

# Service: Service delivery support



## Our objective

**Deliver functions and activities underpinning effective and responsive policing services to the people of Queensland.**

This section focuses on the corporate activities undertaken to support the delivery of policing services.

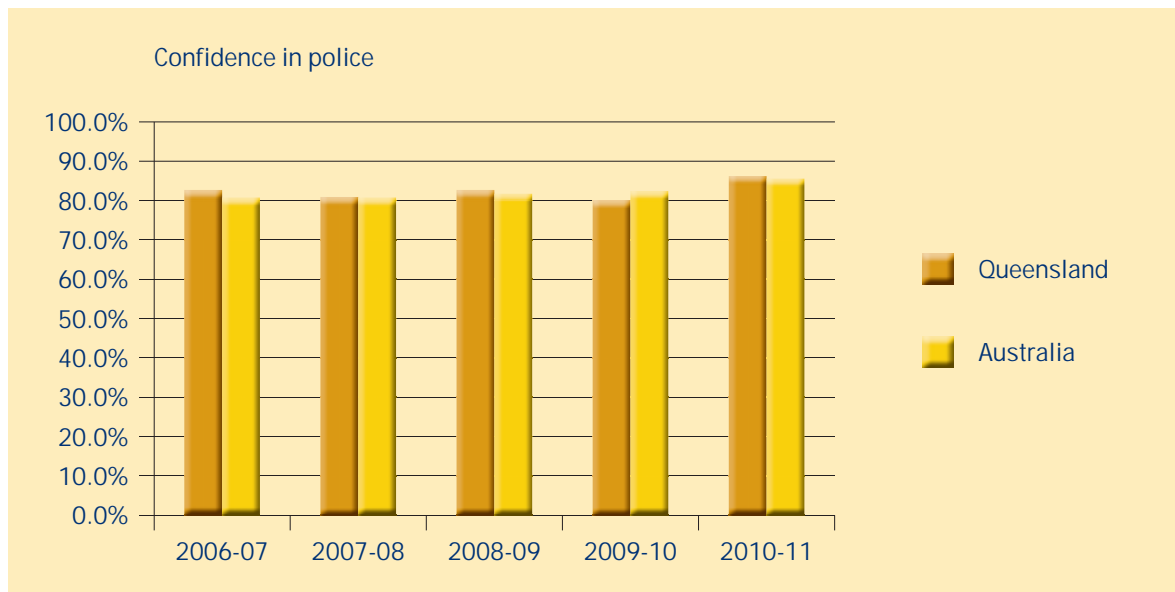
## 2010-11 priorities

Improve client satisfaction and confidence with policing services.

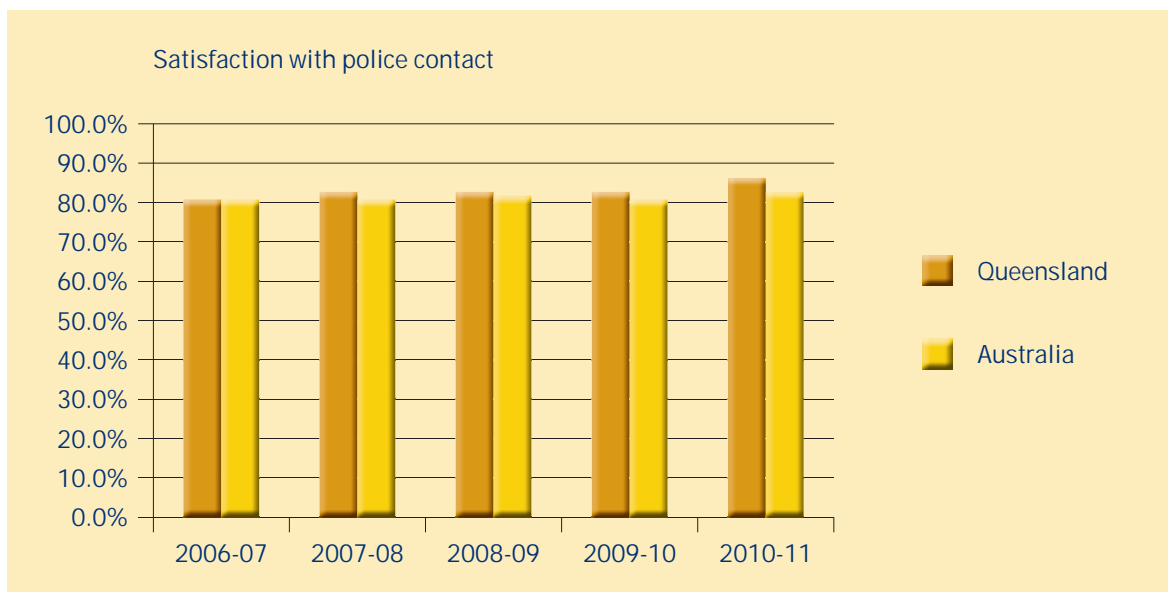
Encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment.

Encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes.

Provide police with the infrastructure, technology, equipment and powers they need to perform effectively.



Over 85 percent of Queenslanders surveyed this year in the *National Survey of Community Satisfaction with Policing* indicated they have confidence in the Queensland Police Service.



The level of satisfaction experienced by members of the community who have had direct contact with our police has been consistently high. The percentage satisfied or very satisfied with their most recent police contact has remained stable over the last few years at around 81%. In the 2010-11 financial year, Queensland showed a significant improvement in this area with satisfaction levels at 85.2%, well above the national average.

## Client service

A number of initiatives have been progressed to continue to improve client service:

### Client Service Charter

Members of the public are encouraged to provide feedback to help the QPS improve its services. This year the QPS clarified its feedback process by distributing and uploading Client Service Charter brochures incorporating Policelink details on the QPS website. The Client Service Charter can be viewed at [www.police.qld.gov.au/services/reportsPublications](http://www.police.qld.gov.au/services/reportsPublications).

### Policelink

The Policelink Contact Centre at Zillmere commenced providing services to the community on 8 August 2010, and the new 131 444 number for non-urgent police matters was officially launched on 8 October 2010. The 131 444 service allows the direct reporting of non-urgent incidents. The types of incidents which can be reported include wilful property damage, stealing offences, break and enter, stolen vehicles, and lost property.

Policelink Contact Centre also incorporates functions previously undertaken by the QPS Headquarters Telephone Switchboard Staff, the Police Assistance Centre (PAC) Staff and members attached to the Crime Stoppers Unit.

Calls to the QPS's new hoon hotline – 13HOON (13 4666) which was launched on 13 December 2010,

are also answered at the Policelink Contact Centre. A total of 2 976 calls have been received via this service since it was activated (up to 30 June 2011).

Over 370 full time employees work at the Policelink Contact Centre, providing high quality client service 24 hours a day, seven days a week to further improve response management and enhance the delivery of policing services to Queenslanders.

A social marketing campaign *Think Policelink. Call 131 444* to educate Queenslanders about what to report through Policelink and when to call Triple Zero (000), was launched in October 2010.

