to tackle the underlying causes of some of the policing problems they encountered. This emphasis on problem solving was promoted by:

- giving the officers time to tackle problems
- building up the officers' sense of "ownership" of their beats
- enabling the officers to acquire local knowledge to assist in the identification of problems.

Throughout the project, problem solving was viewed by the beat officers as an important policing strategy. As one officer put it, 'I'm not just a police officer turning up and doing a bandaid approach . . . I can fix things instead of just putting a bandaid on and just cover until next time'. Involvement in problem solving was seen by management, supervisors, beat officers and their reliefs as a key difference between the activities of the beat officers and the general duties officers. A typical comment provided in the interviews was:

. . . a beat officer probably does the same sorts of jobs. It's just that the beat area officer is afforded the opportunity to go back and see them . . . if there's a problem there [he has the opportunity to] try and resolve the problem . . . whereas the general duties police officer goes from job to job and probably doesn't go back to the same job twice.

An analysis of weekly activity schedules for one beat showed that, in the first 12 months of the project, the officer concerned spent up to 26 per cent of his total working week on what he defined as problem solving. There were only eight weeks out of 54 in which no problem solving activities were recorded. By comparison, when we examined the patrol logs of general duties officers in Toowoomba for a typical week, we found no evidence of any involvement in problem-solving activities.

We found that the beat officers were successful in attacking the "cause", rather than just the symptoms, of some of the problems in their beats. Successful initiatives included: lowering the incidence of

property damage and vandalism in local schools during a holiday period; reducing calls for service from a number of problem addresses; and resolving traffic problems of concern to residents. The two case studies summarised below illustrate the types of problem-solving undertaken by the officers.

BEAT RESIDENTS' SATISFACTION WITH POLICE

The Toowoomba project was designed to provide a more personalised policing service in the beat areas through:

- providing each beat with a local full-time officer
- making that officer accessible and recognisable to the beat residents
- providing the officer with time and opportunities to respond to community concerns and interact with residents.

In the Service Users Survey, we asked residents who had contacted the police several questions about the quality of the service they had received and their levels of satisfaction. We found that respondents whose calls were handled by a beat officer were more likely to have been informed about matters such as the estimated time of arrival of the police, and to have been given feedback on the outcome of the action taken by police (see Figure 2).

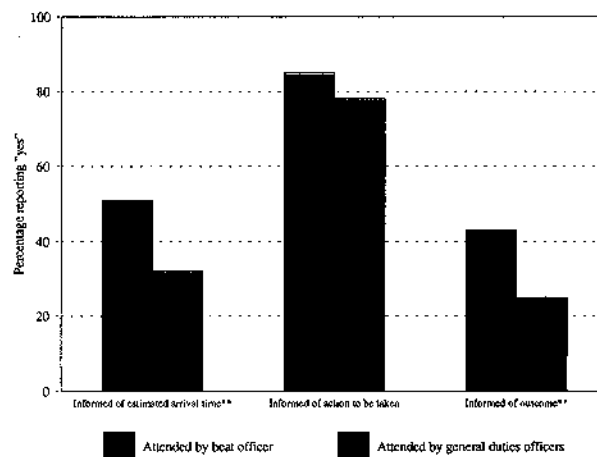


FIGURE 2: PROVISION OF INFORMATION BY OFFICERS TO CALLERS

Source: Service Users Survey (1993).

Notes:

1. Respondents were asked: 'Did the police tell you how long it would take for them to arrive?'; 'Did they tell you what they would do in response to your call?'; 'Did the police ever tell you what eventually happened?'
2. Ninety-one respondents were surveyed about the beat officers and 100 were surveyed about the general duties officers. "Informed of estimated time of arrival" figure excludes 46 cases where the respondent went directly to the police station, the police did not arrive, or the respondent replied 'don't know'. "Informed of action to be taken" figure excludes nine respondents who did not recall or gave no response. "Informed of outcome" figure excludes seven respondents who did not recall or gave no response.
3. ** indicates statistically significant at the 0.05 level.

