

Chapter 2 Service-wide Management

2.1 Business management meetings	3
2.1.1 Responsibilities	3
2.1.2 Conducting a business management meeting	3
2.1.3 Discretion	4
2.1.4 Recording and reporting	4
2.1.5 Membership	5
2.1.6 Guides and forms	5
2.2 Human resource and roster management	5
2.2.1 Member induction procedures	5
2.2.2 Rostering rules	5
2.2.3 Performance management	6
2.2.4 Leave requirements	7
2.2.5 Volunteers in policing	7
2.2.6 Vacancy management	7
2.2.7 Human resource delegations	7
2.2.8 Flexible employment	7
2.2.9 Outside employment	7
2.2.10 Conflict management services	8
2.2.11 Grievance	8
2.2.12 Declarable associations	8
2.2.13 Injury management	8
2.2.14 Managing absence	9
2.2.15 Transfer entitlements	9
2.2.16 Special services	9
2.2.17 Overtime	10
2.3 Physical asset management	10
2.3.1 Built assets	10
2.3.2 Vehicle assets and repairs	11
2.3.3 Station equipment	11
2.3.4 Registers	11
2.3.5 Accountable forms and documents	12
2.3.6 Official police notebooks and diaries	13
2.4 Financial obligations	16
2.4.1 Financial resources	16
2.4.2 Financial accounting	16
2.5 Information management	17
2.5.1 Records management	17
2.5.2 Correspondence handling	17
2.6 Service delivery requirements	18
2.6.1 Divisional and crime/support unit performance review	18
2.6.2 Station instructions	18
2.6.3 Risk management	18
2.6.4 Business continuity	18
2.6.5 Station inspections	18
2.6.6 Calls for service analysis	18
2.6.7 Neighbourhood Watch	19
2.6.8 Designation of private area for domestic and family violence matters	19
2.6.9 Domestic and family violence related documents, policies and procedures	19
2.7 Problem solving	19
2.8 Environmental scanning	20

2.8.1 Environmental scanning process	20
2.8.2 External factors	20
2.8.3 Internal factors	21
2.8.4 Stakeholders	22
2.9 Portfolio management	22
2.10 Miscellaneous	22
2.10.1 Station implementation of 'Look to the Stars'	22
2.10.2 Gifts or benefits offered to members of the Service	23
2.10.3 Pets in the workplace	23
2.11 Station and establishment security	23
2.11.1 Management of station and establishment security	23
2.12 Enterprise portfolio governance	25

2.1 Business management meetings

The purpose of conducting regular business management meetings is to ensure that current and future business strategies and activities are consistent with Service objectives, government priorities and legislated responsibilities (see s. 1.3: 'Regional operations performance review strategy' of the OPM).

The requirement to conduct monthly business management meetings extends across all functional areas of the Service, including corporate, command and operational areas. This section stipulates the minimum requirements for the conduct of meetings however provides scope for customisation depending on business area needs and idiosyncrasies. See s. 2.1.3: 'Discretion' of this chapter.

2.1.1 Responsibilities

Assistant commissioners and executive directors

Relevant to supporting Service strategies and goals, assistant commissioners (AC) and executive directors (ED) have the following responsibilities:

- (i) overview the provision of effective and efficient delivery of services to the community of Queensland;
- (ii) lead and supervise financial management of budgets and funds within their span of control;
- (iii) ensure their management team actively contributes to the achievement and progression of Service goals;
- (iv) guide all business strategies and activities within their area toward alignment to and measurement against strategic and operational imperatives; and
- (v) initiate and/or endorse solutions which improve business strategies and thereafter actively progress their advancement.

ORDER

AC and ED are to:

- (i) ensure that district officers, commanders and directors:
 - (a) conduct monthly business management meetings; and
 - (b) compile a documented account of the key issues; and
- (ii) escalate any residual issues or risks to the appropriate governance committee for discussion and deliberation.

AC and ED maintain the discretion to conduct a combined 'command level' meeting if it is more practicable due to the command structure (i.e. the AC, Ethical Standards Command may determine it is more practicable to conduct a combined 'command level' meeting rather than conducting two separate group meetings).

District officer, commander and director

To assist in fulfilling their duties and responsibilities, district officers, commanders and directors are to conduct business management meetings as part of their district performance review structure (see s. 1.3.2: 'District performance review' of the OPM).

ORDER

District officers, commanders and directors are to conduct monthly business management meetings as part of their district performance review structure.

2.1.2 Conducting a business management meeting

There are two agenda categories within business management meetings:

- (i) administration; and
- (ii) operations.

The primary focus for the **administration** agenda is those business functions that support service delivery arrangements. Topics for discussion include:

- (i) finance;
- (ii) human resources;
- (iii) compulsory training compliance;
- (iv) resourcing;
- (v) projects; and
- (vi) risk management.

The primary focus for the **operations** agenda is those processes and practices that enable the delivery of services. Topics for discussion include:

- (i) significant event reviews;
- (ii) taskings and coordination; and
- (iii) operational issues such as use of force and pursuits.

(Refer to business management meeting terms of reference as discussed in s. 2.1.4: 'Recording and reporting' of this chapter).

ORDER

District officers, commanders and directors are to conduct monthly business management meetings, inclusive of an:

- (i) administration management agenda; and
- (ii) operations management agenda.

Standing agenda items for:

- (i) administration management include:
 - (a) finance;
 - (b) human resources;
 - (c) compulsory training compliance;
 - (d) resources;
 - (e) projects; and
 - (f) risk management; and
- (ii) operations management include:
 - (a) significant event reviews;
 - (b) taskings and coordination; and
 - (c) operational issues.

ORDER

All standing agenda items are to be recorded on the meeting agenda for consideration. Where an agenda item is not relevant for a business area, or for a particular meeting, an appropriate notation should be recorded in the minutes.

2.1.3 Discretion

District officers, commanders and directors shall maintain discretion and autonomy to:

- (i) conduct business management meetings more often as required;
- (ii) include additional agenda items that reflect unique issues impacting their business area; and
- (iii) split agenda items across multiple meetings, on the proviso that all 'standing agenda items' referred to in this document are considered at least once-a-month.

2.1.4 Recording and reporting

Where appropriate, district officers, commanders and directors may nominate a secretariat to perform the necessary administration functions.

The nominated secretariat for the business management meeting will be responsible for recording all agenda items, minutes and any subsequent action items, in accordance with s. 2.5: 'Information management' of this chapter.

The nominated secretariat for the business management meeting is to:

- (i) maintain a terms of reference to support the minimum requirements for the conduct and membership of the business management meetings;
- (ii) record all agenda items, minutes and action items on the approved Service meeting templates and in accordance with s. 2.5 of this chapter;
- (iii) maintain an action item register that includes a responsible officer and due date; and
- (iv) enter all official minutes on the Objective recordkeeping system.

2.1.5 Membership

The membership of the business management meetings should consist of standing members and invitees. The purpose of standing members is to ensure consistency in the process and continuity of decision making. Invitees may vary over time and will be determined by the need to have an individual with intimate knowledge of an agenda item present during the meeting.

ORDER

Business management meetings shall include the following standing members:

- (i) district officer, commander, or director; or delegate as the Chair; and
- (ii) management team.

Where the discussion of an agenda item requires intimate knowledge, a suitable representative shall be invited to participate in the meeting, for example, finance, human resources, professional practice manager.

2.1.6 Guides and forms

The following documents are provided to assist with preparation and conduct of business management meetings:

- (i) QP 1161: 'Business management meetings–Business process document';
- (ii) QP 1162: 'Business management meeting–Minute'; and
- (iii) QP 1163: 'Business management meeting–Agenda'
- (iv) QP 1164: 'Business management meetings–Terms of reference.'

2.2 Human resource and roster management

The Service requires that the professional, personal and social wellbeing of our members is fostered at all levels within the organisation, and that the core principles of fair treatment, equal opportunity, equity and merit are applied.

Officers in charge of stations and establishments hold the responsibility to oversee all human resource management within their span of control.

