

Chapter 1 Organisational Functioning

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1.1 Organisation structure

Organisational structure

In accordance with s. 4.8: 'Commissioner's responsibility' of the PSAA, the Service organisational structure is determined by the Commissioner.

Local police stations and work units are the base levels of the boundary or classification which become larger groupings at progressively higher levels. Regions comprise of districts, patrol groups and police stations. Commands and divisions comprise of groups and units.

The current organisational structure occurs generally through the Commissioner to deputy commissioners and then:

- (i) regions;
- (ii) commands; and
- (iii) divisions (such as Legal Division).

The organisational structure, as determined by the Commissioner, identifies the top-level view chain of command and responsibility for the management, coordination and completion of tasks and activities. Changes to the organisational structure of the Service are circulated via an executive direction (see s. 1.2.1: 'Executive directions' of this chapter).

The current organisational structure of the Service is located on the Organisational Structure webpage of the Service internet.

Organisational boundaries (geographic)

The Service's geographic organisational boundaries and classifications, as part of the organisational structure, deliver operational functioning.

The Service's operational geographic organisational boundaries are aligned within regions, districts, patrol groups and local stations. Primarily these boundaries will conform with a statistical local government area and Australian Bureau of Statistics Census Data mesh block boundaries. Policy and procedure within s. 1.1.2: 'Amending/creating Service Operational Boundaries' of this chapter refers to exceptions.

Organisational classifications (non-geographic)

Commands (including groups and units) and other groupings, such as Legal Division and the Crime and Corruption Commission Police Group are Service organisational classifications that hold no geographic foundation, although have geographic considerations.

1.1.1 Standards for organisational boundaries (geographic)

Clear standards relating to the purpose, principles and hierarchy of Service geographic boundaries have been established and are to be maintained.

Purpose and principles of organisational boundaries (geographic)

Service geographic organisational boundaries are required to enable location-based statistics to be produced on a useful and comparable basis, in a cost-effective manner. To achieve this, geographic boundaries need to satisfy several requirements or principles, such as:

- (i) geographic areas of organisational reporting are to align with those used for statistical reporting purposes;
- (ii) individual geographical areas are to be:
 - (a) clearly defined written descriptions with precisely drawn boundaries;
 - (b) uniquely identified by name; and
 - (c) mutually exclusive.
- (iii) any groupings of individual areas into intermediate levels of aggregation are to be adjoining and able to progressively sum to the whole.

Hierarchy standards of organisational boundaries (geographic)

Regional, district, patrol groups and station boundaries will comply with the following hierarchy standards:

- (i) there is to be only one police station per area;
- (ii) police beat and Neighbourhood Watch areas are to be entirely encapsulated within a single station;
- (iii) multiple stations form a patrol group (if applicable) within a district. Station boundaries cannot be split by district boundaries; and
- (iv) multiple districts form a region. District boundaries cannot be split by regional boundaries.

Any exception to this hierarchy is to be authorised by the Deputy Commissioner, Regional Operations and Youth Crime.

1.1.2 Amending/creating Service operational boundaries

When defining or making amendments to boundaries, the following apply:

- (i) local government boundaries and Australian Bureau of Statistics Census Data **mesh block boundaries** will provide the basis for determining police operational areas; and
- (ii) in the event a Service boundary does not follow a local government area or splits a mesh block boundary the Service boundary is to align with the following features, in order preference:
 - (a) suburb boundary;
 - (b) road casement boundary;
 - (c) property boundary;
 - (d) river/creek boundary (one side or the other);
 - (e) low tide level; or
 - (f) Australian territorial waters.

