

Service delivery support

The table below provides an overview of the QPS's performance against service standards from the *2011-2015 Strategic Plan* and *2011-12 Service Delivery Statement*.

Service delivery support	Notes	2010-11 Actual	2011-12 Target/Est.	2011-12 Actual	2010-11 National average
Cost of policing services per person	1,2,3	\$394	≤ \$395	\$414	\$395
Other measures					
Operational staff (sworn and unsworn) per 100 000 population	1,4	291	≥ 262	290	266

Notes:

1. The 2010-11 national average was obtained from the 2012 Report on Government Services.
2. 2010-11 Actual figures may differ from those reported in the QPS Annual Report 2010-11. The ABS has reviewed all population figures for Australia based on the 2011 census. The revised Queensland population figures have resulted in amendments to the cost of policing services per person for 2010-11.
3. The increase in real recurrent expenditure from 2010-11 to 2011-12 is mainly due to increased expenditure for police growth and enterprise bargaining arrangements.
4. The definition of operational staff includes both sworn and unsworn employees.

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.

Achievement highlights

As at 30 June 2012, the QPS employed 15 082 people (14 690 'full time equivalent' employees), comprising 10 695 police officers, 415 police recruits and 3 972 staff members.

In 2011-12, 403 police officers (3.79%) separated from the QPS. The separation rate for permanent staff members was 16.74%.

During 2011-12, no employees accepted redundancy packages or early retirement packages and there were no employees retrenched.

A Voluntary Separation Program was introduced as part of the Mid-Year Fiscal and Economic Review in January 2011. This program was one of a number of measures designed to deliver additional savings and reprioritise spending. The program was targeted primarily at non-frontline areas, as a service reprioritisation strategy to ensure continued growth in frontline areas. QPS sought expressions of interest from all permanent staff members across the department. Offers were made to eligible employees based on the ability of the QPS to absorb the loss of the resource and took into account the number of employees who applied for a Voluntary Separation Package from a work unit. In 2011-12, 225 employees accepted offers of voluntary separation packages at a cost of \$20.4 million.

An Establishment Management Program, incorporating a vacancy review process and Establishment Position Audit, was introduced to support 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 programmes, equity and diversity initiatives, and resolution of negative workplace behaviours. A new Alternative Dispute Resolution process of conflict coaching was introduced, with 23 conflict coaches trained across the state during 2011-12. Employee Relations also consults with the unions to address industrial matters before they become major disputes. Also, during 2011-12 the police enterprise bargaining agreement was completed.

The QPS began working to deliver on the police recruiting surge and the transition of around 50 police from behind office desks, in conjunction with the Queensland Police Union of Employees. Up to 200 police will be returned to the frontline over 4 years.

A new entry pathway was developed to provide for a greater diversity of applicants to become police recruits. These requirements bring Queensland into line with other Australian police jurisdictions, and enable Queensland to compete with other states for the best recruits.

In preparation for the new harmonised *Work Health and Safety Act 2011*, the QPS completed a comprehensive review of the health and safety management system, including examining Health and Safety Representatives, Safety Officers and Health and Safety Committees.

The QPS also commissioned a major external review of fatigue management, with a view to improving existing practices.

During 2011-12, the QPS provided rehabilitation and injury management services for approximately 3 469 cases. This included 1 150 for non work related injuries/illnesses. The injury frequency rate per 100 QPS employees was 8.83 in 2011-12. This is a slight increase over last year (8.62); however, the rate has stayed fairly stable over time.

Over 1 000 staff participated in the HealthStart Program, obtaining a confidential profile of 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 female employees.

Alcohol and drug testing continues to be one aspect of our commitment to enhance police wellbeing and safety, and integrity within the workplace. As at 30 June 2012, 1 460 members had undergone a random alcohol breath test, with no positive results. Following critical incidents, 53 urine drug tests and 55 breath alcohol tests were conducted, with no positive results.

Future initiatives

Implementation of a revised performance planning and assessment process was deferred to 1 July 2013, to ensure it is integrated with an updated human resource and payroll system. The revised timeframe will also facilitate consistency with the whole-of-government performance framework.

As part of the Government's *Safer Streets Crime Action Plan*, work will continue to transition around 50 police from behind office desks back into front line policing. Negotiations with the Queensland Police Union of Employees will continue and a communications strategy will be implemented.

The psychological health of all members of the QPS will continue to be supported by Human Service Officers across the state.

The QPS will progress recommendations from the external review of fatigue management. Police districts will develop fatigue prevention and management strategies as part of their operational planning.

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

2011-12 EEO Target Groups by Salary - includes Police Officers, Public Service Officers and General

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	9.6%	90.4%	89.3%	1.7%	5.4%	3.5%	1.1%	95.4%	3.5%	3.7%	88.3%	8.0%
98 362 – 107 487	33.3%	66.7%	80.0%	2.2%	4.4%	13.3%	2.2%	73.3%	24.4%	4.4%	77.8%	17.8%
87 712 – 98 361	15.2%	84.8%	87.2%	2.1%	5.9%	4.8%	0.9%	92.9%	6.1%	5.3%	87.3%	7.3%
77 665 – 87 711	20.2%	79.8%	88.2%	2.7%	5.2%	3.9%	1.4%	93.2%	5.4%	2.7%	88.2%	9.0%
68 965 – 77 664	30.0%	70.0%	85.2%	3.0%	6.9%	4.8%	1.9%	90.4%	7.8%	3.1%	84.0%	13.0%
59 270 – 68 964	33.7%	66.3%	86.8%	3.8%	5.9%	3.5%	1.9%	92.4%	5.7%	2.8%	82.3%	14.9%
49 883 – 59 269	43.9%	56.1%	69.7%	3.5%	4.1%	22.7%	3.1%	69.7%	27.2%	3.4%	66.3%	30.3%
37 133 – 49 882	82.7%	17.3%	67.0%	6.4%	5.9%	20.7%	1.4%	67.9%	30.7%	7.0%	65.7%	27.3%
0 – 37 132	28.5%	71.5%	41.8%	2.2%	0.5%	55.4%	2.2%	41.3%	56.4%	0.7%	43.8%	55.4%
% of TOTAL	36.9%	63.1%	78.6%	3.5%	5.2%	12.7%	2.1%	81.7%	16.2%	3.5%	76.4%	20.1%

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 2012 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.

ESB English Speaking Background
 NESB1 Non-English Speaking Background - Immigrants
 NESB2 Non-English Speaking Background - Children of Immigrants
 N/R Non responses