For guidance relating to HR policies, guidelines, and other related information refer to HR Policies and Procedures webpage on the Service Intranet.

2.2.1 Member induction procedures

An OIC or manager is to ensure any new member commencing duties, temporarily or otherwise in the work unit, completes induction package QP 2022: 'Orientation and induction checklist for police and staff'. The induction package (QP 2022) is to be completed within 28 days from the member's commencement date at the new work unit.

Unless otherwise approved by the Assistant Commissioner ESC, all work units are to comply with this policy. Work units requiring occupation specific induction processes (e.g., FSG, PSRT) may incorporate workplace specific packages that will complement the QP 2022.

A signed copy of the QP 2022 is to be uploaded and recorded on the member's Development and Performance (DAP) record in ESS, a copy is also to be held on the member's personal file. For assistance in adding a DAP notification see DAP webpage on the Service Intranet.

2.2.2 Rostering rules

For guidance related to the rosters of police officers and staff members, refer to the Rostering webpage on the Service Intranet.

ORDER

OICs or managers are responsible for recording all members shifts, overtime and leave on ITAS Rosters prior to publication of the roster. Any changes to members shifts, overtime, or leave is to be recorded on ITAS Rosters at the earliest opportunity and prior to publication of the next 28-day roster period.

See also ss. 2.2.4: 'Leave requirements' and 2.2.17: 'Overtime' of this chapter.

Branch managers and assistant branch managers at Queensland Police Citizens Youth Welfare Associations (QPCYWA) (excluding head office) may work a split shift arrangement where there is an agreement in writing between the officer and the Service (See clause 22: 'Hours of Work' of the QPS Certified Agreement 2022). To clarify, a Flexible Working Arrangement (FWA) cannot be used to implement a split shift arrangement for officers other than those specifically referenced at clause 22 of the QPS Certified Agreement 2022.

A FWA is to be in place for officers with an approved rostering arrangement outside of the normal rostered hours for a work unit (e.g. extended shifts, part-time work). FWAs are requested and decided via HR Connect. Applications for FWAs are to be decided by the delegate as prescribed in the HR Delegations.

See also Flexible Working Arrangements webpage on the Service Intranet.

Rostering principles

The following rostering principles reflect the current QPS Strategic Plan and are to be used as the foundation for rostering for all members in the Service.

Principle 1 'We will keep the community safe'.

Strategy – rosters will be developed to provide for the delivery of timely and professional responses to calls for service, so as to maintain and strengthen community confidence through a community-centred approach to policing, service delivery and crime prevention.

Principle 2 'We will focus and position our resources in the right place at the right time'.

Strategy – rosters will be determined by robust evidence-based analysis of service delivery requirements/demand. This will ensure sufficient and appropriately skilled personnel are available to manage anticipated demand for each shift. Demand will be regularly examined, reviewed and documented at the work unit, district and region/command level and be available for review when required. Rosters need to be responsive to changes in demand. The development of rosters will incorporate consideration of workforce structure and capability, service delivery requirement, prevention and disruption strategies and the relationship of crime across boundaries at divisional, patrol group, district and regional/command levels by all managers.

Principle 3 'We will be efficient'.

Strategy – rosters will be designed so that planned leave absences are scheduled, unplanned absences are managed, disruptions are minimised, and have sufficient resources to meet our service delivery requirements/demand.

Principle 4 'We will be safe'.

Strategy – rosters will be industrially compliant; meet our legislative requirements; our policy obligations; promote workplace health and safety; and reflect fatigue management guidelines. Rostering practices should be reasonable, fair (and equitable where applicable).

Principle 5 'We will be accountable'.

Strategy – governance and accountability frameworks will be used to provide oversight of roster planning, creation, approval, monitoring and reporting. We will provide the systems, training and guidance to assist our personnel to meet these principles. Rostering to demand is a part of our organisational performance management framework.

2.2.3 Performance management

Performance management as a broad concept encompasses a range of activities from job analysis and recruitment to promotion and succession planning. It is widely accepted that good people management involves genuine two-way productive engagement between supervisors and staff. This should occur on a regular basis as part of normal workplace interactions. Managing and reviewing individual performance should reflect this common-sense approach.

Detailed information is located on the QPS Performance & Conduct webpage on the Service Intranet.

Managing people performance

The QPS Performance & Conduct webpage on the Service Intranet contains a list of conversation guides to aid staff and managers in communicating effectively.

Performance review and development

The Performance Review and Development framework supports an engaged, capable and effective workforce which is paramount to achieving the Service's vision of working with the community to stop crime and make Queensland safer.

Performance review and development has been established for the management and development of employee performance with a renewed emphasis on regular and constructive two-way conversations between supervisor and employee. HR Policies and Procedures 'Development and Performance' on the Service Intranet sets out a framework to assist employees to complete the planning, reviewing, assessment and reporting aspects of the Service's performance review and development process.

Managing unacceptable performance

The Service is committed to ensuring the timely and effective management of unacceptable performance in the workplace. Managing unacceptable performance is only one part of performance management.

Prior to initiating any unacceptable performance discussions review of HR Policies and Procedures 'Managing Unacceptable Performance Standard' is recommended. The QPS Performance & Conduct webpage on the Service Intranet provides resources to assist managers and employees.

2.2.4 Leave requirements

A comprehensive listing of information to assist OICs or managers with the conditions and requirements for the application and approval of leave is contained on the Leave webpage on the Service Intranet.

Recording of leave in ITAS

ORDER

OICs or managers are to ensure all:

- (i) planned leave is approved in ESS by midnight on the day prior to the publication of the ITAS roster; and
- (ii) unplanned leave taken, after the publication of the ITAS roster, is approved in ESS, prior to the end of the 28-day roster period.

In instances where the member is unable to submit the leave application in ESS prior to the end of the 28-day roster period, the OIC or manager is to ensure that the leave application is submitted and approved on the submitting members behalf.

Leave reconciliation

ORDER

OICs or managers are to ensure all approved leave in ESS, for their area of responsibility, is reconciled against all leave recorded on the ITAS roster.

Any anomalies are to be rectified prior to publication of the next 28-day roster period.

2.2.5 Volunteers in policing

The district crime prevention office should be the first point of contact for all volunteers in policing queries. The Volunteers in Policing Policies and Procedural Guidelines provides overall guidance and directions in volunteers in policing matters and is located on the Crime Prevention Programs Unit webpage on the Service Intranet. These policies are intended for internal management guidance only and do not constitute a binding contractual or personnel agreement. Changes or exceptions from these policies may only be granted by the Executive Director, Communications, Culture and Engagement Division.

The Volunteers in Policing Agreement has been developed and approved by the Service. All participants of the volunteers in policing program must sign this agreement annually. The agreement can be found on the Crime Prevention Programs Unit webpage on the Service Intranet.

2.2.6 Vacancy management

To maintain and enhance the Service's capacity as a high-performance organisation, it is crucial that staff are highly skilled, knowledgeable and competent to perform the roles required of them. The process by which people are selected for such roles is therefore a critical determinant of how well jobs are performed and, ultimately, of how well the Service delivers its services to the community.

Detailed information related to vacancy management can be located on the QPS Recruitment–Police Officers and Recruitment–Non-Police Roles webpages on the Service Intranet.

2.2.7 Human resource delegations

Human Resource Delegations devolve decision making to a more appropriate level in the Service which empowers managers to manage their employees to a greater extent. Delegations are grouped into topics and may be searched by frequently used delegations or by delegation level. The HR Delegations and Authorities Schedule is reviewed on a regular basis and can be located on the Service Intranet.

2.2.8 Flexible employment

Members may apply and be granted authority to work flexible hours. This arrangement is available to all members of the Service and aimed at enabling balanced work and life commitments. The QPS Flexible Working webpage on the Service Intranet contains guidance for OICs and delegated authorities.

2.2.9 Outside employment

To maintain professionalism and avoid conflicts of interest, a member of the Service intending to undertake outside employment is to make application and be granted approval prior to commencing that employment.

The Outside Employment webpage on the Service Intranet contains guidance for OICs/delegated authorities.