Procedures to amend or create a boundary

Any member considering amending or creating boundaries is to:

- (i) prior to submitting a report to their assistant commissioner, contact the relevant frontline business/systems owners advising them of the proposed changes (e.g. Core Systems (QCAD, LCAD, QTasks, QPRIME, ITAS), GWN, Frontline Research and Information (GIS Data/Analytics) and Communications group (police communications centres)).
- (ii) submit a report seeking support for approval to their assistant commissioner (this report is to contain the required changes, including a detailed boundary description (both written and map-based) (i.e. which side of any local government area/mesh blocks/roads/creeks etc. the boundary follows));
- (iii) forward the report to the relevant deputy commissioner for approval (see Delegation D 1.1); and
- (iv) once relevant deputy commissioner approval is received by Geospatial Solutions, Research and Analytics, Organisational Capability Command (OCC) and the changes have been completed, provide any future 'boundary requests' updates for QPRIME to Core Systems, Frontline and Digital Division (Geospatial Solutions do not determine when QPRIME or any other core systems updates occur).

Note: Any street segment is to lie in one and only one station's area. A street centreline is not the dividing boundary between two stations. This ensures that street locations in QPRIME (intersections, mid-blocks and street-in-suburb locations are clearly and unambiguously located in one station's area only). The only exception to this rule is where a boundary splits or divides separate carriageways of a multi-carriageway road.

1.2 Directions (organisational)

Introduction

The Commissioner is responsible for the efficient and proper administration, management and functioning of the Service (see ss. 4.8: 'Commissioner's responsibility' and 4.9: 'Commissioner's directions' of the PSAA). Service arrangements for the purposes of assisting in the efficient and proper organisational discharge of this responsibility include:

- (i) executive directions; and
- (ii) commissioner's directions.

1.2.1 Executive directions

Executive directions:

- (i) formally establish the resolve of the Commissioner, including the determination of organisational structure and priorities. The Commissioner determines the requirement for issuing an executive direction by considering functional changes, changes in organisational priorities, strategic objectives and as a response to internal or external factors;
- (ii) are not usually operational in nature;
- (iii) are used to establish the Service structure and are issued to:
 - (a) establish;
 - (b) disestablish;
 - (c) change the name of; or

- (d) move,
an entity;
- (iv) are only issued for entities at the level of:
 - (a) deputy commissioner;
 - (b) region;
 - (c) command;
 - (d) division (such as Legal Division);
 - (e) district; and
 - (f) groups; and
- (v) are not required to amend the name of a section or unit.

Where a police station or establishment such as a police beat are established, ceases, or the name or boundaries are changed, approval is sought from the Deputy Commissioner, Regional Operations and Youth Crime in accordance with s. 1.5: 'Declaration of stations/establishments' of this chapter.

1.2.2 Commissioner's directions

The Commissioner may give, and cause to be issued, such directions considered necessary or convenient for the efficient and proper functioning of the Service (s. 4.9: 'Commissioner's directions' of the PSAA).

Commissioner's directions are normally operational in nature and are used where a temporary process needs to be implemented for a limited time. Commissioner's directions are used where it is not appropriate to incorporate the direction into other Service Manuals, such as the OPM and TM. All directions should:

- (i) use the template available from the Operational Policy and Improvement webpage of the Service Intranet;
- (ii) number sequentially for ease of reference.

As a result of Delegation D 1.1, Commissioner's directions can be issued by a deputy commissioner.

1.2.3 Proposal of instruments of direction

Whilst usually led by the Commissioner and senior executive, any member of the Service may propose development of a new executive direction or Commissioner's direction. Where a member proposes a direction, that member should consult verbally with their immediate supervisor and, if approved for further development, undertake necessary research and consultation.

A report is then to be submitted through the chain of command to their assistant commissioner or executive director outlining:

- (i) the background circumstances;
- (ii) the reason for the proposed executive direction (including reference to this section);
- (iii) the projected impact on the Service;
- (iv) if applicable, any other circumstances relevant to the executive direction; and
- (v) any other proposed conditions for inclusion.

Draft instruments of directions are to be completed from the relevant template located on the Directions webpage of the Service Intranet and forwarded with the report.