Since commencing operations on 8 August 2010 and up to 30 June 2011 over 900 000 calls have been handled on all Policelink Contact Centre call channels. During this time, Policelink has created almost 80 000 occurrences in response to public contacts.

Policelink played a key support role during the disaster response to flooding in Toowoomba, Lockyer Valley, Ipswich and Brisbane as well as a key role in registering people evacuated to safety from Cyclone Yasi in North Queensland.

The type of services provided included:

- evacuee registration
- welfare enquiries from family and friends
- general enquiries on all aspects of the disaster response

- road status enquiries
- SES requests
- requests for urgent assistance.

During the flooding throughout Queensland in December 2010 and January 2011, Policelink answered over 16 500 calls via the 1300 service established to support the registration of evacuees and answer enquiries from concerned friends and family. Immediately prior to, during and post the impact of Cyclone Yasi, the centre answered over 8 000 calls via the major event 1300 service, again in support of evacuee registration and to answer enquiries from concerned relatives and friends.

### Police legitimacy

A Queensland Community Engagement Trial aimed at increasing perceptions of police legitimacy was conducted to gauge officers' communication with community members during routine policing interactions. The trial found that when officers engaged actively with the community and explained their actions, the public were more likely to perceive that police were fair and trustworthy and more likely to report crime and support local crime prevention initiatives.

The QPS will build on this initial study to examine ways to improve the relationship between the police and young people, particularly in relation to young people's use of public space. Opportunities to examine the role that police legitimacy plays in building positive police engagement in Indigenous communities will also be explored.

### Continuous improvement in client service

A number of initiatives have been progressed to continue to improve client service, including:

- a review of Police Communications Centres
- a review of search warrant processes
- a review of planning processes for North Coast Region Joint Communications Centre
- a review of bicycle squads
- a review of counter-terrorism liaison officers
- a continuance of Project Verity, a joint project between QPS/CMC to revise the complaint management process, within Metro North Region and North Coast Region
- progression of the state-wide implementation of a new disciplinary process (Administrative Consensual Disciplinary Process), which allows a subject member to accept the matter and nominated sanction without a full investigation being conducted

- assisting with the development of a whole-of-Government single Code of Conduct for the Queensland Public Service and the introduction of new public sector ethics principles, values and ethical decision making framework.

## Strategic positioning and response

Our strategic positioning in service delivery aligns with the Government's *Toward Q2: Tomorrow's Queensland*. The QPS Strategic Plan sets the strategic direction over a four-year period. The annual operational plan translates the QPS objectives into the services that will be delivered and the priorities that will be addressed.

Strategic positioning and response in the QPS involves researching and making evidence based decisions in pursuing strategic priorities. It involves placing the organisation in a position to take advantage of opportunities and respond to risks identified in environmental scans.

### Environmental scans

Environmental scanning assists management in planning for the future. The QPS is constantly scanning the environment for robust information and data which has the potential to contribute to strategic and operational planning.

Since late 2010, this data has been updated on the QPS Environmental Scan intranet website and is also available to staff via monthly newsletters.

The scanning process includes external or macro-environmental factors, internal influences, and stakeholders impacting on the QPS.

Some examples of issues addressed in this process include the cyber threat landscape, disaster management, drug law enforcement, juvenile offending and violence against vulnerable people including the homeless and women and children.

### Project management

All of the major projects within the QPS Major Project Portfolio operate under the Major Project Framework. The Framework applies a QPS tailored approach of the Queensland Government Project Management Methodology (QGPjM), based on the PRINCE2 methodology.

The QPS Major Project Portfolio comprised 13 major projects during 2010-11, including projects such as the new Computer Aided Dispatch (CAD), Telecommunications Interception (TI) and Weapons Licensing Management System (WLMS).

The QPS Project Portfolio Unit will continue to work with key internal and external stakeholders to mature the portfolio, program and project capability in the QPS.

### Minimising the negative impact of QPS activities on the environment

The QPS Strategic Environmental Committee ensures QPS activity is aligned to the State and federal governments' environmental policies and targets.

The Committee makes recommendations to the Senior Executive and has, as its consultative body, the Environmental Management Working Group consisting of representatives from all regions, commands and divisions within the QPS.

The *Queensland Police Service Environmental Policy* provides a framework from which the Committee can develop environmental management systems and plans. It forms the cornerstone of the QPS' response to environmental management.

Minimising the negative impact of QPS activities on the environment includes issues such as energy and water saving initiatives, waste reduction and developing a picture of the QPS' carbon footprint.

[More on pages 70-72](#)

## Human resource management

Our human resource management supports the delivery of policing services by effectively attracting, selecting, training, deploying, managing, developing and retraining employees of the QPS.

### Employee relations

Employee Relations Branch provides a wide range of industrial and employee services including management intervention programmes and equity and diversity initiatives in the resolution of negative workplace behaviours.

### Industrial relations

A key industrial relations service provided by the Branch during the year included managing the negotiations surrounding the next enterprise bargaining agreement for police officers. The *Queensland Police Service Certified Agreement 5, 2007* nominally expired on 30 June 2010. Negotiations commenced in February 2010 with the Queensland Police Union of Employees and Queensland Police Commissioned Officers' Union.

The QPS lodged a dispute with the Queensland Industrial Relations Commission for conciliation in the first instance and then arbitration of all outstanding items. The arbitrated matters were heard over 22 days of hearings with a decision adjourned on 17 May 2011. A decision is expected in August 2011.

During the year Employee Relations Branch was also involved in:

- resolving 19 stage 3 grievances for independent review
- resolving 11 industrial disputes
- processing 1 reinstatement application
- processing 15 applications for payment of taking long service leave
- resolving 12 regional grievances
- conducting 7 QPUE consultative committees
- attending 3 agency consultative committees.

### Equity and diversity

Employee Relations Branch also provides a number of employee services aimed at:

- promoting a diverse workforce
- ensuring equity in employment and professional development
- eliminating all forms of negative workplace behaviour.

During the past year, a range of employee services has been offered to support QPS members through equity in employment, actively encouraging appropriate behaviours and undertaking a range of mediation and other Alternative Dispute Resolution (ADR) processes.

Mediation is an option available to all QPS employees seeking to resolve negative workplace behaviours, including sexual harassment. This ADR process provides employees with the opportunity to resolve their own disputes.

A new ADR process for conflict coaching has been introduced within the QPS during 2011 and it is expected that this will be rolled out over the remainder of 2011 across regional areas.

Negative Workplace Behaviours training, now referred to as Improving Workplace Behaviours (IWB) training continues to be conducted in metropolitan and regional areas. During 2010-11 Employee Relations Branch trained 3 636 members bringing the total to 84.2% of QPS employees trained. In addition, the Branch coordinated 8 mediation sessions, conducted 7 conflict coaching sessions and recorded 115 negative workplace behaviours.

### Workforce planning

The QPS has a workforce planning framework as part of the development of the Queensland Police Service Workforce Plan 2011-2012. The workforce planning framework embeds the principles of the Workforce Plan in organisational human resource practices, streamlining human resources decision making and

enhancing consultation processes with frontline staff to ensure an ideal fit between human resource strategies and operational requirements.