Respondents from the beat areas also rated beat officers as more responsive to their problems. Overall, as shown in Figure 3, more respondents

Problem Solving: Case Study 1

Background

In a relatively low income area, there was a small run-down shopping centre complex. Several shopkeepers reported to the beat officer that they were regular victims of break and enter offences and shop-lifting. They were becoming quite disgruntled with the frequency of the incidents. Analysis of police records confirmed that police were regularly attending this shopping complex.

Officer Response

The beat officer patrolled the shopping centre. This gave him the opportunity to observe the shopping centre and the surrounding area.

Nature of Problem

The officer identified a number of problems: inadequate security and lighting; bad design of the complex; and the presence of a video store and a bottle shop open late at night.

Strategy

1. The officer negotiated with the video store to reduce its opening hours.
2. The officer discussed the possibility of jointly employing a private security guard with the owners of the video store and bottle shop.
3. The officer approached the owner of the shopping complex about implementing some design changes. The owners were not interested.
4. The officer went around the shops, discussing various strategies to improve security.
5. The beat officer increased his patrolling of the centre for a limited period.

Outcome

Various security measures were taken by the stores. Shopkeepers reported that shoplifting and other stealing offences have declined.

(94%) were satisfied with the service they received from the beat officers than were respondents who had been attended to by general duties officers (83%).

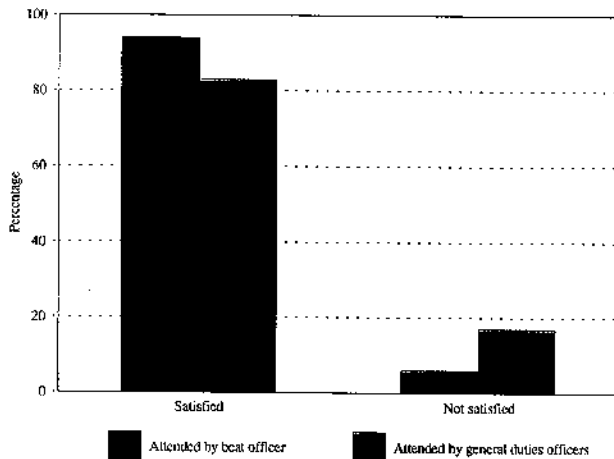


FIGURE 3: CALLERS' SATISFACTION WITH SERVICE RECEIVED

Source: Service Users Survey (1993).

Notes:

1. Respondents were asked: 'Overall, were you satisfied with the way in which the police handled the incident?'
2. Figure excludes five respondents who did not recall or gave no response.
3. Figure statistically significant at the 0.05 level.

The Community Surveys also showed that within the beat areas the project improved community attitudes towards, and confidence in, the QPS generally. In the first 12 months of the project there was a significant increase in the proportion of residents in the beat areas who thought that the police in general (not just the beat officers) were doing a good job on:

- working with residents to solve local problems (increased from 44% in 1993 to 61% in 1994)
- dealing with problems of concern to the neighbourhood (from 41% to 55%)
- preventing crime (from 44% to 54%)
- keeping order on the streets (from 50% to 62%).

By contrast, there was little or no change in the attitudes of residents in the comparison areas towards the police.

Another indication of improved community-police relations in the beat areas was the apparent increase in the flow of information from the beat communities to the police about suspicious incidents and other

Problem Solving: Case Study 2

Background

A 19 year old woman had constant problems with prowlers knocking on her bedroom window late at night. Although others lived in the house, only her window was targeted. The young woman approached the beat officer and asked if he could help her.

Officer Response

The officer sat down with the young woman to discuss her concerns, and to provide information on what his initial actions would be.

Nature of the Problem

The beat officer patrolled past the young woman's home for the next few nights at the approximate time that these incidents were occurring. This increased patrolling gave the officer an opportunity to carry out more intensive observations of the area. Although the officer did not locate the prowler, he noticed that a street light opposite the house was not working: the darkness meant that any potential prowler was less likely to be seen by residents.