1.2.4 Issue and administration of instruments of direction

An original instrument of direction determined as necessary and signed by the Commissioner will be forwarded to Operational Policy and Improvement (OPI), Organisational Capability Command for administration.

On receipt of the original direction document OPI will:

- (i) allocate a direction number;
- (ii) facilitate publication of the direction in the Police Gazette;
- (iii) consider any nomination of, or requirement for, an end date and/or subsequent inclusion of the content within a Service manual, and ensure that preparatory actions are taken;
- (iv) scan and index the direction electronically on the Directions webpage located on the Service Intranet; and
- (v) file and retain the original.

1.2.5 Creating and changing policy within Service manuals

The contribution of members is valued in relation to Service policy and their input is actively sought relevant to any problems or suggested changes within the Service manuals. The Inspector, Operational Policy and Improvement (OPI), OCC is responsible for the development and publication of Service manuals, which are:

- (i) this Manual;
- (ii) OPM;
- (iii) TM; and
- (iv) DERIE.

Other publications maintained by OPI include:

- (i) SMD;
- (ii) SMCD;
- (iii) Traffic Enforcement Handbook; and
- (iv) First Response Handbook.

Advice relevant to its contents, perceived problems or suggested changes should be forwarded to the Inspector, OPI.

On receipt of a proposal to develop or amend a policy, OPI will research the proposal and, if viable, develop Service policy. In researching the matter, all major stakeholders are consulted to ensure the proposal is congruent with present Government and Service policy and relevant legislation.

The manuals are subject to regular update by OPI and the latest amendments will be highlighted throughout, and list of amendments provided as approved by the Commissioner or delegate (see Delegation D 1.1). It remains the responsibility of the member of the Service accessing the Manual via other means (e.g. local copies) to ensure currency when viewing.

The current Service manuals are published on OPI's Service Manuals page of the Service Intranet. Each new issue is given a new consecutive issue number. When a new issue is published a general notification will be sent to all members to ensure that they are made aware of the re-issue. Other appropriate platforms, such as Workplace will also be used to ensure a wide distribution of the information.

The Service manuals are issued pursuant to s. 4.9: 'Commissioner's directions' of the PSAA. Members are to comply with the contents of the manuals so that their duties are discharged lawfully, ethically and efficiently. Failure to comply with the contents may constitute grounds for disciplinary action. However, it is recognised in policing that many decisions must be made quickly having regard to diverse circumstances and it is not possible to instruct members on every possible scenario. Therefore, in accordance with the section titled 'Use of Manual' of the manuals, the general policies and procedures may, where justified, be adapted to circumstances as they arise. The contents of the manuals will be continually reviewed and updated to ensure currency and consistency with the law and community expectations. Members are to make themselves familiar with the contents of the Service manuals in order to carry out the Service's functions and deliver an effective level of policing to the community.

1.3 Delegations

Introduction

Some legislation contains specific provisions enabling the Commissioner to delegate powers or functions to other members of the Service or to other Government Agencies. Where no specific provision for delegation exists, in accordance with the provisions of s. 4.10: 'Delegation' of the *Police Service Administration Act*, the Commissioner also holds a general legislated authority to delegate powers of the Commissioner under any Act.

Delegations do not nominate a particular officer or member of the Service but rather assign relevant powers or functions to a specified classification of roles.

These may, for example, be:

- (i) a commissioned officer;
- (ii) the OIC of a station or establishment; or
- (iii) the Director, Financial Accounting Services, Strategy & Corporate Services.

Nominated classifications may also be less defined including, for example, 'All members of Covert and Specialist Operations, Operations Support Command'.

ORDER

To ensure that delegated powers or functions are lawfully exercised, members are to comply with any relevant delegation as contained in the Delegations and Authorities Library (available on the Service Intranet).

1.3.1 Proposing new or amended delegations

A member of the Service who identifies a need for a new or amended delegation is to submit a report to their OIC or manager requesting the delegation be authorised and outlining all relevant supporting information.

