

Chapter 1 – Operational Management

1.1 Introduction	4
1.2 Human rights and policing	4
1.2.1 Human Rights Act	4
1.2.2 What are human rights?	4
1.2.3 How does the Human Rights Act apply to the Service and its members?	5
1.3 Regional operations performance review strategy	6
1.3.1 Divisional and crime/support unit performance review	6
1.3.2 District performance review	7
1.3.3 Regional performance review	8
1.4 Duties and responsibilities of officers	8
1.4.1 Introduction	8
1.4.2 Structure of Service	8
1.4.3 Responsibilities of OIC of regions/commands and the Crime and Corruption Commission Police Group	9
1.4.4 Responsibilities of district officers	13
1.4.5 Responsibilities of officers in charge of stations or establishments	14
1.4.6 Responsibilities of regional duty officer, district duty officer and shift supervisor	15
1.4.7 Responsibilities of regional crime coordinators	19
1.4.8 Roles and responsibilities of detective inspectors	20
1.4.9 Responsibilities of patrol group inspectors	20
1.4.10 Role and function of police liaison officers	21
1.4.11 Role and function of district police liaison officer coordinators	23
1.4.12 Role and function of the state police liaison officer coordinator	23
1.4.13 Role and function of Torres Strait Island police liaison officers	24
1.4.14 Role and function of PCYC police liaison officers	25
1.4.15 Role and function of Booyah police liaison officers	26
1.4.16 Role and function of protective service officers	26
1.5 Planning	26
1.5.1 Strategic and operational planning	26
1.5.2 Operational planning (action plans, operation orders, briefings and debriefings)	27
1.5.3 Regional, district and station/establishment instructions	30
1.5.4 Shift taskings and statement of objectives and outcomes	30
1.5.5 Public event planning	31
1.6 Management of operational information	35
1.6.1 Recording initial demand	35
1.6.2 Activity logs	36
1.6.3 QPRIME armed person caution	37
1.6.4 Weapons licensing related tasks	37
1.6.5 Response to firearm related calls for service and intelligence	38
1.6.6 Deleted	40
1.6.7 Deleted	40
1.6.8 Deleted	40
1.6.9 Deleted	40
1.6.10 Street checks	40
1.6.11 Updating operational information in QPRIME	42
1.7 Community based policing strategies	43
1.7.1 Deleted	43
1.7.2 Crime prevention (statewide initiatives and supporting programs)	43
1.7.3 Neighbourhood Watch	43
1.7.4 Queensland Blue Light Association	44
1.7.5 Queensland Police-Citizens Youth Welfare Associations	44
1.7.6 Youth programs	44

1.7.7 Party Safe	45
1.7.8 Police in schools	45
1.7.9 Station community crime reduction officers	46
1.7.10 Lesbian, Gay, Bisexual, Transgender, Intersex, Queer plus Liaison Program	47
1.7.11 When a member of the Service is exempt from holding a blue card	48
1.7.12 Security assessments	49
1.8 Situational Decision Model	51
1.9 Confidentiality of information related to victims, witnesses and other vulnerable persons	53
1.10 Deleted	54
1.11 QPRIME occurrences	54
1.11.1 Policelink entered occurrences	55
1.11.2 Recording an offence in QPRIME	56
1.11.3 Amendments/updates of Policelink entered occurrences (supplementary reports)	61
1.11.4 Assigning Policelink entered occurrences	62
1.11.5 Quality of occurrences recorded in QPRIME	63
1.11.6 Follow up investigations	63
1.11.7 Prosecution of offender	64
1.11.8 Monitoring of occurrences requiring investigation	64
1.11.9 QPRIME unavailable	65
1.11.10 Use of notification flags on Service employee QPRIME records	65
1.11.11 QPRIME offender action status type and requirements	67
1.12 Incident command	71
1.12.1 Police commander/emergency commander/TE commander/CBRE commander	71
1.12.2 Police operations centre	71
1.12.3 Police forward commander	71
1.12.4 Police forward command post	71
1.12.5 Incident management team	71
1.12.6 Support functions and roles	71
1.12.7 Incident action plans	71
1.13 Operational Legal Advice	72
1.14 Deleted	72
1.15 Crime Stoppers	73
1.15.1 Receipt, investigation and finalisation of Crime Stoppers submissions	73
1.15.2 Crime and Intelligence Command investigations	74
1.15.3 Media releases including comfits	74
1.15.4 Receipt of criminal information at stations or establishments	75
1.15.5 Release of information	75
1.16 Fatalities or serious injuries resulting from incidents involving members (police related incidents)	75
1.16.1 First response procedures	75
1.16.2 Regional duty officer or district duty officer responsibilities	76
1.16.3 Responsibility for investigation	77
1.16.4 Police related incidents involving fatalities	77
1.16.5 Police related incidents not involving fatalities	77
1.16.6 Integrity of investigation	78
1.17 Significant event reviews	79
1.17.1 District/group significant event review matter	79
1.17.2 Purpose of a significant event review	80
1.17.3 The establishment of a significant event review capability	80
1.17.4 Jurisdiction of significant event reviews	81
1.17.5 Conducting significant event reviews	81
1.17.6 Significant event review considerations	81

1.17.7 Recording and reporting findings and recommendations	83
1.17.8 Critical incident review	84
1.18 Significant events	85
1.18.1 Significant event messaging system (SEMS)	87
1.19 Queensland Police Security Alert Level (QPSAL)	88
Appendix 1.1 NOTICES – Recording initial demand	90
Appendix 1.2 SOLVE – Recording initial demand	91
Appendix 1.3 Deleted	92
Appendix 1.4 Deleted	92
Appendix 1.5 Deleted	92
Appendix 1.6 Agreed guidelines for helicopters operating near scenes of police operations	93
Appendix 1.7 Standard plans	94

1.1 Introduction

This chapter provides a framework to assist members at all levels to carry out their functions regarding operational matters.

It is designed to clarify the roles and responsibilities of members and to clearly set a level of accountability consistent with the *Police Service Administration Act* to ensure that service delivery is effective and professional.

1.2 Human rights and policing

1.2.1 Human Rights Act

The *Human Rights Act* (HRA) does not fundamentally change operational policing in Queensland. Members are already accustomed to respecting, protecting and promoting common law human rights, such as the right to liberty and security of the person, the right to a fair trial and freedom of expression. The HRA reinforces the need for members to make lawful decisions that comply with Service policy.

The aim of the HRA is to ensure:

- (i) respect for human rights is embedded in the culture of all Queensland Government departments, including the Service; and
- (ii) public powers and functions are exercised in a principled way that respects and promotes human rights, by placing individuals at the centre of decision-making and service delivery.

The HRA requires the Service and its members consider human rights in all decision-making processes and interactions with its members and the community.

The requirement to consider human rights does not apply to individuals interacting in a private capacity.

1.2.2 What are human rights?

The *Human Rights Act* (HRA) legislates 23 human rights applicable to all individuals in Queensland:

- (i) recognition and equality before the law;
- (ii) right to life;
- (iii) protection from torture and cruel, inhuman or degrading treatment;
- (iv) freedom from forced work;
- (v) freedom of movement;
- (vi) freedom of thought, conscience, religion and belief;
- (vii) freedom of expression;
- (viii) peaceful assembly and freedom of association;
- (ix) taking part in public life;
- (x) property rights;
- (xi) privacy and reputation;
- (xii) protection of families and children;
- (xiii) cultural rights – generally;
- (xiv) cultural rights – Aboriginal peoples and Torres Strait Islander peoples;
- (xv) right to liberty and security of person;
- (xvi) humane treatment when deprived of liberty;
- (xvii) fair hearing;
- (xviii) rights in criminal proceedings;
- (xix) children in the criminal process;
- (xx) right not to be tried or punished more than once;
- (xxi) retrospective criminal laws;
- (xxii) right to education; and
- (xxiii) right to health services.

The protected human rights are:

- (i) rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status;
- (ii) rights individuals are entitled to, without discrimination, when dealing with government departments and their employees; and
- (iii) based on principles of dignity, equality and mutual respect.

Only individuals have human rights (see s. 11: 'Who has human rights' of the HRA). Corporations or other legal entities do not have human rights.

1.2.3 How does the Human Rights Act apply to the Service and its members?

Most actions or decisions by the Service and its members will have an impact on human rights.

In carrying out the functions of the Service (e.g. preventing crime, preserving peace, protecting the community), members protect and promote human rights. However, in the performance of their duties (e.g. arrest, detention, use of force, seizure of property) members may be required to limit a person's human rights.

While the *Human Rights Act* (HRA) seeks to promote and protect human rights, most human rights are not absolute. In certain circumstances some human rights may be limited to protect the rights of others and achieve a public policy objective (e.g. maintain public safety). Officers should minimise the limitation of a person's human rights to the extent reasonably necessary to lawfully resolve an incident and achieve an objective.

Members are to be able to explain and justify any limitation of a person's human rights.

Human rights obligation

The HRA requires the Service and its members:

- (i) act or make decisions in a way that is **compatible with human rights**; and
- (ii) in making a decision, **properly consider** any human rights relevant to the decision.

This requirement extends to all acts and decisions of the Service and its members, including:

- (i) operational matters (e.g. see s. 1.5.2: 'Operational planning (action plans, operation order, briefings and debriefings)' of this chapter);
- (ii) administrative matters;
- (iii) internal matters (e.g. employee policies and decisions); and
- (iv) external matters (e.g. exercising police powers and responsibilities).

Where appropriate and reasonably practicable, members should explain to a person the reasons for their decision when limiting that person's human rights.

Upon subsequent review, members are to be able to explain their considerations and justify their actions and decisions.

How is an act or decision compatible with human rights?

An act or decision is compatible with human rights if:

- (i) it does not limit a human right; or
- (ii) it only limits a human right to the extent that is reasonable and justifiable in the circumstances (i.e. proportionate).

An officer may lawfully limit a person's human rights where there is a power which allows for the limitation (e.g. arresting an adult pursuant to s. 365: 'Arrest without warrant' of the PPRA). However, where the power provides for discretion, an officer is to choose the least restrictive approach, which is reasonable, proportionate and appropriate in the circumstances, to minimise the limitation of a person's human rights (e.g. discontinuing an arrest to issue an infringement notice or NTA pursuant to s. 377: 'Additional case when arrest of adult may be discontinued' of the PPRA).

What is proper consideration?

Proper consideration includes:

- (i) identifying any human rights that may be affected by an action or decision;
- (ii) considering how and to what extent the action or decision will limit the relevant human rights;
- (iii) considering if there is an alternative action or decision that will limit the relevant human rights to a lesser extent;
- (iv) weighing the limitation of an individual's human rights with the objective of the action and decision (e.g. protection of the safety and rights of others); and

(v) identifying an action or decision that is reasonable and justifiable in the circumstances (i.e. proportionate).

To assess whether an action or decision is compatible with human rights, the Service has adopted the 'PLAN' approach.

P	Proportionate	Are your limitations on the person's human rights balanced and proportionate against what you are trying to achieve?
L	Lawful	Do you have a lawful basis for your actions and for making your decisions?
A	Accountable	Have you considered human rights in your decision making? Can your actions be justified? Have you documented your considerations and reasons for your decision?
N	Necessary	Are your actions necessary to achieve your objectives? Can you do anything that will still achieve your objective but have less of an impact on the person's human rights (i.e. a less restrictive option)?

1.3 Regional operations performance review strategy

The purpose of the strategy is to align regional, district, divisional and crime/support performance reviews to enable all levels of management to be confident that current and future operational business strategies and activities are consistent and meet the strategic and operational imperatives of the Service.

To facilitate performance assessment at an operational level, the Service has adopted a three tiered, but interlinked, performance review strategy for regional operations being:

- (i) divisional and crime/support performance review;
- (ii) district performance review; and
- (iii) regional performance review.

It is expected that the relevant performance review process would be used to inform completion of individual performance development agreement plans.

1.3.1 Divisional and crime/support unit performance review

Divisional performance review

The divisional performance review consists of:

- (i) completion of a 'Divisional Performance Management Appraisal Report' (Appraisal Report) throughout the review period by OIC; and
- (ii) evaluation of the division by the relevant district officer (or delegate).

The divisional performance review is designed to:

- (i) acknowledge and share innovation and good practice;
- (ii) identify opportunities to improve performance;
- (iii) create positive and productive work places; and
- (iv) create safer communities through enhanced service delivery.

The Appraisal Report should be used as a forward looking 'living document' to constantly monitor the effectiveness and efficiency of strategies and activities conducted within the division.

Crime/support performance review

As crime/support units provide a diverse range of assistance to the district, they are not required to complete an Appraisal Report. Additionally, the Appraisal Report will also focus on issues of importance to the district and the Service.

Responsibilities

ORDER

District officers (or delegate), will conduct a performance review on divisions and crime/support units under their control twice yearly. District officers (or delegate) are to use the Appraisal Report framework which outlines prescribed criteria as applicable to the type of review being conducted.

POLICY

District officers are responsible for monitoring the performance of all divisions and crime/support units under their control through biannual reviews encompassing January to June and July to December. The Appraisal Report will provide the district officer (or delegate), with a platform for structured discussion with the officer in charge.

The performance review process relates to the performance of divisions and crime/support units, rather than the performance of individual members.

Wherever practical, district officers are to personally attend the performance review process.

1.3.2 District performance review

The district performance review is a flexible process designed to:

- (i) identify and reward good practice and innovation;
- (ii) actively respond to emerging crime and community safety issues; and
- (iii) incorporate review and response to:
 - (a) resources;
 - (b) finance; and
 - (c) ethical issues.

The structure of the district performance review will be similar in manner to the divisional performance reviews, but with a focus on district level results and achievements. This complementary structure will allow the free flow of critical strategic and operational information between divisional and crime/support unit performance reviews and district performance reviews. It will later inform the regional performance review.

The district performance review structure is informed from the directions of the district evaluation of the divisional and crime/support unit performance reviews with the focus of discussion on:

- (i) governance;
- (ii) exceptions;
- (iii) trends/causal factors;
- (iv) compulsory training compliance;
- (v) emerging issues;
- (vi) innovation;
- (vii) good practice; and
- (viii) any themes or issues particular to:
 - (a) the regional assistant commissioner;
 - (b) relevant regional deputy commissioner; or
 - (c) Commissioner.

As part of district performance reviews, districts are to evaluate any:

- (i) Significant Event Review Panel related issues (see ss. 1.17.1: 'Significant event review matter' and 1.17.2: 'Purpose of Significant Event Review Panels' of this chapter); and
- (ii) use of force related issues,

in addition to the focus of discussion points listed above. Districts should also discuss how a culture of continual improvement and good practices are promoted.

ORDER

As soon as practicable after their district performance review, district officers are to forward to the office of the Inspector, Risk Management and Business Continuity, Ethical Standards Command any issues, factors or trends identified from the SERP and use of force discussions.

Responsibilities

Regional assistant commissioners are responsible for monitoring and measurement of performance of the districts under their control. While they will regularly examine the response to emerging issues, a biannual formal district performance review is conducted following the end of each six-monthly financial year period.

Regional assistant commissioners, shall:

- (i) consult routinely with all districts on responses to emerging issues relating to district performance;

- (ii) meet biannually, in person, with district officers to utilise the formal district performance review process; and
- (iii) conclude the district performance review process within three months, including completion of a final report and ensure a copy has been forwarded to:
 - (a) Deputy Commissioner, Regional Operations and Youth Crime; and
 - (b) district officer.

1.3.3 Regional performance review

The regional performance review is an open conversation designed to:

- (i) generate information exchange that enhances professional capabilities;
- (ii) drive the development of flexible and innovative solutions to emerging policing issues; and
- (iii) identify good practice able to be shared throughout the Service.

The regional performance review is informed by:

- (i) crime data analysis;
- (ii) national community satisfaction survey;
- (iii) 'Working for Queensland' employee opinion survey;
- (iv) divisional performance reviews;
- (v) crime/support unit performance reviews; and
- (vi) district performance reviews.

A regional performance review examines:

- (i) senior officer leadership characteristics;
- (ii) how senior officers achieve effective regional policing practice through:
 - (a) engagement;
 - (b) collaboration; and
 - (c) intervention; and
- (iii) the achievement of targeted policing outcomes.

Responsibilities

The relevant regional deputy commissioner is responsible for monitoring and measurement of performance of the regions under their control. While they will regularly examine the response to emerging issues, a biannual formal regional performance review involving a face to face meeting is conducted following the end of each six monthly financial year period.

The relevant regional deputy commissioner, is to:

- (i) consult routinely with all regions on responses to emerging issues relating to regional performance;
- (ii) meet biannually, in person, with regional assistant commissioners to utilise the regional performance review process; and
- (iii) conclude the regional performance review process within three months, including completion of a final report and ensure a copy has been forwarded to:
 - (a) Commissioner; and
 - (b) relevant regional assistant commissioner.

1.4 Duties and responsibilities of officers

1.4.1 Introduction

The Service is committed to providing an effective and efficient policing service to the community. To facilitate this, activities carried out by its members are to be properly managed. Strategic and operational planning processes have been adopted which are designed to ensure that the outcomes achieved meet needs and expectations.

1.4.2 Structure of Service

The PSAA imposes upon the Commissioner the responsibility for determining the appropriate organisational structure of the Service. Through executive directions (see s. 1.2.1: Executive directions of the MSM), the Commissioner has

established that structure to include commands, regions, districts, patrol groups, divisions and establishments (also see s. 1.5: 'Declaration of stations/establishments' of the MSM).

1.4.3 Responsibilities of OIC of regions/commands and the Crime and Corruption Commission Police Group

The Commissioner has assigned policing responsibilities to assistant commissioners, which, within their span of control include to:

- (i) stop crime;
- (ii) make the community safer;
- (iii) build relationships across the community and within the Service;
- (iv) ensure the effective performance of members;
- (v) lead, motivate and improve service delivery by districts/groups;
- (vi) deliver work environments committed to professional standards, ethical practices and discipline;
- (vii) ensure a program of inspections is conducted annually within the financial year for all stations and establishments under their control in respect of compliance with Service policy and procedures. Use of the on-line Compliance performance checklist and report available on the ESC webpage of the Service Intranet, is mandatory in the conduct of these inspections;
- (viii) ensure annual compulsory training requirements are completed by members under their control;
- (ix) identify risks which present as an exception and deal with the risk in accordance with the provisions of s. 3.3: 'Reporting requirements' of the MSM;
- (x) audit the removal of prisoners/children from a corrective services facility or youth detention centre as a suspect or for law enforcement purposes (where applicable);
- (xi) ensure annual physical security inspections of all facilities under their control are conducted within current risk management reporting and exception reporting requirements (see s. 3.3: 'Reporting requirements' of the MSM); and
- (xii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

Relevant to supporting Service strategies and goals, assistant commissioners and the Chief Superintendent, Crime and Corruption Commission Police Group have the following responsibilities:

Regional assistant commissioners:

- (i) supervise provision of effective and efficient operational policing and support activities within districts under their control;
- (ii) ensure the development, resourcing and provision of tasking and coordination models in nominated regions and commands, to contribute to the delivery of the Services strategic objectives;
- (iii) lead and supervise financial management of budgets and funds within their span of control;
- (iv) ensure the regional management team actively contributes to the achievement and progression of Service goals;
- (v) guide all operational business strategies and activities within each district toward alignment to and measurement against Service strategic and operational imperatives, including through supervision of the regional operations performance review strategy (see s. 1.3: 'Regional operations performance review strategy' of this chapter); and
- (vi) initiate or endorse solutions which improve operations and actively progress their advancement.

Assistant Commissioner, Crime and Intelligence Command:

- (i) provision of specialist crime specific capabilities with the ability to provide service on a statewide basis;
- (ii) provision of investigational expertise on a statewide basis;
- (iii) coordination of state-wide and/or major criminal investigations, both within and outside the state;
- (iv) enhancing the Service's approach to intelligence and the capacity to produce useful data and knowledge that aids decision making in support of serious, major and organised crime investigations and frontline policing operations;
- (v) extensive liaison with other law enforcement agencies;
- (vi) control and coordination of criminal investigation, activities;
- (vii) representation of the Service both interstate and nationally on crime related matters;

- (viii) focusing available and emerging investigative strategies to combat serious and organised crime networks, businesses and individuals;
- (ix) enhancing the prevention and disruption strategies to reduce the impact of crime on the community;
- (x) remain the central point of contact for interstate, international, government and industry partners for matters pertaining to serious and organised crime; and
- (xi) drive serious and organised crime strategic activities (e.g. but not limited to): Organised Crime Strategy, Cyber Crime.

Assistant Commissioner, Domestic, Family Violence and Vulnerable Persons Command:

- (i) review and reporting on issues impacting the service relating to domestic and family violence, and vulnerable persons;
- (ii) development and implementation of programs, education and reform initiatives aimed to improving service delivery within the domestic and family violence and vulnerable persons area of responsibility;
- (iii) provide strategic advice based on evidence and industry informed practices that support the Service response to domestic and family violence; and
- (iv) representation of the service both intrastate and nationally on matters related to domestic and family violence and vulnerable persons, committees and advisory groups.

Assistant Commissioner, Emergency Management and Coordination Command:

- (i) provide authoritative advice on the impacts of strategies, policies and services as they affect the state of Queensland, and influence key decision-making on policies, programs and operational matters in line with the Queensland Disaster arrangements;
- (ii) provide leadership in shaping Service disaster and emergency management priorities and developing capability within the organisation through effective planning;
- (iii) lead an effective, responsive and innovative team in partnership with government and non-government stakeholders, to improve Queensland capability and capacity across the prevention, preparedness, Response and recovery (PPRR) of disaster management;
- (iv) ensure the ethical and professional health and climate of the Service is developed and maintained through effective monitoring and action;
- (v) ensure performance and accountability standards are realised in all spheres of operations within a strong governance framework;
- (vi) actively contribute to corporate management, policy and direction as a member of the Service Executive Leadership Team;
- (vii) develop close links with relevant agencies and appropriate groups to ensure participative and responsive problem identification and resolution; and
- (viii) provide appropriate and authoritative representation of the Service in external forums and promote a positive public perception of the Service and its activities.

Assistant Commissioner, State Discipline:

- (i) give effect to Part 7 of the PSAA and the relevant *Public Sector Act* requirements relating to conducting disciplinary proceedings in relation to allegations of corruption, misconduct and other grounds for disciplinary action in the Service;
- (ii) apply principles of human rights, natural justice and procedural fairness to administrative/employment issues to achieve the purpose of discipline;
- (iii) provide quality advice to the Commissioner on disciplinary matters to ensure effective, efficient and appropriate outcomes that will meet community scrutiny;
- (iv) collaborate and contribute to the development of educational strategies to promote, reinforce and engender in members a full understanding of the expected standards of ethical behaviour;
- (v) liaise with Executive Leadership of the Service and represent State Discipline at the organisational level;
- (vi) maintain high standards of ethical behaviour for members of the Service by identifying behavioural trends, and work with stakeholders to discourage unethical conduct; and
- (vii) encourage members to report suspect behaviour.

Assistant Commissioner, Operations Support Command:

- (i) provision of specialist capabilities supporting frontline policing;
- (ii) responsibility for Weapons Licensing Group and administration of weapons legislation; and

(iii) provision of specialist work units, namely:

- (a) Aviation Capability Group;
- (b) Covert and Specialist Operations Group;
- (c) Forensic Services Group;
- (d) Specialist Response Group; and
- (e) Specialist Services Group.

Assistant Commissioner, Organisational Capability Command:

- (i) identify and improve the Service position to deliver professional policing services;
- (ii) assist in engagement and collaboration with other government departments and relevant business agencies;
- (iii) enhance strategic thinking; and
- (iv) supervise the achievement of the above through the operations of the:
 - (a) Capital Assets and Facilities Management Group;
 - (b) Client Management Program;
 - (c) Fleet Services Group;
 - (d) Operational Equipment and Capability Management; and
 - (e) Procurement Services Group.

Assistant Commissioner, Security and Counter-Terrorism Command:

- (i) provision of activities designed to prepare for, prevent and respond to threats of terrorism and other security related matters;
- (ii) liaise with law enforcement and security intelligence partners, and represent the Service nationally and internationally on terrorism and security related matters;
- (iii) assisting our business, government and community partners to strengthen their counter-terrorism and security arrangements;
- (iv) control and coordination of state-wide counter-terrorism policing; and
- (v) provision of counter-terrorism and security activities delivered by specialist work groups, namely:
 - (a) Counter-Terrorism Investigation Group;
 - (b) Prepare, Prevent, Protect Group; and
 - (c) Protective Services Group,

some of which are based within districts and categorised as 'centrally functioned' to the Security and Counter-Terrorism Command.

Assistant Commissioner, Road Policing and Regional Support Command:

- (i) develop and support the delivery of specialist road safety strategies;
- (ii) provide operational support to districts;
- (iii) provision of communication centres across the State;
- (iv) provision of community-facing contact points to receive and provide information relevant to service delivery to internal and external stakeholders and the community;
- (v) proactive and preventative focus on influencing improvements in road, space and place behaviours;
- (vi) representation of the Service both intrastate and nationally on road policing, communications, and custody related matters;
- (vii) provision of state-wide strategic oversight and management of custody and exhibit standards;
- (viii) foster ongoing effective partnerships with key stakeholders and agencies to support frontline policing; and
- (ix) provision of specialist work groups, namely:
 - (a) Communications Group;
 - (b) Road Policing Group;
 - (c) Road Safety Camera Office;
 - (d) Policelink Group; and

(e) State Custody and Property Group.

Assistant Commissioner, Ethical Standards Command:

- (i) reviewing and reporting on issues such as the reliability and integrity of financial and operational information of the Service through the ESC, Integrity and Performance Group inspections program;
- (ii) investigation of allegation of corruption, misconduct and serious breaches of discipline in the Service;
- (iii) development of educational strategies to promote, reinforce and engender in members a full understanding of the expected standards of ethical behaviour;
- (iv) enhancement of ethical standards for members of the Service by developing practices and strategies which prevent, minimise and discourage unethical conduct; and
- (v) encouraging members to report suspect behaviour.

Assistant Commissioner, People Capability Command:

- (i) delivery of high-quality and professional education and training to members of the Service within an environment of continuous improvement;
- (ii) routinely conduct Service-wide training needs assessments, aimed towards delivering members of the Service who are skilled and capable of achieving the Commissioner's vision for policing services;
- (iii) development and delivery of training to:
 - (a) maintain and improve the skills and capacities of all officers;
 - (b) assist the advancement of Service specialist roles;
 - (c) provide appropriate guidance and development of staff members; and
 - (d) develop the abilities of recruits in preparation for commencement of operational duties;
- (iv) delivery of efficiencies and building of economies of scale; and
- (v) coordination of Honours and Awards.

The Detective Chief Superintendent, Crime and Corruption Commission (CCC) is the senior officer within the CCC Police Group and performs the role of General Manager, Operations Support, CCC. The Detective Chief Superintendent, CCC is responsible for:

- (i) command of the CCC Police Group including supervision and discipline;
- (ii) direct operational command of the Operations Support Division, CCC;
- (iii) liaising with the Commissioner and members of the Service;
- (iv) collaborating with other law enforcement agencies;
- (v) advising the Chairperson and CEO of the CCC in relation to police matters generally;
- (vi) liaising with other divisions of the CCC;
- (vii) fostering an inclusive workplace where health, safety and wellbeing are promoted and prioritised;
- (viii) overseeing the recruitment and transfer of seconded QPS officers to and from the CCC;
- (ix) the efficient deployment of officers seconded to the CCC (joint responsibility with the CEO CCC in accordance with s. 255(4) of the *Crime and Corruption Act*); and
- (x) other duties that may from time to time be assigned by the CEO, CCC.

Detective Chief Superintendent, Operations, Crime and Intelligence Command is responsible for:

- (i) the efficient and effective management of policing within the Command;
- (ii) resource allocation, planning and control of activities within the Command, consistent with Service goals and objectives;
- (iii) ensuring programs for the training, development, welfare, performance measurement and discipline of members under their control are implemented and that facilitators of those programs are adequately resourced;
- (iv) ensuring members under their control comply with Service policy and demonstrate behaviour consistent with Service and community expectations;
- (v) ensuring operational business strategies and activities within each group are aligned to and measured against Service strategic and operational imperatives;
- (vi) the financial management of their budget and funds;
- (vii) participant in operational committees;

- (viii) liaise with other commands and regions, and provide the necessary support and capabilities as required in relation to operational issues;
- (ix) liaise with other law enforcement agencies and agencies in relation to operational issues;
- (x) represent the assistant commissioner and the Service on intra-agency and inter-agency committees and working groups;
- (xi) other duties that may from time to time be assigned by the Assistant Commissioner, Crime and Intelligence Command; and
- (xii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

Chief Superintendent, Disaster Operations, Emergency Management and Coordination Command:

- (i) ensure effective and efficient operations for State-wide disaster management to align capability functions to the Prevention, Preparedness, Response and Recovery principles, through the management of available resources having regard to the organisational environment.
- (ii) provide quality advice to the assistant commissioner on operational and support capabilities to meet whole-of-government goals.
- (iii) drive legislative change and lead policy development to achieve improved disaster management capability outcomes.
- (iv) develop and maintain effective communication with and between area of responsibility, to maximise use of resources, provide advice and promote cooperation.
- (v) initiate and promote the development of programs which improve performance levels of individual personnel and functional units, to enhance the quality of disaster management services provided.
- (vi) liaise and negotiate with members of the Service, government, community groups and the private sector at state, national and international levels, towards the achievement of effective outcomes.
- (vii) ensure compliance with relevant legislation and standards as they apply to Service disaster management capabilities.
- (viii) maintain a work environment committed to professional standards, ethical practices and discipline.