2.2.10 Conflict management services

The Service aims to provide all employees with supportive workplaces free of negative workplace behaviour and unmanaged workplace conflict. To realise this goal, QPS provides a workplace issues consultancy service providing advice, support and practical assistance to employees, their supervisors and managers seeking to resolve negative workplace behaviour, manage workplace conflict and restore positive, professional and productive workplace relationships. Any Service employee who feels aggrieved about negative workplace behaviour, or wishes to effectively manage workplace conflict, is encouraged to contact an employee relations consultant for confidential advice and support.

The QPS Performance & Conduct webpage on the Service Intranet provides general information regarding the types of negative workplace behaviour deemed unacceptable in the Service, the support systems available to employees, supervisors and managers, and the strategies that can be employed to resolve inappropriate behaviour and manage workplace conflict.

2.2.11 Grievance

A grievance is a written, formal request to a supervisor or manager for an issue of concern (including complaints of negative workplace behaviour) to be resolved. Supervisors and managers who receive grievances are required to investigate and respond in a reasonable timeframe. How supervisors and managers respond to a grievance received will depend on what the grievance is about and the award or public service commission directive that is applicable. Where a member is unsure how to respond, advice is available from regional HR business support officers, the principal HR consultant or QPS.

If you are unable to resolve a grievance to an aggrieved employee's satisfaction, the employee should be advised that the grievance can be referred up the chain of command.

See also the QPS Performance & Conduct webpage on the Service Intranet for further guidance.

2.2.12 Declarable associations

A **declarable association** includes any association that:

- (i) is incompatible with (or could be perceived to be) or may compromise the member's role or duties as a Service employee to uphold the law;
- (ii) may give rise to a perception in the mind of a reasonable person that the member is not upholding their obligations as a member of the Service;
- (iii) reflects adversely on the member or the Service;
- (iv) could lead to an actual, apparent or perceived conflict of interest (including financial conflict);
- (v) could compromise the operational effectiveness of the Service; or
- (vi) presents any other determined risk.

ORDER

All members of the Service are to uphold and protect the Service's reputation by advising of any declarable association and if applicable, managing the risk through a 'Management Action Plan' (available on the ESC Knowledge Hub).

It is the responsibility of all members to take reasonable steps to identify, assess and declare associations that may give rise to a conflict of interest (potential, actual, apparent or perceived).

Where a member is in doubt as to whether an association is declarable, they are to seek guidance from their supervisor or professional practice manager (PPM). Additionally, members are to be aware of the requirements of the Human Source Management (HSM) policy and assess if the association is one that can be appropriately managed by that policy. If the association does not meet the criteria for management under the HSM policy, the association must be declared as specified below.

Where a declarable association does exist, the member is to declare details of the association to their supervisor. Where the member does not feel comfortable discussing an association with their immediate supervisor, the member must inform another senior member or the local PPM. Members are to refer to 'Declarable Associations Policy and Procedures' (available on the ESC Knowledge Hub) when declaring an association.

Members are not to interrogate or be asked to interrogate their own associates in QPRIME or other systems. Access to and use of QPRIME or other systems by the supervisor must be justified and accounted for on each occasion. Supervisors are not to disclose information obtained from QPRIME or other systems to the associate or any other unauthorised person.

2.2.13 Injury management

The Injury/illness management policy available on the Safety and Wellbeing webpage of the Service Intranet and supplementary Injury Management and Rehabilitation Standard, applies to all employees of the Service for the management of work related and non-work related injury and/or illness.

Injury/illness management commences when an employee is identified as requiring support or contact during a period of injury or illness. Injury/illness management will commence when an employee:

- (i) is absent, or is likely to be absent from work due to either a work related or non-work-related injury/illness for more than five consecutive working days;
- (ii) advises management of a medical condition where the treating medical practitioner has specified that some work activities should be restricted or modified either temporarily or permanently;
- (iii) advises management of an injury, illness or other condition that may adversely affect the member's ability to perform normal duties;
- (iv) suffers a compensable injury/illness and a workers' compensation medical certificate has been issued; and/or
- (v) displays a cumulative or repetitive pattern of sick leave/absence.

2.2.14 Managing absence

Managing absence is essential to maintaining a productive workforce and is beneficial to the organisation as a whole. Incentives include:

- (i) greater staff morale;
- (ii) better service;
- (iii) reduced workers' compensation premiums;
- (iv) effective and more timely reintegration of injured and ill staff returning to the workforce;
- (v) reduced overtime payments;
- (vi) reduced replacement staff fees and charges; and
- (vii) reduced strain on other staff resulting from additional work demands including training and orientating replacement staff.

The Service is committed to promoting the physical and psychological wellbeing of its members and has implemented a number of proactive initiatives to reduce the risk of work-related injuries and promote safe and healthy work practices. A range of support mechanisms is also available to members experiencing adverse health which are detailed in the HR Policies and Procedures 'Managing Absence Policy' on the Service Intranet.

2.2.15 Transfer entitlements

Police officers, police liaison officers and assistant watch-house officers

HR Policies and Procedures 'Transfer Entitlements–Police Officers Policy' on the Service Intranet details the transfer entitlements, including amounts in accordance with the Queensland Police Service Certified Agreement 2022 for officers who are transferred or promoted subsequent to an initial posting where the transfer or promotion necessitates a change of residence.

Where applicable, items are to be claimed through Transfer and Appointment Expenses form located in the Claims and Reimbursements section of the Relocations page of the QPS Human Resources intranet web site or on Forms Select (QP 0766 and QP 0766A).

All approvals must comply with the relevant HR delegation/approval authority.

Staff members

HR Policies and Procedures 'Transfer and Appointment Entitlements–Staff Members Policy' on the Service Intranet details the reasonable transfer expenses that may be paid/reimbursed as specified in the Transfer and Appointment Expenses Directive for staff members that are transferred from one centre to another. Staff members transferred to a new location may be granted paid time off work necessary to attend to matters associated with the transfer. Public service officers and temporary employees appointed to the Service at a new location may be paid/reimbursed some expenses incurred by their appointment. Payment/reimbursement of transfer and appointment expenses will be paid upon presentation of documentary evidence.

2.2.16 Special services

Where a service is provided to an organisation or person and is not performed in the ordinary course of police business, the services are deemed to be special services (see also Chapter 10: 'Special Services' of this Manual).

ORDER

Where an officer in charge or delegate has approved an officer to complete a special service (see s. 10.10.2: 'Approval to be sought to perform special services' of this Manual), the officer in charge is to ensure when the officer is selected to perform a special service it is recorded in ITAS (see s. 5.5.3: 'Add overtime shift only' of 'ITAS Web Application–Roster Tab' of the ITAS User Guide).

2.2.17 Overtime

ORDER

Authorisation is to be obtained prior to working overtime from a supervisor with authority under the HR Delegations and Authorities Schedule.

When authorising overtime on any particular occasion consideration and justification must be given by the authorising officer that the duty:

- (i) requires immediate attention;
- (ii) is of such high priority that it cannot be deferred;
- (iii) needs to be undertaken by a particular member on overtime and cannot be performed satisfactorily by another rostered officer on duty; and
- (iv) cannot be performed by another person by a reallocation of duty.

Overtime, travelling time and penalty claims are to be submitted online through Employee Self Service (ESS) and is to contain sufficient detail to fully justify the claim. Should ESS be unavailable a QP 0040A: 'Claim for Overtime, Travelling Time and Penalty Payments (Police Officers)' should be completed.

OICs of stations and establishments are to treat their overtime allocation as a maximum to be used only under circumstances where other staffing arrangements cannot be implemented. The allocation of overtime hours does not confer an automatic right to utilise these hours regardless.

District officers and supervising commissioned officers are responsible for examining all major overtime expenditure and wherever possible reducing these claims by utilising better management practices.

Officers are to submit overtime claims through ESS in a timely manner unless exceptional circumstances exist.