### Employee performance management

A major review of the QPS' performance planning and assessment process was undertaken this year. This followed review recommendations of the former Service Delivery and Performance Commission and the release of Public Service Commission Directive 21/10 'Employee Performance Management'.

The review's findings will inform a project to implement a new ICT-enabled performance development and review process across the QPS by 1 July 2012.

The process will be linked to other human resource management processes for induction, development, talent management and recognition.

### Workplace health and safety

QPS Safety and Wellbeing Branch has undertaken a review of the Health and Safety Management System and completed a full documentation of this system. Recertification has occurred for Southern Region under AS/NZS 4801:2001 and this region has been re-accredited under the Australian Standard.

There is a continued emphasis on identifying and developing injury prevention and management programs through a systems based approach.

Safety and Wellbeing Branch has commenced reviewing the impact of organisational health and safety harmonised legislation through a consultative

process, continuing the relationship with the Queensland Police Union of Employees to ensure the new legislation is implemented with the assistance of the re-established consultative network of health and safety representatives.

The Branch has also implemented the linkage of injury and worker's compensation data using a new download facility in the incident and illness notification and reporting system. This will assist in the review and monitoring process for work related injuries and illnesses.

A Fatigue Management project has commenced which will identify and deliver strategies to reduce the risk of injury or illness due to fatigue.

### Workers' compensation

The QPS continued to partner with WorkCover Queensland to deliver responsive rehabilitation management to injured employees. Considerable case conferencing has been employed to improve the effectiveness of return to work outcomes. Training has been delivered to Injury Management Coordinators to improve case management practices.

During 2010-11 the QPS provided rehabilitation and injury management services for approximately 2 878 cases. This included 1 223 for non work related injuries/illnesses. The Injury Frequency Rate per 100 QPS employees was 8.62 in 2010-11. The table below shows this rate has trended downwards in recent years.

The Safety and Wellbeing Branch has commenced a review of the QPS Rehabilitation Policy and rehabilitation services.



## Our people

### Staffing

Police numbers are increasing each year and at 30 June 2010, there were a total of 10 557 sworn officers.

	30 June 2011	30 June 2010
Police officers	10 557	10 458
Police recruits	359	244
Staff members	4 233	4 109

Notes:

- Staffing numbers refer to actual employees, not 'full time equivalent' employees.
- Staff members means employees other than police officers or police recruits.

Queensland has experienced strong growth in police numbers over recent years. This has been essential to keep pace with Queensland's rapid population growth. Queensland's police to population ratio for 2010-11 was 1:436.

### Recruit induction

A total of 504 police recruits were inducted into the Queensland Police Service during 2010-11, additionally two officers were re-instated.

### Attrition and separation rates

In the 2010-11 financial year, 407 police officers separated from the QPS with a separation rate of 3.89%. The 2010-11 permanent retention rate for police officers was 96.11%.

The separation rate for permanent civilian staff member employees was 8.86% and the retention rate was 91.14%.

During 2010-11:

- one employee accepted a redundancy package. The total value of this package was \$784 641.10
- no employees accepted early retirement packages.

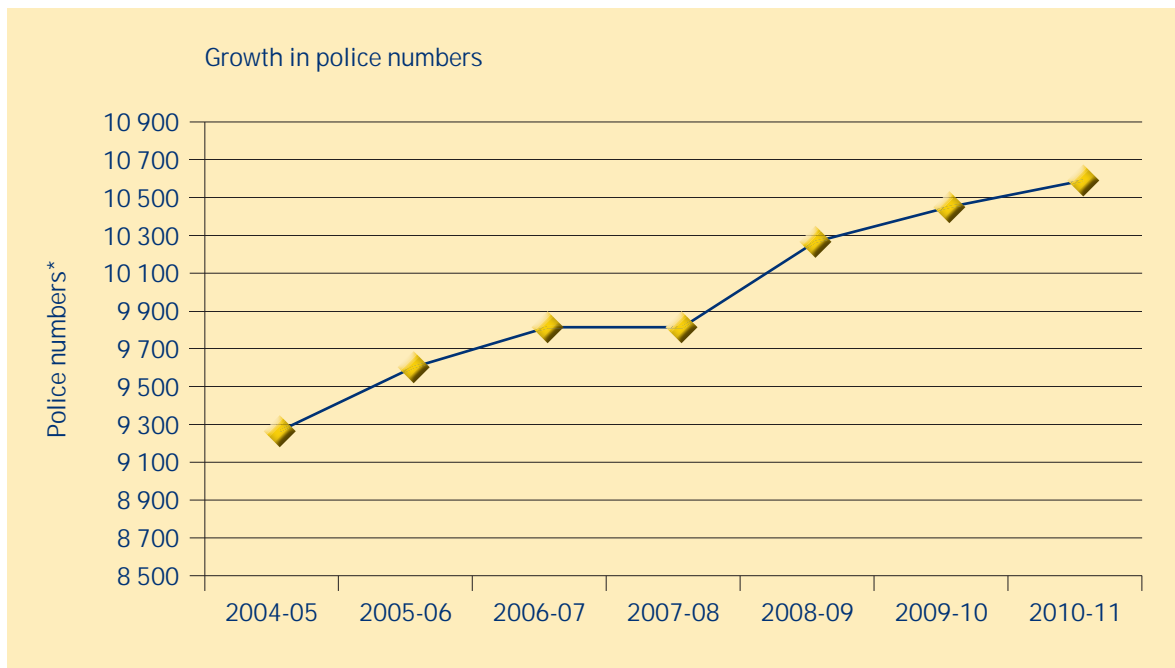
### Retrenchments

There were no employees retrenched in the 2010-11 financial year.

## Secondments

As at 30 June 2011, there were 138 police officers seconded to other agencies to perform law enforcement duties.

Agency	Officers
Crime and Misconduct Commission	69
Australian Federal Police	3
Australian Federal Police (Airport Uniform Policing) (Brisbane – 27, Coolangatta – 12, Cairns – 16)	55
Australian Federal Police (International Deployment Group)	6
Queensland Corrective Services Intelligence Group	2
Queensland Police Union of Employees	1
The Queensland Commission for Children and Young People and Child Guardian	1
Queensland Health	1
<b>Total</b>	<b>138</b>



\* Actual police numbers (not full time equivalents).

## Supporting our people

### Physical health and wellbeing

The QPS continues to provide a range of services designed to support members' physical and psychological health and wellbeing.

Our staff have access to a number of free and voluntary services:

- The HealthStart Program enables staff to obtain a confidential profile of their health through completion of a lifestyle questionnaire, physical assessment and comprehensive blood test. The QPS employs four health coaches to conduct the physical assessments state-wide and provide health coaching to those employees who wish to improve their HealthStart results through modification of their diet and physical activity levels. The program is also supplemented by the HealthStart online learning product, which assists employees in learning about their health and developing diet, exercise plans and mental health coping plans. Over 1 700 staff have participated in the program in the past year.
- Headquarters and regional gymnasiums provide health and recreation facilities to police and staff around the State. The police headquarters gymnasium provides a range of allied health services such as a dietician, zumba and pilates classes on a user pays basis.
- Access to flu vaccinations and blood pressure checks are offered to all staff.

