

Service delivery support

Queensland's frontline police are backed up by dedicated support staff that perform a range of functions to help the QPS deliver quality services to the community.

The table below provides an overview of the QPS's performance against service standards from the *2012-2016 Strategic Plan* and *2012-13 Service Delivery Statement*.

| Service delivery support | Notes | 2011-12 Actual | 2012-13 Target/Est. | 2012-13 Actual | 2011-12 National average |
|--|-------|----------------|---------------------|----------------|--------------------------|
| Cost of policing services per person | 1 | \$414 | ≤ \$415 | \$415 | \$421 |
| Other measures | | | | | |
| Operational staff (sworn and unsworn) per 100 000 population | 1,2 | 290 | ≥ 266 | 290 | 268 |

Notes:

1. The 2011-12 national average was obtained from the 2013 Report on Government Services.
2. The definition of operational staff includes both sworn and unsworn employees.

Achievement highlights

As at 30 June 2013, the QPS employed 15 131 people (14 749.7 full time equivalent employees), comprising 11 055 police officers, 371 police recruits and 3 705 staff members.

The following table shows the proportion of staff members from equal employment opportunity target groups by salary levels within the QPS.

| 2012-13 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 |
| 107 488 and above | 9.7% | 90.3% | 88.6% | 2.3% | 5.7% | 3.4% | 1.4% | 95.2% | 3.4% | 2.6% | 90.6% | 6.8% |
| 98 362 – 107 487 | 32.5% | 67.5% | 90.0% | 2.5% | 5.0% | 2.5% | 2.5% | 82.5% | 15.0% | 2.5% | 87.5% | 10.0% |
| 87 712 – 98 361 | 13.3% | 86.7% | 88.1% | 2.2% | 6.0% | 3.7% | 1.1% | 94.1% | 4.8% | 4.8% | 88.8% | 6.5% |
| 77 665 – 87 711 | 22.2% | 77.8% | 88.8% | 2.9% | 5.8% | 2.6% | 1.6% | 94.1% | 4.3% | 2.5% | 88.5% | 9.0% |
| 68 965 – 77 664 | 32.3% | 67.7% | 86.5% | 3.2% | 6.8% | 3.5% | 1.9% | 92.0% | 6.0% | 2.7% | 84.0% | 13.3% |
| 59 270 – 68 964 | 34.4% | 65.6% | 82.5% | 4.4% | 5.3% | 7.8% | 2.6% | 87.7% | 9.7% | 2.7% | 79.1% | 18.2% |
| 49 883 – 59 269 | 43.1% | 56.9% | 71.0% | 3.5% | 4.0% | 21.5% | 3.6% | 70.9% | 25.6% | 3.2% | 68.5% | 28.4% |
| 37 133 – 49 882 | 83.2% | 16.8% | 72.9% | 7.7% | 6.4% | 13.0% | 1.3% | 76.6% | 22.1% | 7.8% | 72.0% | 20.2% |
| 0 – 37 132 | 24.3% | 75.7% | 18.2% | 1.2% | 1.9% | 78.7% | 2.6% | 17.5% | 79.9% | 0.2% | 19.6% | 80.1% |
| % of TOTAL | 35.9% | 64.1% | 79.2% | 3.7% | 5.3% | 11.8% | 2.4% | 82.8% | 14.9% | 3.2% | 77.4% | 19.3% |

Notes:

- 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.
- Queensland Shared Services 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 2013 quarter.
- 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.
- Definitions: ESB= English Speaking Background; NESB1= Non-English Speaking Background – Immigrants; NESB2= Non-English Speaking Background - Children of Immigrants; and N/R= Non responses

In 2012-13, 489 police officers (4.5%) separated from the QPS. The separation rate for permanent staff members was 9.4%. The 2012-13 retention rate for police officers was 95.5%, and the retention rate for permanent civilian staff members was 90.6%.

A Voluntary Separation Program was implemented for staff members during 2011-12. The program ceased during 2011-12. No staff members received a voluntary separation package during 2012-13.