OICs are to scrutinise all overtime, travelling time and penalty claims submitted to ensure that all relevant information is included. They are to approve the claim certifying that the duty roster (ITAS) has been checked and the claim found correct. In the case of an OIC incurring overtime the form is to be certified by the officer's supervising commissioned officer.

Assistance can be found on the Overtime & Claims webpage on the Service Intranet.

Recording overtime in ITAS

ORDER

OICs are to ensure all planned overtime is recorded on ITAS (see s. 5: 'Building your Roster' of 'ITAS Web Application–Roster Tab' of the ITAS User Guide for further details).

Officers who complete approved unplanned overtime are to record approved overtime on the 'header panel' of an ITAS activity log prior to completing the shift (see s. 2.1: 'Header panel' of Chapter 4: 'ITAS–Activity Logs' of the ITAS User Guide for further details).

2.3 Physical asset management

The Business Services Division is responsible for providing finance, procurement, built asset and fleet asset services to the Service. They have produced an 'OIC Quick Reference Guide' for business service functions designed to provide condensed, easy to follow instructions for related tasks. The instructions have been indexed according to the four business service categories relevant to managing the business functions of a police facility.

2.3.1 Built assets

Built Assets Services, Business Services develops enabling strategies and overviews building and maintenance programs. The Business Services also provides facility and property management for the Service.

The Built Assets–Activity Catalogue on the Business Services Division web page on the Service Intranet contains:

- (i) aides memoire;
- (ii) forms;
- (iii) process maps; and
- (iv) related documents,

to assist with the built asset services, such as:

- (i) building (Service owned) maintenance;
- (ii) property management;
- (iii) housing management; and

(iv) programs of work.

The Built Assets Resource Centre on the Business Services Division web page on the Service Intranet contains policies and procedures on:

- (i) building management;
- (ii) capital works;
- (iii) operational accommodation;
- (iv) residential accommodation; and
- (v) police headquarters.

2.3.2 Vehicle assets and repairs

Vehicle assets

The Queensland Government policy 'Use of Government owned motor vehicles and parking of private vehicles on official premises' on the Public Service Commission Policies internet site is to be considered when driving a Service vehicle.

Maintenance

For maintenance of Service vehicles, members are to contact their local Fleet Workshop or Fleet Maintenance Call Centre.

Insurance

All insurance related damage to a Service vehicle, irrespective of severity and/or repair cost must be reported through QPRIME and the departmental vehicle insurance claim process completed within seven days of the incident. The Direct Repair Method is an ELT endorsed process and must be complied with. Repairs to Service vehicles are to be completed within 90 days of the claim being submitted to the insurer.

Claims not completed within 90 days of the incident will be reported to the Assistant Commissioner, OCC.

It is the responsibility of the OIC to ensure all equipment, including personal items, are removed from the vehicle prior to delivering the vehicle to the repair centre. In some instances, vehicles are assessed as a total loss and are subsequently decommissioned. Fleet Management will not be responsible for the loss of or damage to operational or personal equipment.

For further information, refer to Vehicle Insurance Claims Intranet page or contact FleetClaimsOCC@police.qld.gov.au.

Out of scope repairs

Where a Service vehicle is damaged and the circumstances of the incident are unknown i.e., date, time, location, incident or driver, or there is insufficient detail from the reporting unit, the report will be assessed by Fleet Management, OCC and a decision made whether to proceed with an insurance claim.

2.3.3 Station equipment

Station/establishment instructions (see s. 1.5.3: 'Regional, District and Station/Establishment Instructions' of the OPM) should include provisions for the issue and return of operational equipment.

Section 14.22.2: 'General equipment' of the OPM provides that OIC should have station instructions to minimize the loss or damage of general equipment under their control (see s. 14.22.4: 'Reporting loss or damage or defect' of the OPM for detailed policy and procedure to be followed).

Operational equipment should be audited at least twice yearly by a nominated compliance or equipment officer. Additionally, all operational and general equipment of a non-covert nature is to be inscribed or labelled to clearly show the equipment belongs to the Service, and to which station or establishment it has been issued.

See also s. 14.22.5: 'Equipment management strategies' of the OPM.

2.3.4 Registers

Finance registers

Section 11.1: 'Financial records & accountable forms policy' of the Financial Management Practice Manual provides guidance in the maintenance of Service financial registers.

Asbestos management register

Section 425: 'Asbestos register' of the Work Health and Safety Regulation (WHSR) requires OICs to maintain asbestos management registers. See the asbestos web page and asbestos management HR policy on the Service Intranet.

Hazardous chemicals register

A safety data sheet register is required under s. 346: 'Hazardous chemicals register' of the WHSR. The register lists the hazardous chemicals used, handled or stored and the current safety data sheet for each product. This register is to be readily accessible to anyone likely to be affected by the hazardous chemical.

Fire and evacuation instruction record and fire drill practice register

Officers in charge are to ensure an establishment complies with relevant legislation, to ensure the safety of any person in that building in the event of a fire or hazardous material emergency. Further information is available on the Queensland Fire and Emergency Services website.

It is also an OIC responsibility to keep a 'fire and evacuation instruction record' and an 'evacuation practice record' in compliance with ss. 45: 'Fire and evacuation instruction record' and 46: 'Evacuation practice record' of the Building Fire Safety Regulation.

Service equipment registers

Officers in charge are to maintain a hardcopy or electronic register of issue and return for:

- (i) oleoresin capsicum (OC) spray (see s. 14.21.6: 'Recording of oleoresin capsicum spray canisters' of the OPM.);
- (ii) conducted energy weapons (taser) and cartridges (see subsection 'Issue and return register' of s. 14.23.13: 'Officer in charge and district officer responsibilities of the OPM). A QPB 70: 'Taser issue and return register' is available from Richlands Supply Services;
- (iii) station rifle. Officers in charge of stations or establishments issued with a Service rifle are to comply with s. 14.5.1: 'Service rifle' of the OPM, in relation to the completion of the issued QPB 72: 'Service rifle log book';
- (iv) ballistic vests. Officers in charge of stations and establishments are also to record monthly inspections made to identify any signs of damage or unusual wear in compliance with s. 14.20.1: 'Protective body armour (Service-issued)' of the OPM;
- (v) notebooks (see s. 2.3.6: 'Official police notebooks and diaries' of this chapter);
- (vi) official diaries (see s. 2.3.6 of this chapter);
- (vii) station equipment (alcometers, radios, lidars, torches, digital recorders, cameras); and
- (viii) Service vehicles.

Approval is to be obtained in writing from the relevant district officer (or equivalent, as defined in SMD), for the use of electronic registers before implementation to ensure risk reporting requirements are met (see s. 3.3 of this Manual).

Station/establishment level strategies should include the development of station instructions with provision for the issuing and returning of (signing out and in) operational equipment. (see s. 14.22.5: 'Equipment management strategies' of the OPM).

Operational equipment includes weapons, ammunition, batons, handcuffs, handheld radios, field recorders, tyre deflation devices, torches, and speed detection devices (mobile and handheld). It excludes utility belts, load bearing vests, pouches, holsters or other uniform items.

Register of inspections

Officers in charge are to inspect or cause to be inspected:

- (i) all Service weapons and handcuffs on issue to officers under their control or to their station/establishment in compliance with s. 14.6.5: 'Responsibilities of officers in charge of stations and establishments' of the OPM;
- (ii) the official police notebook of each officer under their control (see s. 2.3.6 of this chapter); and
- (iii) the official diary of each officer under their control (see s. 2.3.6 of this chapter).

2.3.5 Accountable forms and documents

Accountable forms and documents include those which, because of their nature, require the receipt, issue and delivery to be recorded for accountability.

Where any doubt exists as to whether a particular form is an accountable form, clarification shall be sought from the relevant regional finance manager/officer or from the Director, Financial Accounting Services, Finance Division.

A list of financial accountable forms is provided in s. 11.1: 'Financial records & accountable forms policy' of the Financial Management Practice Manual. The list is not exhaustive; an accountable form includes any other electronic or manual document that provides the evidence of or records the collection or payment of cash.