Chief Superintendent, State Discipline:

- (i) give effect to Part 7 of the PSAA and the relevant *Public Sector Act* requirements related to conducting disciplinary proceedings in relation to allegations of corruption, misconduct and other grounds for disciplinary action in the Service;
- (ii) apply principles of human rights, natural justice and procedural fairness to administrative/employment issues to achieve the purpose of discipline;
- (iii) contribute to systemic reviews as required and the continual improvement of the discipline system;
- (iv) represent the Service with relevant internal/external stakeholders, tribunals, and oversight bodies;
- (v) provide quality advice to the Commissioner on disciplinary matters to ensure effective, efficient and appropriate outcomes that will meet community scrutiny;
- (vi) other duties that may from time to time be assigned by the Assistant Commissioner, State Discipline;
- (vii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised; and
- (viii) maintain a work environment committed to professional standards, ethical practices and discipline.

1.4.4 Responsibilities of district officers

District officers are responsible for:

- (i) the efficient and effective management of policing their district and effective deployment of members under their control;
- (ii) resource allocation, planning, and control of activities within the district, consistent with Service goals and objectives;
- (iii) ensuring goals and objectives for their area of control are developed, implemented, reviewed and evaluated in accordance with the Service's strategic plan;
- (iv) taking action to identify trends within their area of control in order to better allocate available resources;
- (v) ensuring programs for the training, development, welfare, performance measurement, and discipline of members under their control are implemented and that facilitators of those programs are adequately resourced;

- (vi) developing and monitoring strategies to ensure annual compulsory training requirements are completed by members within the district;
- (vii) ensuring members under their control comply with Service policy and demonstrate behaviour consistent with Service and community expectations;
- (viii) developing and maintaining appropriate community-based projects which foster more effective interaction between members of the Service and the community;
- (ix) ensuring operational business strategies and activities within each division are aligned to and measured against Service strategic and operational imperatives, including through the application of the divisional and crime/support unit performance review (see s. 1.3: 'Regional operations performance review strategy' of this chapter);
- (x) ensuring members under their control receive adequate feedback concerning issues within the district;
- (xi) the financial management of their budget and funds;
- (xii) liaising with emergency services (including the State Emergency Service) and community-based organisations in their area of responsibility, in terms of:
 - (a) developing plans to respond to specific incidents or events;
 - (b) maintaining a register of contact numbers; and
- (xiii) fostering an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

1.4.5 Responsibilities of officers in charge of stations or establishments

OICs of stations or establishments are responsible for:

- (i) the efficient and effective management of policing within their area of control;
- (ii) ensuring close interaction between members of the Service under their control and the community, including the appointment of appropriate officers to perform the role of:
 - (a) Adopt-a-Cops to schools within the division;
 - (b) Neighbourhood Watch police liaison officer for Neighbourhood Watch groups within the division;
 - (c) station community crime reduction officer; and
 - (d) station domestic and family violence liaison officer (see s. 9.15.4: 'Station domestic and family violence liaison officers' of this Manual),

see also s. 1.7.8: 'Police in schools' of this chapter.

The OIC of officers appointed to the roles in (a)-(d) is responsible for the performance and supervision of the officers and should allow adequate time and resources for the officers to perform their appointed duties;

- (iii) the effective management of resources allocated within their area of control;
- (iv) discipline;
- (v) liaison within and external to the Service;
- (vi) budgeting;
- (vii) welfare, health and safety issues relating to members under their control;
- (viii) implementation of education and training programmes;
- (ix) implementing strategies to ensure annual compulsory training requirements are completed by members under their control;
- (x) developing and maintaining a register of physical resources under their control which includes equipment on personal issue to officers under their control;
- (xi) transfer of information;
- (xii) monitoring district/branch operational plans and developing, division/unit 28-day rosters to address operational requirements. The OIC is also to monitor roster compliance in conjunction with shift supervisors or district duty officers and evaluate the outcomes;
- (xiii) selecting a shift supervisor (see s. 1.4.6: 'Responsibilities of regional duty officer, district duty officer and shift supervisor' of this chapter) for each shift and indicating that selection on the duty roster;
- (xiv) the regular monitoring of good order and other minor offence records on the QPRIME computer system to ensure that police officers under their control comply with s. 3.5.9: 'Justification for arrest' of this Manual;

- (xv) the efficient and effective deployment and management of all members under their control in compliance with Service policy, procedure and legislation;
- (xvi) monitoring compliance with Service policy and procedure by all members under their control;
- (xvii) participation in the divisional and crime/support unit performance review process ensuring the operational business strategies and activities within the division are aligned to Service strategic and operational imperatives (see s. 1.3: 'Regional operations performance review strategy' of this chapter); and
- (xviii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

Additional responsibilities for CIB and CPIU OICs

The OICs of CIBs and CPIUs are responsible for undertaking the role of the sexual violence liaison officer (SVLO) as outlined in the section: 'Sexual violence liaison officer (SVLO) responsibilities' of s. 2.6.3: 'Sexual offences' of this Manual.

1.4.6 Responsibilities of regional duty officer, district duty officer and shift supervisor

RDO

ORDER

The OIC of a region or command is to ensure that:

- (i) at all times a commissioned officer is rostered or available on call, on either a regional or district basis, to provide:
 - (a) advice;
 - (b) direction; and
 - (c) leadership,to members; and
- (ii) the OIC of stations and establishments, within the region or command, and the Duty Officer, Brisbane Police Communications Centre are advised of the method the commissioned officer can be contacted.

Duties of an RDO

The duties of an RDO include:

- (i) time management;
- (ii) supervising the activities of staff;
- (iii) identifying, intervening and investigating instances of inappropriate use of force by officers and, where necessary, educating officers regarding the obligations and expectations upon them when required to use force;
- (iv) in districts and regions with a District Tasking and Coordination Centre (DTACC), ensure integration and liaison between the DDO and DTACC coordinator;
- (v) inspecting and endorsing the activity logs and objectives completed by operational staff;
- (vi) coordinating and directing policing activities within the area of responsibility;
- (vii) providing leadership for staff;
- (viii) reviewing and supervising the implementation and effectiveness of station or establishment action/operational plans;
- (ix) attending shift briefings and debriefings;
- (x) inspecting equipment;
- (xi) inspecting watch-houses, watch-house records and persons in custody therein (see also s. 16.13.3: 'Prisoner/watch-house inspection' of this Manual);
- (xii) taking command of all major incidents (see s. 2.6: 'Specialist investigation' of this Manual);
- (xiii) identifying and specifying training requirements;
- (xiv) monitoring the security of stations and establishments in the region;
- (xv) maintaining an activity log; and
- (xvi) taking or causing disciplinary action, to be taken if necessary; and
- (xvii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

Considerations by RDOs in the performance of their duties

The following factors may be considered by RDOs in the performance of their duties:

- (i) time management and the allocation of time to stated objectives;
- (ii) supervising staff activities:
 - (a) stations, establishments attended;
 - (b) staff spoken to;
 - (c) activities staff were undertaking at the time;
 - (d) the relativity of those activities to stated objectives;
 - (e) the effectiveness of the activities;
 - (f) any issues raised by staff, including welfare matters;
 - (g) any actions taken relating to the supervision of staff, including the education of officers regarding the obligations and expectations upon them when required to use force; and
 - (h) particulars of any complaint made against a member of the Service and action taken;
- (iii) inspecting and endorsing activity logs and objectives:
 - (a) endorse the time, date, place and odometer reading; and
 - (b) endorse with the signature, name and rank of the inspecting officer;
- (iv) review and supervision of stated objectives:
 - (a) the time the objectives were reviewed;
 - (b) comment on the detail and effectiveness of the objectives;
 - (c) comment on the outcomes of the objectives to that time; and
 - (d) any changes recommended to the setting of the objectives;
- (v) staff attendances:
 - (a) the names of staff not in attendance in accordance with the roster of duty; and
 - (b) explanations for non-attendance of staff;
- (vi) shift briefings and debriefings:
 - (a) briefings and debriefings attended;
 - (b) identity of officer conducting the activity;
 - (c) comment on the effectiveness of the activity; and
 - (d) comment on actions taken on the conduct of the briefing or debriefing;
- (vii) equipment:
 - (a) comment on items of service property inspected;
 - (b) comment on the cleanliness and operational efficiency of stations and establishments, and equipment;
 - (c) take appropriate action for any damage or misuse of equipment; and
 - (d) comment on the availability and condition of resources;
- (viii) watch-houses (see also s. 16.13.3 of this Manual);
 - (a) the time of visit and identification of members staffing the establishment;
 - (b) comment on the condition and cleanliness of the buildings and fittings;
 - (c) identification of the number and sex of persons in custody;
 - (d) comment on the apparent health and care of all persons in custody inspected;
 - (e) comment on and recording of any complaints from persons in custody; and
 - (f) ensuring that standing orders and the provisions of Chapter 16: 'Custody' of this Manual are being observed particularly with respect to:
 - *Bail Act* provisions;
 - health and care of persons in custody; and

- custody report entries;
- (ix) major incidents:
- (a) time, date, place and details of any major incident;
 - (b) particulars of any messages forwarded;
 - (c) situation reports at the time of termination of duty and nominated relief; and
 - (d) status of any 'Emergency Situation' which has been declared in terms of the *Public Safety Preservation Act*; and
- (x) training requirements:
- (a) processes requiring training activity; and
 - (b) personnel identified as requiring further training and the specific training required including instances where inappropriate use of force by officers has been identified.

DDO

Where DDOs are appointed, their duties may include those duties outlined for an RDO or a shift supervisor. In districts or regions with a DTACC they are to liaise with the DTACC coordinator to ensure efficient and effective management of police under their control including resource allocation, planning, and control of activities within the district, consistent with Service goals and objectives.

DDOs who are not commissioned officers cannot perform functions where legislation specifically requires a commissioned officer or dictates rank as inspector or above (see for example, s. 57: 'Power of entry for ss 54-56' of the PPRA).

DDOs who are not commissioned officers cannot perform functions where Service policy specifically requires a commissioned officer to do so. Relevant sections of the Manual include:

- (i) s. 17.10.4: 'Special Emergency Response Team (SERT)';
- (ii) s. 5.13.3: 'Notifying persons at risk';
- (iii) s. 10.4.17: 'Queensland Government Air (QGAir)';
- (iv) s. 12.8.1: 'Applying for a missing person warrant'; and
- (v) s. 12.6: 'Amber alerts' through to s. 12.6.5: 'Detective Superintendent, Child Abuse and Sexual Crime Group, CIC';
- (vi) s. 17.5.2: 'Senior Search and Rescue Operators, Search and Rescue Operators and Field Search Coordinators';
- (vii) s. 17.5.3: 'Search and rescue operation'; and
- (viii) s. 17.5.8: 'Commonwealth-State agreement'.

The OIC of a region or command is to ensure that where DDOs are utilised, that district and station instructions clearly outline the DDOs duties and responsibilities.

District officers are to ensure officers under their control performing the role of DDO either on a substantive or a temporary basis have successfully completed an approved incident command course (see SMD). Where practicable, DDOs should have successfully completed an approved incident command course before being selected by the relevant district officer.

Where it is not practicable for an officer to complete an approved incident command course prior to taking up DDO duties, the officer is to successfully complete the Competency Acquisition Program (CAP) book/module QCO101: 'Fundamentals of Incident Management'. The officer is to then complete incident command training as soon as practicable.

ORDER

Rostered RDOs and DDOs upon termination of their rostered duty are to complete and forward to the OIC of the region a computerised log or form QP 0161: 'Activity Log' (available from Richlands Supply Centre).

Shift supervisor

Shift supervisors provide a key role in the provision of frontline leadership and supervision including advice to, and support of, operational staff.

In addition to any other responsibilities the shift supervisor during the course of the rostered shift, may be given responsibility for:

- (i) the security and allocation of station or establishment resources;
- (ii) monitoring and reporting to the OIC on the operational activities of staff;

- (iii) monitoring staff movements and absences;
- (iv) ensuring that all messages and demands for police action during the shift receive an appropriate response and effective action;
- (v) setting objectives, monitoring results and tasking outcomes, activity logs, reports and any other documentation set out in accordance with any relevant operational plans;
- (vi) ensuring that information or intelligence is effectively evaluated and disseminated;
- (vii) recording the outcomes of the operational plan, the policing activity undertaken during the period and any other matters as directed by the OIC;
- (viii) ensuring the security and proper storage of property coming into the possession of members in the course of the shift;
- (ix) the management of correspondence;
- (x) monitoring/supervising standards of conduct and appearance of members during the course of the shift;
- (xi) in circumstances relating to high risk calls for service or critical/major incidents where a commissioned officer or DDO cannot attend or supervise, a shift supervisor, preferably at the rank of sergeant, should plan and manage the Service response until relieved, or the matter is otherwise appropriately resolved. Where practicable this should involve attendance at the scene in favour of distal command/control;
- (xii) identifying, intervening and investigating instances of inappropriate use of force by officers and where necessary, educating officers regarding the obligations and expectations upon them when required to use force (see s. 14.3: 'Use of force' of this Manual);
- (xiii) taking disciplinary action, or causing disciplinary action to be taken if necessary; and
- (xiv) in the case of significant events, as outlined in this section below, cause a significant event message to be completed and submitted. See s. 1.18: 'Significant events' of this chapter for further information.

DTACC coordinator

DTACC coordinators are responsible for ensuring the effective coordination, allocation and delivery of timely and efficient policing services to enable equal focus to prevention, disruption, response and investigation.

With a view to operationalising these accountabilities, the DTACC coordinator may be given responsibility for:

- (i) the effective and efficient management of priority code 4 demand;
- (ii) the allocation and monitoring of live time tasks as determined through the district tasking and coordination process;
- (iii) conducting electronic and face-to-face briefings to promote situational awareness of operational members;
- (iv) responding to and acting on resource requests in line with established district principles.
- (v) maintaining situational awareness relating to district resources/demand;
- (vi) the review and auditing of live time task allocations and recording of tasking results for the information of divisional OIC's; and
- (vii) the preparation and dissemination of shift briefing documents for each shift.

DDOs or shift supervisors:

- (i) at each station and establishment are to, in conjunction with the OIC, monitor division/unit 28 day rosters as specified in s. 1.4.5(xi): 'Responsibilities of officers in charge of stations or establishments' of this chapter. These plans are to be consistent with statements and plans described in the 'Guide to planning' (on the Service Intranet) and contain suitable annotations and legends; and
- (ii) are to implement and monitor operational shift plans for officers under their control who are rostered for duty during the shift;
- (iii) are to foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

DDOs or shift supervisors should:

- (i) plan their activities to ensure that shift objectives are formulated. They may be formulated during a previous shift and may apply to a number of shifts during the roster period or across roster periods; and
- (ii) ensure that the outcomes of shift objectives are recorded and reviewed at the completion of each shift.

Shift briefing/debriefing

Briefings and debriefings should be conducted at the commencement and completion of each shift. Shift briefings and debriefings are essential and are a means of drawing the attention of members to matters that may affect the way they carry out their duties. Shift briefings may be conducted in a formal or informal manner. Shift objectives are to be clearly

stated at the commencement of a shift, and outcomes evaluated at the conclusion. The degree to which desired outcomes are achieved enables supervisors and OICs to plan future policing activity.

Shift supervisors, DDOs or patrol group Inspectors (PGIs) should conduct briefings and debriefings at the commencement of, and prior to, the conclusion of rostered shifts.

In districts or regions with a DTACC, the DTACC Coordinator will be responsible for briefings encompassing an appreciation of District demand and planned live time taskings.

It is recommended a shift debriefing be conducted in the event of a major incident. See also s. 1.5.2: 'Operational Planning (action plans, operation orders, briefings and debriefings)' of this chapter.

ORDER

Shift supervisors, DDOs or PGIs who conduct briefings or debriefings are to record significant information and provide it to the OIC, district officer or other appropriate users.

All rostered staff, unless otherwise directed by the shift supervisor, DDO, PGI or OIC are to participate in briefings and debriefings.

Briefing and debriefing format

The briefing and debriefing format should be approved by the OIC of the station or establishment.

The briefing should:

- (i) outline the shift tactical plan;
- (ii) record staff attendances and absences;
- (iii) advise of changes to legislation affecting the policing function;
- (iv) advise of changes to Service policy or procedures;
- (v) pass on information relating to the Service generally; and
- (vi) highlight any significant information relating to wanted persons and investigations.

The debriefing should:

- (i) review actions taken;
- (ii) review documentation generated during the shift;
- (iii) acknowledge and/or commend functions carried out by members;
- (iv) provide information to the shift supervisor or DDO as a basis for an action/tactical plan for any following shift;
- (v) identify information to be passed to intelligence officers; and
- (vi) identify information of interest to OIC of stations, establishments, districts and regions.

Significant events

RDOs or DDOs are to include in their activity log details of significant events occurring during their shift.

See s. 1.18: 'Significant events' of this chapter for further information.

1.4.7 Responsibilities of regional crime coordinators

Regional crime coordinators have the following roles and responsibilities within their region:

- (i) overview of, and assisting in the management and coordination of all major criminal investigations, or any other investigations of significance as directed by the OIC of the region;
- (ii) facilitation of the provision of relevant regional resources in support of major investigations and operations;
- (iii) unless otherwise directed, investigation or control of investigations of 'police related incidents' in accordance with s. 1.16: 'Fatalities or serious injuries resulting from incidents involving members (Police related incidents)' of this chapter;
- (iv) is to assign a commissioned officer in their region to overview all submissions to the coroner to ensure the overall adequacy and professionalism of the investigation (see s. 8.4.1: 'Responsibility for investigating and reporting on deaths' of this Manual);
- (v) direct supervision and line control of any other unit/position nominated by the OIC of the region;
- (vi) liaison with and coordinating assistance from CIC or other specialist units, and law enforcement agencies on behalf of the region, where necessary;
- (vii) providing advice and support regarding investigation processes to plain clothes and detective staff (investigators);

- (viii) coordination of professional development and training of investigators;
- (ix) liaison with community and media groups including crime stoppers and homicide victims support group;
- (x) monitoring of crime trends and promotion of effective strategies to address crime problems;
- (xi) membership of regional committees and groups as determined by the OIC of the region;
- (xii) authorising requests for extraditions from within Australia and New Zealand in accordance with s. 10.7.1: 'Extraditions into Queensland generally' of this Manual;
- (xiii) auditing the removals of prisoners/children from corrective services facility or youth detention centre as a suspect or for law enforcement purposes;
- (xiv) conduct protocol responsibilities in relation to significant security threats to public transport operation in accordance with s. 17.3.26: 'Terrorist emergency' of this Manual;
- (xv) any other duties delegated or required by the OIC of the region; and
- (xvi) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

1.4.8 Roles and responsibilities of detective inspectors

Detective inspectors in charge of crime investigation units are to:

- (i) overview and assist in the management and coordination of all major and serious criminal investigations, as directed by the regional crime coordinator;
- (ii) prioritise investigative responses, initiatives, and direction of resources under their command to ensure consistency with Service and regional/command priorities and objectives;
- (iii) manage and allocate resources and personnel in support of investigative priorities and operations;
- (iv) assess and manage investigational and organisational risk within their area of control;
- (v) coordinate professional development and training of investigators under their supervision, management or command to build organisational capabilities and responsiveness;
- (vi) monitor and maintain professionalism and ethical conduct of staff under their supervision, management or command;
- (vii) manage fiscal resources for their command appropriately and efficiently;
- (viii) monitor crime trends and promote effective strategies to address crime hotspots;
- (ix) develop and maintain internal and external relationships;
- (x) liaise with community and media groups including Crime Stoppers and Homicide Victims Support Group;
- (xi) in regional areas (i.e. excluding CIC), regularly liaise with the local taxi and bus industries as the transport liaison officer with a view to:
 - (a) ensuring an equivalent representative is appointed by the local taxi and bus industries;
 - (b) identifying and addressing any barriers to effective service delivery to the local taxi and bus industries;
 - (c) improving relationships between the Service and local taxi and bus industries, to assist in solving reported crime and developing criminal intelligence;
 - (d) improving knowledge within the local taxi and bus industries of the role of police, in particular as it relates to common offences committed against transport industry employees (e.g. fare evasion, common assault), and
 - (e) develop and maintain regional instructions to guide officers in the downloading of images from transport vehicles (see s. 2.28.1: 'Security cameras in vehicles' of this Manual); and
- (xii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised.

1.4.9 Responsibilities of patrol group inspectors

Patrol group inspectors are responsible for:

- (i) the efficient and effective management of policing and effective coordination of deployments of members within their patrol group;
- (ii) supervising the implementation and ongoing effectiveness of district resource allocations and planning relevant to their area of control;
- (iii) discipline;

- (iv) ensuring district goals and objectives relevant to their patrol group are appropriately communicated and implemented;
- (v) ensuring the operational business strategies and activities within each division are aligned to and measured against Service strategic and operational imperatives, including through the application of the divisional and crime/support unit performance review (see s. 1.3: 'Regional operations performance review strategy' of this chapter);
- (vi) supervising the implementation of district strategies to ensure annual compulsory training requirements are completed by members within their patrol group;
- (vii) leading community liaison by establishing and maintaining productive working relationships with community leaders and key stakeholders;
- (viii) ensuring appropriate community-based projects are implemented and operating effectively in divisions within their patrol group;
- (ix) supervising to ensure members under their control comply with Service policy and demonstrate behaviour consistent with Service and community expectations;
- (x) promoting and securing the inclusion of centrally functioned staff in the delivery of Service activities within their area of control;
- (xi) undertaking regular inspections and audits within their patrol group as required by Service policy and procedure;
- (xii) regular communication with staff on environmental issues impacting within the patrol group;
- (xiii) overseeing financial management of Service budgets and funds allocated to divisions within the patrol group;
- (xiv) establishing and maintaining productive continuing working relationships with emergency services (including the State Emergency Service) operating within the patrol group, including provision of coordination as required;
- (xv) taking control or providing coordination of specialist investigations (see s. 2.6: 'Specialist investigation' of this Manual) where required; and
- (xvi) committed involvement in major incident responses and planning including:
 - (a) assisting the district officer with disaster management;
 - (b) promoting and aiding local disaster management groups;
 - (c) ensuring plans are operating and effective within the patrol group; and
 - (d) performance of district disaster coordinator functions, if so appointed by the Commissioner; and
- (xvii) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised,

(see also Chapter 17: 'Major incidents' of this Manual).

1.4.10 Role and function of police liaison officers

Police liaison officers (PLO) are employed by the Service to establish and maintain relationships between First Nations and culturally specific communities and the Service. The role of PLOs is to promote trust and cooperation between the Service and community by contributing to:

- (i) the reduction and prevention of crime;
- (ii) the diversion of people from the criminal justice system;
- (iii) advice and education to Service members on culture and cultural issues, including cultural awareness for First Nations and diverse cultures;
- (iv) enhancing community awareness of law and order and policing services; and
- (v) enhancing relationships with international visitors, students and workers that may form part of the Queensland community.

PLOs are:

- (i) accountable to the assistant commissioner of the relevant region and as such the line control and command of PLOs is at the discretion of the assistant commissioner; and
- (ii) to ensure any duties they perform are conducted with the approval of their nominated supervisor.

It is important that a high level of cooperation exists between all members of the service, including police officers, PLOs and other staff members. Emerging issues should be addressed in confidence, quickly and diplomatically. Wherever possible, cross cultural liaison officers are to assist in resolving any issues.

The objectives of the PLO role are to:

- (i) promote trust and understanding between diverse community groups and the Service through effective and sensitive liaison aimed at enhancing communication and cooperation;
- (ii) contribute towards the provision of policing services that are responsive to the needs of all members of the community;
- (iii) enhance community knowledge and awareness of policing services and law and order issues;
- (iv) provide cultural advice and awareness to Service members;
- (v) identify issues of concern to the community and assist to develop plans to address these issues;
- (vi) contribute towards providing a visible presence of the Service in the community;
- (vii) recommend and participate in interventions aimed at crime prevention and reduction, including assisting in diverting people from the criminal justice system and reducing numbers of people in custody; and
- (viii) assist in developing and participating in activities designated to reduce youth involvement in anti-social behaviour and criminal activity.

The responsibilities of PLOs are to:

- (i) establish and maintain communication between First Nations and multicultural communities and the Service;
- (ii) maintain regular contact with First Nations and multicultural communities to identify local community concerns and to assist in developing crime prevention and early intervention strategies;
- (iii) assist in identifying potential crime and offences against good order within First Nations and multicultural communities;
- (iv) provide advice, liaison and support in applying appropriate prevention, disruption and responsive measures for First Nations and multicultural communities;
- (v) advise Service members on the characteristics and protocols of First Nations and multicultural communities including advice on culturally informed communication practices;
- (vi) assist in the response to specific incidents involving First Nations and multicultural community members through effective liaison;
- (vii) assist in minimising offensive behaviour, violence and crime within First Nations and multicultural communities;
- (viii) contribute to the development and implementation of strategies designed to reduce youth involvement in anti-social and criminal activity;
- (ix) assist members of the community in accessing policing services and advise on referrals to other support services where appropriate;
- (x) comply with human resource management principles and legislation, including workplace health and safety, equal employment opportunity and anti-discrimination legislation as applied in the working environment;
- (xi) foster an inclusive workplace where health, safety and wellbeing are promoted and prioritised; and
- (xii) engage with First Nations and multicultural individuals who are in police custody, including watch-houses, and provide assistance and support where appropriate.

Deployment of police liaison officers

ORDER

When deploying PLOs, supervisors are to consider that PLOs do not have powers to detain, arrest, search or fingerprint persons. PLOs are not to be deployed other than in accordance with legislative provisions and in line with the PLO role and responsibilities. In exceptional circumstances PLOs may assist officers in accordance with s. 612: 'Assistance in exercising powers' of the PPRA.

Where a police liaison officer can be deployed

Police liaison officers may be deployed in:

- (i) performing traffic control duty in emergency situations, where an officer is not available to attend to that duty or is otherwise engaged in other urgent duties. Wherever possible an officer is to relieve the PLO of this duty as soon as reasonably practicable;
- (ii) assisting an officer in escorting, tending or guarding persons in custody but only when an officer is present and responsible for the person in custody. This may be in circumstances where the presence of the PLO may provide support in preventing or reducing escalation of negative behaviours of the person in custody;
- (iii) searching, photographing or fingerprinting a person in a watch-house who refuses to cooperate with an officer who has attempted to undertake that duty. This may only be conducted when the person concerned consents

and is willing to cooperate with the PLO and an officer is present and responsible for the person whilst the search, photographing or fingerprinting is conducted;

- (iv) performing duties aimed at assisting First Nations and multicultural community groups;
- (v) performing duties in conjunction with schools that promote the role of police and PLOs;
- (vi) gathering community information to assist in the provision of policing services; and
- (vii) providing transport services, with the authority of their supervisor.

Where a police liaison officer cannot be deployed

Police liaison officers are not to be deployed in:

- (i) performing duties that require the PLO to act in a capacity that could lead to an expectation or perception that they are a police officer;
- (ii) attending interviews as independent persons, except attending a Service disciplinary hearing, if nominated by the subject person;
- (iii) performing duty as a first response officer at any incident scene, especially one which involves domestic violence or other forms of violence or disturbances (see also s. 2.4: 'Incident management' of this Manual);
- (iv) detaining or removing intoxicated persons to a watch-house or rehabilitation centre; and
- (v) any operation as a covert operative.

Access to computers

PLOs may access the Service computer network to use email, forms, Service intranet and other local features of the computer including Microsoft Office 365 applications.

Access to the Service computer network through a QLITE and other methods, in particular QPRIME, will only be granted once Service approved training has been completed and is recorded on Ignite.

PLOs are to refer to Chapter 4: 'Information security' of the Information Management Manual on the appropriate use of Service computer systems.

PLOs are to refer to the QPRIME User Guide for adding and updating entities in QPRIME and creating, modifying and ending flags and cautions.

1.4.11 Role and function of district police liaison officer coordinators

In addition to the roles and functions of police liaison officers (PLO) outlined in this section, district PLO coordinators are responsible for the following:

- (i) supervision and coordination of the activities of the district (or regional) PLO cohort;
- (ii) provision of advice and assistance to PLOs and police officers in identifying crime and social order issues within First Nations and multicultural communities and contribute to initiatives to prevent, disrupt and respond;
- (iii) developing and maintaining professional relationships with community leaders by participating in meetings, forums or festivals, and ensuring the input of community concerns in crime prevention issues;
- (iv) workplace assessments for the district PLO cohort in relation to relevant workplace functions and competencies;
- (v) management and coordination of day-to-day taskings and functions of the district PLO cohort, including HR and performance management. These functions are to be in consultation with cross cultural liaison officers or station OICs; and
- (vi) contribution to training and orientation of police officers and other Service employees within districts.