A program of redundancies for staff members was implemented during 2012-13. During the period, 120 employees received redundancy packages at a cost of \$6.8 million. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. At the conclusion of this period, and where it is deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During the period, three employees received a retrenchment package at a cost of \$87 000.

Commissioned officer positions were reviewed and reduced as part of the internal review conducted during the year. There were no forced redundancies. Commissioned officers were given the choice of either nominating for positions within the new structure or seeking a voluntary redundancy. Eighty-six officers expressed an interest in a voluntary redundancy. As a result, 3 Chief Superintendents, 16 Superintendents and 67 Inspectors left the QPS between 10 May and 14 June 2013 at a cost of \$13.6 million.

The Establishment Management Program, incorporating a vacancy review process and Establishment Position Audit, supported the Government's commitment to generating savings through establishment management. The program applies to staff member positions.

Employee Relations provides a range of industrial and employee services including management intervention programs, equity and diversity initiatives, and resolution of negative workplace behaviours. It also consults with the unions to address industrial matters before they become major disputes. Employee Relations was instrumental in negotiating an in principle agreement with the Queensland Police Union (QPU) and the Queensland Police Commissioned Officers' Union of Employees (QPCOUE) for a new 3 year certified agreement consisting of 2.2% wages increase which was within the Government's stated wages policy.

The QPS worked towards delivering 1 100 additional police, and moving around 200 police from behind office desks, over four years.

A new Police Recruit Entry Pathway began on 1 June 2012. Applicants are selected based on their physical health and fitness; personal integrity; cognitive ability and literacy; psychological suitability; life and work experience; and practical policing skills. Around 875 recruits are being trained each year to meet the four year commitment.

A new recruit training program commenced in January 2013. The new program focuses on understanding and demonstrating the skills of a Constable under supervision. Recruits are expected to increasingly perform realistic policing roles.

During 2012-13, the QPS provided rehabilitation and injury management services for approximately 3 403 cases. This included 1 146 for non-work related injuries/illnesses. The injury frequency rate per 100 QPS employees was 8.98 in 2012-13.

Over 1 220 staff participated in the HealthStart Program, obtaining a confidential profile of their health and guidance on how to improve their health. Human Service Officers across the state supported the psychological health of all members of the QPS.

Ongoing support was again provided by the QPS for a range of strategies and initiatives providing developmental opportunities and improving the quality of life of our male and female employees. Flexible working arrangements and work life balance was promoted through strategies such as enabling job share opportunities, flexible work hours and telecommuting.

The QPS Disability Service Plan provides strategies to support people with disabilities and their carers. Carer's leave is provided to both police officers and staff members, and induction training is delivered to new staff to raise awareness and respect for carers in the community.

The QPS Aurion system upgrade was successfully implemented on 26 April 2013. Queensland Shared Services confirmed all pay files were successfully reconciled, validated and disbursed to banks. There was no impact on the QPS payroll system.

QPS is actively working to reduce the ratio of print to digital records by improving business processes and use of the electronic document and records management system (eDRMS).

During the year the QPS continued to improve compliance with its record keeping responsibilities under the *Public Records Act 2002*. A key initiative during 2012-13 has included working with the Queensland State Archives (QSA) to review the restricted access period for QPS records that are held in the State's Archival Collection. QPS is responsible for 119 series with a total of 29 469 closed items held by QSA. Discussions with QSA involved decision-making processes regarding under what circumstances item-level metadata can be either open or closed to public access; and the timeframes and process for providing instruction to QSA on actions to reopen metadata through the Restricted Access Form.

The QPS eDRMS provides the policies, procedures and standards that govern how all QPS records are managed. Separate manual or computerised systems of records management are not allowed unless an exemption is issued by the Commissioner.

The *QPS Records Retention and Disposal Handbook* forms part of the Corporate Records Management System framework, designed to help QPS members meet their obligations under the *Public Records Act 2002*. This handbook is to be used in conjunction with the *QPS Records Retention and Disposal Schedule* and the *QPS Location, Storage and Disaster Management Handbook* to ensure all QPS records are lawfully disposed of in accordance with legislation, standards and accountability requirements. Training on these procedures has been provided by the Corporate Records Management Group to approximately 30 units throughout the state.