The Service has a number of accountable documents, which include:

- (i) QPB 4: 'Official diary';
- (ii) QPB 21: 'Official police notebook';

- (iii) QP 32A: 'Field property receipts'
- (iv) PT 56: 'Traffic infringement notice books';
- (v) Form 157: 'Impounding notice (vehicle related offence)'/QP 907: 'Towing authority for impounding motor vehicles';
- (vi) Form 201: 'Immobilising notice'/QP 0960: 'Number plate confiscation notice'; and
- (vii) infringement notices issued on behalf of other organisations (e.g. liquor infringement notices).

Official police notebooks and police diaries are subject to accountability within s. 2.3.6: 'Official police notebooks and diaries' of this chapter.

2.3.6 Official police notebooks and diaries

ORDER

Officers in charge (OIC) are to ensure that each officer under their control is issued with a QPB 21: 'Official police notebook' and may issue a QPB 4: 'Official diary' to commissioned officers, detectives and plain clothes officers under their control.

Officers should carry an official police notebook or diary on duty to record:

- (i) duties;
- (ii) places visited;
- (iii) particulars of observations;
- (iv) conversations;
- (v) versions of events;
- (vi) names; and
- (vii) addresses, etc.

Use of official police notebooks and diaries

ORDER

Officers using an:

- (i) official police notebook or diary are to:
 - (a) use them for official purposes only;
 - (b) make handwritten entries in ink, commencing on the first page and making subsequent entries in chronological order until the notebook or diary is complete;
 - (c) commence each entry with the date and time;
 - (d) make entries neatly and concisely, ensuring that the notes are legible and clear;
 - (e) leave a one line space between entries;
 - (f) if necessary, make alterations by ruling through the original, leaving it legible and making the new entry. If the alteration is likely to be of importance, bring it to the notice of, and obtain the signature of, a supervising or other officer, to verify the time and making of the alteration;
 - (g) make a note at the relevant entry when a report is furnished or action taken including the date it occurred and any reference numbers;
 - (h) avoid making entries of a vague or general nature;
 - (i) not give it or a copy of any part to any person unless:
 - authorised by Service policy; or
 - where required by law;
 - (j) not duplicate information contained in official police databases into notebooks or official diaries;
 - (k) not remove any page or portion; and
 - (l) not erase any entry;
- (ii) official police notebook are to draw a line diagonally through an entry without obliterating any particulars when the actions are finalised; and
- (iii) official diary are to:

- (a) make entries concerning arrests made by the officer in red ink including the nature of charges preferred; and
- (b) complete diary entries by the end of each shift or at the first reasonable opportunity.

Storage of official police notebooks and diaries

Officers are to leave their notebooks and/or diaries at their station or establishment when absent on leave or for any lengthy period, for reference if required.

Information recording in official diaries

To avoid duplication of recording information whilst on duty, officers may make a brief reference in their diary to detailed information already contained within official Service indices such as QPRIME, IMAC, ITAS or station logs, for example:

- arrest of John Smith 10/05/70 2 x Trafficking QP161234565, refer Petrie CIB log;
- sudden death investigation QP161345678, 200 Roma Street Brisbane, refer City CIB ITAS log.

All other duties, incidents and occurrences such as phone conversations, supervisor or management tasks not captured in official indices are to be recorded in detail in the officer's official diary.

A district officer or supervising commissioned officer may exempt an officer from completing an official diary if the officer's daily duties are sufficiently recorded in an official Service index e.g. commissioned officers' electronic diary.

Register of official police notebooks and diaries issued

ORDER

Officers in charge are to maintain a hardcopy or electronic register of issue for:

- (i) official police notebooks; and
- (ii) official diaries,

the register will include all the following information:

- (i) serial number;
- (ii) receiving officer's name, rank and registered number;
- (iii) date of issue;
- (iv) date returned on completion;
- (v) date the official police notebook(s), or official diary(ies) were removed from file;
- (vi) date the official police notebook(s) or official diary(ies) were returned to file; and
- (vii) purpose of removal.

Issuing of official police notebooks and diaries

ORDER

Officers issuing an official police notebook or diary are to

- (i) write the:
 - (a) issued officer's name, rank, and registered number;
 - (b) issuing station/establishment (for notebooks only);
 - (c) date of issue; and
 - (d) issuing officer's name, rank and registered number; and
- (ii) ensure that the officer receiving a notebook signs for it,

on the inside cover in the space provided.

Damage to official police notebooks or diaries

ORDER

Officers are to immediately report:

- (i) the loss of;
- (ii) any damage to;
- (iii) defect to; or
- (iv) any unsatisfactory condition of,

their official police notebook or diary to their OIC, who will replace it with a new one.

Inspection of official police notebooks and diaries

Officers in charge should inspect or cause to be inspected all official police notebooks and/or all diaries of each officer under their command monthly to ensure that Service requirements are being met. District officers may authorise alternate time intervals in conjunction with local risk management practices. The commissioned officer who has direct line command of another commissioned officer is to inspect the official diary of that officer monthly to ensure Service requirements are being met.

The inspection of official police notebooks and/or diaries will identify whether an officer has more than one notebook and/or diary. Where an officer has more than one notebook or diary on issue, the inspecting officer should establish whether the notebook or diary should be returned to file.

ORDER

Officers who inspect an official police notebook or diary are to:

- (i) endorse within the book the date of inspection and initial that entry;
- (ii) enter the serial number and date of inspection in the Register of Notebook Inspections or Official Diary Inspections and initial that entry;
- (iii) make random checks of entries within the book to ensure their correct use; and
- (iv) for official diaries only, enter the date of inspection and initial the entry on the inspection page inside the back cover. For an electronic diary, record details of their inspection in their own official diary.

Return of official police notebooks and diaries

ORDER

Officers are to return their official police notebook and/or diary for filing to the OIC of the station or establishment where they are performing duty:

- (i) when completed;
- (ii) on transfer unless a first year constable; or
- (iii) on termination of employment,

as soon as practicable after finalisation of all actions on entries and are to write the following particulars on the inside cover in the spaces provided:

- (i) name of station or establishment where the official police notebook is handed in;
- (ii) date on which it is handed in; and
- (iii) signature of officer.

Receiving returned official police notebooks and diaries

ORDER

Officers in charge who receive an official police notebook or diary are to verify that all actions on entries have been finalised and if actions are:

- (i) outstanding (example, 'imminent' court matters):
 - (a) return it to the issued officer and monitor (see 'Inspection of official police notebooks and diaries' of this section) until finalised; or
 - (b) arrange for them to be finalised; or
- (ii) finalised and:
 - (a) for official police notebooks only, write in the spaces provided on the inside cover:
 - their name and registered number;
 - their signature; and
 - the date received;
 - (b) not from the issuing station forward it to the issuing station or establishment officer in charge; and
 - (c) from the issuing station, ensure:
 - the register of issued is completed; and
 - it is securely filed in numerical order.

Removal of official police notebooks and diaries from file

ORDER

Officers in charge who receive a request for a returned official police notebook or diary are to:

- (i) ascertain the reason for the request (usually for court purposes or to refer to an entry);
- (ii) note the appropriate register of issue of the:
 - (a) date it is removed from file;
 - (b) date it is returned to file; and
 - (c) purpose of removal from file; and
- (iii) maintain a check until it is returned.

2.4 Financial obligations

2.4.1 Financial resources

The Budgetary Services–Activity Catalogue on the ‘Business Services Division’ webpage on the Service Intranet provides internal procedures and related documents to assist with:

- (i) budget management;
- (ii) financial performance reporting; and
- (iii) external reporting.

