

Highlights 2020–2021

This section reports on the achievements of objectives of the PSBA Strategic Plan 2020–2024.

There were three objective pillars which formulated the PSBA Strategic Plan –

1. Service Leadership – Productive and responsive services
2. Technology Leadership – Integrated and scaled service platforms
3. Capability Leadership – Innovative and collaborative best practices.

Strategies within each of these pillars focused on the work the PSBA undertook to support the public safety agencies in their frontline service delivery.

This section provides a comprehensive view of how the PSBA implemented its strategy, created value through its service delivery and utilised its budget during the reporting period.

Objective 1: - Service Leadership – Productive and responsive services

Strategies to achieve this objective

- ✓ Prioritise the most critical core business services
- ✓ Re-engineer or eliminate ineffective end-to-end processes
- ✓ Strengthen Queensland's responsiveness to emergency events
- ✓ Partner to identify solutions

Our measures

- ✓ Increased client satisfaction
- ✓ Achieved productivity goals

Air Operator's Certificate

In response to a changing regulatory environment, QGAir Fixed Wing transitioned from a Private Operator to prescribed operations under a Civil Aviation Safety Authority (CASA) issued Air Operator's Certificate (AOC). Operating under an AOC required increased compliance with CASA regulations including accountable position holders, governance frameworks, and safety and quality management. QGAir Fixed Wing obtained an AOC on 26 August 2020.

Queensland Fire and Emergency Services and Queensland Ambulance Service technology upgrades

As part of ensuring the continuity of systems that support frontline call-taking and dispatch, PSBA completed a range of redesign, replacement and upgrade activities for QFES and QAS at a number of locations across a number of technologies.

Microsoft Teams and video conferencing integration

To support public safety agencies' operational decision making and business continuity during the COVID-19 health pandemic, the PSBA implemented a solution that supported Microsoft Teams to connect to other video conferencing solutions. This service assisted the public safety agencies to connect, interact and collaborate seamlessly across a range of remote and onsite working facilities.

Asset transfers

Operational assets attributable to the operations of the QPS and QFES, such as fleet vehicles and fire appliances, vessels, police stations, and fire stations were transferred at a total net book value of \$1.683 billion to the QPS and \$690 million to QFES effective 1 July 2020. Following the balance sheet transfers, PSBA continued to support the QPS and QFES in the management of their assets through the PSBA functions including procurement, finance, fleet and property and facilities as required under the *Public Safety Business Agency Act 2014*.

Capital programs to support operational capability of public safety agencies

The PSBA worked closely with the public safety agencies and maintained strong relationships with other government agencies, including the Department of Communities, Housing and Digital Economy (DCHDE), with regard to the strategic management of diverse property portfolio activities comprised of construction, maintenance and leasing statewide.

In partnering to identify solutions, the PSBA was responsible for the delivery for most of the new and ongoing capital initiatives for the public safety agencies and worked in collaboration with these agencies to prioritise the most critical core business services required to support of the operational capability of the QPS and QFES.

The PSBA identified and appropriately managed key strategic risks through the effective management of land and buildings for the public safety agencies.

The PSBA delivered the 2020–2021 \$129.2 million Capital Works Programs on behalf of the QPS and QFES with \$85.1 million of projects attributed to the QPS and \$44.1 million to QFES. The 2020-2021 program supported the delivery of essential frontline public safety services to Queensland communities through the provision of infrastructure and ongoing delivery of reliable and responsive services. While some delays to the delivery of priorities was experienced, particularly in remote communities due to travel restrictions related to the COVID-19 health pandemic, the PSBA continued to progress its capital works responsibilities.

During 2020-21, capital works were delivered by the PSBA including the completion of QPS facilities at Coolum, Caboolture and the Wacol Counter-Terrorism and Community Safety Training Centre. Completed QFES facilities include Charlton, El Arish, Esk, Kilkivan, Mount Isa, Yarraman and Pimpama.

Further, significant Fleet capital work initiatives were progressed or delivered by the PSBA during 2020–2021 and are outlined in Table 5 below:

Table 5: Significant capital works - Fleet

Fleet	
QPS	
PSBA performed a role in supporting the QPS operations through the delivery of fit for purpose vehicles and vessels, and the provision of scheduled and unscheduled maintenance and repairs. In 2020–2021 the PSBA held and maintained 2825 QPS vehicles comprised of marked, unmarked, covert, and purpose-built tactical units along with 65 QPS vessels, including catamarans, rigid hull inflatable boats, jet skis and tactical vessels.	
Fleet projects delivered by the PSBA for the QPS during 2020–2021 included:	<ul style="list-style-type: none"> • 931 new vehicles including: <ul style="list-style-type: none"> ○ 15 Child Protection Offender Registry vehicles ○ 16 growth vehicles ○ 2 Mobile Police Beats • 7 replacement marine vessel • 4 marine vessel refits • 22 marine vessel engine replacements.
QFES	
The PSBA delivered the 2020–2021 component of a \$160 million five year rolling Appliance Build Program on behalf of QFES. Delivery of the program contributes to the strengthening of the responsiveness of QFES to emergency events and demonstrates PSBA's capacity to deliver productive and responsive services whilst also responding to major disruptive events, such as the COVID–19 health pandemic.	
The 2020–2021 scheduled build plan involved a budgeted investment of \$18.568 million resulting in the design, sourcing and construction of:	<ul style="list-style-type: none"> • 32 RFS appliances • 30 Fire and Rescue Service appliances.