In proposing a new or amended delegation, members are to consider:

- (i) if the power or function of the Commissioner has been granted under the relevant Act;
- (ii) whether the Commissioner may delegate the power or function under:
 - (a) the relevant Act; or
 - (b) the *Police Service Administration Act*;
- (iii) the proposed role classification necessary to perform and exercise the power or function; and
- (iv) any conditions which would apply to the delegated member of the Service.

The delegation template located within the Delegations and Authorities webpage (available on the Service Intranet) provides the format for an instrument of delegation and is then to be completed in draft.

Officers in charge or managers supporting the proposal should forward the report, any additional recommendations and the draft instrument of delegation to the OIC, Operational Policy and Improvement, Organisational Capability Command.

1.3.2 Approval

ORDER

The OIC, Operational Policy and Improvement, is to ensure that instruments of delegation:

- (i) are prepared in compliance with Government and Service policy; and
- (ii) enhance the efficient and proper administration, management or functioning of the Service in accordance with law.

Where the draft instrument of delegation is supported, the OIC, Operational Policy and Improvement will arrange for the draft instrument of delegation to be:

- (i) distributed for consultation to all relevant stakeholders, including the Executive Director, Legal Division for validation;
- (ii) amended as necessary following consultation; and
- (iii) delivered to the Commissioner for consideration and signature.

1.3.3 Publication

Following the approval and signing of a new or amended instrument of delegation by the Commissioner, the Inspector Operational Policy and Improvement is to, where:

- (i) a new instrument of delegation has been created:
 - (a) amend the Delegations and Authorities Library to include the new instrument; and
 - (b) publish a notification in the Queensland Police Gazette;
- (ii) an existing instrument of delegation has been amended:
 - (a) update the Delegations and Authorities Library to reflect the amended instrument; and
 - (b) consider the necessity to publish a notification in the Queensland Police Gazette;
- (iii) an instrument of delegation is revoked:
 - (a) record the revocation within the Delegations and Authorities Library; and
 - (b) publish a notification in the Queensland Police Gazette.

In circumstances where the change also impacts community engagement with the Service, new, amended or revoked instruments of delegation are to be published within the Government Gazette. This publication should occur as soon as practicable following the approval and signing of a new, amended or revoked instrument of delegation.

1.4 Authorities

When legislation imposes accountabilities upon the Commissioner for particular outcomes it is not always appropriate to delegate full responsibility to others. The Commissioner may instead provide another member of the Service the authority to take the actions necessary to achieve these outcomes. In such circumstances, the Commissioner will ultimately retain accountability. By these means an authority differs from a delegation.

The Commissioner's authority in writing, or otherwise, can be inferred as a legitimate power or function by any person appointed or acting within the authority. An instrument of authority may be provided as a proof of the authority being so vested.

An instrument of authority does not nominate a particular officer or member of the Service but rather assigns relevant powers or functions to a specified classification of roles (see also s. 1.3: 'Delegations' of this chapter).

ORDER

To ensure powers of authority are lawfully exercised, members of the Service are to comply with the relevant authority as contained in the Delegations and Authorities Library (available on the Service Intranet).

1.4.1 Determining whether an authority should be created or amended

POLICY

A member of the Service who determines a need for a new or amended instrument of authority is to submit a report to their officer in charge or manager requesting the authority be issued and outlining all relevant supporting information.

PROCEDURE

When a member of the Service is determining whether an authority for a power or function may be authorised to be performed on behalf of the Commissioner, by a person within a nominated role or classification, they are to first consider whether:

- (i) the power or function is one the Commissioner must exercise personally;
- (ii) the power or function creates an obligation or duty parliament intended as a personal responsibility of the Commissioner;
- (iii) the authorised person or position is able to exercise the power or function; and
- (iv) that the power or function could instead be achieved through a delegation.