After interviewing neighbours, the beat officer discovered that the street light had not worked for more than four months. Local residents informed him that on several occasions they had reported the malfunction to the local electricity supply authority, but it had not been fixed.

Strategy

1. The beat officer contacted the electricity supply authority about the light, explaining the safety concerns of the residents and the recent complaints about prowlers.
2. The beat officer arranged for additional mobile patrols past the woman's house after dark, and concentrated more of his foot patrols in the area.
3. The young woman was told of the actions that were being undertaken by the police.

Outcome

The light was fixed. About 12 months later, there have been no further calls from the young woman.

events in their neighbourhoods. Anecdotal evidence suggests that members of the community were willing to talk to their beat officers about what was going on in their areas.

IMPACT ON CRIME LEVELS IN BEAT AREAS

Crime reduction has traditionally been used as a measure of police performance. However, at the outset, we were unsure what effect the Toowoomba project would have on crime levels. This was because:

- Toowoomba has traditionally had a moderate-to-low crime rate compared with other major urban centres in Queensland. We were concerned that this could have limited the scope for achieving significant reductions in crime levels.
- The beat areas were not isolated from the rest of Toowoomba. Consequently, crime affecting residents could have been influenced by factors outside the beat areas (for example, people travelling into the beats from other areas).
- The small scale of the project restricted the amount of coverage which could be provided by the beat officers.

In retrospect, we underestimated the capacity of the project to make a difference in terms of crime. Both the Community Surveys and the calls for service analysis provide encouraging evidence that the project has helped control crime in the beat areas.

In the 1993 and 1994 Community Surveys, residents in the beat and comparison areas were asked whether they had been victims of particular offences in Toowoomba during the last 12 months. The results show that there was no *statistically significant* change in the levels of property crime reported by respondents in the beat areas (31% of beat respondents reporting being victimised in 1993 compared with 34% in 1994). By contrast, there was a statistically significant increase in the comparison areas (from 27% to 34%).

The survey data suggest that the establishment of the project may have helped to insulate the beat areas from rises in property crime that occurred elsewhere in Toowoomba.

The calls for service data provide stronger evidence of a crime control effect. From May 1993 to January 1995 the number of calls per 1,000 residents in the beat areas for stealing offences fell from eight per 1,000 in each three month period to five per 1,000 (see Figure 4). Calls relating to property offences in the beat areas declined from just under 18 to less than 14 per 1,000 (see Figure 5).¹ By contrast, the numbers of calls relating to stealing offences per 1,000 residents remained stable in the rest of Toowoomba; while calls regarding property offences rose from 16 to 20 per 1,000 residents in the rest of Toowoomba.

The reductions found by the calls for service analysis are particularly significant given that the May 1994 Community Survey found that respondents in the beat areas were more likely than those in the comparison areas to report property offences to the police (54% as opposed to 40%).

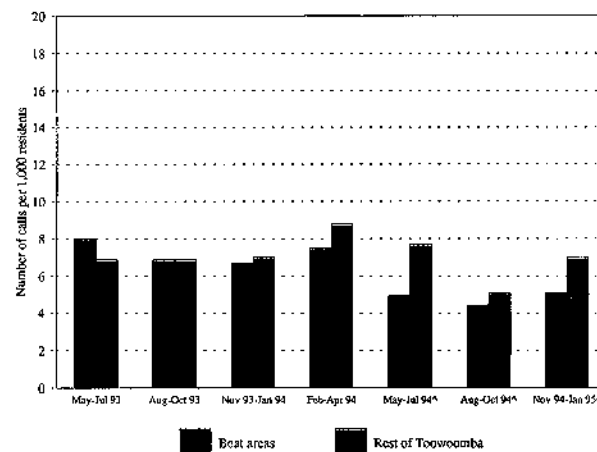


FIGURE 4: REPORTED STEALING OFFENCES (MAY 1993 TO JANUARY 1995)

Sources: Calls for service data; 1991 Census data.

