

2018–2019  
ANNUAL  
REPORT



This annual report provides information about the Queensland Police Service's financial and non-financial performance for 2018-19. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Annual report requirements for Queensland Government agencies*.

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**Queensland Police Service**



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## Letter of compliance



### QUEENSLAND POLICE SERVICE

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Email: commissioner@police.qld.gov.au



Our Ref: *DAC 19/1509204*

Your Ref:

12 September 2019

The Honourable Mark Ryan MP  
Minister for Police and  
Minister for Corrective Services  
PO Box 15195  
CITY EAST QLD 4002

Dear Minister Ryan

I am pleased to submit for presentation to the Parliament the Annual Report 2018-2019 and financial statements for Queensland Police Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 134 of this annual report.

Yours sincerely

KATARINA CARROLL APM  
COMMISSIONER

## Our objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services and supporting safe, caring and connected communities. The QPS did this through our focus on:

- stopping crime
- making the community safer
- strengthening relationships with the community
- equipping our workforce for the future so we can meet the challenges of policing as we move forward.

## Strategies

The QPS achieves its objectives through a range of strategies:

To stop crime, the QPS:

- focused resources to identify and deliver effective, innovative and efficient services to prevent, investigate and disrupt crime
- addressed the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with the community and other law enforcement agencies.

To make the community safer, the QPS:

- fostered collaborative partnerships with government agencies, non-government organisations and community groups to maximise community safety
- worked to improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence.

To strengthen relationships with the community, the QPS:

- worked to preserve the legitimacy of policing through fair and ethical service delivery
- provided timely and professional responses to calls for service to maintain community confidence
- strengthened positive online user and social media experiences to expand options for engagement with police.

To equip the workforce for the future, the QPS:

- pursued opportunities to optimise our workforce to meet current and future challenges through training and development
- worked to deliver world-leading equipment, technology and facilities to support our frontline staff
- supported healthy, safe and inclusive workplaces and promoted a diverse workforce that reflects the community we serve.

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



# Queensland Police Service Strategic Plan

2019–2023

## Our Values

**COURAGE:** by always doing the right thing

**FAIRNESS:** in making, objective, evidence-based, consistent decisions and by treating people with respect

**PRIDE:** in themselves, the QPS, the work they do and the community they serve

## Our Vision

Delivering safe and secure communities through collaboration, innovation and best practice.

## Our Purpose

In collaboration with community, government and non-government partners, provide effective, high quality and responsive policing services to make Queensland safer.

## Advancing Queensland's Priorities

The Queensland Police Service contributes to the Government's objectives for the community, Our Future State: Advancing Queensland's Priorities by working to keep communities safe. We do this through our focus on strengthening relationships; making the community safer; equipping our workforce for the future so we can meet the challenges of policing into the future and stopping crime.

# Strategic Objectives

## 1. Strengthen relationships

### Strategies

- Foster collaborative partnerships with government agencies, non-government organisations and community groups to maximise opportunities to prevent crime and enhance community safety
- Preserve the legitimacy of policing through fair and ethical service delivery
- Strengthen positive online user and social media experiences to expand options for engagement with police.

### Performance Indicators

- Maintain high levels of public perception of police professionalism, and confidence in police
- An increase in public perception of police honesty, and fair and equitable behaviour
- A decrease in rate of complaints against police
- An increase in satisfaction of people who have had contact with police in the past 12 months.

## 3. Equip our workforce for the future

### Strategies

- Invest in our people to meet current and future challenges through capability planning and development to position the QPS as a learning organisation
- Implement Atlas, a transformational program, to support our workforce and improve service delivery
- Support healthy, safe and inclusive workplaces and promote a diverse workforce that reflects the community we serve.

### Performance Indicators

- Increased agency engagement (Working for Queensland survey measure)
- Increased diversity of our workforce in line with our 2022 diversity target.

## Strategic Risks and Opportunities

### Risks

Failure to adapt to economic conditions and limited resources could affect the delivery of high quality and efficient policing services.

An inability to focus on strengthening the ethical behaviour of police, to address the community's changing expectations and declining trust in institutions, may diminish community satisfaction, trust and confidence in the QPS.

An inability to adapt to the challenges of a dynamic policing environment could limit the opportunity to respond to cybercrime and the criminal use of emerging technologies.

### Opportunities

Strong leadership of the QPS service delivery model during growing and changing demands will improve the future direction of the organisation.

Championing networks and partnerships across the public/private sectors and the community may create opportunities to improve responses and enhance social

## 2. Make the community safer

### Strategies

- Provide timely and professional responses to calls for service to maintain community confidence through a community-centred, victim-focussed approach to policing
- Improve policing services to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons, young people and victims of domestic and family violence.

### Performance Indicators

- An increase in public satisfaction with police dealing with public order problems
- A decrease in the rate of road crash fatalities and hospitalisation
- An increase in public satisfaction with police dealing with emergencies and disasters
- A reduction in rates of youth reoffending
- An increase in the proportion of offender diversions as a proportion of all offenders processed.

## 4. Stop crime

### Strategies

- Develop sustainable, effective, innovative and efficient approaches to preventing, disrupting and investigating crime
- Address the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with community and other law enforcement agencies.

### Performance Indicators

- An increase in the percentage of code 1 and 2 incidents attended within 12 minutes
- An increase in the rate of personal safety, property security and offences against good order cleared within 30 days
- An increase in public perception of safety
- Reduced rate of crime victims.

cohesion and community safety.

Promoting a workforce which is flexible, inclusive and diverse will enhance engagement and performance in delivering services to the Queensland community.

Empowering the workforce by investing in their safety and wellbeing, and organisational capabilities will improve responses to future challenges.

Championing collaborative approaches through information sharing and coordinated case management with partnering stakeholders will benefit Queensland's youth.