Where an authority is then warranted, members of the Service are to determine whether:

- (i) the nominated role or classification is suitable and will result in member/s of the Service with the necessary skills and experience performing the actions relevant to the authority;
- (ii) the circumstances will also require conditions be specified on the instrument of authority; and
- (iii) that the language of the authority accurately reflects the relevant legislation.

The authority template located within the Delegations and Authorities webpage (available on the Service Intranet) provides the format for an instrument of authority and is then to be completed in draft.

Approval and Publication

Policy and procedure for approval and publication of instruments of authority is to comply with the provisions of ss. 1.3.2: 'Approval' and 1.3.3: 'Publication' of this chapter.

1.4.2 Administration

POLICY

The Officer in Charge, Operational Policy and Improvement, is responsible for maintaining:

- (i) the master Delegations and Authorities Library containing a signed original instrument for all current, revoked and superseded instruments of delegation or authority; and

Where a signed original instrument is not available, copies (as available) of current, revoked and superseded delegations, suitably endorsed as copies, should be maintained.

1.5 Declaration of stations/establishments

Introduction

A declaration of a police station/establishment is to be prepared pursuant to s. 10.10: 'Police establishments' of the *Police Service Administration Act* and published in the Queensland Government Gazette. Such circumstances commonly apply where the physical location of a police station/establishment is subject to commencement or change.

Section 10.10 of the *Police Service Administration Act* provides that the Commissioner may, declare:

- (i) places or part thereof as stations/establishments;
- (ii) the cessation of stations/establishments;
- (iii) an assigned name, or changed name, to stations/establishments; or
- (iv) defined limits to stations/establishments.

Delegation D 1.1 extends this power to deputy commissioners and is vested with the operational control of the relevant regional deputy commissioner.

Delegation D 15.14 also extends authority, in limited cases, to assistant commissioners to declare police stations or their cessation but is limited to declaring temporary establishments for extraordinary or emergency reasons or to cater for significant and temporary increases in population in a local area.

1.5.1 Preparation for declaration

The Deputy Commissioner, Regional Operations and Youth Crime (DCROYC) is vested with the operational control of declarations of:

- (i) places or part thereof as stations/establishments;
- (ii) the cessation of stations/establishments;
- (iii) an assigned name, or changed name, to stations/establishments; or
- (iv) defined limits to stations/establishments.

Commencement of stations/establishments

For approval purposes, the DCROYC is to be advised of circumstances relevant to the commencement of stations/establishments prior to project commencement.

Once approved, regions with the geographic responsibility for a station/establishment are to ensure the appointment of a suitable regional project representative to oversee completion.

In circumstances relating to the commencement of a station/establishment, OCC will send a request to the assistant commissioner of the geographic region to nominate a project representative. This project representative will:

- (i) liaise with OCC until completion; and
- (ii) ascertain a projected completion date; and
- (iii) ensure the project status and progress is communicated regularly via the chain of command to:
 - (a) the relevant regional assistant commissioner; and
 - (b) the DCROYC.

ORDER

The regional project representative is to specifically advise their relevant assistant commissioner and the DCROYC in a timely manner of a forthcoming completion date requiring a declaration of commencement of a station/establishment.

Cessation of stations/establishments

Assistant commissioners with the geographic responsibility for a station/establishment likely to require a declaration of cessation of that station/establishment are to liaise with the relevant regional deputy commissioner.

The DCROYC will assess and approve or reject the cessation, in consultation with both the Commissioner and Minister for Police. The DCROYC will issue a declaration in accordance with s. 1.5.2: 'Form of declaration' of this chapter and facilitate the administration of the declaration to be published (if required) in accordance with the provisions of s. 1.5.4: 'Publishing of declaration' of this chapter.

If a cessation date is known prior to the original declaration of a station/establishment, it is desirable that this date be included in the original declaration to eliminate the need to have a subsequent declaration published.