- As part of our commitment to fostering the importance of employees' health, the QPS supports participation in a range of national and international sporting events, including the 2011 Queensland Police and Emergency Services Games and 2011 Queensland Corporate Games.
- The QPS has also supported members and families participation in a corporate police team in the annual Bridge to Brisbane Fun Run over several years, with participation in last year's event exceeding 650.

### Psychological health and wellbeing

Employee Wellbeing aims to promote and support wellbeing and resilience at both an individual and organisational level, and reduce the human and financial costs of psychological illness and injury to members and the QPS.

Psychological wellbeing policy is incorporated within a risk management framework.

In consultation with the Australian Centre for Posttraumatic Mental Health (ACPMH), the QPS developed and delivered face to face training programs in psychological first aid for Chaplains, Peer Support Officers (PSOs) and supervisors.

Over 600 members participated in this training, which was delivered by QPS Human Services Officers (HSOs) and was evaluated by the ACPMH to be effective in increasing knowledge and awareness of self care and support of others following critical incidents.

A Psychological First Aid online learning product was released shortly after the 2011 flooding crisis and members who have completed this training have reported significant increases in their level of understanding in relation to a range of important psychological care indicators. Over 1 200 members have completed the online learning product to date.

The QPS responded with a strong team of HSOs, PSOs and Chaplains to regions affected by environmental disasters, in addition to providing support throughout the year.

Consistent with Australian Government strategies, HSOs promoted the importance of early identification and treatment for members experiencing psychological problems and sought to address mental health stigmas which create obstacles to help-seeking. HSOs supervised over 600 PSOs in the provision of support to colleagues.

A range of promotional materials were released during the year, and were displayed on QPS screen savers, notice boards and in journals. Importantly, QPS HSOs provided continuity of care to members and support to regions and commands through a 24/7 on call roster and relief system.

A fatigue audit was conducted as a first step in the development of a QPS fatigue risk management strategy. Police and staff members representing a wide range of operational activities participated in the audit.

### Chaplaincy services

The QPS has increased the number of paid chaplaincy hours through the addition of another full time Police Chaplain to support the Central Region. This brings the number of full time Police Chaplains to ten. Full time Police Chaplains are supported with a network of part-time and voluntary Police Chaplains across all regional and remote Queensland communities.

The Chaplaincy Service assists members of the QPS, their families and members of the community to deal with a very broad range of religious, spiritual, personal, work related and grief issues.

### Community Supporting Police and Helping Hand

Community Supporting Police is a community driven organisation that operates with the support of the QPS to provide comfort and support to families of police suffering from illness or distress in crisis situations. Helping Hand was established in 2004 in response to an increasing need for assistance by QPS members in times of crisis such as serious or terminal illness, injury or personal trauma.

This year, Helping Hand provided support to a number of cases ranging from financially based assistance to the provision of professional services, equipment, transportation and child-care.

### Alcohol and drug awareness

The Health Promotions and Monitoring Unit is responsible for managing internal alcohol and drug programs, including education, coordination of testing and clinical support for members requiring assistance.

Police member education on alcohol and drugs continues to be a significant prevention focus with all education linking back to the management of integrity for all members.

Testing continues to be one aspect of our commitment to enhance police wellbeing and safety, as well as integrity within the workplace. As at 30 June 2011, 1 433 members had undergone a random alcohol breath test, with no positive results. The Health Promotions and Monitoring Unit also provided a state-wide 24/7 on call service in order to coordinate targeted substance and alcohol tests following critical incidents. During the year, 66 urine drug tests were conducted with no positive results for illicit drugs and 52 breath alcohol tests were conducted, with no positive results.

### Healthy Workplaces Project

The Healthy Workplaces Project (HWP), in partnership with Griffith University, commenced in early 2008 with the aim of developing a model for healthy, positive and productive workplaces. The third and final HWP survey was conducted in February/March 2011. The three HWP interventions (HealthStart, Leadership Education and Development (LEAD) and Practical People Management Program (PPMP) are being conducted throughout 2011.

Fifty Senior Sergeants and 190 Sergeants have now participated in the PPMP in 2011 and around 30 Commissioned Officers at the rank of Inspector and above have completed the LEAD program. Each officer was provided with specialist coaching during the program.

Griffith University provided a report on Phase 2 of the HWP undertaken between January and December 2010 showing there has been a progressive improvement in job satisfaction and engagement during this time. The PPMP has delivered significant improvements in the perceptions of participants and that of their subordinate members to participants' people management skills in the 12 months post intervention.

An independent evaluation of all programs implemented in the four participating regions will be



conducted by Griffith University to determine if such interventions are producing improvements across a range of wellbeing and performance indicators. These evaluations will be included in the final report from Griffith University for Phase 3.

### Aboriginal and Torres Strait Islander employment

The QPS has an Indigenous employment plan and an Indigenous Employment Officer position has been created within the Recruiting Section to assist Indigenous people to gain employment with police.

During the year, we continued to deliver the Aboriginal and Torres Strait Islander Justice Entry Program (JEP) traineeship, the JEP Indigenous Mentoring Program, and maintained the Aboriginal and Torres Strait Islander Community Advisory Board. Results include:

- 109 people have commenced the JEP traineeship since 2003
- 95 people have graduated with the Certificate IV in Justice
- 86 JEP graduates have then entered the Police Recruit Operational Vocational Education Program (PROVE) as police recruits
- 62 people have graduated from PROVE and have been sworn in as constables
- 8 people are planned to commence the 11th intake of the JEP traineeship in July 2011 and are due to graduate in January 2012.

### Balancing work and family

The *Work-Life Balance Strategy* is a Queensland Government initiative aimed at addressing issues with the attraction and retention of employees by improving the uptake of work-life balance policies for the Queensland public and private sectors.

The QPS has been investigating more flexible ways of undertaking work and telecommuting is one of the options included in the work-life balance framework.

A new policy designed to provide clear and consistent guidelines on how to establish telecommuting arrangements has now been added to the Human Resource Management suite of policies.

Two other initiatives which have been introduced to expand members' ability to achieve a work-life balance and to actively reduce attrition in the short and long term are the Part-Time and Job SWAP Noticeboards.

The Job SWAP Noticeboard has been initiated to allow police officers to identify another member they

may be eligible to swap locations with. At this stage the Job SWAP Noticeboard is restricted to:

- First Year Constables whose confirmation is expected within four months
- Constables and Senior Constables who are not occupying specialist or gazetted positions.

The Part-Time Noticeboard has been established for two purposes:

- to inform officers about part-time roles which may be currently available
- to inform supervisors and managers of existing part-time work arrangements and to assist with decision making around local personnel and workforce management issues.

Both initiatives have received excellent responses and have assisted numerous members to identify and apply for positions and arrangements which allow them to achieve a better work life balance.