Notes:

1. The symbol (^) indicates the months for which IMS data were used.
2. The estimated population figures used were 9,300 for the beat areas and 74,700 for the rest of Toowoomba.
3. Stealing offences include the categories of stealing, shoplifting and the unlawful use of a vehicle.

¹ Due to problems with data quality, it was not possible to identify all calls originating in the beat areas. Non-matched addresses were included in the rest of Toowoomba figures. Missing data were also a problem, particularly after the move to a computerised call recording system (IMS) in mid-1994. However, there is no evidence to suggest that a greater amount of data were missing from the beat areas than from the rest of Toowoomba.

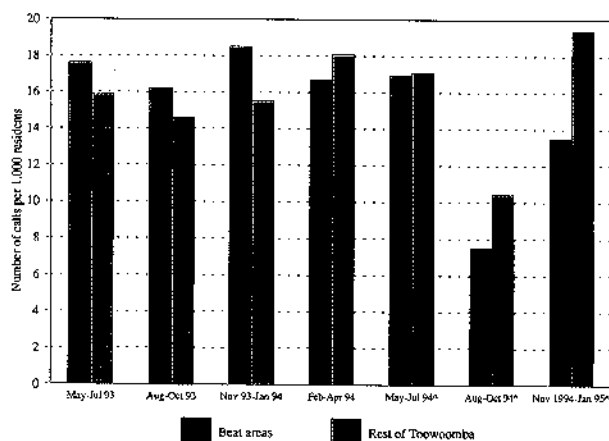


FIGURE 5: REPORTED PROPERTY-RELATED OFFENCES (MAY 1993 TO JANUARY 1995)

Sources: Calls for service data; 1991 Census data.

Notes:

1. The symbol (^) indicates the months for which IMS data were used.
2. The estimated population figures used were 9,300 for the beat areas and 74,700 for the rest of Toowoomba.
3. Property-related offences include the categories of break and enter, break and enter in progress, wilful destruction, alarm and prowler.

Crime rates can fluctuate quite substantially from one year to the next for a variety of reasons, particularly at the local level. However, the results from the Toowoomba project indicate that carefully designed beat policing projects may offer an effective strategy for controlling certain types of crime.

BEAT RESIDENTS' PERCEPTIONS OF SAFETY

When the Toowoomba project was established, it was hoped that beat residents' feelings of safety would be enhanced, but this did not happen. Respondents were asked in the 1993 and 1994 Community Surveys how safe they felt walking alone after dark, and being alone at home at night. There was no appreciable difference between the respondents in either the beat or comparison areas in the degree to which they felt safe at home at night. Moreover, there was a significant decrease in the proportion of respondents who felt safe walking alone after dark in both areas (see Figure 6). The only way in which the project had an impact on public perceptions of crime was in possibly allaying the concerns of some residents about being harassed by youths in the street, and having their homes vandalised.

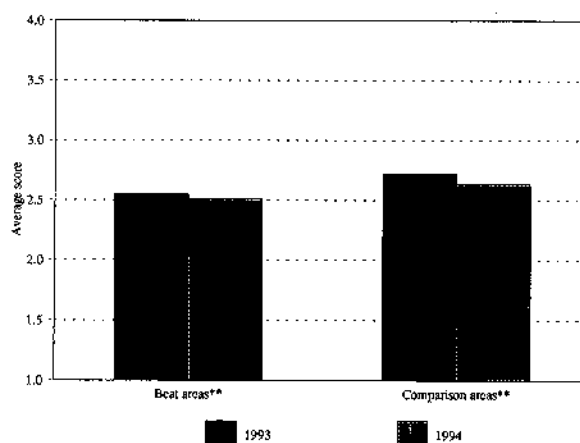


FIGURE 6: RESIDENTS' PERCEPTIONS OF SAFETY WALKING AFTER DARK

Sources: Community Surveys (1993, 1994).