1.4.12 Role and function of the state police liaison officer coordinator

The state police liaison officer (PLO) coordinator is responsible for the coordination of the development, training, functions and responsibilities of PLOs within the Service. The state PLO coordinator provides advice on matters relating to the PLO workforce and service delivery.

The state PLO coordinator sits within the Communications, Culture and Engagement Division (CCE) and is responsible for the following:

- (i) management of the training program to support the skills and knowledge acquisition of officers and improve the efficiency and effectiveness of service delivery.
- (ii) provision of guidance and direction for the professional development of PLOs.
- (iii) provision of advice and direction on the continuous development of the PLO training program.

- (iv) provision of high quality, well researched advice on emerging issues likely to affect service delivery for the PLO and cross cultural liaison officer (CCLO) workforce.
- (v) liaison with districts and regions in a timely and proactive manner to address priority issues relating to the PLO workforce and training program to ensure the application of appropriate resources to achieve client service delivery.
- (vi) monitoring, evaluating, and reporting on the efficiency and effectiveness of the PLO workforce as it relates to the strategic direction developed for the delivery of policing services to First Nations and multicultural communities.
- (vii) coordinating the delivery of the annual PLO, Torres Strait Island police liaison officers (TSIPLO) and CCLO conference.
- (viii) coordinating the state PLO/TSIPLO and CCLO networks and facilitate delivery of action items.

1.4.13 Role and function of Torres Strait Island police liaison officers

Torres Strait Island police liaison officers (TSIPLOs) are attached to the Torres Strait Patrol Group, Thursday Island Division, and are located on remote island communities that are not permanently staffed by sworn officers. There are TSIPLOs in 15 populated communities across 14 islands.

The primary function of TSIPLOs is to provide island community connectivity, support, intelligence and cultural guidance to inform proactive and reactive police operations across the Torres Strait.

The objectives of the TSIPLO program are to:

- (i) promote trust and understanding between community groups and the Service through effective and sensitive liaison aimed at enhancing communication and cooperation;
- (ii) contribute towards the provision of policing services that are responsive to the needs of all community members; and
- (iii) professionally represent the Service.

Governance of the TSIPLO program includes:

- (i) control and command by the Assistant Commissioner, Far Northern Region;
- (ii) the OIC Thursday Island having responsibility for all TSIPLOs; and
- (iii) the Thursday Island cross cultural liaison officer is the supervisor for all TSIPLO functions and activities. All duties are to be approved by the supervisor.

TSIPLOs are to:

- (i) be aware of community incidents and concerns and provide intelligence to officers to enhance situational awareness and response support;
- (ii) establish and maintain communication between community groups and the Service;
- (iii) maintain regular contact with community groups and leaders to identify local community concerns;
- (iv) advise and educate police officers on Torres Strait Island community protocols and characteristics, including appropriate means of communication, while balancing specific cultural needs with those of the Service and community;
- (v) develop crime prevention strategies and community knowledge that also foster cooperation and understanding between community members and the Service;
- (vi) help to prevent offensive behaviour and crime through effective and sensitive communication with community members;
- (vii) contribute to the development and implementation of strategies to reduce youth involvement in anti-social and criminal activity;
- (viii) assist members of the community in accessing policing services and referrals to other community services where appropriate;
- (ix) comply with human resource management policies and legislation;
- (x) provide a visible Service presence in the community including conducting patrols (with or without sworn officers) to positively engage the community, identify safety and/or public order issues;
- (xi) assist in diversions from the criminal justice system and reducing the number of people in custody;
- (xii) submit reports providing potential enforcement information to police; and
- (xiii) assist in the delivery of Service documents.

Torres Strait Island police liaison officer deployment

ORDER

TSIPLOs have no statutory authority, including no power to detain, arrest, search or fingerprint. TSIPLOs are not to be deployed other than in accordance with legislation and TSIPLO scheme objectives and designated responsibilities.

TSIPLOs are to assist police officers only in exceptional circumstances and in accordance with s. 612: 'Assistance in exercising powers' of the PPRA.

TSIPLOs may be deployed:

- (i) under remote direction of a police officer to assist with incident assessment and situational awareness (e.g. search and rescue);
- (ii) under remote direction of a police officer to take reasonable action to manage any incident or preserve safety until arrival of police officers (e.g. crime scene preservation);
- (iii) to perform traffic control duty in emergency situations until arrival of a police officer;
- (iv) to assist in escorting, tending or guarding persons in custody but only if police officers are present and responsible for the person and the TSIPLO's presence and communication skills can deescalate the situation;
- (v) whilst a police officer is present and responsible, to search, photograph or fingerprint a prisoner in a watch-house who refuses to cooperate with the police officer and the person consents and cooperates with a TSIPLO;
- (vi) to assist Community Consultative and other community groups;
- (vii) to duties in conjunction with schools, and other government agencies contributing to community safety;
- (viii) to gather community information to assist in the provision of policing services; and
- (ix) to provide transport services (e.g. victim of crime to an island health clinic or alternate place of safety).

TSIPLOs are not to be deployed:

- (i) to perform duties that require the TSIPLO to act in a capacity that could lead to an expectation or perception that they are a police officer;
- (ii) in any capacity to any incident where they indicate an inability to attend for reasons of personal safety or culture;
- (iii) to act as an independent person in an official police interview, except attending a Service disciplinary hearing, if nominated by the subject person;
- (iv) as a first response police officer to any volatile or potentially volatile incident (see also s. 2.4: 'Incident management' of this Manual);
- (v) to detain or remove intoxicated persons to a watch-house or rehabilitation centre; or
- (vi) as a covert operative.

Access to computers

TSIPLOs may access the Service computer network to use email, forms, Service intranet and other local features of the computer including Microsoft Office 365 applications.

Access to Service computer network through a QLITE and other methods, in particular QPRIME, will only be granted once Service approved training has been completed and is recorded on Ignite.

TSIPLOs are to refer to Chapter 4: 'Information security' of the Information Management Manual on the appropriate use of Service computer systems.

TSIPLOs are to refer to the QPRIME User Guide for adding and updating entities in QPRIME and creating, modifying and ending flags and cautions.

1.4.14 Role and function of PCYC police liaison officers

Police Citizen Youth Club police liaison officers (PCYCPLLO) are employed by the Service to assist in developing and maintaining trust and understanding between members of the Service, Queensland Police Youth Welfare Association (QPCYWA) and local communities by liaising with local First Nations communities and people from other diverse backgrounds.

The objectives of the PCYCPLLO scheme are to:

- (i) promote trust and understanding between diverse community groups and the Service through effective and sensitive liaison aimed at enhancing communication and cooperation;
- (ii) contribute towards the provision of policing services that are responsive to the needs of all members of the community;

- (iii) enhance community knowledge and appreciation of policing services and law and order issues;
- (iv) provide advice to officers on issues of diversity and education in cultural awareness;
- (v) identify issues of concern to the community and assist to develop plans to address these issues;
- (vi) contribute towards providing a visible presence of the Service in the community;
- (vii) recommend and participate in interventions aimed at crime prevention and/or reduction including assisting in diverting people from the criminal justice system and reducing numbers of people in custody; and
- (viii) assist in developing and participating in activities designed to reduce youth involvement in anti-social behaviour and criminal activity.

In addition to the responsibilities of PLOs outlined in s. 1.4.10: 'Role and function of police liaison officers' of this section, PCYCPOs should:

- (i) provide guidance to relevant stakeholders to be aware of the need to balance cultural, policing, QPCYWA, and community needs;
- (ii) assist the community to access policing and PCYC services, providing assistance on referral to other community services where necessary;
- (iii) assist in the delivery and development of a broad range of activities in a safe environment to meet the needs of the community (with an emphasis on young people);
- (iv) assist in the development and implementation of crime prevention/youth/community development programs to promote community engagement through PCYC programs;
- (v) maintain contact with community leaders by participating in meetings, forums, events and festivals, collaborating to ensure input of community concerns in policing issues; and
- (vi) communicate sensitively with members of the community to prevent offensive behaviour, violence, unrest and potential crime.

1.4.15 Role and function of Booyah police liaison officers

In addition to the responsibilities of PLOs outlined in s. 1.4.10: 'Role and function of police liaison officers' of this section, the responsibilities of Booyah police liaison officer (PLOs) include:

- (i) contributing to a multi-disciplinary team of police and youth workers in the delivery of the Booyah Program; and
- (ii) delivery of other Service youth programs for at-risk youths.

Booyah PLOs are accountable to the Executive Director, Communication Culture and Engagement Division (CCE) and as such, the line control and command of Booyah PLOs is at the discretion of the Executive Director. Booyah PLOs are to ensure any duties they perform are undertaken with the approval of their nominated supervisor.

1.4.16 Role and function of protective service officers

Protective service officers are employed to provide mobile and static security services to Queensland Government buildings including:

- (i) on site security of government property and assets;
- (ii) an alarm monitoring and response service;
- (iii) mobile patrolling of property assets; and
- (iv) government identification card production.

1.5 Planning

1.5.1 Strategic and operational planning

Strategic and operational planning occurs at a number of levels within the Service:

- (i) strategic and operational plans at the Service level:
 - (a) the Service has a strategic plan that provides strategic direction for the forthcoming four-year period. The current strategic plan can be accessed through the Service Intranet; and
 - (b) the strategic plan is complemented by an operational plan that covers a one-year period. The operational plan describes how the strategic direction will be implemented;
- (ii) priority setting at the region, command and corporate division level enables the assistant commissioner or executive director to set the direction for the area for the coming year; and

(iii) operational planning at the district, group, branch level and below, allows the identification of how the work area will contribute to the achievement of Service and region, command and corporate division priorities.

In districts and regions with an established District Tasking and Coordination Centre (DTACC), the integration of the DTACC in strategic and operational planning will assist in the delivery of the strategic intent of a district and support the overall success of a district. For information on the Service strategic and operational plans and mandatory requirements at each planning level (see the QPS Guide to Planning available from Planning and Performance, Policy and Performance Division's Operational Planning webpage on the Service Intranet).

The OICs of regions, commands or corporate divisions are to ensure the priorities statements, district/group/branch plans, and division/unit plans are all prepared in compliance with the Guide to Planning.

1.5.2 Operational planning (action plans, operation orders, briefings and debriefings)

When preparing operational documentation for an operational event, officers are to use:

- (i) QP 0633: 'Action Plan'; or
- (ii) QP 0634: 'Operation Order'.

An operation occurrence is to be created in QPRIME with supporting documentation (e.g. an operation order, a written appreciation, separate tasking sheets, rosters and operation outcomes) linked as an 'External document occ. Report'.

Officers should prepare an appreciation to produce, from known or assumed factors, the best course of action to be implemented for the action plan or operation order (see online learning product QC0402: 'Operational Planning in the QPS' for assistance in preparing an operation order).

Appreciations

An appreciation of the situation is a logical process of reasoning, the object of which is to determine from factors known or assumed, the best course of action to adopt in any given circumstances. The urgency or complexity of the operational issue to be addressed will determine the type of appreciation that is produced. For action plans the appreciation would be relatively simple, whereas for a complex operation order the appreciation will be substantial.

There are two ways of making an appreciation:

- (i) mental appreciation is used on all simple problems and almost invariably, on all operational problems where speed in decision is essential; and
- (ii) written appreciation is used during planning for large operations and for administrative problems where time is not critical.

See online learning product QC0402: 'Operational Planning in the QPS' for assistance in preparing an appreciation.

Action plans

A QP 0633 is a two-page (maximum) document using the SMEAC format, which is used when responding to a specific operational issue, over a short time-frame and which is non-recurring i.e. RBT operation, complaints of public nuisance. Action plans are aimed at divisional, inter-divisional and inter-establishment level issues and should provide operational staff with sufficient information to carry out the duties and provide the necessary resources to execute the planned operation.

An Action plan exceeding two pages should be completed on a QP 0634.

Operation orders

A QP 0634 is a comprehensive document written to address a significant operational or crime issue, requiring a co-ordinated response from various groups and specialist squads over a protracted period i.e. rodeos, major crime investigations, significant traffic operations (e.g. Operation Stopper). Aimed at patrol groups, inter-patrol groups, inter-district level, specialist squads external to patrol group or district.

An operation order is a logical sequence of conveying information relevant to the impending operation to locations required to contribute resources or skills.

The method selected for issuing operation orders will usually depend on the time factor. Operation orders may be issued in the following ways:

- (i) in writing, as:
 - (a) a formal order using the QP 0634; or
 - (b) confirmatory notes following verbal orders; or
- (ii) verbally.

Written operation orders

In accordance with district or patrol group instructions, written operation orders should be prepared with respect to major investigations, incidents or events and linked to the relevant QPRIME occurrence.

Unless otherwise specifically directed, the officer responsible for the preparation of an operation order is:

- (i) in cases of investigations, the OIC of the major investigation; or
- (ii) the OIC of the major incident or major event.

District officers or patrol group inspectors should appoint a senior officer with the responsibility to overview the development, preparation and final checking of an operation order.

Whenever appropriate, the officer responsible for the preparation of an operation order and the appointed over-viewing officer should consult and receive advice from specialist areas of the Service (see s. 18.1.1: 'Planning considerations for public and other events' of this Manual).

The officer responsible for the preparation of an operation order is to provide a completed copy of the order to the appointed over-viewing officer.

The appointed over-viewing officer is to check the operation orders to ensure the contents are appropriate for the operation and they:

- (i) consider any legal and procedural requirements of the operation;
- (ii) where possible, confirm the available intelligence of the operation;
- (iii) ensure the order was based upon an appreciation;
- (iv) ensure any documentation required to be produced in a court at a later date, contains accurate and correct information;
- (v) consider the safety of police and the public; and
- (vi) consult with and receive advice from specialist or technical police units involved in the investigation or operation.

An operation order is to be issued or given in sufficient time to allow subordinates to frame and distribute their own orders, to the staff carrying out the operation.

Sequence of orders

To ensure that all information is passed on, operation orders are given in a set sequence. The sequence consists of the SMEAC model and it is arranged in seven distinct parts:

- (i) situation (background or general information);
- (ii) mission (what is to be done);
- (iii) execution (how it is to be done);
- (iv) administration and logistics (how it is to be supported);
- (v) command and communications (what control arrangements are necessary);
- (vi) annexes (details which will assist); and
- (vii) distribution (who is to receive copies).

Officers are to ensure the SMEAC model is used when giving orders or briefing staff in relation to an operation or major incident.

See online learning product QC0402: 'Operational Planning in the QPS' for assistance in preparing an operation order.

Verbal orders

Verbal operation orders should be prepared and issued for all police operations which do not necessitate the preparation of formal written orders as required in the previous subsection.

Whenever verbal operation orders are issued, appropriate written records should be made in a notebook, patrol log or other approved form.

Warning order

Where possible, it is essential to plan and warn all concerned of impending events and operations, by use of the warning order. Having completed the appreciation and outline plan it is necessary to advise others of the demands to be placed upon them by way of a QP 0636: 'Warning Order'. The warning order should contain an outline of the impending operation to allow preparations to start while the detailed planning progresses.

See online learning product QC0402: 'Operational Planning in the QPS' for assistance in preparing a warning order.

Operation or incident briefings/debriefings

Where practicable, briefings and debriefings should be conducted at the commencement and as soon as possible after the conclusion of an operation or major incident.

A briefing is aimed at informing, persuading, directing and guiding officers in all aspects of an operation or major incident, including the:

- (i) situation, mission and individual or group tasks; and
- (ii) administrative and logistical arrangements.

A briefing should not be confused with an orders group. An orders group is restricted to senior officers.

A briefing should be given in sufficient time and in enough detail to enable the identified mission to be achieved.

At the conclusion of a briefing all group members should understand their tasks and what they are required to do to achieve these tasks.

A debriefing is a structured meeting to evaluate successes and problems experienced during an operation or incident. It provides an opportunity to review and evaluate the adequacy of existing procedures or plans. An officer conducting a debriefing should:

- (i) decide the aim of the debriefing and draw up an agenda. Where appropriate, address the following topics in the agenda:
 - (a) reliability of various sources of intelligence and information;
 - (b) accuracy of important information obtained;
 - (c) accuracy of maps in use;
 - (d) accuracy of operational forecasts made;
 - (e) limitations on the conduct of operations;
 - (f) additional hazards encountered;
 - (g) additional consequences of such hazards;
 - (h) impact on the community;
 - (i) effectiveness of communications;
 - (j) effectiveness of equipment; and
 - (k) evacuation procedures;
- (ii) consider the time and space available for the debriefing;
- (iii) decide the level of representation at the debriefing;
- (iv) decide whether to hold an immediate or delayed debriefing; and
- (v) tell the participants of the aim and the time limit to be imposed on each speaker. Non-police agencies should be given an opportunity to discuss problems and make suggestions for improvement.

Minutes should be prepared and distributed to any relevant senior officers or agencies who participated in the operation or incident.

An officer should be appointed to complete a report in relation to the conduct of the operation or incident, including an evaluation of:

- (i) any procedures, policies or plans;
- (ii) the command and control arrangements;
- (iii) the communication and administration arrangements;
- (iv) any safety issues;
- (v) any transport issues;
- (vi) the interaction and cooperation between agencies; and
- (vii) the number of officers involved and their roles.

The officer completing the report may make recommendations in relation to any facet of the police response.

Venues for briefings or debriefings

The nature, size and timing of an operation or incident will determine the choice of a venue for a briefing or debriefing. Officers responsible for conducting a briefing or debriefing should consider:

- (i) estimating the number of persons who may attend and make appropriate preparations;
- (ii) the weather conditions, where the meeting is intended to be held outdoors;

- (iii) examining the intended location and where necessary, making changes to provide an environment suitable for the meeting. This may include the availability of amenities, writing material, seating or refreshments;
- (iv) the equipment required to conduct the meeting. Equipment may include white boards, overhead projector, facilities to display a map or visual aids such as a slide projector or video;
- (v) the importance of privacy and for security of sensitive information; and
- (vi) having each group seated with its group leader so that each group can question or be questioned by other groups.

1.5.3 Regional, district and station/establishment instructions

There are three levels of written instructions to Service members:

- (i) regional instructions;
- (ii) district instructions; and
- (iii) station/establishment instructions.

ORDER

All instructions are to be completed on a QP 0635: 'Region/command/district/station/establishment instruction' template.

Instructions are not to unnecessarily restrict Service policy or delegations which have devolved authority levels to particular ranks.

The member authorising the instruction is to sign and date the original copy of the instruction.

Regional instructions

Regional instructions are strategic, complex and long-term focused documents, which can include regional issues where clear and concise instructions are required for districts i.e. uniformity of policy across the region. They could refer to matters such as Whole of Government issues; cross-portfolio measures, Government commitments, regional operations funding etc.

District instructions

District instructions are moderately complex documents, with an operational focus in the medium-term.

District instructions are for a unique operational issue exclusive to that district or patrol group and can provide local instructions which have a medium-term focus reviewed annually. Examples could be escorting of juvenile persons in custody to courts or propensity for the district/patrol group to suffer cyclones during the storm season etc.

District instructions should provide a flexible format that can be adopted to any locality within the State. The information contained in district instructions should adequately advise staff of the actions required to be taken by officers in the event of the unique operational event occurring or likely to occur within their division or patrol group.

Districts nominated to establish a District Tasking and Coordination Centre (DTACC) should create district instructions that contain relevant information regarding the establishment and function of the DTACC.

Station/establishment instruction

Station/establishment instructions are administrative matters relative to the particular station or establishment for which they are written.

Station/establishment instructions are purely administrative matters that the OIC needs adherence to for the effective and efficient operation of their station/establishment (such as activating the station alarm system when the station is vacated after hours for patrolling duties or the provision of operational staff on a set day of the week for court orderly duties).

Station/establishment instructions are to contain sufficient information for the station/establishment staff to carry out the required duties or tasks desired to be achieved by the OIC.

1.5.4 Shift taskings and statement of objectives and outcomes

Activities should be planned and carried out in terms of predetermined objectives, which should be set via:

- (i) LCAD code 4 taskings where a DTACC is established;
- (ii) ITAS taskings; or
- (ii) a QP 0305: 'Statement of objectives and outcomes'.

The objectives and taskings should be in line with objectives and desired outcomes stated in station operational plans and matters arising from the district tasking and coordination lifecycle. The objectives and taskings should be clear and realistic statements of what is to be achieved by an officer or crew, including a police liaison officer, during any period of duty.

An outcome is a statement of how each objective or tasking was addressed and the extent to which each objective or tasking was met.

The extent to which outcomes are achieved may depend upon factors including assigned workload during the period of duty. Activities undertaken are recorded on the activity log (see s. 1.6.2: 'Activity logs' of this chapter) and should be considered by shift supervisors or district duty officers as they review the extent to which outcomes are achieved. ITAS taskings may be set to cover more than one shift.

ORDER

Shift supervisors or district duty officers (DDOs) are to set shift objectives or ITAS taskings for officers under their control and are to review the extent to which the objectives or taskings are achieved.

Shift supervisors, DDOs, DTACC coordinators (or coordinator's delegate) or another member designated by the OIC of the station or establishment are to:

- (i) review each log;
- (ii) identify significant management information; and
- (iii) ensure the appropriate information is forwarded or has been forwarded to the appropriate destination including where applicable, the OIC of the station or establishment.

1.5.5 Public event planning

Where a public event is planned to be conducted in an OIC's area of responsibility an assessment should be conducted to determine what, if any, policing response is required.

In all instances police numbers provided to perform duty at an event are dependent on an operational appreciation. Part of the operational appreciation for that event should include consideration of the net public benefit and the level of demand on services to be imposed.

However, the actual number of officers required at an event will be identified, in consultation with the event organiser during development of the appreciation for the event using known information and intelligence holdings. Successful planning of a policing response to an event will be aided by early planning and engagement and ensuring any plans are intelligence driven and partnership orientated.

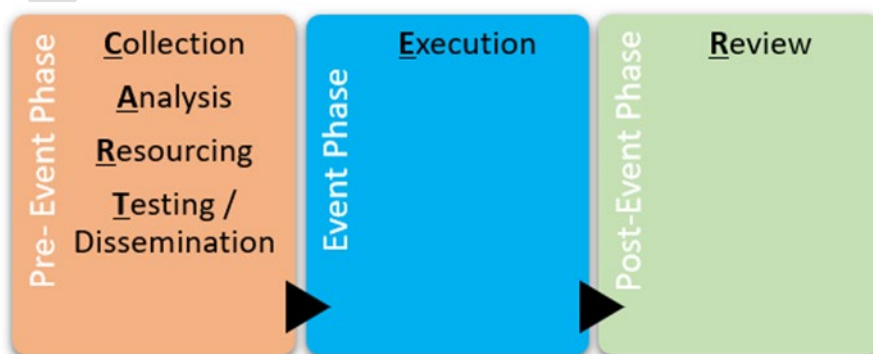
Early planning and engagement: early planning and engagement with external and internal stakeholders are key to ensuring successful mission outcomes. Officers should engage with the event organiser, venue managers and security providers to ascertain the policing requirements and notify relevant Government agencies and Service units (stations, specialist units) as required. The earlier the engagement the earlier issues can be identified and resolved. Police commanders should also be appointed early in the planning process to enable any resourcing etc. decisions to be made.

Intelligence driven: any response to an event should be based on the current threat environment and relevant intelligence relating to crime, public order and terrorism risks. For smaller scale localised events, the intelligence function can usually be performed by the officer or unit responsible for planning the operation. For larger or high-risk events, an intelligence coordinator should be appointed. The intelligence coordinator will be responsible for completing the intelligence management plan and monitoring open source information in addition to reviewing relevant intelligence holdings that impact the response to the event.

Partnership orientated: officers must balance event goals with the strategic objectives of the Service. Officers must recognise that event organisers are stewards of their events and have a responsibility for the safety of their event constituents, while the Service has a duty to protect the public at large. Officers should therefore work closely with event organisers to balance these competing interests.

CARTER planning cycle

The Service has adopted the CARTER (collection, analysis, resourcing, testing/dissemination, execution, review) planning cycle when developing and implementing an operational policing response to events.



The Service has compartmentalised the CARTER process into three distinct phases:

(i) **pre-event phase**, which involves:

(a) the collection of all information relevant to the event that will assist in understanding its impact on public infrastructure, road networks, the community generally and potential for risks to public safety and public order. This is conducted through:

- event notification;
- event evaluation / appreciation (see s. 1.5.2: 'Operational planning (action plans, operation orders, briefings and debriefings)' of this chapter);
- preliminary event categorisation tool (PECT) (see section titled 'Preliminary event categorisation tool (PECT)' below);
- event category (see section titled 'Event categorisation' below);
- gather information and intelligence;
- physical information gathering;
- advanced event Service resource notification;
- stakeholder meetings;
- nomination of commander and development of the commander's intent (see Fundamentals of Command);
- counter-terrorism security coordinator (CT SecCo) plan request if required (see s. 18.1.1: 'Planning considerations for public and other events' of this Manual); and
- complexity and size of the event;

(b) analysis of the event information specific to the threats or risks involved. This assists the planner in identifying key vulnerabilities and appropriate mitigation/treatment options to enable the development of a proportionate Service response to plan the event. This is conducted through:

- available intelligence and information;
- reviewing current counter-terrorism security environment and relevant national threat assessments (ASIO); and
- event risk assessment – event planning risk assessment method (EPRAM) (see section titled 'Event planning risk assessment method (EPRAM)' below);

(c) resourcing of capabilities and logistics, through:

- identification and requesting of Service capabilities;
- establishing the command structure;
- development of an operational plan; and
- consideration of whether staff should be rostered and/or special services (see s. 10.2: 'Determining if an event is ordinary business or special service' of the MSM);

(d) test and dissemination of operational plans. This is conducted through:

- discussion exercises, peer review or informal discussion; and
- dissemination of the operational plan;

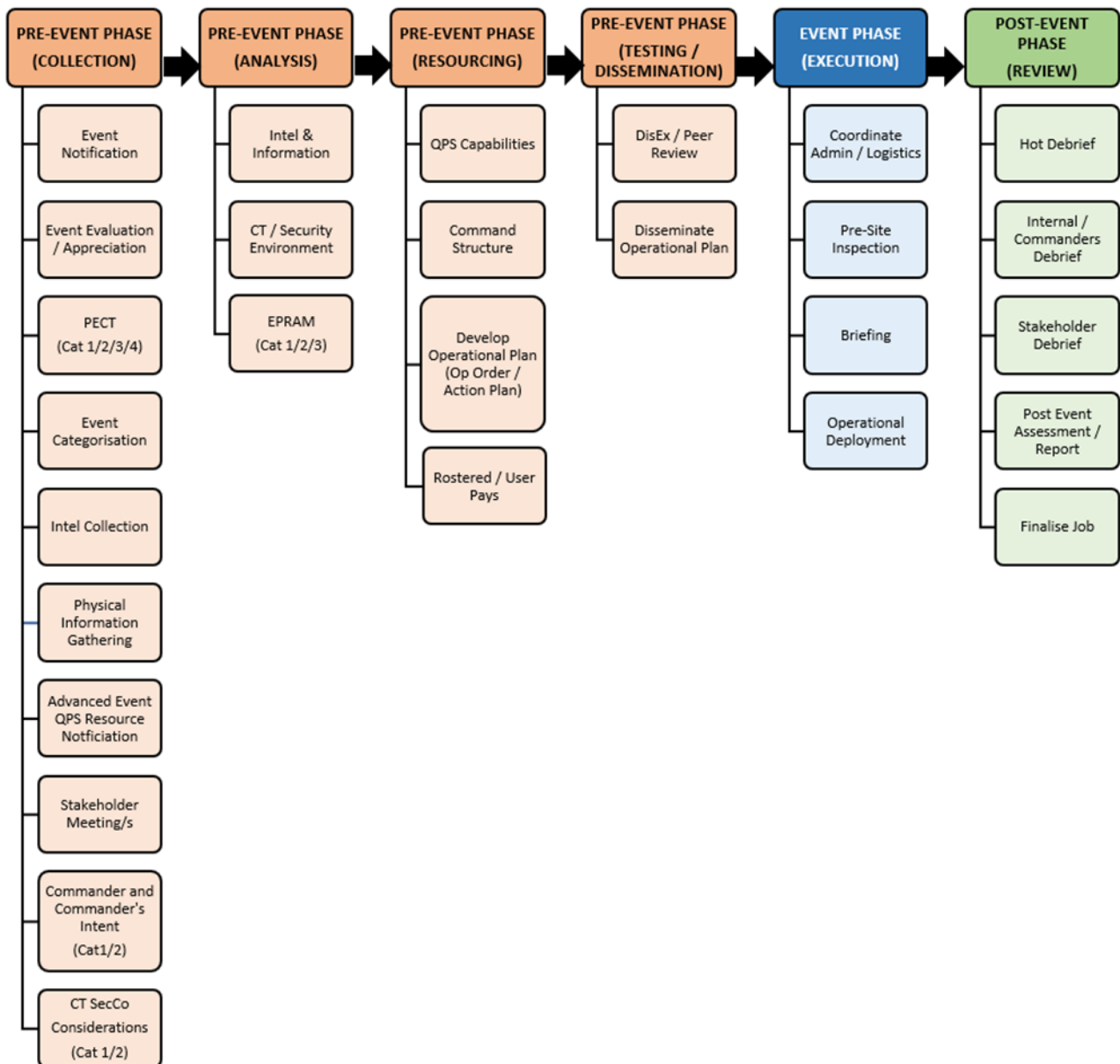
(ii) **event phase** is the execution of the event operation order and involves:

- (a) coordination of administration and logistics;
- (b) pre-site inspection;
- (c) briefing (see s. 1.5.2 of this chapter); and
- (d) operational deployment; and

(iii) **post-event phase**, which involves the review of the event operational planning and deployment, conducted through:

- (a) hot debrief;
- (b) commander's internal debrief (see s. 1.5.2 of this chapter);
- (c) stakeholder debriefs;
- (d) post event assessment report; and

(e) job finalisation.