Members working part-time			
	Male	Female	Total
Police Officers	49	425	474
Staff Members	51	504	555

Another initiative, the Pregnancy Information Package is available on-line and provides an easy to understand guide to legislation, policy and procedure for pregnant employees, employees adopting, partners, supervisors and managers.

Recruitment strategies continued to be cognisant of equity issues and are designed to optimise engagement of female employees.

### Supporting women's career development

The QPS continued to support a range of specific strategies and initiatives which provide developmental opportunities and improve the quality of life of our female employees, including:

- the Women's Network
- the Leadership and Mentoring Program for Women
- Child and Family Issues Committees
- the Work and Family Policy
- the Pregnancy Policy
- Part-time policies
- the Jim O'Sullivan Achievement Award for initiatives which enhance the standing of women in the Queensland Police Service.

Women who work in remote locations are being supported through a new distance mentoring program provided by Women's Network representatives, known as SWIRL—Supporting Women in Remote Locations. The program is designed to provide professional development opportunities, enhance the transition of women into remote areas and encourage them to remain in these locations.

SWIRL provides an excellent opportunity for junior women to build sustainable and transferable networks and develop the confidence to carry out their roles, duties and responsibilities.

The table below provides information on the number of police officers at different ranks within the QPS.

### Police officers by rank

	30 June 2005	30 June 2006	30 June 2007	30 June 2008	30 June 2009	30 June 2010	30 June 2011
<b>Above Chief Superintendent</b>							
- Female	1	1	2	2	2	2	2
- Male	13	13	17	13	14	13	16
<b>Chief Superintendent</b>							
- Female	1	1	0	1	1	1	1
- Male	14	14	16	11	13	12	15
<b>Superintendent</b>							
- Female	1	2	3	3	4	4	4
- Male	38	46	46	46	49	49	49
<b>Inspector</b>							
- Female	19	21	20	16	17	17	17
- Male	271	286	293	277	307	292	282
<b>Senior Sergeant</b>							
- Female	46	47	55	67	75	77	82
- Male	580	600	636	676	653	695	691
<b>Sergeant</b>							
- Female	246	287	326	350	374	413	449
- Male	1 830	1 913	1 942	1 936	1 923	1 915	1 942
<b>Senior Constable</b>							
- Female	618	720	813	935	993	1 036	1 086
- Male	2 147	2 158	2 176	2 360	2 450	2 580	2 679
<b>Constable</b>							
- Female	1 078	1 062	1 087	1 059	1 149	1 122	1 076
- Male	2 108	2 098	2 186	2 081	2 253	2 230	2 166
<b>Recruit</b>							
- Female	113	134	95	136	124	86	119
- Male	186	228	189	268	244	158	240
<b>Total</b>							
- Female	2 123	2 275	2 401	2 569	2 739	2 758	2 836
- Male	7 187	7 356	7 501	7 668	7 906	7 944	8 080

The table below provides information on the proportion of staff members from equal employment opportunity target groups by salary levels within the QPS.

2010-11 EEO Target Groups by Salary - includes Police Officers, Public Service Officers and General Employees													
SALARY RANGE (\$)*	Gender		Language background				Indigenous		People with disabilities				
	FEMALE	MALE	ESB	NESB1	NESB2	N/R	Yes	No	N/R	Yes	No	N/R	
\$103,355 and above	8.5%	91.5%	89.8%	1.7%	4.9%	3.6%	1.2%	94.9%	3.9%	5.1%	86.9%	8.0%	
\$94,579 - \$103,354	36.6%	63.4%	75.6%	2.4%	7.3%	14.6%	0.0%	75.6%	24.4%	2.4%	78.0%	19.5%	
\$84,339 - \$94,578	15.6%	84.4%	88.0%	1.7%	6.0%	4.3%	0.9%	93.4%	5.7%	5.0%	87.8%	7.3%	
\$74,678 - \$84,338	19.5%	80.5%	88.5%	2.9%	5.6%	3.0%	1.4%	94.0%	4.5%	3.6%	88.6%	7.8%	
\$66,358 - \$74,677	29.8%	70.2%	85.9%	2.9%	7.0%	4.2%	2.0%	90.9%	7.2%	3.1%	85.9%	11.1%	
\$57,034 - \$66,357	33.9%	66.1%	86.9%	4.1%	6.2%	2.8%	1.8%	93.2%	5.0%	2.9%	82.5%	14.6%	
\$48,007 - \$57,033	46.1%	53.9%	81.2%	3.7%	4.8%	10.3%	2.5%	81.7%	15.8%	4.0%	76.2%	19.8%	
\$35,359 - \$48,006	65.7%	34.3%	56.8%	5.9%	5.2%	32.0%	3.9%	55.6%	40.5%	5.9%	55.6%	38.4%	
\$0 - \$35,358	33.2%	66.8%	31.5%	2.3%	0.9%	65.3%	1.4%	31.5%	67.0%	0.9%	31.8%	67.3%	
% OF TOTAL	37.5%	62.5%	79.8%	3.7%	5.6%	11.0%	2.2%	82.9%	14.9%	3.9%	77.4%	18.7%	

Note: Percentages are 'row' percentages. Row percentages within each of the four target categories should add to 100 percent, although there may be some minor rounding errors. Figures may vary between some published documents due to differing dates of data capture and definitional issues relating to employee status.

\* The Shared Services Agency has provided this data which is part of the Cabinet approved Minimum Obligatory Human Resource Information (MOHRI) process and is a snapshot of the workforce as at the June 2011 quarter.

ESB English speaking background  
 NESB1 Non-English speaking background - immigrants  
 NESB2 Non-English speaking background - children of immigrants  
 N/R Non responses

\* Target group calculations rely on target groups self-disclosing this information on their census form.  
 \* The data conforms to the reporting requirements of the Public Service Commission. In line with these requirements, members of the Prostitution Licensing Authority and QPS temporary employees are included in these figures.

## Media and public affairs

Communication of government services is essential to keep the community informed on public safety matters. The Media and Public Affairs Branch facilitated communication within the QPS and the community on issues such as the flooding in Queensland, Tropical Cyclone Yasi, end-of-year Schoolies celebrations on the Gold and Sunshine Coasts, and the Christmas and Easter road safety campaigns.

For the first time – during this year’s floods and Tropical Cyclone Yasi—Media and Public Affairs Branch forged a direct link with the community by using social media such as Twitter, Facebook and YouTube to issue accurate information and quash unfounded rumours in their infancy.

The effectiveness of this strategy was illustrated by the dramatic rise in QPS Facebook followers. Within 24 hours of the devastating flash flood on January 10, the number of QPS Facebook followers rose from 23 000 to 165 000. During this time, the page received a record 39 million story views, the equivalent of 450 hits per second.

QPS has more than 204 300 Facebook followers and 14 500 Twitter followers.

As at 30 June 2011, the QPS employed 25 full-time equivalent staff whose functions relate to media and public affairs.