During the year 474 items were permanently transferred to Queensland State Archives, consisting of Cabinet file documents and Executive Council Submissions and Minutes. During 2012-13, 1 305 disposal registers with multiple documents were processed for disposal. The Retention and Disposal Schedule currently endorsed by QSA is to be reviewed in 2013-14.

All QPS personnel are responsible for following records management policy, standards and procedures as described in the Records Retention and Disposal Handbook, along with other relevant publications pertaining to records management within the QPS.

The QPS has extensive information security policies, procedures, and an online learning product to mitigate the risk of information being inappropriately disclosed. There has been no serious breach of records information security in 2012-13.

Up until 30 June 2013 the Queensland Police Service's Administration Division was responsible for all aspects of corporate recordkeeping, standards, and training. From 1 July 2013 this will move to the Information and Communications Technology Division.

In 2012, the Queensland Police Commissioner called for suggestions from members of the QPS aimed at reducing red tape and increasing internal efficiencies. All suggestions were sent through the "Commissioner's Suggestion Box". Since August 2012 over 600 have been received, the majority of which relate to improving internal processes.

Red tape reduction initiatives which have been implemented in 2012-13 include:

- developing a new Weapons Licensing System that enables clients to submit and pay for applications for licences or permits using a safe and secure online facility;
- making weapons licence photographs valid for 10 years not three years;
- extending licence periods for legitimate gun owners;
- allowing the public to withdraw a property crime complaint through Policelink, rather than attending a station;
- allowing people to register their parties with local police online; and
- providing direct access for members of the public to current crime statistics.

Crime statistics are now available online, as part of the Government's ongoing commitment to openness and accountability. Queenslanders can now see the state's month-by-month crime statistics for the past 15 years after an open data website was launched in October 2012.

The implementation of the new Computer Aided Dispatch solution, known as 'QCAD', was completed during the year with the roll out to police communication centres in Rockhampton and Toowoomba. QCAD had already been implemented at regional police communication centres in Maroochydore, Beenleigh, Brisbane, Cairns and Townsville. QCAD is used to record and manage details of calls for police assistance, including triple zero calls. It is also used to task first responders.

Surf Life Saving Queensland was appointed as the successful tender to provide the QPS helicopter service on the Gold Coast until 4 July 2014.

A new state-of-the-art station, watchhouse and court house was opened at Lockhart River. The new facilities will support police in keeping the community safe.

Future initiatives

The QPS will continue to work towards delivering 1 100 additional police, and moving around 200 police from behind office desks, over four years.

A fully revised performance review and development process will be delivered, following the successful upgrade in 2012-13 of the human resource and payroll system. This will coincide with implementation of employee capability frameworks which will apply to recruitment and selection processes as well as performance management. In addition, the Service's new Strategy and Business Review Command will coordinate strategic performance reviews, and provide advice and support to operational performance reviews.

Three human resource functions will be redeployed from regions, commands and divisions to the Human Resource Division in Brisbane. This will improve service delivery, business standards, and case management practices and outcomes.

To provide a more streamlined functional service delivery model, the Finance and Business Support Division will be established by combining the majority of existing functions from both Finance and Administration Divisions.

A Mobile Data Strategy will focus on leveraging mobile technologies and mobile information to improve QPS' productivity, officer safety and crime prevention and detection.

Water Police patrol catamarans will be replaced at Cairns, Townsville and Whitsunday, and a permanent police helicopter capability will be established to service South East Queensland.

Red tape reduction initiatives to be implemented in 2013-14 include:

- reducing the 'wide load permit' application from multiple forms to one
- amending police legislation to achieve efficiencies
- making police operational procedures available on the QPS Internet site
- installation of automated public enquiry devices (touch screens) at Milton and Westfield North Lakes Shopping Centre.