Preliminary event categorisation tool (PECT)

Where an OIC is aware of any planned events occurring in their area of responsibility they or a delegate should conduct a preliminary event assessment utilising the PECT process (see QLD Major Events Teams SharePoint page for PECT template and user guide).

The PECT has been developed to categorise events based on expected event factors and attractiveness ratings. The categorisation of events develops a foundation for a consistent operational response.

It should be noted that a small event is not necessarily risk free, and a large event is not always a high-risk proposition.

Once an initial event assessment (PECT) has been conducted the event can be categorised (see 'Event categorisation' below) which will assist with the informing of the type of policing response and resources to be considered, if any, that should be planned for.

Event categorisation

After an OIC or delegate has conducted a preliminary event assessment they should categorise the event which will assist in informing the resources and policing response to be considered as well as the level of consultation and planning required.

The categorises of event are:

(i) a category four event. This is a planned event that:

- (a) generates no or a very low level of concern for the safety and security of the community, attending dignitaries or event patrons; and
- (b) does not require a dedicated policing response;

- (ii) a category three event. This is a planned event where:
- (a) multiple factors are present that generates a medium level of concern for:
 - the safety and security of the community; or
 - attending dignitaries or event patrons; and
 - (b) some planning and limited policing resources are required.

The events will usually:

- (a) be a localised public event that attract small to medium sized crowds;
- (b) having a reduced community interest i.e. local or regional profile, little impact outside the region/local community; and
- (c) require staff from the hosting division only;

(iii) a category two event. This is a planned event where:

- (a) multiple factors are present that generate a higher level of concern for:
 - the safety and security of the community; or
 - attending dignitaries or event patrons; and
- (b) detailed planning and the allocation of a moderate level of policing resources are required.

These events will usually:

- (a) occur in iconic or well-known venues or locations;
- (b) attract medium or near-capacity crowds;
- (c) require some road closures;
- (d) have a national/state significance/audience; and
- (e) may require staff from outside the hosting division/district and specialist resources; and

(iv) a category one extreme event. This is a planned event where:

- (a) multiple factors are present that generates the highest level of concern for:
 - the safety and security of the community; and
 - attending dignitaries or event patrons; and
- (b) complex and protracted planning and allocation of significant policing resources is required.

These events will usually:

- (a) be high profile or highly symbolic;
- (b) occur in iconic locations;
- (c) attract large or capacity crowds;
- (d) require multiple road closures;
- (e) have an international significance/audience; and
- (f) require staff from outside the hosting district/region and specialist resources.

Event planning risk assessment method (EPRAM)

The EPRAM provides Service planners with:

- (i) a method of rating and treating risks relating to the policing response for events;
- (ii) a consistent and scalable method of assessing risks to events across the State; and
- (iii) a mechanism for engaging with event owners to develop an appropriate policing response based on risk.

The EPRAM template and user guide (available on the QLD Major Events Teams SharePoint page) provide a single point to collate the risk context for an event, analyse and treat risks. There are three main steps in the EPRAM:

- (i) establish the context;
- (ii) risk identification; and
- (iii) complete the risk management plan.

The EPRAM is to be:

- (i) undertaken for event categorised by PECT as:
 - (a) category one event; and
 - (b) category two event; and
- (ii) considered to be undertaken for events categorised by PECT as category three event.

1.6 Management of operational information

1.6.1 Recording initial demand

When receiving and recording initial demand / call for service information officers, are to use the NOTICES (see Appendix 1.1: 'NOTICES' of this Manual) information collection methodology to assist in gathering sufficient details to allow the effective application of the SOLVE Demand Management Framework (see Appendix 1.2: 'SOLVE' of this Manual) to determine prioritisation of Service response (see s. 14.24: 'Priority codes' of this Manual).

NOTICES

NOTICES is a methodology designed to assist members in collecting required information in a logical sequence when recording a call for service.

The use of NOTICES will enable the SOLVE Demand Management Framework to be applied effectively and the correct priority code to be assigned to each call for service.

Information obtained in accordance with NOTICES should:

- (i) accurately reflect the details that have been received by the member;
- (ii) be recorded in a way that allows for the application of the SOLVE Demand Management Framework; and
- (iii) be recorded in a timely manner.

SOLVE – Demand Management Framework

The SOLVE Demand Management Framework is a risk-based decision-making framework to enable consistent triaging of calls for service across the state.

The framework is intended to:

- (i) increase consistency and validity when prioritising calls for service through the application of evidence-based decision making;
- (ii) assist in the identification and categorisation of types of demand for service that could be better managed through alternate strategies other than police attendance; (see s. 14.24.3: 'Alternate resolutions' of this Manual)
- (iii) assist in the identification and categorisation of types of demand for service that can be managed through an alternate service provider or where no police response is required.

When information is received from any source requires police action, the member receiving that information is to:

- (i) obtain as much information about the matter as possible from the information source and record information through the application of NOTICES:
 - (a) Nature of incident,
 - (b) Offender status,
 - (c) Threats,
 - (d) Identifiers,
 - (e) Checks,
 - (f) External agencies,
 - (g) Supplementary information.

(see Appendix 1.1: 'NOTICES' of this Manual)

(ii) ascertain if human life is directly threatened and/or in immediate danger and apply the relevant priority code in accordance with s. 14.24: 'Priority Codes' of this Manual.

(iii) after obtaining information using NOTICES, members are to apply the SOLVE Demand Management Framework to determine the appropriate police response:

- (a) Severity,
- (b) Opportunity,

- (c) Likelihood,
- (d) Vulnerability,
- (e) Expectation.

(see Appendix 1.2: 'SOLVE' of this Manual)

(iv) after recording NOTICES and applying SOLVE assign the relevant priority code in accordance with s. 14.24: 'Priority Codes' of this Manual; and

(v) cause the details of the request to be recorded on the relevant job recording system (i.e. QCAD, LCAD or Policelink systems).

If the matter is life threatening or time critical and there is only access to LCAD at a station, the details are to be provided to the relevant agency via triple zero (000) or via police radio if immediate police response is required.

If the matter is of a non-urgent nature that requires the completion of a QPRIME occurrence and the member receiving information is at a station or establishment where they can deal with the matter, this does not need to be recorded on job recording systems but should be recorded on the member's shift activity log (see s. 1.6.2: 'Activity logs' of this Manual).

Transfer of general information

It is imperative that messages received by members are acted upon in a timely manner and that appropriate outcomes are achieved. Members who receive messages, either personally or by telephone, should ensure particulars of the message are forwarded to the relevant person by Service email or another means.

Where police action is required and the member to whom the message is directed cannot be contacted, the member receiving the message are to ensure that necessary action is taken as required.

1.6.2 Activity logs

Activity logs are used to record policing activities undertaken during a shift. The type and extent of the information recorded on these systems will depend on the nature of duties undertaken by the relevant officers. They should only contain a brief summary of the event (i.e. date, time, place) and outcomes of police action. Activity logs should be completed in accordance with s. 9.1: 'Written reporting' of the MSM.

Only primary tasks or jobs associated with core service delivery, both proactive and allocated by police communications should be recorded, examples include:

- (i) traffic enforcement;
- (ii) disturbances;
- (iii) patrols;
- (iv) community assistance; and
- (v) arrests.

Secondary or incidental tasks such as:

- (i) telephone calls;
- (ii) correspondence;
- (iii) maintenance; and
- (iv) training,

should be recorded, if appropriate, in other record-keeping mechanisms such as official police notebooks or diaries (see also s. 2.3.6: 'Official police notebooks and diaries' of the MSM).

There are three types of activity logs for use by members:

- (i) QP 0161: 'Activity log' (available from Richlands Supply Services);
- (ii) ITAS activity log; and
- (iii) plain clothes IMAC occurrence log.

Responsibility for completion of activity logs

ORDER

Where two or more officers are performing the same operational duty together, the senior officer is responsible for ensuring completion of the activity log (see s. 2.3AA: 'Responsibility for command' of the PSAA).

If during a shift a change in staffing arrangements is made, details of that change are to be included on the log.

ITAS activity logs

ITAS activity logs are to be used to record activities by officers performing:

- (i) general duties;
- (ii) general duties (bike squad);
- (iii) general duties (tactical crime squad);
- (iv) community beat;
- (v) inquiry;
- (vi) dog handler; or
- (vii) road policing,

functions.

Other operational officers may be directed by the OIC of the region or command for their area of responsibility to use ITAS to record activities.

Traffic related outcomes

ORDER

ITAS activity logs are to be used to record all traffic related outcomes that contribute towards the completion of the ITAS statistical report such as:

- (i) traffic infringement notices;
- (ii) random breath tests; and
- (iii) random drug tests.

Retention of activity logs

Responsibility for the security, retention and storage of a completed QP 0161 remains with the OIC of the station or establishment. All activity logs are to be retained for a period of five years from the date of completion as required by the Records Retention and Disposal Schedule (see s. 5.5: 'Records Retention and Disposal' of the MSM).

Business continuity plans

OICs of stations and establishments are to ensure business continuity plans include manual processes to be used for recording of police activities, collation of traffic statistics and other associated functionalities adopted within ITAS, including rostering and planning (see s. 3.6: 'Business continuity planning' of the MSM).

Occurrence sheets

Information from activity logs should not be duplicated in full on occurrence sheets. Where an OIC considers it necessary to maintain a summary of significant items (other than significant events reported in accordance with s. 1.18.1: 'Significant Event Messaging System' of this chapter) from the logs for referral to district or regional level, then that summary should be limited only to significant items of which the district or regional office need to be informed. Details of routine events e.g. property offence reports and traffic infringement notices issued, should not be duplicated on an occurrence sheet.

1.6.3 QPRIME armed person caution

When a person is found to be unlawfully in possession of a weapon or has engaged in unlawful or threatening conduct with a weapon, reporting officers are to ensure a QPRIME armed person caution is recorded against the person in the occurrence.

Recording a person's conduct with a weapon will assist officer safety and increase community safety by allowing informed decision making, risk assessments and responses to subsequent incidents involving the person.

Supervisors are to ensure reporting officers enter a QPRIME armed person caution by end of shift or at the earliest opportunity after responding to an incident involving an armed person's conduct or unlawful possession of a weapon.

1.6.4 Weapons licensing related tasks

The Service is responsible for administering Queensland's weapons licensing scheme and managing the firearms and other weapons held under licences. Part of this responsibility is ensuring a timely response and strict adherence to established timeframes (detailed below) to ensure public safety.

Tasks relating to these responsibilities include:

- (i) deceased estate weapon collection;
- (ii) general suspension or revocation of a licence;

- (iii) expired licence weapon collection; and
- (iv) expired safekeeping weapon collections.

ORDER

Where a weapons or weapons licence collection task in QPRIME or otherwise is:

- (i) allocated to a station or establishment, the OIC is to ensure that the task is actioned within seven days of initiation of the task;
- (ii) assigned to an officer, they are to complete the action required of the task within seven days of initiation of the task;
- (iii) related to significant behavioural or mental health concerns, the action is to be completed within two days;
- (iv) related to domestic and family violence matters involving actual or threatened serious violence or self-harm, the action is to be completed within one day.

The above timeframes do not preclude the use of emergent powers under the PPRA to seize a weapon in various circumstances (such as s. 609(4)(d): 'Entry of place to prevent offence, injury or domestic violence' of the PPRA).

Regional assistant commissioners are briefed on adherence to these timeframes on a monthly basis.

1.6.5 Response to firearm related calls for service and intelligence

The Service response to firearm related calls for service, including reports of 'shots fired', threats involving firearms and firearm intelligence has been significantly improved through informed decision making and risk assessment processes. This enhancement will improve both community and officer safety.

For the purpose of this section firearm related offences includes allegations of 'shots fired', threats involving firearms, and firearm intelligence.

Appropriate reporting, attendance, investigation, and escalation through the chain of command will enhance the Service capability to monitor, review, and disrupt firearm related risks through:

- (i) first response investigation and reporting requirements;
- (ii) daily reviews and supervision – firearm related weapons offences and intelligence;
- (iii) investigation taskings;
- (iv) monthly Firearms Intelligence Assessments;
- (v) quarterly Firearms Intelligence Assessments;
- (vi) Weapons Licencing Group audits and operations; and
- (vii) district operations and tactical actions targeting firearm offences.

Receipt of firearm related offence information

Whenever a member of the Service becomes aware of information regarding a firearm related offence, including allegations of 'shots fired' or threats involving firearms, that member is to ensure the matter is recorded on Service systems, investigated at the first opportunity, and escalated through the chain of command (see ss. 1.6.1: 'Recording initial demand' and 2.5.1: 'Commencement and conduct of investigations' of this Manual).

ORDER

Officers are not to record firearm related offences in a street check.

Receipt of 'shots fired' and other firearm offence information from LCAD

Officers tasked with a job code '303 – Shots fired', or any other firearm related offence, are to attend and investigate the report in line with the Service community safety responsibilities.

Officers are to:

- (i) where after an initial investigation, a 'shots fired' incident or other firearm related offence can be confirmed to have occurred, enter a QPRIME 'Weapons Act 1990' [3130] occurrence for subsequent investigation in accordance with s. 1.11.2: 'Recording an offence in QPRIME' of this Manual;
- (ii) determine if a 'shots fired' incident is a lawful occurrence (e.g. stock control or animal euthanasia). If so, enter a QPRIME 'Weapons Act 1990' [3130] occurrence and finalise it as unfounded;
- (iii) if after investigation, a job code '303 – Shots fired' incident or other firearm related offence cannot be established, record an intelligence submission listing the geographic location, place or locality for potential officer safety and risk assessment purposes (see s. 2.10.2: 'Intelligence submissions' of this Manual);
- (iv) where a 'shots fired' incident is determined not to have occurred (e.g. fireworks or vehicle backfiring), record the investigative outcome on LCAD;

(v) ensure that if LCAD is not initially assigned a job code '303 – Shots fired', but an investigation indicates a reasonable suspicion of a firearm discharge, add the job code '303 – Shots fired' to LCAD and the appropriate QPRIME reporting procedures; and

(vi) provide the collated information to the shift supervisor for the briefing of specialist groups, as required.

Receipt of 'shots fired' and other firearm offence information at stations or elsewhere

Where information relating to the discharge of a firearm, or threats involving firearms, is received other than via a LCAD job, officers are to record the information received on Service systems and investigate the matter at the first opportunity.

Officers are to:

(i) assess whether an immediate response is required to the information and to complete an LCAD tasking containing particulars for attendance and investigation. This information is to be then processed as per receipt of LCAD information above;

(ii) where after an initial investigation, a 'shots fired' incident or other firearm related offence can be confirmed to have occurred, enter a QPRIME 'Weapons Act 1990' [3130] occurrence for subsequent investigation in accordance with s. 1.11.2 of this Manual;

(iii) where a 'shots fired' incident is identified as a lawful occurrence (e.g. stock control or animal euthanasia), enter a QPRIME 'Weapons Act 1990' [3130] occurrence and finalise as unfounded;

(iv) enter an intelligence submission listing the geographic location, place or locality for potential officer safety and risk assessment purposes, if after an investigation has occurred, a 'shots fired' incident or other firearm related offence cannot be confirmed as having occurred (see s. 2.10.2 of this Manual); and

(v) provide the collated information to the shift supervisor for the briefing of specialist groups, as required.

Receipt of other firearm intelligence

Whenever a member of the Service receives any intelligence about firearms, including but not limited to information concerning violence or criminal activity, suicidality or mental ill-health of a weapons licence holder, an intelligence submission is to be completed (see s. 1.15.4: 'Receipt of criminal information at stations or establishments' of this Manual).

Members are to:

(i) create a detailed intelligence submission and forward a task to the relevant district intelligence unit (DIU);

(ii) forward a task to Weapons Licencing Group where the intelligence concerns the weapons licence holder's fitness to hold a licence (see s. 1.6.4: 'Weapons licensing related tasks' of this Manual);

(iii) ensure an armed person caution is recorded against the person in QPRIME (see s. 1.6.3: 'QPRIME armed person caution' of this Manual); and

(iv) provide the collated information to the shift supervisor for the briefing of specialist groups, as required.

Storage and dissemination of 'shots fired' information and other firearm intelligence

QPRIME will remain the central recording facility for all information including intelligence related products, daily intelligence, monthly and quarterly intelligence products. Intelligence products will be uploaded to the Queensland Register of Intelligence Products (QRIP) to assist in the collation and storage of relevant intelligence products.

Daily firearm intelligence review and report

To ensure matters are appropriately reported, attended, investigated, and any emerging firearm related risks identified, all firearm related offences and intelligence are to be collated and reviewed at a district level daily.

District officers are to appoint a 'designated position' (e.g. tactician or district tasking coordinator) to coordinate the daily review and initiate any follow-up taskings required.

Roles and responsibilities in the daily review of firearm information

District intelligence units are to:

(i) conduct a daily review (or each day of business operation) of firearm related offences including: job code '303 – Shots fired', QPRIME weapons occurrences and firearm related intelligence submissions for the relevant district;

(ii) report the outcome of this review, including identified exceptions or a nil return, is to be shared electronically with the person in the designated position as well as the district patrol group inspector (PGI) and district detective inspector (DI);

(iii) ensure any matters requiring immediate attention are actioned through the district tasking process; and

(iv) ensure a task is forwarded to Weapons Licencing Group for any persons identified as weapons holders from the above review if one has not been created.

The person in the designated position is responsible for:

- (i) reviewing the daily firearm intelligence provided by the DIU;
- (ii) ensuring matters are tasked for further investigation where required;
- (iii) forwarding matters requiring further investigation to the relevant station for the attention of the OIC as well as the relevant PGI and DI in accordance with s. 2.5.1 of this Manual;
- (iv) collating the outcome of these investigations; and
- (v) maintaining a record of tasked exceptions to ensure these are finalised.

OIC is:

- (i) responsible for expediting investigations as required (see s. 1.6.4 of this Manual); and
- (ii) to return the investigation outcomes to their PGI and person in the designated position for collation.

PGI and DI are:

- (i) responsible for overseeing the daily firearm intelligence report; and
- (ii) receiving and reviewing investigative outcomes of exceptions in their patrol group or district.

District crime managers are responsible for reviewing and tasking firearm related weapon occurrences for further investigation and ensuring that 'Firearm Seizure Reports' and 'Firearm Theft Reports' have been completed.

Monthly Firearm Intelligence Assessment (MFIA)

The purpose of the MFIA is to assist district management to monitor, review and disrupt identified or emerging firearms related risks. The DIU is responsible for completing the MFIA to summarise all firearm related intelligence in the monthly reporting period. This summary is to be shared electronically for the information of the PGI, DI and RCC. The DI, in collaboration with the PGI, will review, monitor and escalate investigations into exceptions identified.

Quarterly Firearms Intelligence Assessment (QFIA)

The purpose of the QFIA is to identify opportunities to address any necessary policy, procedures, legislative or other changes to enhance community safety. A QFIA is to be produced at the regional intelligence level to provide a strategic overview of firearm related trends and risks, shared electronically for the information of the RCC and CIC. The RCC will review district trends and risks, connections to organised crime, and collaborate with CIC when necessary.

State-wide overview of firearm intelligence

The Intelligence Directorate, CIC is to maintain a state-wide overview of firearm related intelligence and will engage with internal (e.g. Weapons Licencing Group) and external stakeholders including other law enforcement agencies and intelligence agencies relating to firearms. The Intelligence Directorate will complete relevant strategic assessments on identified trends or on identified issues as required.

Weapons Licencing firearms audits and operations

Districts are to participate in State-wide firearm audit operations as necessary. District officers are to ensure ongoing regular auditing processes are implemented to ensure weapon security standards are maintained to reduce the risk of firearm thefts (see s. 2.6.15: 'Firearm theft' of this Manual).

District operations and tactical actions targeting firearms

An annual regional firearms operation is to be created on the Queensland Operations Register and QPRIME to oversee regional firearms activities. The district DI, with the assistance of the district tacticians (or designated group or person responsible for taskings) will lead operational and tactical responses targeting firearms. The scope of activities will be determined by resource availability.

1.6.6 Deleted

1.6.7 Deleted

1.6.8 Deleted

1.6.9 Deleted

1.6.10 Street checks

A street check should be used for recording:

- (i) field conversations;
- (ii) suspect motor vehicles;
- (iii) the movements/activities of suspect persons; and
- (iv) potential witnesses,

to assist in solving offences and indicate current crime trends.

A street check should not be entered when an occurrence is recorded in QPRIME for action against the subject person (e.g. drug diversion).

Responsibilities of officers

Officers completing a street check can:

- (i) use an official police notebook or diary and subsequently create a street check in QPRIME; or
- (ii) enter the information directly into QPRIME via a QLITE device.

An officer entering a street check should:

- (i) complete the description of intercepted persons and vehicles as accurately as possible;
- (ii) list reason(s) for completing the street check; and
- (iii) conduct a QPRIME check to ascertain if the person(s) is wanted or has a criminal history. If wanted, outline the action taken.

When a member of the public does not wish to answer questions about their identity or activities relating to a street check, the officer should complete a street check as accurately as possible, including:

- (i) a detailed description of the person;
- (ii) a detailed description of other persons in company of that person; and
- (iii) other information including motor vehicle(s) and activities.

Responsibilities of OICs of stations/establishments

It is the responsibility of the OIC of the station or establishment to ensure all information relevant to each street check is accurately entered in QPRIME.

Members are to refer to 'Street Checks' of the QPRIME User Guide on how to enter street checks in QPRIME.

Mental Health Street checks

A mental health street check should be used for recording:

- (i) interactions with persons who are displaying indicators of general concern such as:
 - (a) irrational conversation or behaviour;
 - (c) confusion;
 - (d) disorientation; and
 - (e) poor physical presentation;
- (ii) intervention and prevention strategies such as Acute Management Plans (AMPs), or Police Advice and Intervention Plans (PAIPs);
- (iii) intelligence or information received from an external agency relating to (i) or (ii); and
- (iv) circumstances whereby QAS are completing the EEA documentation and transport of a person,

to assist in case management, or the referral of that person into appropriate care pathways.

A mental health street check should not be entered when an occurrence is recorded in QPRIME when officers are responsible for completing the EEA documentation. In accordance with the Queensland Interagency Agreement for the Safe Transport of People Accessing Mental Health Assessment, Treatment and Care 2019, QAS are considered the least restrictive and least intrusive method of transport for a person subject of an EEA.

Responsibilities of officers

Officers completing a mental health street check can:

- (i) use an official police notebook or diary, and subsequently create a street check in QPRIME; or
- (ii) enter the information directly into QPRIME via a QLITE device.

An officer entering a mental health street check should:

- (i) complete the description of subject persons and the relevant indicators of general concern as accurately as possible;
- (ii) list the reasons for completing the street check;
- (iii) conduct a QPRIME check to ascertain if the person(s) is known to Queensland Health or subject to any warning or caution flags in relation to past behaviours; and

(iv) undertake a referral to the appropriate government, or non-government agency.

An officer is to create a QPRIME caution for the person when they attend and QAS complete the EEA and transport the person. Caution type is to be mental health and description is to be EEA (see s. 6.6.2: 'Emergency examination authority (EEA)' of this Manual).

An officer is to create a 'suicidal' caution for any person who the officer believes has expressed concern concerning suicidality (e.g. ideation, plans, gestures or attempts) by ticking the 'suicidal' check box and providing additional information to explain the caution in the 'remarks' field.

Officers reporting and recording mental health street checks are to tick the:

- (i) health check box;
- (ii) mental health check box; and
- (iii) QAS Transport check box where QAS are completing the EEA documentation and transport of a person, after completing (i) and (ii) above.

When a member of the public does not wish to answer questions about their identity or activities relating to a mental health street check, the officer should complete a mental health street check as accurately as possible, including:

- (i) a detailed description of subject person;
- (ii) a detailed description of other persons in company of that person; and
- (iii) the relevant indicators of general concern.

Responsibilities of OICs of stations/establishments

The OIC may delegate a district mental health intervention coordinator (MHIC) to review the mental health street checks and ensure all appropriate actions and referrals have been undertaken.

It is the responsibility of the OIC of the station or establishment to ensure all information relevant to each street check is accurately entered in QPRIME.

All members are to refer to 'Street Checks' of the QPRIME User Guide on how to enter street checks in QPRIME (see also s. 1.6.11: 'Updating operational information in QPRIME' of this chapter).

1.6.11 Updating operational information in QPRIME

Members, whilst in the performance of their duties, including:

- (i) an arrest, detention or commencement of a prosecution;
- (ii) the taking of identifying particulars, e.g. fingerprints and photographs;
- (iii) executing or satisfying of warrants;
- (iv) the completion of street checks;
- (v) recording and making investigations or inquiries in relation to a QPRIME occurrence;
- (vi) taking applications made for criminal history checks and weapons licences;
- (vii) recording of bail reportees or reporting by sexual offenders;
- (viii) issuing of infringement notices; or
- (ix) watch-house duties,

who become aware of relevant information relating to a person, businesses/organisations (including gangs), vehicles and addresses, are to where practicable, ensure the information is entered in QPRIME. Note – when updating records in QPRIME, always open the record from the relevant task of an occurrence, a street check or submission and make the required updates from there.

Information relevant to the person may include:

- (i) the full name and date of birth, including any aliases of the person;
- (ii) current address;
- (iii) general description;
- (iv) any known health conditions of the person, e.g. heart disease, diabetes, epilepsy, including if medication is used or required;
- (v) any high risk infectious diseases, e.g. hepatitis B, hepatitis C and HIV;
- (vi) any illegal drug use history;

- (vii) any general tendency toward violent or suicidal behaviour, including self-mutilation, violence towards police or other persons;
- (viii) the use or possession of weapons;
- (ix) specific security risks relating to the person, e.g. previous escapee, requires special escort considerations, may be target of other prisoners whilst held in custody;
- (x) any other information which could assist police in their duties such as distinguishing features, contact numbers, employment details, next of kin, school attended;
- (xi) any incident of spitting or biting, either directed at persons or otherwise whilst in police custody including in watch-house cells, police vehicles or establishments, and
- (xii) the source of such information.

Where a member establishes that information in QPRIME is incorrect or incomplete, the member is to ensure the information is appropriate, checked for accuracy, and entered or updated in QPRIME as soon as practicable thereafter.

Where a need for a correction to, or merging of, one or more QPRIME person record is identified, members are to ensure a task is forwarded to the Data Investigation Team, using the QPS IU Investigation workflow. Where other QPRIME records corrections (such as addresses linking of persons to occurrences etc.) are required, members are to task the Data Investigation Team [3270] through the QPS Request correction to record(s) workflow (see the QPRIME User Guide).

Members are to refer to Chapter 4: 'Information security' of the Information Management Manual on the appropriate use of Service computer systems.

Members are to refer to the QPRIME User Guide for adding and updating entities in QPRIME and creating, modifying and ending flags and cautions.

1.7 Community based policing strategies

1.7.1 Deleted

1.7.2 Crime prevention (statewide initiatives and supporting programs)

The Service supports a problem-solving approach for the prevention of crime and has available a number of crime prevention initiatives and supporting programs outlined on the Communications, Culture and Engagement Division's webpage on the service intranet.

Other supporting programs and initiatives include:

- (i) Crime Stoppers (see s. 1.15: 'Crime Stoppers' of this chapter);
- (ii) Driver Reviver Program (see s. 14.6: 'Driver Reviver Program' of the Traffic Manual);
- (iii) Queensland Blue Light Association Inc. (see s. 1.7.4: 'Queensland Blue Light Association' of this chapter); and
- (iv) Queensland Police Citizens Youth Welfare Association (see s. 1.7.5: 'Queensland Police Citizens Youth Welfare Associations' of this chapter).

1.7.3 Neighbourhood Watch

Neighbourhood Watch is a community based policing initiative that promotes partnerships between the Service and local communities to encourage interaction and a shared sense of a responsibility between individuals and neighbours to prevent crime and enhance personal safety.

The role, function and objectives of the Neighbourhood Watch are outlined on the program's webpage on the Service Intranet.