Of these, 13 are Media Liaison Officers whose main role is to promote public safety by providing a 24/7 service ensuring information on crime is conveyed to the Queensland public in a timely and efficient manner. They provide support to first response officers at scenes by managing critical and emergent issues. They prepare media releases that assist investigations particularly to locate offenders, educate and inform the public.

Five public affairs officers are responsible for developing critical campaigns targeting personal safety, property security, road safety and community relations. These officers ensure important proactive policing messages on crime prevention and personal safety are distributed widely to the community and the media through preparation of marketing and promotional material and the running of community events. These roles are essential to the coordination of QPS communication with the public and include preparation of material for campaigns such as the One Punch Can Kill assault reduction campaign and Crime Prevention Week.

Three digital media officers are responsible for providing policy guidelines to operational staff in the use of social media. Throughout 2011, the team

has been involved in awards submissions and to date has won the Excellence in eGovernment 2.0 and the QPS Gold Award for Excellence in Corporate Services in recognition of the use of social media during the Queensland floods and tropical cyclones of 2010-11. The digital media team also share online posting and moderating responsibilities with the media liaison officers.

One marketing officer is responsible for recruiting and attracting quality applicants to fulfil the QPS recruitment requirements. This is critical to ensure Queensland has highly skilled police recruits. The position provides strategic marketing advice and direction for the development and implementation of the agency’s marketing strategies and action plans in relation to police recruiting.

There are also three Graphic Designers who provide graphic design support for external and internal information products, creative advice and solutions to the visual presentation of information.

Seventeen staff comprise the Queensland Police Pipes and Drums, which is responsible for building core client relationships both internal and external to the QPS through excellence in professional music and performances.

The five staff of the Queensland Police Museum work to collect, document, preserve and exhibit the rich depth of history that describes policing in Queensland.

## Physical resource management

The QPS Strategic Capital and Assets Committee considers amongst other things, the needs of internal and external clients regarding major capital works. It also sets the medium and long term priorities for QPS capital works and informs the Board of Management in relation to these priorities. See page 17 for more information on the committee’s activities.

### Fleet management

Our emphasis is on selecting the most operationally suitable vehicles and achieving the optimum fit-out of those vehicles.

The QPS fleet currently numbers 2 357 vehicles including 97 motorcycles.

Green technology continues to be introduced with consultation with the various police regions to introduce greener more fuel efficient vehicles.

South Eastern and Southern Regions have endorsed and adopted a green plan. Currently work is being conducted with Central, Northern, and Far Northern Regions, and State Crime Operations Command in this regard.

Ten new hybrid vehicles have been approved specifically for accompanying wide load escorts and will be progressively rolled out from September to December 2011.

As part of the Government's policy, the QPS is required to reduce its production of carbon dioxide by 25% by 2012, and 50% by 2017. Fleet Management Branch is actively pursuing this through smarter vehicle purchases.

### Vessel management

The Queensland Water Police are responsible for policing the State's coastline and waterways, and coordinating the State's search and rescue response. The Water Police fleet state-wide is made up of 70 vessels, ranging from 22m Class 1 patrol and command catamarans to jet skis. These vessels are located at 24 police stations around the State. Eleven of these stations are specialist water police facilities.

During the 2010-11 financial year the QPS water police capabilities were strengthened through the acquisition of a number of replacement vessels.

These included two 11 metre patrol launches for service in Brisbane and Gladstone at a cost of \$1.1 million dollars.

During the 2011-12 financial year construction will commence on one 18 metre and two 22 metre patrol catamarans. The new vessels will replace older class boats operating from Cairns, Townsville and Whitsunday.

The construction of these new vessels will complete the upgrade of the QPS' fleet of class one vessels and represent the latest in technology, significantly improving the marine operational capability of police in areas of search and rescue, vessel interception, counter terrorism and crime.

### Aircraft

The QPS currently operates six aircraft, collectively referred to as the Police Air Wing: a Cessna Citation jet and Cessna Caravan based in Brisbane, a Beechcraft B1900 and Cessna Grand Caravan based in Cairns, a Cessna Caravan based in Mt Isa and a Britten-Norman Islander aircraft based on Horn Island.

The Air Wing provides the QPS with the capacity to rapidly deploy officers and specialist equipment to emergency situations throughout the State. It also facilitates the movement of prisoners and police officers across most of Queensland and into remote areas.

During the year QPS aircraft have assisted with search and rescue operations within the State and

offshore, as well as flood and cyclone relief duties in outback Queensland. The Police Air Wing flew the equivalent of three times around the world transporting QPS members deployed to Queensland's disaster zones.

The Citation jet provides rapid and secure transport for interstate extraditions and supports the Government Air Wing on donor organ retrieval flights.

During 2010-11, the Air Wing operated 2 729 flight hours and travelled 919 866 kilometres. In addition to 43 345 kilograms of freight, the Air Wing also transported 14 057 passengers, including 2 369 prisoners.

### Capital Works Program

During 2010-11, capital works funding of \$107.4 million provided for the completion and further development of a number of significant infrastructure projects to address population growth and support service delivery. Projects delivered during this time provided modern, state-of-the-art facilities to assist frontline staff in serving the community. The projects completed include:

- an extension of Thursday Island Water Police facilities
- the refurbishment of Richlands Watchhouse and upgrade of its CCTV equipment
- replacement police station and watchhouse at Murgon
- the new Sunshine Coast District Water Police facility
- the Driver Training Centre at the new Queensland Police Academy site at Wacol.

The QPS has developed a program to incrementally upgrade CCTV facilities throughout the State. The new digital technology is delivering high image quality and is enhancing the safety and security of the communities and the police.

Upgrades at Cunnamulla, Normanton, Maryborough, Mackay, Cleveland, Coolangatta, Moranbah, Proserpine and Cairns have been completed.

Upgrades are being progressed at Maroochydore, Mt Isa, Redcliffe, Toowoomba, Warwick, Dalby, Noosa Heads, Gatton and Mossman.

Upgrades at Brisbane City, Goondiwindi, Roma and St George will be included in the 2011-12 program.

Major capital works projects for 2011-12 include:

- \$54.9 million to continue development of the new, state-of-the-art Police Academy at Wacol.

When complete, this facility will deliver a full range of education and training programs for trainee and operational police

- \$43.8 million for capital works across the State.

The \$43.8 million will include:

- refurbishment of Beenleigh Police Station
- construction of the new Burleigh Heads Police Beat and refurbishment the existing Burleigh Heads Police Complex
- construction of the upgrade to Calliope Police Station
- a new police station at Carina to replace Camp Hill Police Station
- upgrade of Goodna Police Station
- construction of the replacement Lockhart River Police Station
- upgrade of the heritage-listed police facility at Mackay
- construction of the new Oxley District Forensic Facility
- refurbishment of the Pine Rivers District Office
- further progression of the new Townsville District Police Facility.

### Westgate Academy Project

The Westgate Project is continuing work on delivering a new Police Academy on its Wacol site.

The world class Driver Training Centre was officially opened on 3 November 2010.