Assigning/changing names or defining the limits of police stations/establishments

Assistant commissioners with the geographic responsibility for a station/establishment likely to require a declaration of an assigned name, changed name or defined limits of that station/establishment are to liaise with the DCROYC.

The DCROYC will assess and approve or reject the declaration and, if approved, issue a declaration in accordance with s. 1.5.2: 'Form of declaration' of this chapter.

Assistant commissioner declarations of temporary establishments

Assistant commissioners have been provided authority to declare police stations, or their cessation. This authority is limited to declaring temporary establishments for extraordinary or emergency reasons or to cater for significant and temporary increases in population in a local area or declaring the cessation of same.

ORDER

When an officer becomes aware of extraordinary or emergency reasons relevant to the need for declaring temporary establishments for extraordinary or emergency reasons or to cater for significant and temporary increases in population the officer is to immediately inform their assistant commissioner.

1.5.2 Form of declaration of stations/establishments

Formatting of declarations of police station/establishments is in accordance with the form: 'Declaration (or cessation) of a police station/establishment', located on Forms Select.

1.5.3 Administration of declaration of stations/establishments

The administration of declarations of police stations/establishment is the responsibility of the Inspector, Strategy and Performance within the office of the Deputy Commissioner, Regional Operations and Youth Crime.

The Inspector, Strategy and Performance will prepare a formal declaration of station/establishment by:

- (i) producing a form: 'Declaration (or cessation) of a police station/establishment' for signature of the Deputy Commissioner, Regional Operations and Youth Crime;
- (ii) allocating an index number to the original declaration, if approved;
- (iii) publishing the declaration in the Queensland Government Gazette in accordance with the provisions of s. 1.5.4: 'Publishing of declaration' of this chapter;
- (iv) scanning and uploading the completed declaration to the 'Declaration of stations/establishments' index; and
- (v) filing the original.

Declarations prepared by assistant commissioners of temporary establishments are to be forwarded to Inspector, Strategy and Performance who will administer the declaration in accordance with subsections (ii) to (v) above.

1.5.4 Publishing of declaration of stations/establishments

Declarations of stations/establishment are to be published in the Government Gazette.

The Inspector, Strategy and Performance for the Deputy Commissioner, Regional Operations and Youth Crime will prepare a formal declaration for publication by:

- (i) scanning and emailing the original 'Declaration of a police station/establishment' together with a covering letter to Smart Service Queensland, Queensland Government Customer and Digital Group (see SMCD). This correspondence is to include a requirement that a 'proof' be returned for approval, prior to publication;
- (ii) reviewing the content of the received 'proof' (text only);
- (iii), forwarding a return email authorising publication and requesting a copy of the published notice be returned, if accepted; and
- (iv) filing the published notice.

In circumstances where the publication relates to an event, procedure in compliance with this section is to be completed in sufficient time to enable the declaration to be published prior to the event.

1.5.5 Extraordinary publication of Gazettes

Circumstances may arise where a declaration is required urgently and publication within the Government Gazette is required on a specific date outside of the weekly publication date. In these circumstances officers are to refer to 'Queensland Government Gazettes' available on the Queensland Government publications webpage. Increased costs for publication applies.

1.6 Amending or creating Neighbourhood Watch and police beat boundaries

(See also ss. 1.1.1: 'Standards for organisational boundaries (geographic)' and 1.1.2: 'Amending/creating Service operational boundaries' of this chapter.)

1.6.1 Amending/creating Neighbourhood Watch areas

POLICY

The authorisation to add new and update current Neighbourhood Watch areas resides with the district officer in charge of the district in which the Neighbourhood Watch area is situated.