POLICY

The Service provides professional expertise and support to Neighbourhood Watch by assisting the community to organise themselves for the purpose of reducing crime and enhancing safety.

District crime prevention officers, officers in charge of police stations and station community crime reduction officers should assist Neighbourhood Watch groups within their area of responsibility.

Officers in charge of Neighbourhood Watch Police Liaison Officers should allow adequate time and resources for the officers to perform their appointed role, wherever possible, within the officer's rostered shift.

The policies and procedures in relation to the management and operation of Neighbourhood Watch, as contained on the program's webpage on the Service Intranet are to be read as an appendix to this Manual.

1.7.4 Queensland Blue Light Association

An integral part of community based policing is direct involvement in community activities, including participation in the area of youth entertainment. The Queensland Blue Light Association affords off-duty officers the opportunity to engage in a program which brings them into contact with young people and has branches throughout Queensland.

Queensland Blue Light is an incorporated association which is managed by a board of directors, who oversee the running of the association statewide.

The role, function and objectives of the Blue Light Association are outlined on the Association's webpage on the Service Intranet.

1.7.5 Queensland Police-Citizens Youth Welfare Associations

The Queensland Police-Citizens Youth Welfare Association is a community based policing initiative aimed at promoting and enhancing the personal development of young people. The association also provides community activities at its affiliated branches throughout Queensland.

The Queensland Police-Citizens Youth Welfare Association is an incorporated association which is managed by a board of directors.

The role, function and objectives of the Queensland Police-Citizens Youth Welfare Association are outlined on the Association's webpage on the Service Intranet.

1.7.6 Youth programs

Introduction

The Youth Programs Coordination Team (YPCT) responsibility is to:

- (i) identify opportunities for improvement by conducting research and contribute to the development of policy, procedures, strategies, practices, and provide sound advice regarding youth programs to multi-disciplinary teams within the Service;
- (ii) establish, coordinate and maintain a Service intranet page cataloguing all approved youth programs for delivery by members (or external departments or agencies with Service member involvement);
- (iii) ensure all Service approved and evaluated youth programs are delivered consistently state-wide;
- (iv) review and update current youth programs; and
- (v) assess new youth programs submitted by Service members.

Youth programs are proactive and promote, assist, inspire and support disengaged or vulnerable youth to realise their full potential and become productive members of the community. Fostering positive encounters, mentoring and encouraging youth gives them the opportunity to learn skills and develop relationships with peers and the Service.

All youth programs are to comply with the procedures located on the Youth Programs intranet page and receive approval in writing from the Inspector, Youth Programs Unit prior to delivery.

If the youth program is not approved by the Inspector, Youth Programs Unit, the relevant District Officer has the discretion to approve delivery.

Service youth program criteria

All youth programs will:

- (i) target participants (aged five to eighteen years old);
- (ii) address community need based on factual information and data;
- (iii) have clear objectives and be goal based;
- (iv) list the learning experiences and activities to be undertaken by participants;
- (v) have a completed risk assessment; and
- (vi) be evaluated (an assessment of the outcomes, program activities, participant engagement, and feedback from participants, families and other key stakeholders).

All forms and processes required for a program to receive approval can be located on the Youth Programs intranet page.

The YPCT will assess the application and advise if the program has been approved.

Approved youth programs

Approved Service youth programs are listed on the Youth Program Register intranet page.

Service members can deliver approved youth programs upon approval from the YPCT.

Privacy

QPRIME searches on youth program participants history is not to be conducted prior to providing their details to, and receiving approval from, YPCT.

When deemed necessary by the YPCT, they will consult with the Privacy Unit during the development phase of new youth programs, and complete a Privacy Impact Assessment if required, to ensure programs align with the Service's statutory privacy obligations under the *Information Privacy Act*.

1.7.7 Party Safe

Members of the public may register a party in person at a police station, by telephone through Policelink, or online at the Queensland Police Service website (www.police.qld.gov.au/initiatives/party-safe).

Parties registered with the Service, provide information regarding the proposed party and contact details for the host, which will assist officers who may be required to deal with any public disorder issues arising from the party.

Party Safe information, promotion and party resources are available from the Drug and Alcohol Coordination Unit, Policy and Performance Division at the unit's webpage on the Service Intranet.

PROCEDURE

Members receiving a request from a member of the public to register a party in person are to:

- (i) complete a QP 0525: 'Party Safe registration form', where it has not been completed by the requesting person;
- (ii) provide the person with 'Party Safe' wristbands, 'Registered Party' poster and a Party safe booklet (as required); and
- (iii) forward the original, completed form to their officer in charge.

Members receiving a request from a member of the public to register a party by telephone or email, should advise the person to register their party:

- (i) in person at a local police station;
- (ii) by telephone through Policelink; or
- (iii) online via the Service 'Party Safe' website at www.police.qld.gov.au/initiatives/party-safe.

Where a party has been registered either online or through Policelink, members of the public will be asked to attend a police station if they wish to collect Service 'Party Safe' resources.

Officers in charge of stations are to provide a copy of the form to the shift supervisor when the party is held and ensure that patrols of the registered party are included on ITAS as a shift objective for the relevant shift.

1.7.8 Police in schools

School Based Policing Program

The School Based Policing Program is a joint initiative between the Service and Department of Education, which aims to establish a positive relationship between police and the secondary school community to contribute to a safe and supportive learning environment.

ORDER

Officers appointed as school-based police officers (SBPO) are to carry all accoutrements including firearms when performing duties within a school. Officers are to ensure they are OST qualified in accordance with s. 14.3.10: 'Operational Skills and Tactics (OST) Training' of this Manual.

Where it is impracticable to wear Service accoutrements during school activities e.g. school camps, officers are to obtain approval from their relevant assistant commissioner (see s. 14.4: 'Service-issued weapons' of this Manual).

The policies and procedures for the management and operation of the School Based Policing Program and SBPO, as contained on the Crime Prevention Programs Unit (CPPU) page on the Service Intranet, are to be read as an appendix to this section and complied with.

Training of school-based police officers

ORDER

All permanently appointed SBPOs are to complete the online learning product QC1356_02: 'School Based Policing Program' (OLP) prior to, or as soon as possible after commencing the role.

Officers performing the role of SBPO in a relieving or secondment position should complete the OLP prior to, or as soon as possible after commencing the role.

The OIC of a SBPO is to ensure relevant officers complete the OLP for their tenure.

Adopt-a-Cop Program

The Adopt-a-Cop Program seeks to build positive relationships between the Service and members of the school community through the voluntary appointment of Adopt-a-Cops to schools and other relevant organisations.

Where a school wishes to take part in the Adopt-a-Cop Program, the OIC of the station or establishment where the school is located is to appoint an appropriate officer to perform the role.

The OIC of an Adopt-a-Cop officer should allow adequate time and resources for the officer to perform their appointed role, where possible, within the officer's rostered shift.

The Adopt-a-Cop Program:

- (i) role description;
- (ii) function;
- (iii) objectives; and
- (iv) policies and procedures for management and operation,

are contained on the CPPU page on the Service Intranet and are to be read as an appendix to this section.

Adopt-a-School Program

The Adopt-a-School Program seeks to enhance the service delivery to school communities by:

- (i) implementing a framework to:
 - (a) build positive relationships between local police and educational facilities; and
 - (b) facilitate the identification and resolution of police-related issues; and
- (ii) coordinating the local implementation of the Adopt-a-Cop Program, including:
 - (a) the appointment of an Adopt-a-Cop to every school wishing to participate (subject to operational capability); and
 - (b) the ongoing supervision and support of Adopt-a-Cops.

The role, function and objectives of the Adopt-a-School Program are outlined on the CPPU page on the Service Intranet.

District officers should:

- (i) provide strategic direction and support to address policing issues impacting school communities across their area of their responsibility;
- (ii) hold regular meetings, at least annually, with OICs of stations and establishments to identify and respond to issues impacting school communities; and
- (iii) support the implementation and operation of the Adopt-a-Cop and Adopt-a-School Programs and ensure OICs discharge their responsibilities under this policy.

The OIC of a station or establishment should engage with schools by:

- (i) holding regular meetings, at least annually, with school principals and other relevant stakeholders;
- (ii) engaging in informal consultation with schools as necessary; and
- (iii) supporting the ongoing operation of the Adopt-a-Cop Program.

The policies and procedures in relation to the management and operation of the Adopt-a-School Program, as contained on the CPPU page on the Service Intranet are to be read as an appendix to this section.

1.7.9 Station community crime reduction officers

Station community crime reduction officers are responsible for identifying and employing crime prevention and reduction strategies in response to crime trends identified through intelligence holdings and as reported by the public.

The role, function and objectives of the station community crime reduction officers are outlined on the Crime Prevention Programs Unit webpage on the Service Intranet.

POLICY

The officer in charge of a police station is to appoint an officer to perform the role of station community crime reduction officer.

The station community crime reductions officer should liaise closely with relevant internal and external stakeholders including:

- (i) division and district intelligence officers;
- (ii) officers performing school-based policing activities;

- (iii) officers and police liaison officers from the division and neighbouring divisions;
- (iv) district crime prevention officers;
- (v) Victim Assist Queensland police liaison officer;
- (vi) local Neighbourhood Watch groups; and
- (vii) members of the community and other relevant stakeholders,

to tailor and deliver crime prevention and reduction strategies.

The officer in charge of the police station or establishment is responsible for the performance and supervision of the station community crime reduction officer and should allow adequate time and resources for the officer to perform their appointed duties.

The policies and procedures in relation to the management and operation of station community crime reduction officers, as outlined on the Crime Prevention Programs Unit webpage on the Service Intranet are to be read as an appendix to this Manual.

1.7.10 Lesbian, Gay, Bisexual, Transgender, Intersex, Queer plus Liaison Program

The Lesbian, Gay, Bisexual, Transgender, Intersex, Queer plus (LGBTIQ+) Liaison Program was developed to establish and maintain effective liaison between police and LGBTIQ+ communities. It also enables appropriate policies and strategies to be developed to ensure the delivery of an equitable service across the State.

The LGBTIQ+ Liaison Program is structured with state, regional and district coordinators and liaison officers working with local communities. The roles, responsibilities and function of the LGBTIQ+ Liaison Program are outlined on the LGBTIQ+ Liaison Program webpage on the Service Intranet and should be read in conjunction with this policy and the 'Policing for people from LGBTIQ+ communities' guidelines. See the LGBTIQ+ Liaison Program webpage for further resources and online learning products to assist officers.

Regional coordinator, LGBTIQ+ Liaison Program

ORDER

The OIC of a region or command is to appoint a regional coordinator, LGBTIQ+ Liaison Program. The regional coordinator is to work in cooperation with the State Coordinator, LGBTIQ+ Liaison Program to provide a regional police response to LGBTIQ+ communities. This response is to complement regional objectives and strategies.

District coordinator, LGBTIQ+ Liaison Program

ORDER

The OIC of a district is to appoint a district coordinator, LGBTIQ+ Liaison Program. The district coordinator is to work in cooperation with the regional coordinator to provide a district response to LGBTIQ+ communities. This response is to complement district objectives and strategies.

District LGBTIQ+ liaison officers

District officers may appoint district LGBTIQ+ liaison officers based on the operational requirements of the district. The duties associated with the position may be conducted in addition to the officer's normal functions. District officers are to ensure, subject to operational requirements, adequate time and resources are allocated to district LGBTIQ+ liaison officers to perform tasks associated with the LGBTIQ+ Liaison Program.

Assistance to investigations by district LGBTIQ+ liaison officers

The rapport between district LGBTIQ+ liaison officers and LGBTIQ+ communities may assist an investigation by removing barriers between police and community members.

Where an officer is conducting an investigation that impacts upon or involves an LGBTIQ+ community member and the person may:

- (i) benefit from additional support;
- (ii) be willing to engage with a LGBTIQ+ liaison officer; and
- (iii) consents to the person's contact details being provided to a LGBTIQ+ liaison officer,

the officer is to:

- (i) record the person's contact details, including, where provided, an email and telephone number; and
- (ii) as soon as reasonably practicable, send an email to the relevant district LGBTIQ+ business account with the following information:
 - (a) where applicable, the relevant QPRIME occurrence number;
 - (b) a brief statement of facts in relation to the investigation and the interactions with the person; and
 - (c) any other information which may assist the LGBTIQ+ liaison officer.

Where:

- (i) an LGBTIQ+ community member is a victim of crime; and
- (ii) the offence being investigated includes circumstances of sexuality, sex characteristics or gender identity vilification,

the investigating officer is to offer the person a Police Referral in accordance with s. 6.3.14: 'Police Referrals' of this Manual.

See also ss. 2.12.1: 'Victims of Crime Assistance Act' and 13.26: 'Racial, religious, sexuality, sex characteristics or gender identity vilification (Anti-Discrimination Act)' of this Manual.

The OIC of a station or establishment is to ensure crime reports are not detailed to district LGBTIQ+ liaison officers solely on the basis of their position.

Policing responses to 'beats'

A 'beat' is a public area, e.g. a street, park, toilet or beach (but not limited to), predominantly used by men to negotiate and engage in sexual activity or social interactions with other men.

Wherever practicable, when patrolling 'beats' uniformed officers should be used in preference to plain-clothes officers.

Officers investigating offences occurring at or near 'beats' in which persons have been targeted or victimised because of their use or perceived use of the 'beat' are, as part of their investigation, to advise the district LGBTIQ+ Liaison Program coordinator as soon as practicable.

Disclosure of gender identity, sexuality or sex characteristics

LGBTIQ+ community members may not disclose their sexuality, sex characteristics or gender identity for a range of reasons, including fear of becoming a target for harassment, discrimination or vilification.

ORDER

Members are to use discretion when engaging with the LGBTIQ+ community to ensure privacy and confidentiality is maintained. Members are to be mindful that some individuals may not have disclosed their gender identity, sexuality or sex characteristics to their family, friends, employer or others, and should refrain from doing so without consent.

Policing for people from LGBTIQ+ communities

The Service has, in conjunction with members of the LGBTIQ+ community, compiled the 'Policing for people from LGBTIQ+ communities' guidelines. The guidelines provide best practice for respectful, ethical, equitable, and fair engagement with the LGBTIQ+ community and Service members.

1.7.11 When a member of the Service is exempt from holding a blue card

The object of the *Working with Children (Risk Management and Screening) Act* is to promote and protect the rights, interests and well-being of children and to ensure persons employed in particular employment or carrying on particular businesses, undergo screening.

Screening of persons involved in regulated employment and regulated businesses, involves assessment of the relevant employee by the Chief Executive (Employment Screening), Department of Justice and Attorney General and the issuing of a prescribed notice. The notice issued is either a positive notice (blue card) or a negative notice.

Exemption (performing function of the Service)

Persons engaged in employment for the Service are exempt from the requirement to obtain a positive notice and blue card for any activity performed involving children, if the activity:

- (i) is outside the definition of 'regulated employment' or a 'regulated business' of the *Working with Children (Risk Management and Screening) Act*; or
- (ii) is one where an exemption under Schedule 1, Part 3: s. 26: 'Persons engaged in employment for the police service' of the *Working with Children (Risk Management and Screening) Act* applies.

Persons listed in s. 5AA.3: 'Meaning of engaged by the Service' of the *Police Service Administration Act*, namely:

- (i) a police officer;
- (ii) a staff member;
- (iii) a recruit;
- (iv) a special constable;
- (v) an external service provider;
- (vi) a person performing functions at a police station or police establishment under a contract for services; and
- (vii) a person working in the Service as a volunteer or as a student on work experience,

are not required to hold a blue card when employed in 'regulated employment' when that employment involves the person performing a function of the Service (see s. 2.3: 'Functions of the Service' of the *Police Service Administration Act*) in a Service-approved activity.

Persons engaged by the Service, to perform a function of the Service, must be able to show a direct connection or link between an activity performed and a function of the Service.

Service-approved activities or programs which have a direct link to a function of the Service, relating to children and usually come within the definition of 'regulated employment' or a 'regulated business' (see Schedule 1, Part 1: 'Regulated employment' and Part 2: 'Regulated business' of the *Working with Children (Risk Management and Screening) Act*) include:

- (i) Adopt-a-cop;
- (ii) Party safe;
- (iii) Personal safety strategies;
- (iv) Protective behaviours;
- (v) School based policing;
- (vi) Queensland Blue Light Association Inc.;
- (vii) Queensland Police-Youth Citizen Welfare Association; and
- (viii) Volunteers in policing.

It is irrelevant whether the employment is paid or voluntary, part of rostered duty or not or whether a police officer is in uniform or not, providing the employment involves performing a function of the Service.

Requirement to hold a blue card

A police officer who undertakes 'regulated employment' or runs a 'regulated business' outside their Service functions, is required to hold an exemption notice (see Chapter 8, Part 5: 'Working with children exemptions' of the *Working with Children (Risk Management and Screening) Act*).

A Service member, other than a police officer, who undertakes 'regulated employment' or runs a 'regulated business' outside their Service functions, is required to hold a blue card. For instance, if a member intends to coach a soccer team from their neighbourhood, and was not coaching in a capacity linked to the Service, they would be required to hold a blue card.

See subsection 'Exemption (performing function of the Service)' of this section.

1.7.12 Security assessments

The Service conducts security assessments on request to support community, local/state government and business/commercial entities to prevent and disrupt crime. Community members, businesses and other government agencies may request the Service provide advice or assessments of critical infrastructure, priority sites and crowded places.

This policy provides a consistent framework to determine the type of security assessment required and the course of action in responding to requests for assessments.

Security assessments are generally completed upon the receipt of specific threats to locations or occupants, major structural changes to relevant buildings or other concerns. Annual physical security inspections of Service controlled facilities are a separate process and are to be completed by OICs in accordance with s. 1.4.3: 'Responsibilities of OIC of regions/commands and the Crime and Corruption Commission Police Group' of this Manual and s. 2.11: 'Station and establishment security' of the MSM.

Under the Queensland Protective Security Framework (QPSF), the Service is required to maintain a holistic approach to the provision of security advice. This is achieved by work units and capabilities complementing each other and using

approved procedures to ensure the advice and support is provided by the appropriate capability. For the purpose of this policy, there are seven types of security assessments that are assigned one of four response levels.

Response level	Security assessment type
Level 1	<p>a. Home Security Assessment: Conducted in a residential setting using the layered security approach. <i>Example:</i> A victim of crime requests an assessment of their home to assist with security measures.</p> <p>b. Business Security Assessment: Conducted in business/small-scale commercial setting using the layered security approach. <i>Example:</i> A service station requests an assessment of their premises due to repeat fuel drive off offences.</p> <p>Only to be used for community members, groups, entities or victims of crime seeking general security advice.</p> <p>c. Place and Case Based Assessment: An assessment based on Crime Prevention Through Environmental Design (CPTED) principles on an identified crime issue to determine a policing response. <i>Example:</i> Tactician requests an assessment of local park due to an increase in anti-social behaviour.</p> <p>Note: conducted for internal reporting purposes only.</p> <p>All requests that do not meet the Level 1 threshold are to be submitted to Protective Security Advisory Team (PSAT), SCTC, via the request portal (SCTC Security Assessment Request).</p>
Level 2	<p>d. CPTED Audit: A comprehensive review of a built environment in accordance with CPTED design principles and provides recommendations or mitigation strategies.</p> <p><i>Example:</i> CPTED audit requested by local government area of local parklands due to concerns of increased crime.</p> <p>e. Safety Audit: A qualitative process that records subjective feelings and perceptions as a means of identifying community safety issues and possible solutions, utilising CPTED design principles. Community led process which involves police participation (not led) upon request.</p> <p><i>Example:</i> Invitation from local community group to participate in an audit and provide feedback on a particular area causing community concern in terms of crime and vulnerability.</p>
Level 3	<p>f. Baseline Protective Security Assessment: Security assessments of places, facilities, assets exceeding the Level 1 & 2 threshold, applying approved QPS protective security methodologies. <i>Example:</i> Request to conduct assessment on public office holders, electoral office or minor police establishment.</p>
Level 4	<p>g. Vulnerability Assessments and Protective Security Advice: State or local government critical infrastructure, QPS priority sites, crowded places, large scale complex or sensitive sites. <i>Example:</i> QPS Priority Sites.</p>

Submitting assessment requests

Members who receive a request for any security assessment are to refer to the above table and allocate a response level, then:

(i) for all Level 1 requests, use local procedures to complete the request, ensuring the correct reports and templates are used. Management of all associated reports and recommendations remain the responsibility of and under control of the relevant district. For assistance, contact the relevant district crime prevention coordinator.

If the request requires reassignment to Level 2 or higher, refer to (ii).

(ii) for Level 2, 3 and 4 requests, submit the information to PSAT, SCTC, via the request portal (SCTC Security Assessment Request). PSAT will assess each request, and where relevant, submit the task through the relevant District Protective Security Point of Contact (DPSPOC) for allocation and completion whilst maintaining a support role as required. Where tasks are retained by PSAT, completion, including all associated reporting and recommendations, remains the responsibility of PSAT.

For further advice about this process, see the Security Assessment Response Matrix (QPS Security Assessments).

Training requirements

The following table outlines the minimum training required for members to undertake security assessments.

Response level	Training requirements
Level 1	Layered security assessment (LSA) training (QPS Security Assessments).
Level 2	Familiarity with the Qld CPTED guidelines and Crime Advisory Brief template
Level 3	Baseline Protective Security (BPS) training – provided by SCTC

Response level	Training requirements
Level 4	ANZCTC Counter-Terrorism Security Advisor (CTSA) training – provided by SCTC

For further information, see the QPS Security Assessments or PSAT sites.

ORDER

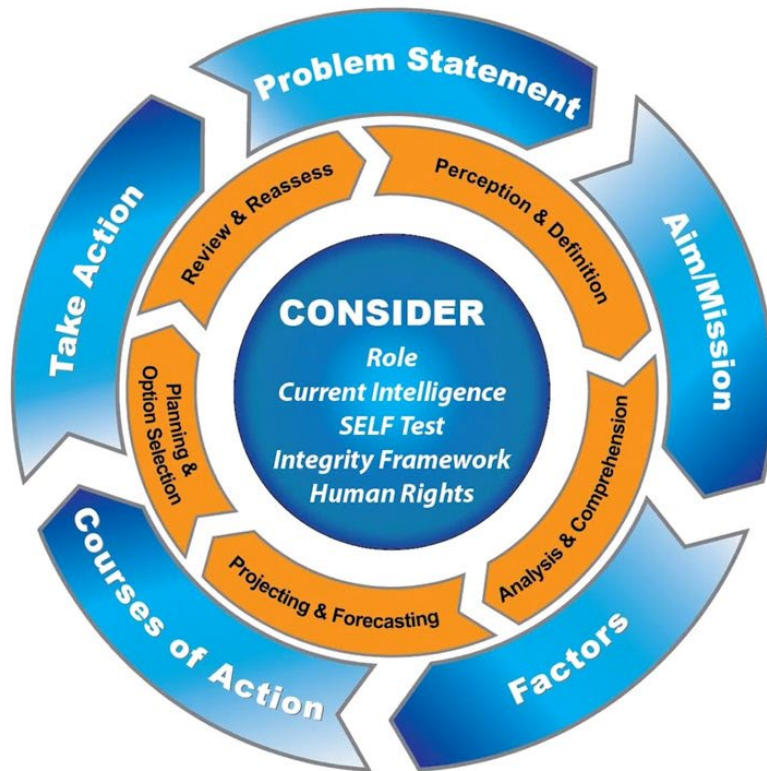
To mitigate risk to the Service, Level 1 assessments are only to be undertaken when the safety and security information is provided as a general guideline only and that the Service, in providing the information, makes no representation nor gives any warranty or guarantee concerning the safety of persons or properties. The Service does not provide endorsement of specific providers or services. To ensure compliance, members are to follow the mandatory reporting requirements in the response matrix (QPS Security Assessments). Written records of all discussed issues and any recommendations relating to Level 1 assessments are to be recorded on approved templates (QPS Security Assessments).

The referral of persons or entities seeking a comprehensive assessment (i.e. Level 2 or higher) (QPS Security Assessments) is to be made via an assessment request to PSAT through the request portal (SCTC Security Assessment Request).

1.8 Situational Decision Model

The Service recognises the delivery of policing services to the community is complex, often impacted by significant uncertainty with requirements to make decisions on limited information, competing priorities and significant time pressures. Members will be required to make those decisions using sound judgement, adaptivity and flexibility while complying with Service values, legislation, policies and procedures.

The Service has endorsed the Situational Decision Model as a guide to members on a decision model consistent with optimal decision making theory. This model is designed to support the recording of members decision making in an articulate manner to withstand scrutiny in investigations, inquiries, reviews and inquests.



Situational Decision Making	
Decision State - Problem Statement	- Is there a problem? - What is it? - What is my role?
Decision Phase - Perception & Definition	- Develop the Mission/Intent/Desired End State
Decision State - Aim/Mission/Goal	- Command Intent - What is important now?
Decision Phase - Analysis & Comprehension	- Obtain/clarify additional, mission relevant information
Decision State - Factors	- Threats, vulnerabilities resources, POP - Expectations - Community, Govt, organisation
Decision Phase - Projection & Forecasting	- What is the potential impact of these factors?
Decision State - Courses of Action	- Options and consequences - Contingencies and dependencies
Decision Phase - Planning	- Compare and select option – decision making - Risk assess actions, outcomes and consequences - Priority of plans
Decision State - Take Action	- Implement the plan, deliver orders, SMEAC - Observe response to actions taken
Decision Phase - Review, Adapt, Reassess	- How did it go? - Is there any new information? - Does this require use of the process again?

The Situational Decision Model provides a foundation for:

- (i) making decisions;
- (ii) recording decisions;
- (iii) articulating decisions;
- (iv) review of decisions;
- (v) after action reviews;
- (vi) briefings; and
- (vii) meetings.

The Situational Decision Model is comprised of:

- (i) considerations;
- (ii) five decision phases; and
- (iii) five decision states.

Considerations

Located at the centre of the Situational Decision Model and reiterating Service core principles are considerations members should apply at all stages, namely:

- (i) understanding of role;
- (ii) continual review of current intelligence and information;
- (iii) application of the SELF test;
- (iv) application of the QPS Integrity Framework; and
- (v) consideration of Human Rights.

Decision states

The five decision states of the outer circle are steps to guide the decision maker through the process, namely:

- (i) problem statement:
 - (a) is there a problem?
 - (b) what is it? and
 - (c) what is my role?
- (ii) aim/mission:
 - (a) in relation to the problem and my role in resolving it;
 - (b) what are my responsibilities?
 - (c) what do I want to achieve?
 - (d) what is my goal? and
 - (e) what is important now (WIN)?
- (iii) factors:
 - (a) what information do I have relevant to the problem?
 - (b) what information do I need?
 - (c) do I have time to get more information before I act? or
 - (d) do I need to act now on what I know (POP)?
- (iv) courses of action:
 - (a) based on the factors;
 - (b) what could happen?
 - (c) what can I do about it?
 - (d) what options do I have? and
 - (e) what might happen after I take action?
- (v) take action:
 - (a) develop a plan and implement it;
 - (b) deliver orders (SMEAC);
 - (c) observe what happens after I take action;
 - (d) do I need to apply the process again? and
 - (e) continuously review and act on new information.

Decision phases

The five decision phases of the inner circle provide guidance on the thought processes the decision maker uses to move between the states/steps. These are:

- (i) perception and definition: develop the mission, intent, desired outcome or end state;

- (ii) analysis and comprehension: obtain, clarify additional aim/mission relevant information;
- (iii) projection and forecasting: what are the potential impacts of these factors;
- (iv) planning and option selection:
 - (a) compare and select option;
 - (b) risk assess actions;
 - (c) outcomes and consequences; and
 - (d) priority of plans; and
- (v) review, adapt, reassess:
 - (a) how did it go?
 - (b) is there any new information? and
 - (c) does this require use of the process again?

The Situational Decision Model benefits

The model has been designed to be suitable for all members at all levels and roles; and

- (i) assists members in their selection of an appropriate course of action;
- (ii) assists when time or availability and reliability of information is limited or unknown;
- (iii) acknowledges that all the factors may not be known, or all potential courses of action be identified;
- (iv) allows the decision maker the ability to describe what was known to them at the time;
- (v) can be applied regardless of limitations that impact decision making;
- (vi) assists members in making a decision and committing to a course of action;
- (vii) gives members a logical, operationally and tactically tested system to organise incoming information;
- (viii) may reduce the stress on members working memory;
- (ix) is used as a framework for capture of information relevant to a decision;
- (x) assists members in articulating their rationale for a decision;
- (xi) provides a structure/system for the review of decisions;
- (xii) is not intended to be limited to operational matters only; and
- (xiii) has application to delivery of briefings and design of briefing templates.

Members should familiarise themselves with the Situational Decision Model which is available on the Disaster and Emergency Management webpage on the Service intranet. Further information including a 5MiLE video, detailed explanation of the theory and application of the model are also available.