The track consists of a simulated road circuit of asphalt, gravel and tar roads, manoeuvre areas, an urban streetscape, a four-wheel-drive skills and recovery area, a motorcycle training track and scenario buildings for tactical operations. All scheduled driver training courses are now conducted at the new facility.

The Westgate Academy project is on target to be completed in the 2014-15 financial year and will replace the existing campuses at Oxley, and training facilities at Mt Cotton and Chelmer.

## Environmental sustainability and infrastructure

The Queensland Government's *Toward Q2: Tomorrow's Queensland* strategy has set goals that address current and future challenges for Queensland. The QPS is committed to the reduction of emissions created by government buildings and vehicles as well as managing water consumption and waste production.

### Energy

The *Queensland Police Service Strategic Energy Management Plan* (SEMP) has been developed to guide the way we manage the department's future energy consumption, so that we can meet the objectives of the State Government's *Strategic Energy Efficiency Policy for Queensland Government Buildings*.

This policy requires the QPS to achieve a 5% energy reduction by 2010 and a 20% saving by 2015.

During 2010-11, the following activities were undertaken:

- Retrofit energy efficient lighting at Brisbane police headquarters, Brisbane watchhouse, Townsville, Runaway Bay, Coolangatta, Coomera, Sandgate, Indooroopilly, Petrie, Redcliffe, Karana Downs, Hendra, Maryborough, Boondall, Dutton Park, Thursday Island, Bamaga, Horn Island, Yamanto, and Logan Central (80% complete).

This has resulted in an average of 26% saving in energy consumption at these sites.

- Upgrade to efficient air-conditioning chillers at Brisbane police headquarters.

With the completion of these initiatives, the QPS achieved an 8.75% reduction in energy consumption (based on the 2005-06 baseline).

As part of the master plan undertaken for the Westgate Project, a number of key environmental sustainability initiatives have been incorporated including:

- energy benchmarking
- orientation of major building facades towards north and south for optimum thermal comfort
- passive design elements such as daylight availability, solar control and shading, natural ventilation and environmentally responsive building facades

- a central energy plant producing site-wide chilled water for air-conditioning, with a thermal storage tank for peak load energy reduction
- mixed mode ventilation
- a 430kW site wide photo voltaic array and solar hot water
- plumbing to enable use of rainwater for toilet flushing across the site
- grey water reuse system
- integrated planting.

## Water

The QPS is committed to the Government Buildings Water Conservation Program (Water Smart Buildings), which aims to reduce water consumption by at least 25% primarily in new and existing government commercial buildings.

Our commitment is demonstrated by the adoption of and compliance with the *Water Efficiency Management Plans* (WEMP) in South East Queensland. This plan provides long-term efficiencies and savings for identified police stations and facilities.

Water saving strategies include:

- education of staff to raise the awareness of water conservation
- regular maintenance and inspections of water supply equipment and associated devices.

## Waste

The *Queensland Police Service Waste Management Strategic Plan* (WMSP) focuses on the Government's waste management hierarchy of waste avoidance, reuse, recycling, energy recovery from waste and disposal.

This focus highlights the strong and growing commitment the QPS has to reducing the amount of waste created, ensuring the efficient use of resources and encouraging recycling of resources.

## Greenhouse gas emissions

The QPS is committed to supporting the Queensland Government's *Toward Q2 – Tomorrow's Queensland* target to cut Queensland's greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government's climate change and other environmental strategies such as the *ClimateQ: toward a greener Queensland* strategy.

The Queensland Government has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to (i) vehicle use, (ii) electricity consumption and (iii) air travel. These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used. Due to data availability limitations and timing constraints the twelve-month reporting period from 1 April 2010 to 31 March 2011 has been applied.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies may be proportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure all the relevant parameters are exactly the same and have not been affected by changes such as: differences in the configuration and make-up of the department's building portfolio; changes to building functionality and/or occupancy levels; or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government's *National Greenhouse Accounts Factors Workbook*).

The following table outlines the emissions relating to the QPS for the twelve-month period 1 April 2010 to 31 March 2011:

Activity	Gross greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Less emission offsets (tonnes of CO <sub>2</sub> )	NET greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Explanatory notes
<b>Vehicle usage</b>				
QFleet leased vehicles	Not applicable	Not applicable	Not applicable	1
Department-owned vehicles	20 836	10 418 (50% offset)	10 418	
Hired vehicles	60	60	-	2
<b>Electricity consumption</b>				
Government-owned buildings	57 635		57 635	3
Leased privately-owned buildings	2 534		2 534	4
<b>Air travel</b>				
Domestic air travel on commercial airlines	1 468	1 468	-	5
International air travel on commercial airlines	135	135	-	5
Police Air Wing	2 320	1 160 (50% offset)	1 160	6

Notes:

1. The emissions figures have been calculated using a combination of two methodologies. QFleet has supplied the data for the period 1 April to 30 June 2010 emissions calculated using the contracted kilometres-travelled methodology (used in previous years). For the period 1 July 2010 to 31 March 2011 the Queensland Government Chief Procurement Office has provided departments with available actual fuel data to enable departments to calculate their emissions using the National Greenhouse Emissions Reporting methodology. All emissions reported represent emissions associated with four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those vehicles that did not comply with the minimum Green Vehicle Guide (GVG) Greenhouse ratings. Vehicle emissions offsetting undertaken by this department since 1 July 2010 relates to the Queensland Government's commitment to offset 50% of vehicle emissions from 2010.
2. The hire car vehicle emissions figures have been calculated by Avis Australia and are attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.
3. These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45% to the landlord, and 55% to the tenants – in line with historical benchmarking. Emissions have been calculated by converting relevant electricity consumption using the Scope 2 conversion factor of 0.89 kg CO<sub>2</sub>-e/kWh as published in the Australian Government's *National Greenhouse Accounts Factors Workbook (July 2011)*.



4. These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned ones (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.
5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPPO) during the period 1 April 2010 to 31 March 2011, specifically:
  - international air travel on commercial airlines
  - domestic air travel on commercial airlines.

The emissions are calculated by QGCPPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO<sub>2</sub>.

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

6. QPS Air Wing air travel data is reported through the purchase of aviation fuel under the whole of government procurement arrangement.

## Information and communications technology

The strong population growth of Queensland requires infrastructure to support community needs. Information and Communications Technology (ICT) initiatives such as QPRIME, Policelink, Computer Aided Dispatch (CAD) and Public Safety Network (PSN) provide infrastructure to connect with the community and support the increasing number of calls for service.

### QPRIME

The Queensland Police Records and Information Management Exchange (QPRIME) provides a single integrated records management system for most police incident types including traffic crashes, missing persons, sudden deaths, crime, custody, charging, organised crime and gangs, property, Crime Stoppers and intelligence.

Major reporting functionality was delivered in October 2010 allowing operational police and managers to further manage operational risks and strategies within areas such as successful prosecutions, custody management, officer's work performance and other QPRIME processes.

Enhancements to QPRIME this year also included additional Case Management functionality to support juvenile bail, mental health and repeat calls for service.

Comprehensive property management reporting will be delivered in August 2011.