Notes:

1. Respondents were asked: 'Which of these categories best describes how safe you feel walking alone in this neighbourhood after dark?'
2. The response scale was: "very safe" (1), "fairly safe" (2), "not very safe" (3), "not at all safe" (4).
3. Number of respondents were: in the beat areas, 395 (1993) and 400 (1994); in the comparison areas, 405 (1993) and 400 (1994).
4. ** significant at the 0.05 level.

There are several possible explanations for the project's lack of impact on residents' perceptions of safety:

- The beats were located in a community that generally felt fairly safe. On most measures, both beat and comparison area respondents did *not* report high levels of perceived risk of victimisation or feelings of fear prior to the introduction of the project. This limited the extent of the gains that could be made by the project.
- The strategies that were expected to have an impact on perceptions of safety largely depended on project coverage. Since the beat officers generally worked during the day, it is perhaps not surprising that the project had little impact on perceptions of safety *at night*.
- Crime prevention activities undertaken by the beat officers, such as security audits, may have inadvertently raised residents' concerns by making them more aware of crime in their area.
- Concern about crime is affected by factors such as the prominence given to the crime issue by the local media. This was not something which the beat officers could control.

JOB SATISFACTION OF BEAT OFFICERS

Another project objective was to improve the job satisfaction of the beat officers by providing a more satisfying work environment and the opportunity to develop and use a wide variety of skills.

Overall, the beat officers reported that they found beat policing more satisfying than general duties work. Interviews with senior officers supported this view:

... these two officers have more motivation, and morale is much higher ... you know they [the officers] can see the worth in it [as it] gives them job satisfaction which, unfortunately, they're not getting in these other areas ...

... their morale is very high ... I find them very self-motivated ...

The beat officers were selected for the project in part because they were highly motivated and committed, but it is significant that their enthusiasm has not waned since the commencement of the project. The officers who were selected to relieve in beat officer positions also reported that they 'enjoyed' beat policing.

Importantly, the beat officers did not report any problems or concerns about their safety. In the words of one officer:

I quite enjoy working by myself actually. I mean Toowoomba Station is fairly close, so if you need any help they're always there anyway. There's nothing really that I did that I felt endangered ... I mean if there was something that I would consider that would be likely to be a danger area or something like that, I wouldn't go alone. I would wait for back-up ...

SUMMARY OF FINDINGS

The main conclusion of our evaluation was that the Toowoomba project has been a substantial success (see Table 2). The evaluation found that the project:

- led to successful problem solving activities being undertaken in the beat areas
- increased beat residents' levels of satisfaction with the police
- helped to reduce, or at least contain, the incidence of certain types of crime
- had little effect on beat residents' feelings of safety
- enhanced the job satisfaction of the beat officers.

TABLE 2: KEY FINDINGS OF THE TOOWOOMBA EVALUATION

Key Evaluation Areas	Major Finding	Main Contributing Features
Problem solving in the beat areas	Problem solving perspective developed and successful problem solving activities identified	<ul style="list-style-type: none"> • long-term assignment of beat officers • work environment that encouraged problem solving • training in problem solving
Beat residents' satisfaction with police	Significant increase in levels of satisfaction	<ul style="list-style-type: none"> • beat officers more accessible and visible • officers offer more personalised service • more time to interact with the community and undertake proactive duties
Levels of victimisation in the beat areas	Appears to have led to a reduction in property-related crime and stealing offences	<ul style="list-style-type: none"> • use of problem solving strategies • increased community awareness • greater police visibility and targeted patrolling • improved flow of information to local police
Beat residents' feelings of safety	No overall effect on fear of crime (or perception of risk)	<ul style="list-style-type: none"> • limited impact due to relatively low levels of fear in the beat areas, small scale of project, officers' activities possibly working at cross-purposes, many factors that affect fear outside police control
Beat officer job satisfaction	High levels of satisfaction reported	<ul style="list-style-type: none"> • greater autonomy and discretion for beat officers • promotion of a sense of "ownership" • supportive work environment • positive feedback on job performance • no significant threats to officer safety
Overall Assessment	Project substantially successful and should be continued	<ul style="list-style-type: none"> • project carefully planned and appropriately resourced • quality of beat officers • beat policing given an operational focus • solid organisational support

LESSONS FROM THE TOOWOOMBA PROJECT

The success of the Toowoomba project was due largely to:

- careful planning to ensure that the program was located in suitable areas
- provision of adequate resources to the project
- the selection and training of officers with a commitment to beat policing, good interpersonal skills and maturity
- strong organisational support for the program at the local, district and regional level.