PROCEDURE

To add a new or update a current Neighbourhood Watch area:

- (i) approval from the relevant district officer is to be obtained, information provided is to include detailed boundary descriptions (both textual and map-based);
- (ii) when approved the approval is to be forwarded to Information Resources Centre, Geographic Information Services and the boundaries will be updated. Updated boundary layers are then provided to QPRIME as part of

the next update cycle. Neighbourhood Watch boundaries are to follow road casement, property and river/creek boundaries; and

(iii) all members are to ensure compliance with the QPS Standard Geographical Classification.

1.6.2 Amending/creating police beats

Where a police beat is to be established or the boundary amended, the following information may assist.

ORDER

The region where the police beat is or is to be located is responsible for amending or creating a police beat and subsequent boundary of that beat.

Proposals are to be developed in consultation with the Deputy Commissioner, Regional Operations and Youth Crime who holds overarching ownership.

Once approval of the regional deputy commissioner has been obtained the approval and detailed textual and map-based boundary descriptions are to be forwarded to Research and Analytics, Geospatial Solutions, for updating. Updated boundary layers are then provided to QPRIME as part of the next update cycle. Beat boundaries are to follow road casement, property and river/creek boundaries.

1.7 Service governance

Strategic governance

The Service Strategic Governance Framework including the Board of Management, Executive Leadership Team and strategic governance committees/sub-committees have been established by the Commissioner as appropriate channels to manage the performance of the Service's functions and operations. The principles, practices, policies, procedures and processes for the strategic governance of the Service are contained within the Strategic Governance Manual (SGM).

Operational and tactical layer governance

A range of other Service governance entities (committees, sub-committees, etc.) are also in operation and valued for their role throughout the State. These primarily identify with, and operate within the operational and tactical layers of the Service but can report through strategic governance entities as may be required (see also s. 1.3.5: 'Operational and tactical layer governance entities' of the SGM).

1.8 Roles, functions and responsibilities for the management of the Service

The Service is committed to providing an effective and efficient policing service to the community. Additionally, in accordance with s. 4.8(1)(b): 'Commissioner's responsibility' of the PSAA, the Service is responsible for the efficient and proper administration, management and functioning of Marine Rescue Queensland and the State Emergency Service. To ensure proper and effective management of activities conducted by its members, strategic and operational planning processes have been adopted that are designed to ensure that the outcomes achieved meet the needs and expectations of the Service, stakeholders and community.

1.8.1 State Emergency Service and Marine Rescue Queensland management

The State Emergency Service (SES) and Marine Rescue Queensland (MRQ) are established under the *State Emergency Service Act* (SESA) and *Marine Rescue Queensland Act* (MRQA) respectively. Under s. 9: 'Functions' of the SES and MRQ Acts, the Commissioner is given particular functions. These functions are part of the Commissioner's responsibility under s. 4.8: 'Commissioner's responsibility' of the PSAA with respect to the administration, management and functioning of the SES and MRQ under the SESA and the MRQA, respectively. Any directions issued by the Commissioner to carry out the functions in s. 9 of each Act are issued under s. 4.9: 'Commissioner's directions' of the PSAA. Any staff member, including SES members and MRQ members to whom a direction of the Commissioner is addressed is to comply in all respects with the direction.

The SES Practice Codes are issued by the Commissioner under s. 10: 'Commissioner may make code of practice' of the SESA and are not directions under s. 4.9 of the PSAA. Where there is an inconsistency between an SES Practice Code and a direction of the Commissioner under s. 4.9 including OPM and this Manual the provisions of the Practice Codes should apply to the extent of any inconsistency.

Management responsibilities

SES and MRQ members (see s. 8: 'Membership' of the SESA and MRQA) both paid and volunteer are to comply with all Service (QPS) orders, policies and procedures in all Service manuals and other published documents that are applicable to the roles and functions. This means in practicable terms a reference to:

- (i) a member includes an SES and MRQ member (the chief officer, employee and volunteer);
- (ii) supervisor includes an SES local controller, MRQ unit commander and MRQ duty officer;

- (iii) an OIC of a station or establishment; or manager includes a local controller and MRQ unit commander;
- (iv) a district officer includes a SES commander or MRQ regional coordinator;
- (v) an assistant commissioner or executive director includes the SES and MRQ chief officer;
- (vi) an establishment includes a SES and MRQ unit, whether the facility is leased, shared, permanent or temporary; and
- (vii) Service equipment, vehicles, vessels, uniforms, assets, internal email, records, computer systems, databases, information, etc includes the SES and MRQ equivalent.