Objective 2: - Technology Leadership – Integrated and scaled service platforms

Strategies to achieve this objective

- ✓ Digitise manual processes and streamline services
- ✓ Implement Cloud ready, integrated platforms
- ✓ Expand e-services as mobile, online, easy to use self-services
- ✓ Identify external revenue opportunities

Our measures

- ✓ Increased digital service delivery
- ✓ Generated external revenue

Human Resources: The Next Generation Program

Following a successful QPS pilot of the HR @ Your Fingertips system which automated HR processes, the system was implemented across the QPS network, which included the Prostitution Licensing Authority. Additional forms and processes were identified and added to the suite of forms for automation.

Aurion 11 Upgrade Project stage 2

The Aurion employee self-service options were expanded to include a self-management payroll deduction capability. New time codes for recording remote working were also introduced to assist PSBA management understand workforce movement and improve workforce data and analysis.

Trunk Replacement Project

In line with the rollout of the National Broadband Network (NBN), the PSBA continued to transition digital network services for over 200 triple zero and non-triple zero facilities belonging to the public safety agencies across the state. With 65 per cent of sites migrated, this project, when completed, will ensure continuity resilience of frontline telephony services.

Geographic Information System Mapping assisting restrictions and response to the COVID-19 health pandemic

The PSBA assisted Queensland Health in their response to the COVID-19 health pandemic by developing detailed maps that outlined postcode areas and suburbs affected by the State's COVID-19 health pandemic border restrictions. These web-based maps included border zone overlaid with postcodes and Local Government Areas, to better enable visual communication for management of border returns.

Queensland Police Service telephony upgrade

An initiative to upgrade the QPS non-triple zero telephony technology commenced in 2015 through an annual staged approach. This year, the PSBA deployed regional IT officers across the state to upgrade the QPS telephony technology at the last 167 sites. This initiative will provide continuity of the QPS' telephony capability and has improved the quality of telephony communications across the state.

Objective 3: - Capability Leadership – Innovative and collaborative best practices

Strategies to achieve this objective

- ✓ Invest in people
- ✓ Invest in innovation
- ✓ Enhance collaboration and relationships across government
- ✓ Build a high-performing workforce

Our measures

- ✓ Increased employee satisfaction
- ✓ Zero harm

Establishment of the Public Safety Business Agency Transition Taskforce

To enhance the management of the disestablishment of the PSBA, a dedicated taskforce was established to implement the required changes to transition the functions, services and people of the PSBA to the QPS and QFES. The Taskforce worked closely with the PSBA Executive and Senior Leadership Teams, and the QPS and QFES transition teams.

20,000 hours flight time as a Helicopter Emergency Medical Service

In July 2020, QGAir became the first Helicopter Emergency Medical Services and Search and Rescue service provider in Australia to have accumulated over 20,000 flight hours by its rotary fleet. QGAir was the first helicopter operator in Australia to introduce the AW139 helicopter and has completed many life-saving missions across Queensland since the introduction of this helicopter type in 2008. QGAir operates five AW139 helicopters from bases in Brisbane, Townsville and Cairns providing emergency medical and search and rescue capability to Queensland communities.

Queensland Government Air Memorandum of Understanding arrangements

During the reporting period QGAir established three Memorandum of Understanding (MoU) arrangements to support and enhance ongoing service delivery with:

- DonateLife - with respect to aeromedical organ transportation
- Queensland Health - for the provision of emergency helicopter services within the Queensland Emergency Helicopter Network
- Australian Maritime Safety Authority (AMSA) - with respect to search and rescue tasking through AMSA.

Advanced Mobile Location project

PSBA partnered with QFES and QAS to deliver enhanced Advanced Mobile Location (AML) data functionality. AML data is passed on by Telstra to the public safety agencies to provide the latitude and longitude data of a mobile phone when a triple zero call is made. This pinpoints the location of emergency callers in distressful situations, supporting quicker and more accurate dispatch.

Queensland Police Service border pass

To support implementation of the Queensland Chief Health Officer's Border Restrictions Directions, the PSBA worked with the QPS, Smart Services Queensland, DCHDE, Queensland Health and Telstra to rapidly deliver a Border Pass Approval Website for use by a whole-of-government workforce. Also delivered was the Border Check App for use by QPS Officers. The systems went live in November 2020 and enabled prompt QPS validation of an applicant's Border Declaration Pass.