1.9 Confidentiality of information related to victims, witnesses and other vulnerable persons

All members, including:

- (i) officers;
- (ii) watch-house officers;
- (iii) protective services officers;
- (iv) counter service officers;
- (v) Policelink operators;
- (vi) police prosecutors;
- (vii) brief checkers; and
- (viii) supervisors,

are to ensure that the contact details (see below) of a victim, witness or other vulnerable person are not disclosed:

- (i) verbally;
- (ii) in writing;

- (iii) electronically; or
- (iv) by any other means,

unless the disclosure is explicitly required by law or the information is required to prove the particulars of the offence. Members should also refer to the following sections of this Manual:

- (i) s. 9.14: 'Confidentiality of an aggrieved, named persons and respondent to be protected';
- (ii) s. 3.4.13: 'Supply of copies of court brief (QP9), particulars, statements and reports';
- (iii) s. 3.7.2: 'Documentation at first appearance';
- (iv) s. 3.7.5: 'Checking of court briefs (QP9)';
- (v) s. 3.8.15: 'Checking briefs of evidence'; and
- (vi) s. 3.14.7: 'Disclosure of witness contact details in a relevant proceeding'.

Further, members are to ensure all documents including court documents, applications, bench charge sheets, QP9, statements of witnesses, cautions (adult and juvenile) that they:

- (i) draft;
- (ii) check;
- (iii) review;
- (iv) serve; or
- (v) supply,

to others, including court registries, do not contain the contact details of a victim, witness or other vulnerable person.

Contact details include, but are not limited to:

- (i) home address;
- (ii) work address;
- (iii) any locations that a person regularly attends;
- (iv) mobile phone number;
- (v) work phone number;
- (vi) home phone number;
- (vii) email address; and
- (viii) any social media identifier.

1.10 Deleted

1.11 QPRIME occurrences

A QPRIME occurrence is to be created in respect of the commission or suspected commission of any indictable offence, simple offence of a serious nature or any regulatory offence. The member who receives the complaint or detects an offence is responsible for ensuring the QPRIME occurrence is created.

Where required, members are to consider the provisions of ss. 12: 'Application of Code as to offences wholly or partially committed in Queensland', 13: 'Offences enabled, aided, procured or counselled by persons out of Queensland' and 14: 'Offences procured in Queensland to be committed out of Queensland' of the CC and the *Crimes at Sea Act* (Cwlth) to establish whether an offence has occurred in Queensland.

Receiving reports of non-urgent matters

Where a person attends a police station to report the commission or suspected commission of an offence, members are to ensure a report is taken at that time. After taking the report, members are to advise the person of the Policelink reporting options for future reference, with an emphasis on referral to QPS online reporting page services where applicable.

Where a person seeks to report:

- (i) a bicycle stealing;

- (ii) graffiti;
- (iii) lost property;
- (iv) unlawful entry of a motor vehicle; or
- (v) wilful damage,

members should re-direct the person to the QPS internet page (police.qld.gov.au) to submit a report, except where:

- (i) the person may be a vulnerable person (see ss. 6.3.1: 'Circumstances which constitute a vulnerability, disability or cultural need' and 6.3.2: 'Establishing whether a person is vulnerable, disabled or has a cultural need' of this Manual);
- (ii) the member reasonably suspects that domestic violence may have been committed (see s. 9.4.1: 'Police action regarding domestic and family violence' of this Manual) or the offence is a domestic violence offence (see s. 1: 'Definitions' of the CC).

When a person telephones a member of the Service to report a non-urgent matter, the person is to be advised of the option for reporting the matter by:

- (i) submitting a report by using the 'Online reporting and updates' page on the QPS internet from a computer, mobile telephone or other mobile device; or
- (ii) telephoning Policelink non-urgent telephone number 131 444; or
- (iii) reporting the matter to an appropriate member of the Service.

Cybercrime reporting

Where an officer receives a report of cybercrime (see SMD) including:

- (i) online scams and fraud;
- (ii) identity theft;
- (iii) attacks on computer systems;
- (iv) illegal or prohibited online content; and
- (v) online bullying,

including foreign and interstate cybercrime, the victim is instead to be referred to the ReportCyber (cyber.gov.au/acsc/report) website to self-report.

Reports relating to online child exploitation are not to be referred to ReportCyber (see s. 7.11: 'Suspected child exploitation material' of this Manual).

When necessary, a member may enter a cybercrime complaint directly into ReportCyber on behalf of the complainant, using the hyperlink on the Service Intranet (see also s. 2.5.12: 'Cybercrime reporting and investigation' of this Manual).

Victims of cybercrime are to be provided with appropriate ReportCyber advice including an advisory brochure (see also ReportCyber – online on the Service Intranet).

No requirement exists for cybercrime to be initially recorded in QPRIME.

1.11.1 Policelink entered occurrences

Public reporting of non-urgent matters to Policelink

Policelink deal with a range of non-urgent matters directly from members of the public using the:

- (i) 'Online reporting and updates' page on the QPS internet; or
- (ii) telephone.

The range of matters includes:

- (i) reporting and updating:
 - (a) select property offences, namely:
 - damage to property offences, excluding:
 - arson; and
 - wilfully kill, maim, wound animals including stock;
 - stealing offences, excluding fraud offences;
 - unlawful entry offences, excluding where violence or threats are used; and
 - unlawful use of motor vehicle offences;

- (b) sexual assault; and
- (c) lost property;
- (ii) police related inquiries, e.g. crime prevention, simple weapons licensing inquiries;
- (iii) special event and incident telephone numbers;
- (iv) Service support for disaster management;
- (v) having client service reports entered on members;
- (vi) entering publicly submitted information e.g. Party Safe registrations, requests for police attendance; and
- (vii) receiving online documentation from offenders following police enforcement e.g. applications for early release of impounded motor vehicles, banning notice appeals.

When a member of the public reports a non-urgent property offence to Policelink, the client service officer will complete the initial occurrence report and forward a request for police attendance via the appropriate police communication centre:

- (i) there is a risk to the community (including consideration around the vulnerability of the victim); or
- (ii) there is a risk to the reputation of the Service.

See also s. 1.11.3: 'Amendments/updates of Policelink entered occurrences (supplementary reports)' of this Manual.

Reporting to Policelink

QPRIME occurrences, which are to be reported to Policelink by members, are created by:

- (i) submitting the information through the Policelink Internet Reporting (PIR) interface on the Service intranet (see 'PIR available occurrence types' of the PIR User Guide); or
- (ii) telephoning the information to Policelink.

A Policelink entered QPRIME occurrence is to be created in relation to the following non-crime matters:

- (i) move-on directions given under the PPRA (officers have the option of recording move-on directions through PIR) (see s. 13.23: 'Move-on power' of this Manual);
- (ii) use of force reporting (see s. 14.3.9: 'Use of force reporting' of this Manual);
- (iii) first report of stalking;
- (iv) allegations of child harm, which does not relate to a criminal offence committed upon the child and leads the officer to have serious concerns for the well-being of the child (see 'Non-criminal child harm report' of s. 7.3.1: 'Initial action for reports of child harm' of this Manual);
- (v) any child under the age of criminal responsibility who is officially counselled for what would otherwise constitute an offence, (see ss. 5.2.3: 'Children under 10 years of age' and 5.2.4: 'Children under 14 years of age' of this Manual); and
- (vi) a child intoxicated in a public place.

ORDER

Officers are not to enter any Policelink reportable occurrences directly into QPRIME. All Policelink reportable occurrences other than those listed in 'PIR available occurrence types' of the PIR User Guide are to be reported via Policelink.

Obtaining Policelink audio recording

Incoming telephone calls from members of the public to Policelink are recorded. Policelink also maintains a record of all contact made by members of the public through email and on-line forms.

Where a member requires a copy of a Policelink contact from a member of the public, the member is to:

- (i) seek authorisation from their OIC to obtain a copy of the recording or contact document; and
- (ii) complete a 'Request for Contacts' form located on the Policelink webpage on the Service Intranet. A down time version of this form is available on Forms Select (QP 0853). Policelink contact requests are managed by Policelink Quality Assurance.

If a statement from a Policelink staff member is required, a statement task is to be created in QPRIME and assigned to Policelink Operations (1227) (see the QPRIME User Guide for further information).

1.11.2 Recording an offence in QPRIME

Offence reported to a member

ORDER

A member required to record an offence (see s. 1.11: 'QPRIME occurrences' of this chapter) in QPRIME is to:

- (i) legibly record particulars of the offence in the officer's official police notebook when receiving the complaint;
- (ii) record the offence in QPRIME as soon as practicable and, in any event, within four hours of receiving the complaint (see s. 1.11.1 of this chapter); and
- (iii) provide the QPRIME occurrence number to the complainant/informant.

Offences allegedly committed by a member of the Service

ORDER

A complaint against a member of the Service is, in the first instance, to be recorded in the Complaint Management System pursuant to the Complaint Resolution Guidelines.

Where a member of the Service is subject to an arrest; commencement of criminal proceedings are imminent, or there is a requirement to make a QPRIME entry to fulfil the functions of the Service (e.g. Domestic Violence, Child Protection, Emergency Examination Assessment, search warrants) the incident is to be recorded in QPRIME.

Where proceedings are commenced against a member of the Service, the action officer is to ensure the on-call Detective Inspector, Internal Investigation Group, ESC is contacted at the first opportunity to provide advice of the action taken.

Interstate offences

Where a member receives a complaint of an offence or suspected offence:

- (i) occurring outside Queensland;
- (ii) where the provisions of s. 1.11.1 of this chapter do not apply in respect of that offence;
- (iii) is not an offence against the Commonwealth; and
- (iv) cannot be reported on-line or by telephone by the person to the relevant police service/force,

the member is to advise the complainant that although the offence is outside the jurisdiction of the Service, the matter can be reported at a Queensland police station. When an interstate crime is reported at a police station, the member taking the report is to:

- (i) record the information of the complaint in their official police notebook;
- (ii) take a signed statement from the complainant with sufficient detail to enable the interstate investigating officers to conduct inquiries into the offence; and
- (iii) submit the printed QPRIME report and signed statement to a commissioned officer, for forwarding to the relevant interstate police station where the incident occurred.

If the offence relates to a fraud, or a matter requiring further investigation to determine the offence occurred interstate, the offence can be entered into QPRIME using the complainant's home address as the offence address. Hard copies can be forwarded to the relevant interstate police station for inquiries to establish where the offence occurred.

Where a complaint or report relates to a major investigation of an offence that has been recently committed outside Queensland (i.e. serious sexual assaults, murder, robberies), officers should notify the regional duty officer or district duty officer and the relevant agency of the details of the report or complaint and provide appropriate assistance.

Lost property may be reported to the Service regardless of whether the property was lost interstate or overseas, complainants should be referred to reporting lost property website to self-report.

First Nations people identification (Aboriginal and Torres Strait Islander persons)

The Service records victim and offender data in respect of First Nations people in QPRIME to allow the Government to assess the effectiveness of policies aimed at reducing the number of First Nations people becoming involved in the criminal justice system.

Members are to ask the question, 'Are you of Aboriginal or Torres Strait Islander origin?' in all cases where a member:

- (i) is obtaining particulars of an offence or suspected offence from a victim in person;
- (ii) commences a proceeding against a person for an offence by way of notice to appear, complaint and summons, or arrest; or
- (iii) is issuing an infringement notice for a public nuisance or associated offence.

Members should:

- (i) ask the question regardless of the person's appearance;
- (ii) ask the question in a tactful and unobtrusive manner, and explain the reasons for asking the question where necessary; and
- (iii) record the person's response in their official police notebook, QPRIME or other information system as appropriate.

For the purposes of this policy it is sufficient that a person identifies (self-identification) as being of Aboriginal or Torres Strait Islander origin irrespective of their appearance.

Policelink data entry

A Policelink client service officer will record occurrences in QPRIME in accordance with the Policelink Procedures Manual.

ORDER

Officers are not to enter, modify or delete any information within a QPRIME occurrence being recorded by a Policelink client service officer.

Contravention of domestic violence order, release conditions or police protection notice

ORDER

Members receiving a complaint of a contravention of a domestic violence order, release conditions or police protection notice are to ensure a Domestic Violence (Breach of DFVPA) [1371] occurrence is recorded in QPRIME.

Theft or loss of firearm

Members receiving a complaint of a theft or reported loss of a firearm are to ensure the following details are recorded in a general report within the initial report task of QPRIME occurrence:

- (i) make, model, serial number, type (rifle, shotgun, handgun or other) and calibre;
- (ii) identifiable marks, peculiarities, physical alterations including machining of the trigger mechanism, scratches, inscriptions and colours of the firearm, such as the barrel and stock;
- (iii) whether the firearm was operable and if not, what alterations are needed to make it operable (i.e. parts, expertise such as a gunsmith);
- (iv) full name of the registered owner and their respective weapons licence number; and
- (v) details of any ammunition and firearm accessories such as magazine(s), soft or hard gun carry case, telescopic sights, bayonet, scabbard or shoulder strap that have also been lost or stolen.

Additionally, members receiving such complaints are to make inquiries to establish whether:

- (i) the firearm was entered in the firearm register (if applicable) for the registered owner of the firearm;
- (ii) the person last in possession of the firearm had lawful possession;
- (iii) the theft or loss was reported immediately the person became aware of the loss or theft in accordance with s. 60A: 'Lost and stolen weapons' of the *Weapons Act (WA)*;
- (iv) the firearm was stored in accordance with the provisions of s. 60: 'Secure storage of weapons' of the *WA*; and
- (v) any conditions or orders under the *Domestic and Family Violence Protection Act* exist in relation to the person last in possession of the firearm.

Where a breach(es) of the *WA* (e.g. unlawful possession of weapons, fail to secure weapons) has been detected, a separate QPRIME occurrence for the identified offence(s) is to be furnished and prosecution commenced where appropriate (see s. 3.4: 'General prosecution policy' of this Manual). Where additional QPRIME occurrences are furnished, they are to be linked to the QPRIME occurrence for the reported lost or stolen firearm.

When members receive a complaint of the theft or loss of a firearm, the OIC of the relevant criminal investigation branch is to be notified (see s. 2.6.15: 'Firearm theft' of this Manual).

Stolen motor vehicles and other vehicles of interest

Members receiving a complaint of a stolen vehicle should:

- (i) check QPRIME for towed vehicles and appropriately advise the complainant if the vehicle is recorded;
- (ii) if required, have the particulars relating to the motor vehicle immediately broadcasted over the police radio network;
- (iii) when the complaint is received, and it is not possible to immediately enter the details into QPRIME, the member is to ensure a flag is created against the stolen vehicle entry in QPRIME; and
- (iv) ensure the complainant is requested to state whether authority is given to the police to tow the vehicle in question when located, and if required to be towed away.

When the complainant is personally at a police station or establishment or personal contact is otherwise made, an entry should be made in the reporting member's notebook indicating whether the authority to tow the vehicle exists. The wording of the authority to tow should be:

'I hereby authorise the police to tow away my (describe vehicle) if located and I acknowledge that I will be responsible for the payment of all fees and charges associated with any such towing.

*Signature
(Print Name)'*

The signed authority should be added to the relevant occurrence as an external document; and

(v) advise the Policelink client service officer the authorisation to tow exists and any other associated matters, e.g. to be towed by a particular towing company. This information will be recorded within the relevant QPRIME occurrence.

ORDER

In relation to interstate registered vehicles where the registration number is known, the reporting member is to make all reasonable inquiries to establish the full vehicle description including the engine number and VIN and arrange for this information to be included in QPRIME.

Policelink client service officers who receive a report with incomplete details of an interstate registered vehicle are to forward a task to a team leader for an ACC database search (see s. 7.2.2: 'ACC database (system for the national exchange of police information)' of the MSM). Policelink team leaders are to then modify the QPRIME occurrence.

Local intelligence officers (see SMD) are to:

- (i) conduct regular audits of interstate registered motor vehicles reported stolen in their relevant area to ensure the vehicle's VIN and engine number are recorded in the QPRIME occurrence; and
- (ii) update the relevant information in the occurrence where the details are not recorded.

Where a stolen vehicle is registered interstate the details can be obtained through the National Vehicles of Interest (NVOI)/National Exchange of Vehicle and Driver Information System (NEVDIS). NVOI is accessed through ACC database.

To obtain access to ACC database see s. 7.2.2 of the MSM.

If a motor vehicle is reported stolen and is not registered or the registration number is unknown, the reporting member should obtain, as far as possible, particulars of the year, make, model, body type, major/minor colours, engine number, vehicle identification number (VIN)/chassis number and label number.

Theft of telecommunication devices

It is the responsibility of the complainant to advise the telecommunications carrier that the device has been stolen, and to provide any identifying numbers/features. Members should advise complainants internet services are available for advising theft of telephones.

Mobile telephones are identified by a serial number, known as:

- (i) International Mobile Equipment Identifier (IMEI), consisting of 15 digits; or
- (ii) Mobile Equipment Identifier (MEID), consisting of 14 digits.

IMEI or MEID codes are unique to each telephone and are the most important identifiers for law enforcement purposes.

To aid identification of property, where applicable, members should ensure the following details are recorded in a general report within the relevant QPRIME occurrence:

- (i) make;
- (ii) model;
- (iii) IMEI or MEID identifier in the serial field;
- (iv) other serial numbers in the inscription field;
- (v) device cover (e.g. black leather zip case);
- (vi) mobile telephone number; and
- (vii) any other descriptive features that would distinguish it from a similar device (colour, engraving, SIM card number, etc.) in the description field.

Where complainants are unable to supply the information, this should be noted in the general report.

Unlawful stalking

Where a complaint of unlawful stalking is received, officers should query QPRIME to determine whether any previous conduct has been reported.

Officers should be aware a complaint of stalking may consist of one or more occasions where the suspect has engaged in conduct directed at the complainant (ss. 359A-359F of the Criminal Code). Where a complaint of unlawful stalking is received, officers are to supply Policelink with details that identify whether the conduct complained of was:

- (i) protracted conduct engaged in on any occasion (offence committed); or
- (ii) not protracted. If the conduct was not protracted, state whether the suspect engaged in the conduct directed at the complainant on:
 - (a) one occasion only (further information to be supplied to establish whether offence committed); or
 - (b) more than one occasion (offence committed).

If the suspect engaged in conduct directed at the complainant on one occasion only (for this complaint), indicate whether this was:

- (i) the first occasion the suspect has engaged in conduct directed at the complainant (no offence committed, provided it was not protracted conduct); or
- (ii) a subsequent occasion the suspect had engaged in conduct directed at the complainant (offence committed).

Sex worker and sex work related offences

Where a QPRIME occurrence relates to sex work and sex work-related offences including disturbances and other good order offences, officers are to indicate in a general/supplementary report within the initial report task if a sex work business was involved, whether the sex work business was licensed, the trading name, type of premises, location of the place, and how sex work was related to the offence.

Linking an offence to alcohol and/or drug use

When recording an offence occurrence in QPRIME, members are to ensure an indication is made in the QPRIME occurrence as to whether the victim or offender was affected by alcohol or drugs.

Notation in official police notebook

A notebook entry should be made containing relevant details of the offence.

Reporting member to check accuracy of details of occurrences entered in QPRIME

A member who has reported an offence to Policelink by:

- (i) telephone, prior to termination of duty; or
- (ii) submitting a Policelink Internet Reporting (PIR) entry, at the commencement of their next shift,

is to check the relevant QPRIME occurrence, and its associated tasks to verify the accuracy of the information recorded.

ORDER

Members who need to correct an occurrence/task/record in QPRIME are to ensure a correction is requested via a 'QPS Request correction to record(s)' task workflow.

Attendance of specialist squads at the scene

When a member telephones offence particulars to Policelink, it is the responsibility of that member to advise the Policelink client service officer whether Forensic Services Group officers or specialist staff are required to attend.

ORDER

A Policelink client service officer receiving a request from a member for a specialist officer or squad to attend the scene of an offence or other place associated with that offence is to generate a task from the occurrence and assign it to the office of the relevant specialist squad.

Statements or other attachments

Original statements or other attachments taken as part of the reporting of an offence should be attached to the relevant printed QPRIME Occurrence Summary Report. Statements completed external to QPRIME should be scanned and attached to the relevant QPRIME occurrence.

Cheques, which are exhibits, are to be lodged at a property point (see s. 4.2.6: 'Retention of exhibits' of this Manual). If relevant, the cheques can be scanned and attached to the QPRIME occurrence.

The location of any original statements or other attachments should be recorded in a general/supplementary report within the relevant QPRIME occurrence.

A member who takes a statement as part of the reporting of an offence should attach it to the relevant printed QPRIME Occurrence Summary Report and QPRIME occurrence.

An OIC of a station or establishment who receives an original statement or attachment taken in connection with the recording of an offence should:

- (i) keep that statement or attachment with the printed QPRIME Occurrence Summary Report relating to the offence unless it is otherwise required for the investigative or prosecution process;
- (ii) retain a copy of the statement with the printed QPRIME Occurrence Summary Report should the original be required for prosecution purposes; and

(iii) ensure an electronic copy of the statement or other attachment is attached to the relevant QPRIME occurrence.

Exhibits or anything seized as evidence

Refer to Chapter 4: 'Property' of this Manual for procedures on handling exhibits.

A member who takes possession of any property or exhibits in relation to a QPRIME occurrence is to create a record for each individual item within the occurrence. It is the responsibility of the reporting officer to record the lodging of the property at a property point/drop safe.

Drug details

The ability to distinguish the specific characteristics of drugs can be a valuable intelligence and law enforcement tool. When members are creating or updating a QPRIME occurrence, the standardised drug descriptors (see s. 4.2.3: 'Property standardised descriptors' of this Manual) are to be used to describe drugs coming into police possession.

If any member becomes aware, whether through drug analysis or other means, that the drug type and/or measurable quantity in the relevant occurrence is now known, or may have originally been incorrect, then they are required to execute a QPS Request correction to record(s) task workflow in QPRIME.

Linking QPRIME occurrences to related QPRIME operation occurrences

Where a QPRIME Policelink entered occurrence is created as a result of an operation (e.g. a drug arrest during an operation closure), that occurrence is to be linked to the relevant QPRIME operation occurrence. The operation name is to be recorded in the 'Occurrence Misc. ID' field of each occurrence linked to the operation.

1.11.3 Amendments/updates of Policelink entered occurrences (supplementary reports)

ORDER

When a member receives information or takes action which amends or updates a Policelink entered occurrence, the member is to ensure the QPRIME occurrence is updated before terminating duty.

POLICY

Officers may record investigative activities in QPRIME occurrences in the Occurrence Enquiry Log (e.g. attempts to contact a person, neighbourhood inquiries). Supplementary reports should be used when taking action or adding information to an occurrence, or in circumstances where a supplementary report is expressly required.

When attending non-urgent property incidents reported to Policelink, officers are to ensure the QPRIME occurrence is updated advising of their attendance and any additional information or action taken.

Members of the public may contact Policelink by telephone or on-line submission to provide:

- (i) additional information in relation to an offence; and/or
- (ii) details of stolen or damaged property in the relevant occurrence.

Where a member has taken the initial crime report from a member of the public, any further information other than property stolen or damaged, should be updated on the QPRIME occurrence by the reporting member.

Reporting to Policelink

POLICY

Policelink entered supplementary reports are to be submitted through the Policelink Intranet Reporting (PIR) portal on the Service intranet.

Supplementary reports which affect the:

- (i) the status of an occurrence, person, vehicle or property; or
- (ii) the occurrence Offence/count statistics (e.g. solved, withdrawn, cancelled, unfounded),

are to be submitted using the PIR portal on the Service intranet. Other supplementary reports can be directly entered by members into the relevant occurrence.

A member who has updated a Policelink entered occurrence by submitting a PIR supplementary report, at the commencement of their next shift is to check the relevant QPRIME occurrence at the commencement of their next shift.

ORDER

Members who need to correct an occurrence/task/record in QPRIME are to ensure a correction is requested via a 'QPS Request correction to record(s)' task workflow.

Located stolen or unlawfully used motor vehicle

PROCEDURE

When a stolen or unlawfully used motor vehicle is located, the reporting member should:

- (i) ensure the relevant QPRIME occurrence is updated;
- (ii) take any other action as outlined in Chapter 2: 'Investigative Process' of this Manual;
- (iii) where authority by the owner to tow the vehicle exists, seek permission to tow the vehicle; and
- (iv) where motor vehicles are stolen interstate and located in Queensland, the reporting member should ensure a QPRIME occurrence is created and:
 - (a) assign a task to the Police Communications Centre, Brisbane, requesting the State or Territory police from where the vehicle was stolen to be advised; or
 - (b) contact the appropriate police directly.

In most instances, the appropriate offence would be a breach of s. 25: 'Use of vehicles' of the *Summary Offences Act* (see Guideline 13: 'Summary Charges' of the Director of Public Prosecution (State) Guidelines). Other offences which may be indicated by specific circumstances include:

- (i) s. 408A: 'Unlawful user or possession of motor vehicles, aircraft or vessels' of the Criminal Code;
- (ii) s. 406: 'Bringing stolen goods into Queensland' of the Criminal Code;
- (iii) s. 398: 'Punishment of stealing' of the Criminal Code;
- (iv) s. 135(1): 'Unlawfully interfering with, or detaining, vehicles etc.' of the *Transport Operations (Road Use Management) Act*; or
- (v) s. 252(1): 'Possession etc. of property suspected of being tainted property' of the *Criminal Proceeds Confiscation Act*.

ORDER

When a stolen or unlawfully used motor vehicle is located, the reporting member is to, before terminating duty, ensure the relevant QPRIME occurrence is updated/created including the location of the vehicle and other relevant details, and if necessary, the attendance of any specialist officer or squad or the need for such attendance.

Recording of property obtained during covert operations in QPRIME

POLICY

The provisions of s. 4.3.6: 'Property from covert operations' of this Manual apply with respect to matters contained in this chapter relating to the recording of additional or recovered stolen property, or located stolen or unlawfully used motor vehicles in QPRIME.

1.11.4 Assigning Policelink entered occurrences

QPRIME has a semi-automated screening process. Occurrences not screened out are either:

- (i) electronically assigned for review and action by a crime manager to determine necessary investigation; or
- (ii) tasked to an individual as a reminder that further action is required (e.g. an arresting officer needs to complete a QP9).

The crime manager

ORDER

A crime manager is to:

- (i) check the organisational unit's 'Active unit task' tab within QPRIME at the commencement of and periodically during the shift and;
- (ii) action 'Review' tasks;
- (iii) perform occurrence checks to:
 - (a) ensure new occurrences contain information required for the investigation to commence; and
 - (b) determine further action required;
- (iv) assign 'Case officer' tasks to a station or establishment within their area of responsibility; or
- (v) reassign any 'Review' tasks to another crime manager where an investigation should be conducted by that other district; and
- (vi) check the details of screened out occurrences by performing a search within QPRIME periodically during a shift and, if an occurrence requires investigation, assign a 'Case officer' task to the relevant station or establishment.

The officer in charge

POLICY

An officer in charge of a station or establishment is responsible for assigning occurrences detailed to the organisational unit by the crime manager.

ORDER

Officers in charge of stations or establishments are to:

- (i) check their organisational unit's 'Active unit tasks' tab at the commencement of each shift and periodically during that shift; and
- (ii) assign 'Case officer' tasks in the unit's 'Active unit tasks' tab to themselves or officers under their control.

The investigating officer

Case officer tasks are assigned to an officer through that officer's active tasks list within QPRIME.

ORDER

Officers are to check their task list in the electronic in tray during each shift.

1.11.5 Quality of occurrences recorded in QPRIME

It is essential that accurate and relevant information be recorded in QPRIME for the crime screening and investigative process.

POLICY

Officers in charge and shift supervisors are responsible for supervising the quality of occurrences recorded in QPRIME by members under their control.

An officer in charge of a station or establishment assigned an occurrence for further action is responsible for monitoring the quality of information that updates or finalises that occurrence.

PROCEDURE

Shift supervisors should supervise the quality of occurrences recorded by members under their control to achieve and maintain the required standard.

A crime manager assigned an occurrence should check the quality of information contained in that record. Where the information in the occurrence is insufficient, inaccurate, irrelevant or is otherwise unsatisfactory, the crime manager should assign a task to the relevant officer in charge of the reporting member for the purpose of having it amended.

Officers in charge of a station or establishment are to monitor the quality of information contained in occurrences:

- (i) submitted by members under their control; or
- (ii) assigned for investigation, further action or finalisation by a member under their control.

If the officer in charge is not satisfied with the quality of any particular entry, they should ensure the relevant member amends the occurrence or rework the case officer task until the occurrence is updated accordingly.

1.11.6 Follow up investigations

Officers assigned a case officer task to investigate an offence should:

- (i) commence the investigation as soon as practical on being assigned the task;
- (ii) advise the victim/informant that they are investigating the offence and periodically inform the victim/informant of the current stage of investigations (see s. 2.12: 'Victims of crime' of this Manual);
- (iii) regularly update the occurrence with the progress of the investigation by creating an Occurrence Enquiry Log entry to record all inquiries made in relation to the investigation;
- (iv) where more time to complete the work is required, request a due date extension for the task; and
- (v) when further investigation is required by another station/establishment;
 - (a) update the occurrence with the results of the investigation to date and assign a work request task to that other station/establishment; and
 - (b) review the outcome of the requested action and, where appropriate, approve the initiated task or return it for rework.