## Computer aided despatch

The QPS is developing a new Computer Aided Despatch (CAD) solution which will be an integrated map-based system and will provide a connected response platform across the State.

The new CAD solution incorporates a modern, state-of-the-art command and control system and enhanced capability for managing first response resources.

The system will allow integration with other core QPS record and communications systems in order to streamline administrative processes. It is a key platform of the ICT infrastructure being developed by the QPS to build its capability for responding to increasing calls for service.

The new CAD solution will be progressively rolled out to seven major regional Police Communication Centres from late 2011.

## Legacy Migration Program

From 2007–11, the Legacy Migration Program was focussed primarily on replacing and decommissioning the QPS mainframe systems and environment in order to reduce business risks arising from the lack of support for these ageing technologies.

This has been achieved—the mainframe was successfully decommissioned by 31 March 2011.

## Public Safety Network

The Public Safety Network (PSN) initiative now provides a modern data network that meets the needs of the QPS, the Department of Community Safety and the Department of Justice and Attorney-General. The PSN provides an integrated, internet protocol-based data network capable of delivering digitised information including voice, data and video.

The initiative was awarded the 2010 Premier's award in the 'Strong' category.

All network hardware upgrades and virtualisations were completed in March 2011. This brought to a close the remaining 'in scope' activities of the PSN project.

## Weapons Licensing System replacement

On 30 November 2010, the QPS implemented stage one of a three-stage project to introduce a contemporary Weapons Licensing Management System (WLMS).

Stage one has replaced the mainframe and ancillary systems and as a result reduced the risks associated with the continued reliance on ageing and increasingly unsupportable technology. The system has successfully integrated with QPRIME, providing a central source for operational police officers regarding weapons information.

Stage two of the project, delivering online capability to the public, is forecast to be completed in 2012.

When fully implemented, the system will enable the streamlining of processes and provide client service improvements to licence holders, firearm dealers and shooting clubs.

## Communications Equipment Refresh Program

During the year communications were enhanced through several significant initiatives.

- Approximately 1 200 handheld and 460 vehicle radios were purchased to replace existing radios. Additional mobile and fixed high frequency (HF) radios were also purchased to replace regional HF radios.
- Equipment purchases were made for the replacement of some regional microwave link systems. These systems connect Rockhampton and Gladstone communications centres, plus several critical radio sites.
- The last of the fixed Digital Electronic Recording of Evidence (DERE) units have been purchased and issued to the regions. Additionally,

approximately 90 portable DERE units are currently being purchased to replace the analogue audio only portable interview units currently in use.

- New integrated radio communications console systems have been purchased for the new Police Communications Centre (PCC) at Beenleigh and for the refurbishment of PCC Brisbane.
- New radio infrastructure was installed at Cape Bowling Green, Kelso, Woorabinda, Miriam Vale, Seaforth, Dawes Range, Jimboomba, Cooroy and Helidon to reduce radio black spots.

## Technology Refresh

During 2010-11 several technology replacement and improvement initiatives were delivered including:

### Desktop/Laptop replacement

A total of 3 156 devices were successfully replaced due to expiry of warranty.

### Aurion payroll system upgrade

The server hardware, operating system and database was upgraded.

### Escort CAD upgrade

The server hardware and operating system for the Escort Computer Aided Dispatch system was upgraded from a previously unsupported level. Dual site redundancy has now also been implemented which reduces the risk of system unavailability until the CAD project is implemented.

### Polaris Data Centre establishment

The establishment of the new CITEC Polaris Data Centre as the second QPS site for system infrastructure was completed in 2010-11. QPS previously utilised a QLD Health Data Centre at Herston as the second site but all infrastructure has now been relocated to Polaris.

### Imaging Rationalisation Project

This project was initiated in 2010-11 with a scope to implement a new printing service across QPS and reduce the total cost while improving the level of service.

## Other reporting

### Weapons licensing

The Weapons Licensing Branch administers all aspects of the *Weapons Act 1990*, *Weapons Regulation 1996* and *Weapons Categories Regulation 1997*.

The Branch issued 15 503 new or replacement licences, renewed 10 896 licences and received 20 042 applications for the issue of permits to acquire firearms. All weapons licences now have a maximum five year life other than those extended to the licensee's date of birth.

As of 30 June 2011 there were 163 242 licence/approval holders with 599 897 firearms/weapons registered to licence or approval holders.

The Branch also provided support, training and advice to internal and external clients throughout the year.

### Recordkeeping

The Administration Branch is responsible for the development, review and maintenance of QPS corporate records management policies, procedures, standards, guidelines and training programs. Together these ensure that the QPS meets its responsibilities under the *Public Records Act 2002* and continues to improve recordkeeping processes to enhance compliance with Queensland Government Information Standard 40, 'Recordkeeping'.

A key initiative in 2010-11 was the Station Retention and Disposal Project. The project encompassed training and visits to all police establishments state-wide which improved proper maintenance of records that need to be retained, identification of unwanted records no longer required to be stored, and the creation of usable space to enhance the operational capability of police establishments.

### Consultancies

In 2010-11 the QPS engaged Kingsholme Merchants and Investors trading as Sagacity Consulting at a cost of \$20 100 (excluding GST).

This consultancy was engaged to conduct a review of human resources in regard to QPS police recruit applicant and initial service integrity screening practices.

### Right to Information and Privacy Unit

In 2010-11 the Right to Information (RTI) and Privacy Unit received 848 RTI and 1 695 information privacy applications. All applications were processed within statutory timeframes. The unit continued to provide support, guidance and advice to internal and external stakeholders throughout the year.

During the year under review, 70 documents have been published on the Queensland Police Service Publication Scheme in addition to 1 651 folios relating to 52 RTI applications on the Service Disclosure Log.

## Key future initiatives

### Human resource management

Regional conflict coaching training will be rolled out during 2011-12 as a pre-alternative dispute resolutions process.

### Physical resource management

#### Tenancy Management Project

A 'Tenancy Management Policy' will be implemented during January 2012 which will standardise the way in which the QPS manages its accommodation requirements across the State. In line with this, a new system is being developed to enable the consistent recording and reporting ability of tenancy and accommodation requirements. It is anticipated this system will be functional by the third quarter of the 2011-12 financial year.

### Information management

#### QPRIME

QPRIME will be implementing a new NICHE database version in the first half of 2012. This new version will allow further development of a new and improved QPRIME user interface. Changes to the reporting of significant events will be investigated and QPRIME will also be implementing a Bulk Property Loader to enhance the recording of found and seized property.

### Mobile services

The mobile services initiative proposes to provide front line officers with accurate information that is timely, safe and secure via a corporately supported mobile services platform.

This initiative will incorporate a technology evaluation of In-Vehicle computing Platforms (IVPs), solution architecture and a business case for the initial implementation of a mobile services capability.

### The Critical Incident Management System (CIMS) Project

The Critical Incident Management System Project will provide enhanced communications with other Queensland emergency services agencies and interstate/international police agencies, particularly during disasters, critical incidents, major events and operations. A business case is under development.