2.4.2 Financial accounting

The Accounting Services–Activity Catalogue on the Business Services Division webpage on the Service Intranet provides:

- (i) aide memoires;
- (ii) forms;
- (iii) internal procedures; and
- (iv) related documents,

to assist with the delivery of financial, asset and statutory reporting, setting and monitoring compliance services and delegations in accordance with whole-of-Government prescribed requirements relating to activities such as:

- (i) asset accounting including:
 - (a) asset register;
 - (b) disposals and transfers;
 - (c) losses;
 - (d) plant and equipment;
 - (e) portable and attractive items; and
 - (f) stocktake;
- (ii) banking and receipting including:
 - (a) banking;
 - (b) bank reconciliations;
 - (c) collections account receipting system (CARS); and
 - (d) receipting;
- (iii) expenses;
- (iv) corporate card;
- (v) general purpose expenditure voucher;
- (vi) petty cash;
- (vii) fees and charges;
- (viii) financial delegation;

- (ix) financial policy;
- (x) financial training;
- (xi) Crystal and SAP access;
- (xii) revenue including:
 - (a) debt management;
 - (b) exhibit refunds and found money; and
 - (c) special services;
- (xiii) registers and financial compliance including:
 - (a) accountable forms;
 - (b) chart of accounts;
 - (c) financial management compliance;
 - (d) gifts and benefits;
 - (e) losses register;
 - (f) portfolio assurance statement;
 - (g) National Disaster Relief and Recovery Arrangement claims; and
 - (h) systems appraisals;
- (xiv) taxation including:
 - (a) fringe benefits tax return; and
 - (b) goods and services tax compliance.

2.5 Information management

Information management is important as the Service must comply with a number of legislative and regulatory requirements under the *Public Records Act* impacting on recordkeeping. Properly maintained records:

- (i) comply with legislative requirements;
- (ii) maintain appropriate accountability;
- (iii) enable record accessibility; and
- (iv) promote administrative and corporate efficiency.

Properly maintained records contribute substantially to administrative and corporate efficiencies. Records are an important corporate asset.

2.5.1 Records management

Recordkeeping is one of the most fundamental and necessary activities of any organisation. The 'Online Learn Product–Records Management Fundamentals' (QC0201_02) available on Ignite provides information to give members a basic understanding of the role and importance of recordkeeping within the Service.

Replacement correspondence index

The records management 'replacement correspondence index' (RCI) was developed to replace the correspondence index. Based on Objective software, the index meets the Service's requirements under the *Right to Information Act*. The RCI Project webpage on the Service Intranet contains guides to using the system.

Sections 5.1: 'Records management' to 5.5: 'Records retention and disposal' of this Manual contain detailed policies and information relating to Service record management.

2.5.2 Correspondence handling

All records of continuing value to the Service (including incoming correspondence, facsimile, email) are to wherever possible be placed on a file prior to distribution and tracked via the 'Corporate Records Management System' and the movement log on the back of the file cover.

See also s. 5.2: 'Corporate records management' of this Manual.

The 'Primary Point Mail Opening Handbook' available on the Document Management Services webpage of the Service Intranet should be consulted for detailed instruction relating to handling of mail at Service establishments including:

- (i) information security of incoming correspondence;
- (ii) incoming mail;
- (iii) receipt of cheques and money;
- (iv) registered mail and valuables;
- (v) facsimiles and email; and
- (vi) movement tracking of records.

2.6 Service delivery requirements

2.6.1 Divisional and crime/support unit performance review

Section 1.3.1: 'Divisional and crime/support unit performance review' of the Operational Procedures Manual requires that district officers conduct a performance review of divisions and crime/support units under their control twice yearly. The review periods are January to June and July to December. The regional operations performance review strategy process is aimed toward providing the district officer (or delegate), with a platform for structured discussion with the officer in charge.

2.6.2 Station instructions

Officers in charge of station/establishments may implement station/establishment instructions for administrative matters for the effective and efficient operation of that station/establishment. Instructions are to comply with the provisions of s. 1.5.3: 'Regional, District and Station/Establishment Instructions' of the Operational Procedures Manual.

2.6.3 Risk management

The Service is required to maintain and record risks at a service wide level. To comply with this requirement the OIC of a station/establishment is responsible for maintaining a local version of the Service Enterprise Risk Register (ERR).

Assistance with risk management may be located on the Strategic Risk and Business Continuity Team webpage of the Service Intranet.

2.6.4 Business continuity

OIC and unit managers are to comply with the provisions of s. 3.5: 'Business continuity planning' of this Manual.

2.6.5 Station inspections

The 'Compliance Performance Tool-Kit' has been developed by Ethical Standards Command's Inspections Teams to assist an officer in charge, supervisors and their delegates to monitor and action compliance within their establishment. The toolkit is located on the Inspection Teams webpage of the Service Intranet. This toolkit can assist the review of current documents, systems and processes to ensure compliance with policy and procedures, and to provide a benchmark for day-to-day policing operations.

Inspections can be conducted by the officer in charge or another member from the selected station/establishment (self-inspections), or may be conducted by a member external to the selected station/establishment (independent inspection). Independent inspections are considered more objective, however inspection types can also be determined locally.

2.6.6 Calls for service analysis

Crystal Reporting is used to build reports using the VISION Oracle database using QCAD data. Below is a list the available reports:

- (i) query activity by time (time spent on various activities);
- (ii) query incidents (list of results);
- (iii) query incidents (numerical count of results);
- (iv) query incidents (top 'N' result);
- (v) repeat incidents (list of results);
- (vi) repeat incidents (top 'N' report);
- (vii) incident drilldown; and
- (viii) address drilldown.

See QCAD User Support webpage on the Service Intranet for detailed information on Crystal Reporting on QCAD data.

2.6.7 Neighbourhood Watch

Information in relation to Neighbourhood Watch, including guides, publications and resources can be located on the Crime Prevention Programs Unit webpage of the Service Intranet.

2.6.8 Designation of private area for domestic and family violence matters

ORDER

Every police station or establishment is to have designated a private, safe and secure area, or areas, for members to use for all enquiries, discussions, reports, interviews and investigations with persons presenting to the station or establishment for domestic and family violence matters.

Identification of private area

An OIC of a station or establishment is to identify for all members the designated area or areas through a station/establishment instruction (see s. 2.6.2: 'Station instructions' of this section).

Notice of private area

An OIC of a station or establishment is to ensure the approved notice produced by the Domestic, Family Violence and Vulnerable Persons Command advising of the availability of the designated area is prominently displayed at the front of every police station or establishment.

2.6.9 Domestic and family violence related documents, policies and procedures

Domestic and family violence (DFV) is a gendered issue which is grounded in structural issues and power imbalances.

ORDER

All QPS documents, policies and procedures relating to DFV are to prominently and clearly acknowledge the following:

Domestic and family violence can affect any person regardless of race, gender, age, beliefs, religion or socio-economic or cultural background. The causes of domestic and family violence are complex, multi-faceted and influenced by broad and intersectional criminal justice, health and social issues. While any individual can be a victim of domestic and family violence and domestic and family violence can occur in any relationship, the evidence clearly demonstrates domestic and family violence is overwhelmingly a gendered issue embedded in structural inequalities and power imbalances, and the rate of domestic and family violence committed against women and children of all ages is significantly higher than against men.

2.7 Problem solving

The Service's problem-solving process supports operational police by encouraging and recognising innovative responses to identified problems.

The Problem-Oriented and Partnership Policing (POPP) program consists of support materials designed to provide operational police with the tools they needed to implement problem-oriented policing, and to share ideas, experience and results.

The word 'partnership' has been included in the name of this initiative because so many crime problems can be addressed most effectively as community problems. It should not, however, be seen as community policing, nor is a partnership essential in all cases. Problem-oriented and partnership policing has to involve a deliberate problem-oriented process.

Problem-oriented policing is a systematic approach to identifying, analysing and addressing the causes of crime, calls for service and associated community problems. The core objective of problem-oriented policing is to manage, or reduce, the level of calls for service.

One of the problem-solving techniques commonly used by police services is the SARA problem-solving model. The essential elements of SARA are:

- (i) **Scanning** (problem identification);
- (ii) **Analysis** (pinpointing the underlying causes of the problem);
- (iii) **Response** (addressing the problem); and
- (iv) **Assessment** (measuring the effectiveness of the response).