Officers assigned a QPRIME occurrence to investigate, upon finalisation of the investigation, are to submit the QPRIME case officer task to their officer in charge for review and approval.

An OIC of a station or establishment who receives a completed case officer task for review and approval should, if:

- (i) satisfied that no further action is required, file the task by approving it;
- (ii) not satisfied that the investigation is complete, return the case officer task to the investigating officer or another officer for rework; or
- (iii) considered that the investigation should be forwarded to another station or establishment, submit a QPRIME task to the crime manager with that recommendation.

Where a crime manager considers an occurrence requires further investigation, the crime manager should assign a task to:

- (i) the appropriate OIC for attention where investigations have to be made within the crime manager's area of responsibility; or
- (ii) if the occurrence should be managed by a unit in another district, the relevant crime manager of that district.

Statements

An officer who takes a statement as part of the investigative process should:

- (i) add the witness statement to the occurrence;
- (ii) link the record of person providing the statement to the occurrence; and
- (iii) record any other pertinent details such as the location of the original statement in a general report or supplementary report within the occurrence.

An officer who takes possession of an exhibit as part of the investigative process is to link the exhibit to the occurrence and complete a supplementary report including all relevant information.

1.11.7 Prosecution of offender

POLICY

Members should record accurate details of offenders/suspects to ensure the information recorded in QPRIME is useful.

Whenever a prosecution has been commenced against an offender, the arresting officer is to give details to the Policelink data entry section within four hours:

- (i) where a QPRIME occurrence exists, a Policelink Intranet Reporting (PIR) submission should be submitted to update the occurrence and include the offender's details; or
- (ii) where a QPRIME occurrence does not exist, a QPRIME occurrence is to be created in accordance with s. 1.11.1: 'Policelink entered occurrences' of this chapter including the offender's details.

PROCEDURE

A member who has created or updated an offence following the arrest of an offender to Policelink by:

- (i) telephone, prior to termination of duty; or
- (ii) submitting a Policelink Internet Reporting (PIR) entry, at the commencement of their next shift,

is to check the relevant QPRIME occurrence, and its associated tasks to verify the accuracy of the information recorded.

Other action taken in relation to an offender/suspect

ORDER

An officer who takes action in relation to an offender/suspect, whether the subject of an existing occurrence or not, is to submit a PIR detailing the action taken before termination of duty.

PROCEDURE

An officer who takes action in relation to an offender/suspect should update the relevant QPRIME occurrence by submitting a PIR as soon as practicable. The action taken may include cautioning the offender, interviewing the nominated suspect and eliminating that person as being responsible for the offence or not obtaining sufficient evidence to support a prosecution, etc.

1.11.8 Monitoring of occurrences requiring investigation

Regional crime coordinators, crime managers and officers in charge are to monitor and control the quality of QPRIME investigative tasks.

Regional crime coordinator

POLICY

A regional crime coordinator should scrutinise a sample of completed case officer tasks on a regular basis to ensure that members are complying with procedures.

The crime manager

POLICY

A crime manager should monitor case officer tasks to ensure that occurrences are investigated to an acceptable standard and finalised as soon as possible.

Overdue tasks

PROCEDURE

Crime managers should:

- (i) bring up a list of overdue work request tasks (e.g. case officer tasks) within QPRIME periodically; and
- (ii) contact the officer in charge of any investigating officer assigned a work request task that has not been completed before the due date to ascertain the reason for the delay. The crime manager should be satisfied that any reasons given are valid.

Officers in charge should monitor occurrences within their area of responsibility to ensure they are investigated to an acceptable standard and finalised as soon as possible.

Officers in charge of a station or establishment should:

- (i) bring up a list of overdue work request tasks (e.g. case officer tasks) at least weekly; and
- (ii) contact any investigating officer assigned an overdue work request task to ascertain the reason for the delay. The officer in charge should be satisfied that any reasons given are valid.

1.11.9 QPRIME unavailable

POLICY

If QPRIME is unavailable, the QPRIME business continuity procedures are to be followed (see 'QPRIME unavailable' on the QPRIME webpage on the Service intranet).

1.11.10 Use of notification flags on Service employee QPRIME records

QPRIME includes the ability to apply notification flags to various records within the system and, where applicable, the ability to apply an Access Control List (ACL) on those flags.

Definitions

For the purposes of this section:

Nominated person

is the person responsible for:

- (i) the creation of a notification flag in QPRIME;
- (ii) linking themselves as the 'person to be notified' in the event a flag is triggered;
- (iii) managing and taking appropriate action of any trips of the notification flag; and
- (iv) finalising the notification flag when it is no longer required.

Notification flag

means a 'Search Hit' notification flag, which includes 'Open Hit', 'Search Returned' and 'Searched All except ACL restricted' flags.

Service employee QPRIME records

include:

- (i) employee's names;
- (ii) residential and/or business addresses service employees are associated with; and
- (iii) any vehicles owned or used by the Service employees.

Notification flags

This policy relates to adding notification flags to Service employee QPRIME records.

Notification flags are used to monitor QPRIME records. Once applied, QPRIME will automatically generate and assign a task to the designated officer(s) or unit(s).

ORDER

Notification flags are not to be applied to Service employee QPRIME records except as provided by this section.

This policy does not apply to ESC investigations when conforming to ESC Regional Instructions.

Circumstances when the application of a notification flag on Service employee QPRIME records is authorised

A district officer or equivalent can approve the application of a notification flag on a Service employee's QPRIME record for the purpose of:

- (i) monitoring tactical risks (e.g. threats against members, see s. 2.33: 'Security and Counter-Terrorism Command' of this Manual);
- (ii) internal investigations (other than those subject to full ESC ACL restriction); or
- (iii) assuring compliance with:
 - (a) the Information Management Manual; and
 - (b) s. 10: 'Information and resources (All Members)' of the Standard of Practice, ESC.

A district or command Professional Practices Manager (PPM) can approve the application of a notification flag on a Service employee's QPRIME record for the purpose of an internal investigation (other than those subject to full ESC ACL restriction).

The district officer or equivalent officer or district or command PPM is to identify the nominated person (see 'Definitions' of this section) responsible for the creation and management of the notification flag.

Covert flags – application of an Access Control List (ACL) on notification flags

A covert notification flag is created by applying an ACL to restrict the view of the flag.

Except for ESC, the QPS ACL Manager attached to Business Engagement, Frontline and Digital Division is the only ACL manager authorised to restrict the visibility of QPRIME notification flags on a Service employee's QPRIME records upon the request of a district officer or equivalent or a district or command PPM.

Where the application for a covert flag has been approved by a district officer or equivalent or a district or command PPM, an email is to be sent to the 'QPRIME ACL Manager' email group requesting the application of an ACL and contain all of the following details:

- (i) name, rank/position and employee number of the person requesting the application of the ACL;
- (ii) name, rank/position and employee number of the person authorising the ACL request;
- (iii) name and employee number of the nominated person who is responsible for the management of the notification flag;
- (iv) details of the QPRIME record(s) the notification flag is to be applied to;
- (v) the expected duration of the flag to be applied to the record (if known); and
- (vi) name of the officer(s) authorised to:
 - (a) request the addition and removal of persons authorised to view the ACL record;
 - (b) change the nominated person; and
 - (c) approve the removal of the ACL and nomination flag.

Business Engagement, Frontline and Digital Division

Business Engagement, Frontline and Digital Division will conduct both routine and random audits to determine where notification flags have been applied to Service employee's QPRIME records. Unless requested, audits will not include notification flags set by ESC or the Crime and Corruption Commission. The results of completed audits will be provided to ESC.

Ethical Standards Command

ESC will vet the results of the flag audit provided to them by Business Engagement, Frontline and Digital Division. The vetting will determine which notification flags require further investigation either by ESC or the relevant PPM.

Where appropriate, ESC will provide the relevant PPM with flag audit results and/or an internal investigation file.

Where an investigation has revealed that a notification flag has been placed against a Service employee's QPRIME record without authorisation, the ESC may commence action pursuant to 'Complaint Management' of the ESC Policies.

Professional Practices Manager

On receipt of notification flag audit results or an internal investigation file, the relevant PPM will cause the application of notification flags to be investigated, expire all unauthorised flags immediately and report back to the ESC with their findings, recommendations or actions taken.

1.11.11 QPRIME offender action status type and requirements

For QPRIME occurrences to be solved or cleared, an offender action status type needs to be applied in the Incident/count stats tab of the occurrence. This section contains a list of offender action status types and the requirements for them to be applied to QPRIME occurrences.

Arrested

The action status type 'arrested' is to be used when an offender has been:

- (i) arrested and charged;
- (ii) arrested by virtue of a warrant; or
- (iii) charged from the bench,

but excludes:

- (i) arrested for questioning and released/unarrested; or
- (ii) to be arrested at a future time.

Notice to appear

The action status type 'notice to appear' is to be used when an adult or juvenile has been given a notice to appear requiring their appearance before a court.

Summons served

The action status type 'summons served' is to be used when an adult has been served with a complaint and summons to appear in court. When a complaint and summons is mailed to an offender it is classed as served and the occurrence can be solved.

Warrant issued

The action status type 'warrant issued' is to be used when a warrant has been issued for the apprehension or arrest of an offender. When the offender is arrested on the warrant, the occurrence status type is modified to 'arrested'.

Infringement notice issued

The action status type 'infringement notice issued' is to be used when an offender is issued an infringement notice but only when the occurrence type procedure for the offence allows Policelink to enter it. For a list of all the offence types when an infringement notice can be issued refer to the relevant Infringement Notice Codes available from the Operational Policy and Improvement page of the Service Intranet.

Caution adult

The action status type 'caution adult' is to be used when an offender over the age of 17 years has been dealt with by way of caution, see s. 3.2: 'Cautioning adults' of this Manual.

Caution juvenile

The action status type 'caution juvenile' is to be used when an offender of 17 years of age or younger has been dealt with by way of caution, see s. 5.5: 'Cautioning process' of this Manual.

Behavioural counselling

The action status type 'behavioural counselling' is to be used when a child under the age of 14 years has been behaviourally counselled by officers, see ss. 5.2.3: 'Children under 10 years of age' and 5.2.4: 'Children under 14 years of age' of this Manual.

Community conference

The action status type 'community conference' is to be used when:

- (i) for a youth, a restorative justice process, such as:
 - (a) a restorative justice conference; or
 - (b) an alternative diversion program,has been completed successfully (see s. 5.6: 'Restorative justice process'); or
- (ii) for an adult:
 - (a) a restorative justice conference has been completed; and
 - (b) the matter has been finalised.

(see ss. 3.3.6: 'Finalisation of an Adult Justice Conference referral' and 3.4.4: 'Withdrawal of charges' of this Manual).

Drug Diversion Assessment Program

The action status type 'drug diversion' is to be used when the offender is being offered a Drug Diversion Assessment Program for a minor drug offence (see s. 2.22: 'Police Drug Diversion Program' of this Manual).

Drug diversion warning

The action status type 'drug diversion warning' is to be used when the offender is being issued with a drug diversion warning for a minor drugs offence, see s. 2.22 of this Manual.

Offender died

The action status type 'offender died' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but died before proceedings could be commenced.

Offender psychiatric committal

The action status type 'offender psychiatric committal' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the offender has been committed to a psychiatric facility.

Offender diplomatic immunity

The action status type 'offender diplomatic immunity' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the offender has diplomatic immunity.

Offender currently in imprisonment

The action status type 'offender currently in imprisonment' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the offender is serving a term of imprisonment and no useful purpose would be served by a prosecution.

Offender is a juvenile no action taken

The action status type 'offender is a juvenile no action taken' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the offender is a juvenile and no further action will be taken, in accordance with s. 11: 'Police officer to consider alternatives to proceeding against child' of the *Youth Justice Act*.

Statutory bar to prosecution

The action status type 'statutory bar to prosecution' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as there is a bar to prosecution (e.g. s. 16: 'Person not to be punished twice for same offence' of the Criminal Code and defences and exculpations under the Criminal Code or other Queensland statutes).

When an officer has made investigations in relation to an occurrence and there is sufficient evidence the offender committed the offence but will not be charged as there is a bar to prosecution, the officer should:

- (i) record in a general or supplementary report within the occurrence:
 - (a) the particulars of the offending act or omission; and
 - (b) the reason why there is a bar to prosecution; and
- (ii) submit a task for review and approval by their OIC or delegate.

When an OIC or delegate reviews an occurrence where it is asserted there is a bar to prosecution and they:

- (i) are satisfied with that conclusion, the OIC or delegate should approve the task; or
- (ii) decide that further investigation of an occurrence is necessary, they should:
 - (a) return the task to the investigating officer for rework or reassign it to another suitable officer for investigation; and
 - (b) ensure that a supplementary report is completed by the investigating officer.

Offender dealt with by another agency

The action status type 'offender dealt with by another agency' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the offender is being investigated and dealt with by another agency i.e. RSPCA, or other Queensland Government department.

Offender not in public interest

The action status type 'offender not in public interest' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as it is not in the public interest (see s. 3.4.3: 'Factors to consider when deciding to prosecute' of this Manual).

When an officer has made investigations in relation to an occurrence and there is sufficient evidence the offender committed the offence but will not be charged as it is not in the public interest, the officer should:

- (i) record in a general or supplementary report within the occurrence:
 - (a) the particulars of the offending act or omission; and
 - (b) the reason why proceedings should not be commenced; and
- (ii) submit a task for review and approval by their OIC or delegate.

When an OIC or delegate reviews an occurrence where it is asserted, that it is not in the public interest to proceed, and they:

- (i) are satisfied with that conclusion, the OIC or delegate should approve the task; or
- (ii) decide that further investigation of an occurrence is necessary, they should:
 - (a) return the task to the investigating officer for rework or reassign it to another suitable officer for investigation; and
 - (b) ensure that a supplementary report is completed by the investigating officer.

Juvenile victim – offences cannot be particularised

The action status type 'juvenile victim – offences cannot be particularised' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as an offence cannot be sufficiently particularised.

Juvenile victim – too young without corroboration

The action status type 'juvenile victim – too young without corroboration' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the victim is too young to proceed without sufficient corroboration to support their testimony.

Juvenile victim – offence not disclosed at interview

The action status type 'juvenile victim – offence not disclosed at interview' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged as the information was received from a third party that an offence was committed against a child but when the child was interviewed, they did not sufficiently disclose the abuse and without other evidence the case cannot proceed.

Death of victim/essential witness

The action status type 'death of victim/essential witness' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence the offender committed the offence but will not be charged due to the victim or an essential witness dying prior to the offender being charged.

Victim withdraws complaint

The action status type 'victim withdraws complaint' is to be used when the investigating officer has determined and documented in the occurrence that there is sufficient evidence that an offence has been committed but the victim does not wish to make a complaint or the victim has formally withdrawn the complaint as detailed below.

A withdrawal of complaint or a wish not to make a complaint is to be instigated by the victim and not coerced, recommended or suggested by a member. The decision is to be of the victim's own free will and not solicited or induced by a member.

A complaint cannot be withdrawn by the victim if a prosecution has commenced (see s. 3.4.4: 'Withdrawal of charges' of this Manual).

An officer may take a withdrawal of complaint from a victim in person:

- (i) by completing:
 - (a) a QP 0458: 'Withdrawal of Complaint' in the QPRIME occurrence;
 - (b) an entry in their official police note book/diary; or
 - (c) audio or video recording of the request to withdraw,and if applicable uploading a scanned copy to the QPRIME occurrence;
- (ii) forwarding a task to their OIC or delegate advising of the withdrawal; and

- (iii) complete a PIR2 to withdraw the complaint.

A victim may also contact Policelink by telephone or complete and submit a 'Queensland Police Service withdrawal of complaint form' located on the Policelink internet webpage to withdraw their complaint.

Where a Policelink operator receives a public initiated withdrawal of complaint where a person is involved on the QPRIME occurrence with one or more of the following classifications:

- (i) a suspect;
- (ii) an offender;
- (iii) a suspect interviewed; or
- (iv) a named person (except for fuel drive off offences),

they are to record the withdrawal and task the organisational unit for the owning station with a request to withdraw.

When an investigating officer receives a withdrawal of complaint from a victim or a task advising that a victim has withdrawn their complaint before the commencement of any prosecution action, they should notify their OIC or delegate of the details of the complainant's withdrawal. When an OIC or delegate receives a task for review and approval where the complainant has withdrawn the complaint before the commencement of a prosecution, the officer should consider Service policy as outlined in Chapter 3: 'Prosecution Process' of this Manual and decide whether further investigations will proceed or not. An OIC or delegate who decides that further investigations of an occurrence are necessary following a withdrawal of complaint by the complainant, should:

- (i) assign a case officer task to the investigating officer for further investigation or assign the task to another suitable officer for investigation; and
- (ii) ensure that a Supplementary Report is completed within QPRIME by the investigating officer.

Evidence indicates offence did not occur

The action status type 'evidence indicates offence did not occur' is to be used when the investigating officer has determined and documented in the occurrence that the offence is unfounded as there is sufficient evidence to reasonably suspect the offence did not occur. The Occurrence Report is to clearly state the actions of the investigating officer and the evidence relied on to conclude that the offence did not occur.

Where an officer has made investigations in relation to an occurrence and believes there is sufficient evidence the offence is unfounded, the officer should:

- (i) record in a General or Supplementary Report within the occurrence:
 - (a) their actions; and
 - (b) the evidence relied on to conclude that the offence did not occur; and
- (ii) submit a task for review and approval to their OIC or delegate for approval.

When an OIC or delegate reviews an occurrence where it is asserted, that the offence is unfounded, and they:

- (i) are satisfied with that conclusion, the OIC or delegate should approve the task; or
- (ii) decide that further investigation of an occurrence is necessary, they should:
 - (a) return the task to the investigating officer for rework or reassign it to another suitable officer for investigation; and
 - (b) ensure that a Supplementary Report is completed by the investigating officer.

Offence a civil matter

The action status type 'offence a civil matter' is to be used when the investigating officer has determined and documented in the occurrence that the matter is deemed to be civil rather than criminal in nature and a criminal offence did not occur.

When an officer has made investigations in relation to an occurrence and believes there is sufficient evidence the matter is civil, and no criminal offence has occurred, the officer should:

- (i) record in a general or supplementary report within the occurrence:
 - (a) their actions; and
 - (b) the evidence relied on to conclude that it is deemed to be civil rather than criminal; and
- (ii) submit a task for review and approval to their OIC or delegate for approval.

When an OIC or delegate reviews an occurrence where it is asserted, that it is civil rather than criminal, and they:

- (i) are satisfied with that conclusion, the OIC or delegate should approve the task; or
- (ii) decide that further investigation of an occurrence is necessary, they should:

- (a) return the task to the investigating officer for rework or reassign it to another suitable officer for investigation; and
- (b) ensure that a Supplementary Report is completed by the investigating officer.

Crime cancelled

The action status type 'crime cancelled' is to be used when the investigating officer has determined and documented in the occurrence that the report was:

- (i) created in error as the offence should not have been recorded in QPRIME; or
- (ii) created but the matter is now being investigated by another policing jurisdiction e.g. Australian Federal Police.

Crime lapsed

The action status type 'crime lapsed' is to be used when the investigating officer has determined and documented in the occurrence that the limitation of proceedings has lapsed. Proceedings for:

- (i) most simple offences must be commenced within one year from the time the matter of complaint arose in accordance with s. 52: 'Limitation of proceedings' of the *Justices Act*, (e.g. breach of DV [simpliciter], weapons offences etc); and
- (ii) some traffic matters can be commenced within two years after the offence. See s. 62: 'Proceedings for offences' of the TO(RUM)A for details.

Graffiti diversion

The action status type 'graffiti diversion' is to be used when the investigating officer has determined and documented in the occurrence that a juvenile between the ages of 12-17 years should be dealt with by way of graffiti diversion and has completed the program (see s. 5.7: 'Graffiti removal program' of this Manual).

1.12 Incident command

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.1 Police commander/emergency commander/TE commander/CBRE commander

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.2 Police operations centre

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.3 Police forward commander

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.4 Police forward command post

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.5 Incident management team

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.6 Support functions and roles

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.12.7 Incident action plans

Withdrawn from public release.

Any inquiries to be referred to the Inspector, Operational Policy and Improvement.

1.13 Operational Legal Advice

POLICY

Officers who require advice on complex or unusual legal issues associated with operational matters may seek such advice from Operational Legal Advice (OLA), Prosecution Services, Legal Division.

PROCEDURE

Officers requiring legal advice should first review relevant legislation, Service Manuals and online legal resources (e.g. Criminal Law Bulletins, Prosecution Services Reference Notes, Prosecutor's Handbook, etc., available on the Prosecution Services webpage on the Service Intranet). Officers should also perform a search of the OLA Legal Discussion Forum (available on the Operational Legal Advice and Development webpage on the Service Intranet) to ascertain if their or a similar inquiry has been previously answered.

The following officers should be contacted before seeking advice from OLA in relation to complex or unusual legal issues arising out of operational matters:

- (i) their immediate supervisor (e.g. shift supervisor, DDO, etc.);
- (ii) the officer in charge of their station or establishment;
- (iii) their district or establishment education and training officer;
- (iv) their district brief manager; or
- (v) their local police prosecution corps.

Officers unable to find the answer to their inquiry through alternative research options or from the above list, are to post their questions to the OLA Legal Discussion Forum, ensuring forum rules are followed.

Officers requiring validation of policy or training materials or asking questions regarding sensitive topics are able to email 'Legal Advice (Operational)', with the authority of their officer in charge.

ORDER

Only commissioned officers and officers in charge who are unable to resolve legal issues locally are permitted to telephone OLA (see contact directory).

Officers who require written advice from OLA are to make their request in writing to their supervising commissioned officer through the chain of command. Written requests for advice are to clearly identify the advice sought and provide copies of all relevant information (e.g. the full brief of evidence), advice and correspondence already obtained pertaining to the matter.

Commissioned officers receiving requests are to ensure local resources have been exhausted and the nature of the inquiry is unusual or complex prior to forwarding the requests to OLA.

Officers are not to contact, or attempt to contact, magistrates, judges of the District Court or judges of the Supreme Court for the purpose of obtaining legal advice.

Members are not to contact OLA in relation to:

- (i) personal legal issues;
- (ii) academic study (including internal development courses); or
- (iii) disciplinary procedures where the officer is not the assigned investigator.

POLICY

Speculative inquiries in relation to hypothetical scenarios should only proceed to OLA as a request for written advice through the member's relevant commissioned officer.

Dissemination of advice

Advice provided by OLA is for the exclusive use of members of the Service. Individuals or entities outside the Service should be directed to seek independent legal advice from a qualified legal practitioner.

ORDER

The distribution of advice to persons or entities outside the Service is only authorised with the express permission of the Inspector in Charge, Operational Legal Advice and Development.

1.14 Deleted

1.15 Crime Stoppers

The Crime Stoppers Program is a community based, not for profit charity run by Crime Stoppers Queensland Limited. Members of the public can provide anonymous information about criminal activity:

- (i) on the toll free Crime Stoppers telephone number; or
- (ii) by electronic submission on the Crime Stoppers Queensland website.

The QPS Crime Stoppers Unit, Road Policing and Regional Support Command manages the receipt of Crime Stoppers information in partnership with Crime Stoppers Queensland Limited.

The role and function of Crime Stoppers can be viewed on their webpage located on the Service intranet.

Confidentiality of callers

ORDER

Confidentiality of callers is the fundamental principle of the Crime Stoppers Programme. Investigating officers are not to reveal to suspects that they are acting upon information received from Crime Stoppers. Officers are to consider s. 119: 'Protection of informers' of the *Drugs Misuse Act* and s. 2.9.2: 'Human Source Management' of this Manual where applicable.

Where any member becomes aware of the identity of a caller the caller's identity is not to be made known, directly or indirectly, to the suspect or any other person, unless required by law. This is vital to protect the welfare of the caller and to maintain the credibility of the Crime Stoppers program.

Members are not to take action which may identify callers, including linking informant's details to the QPRIME Crime Stoppers report. If a member becomes aware of a caller's identity, that information is not to be disclosed without the permission of the caller, or in accordance with the law.

1.15.1 Receipt, investigation and finalisation of Crime Stoppers submissions

Crime Stoppers submissions

A Crime Stoppers submission is an electronic record generated from information provided by any member of the public (the informant) via the Crime Stoppers Queensland Contact Centre or police officer from the Crime Stoppers Unit and entered into QPRIME. The record includes any other external documents relating to the subject matter for investigation.

Receipt and investigation of Crime Stoppers submissions

POLICY

Officers at the Crime Stoppers Unit who assess information from the public suitable for investigation or crime intelligence are to record a submission and task it to the relevant district or local regional intelligence and strategy officer for investigation.

Local intelligence offices who receive a task relating to a Crime Stoppers submission are to:

- (i) review the submission and finalise the task where it is determined that no further action is required; or
- (ii) assign the submission to an intelligence officer for analysis, dissemination and further tasking as required.

The intelligence officer is to take appropriate action as required on the submission and either:

- (i) complete the task with appropriate comments to the officer in charge of the local intelligence office; or
- (ii) create and assign an investigative task to an officer of the relevant organisational unit for investigation or further inquiries to be made.

PROCEDURE

Upon receipt of an investigative tasking associated with a Crime Stoppers submission, the investigating officer is to conduct an investigation based on the information required of the task.

Where further information is required from the caller, the investigating officer is to review the report and identify if the caller has provided their details. If the caller has left their details the investigator is to make contact with the Crime Stoppers Unit via email requesting provision of the caller's contact details.

Investigating officer's action at conclusion of any investigations resulting from Crime Stoppers submissions

To assist Crime Stoppers Queensland in evaluating and determining reward payments to callers, every arrest made as a result of information provided is to be linked to the relevant Crime Stoppers submission.

PROCEDURE

When the investigating officer has completed the investigation in relation to a Crime Stoppers submission, and an arrest has been made as a result, the officer is to:

- (i) link any related arrest occurrences to the relevant Crime Stoppers submission and change the status to 'Complete – arrest made';

(ii) link the submission to the relevant occurrence in QPRIME through either the 'related' tab of the submission or the occurrence; Where there is more than one task referring to the offence, officers are to ensure that the occurrence is linked to all relevant Crime Stoppers submissions. Where more than one task referring to an offence exists, the code number on the task which contributed to the arrest should be noted on any other relevant submission;

(iii) finalise the investigative task associated with the Crime Stoppers submission; and

(iv) forward a 'FYI task' through the submission to the Crime Stoppers Unit advising of the results of the investigation on or prior to the due date listed.

Where the investigating officer has completed the investigation in relation to a Crime Stoppers submission and:

(i) does not make an arrest as a result of Crime Stoppers information, they are to update the status in the relevant submission to 'Complete – no arrest';

(ii) considers the Crime Stoppers information is of no value, false or malicious in nature, they are to update the status in the submission to 'Reviewed – no value'; or

(iii) arrests a suspect recorded on the submission or another person, without reference to the Crime Stoppers information, they are to update the status in the relevant submission to 'Complete – indirect arrest'.

In such instances, the investigating officer is to finalise the investigative tasking and forward a 'FYI task' through the QPRIME submission to the Crime Stoppers Unit advising of the results of the investigation on or prior to the due date listed.

Reply dates and extensions

Reply due dates for Crime Stoppers tasks are set to allow approximately eight weeks for an investigation to take place. Overdue replies on tasks associated with submissions reflect adversely on the Crime Stoppers program and may result in loss of useful information in the future.

POLICY

Investigating officers are to forward the completed Crime Stoppers submissions to the Crime Stoppers Unit (0852), on or prior to the due date listed.

Where additional time is required to investigate Crime Stoppers information, the investigating officer is to re-submit the relevant task(s) to their designated supervisor or officer in charge outlining:

(i) the expected completion date; and

(ii) any further information required.

The supervisor or officer in charge is to supply a new reply date to the investigating officer.

1.15.2 Crime and Intelligence Command investigations

Where appropriate, Crime Stoppers Unit staff are to assign an appropriate task to State Intelligence Group, Crime and Intelligence Command for review and reassigning to the Command for investigation. It is the responsibility of the Crime and Intelligence Command to establish procedures to compare information available in their area, against Crime Stoppers information.

When a Crime and Intelligence Command investigator recognises Crime Stoppers information relates to current investigations, if necessary that officer should liaise with the relevant district intelligence officer. When considered appropriate, in accordance with Appendix 2.3: 'Indicative list of responsibilities for criminal investigations' of this Manual, Crime and Intelligence Command will assist in or control an investigation.

1.15.3 Media releases including comfits

POLICY

Where a media release is considered necessary to assist an investigation, investigating officers are to comply with the provisions of ss. 5.6.11: 'Information sought by the media for public broadcast' and 5.6.12: 'Information released by police seeking public assistance in the investigation of incidents and crimes' of the Management Support Manual.

Police station or investigation centre telephone numbers should not be used in conjunction with the Crime Stoppers toll free telephone number and website, unless considered appropriate in the circumstances. Investigating officers should consult the Crime Stoppers Unit in these circumstances.