Important lessons which we have learned from the Toowoomba project are as follows:

- *Setting program goals.* It will be easier to evaluate and manage future beat policing projects if they have a small number of clearly defined and specific goals that relate to the policing needs of the selected areas. Programs that focus on a small set of realistic goals have a better chance of living up to expectations, and of ensuring that project coverage and activities are not spread too thin.
- *The residential model.* The residential model worked well in Toowoomba, but it also added to the cost of the project. In our assessment, similar results could have been achieved by having the officers work out of specially designated offices in shopping centres, some unused police building, or from dedicated beat stations.
- *Staffing of the beats.* Having a single beat officer per beat meant that coverage could only be provided for 40-50 hours a week. This meant that many calls for service in the single-officer beat were still handled by general duties officers. One option for future projects would be to consider multi-officer beats, which would allow greater coverage of the area. However, if this approach is taken, it is important that the officers still patrol predominantly on their own and are assigned to the beat on a long term basis.
- *Use of negotiated response.* More effective implementation of "negotiated response" would have allowed the Toowoomba beat officers to handle more calls for service and thereby have provided further opportunities for contact between

them and residents. Under a negotiated response strategy, emergency calls from the public are attended immediately, but for less urgent matters, a suitable time for an officer to attend may be negotiated with the caller.

- *Importance of a good information system.* The project highlighted the importance of having an information system that can provide beat officers with accurate, timely and usable information about the demand for policing services in the beats, particularly problem addresses and "hot-spots". The CJC is currently working with the QPS to develop such a system.
- *Integrating beat policing into general operational policing.* For beat policing projects to work effectively and become more than just one-off exercises, there must be solid organisational support at the local, district and regional levels. Managers and general duties police must support and assist the project, and beat police must see their efforts as part of the local overall policing strategy. The management of beat policing should be as much a part of the management of the local station as possible.

FUTURE PROJECTS

Beat policing is not suitable for all locations. For instance, placing beats in areas of low demand for policing services is unlikely to be cost effective. However, as our evaluation found, with proper planning, beat policing can be an effective strategy for delivering policing services. This has been recognised within the QPS. In a recent planning document, 'Towards the 21st Century: Resource Priorities for the Queensland Police Service' (June 1995), the QPS has proposed the extension of beat policing to other urban and suburban centres throughout the State. In addition, Southern Region has announced that the Toowoomba beats will be maintained, and recently has established two beats in Ipswich, closely modelled on the approach used in Toowoomba.

It is only through experimenting with beat policing projects on a larger scale and in other locations in Queensland that the full benefits of the beat policing model can be realised. The CJC looks forward to working with the QPS in promoting and refining this innovative approach to policing.

FOR FURTHER INFORMATION

For the detailed results of the evaluation, see *Toowoomba Beat Policing Pilot Project: Main Evaluation Report* (1995). Information on designing and implementing a beat policing project can be found in the *Beat Policing Resource Kit* (1995). Copies of both publications can be obtained from the Research and Co-ordination Division of the CJC. In addition, we are currently preparing a research issues paper for release later in 1995 which highlights the operational uses that can be made of calls for service data.

ACKNOWLEDGEMENTS

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The summary was prepared by Christine Bond of the CJC's Research and Co-ordination Division, with the assistance of the Publications Officer, David Reiter. Tracey Stenzel was responsible for preparing the document for publication.

Information on these and other Criminal Justice Commission publications can be obtained from:

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