SARA is not the only model that can be used for problem solving, however it has been widely accepted as a sophisticated, yet simple, aid to problem-oriented policing and offers a number of benefits for the problem solver, namely:

- (i) it is uncomplicated and can easily be followed, with each stage naturally leading to the next;
- (ii) prompts the user to work systematically through every stage; and

(iii) is sufficiently flexible to suit any problem.

2.8 Environmental scanning

A yearly operational plan at the divisional/unit level allows the identification of how the work area will contribute to the achievement of Service, region, command and corporate division priorities (see s. 1.5.1: 'Strategic and operational planning' of the Operational Procedures Manual). The 'QPS Guide to Strategic & Operational Planning' contained on the Service Intranet provide members with information and guidance on and outlines the requirements of strategic planning. The guide is also supplemented with the package 'How to Develop a District Plan', which outlines in more detail the steps necessary to achieve good planning and provides step by step instructions on developing a plan, along with recommended templates and examples to further assist practitioners and can be located on Strategic Planning webpage on the Service Intranet.

Statistical Services

The Statistical Services webpage on the Service Intranet contains demographic, crime and social data relating to the state of Queensland, as well as information about statistics that can assist with the development of plans.

2.8.1 Environmental scanning process

In undertaking an environmental scan, it is useful to identify key drivers from the:

- (i) external or macro-environment;
- (ii) internal environment; and
- (iii) stakeholder environment.

2.8.2 External factors

External factors are those things outside the control of the organisation that have the potential to impact on it. A common approach is to start with a broad overview through the conduct of a PESTEL analysis that is fundamentally a structure for collecting and analysing information. Once analysed, it can be presented in whatever format or structure is most relevant.

The PESTEL framework comprises:

- (i) political;
- (ii) economic;
- (iii) social;
- (iv) technological;
- (v) environmental; and
- (vi) legal.

Political

This area highlights the role of government, including policy direction and agenda and propensity to intervene in activities to influence the policing environment. It covers issues such as:

- (i) what services does a government want to provide;
- (ii) to what extent does it believe in subsidising private bodies and non-government organisations; and
- (iii) what are its priorities in terms of community support?

Political decisions can impact on many vital areas such as the quality of the road and rail system and infrastructure. Sources of information include ministerial and departmental websites, especially those of the other criminal justice agencies and their ministers, and local members of national, state and local government.

Economic

The nature of economic activities will influence the affluence of an area, the speed and degree of growth and development, rates of employment, etc. For police, these will usually be considered in conjunction with social factors that shape the area under consideration. There are also direct impacts on police arising from rising labour and utility costs.

Social

Social influences include evolving demographics and psychographics. How people live can be as important as where they live in forecasting the range of services expected and how they can be best delivered. Not only are these factors relevant to the consumers of the services provided, they also are important in understanding the composition, aspirations and attitudes of the workforce.

Technological

New technologies impact on the way services are delivered and can create new areas for service delivery to reduce costs, improve quality and facilitate innovation. The ways people communicate, exchange information, and make business transactions, affect the operating environment. Technological factors under consideration should not be limited to ICT. Composite materials, forensic technologies, biometrics and other advances may also impact on the way services can be delivered.

Environmental

Environmental factors include the weather patterns and climate change, pollution and waste. Changes in temperature can impact on many industries including farming, tourism and insurance. These can have flow on implications for service delivery. With major climate changes occurring due to global warming and with greater environmental awareness, this external factor is becoming a significant issue for consideration. The growing desire to protect the environment is having an impact on many industries such as the travel and transportation industries (for example, more taxes being placed on air travel and the success of hybrid cars). The general move towards more environmentally friendly products and processes is affecting the cost of operating infrastructure and vehicle fleets and the way services are delivered.

Legal

Legal factors comprise legislative constraints or changes. Relevant considerations include the introduction of new legislative powers, changes to health and safety legislation, changes to the criminal justice process to support therapeutic jurisprudence initiatives, and streamlining administration of court process.

2.8.3 Internal factors

Analysing internal influences involves focusing on the organisational environment to identify the strengths and weaknesses of the organisation. Internal influences include:

(i) organisational capacity such as:

- (a) training;
- (b) support services;
- (c) funding;
- (d) staffing;
- (e) leadership;
- (f) policy;
- (g) planning;
- (h) industrial environment;
- (i) information; and
- (j) assets;

(ii) structure such as:

- (a) organisational chart;
- (b) reporting arrangements; and
- (c) decision making and approval processes;

(iii) culture such as:

- (a) values;
- (b) complaints and compliments; and
- (c) survey data;

(iv) practices, policy, and procedures such as:

- (a) legislation;
- (b) organisational and local procedures; and
- (c) business processes;

(v) corporate governance such as:

- (a) boards and committees; and
- (b) internal controls;

(vi) performance management such as:

- (a) personal performance management;
- (b) organisational performance management; and
- (c) performance reporting.

Sources of information on these include:

- (i) *Police Service Administration Act*;
- (ii) *Police Powers and Responsibilities Act*;
- (iii) *Weapons Act*;
- (iv) corporate, regional, district and station plans;
- (v) Service Manuals; and
- (vi) Commissioner's Circulars.

2.8.4 Stakeholders

In undertaking an environmental scan, it is also useful to identify the stakeholders that currently impact on the agency, changes in those relationships, and the potential for new relationships.

Considerations include:

- (i) who are the current stakeholders;
- (ii) are these relationships likely to change in the future and if, yes, what might be the likely impact of these changes;
- (iii) are there likely to be new and emerging relationships of interest in the future;
- (iv) what are the issues of interest to these stakeholders;
- (v) what is the nature and degree of their interest; and
- (vi) what is the nature and degree of their influence?

2.9 Portfolio management

Officers in charge of stations or establishment may assign portfolios to Service members under their control as a means of assisting with station management and as a method of aiding skills development. Where practicable, a system of portfolio should be proactively utilised in this respect.

When assigning and managing portfolios, an officer in charge should also consider the assignment of a secondary, or reserve officer, to assist when the primary officer is on leave, transfer etc.

Officer in charge responsibility for management of the station is not diminished by assignment of portfolios to subordinate officers.

(See s. 1.4.5: 'Responsibilities of officers in charge of stations or establishments' of the Operational Procedures Manual)

A wide range of portfolios may be assigned to subordinate officers and may, for example, include:

- (i) accoutrements/equipment on issue checking;
- (ii) risk management;
- (iii) station/establishment equipment;
- (iv) station/establishment security.

Communication of portfolio structures

The officer in charge should ensure that the list of assigned portfolios is communicated to all Service members under their control and is prominently displayed to members of the Service within the station/establishment.

2.10 Miscellaneous

2.10.1 Station implementation of 'Look to the Stars'

The 'Look to the Stars' artwork was created in collaboration with a cross section of the Aboriginal and Torres Strait Islander community and the Service to form a collective narrative of past, present and create a united message for the future.

As part of the 'Look to the Stars' engagement strategy all OICs of stations and establishments are encouraged to engage with their local communities and elders to identify ways in which to display the artwork on or near Service buildings or on a Service vehicle.

Officers in charge of stations and establishments wishing to participate in the 'Look to the Stars' strategy should initially make contact with First Nations Division on their Service intranet webpage and fill in the web-based form.

The policies and procedures in relation to the operation of the 'Look to the Stars' strategy are contained on the First Nations Division webpage on the Service Intranet.

2.10.2 Gifts or benefits offered to members of the Service

Where members of the Service are offered any cash, gifts or benefits see s. 11.4: 'Gifts or benefits offered to members of the Service' of this Manual.

2.10.3 Pets in the workplace

ORDER

Members are not to bring animals onto Service premises, unless it is a police dog, police horse or guide, hearing or assistance dog (see *Guide, Hearing and Assistance Dogs Act*).

See also s. 15.30: 'Pets' of this Manual.

2.11 Station and establishment security

2.11.1 Management of station and establishment security

Officers in charge of stations and establishments are responsible for the physical security of their station or establishment and any other associated facilities. They are to ensure members under their control are aware of all processes and procedures in place for the physical security of the station or establishment and the persons within.