A roles and responsibilities equivalence above does not translate or apply to authorities or delegations unless specified in the relevant authority or delegation.

MRQ Manual

The MRQ Manual (MRQM) has been developed to cover both operational and management functions that are specific to the operation and functioning of MRQ. Where an equivalent policy is contained in the MRQM and the OPM and this Manual, MRQ members should be guided by the MRQM. Where a policy is not contained in the MRQM but guidance can be located in the OPM and this Manual, then that policy should be followed.

Standard of dress

ORDER

SES and MRQ members are to at all times while on duty (unless prior approval has been obtained):

- (i) wear their approved uniform;
- (ii) wear their name badge; and
- (iii) carry their official identity card.

Use of SES and MRQ vehicles by relevant member

When members of the SES and MRQ are using SES and MRQ vehicles respectively they are to comply with the directions of their respective chief officer and are not required to comply with s. 15.2.3: 'Operation of Service vehicles by staff members and government employees' of the OPM unless using a designated police vehicle (marked or unmarked).

Development of SES agreements with local councils

Any agreement developed between SES and a local council is to be in accordance with s. 11: 'Agreements between commissioner and local government about SES and SES employees' of the SESA and is to comply with Chapter 8: 'Management of service arrangements and events' of this Manual.

1.8.2 Function of the SES

The functions SES units perform include:

- (i) rescue or similar operations in an emergency situation, including:
 - (a) helping injured persons; and
 - (b) protecting persons, property or the environment from danger or potential danger associated with the situation;
- (ii) search operations in an emergency or similar situation;
- (iii) activities in response to severe weather event;
- (iv) other activities to help communities or other entities prepare for, respond to, recover from and enhance resilience to, an event or a disaster;
- (v) activities to raise the profile of the SES or raise funds to support the SES in the performance of its other functions;
- (vi) services, and give help reasonably requested, in an emergency or another situation, as required of a member of the SES under any Act or law or the reasonable expectations of the community; and
- (vii) any other functions given to the SES under law.

SES units are able to assist with the following activities:

- (i) vertical rescue;
- (ii) flood boat rescue;
- (iii) road crash rescue;
- (iv) urban, rural and evacuation searches;

- (v) emergency traffic management;
- (vi) helping to manage pedestrian or vehicular traffic at a community event;
- (vii) urban search and rescue;
- (viii) missing person searches (land, air and water);
- (ix) exhibit searches;
- (x) agency support (communications, welfare, lighting, food handling, air observation or resupply);
- (xi) operations requested by another entity providing emergency services in an emergency situation;
- (xii) incident management; and
- (xiii) community education.

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SES units are not to be deployed to:

- (i) search for escaped or violent persons or the recovery of body parts at a major incident; or
- (ii) perform functions which otherwise could have been reasonably sourced from local businesses.

1.8.3 Function of MRQ

The functions MRQ units perform include:

- (i) marine search and rescue operations;
- (ii) marine assistance to persons or vessels in difficulty;
- (iii) other marine assistance to any entity in the performance of its functions and to the community if the assistance is reasonably requested and another entity is not reasonably able to assist;
- (iv) supporting other entities providing emergency services to help communities respond to and recover from an event or a disaster;
- (v) activities to raise the profile of MRQ, promote marine safety or raise funds to be used to support MRQ in the performance of its functions;
- (vi) providing services or assistance by a member of MRQ if required under any Act or law or the reasonable expectations of the community; and
- (vii) any other function given to MRQ under this or another Act.