Responsibilities of members in stations and establishments

It is the responsibility of all members within a station or establishment to ensure all processes and procedures are followed and adhered to, to ensure the physical security of the station or establishment and the persons within.

Members who observe a person (uniformed or otherwise) not wearing or appropriately displaying Service identification or a visitor pass may challenge the person to produce for inspection any Service identification or visitor pass (see s. 4.3.1: 'Displaying of Service identification' of this Manual).

Visitor and contactor access to stations or establishments

Capital Assets and Facilities Management Group, OCC is responsible for engaging with QBuild, Department of Housing, Local Government, Planning and Public Works and advising the OIC whether an approved and appropriately vetted contractor will be attending a station or establishment to undertake approved work or maintenance and the identity of the contractor, including name, date of birth and contact details.

Where there is a need for a visitor or contractor to have access to a station or establishment, the OIC or their delegate is to ensure, the person is:

(i) appropriately vetted, which includes:

(a) having been issued a current and in date Service-issued identification, including contractor identification (see s. 4.3.2: 'Service-issued identification' of this Manual);

(b) being deemed suitability as a contractor to be engaged by the Service by an assistant commissioner or executive director (see the section 'Vetting procedures for contractors' below); or

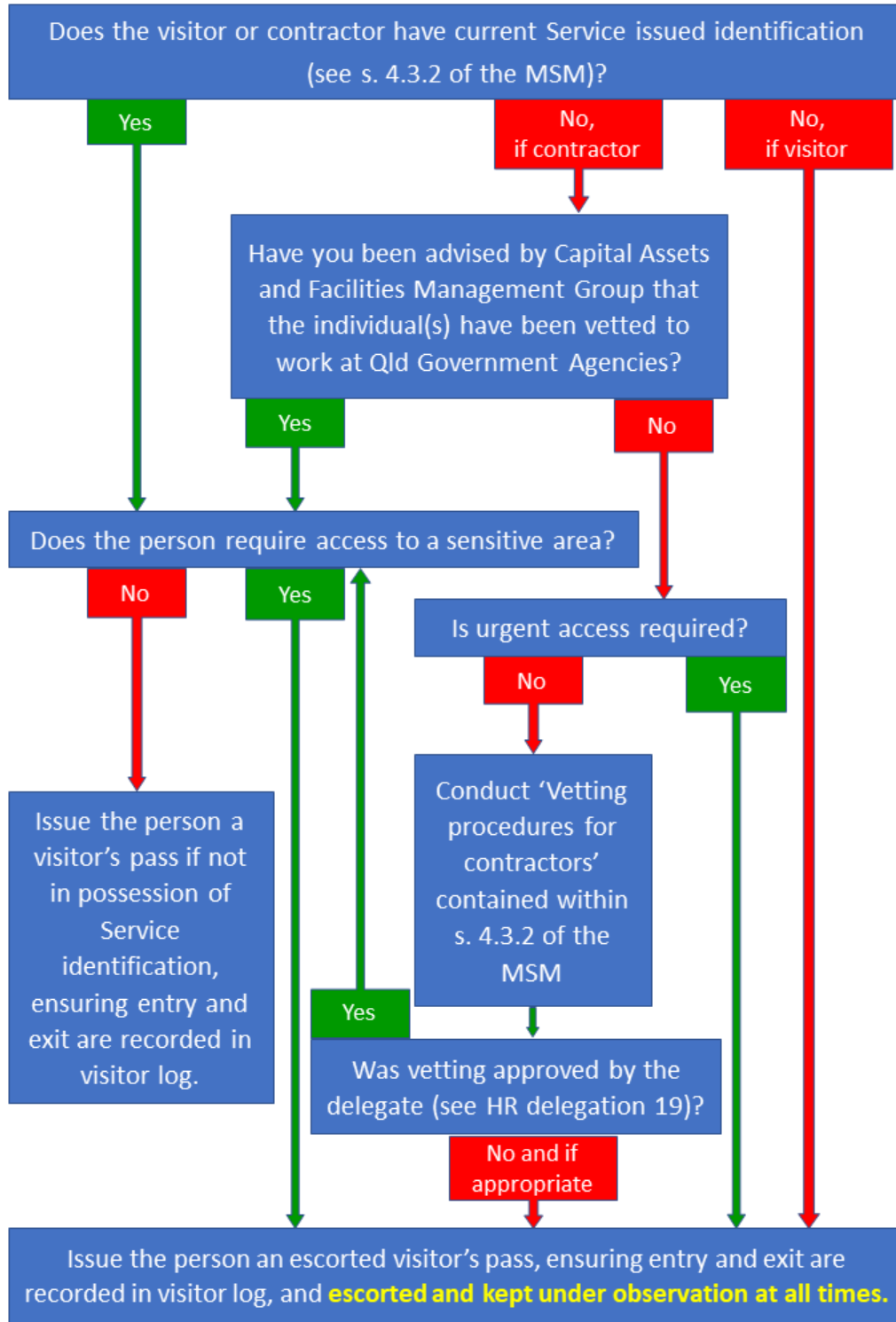
(b) being advised by Capital Assets and Facilities Management Group that a person has been vetted to work at Queensland Government agencies; or

(ii) escorted and under observation at all times,

(see flowchart below).

Where a contractor has been appropriately vetted but requires access to a sensitive area, consideration should be given to escorting the person as appropriate.

All visitors and contractors accessing a station or establishment are required, as a condition of entry and remaining, to wear the locally issued visitor identification.



Vetting procedures for contractors

Where contractors require appropriate vetting, this is to be conducted in compliance with Part 5AA: ‘Assessment of suitability of persons seeking to be engaged, or engaged, by the service’ of the PSAA. Under HR Delegation 19 the determination of suitability is delegated to assistant commissioners and executive directors.

A contractor would be classed as a person performing functions at a station or establishment under a contract for services (see s. 5AA.3: ‘Meaning of engaged by the service’ of the PSAA).

To vet a contractor, the OIC of the station or establishment is to:

- (i) ensure the contractor is supplied with a copy of ‘Guidelines for dealing with relevant information’, contained in the QP 0534: ‘Assessment of suitability form’;
- (ii) conduct appropriate checks of QPRIME in accordance with ‘Persons performing, or seeking to perform, functions for the service under a contract for services’ of the Schedule: ‘Relevant information’ of the PSAA; and

(iii) submit a report through the chain of command to the OIC's assistant commissioner or executive director outlining:

- (a) if there are any issues of concern; and
- (b) a recommendation.

Where a delegated officer receives a request for a decision on suitability for a contractor to be engaged by the Service and determines the person is unsuitable, they are to ensure the person is informed of the reasons why they are unsuitable and given the opportunity to address the concerns, unless s. 5AA.12(2): 'Particular persons to be advised if person unsuitable' of the PSAA applies.

2.12 Enterprise portfolio governance

All Service programs and projects that the Demand and Capability Committee (DCC) (see also chapter 5: 'Charter - Demand and Capability Committee (DCC)' of the Strategic Governance Manual) approves for inclusion on the Service Portfolio as requiring a formal and independent governance structure are to be managed in accordance with governance process laid out in the Enterprise Portfolio Governance Policy (EPGP) (available on the Enterprise Portfolio Management Office (EPMO) page of the Service Intranet).

Purpose

The purpose of the EPGP is to mandate the governance to be applied to programs and projects within the Service. The formal and independent governance structure ensures:

- (i) investment in the programs and projects is 'value for money';
- (ii) that effective project outcomes are achieved; and
- (iii) that benefits are realised.

All Service programs and projects are to align with the strategic intent of the Service and are to demonstrate value in accordance with the approved project outcomes.

Responsibilities

The EPGP applies to project sponsors, senior responsible owners, project board members, project managers and business owners (accountable members).

The EPGP enables the EPMO with the ability to provide assurance to the Commissioner, via the DCC, that the programs and projects on the Service Portfolio are well governed by accountable members.

ORDER

The EPGP is to be applied to all initiatives proposed within the Service that require a commitment of resources beyond business as usual and subsequently all programs or projects approved by the DCC.