Release of comfits should be with the cooperation of Media and Public Affairs Group.

1.15.4 Receipt of criminal information at stations or establishments

POLICY

Where members of the public contact officers at stations or establishments with useful criminal information, members should record an intelligence submission in QPRIME and forward a task to their respective station or district intelligence officer (see the QPRIME User Guide).

The member of the public should not be advised to contact Crime Stoppers with the information, unless it is considered appropriate in the circumstances.

1.15.5 Release of information

POLICY

Where Crime Stoppers information should be investigated by another law enforcement agency, the Officer in Charge, Crime Stoppers is to forward the information through the Assistant Commissioner, Road Policing and Regional Support Command, to the relevant law enforcement agency.

The Officer in Charge, Crime Stoppers may release non-identifiable official Service statistics and administrative information to the directors of Crime Stoppers Queensland Limited and representatives of area committees, (see s. 5.6.13: 'Requests for statistical information' of the Management Support Manual).

1.16 Fatalities or serious injuries resulting from incidents involving members (police related incidents)

Definition

Police related incidents

are incidents resulting in death or serious injury that involve:

- (i) an officer acting in the course of that officer's duty;
- (ii) an off duty officer;
- (iii) staff members (includes protective service officers and members of MRQ and SES) or police recruits, whilst performing duty or otherwise; or
- (iv) Service property, e.g. Service firearms, vehicles, watch-houses, stations or establishments.

Police related incidents which result in fatalities will often include deaths in custody or deaths which happened in the course of or as a result of police operations. Such deaths are defined as reportable deaths in ss. 8(3)(g) and 8(3)(h) of the *Coroners Act*.

Examples of police operations provided in the *Coroners Act* are:

- a police motor vehicle pursuit for the purpose of apprehending a person; and
- an evacuation.

1.16.1 First response procedures

POLICY

First response officers attending police related incidents are to:

- (i) assume command and control at the incident scene (see s. 2.4.1: 'First response procedure at an incident scene' of this Manual);
- (ii) make an immediate assessment of the situation and inquire as to the circumstances surrounding the incident;
- (iii) immediately notify the shift supervisor and the relevant regional duty officer or district duty officer in the region where the incident has occurred, and the appropriate police communications centre;
- (iv) contain and preserve the scene (see s. 2.4.6: 'Preservation of incident scenes' of this Manual);
- (v) take possession of, or safeguard exhibits;
- (vi) detain offenders;
- (vii) wherever practicable, ensure that:
 - (a) members involved in the incident do not leave the scene; and
 - (b) members involved in the incident, or who are witnesses to the incident, do not undertake, or continue to perform duties associated with the investigative process, or other duties at the scene (see s. 1.16.6: 'Integrity of investigation' of this chapter).

In the case of police related incidents resulting in death:

- (i) see also ss. 8.4.2: 'First response actions (deaths)' and 8.5.2: 'Death of a member of the Service' of this Manual; and
- (ii) if the incident involves a death in police custody, see the additional first response procedures outlined in s. 16.23.2: 'Additional responsibilities of officers investigating deaths in police custody' of this Manual.

1.16.2 Regional duty officer or district duty officer responsibilities

The RDO or DDO who is notified or who becomes aware of a police related incident is to:

- (i) attend the scene, make an immediate assessment of the situation and make brief inquiries with persons at the scene, including members directly involved in the incident or who may be witnesses to the incident, as to the circumstances surrounding the incident;
- (ii) assume command and control of the situation pending the arrival or involvement of officers designated to investigate the incident;
- (iii) ensure that the scene is secured;
- (iv) wherever practicable, ensure that:
 - (a) members involved in the incident are removed from the incident scene as soon as practicable and taken to a police establishment, or similar facility, where they have access to amenities and support services; and
 - (b) members involved in the incident, or who are witnesses to the incident:
 - do not undertake, or continue to perform duties associated with the investigative process, or other duties at the scene; and
 - are available for interview by officers assigned to investigate the incident;

(see s. 1.16.6: 'Integrity of investigation' of this Manual);

(v) cause the following officers or units to be immediately notified:

- (a) the regional crime coordinator;
- (b) the regional forensic services coordinator;
- (c) the district officer;
- (d) the assistant commissioner in charge of the region in which the incident occurred;
- (e) the Assistant Commissioner, Ethical Standards Command;
- (f) the duty officer, Crime and Corruption Commission;
- (g) if a death has occurred, the State Coroner's Assistant, OIC, Coronial Support Unit;
- (h) the Brisbane Police Communications Centre;
- (i) the Police Media and Public Affairs;
- (j) the relevant deputy commissioner or after hours, the duty deputy commissioner; and
- (k) if the incident involves a member whilst performing duty:
 - Health, Safety and Wellbeing Division;
 - the appropriate workplace health and safety officer or representative within the region or command or corporate services division of the member involved;
 - the appropriate regional employee union representative where the incident involves an officer or appropriate union for staff members; and
 - if the incident involves a death, the nearest Workplace Health and Safety Queensland office (see SMCD), Department of Justice and Attorney-General. See also 'Notification, Recording, Reporting and Investigation of Work-Related Incidents and Injuries' available on the Safety and Wellbeing Policies webpage of the Service Intranet;

(vi) ensure a significant event message is completed and submitted in accordance with s. 1.4.6: 'Responsibilities of regional duty officer, district duty officer and shift supervisor' of this Manual;

(vii) wherever practicable, ensure that:

- (a) members involved in the incident do not leave the scene; and
- (b) members involved in the incident, or who are witnesses to the incident:

- do not undertake, or continue to perform duties associated with the investigative process, or other duties at the scene; and
- are available for interview by officers assigned to investigate the incident;

(see s. 1.16.6: 'Integrity of investigation' of this Manual);

(viii) ensure where necessary, the immediate provision of 'Psychological First Aid' (PFA) is applied, as per the 'Guidelines for Psychological First Aid' available on the Safety and Wellbeing Policies webpage of the Service intranet. Where possible, deploy dedicated PFA resources to provide PFA:

(a) following a critical incident, as defined under s. 5A.2: 'Definitions for pt 5A' of the PSAA; or

(b) where deemed necessary following a 'potentially traumatic event' (see Appendix 1: 'Deployment of a dedicated PFA resource at an incident / event by RDO / DDO / PFC' of the Guidelines for Psychological First Aid' available on the Safety and Wellbeing Policies webpage of the Service intranet).

(ix) representatives from the Queensland Police Union of Employees, Queensland Police Commissioned Officers Union, Together Union or legal officers for the involved parties are to be provided ready access to the members where and when practicable ensuring the integrity of the incident scene and the preservation of any evidence. The contact is to be away from the incident scene wherever possible; and

(x) until the appointed family liaison officer arrives, identified family and next of kin at the scene are to be treated appropriately outside the outer cordon and as soon as possible provided with as much information as can be released to them without compromising the investigation (see s. 2.12: 'Victims of crime' of this Manual).

The incident commander should ensure that any liaison between the union or legal representative and any members directly involved in the major investigation, is to occur in the outer cordon. If access to the incident scene is required by the incident commander with a member or other person directly involved in the incident (e.g. 'walk-through' of the crime scene), such access is to be given under strict conditions regarding crime scene preservation (refer ss. 168: 'Restricting access to crime scene' and 177: 'Powers of direction etc. at crime scene' of the PPRA).

1.16.3 Responsibility for investigation

ORDER

In the event of a death arising from a police related incident, the incident is to be investigated by Ethical Standards Command, subject to the Crime and Corruption Commission exercising its power to assume responsibility for the investigation (see s. 1.16.4: 'Police related incidents involving fatalities' of this chapter).

Other police related incidents (i.e. those that do not involve fatalities), are to be investigated by or under the direction of the regional crime coordinator, unless otherwise directed by the Commissioner, or a deputy commissioner, or unless responsibility for the investigation is assumed by the Internal Investigations Group, Ethical Standards Command or the Crime and Corruption Commission (see s. 1.16.5: 'Police related incidents not involving fatalities' of this chapter).

1.16.4 Police related incidents involving fatalities

ORDER

When notified of a death arising from a police related incident, the Assistant Commissioner, Ethical Standards Command is to take full responsibility for the subsequent management of the investigation, in consultation with the State Coroner and Crime and Corruption Commission.

Where the incident is to be investigated by Ethical Standards Command, the Assistant Commissioner in consultation with the State Coroner and Crime and Corruption Commission is to:

- (i) determine and arrange for suitable members and specialist units to attend the scene and to assist in the investigation;
- (ii) appoint a senior investigator with sufficient criminal investigation background to carry out the investigation. In making any such appointments, consideration should be given to:
 - (a) the rank of the officers, or the level of seniority of the members who are directly involved in the incident (as opposed to witnesses); and
 - (b) impartiality and the appearance of impartiality, in the conduct of the investigation, including any relationship between the investigating officer and the parties involved in the incident which may give rise to an actual or apparent conflict of interest; and
- (iii) ensure investigations of deaths arising from police related incidents are conducted expeditiously with due regard to the psychological welfare of individuals involved.

1.16.5 Police related incidents not involving fatalities

ORDER

When notified of a police related incident which does not involve a fatality, the regional crime coordinator is to:

- (i) be directly responsible for the investigation of the incident, unless otherwise directed by the Commissioner, or a deputy commissioner, or unless responsibility for the investigation is assumed by the Internal Investigation Group (IIG), Ethical Standards Command (ESC) or the Crime and Corruption Commission (CCC);
- (ii) conduct the investigation or appoint investigators with sufficient criminal investigation background to carry out investigations. In making any such appointments, consideration should be given to:
 - (a) the rank of the officers, or the level of seniority of the members who are directly involved in the incident (as opposed to witnesses); and
 - (b) impartiality and the appearance of impartiality, in the conduct of the investigation, including any relationship between the investigating officer and the parties involved in the incident which may give rise to an actual or apparent conflict of interest. For example, an investigator must be appointed from a police establishment other than from where the incident occurred, or where the officers or members directly involved in the incident are stationed;
- (iii) liaise with officers from the CCC and IIG, ESC to facilitate a free flow of information between all parties concerned and to minimise duplication of investigations;
- (iv) ensure that members directly involved in the incident or who are witnesses to the incident are interviewed as soon as practicable and it is highly desirable that interviews occur prior to any critical incident stress debriefing, including any defusing (see s. 1.16.6: 'Integrity of investigation' of this Manual);
- (v) ensure investigations of police related incidents are conducted expeditiously with due regard to the psychological welfare of individuals involved; and
- (vi) liaise with the regional forensic services manager to ensure that an appropriate forensic response is provided.

Role of Investigation Teams, ESC

ORDER

When notified of a police related incident which does not involve a fatality, an officer representing the Internal Investigation Teams (IIT), Internal Investigation Group (IIG), ESC is to:

- (i) liaise with the regional crime coordinator (RCC) and officers from the CCC;
- (ii) make an immediate assessment of the incident in conjunction with the RCC and CCC officers; and
- (iii) in conjunction with the CCC officers, overview the investigation and provide appropriate advice and assistance to the RCC.

For deaths in custody, an investigator from IIG, ESC will be appointed to perform the role of family liaison officer.

If, in the opinion of the officer representing the IIT, IPG, ESC, proper investigational or procedural matters are not being adhered to, or there are matters which may adversely affect an impartial investigation, that member should confer with the RCC and officers from the CCC in an endeavour to resolve the issue.

If an issue cannot be resolved, the officer representing the IIT, IPG, ESC is to advise the Chief Superintendent, ESC, who should consult with the Assistant Commissioner, ESC and if necessary discuss the issues with the Deputy Commissioner, Specialist Operations or the on-call deputy commissioner. The relevant deputy commissioner may consult with the Director, Complaints Services, CCC and the relevant regional assistant commissioner to resolve the issue.

The Commissioner, Deputy Commissioner, Specialist Operations or duty deputy commissioner may direct that the Superintendent, IIG, ESC assume responsibility for the investigation of a police related incident. Following any such direction or as a result of the Internal Investigation Group, ESC assuming responsibility for an investigation, the RCC and the appropriate assistant commissioner are to provide all reasonable assistance.

1.16.6 Integrity of investigation

Officers involved in the investigation of any police related incident are to:

- (i) consider impartiality and the perception of impartiality in the conduct of the investigation at all times (see 'Procedural Guidelines for Professional Conduct' available on the ESC Command Documents webpage of the Service Intranet); and
- (ii) disclose to the OIC of the investigation, any relationship with any parties involved in the incident which may give rise to an actual or apparent conflict of interest.

First response officers, RDO or DDO, and investigating officers should ensure that the integrity of independent versions of members directly involved and members who are witnesses to a police related incident is preserved as far as practicable.

In this regard, members directly involved in the incident or who are witnesses to an incident should be interviewed separately and as soon as practicable following the incident. If psychological first aid (PFA) is provided, it is imperative that the incident specifics are not discussed prior to the investigation process.

Members directly involved in the incident or who are witnesses to an incident should not discuss the incident amongst themselves prior to being interviewed, unless there are justifiable reasons for doing so. Discussing an incident with other witnesses may influence a person's independent recollection of an event and any perception of collusion between witnesses may diminish the credibility of any evidence given.

In determining whether it is appropriate to discuss an incident prior to being interviewed, officers should apply the 'SELF Test' (see the 'SELF Test' decision making model and 'Procedural Guidelines for Professional Conduct' available on the ESC Command Documents webpage of the Service Intranet and s. 3.10.9: 'Witnesses not to discuss evidence and to remain outside of court' of this Manual).

1.17 Significant event reviews

1.17.1 District/group significant event review matter

Definitions

Significant event review matter

is an incident involving a member of the Service which by reason of its nature, seriousness, or frequency of occurrence, warrants further consideration.

Where an incident has been categorised as a significant event review matter a review is to be conducted at the district/group level. The assistant commissioner and district officer (see SMD) maintain full discretion and may direct a review of any matter at any time.

Police related incident

is an incident resulting in death or serious injury (see definition below) that involves:

- (i) an officer acting in the course of that officer's duty;
- (ii) an off duty officer;
- (iii) staff members or police recruits, whilst performing duty or otherwise; or
- (iv) Service property, e.g. Service firearms, vehicles, watch-houses, stations or establishments,

see s. 1.16: 'Fatalities or serious injuries resulting from incidents involving members (police related incidents)' of this chapter.

Serious injury

means:

- (i) grievous bodily harm (see s. 1: 'Definitions' of the CC);
- (ii) an injury caused by the discharge of a firearm; or
- (iii) any injury or illness which significantly affects the physical health or condition of any person; and
- (iv) includes any physical condition which requires the person to be admitted to hospital or receive ongoing treatment by a medical practitioner beyond initial examination and diagnosis.

Examples of serious injuries/illnesses include:

- (i) broken or fractured jaw, arm, ribs or leg;
- (ii) communicable disease, e.g. Hepatitis C;
- (iii) exposure to extreme temperatures causing hyperthermia/hypothermia; and
- (iv) loss of consciousness and concussion.

The term injury does not include psychological or psychiatric injury.

Matters that shall be reviewed without exception

The following matters are required to be reviewed without exception:

- (i) a police related incident (as defined above);
- (ii) use of a Service firearm (see s. 14.7: 'Use of firearms' of this Manual);
- (iii) deployment of a Taser (see s. 14.23.1: 'Definitions' of this Manual);
- (iv) high risk situations (see SMD) and tactically dangerous situations (see s. 17.3.7: 'Tactically dangerous situations' of this Manual);
- (v) use of a tyre deflation device (TDD) (use being defined as the physical act of deploying a TDD (successful or unsuccessful), see also s. 14.30: 'Use of tyre deflation devices' of this Manual).

Matters which may be reviewed by exception

The following matters are not required to be reviewed unless a failure to do so exposes the Service to significant risk or due to the nature, seriousness, or frequency of occurrence, warrants further consideration. Such a matter may involve non-compliance with Service policy or procedures, a high degree of risk to the Service in terms of operational policing or safety issues or a concerning trend is identified in relation to the matter and/or member(s) including:

- (i) use of force of such a nature that by exception as described in this part should be referred to the Business Management Meeting (BMM) (see s. 2.1: Business management meetings' of the MSM) (threshold to be determined by the district officer);
- (ii) minor matters not ordinarily required to be referred including where there is a concerning course of conduct relating to a member;
- (iii) crashes involving a Service vehicle or vessel;
- (iv) pursuits;
- (v) camera detected offences;
- (vi) urgent duty driving in response to priority code 1 and 2 tasks; and
- (vii) minor injuries in custody.

1.17.2 Purpose of a significant event review

The purpose of a significant event review is to critically analyse:

- (i) police actions during a significant event (see s. 1.18: 'Significant events' of this chapter);
- (ii) actions that may expose the Service to significant risk due to non-compliance with Service policy or procedures;
- (iii) any degree of risk to the Service in terms of operational policing or safety issues; or
- (iv) concerning trends identified in relation to a particular matter and/or Service members.

This will provide opportunities for learning and improvements at the individual, work unit, district or whole-of-Service level. Specifically, significant event reviews should:

- (i) identify good and/or inappropriate practices;
- (ii) identify issues, causal factors and potential trends in behaviour and practice;
- (iii) recommend action to address the cause of inappropriate practice or reduce its effect; and
- (iv) promote good practice and a culture of continual improvement.

As part of district and command performance reviews, discussions will include any significant event review and use of force related issues, causal factors and trends in behaviour or practices, as well as what actions addressed the causes of each issue or reduced their effect. Districts and commands should discuss how a culture of continual improvement and good practices were promoted.

The general intent of a significant event review is to consider matters by exception (excluding s. 1.17.1: 'Matters to be reviewed without exception' of this chapter). A significant event review is not required for matters that are minor in nature, policy compliant or already dealt with through other avenues, forums or review mechanisms. Only matters reviewed should be recorded in accordance with s. 2.5: 'Information management' of the MSM.

It is not intended for a review to apportion blame to individuals and it is not part of the disciplinary process. If during a significant event review misconduct or a ground for discipline other than misconduct is identified, the matter is to be immediately reported in accordance with s. 6A.1: 'Duty concerning misconduct and other grounds for disciplinary action' of the PSAA.

When a reviewable matter is under investigation by the Internal Investigation Group (IIG), Ethical Standards Command (ESC), the matter must be referred, in the first instance, to the relevant professional practice manager to determine the investigation status before conducting the review. To avoid duplication of effort, it is not necessary to review a matter which has already been similarly reviewed through other avenues, forums or review mechanisms.

ORDER

Biannually in a calendar year, the individually nominated portfolio manager (see s. 1.17.5: 'Conducting significant event reviews' of this chapter) is to forward to the Commander, Integrity and Performance Group, ESC any issues, factors or trends identified from significant event reviews and use of force discussions.

1.17.3 The establishment of a significant event review capability

A significant event review capability is to be established at district level and within the Road Policing and Regional Support Command. It is at the discretion of the relevant assistant commissioner of Operations Support Command and Crime and Intelligence Command to delegate the portfolio to a group level.

For other corporate areas and commands, the establishment of a significant event review capability is at the discretion of the relevant assistant commissioner or executive director where there is a demonstrated need.

1.17.4 Jurisdiction of significant event reviews

Significant event review matters are to be reviewed by the district or command to which the officers involved in the significant event review matter are attached, or 'centrally functioned' to.

Where a significant event review matter involves members of more than one district, command or division, the district in which the event occurred should complete the review.

Where a significant event review matter involves members from other districts or commands, consultation is to occur with the commissioned officer responsible for the member to obtain the necessary information for the review.

Significant event review matters involving police dogs are to be reviewed by the Operations Support Command Dog Bite Committee.

1.17.5 Conducting significant event reviews

Significant event reviews shall be managed as a portfolio at district/group level and within existing business arrangements.

The **portfolio manager** means an officer nominated by the district officer or equivalent to consider and evaluate significant events in their area.

The general intent of a significant event review is to analyse matters by exception (excluding s. 1.17.1: 'Matters that shall be reviewed without exception' of this chapter). A detailed analysis of an event is not required if a matter is deemed to be unremarkable in nature, policy compliant or already dealt with via other assurance activities. Significant event reviews are to be conducted independently of any criminal, coronial, discipline or workplace health and safety investigation which is being conducted in relation to an incident. However, the findings of such investigations may be used as a source of information.

It is the responsibility of the portfolio manager to consider and evaluate all operational policing activities that have occurred in their area to determine if they require detailed analysis. The process includes:

- (i) consideration of all operational policing activities that have occurred for the period;
- (ii) categorising each activity as either:
 - (a) an event that must be reviewed without exception; or
 - (b) an event that may be reviewed by exception;
- (iii) evaluation of the events that may be reviewed by exception to determine if they meet the definition of a 'significant event review matter', i.e., by reason of its nature, seriousness, or frequency of occurrence the event is likely to expose the Service to significant risk and requires detailed analysis; and
- (iv) evaluation of each 'significant event review matter', to determine if:
 - (a) the event:
 - is minor in nature, policy compliant or already dealt with through other avenues; and
 - requires no further analysis; or
 - (b) requires detailed analysis.

In most instances reviews may be completed by the individual portfolio manager 'on the papers', in so far as the review will only need to consider information that is already documented. Sources of information may include reports generated from an incident debriefing, shift and occurrence logs, significant event messages, dog bite incident reports, QPRIME 'Use of Force Reports', relevant QPRIME occurrences and any other documents produced from the subsequent criminal, coronial, disciplinary and/or workplace health and safety investigation.

Where necessary, subject matter experts should be called upon to assist with the review. Depending on the nature of the incident, advice or assistance may also be sought from the OIC of the member involved in the incident, and members from specialised units or with a specific skill set for example, a qualified OST instructor for use of force matters.

1.17.6 Significant event review considerations

Significant event reviews should consider any issues arising from an incident which highlights deficiencies or which necessitate a need to develop or improve systems, practices, policies, equipment or infrastructure at the individual, work unit and whole-of-Service level. Examples of good practice should also be identified.

The level of analysis or review conducted for each significant event review matter should be commensurate with the seriousness of the incident.

In addition to the general points outlined in s. 1.17.2: 'Purpose of a significant event review' of this chapter, when examining significant event review matters, the following guidelines should be considered:

Police related incidents

A comprehensive review should be undertaken of any incidents involving death or serious injury occurring within their area of responsibility. The factors to be considered for such incidents will vary depending on the nature or circumstances of the incident. However, in completing a review the appointed portfolio manager should:

- (i) if available, consider the findings of any investigation made into the incident;
- (ii) assess the outcomes of the formal debriefing of the incident;
- (iii) when considering the causal factors of the police actions, pay particular attention to issues associated with:
 - (a) training;
 - (b) equipment;
 - (c) existing policies and procedures;
 - (d) situational awareness;
 - (e) command and communication; and
 - (f) access to support; and
- (iv) develop and make recommendations for improvements to systems, policies, processes, practices and training if appropriate.

Pursuits

When reviewing pursuits, the appointed portfolio manager should consider:

- (i) any relevant history including driver licence and traffic history concerning the drivers of the Service vehicles involved in the pursuit e.g. driver training courses attended and any previous traffic crashes, or camera detected and traffic offences recorded);
- (ii) the type of Service vehicle involved and the capabilities of the vehicle;
- (iii) whether or not the pursuit was conducted in accordance with Service policy (see s. 15.5: 'Pursuits' of this Manual). In particular:
 - (a) did the reason for the pursuit fall within the justification for a pursuable matter;
 - (b) was an appropriate risk assessment conducted. What factors were considered;
 - (c) were the reasons for and the risks involved continually reassessed during the pursuit;
 - (d) did the pursuit expose the police, public or occupants of the pursued vehicle to unjustifiable risk;
 - (e) if appropriate, was the pursuit abandoned in accordance with Service policy (see s. 15.5.11: 'Abandoning a pursuit' of this Manual);
 - (f) was a debrief of the officers involved in the pursuit conducted in accordance with s. 15.5.13: 'Conclusion of a pursuit' of this Manual); and
 - (g) in the case of a high performance police vehicle involved in a pursuit, was the driver authorised to drive such a vehicle in urgent duty driving situations (see s. 15.3.5: 'Use of high-powered vehicles for urgent duty driving' of this Manual);
- (iv) any fluctuations or trends associated with pursuits (e.g. significant increases or decreases in number and type) and the underlying causes of such fluctuations or trends; and
- (v) any areas of concern involving particular officers and/or work units.

The use of a firearm, conducted energy weapon (Taser) or OC spray

In the review of incidents involving the use of firearms, Tasers or OC spray, the appointed portfolio manager should give consideration to the following issues:

- (i) the threat assessment conducted (i.e. the POP – 'person', 'object', 'place' process);
- (ii) the use of force options available and employed (bearing in mind the Situational Use of Force Model 2016 and the QPS philosophy – COPS: Consider all Options and Practice Safety);
- (iii) how the firearm, Taser or OC spray was used (i.e. presented only, deployed etc.);
- (iv) whether each firearm, Taser or OC spray use was:
 - (a) authorised (i.e. was the use in accordance with Service policy);
 - (b) justified;

(c) reasonable/proportionate/appropriate;

(d) legally defensible; and

(e) tactically sound and effective;

(v) was the officer qualified to use the firearm, Taser or OC spray (i.e. completed the initial training course and was OST qualified to use a Taser or OC spray see s. 14.3.1: 'Operational Skills and Tactics Training' of the Manual); and

(vi) was an overview of the incident conducted by the OIC of the station or establishment in accordance with s. 14.21.4: 'Reporting the use of OC spray' of this Manual or s. 14.23.8: 'Reporting the use of a Taser' of this Manual, and if so was any action taken (i.e. breaches of discipline or misconduct reported).

Crashes involving a Service vehicle or vessel

When reviewing crashes involving Service vehicles or vessels, the appointed portfolio manager should consider:

(i) any relevant history including driver licence and traffic history concerning the drivers of Service vehicles or vessels involved in the incident (e.g. marine or driver training courses attended and any previous traffic crashes, or camera detected and traffic offences recorded);

(ii) the findings of any investigation conducted in relation to the incident (See s. 5.13: 'Investigation of traffic crashes involving members of Service vehicles' of the Traffic Manual);

(iii) any fluctuations or trends associated with crashes involving Service vehicles or vessels (e.g. significant increases or decreases in number and type) and the underlying causes of such fluctuations or trends; and

(iv) any areas of concern involving particular officers and/or work units.

Camera detected and other traffic breaches involving a Service vehicle or vessel

When reviewing camera detected or other traffic breaches involving Service vehicles or vessels, the appointed portfolio manager should consider:

(i) any relevant history including driver licence and traffic history concerning the drivers of Service vehicles or vessels involved in the incident (e.g. marine or driver training courses attended and any previous traffic crashes, or camera detected and traffic offences recorded);

(ii) the findings of any investigation conducted in relation to the incident. See s. 15.10: 'Traffic breaches committed by drivers of police vehicles' of this Manual;

(iii) any trends which may identify underlying cause of such occurrences;

(iv) any areas of concern involving particular officers and/or work units.

Urgent duty driving in response to priority code 1 and 2 tasks

While it is acknowledged that statistics relating to priority code 1 and 2 tasks are considered during the Operational Performance Review process, the Road Policing and Regional Support Command significant event review should examine on a bi-annual basis issues and trends relating to priority code 1 and 2 tasks within their area of responsibility. This review should include consideration of any concerns about the inappropriate allocation of priority codes.

High risk missing persons

The significant event reviews are to overview all high risk missing person (defined in s. 12.1: 'Introduction' of this Manual) investigations for a minimum period of six months from the date the missing person investigation commenced. Where appropriate this may extend past six months and until deemed no longer necessary.

1.17.7 Recording and reporting findings and recommendations

ORDER

Significant event reviews are to be conducted, recorded and reported in such a manner that opportunities for learning and improvements may be identified at the individual, work unit, district and whole-of-Service levels. Specific findings and recommendations shall be tabled for discussion at monthly business management meetings (see s. 2.1: 'Business management meetings' of the MSM) as the appropriate authorising environment.

The chair of the business management meeting is responsible for ensuring that all significant event review findings, recommendations and outcomes are recorded in the meeting minutes.

Any local remedial action that has been approved should be initiated as soon as practicable. If a recommendation has application on a whole-of-Service level, it is to be forwarded to the Operational Review Unit, Ethical Standards Command for consideration by the Critical Incident Review Sub-Committee (CIRS).

Where appropriate, the district officer will provide constructive comments to the members involved, relating to both good practices and/or areas of practice that could be improved. This feedback may be provided formally or informally.

1.17.8 Critical incident review

A 'critical incident' means:

- (i) an incident in which it was necessary for an officer on duty to discharge a firearm in circumstances that caused or could have caused injury to a person;
- (ii) a death of a person in custody; or
- (iii) either of the following in which a person dies or because of which a person is admitted to hospital for treatment of injuries:
 - (a) a vehicle pursuit;
 - (b) a workplace incident at a station or establishment; or
 - (c) a police-related incident involving an officer acting in the course of that officer's duty.

Critical incident review matter

A critical incident event review matter is an incident involving a member of the Service which due to its nature or seriousness warrants further consideration by the Operational Review Unit (ORU), Ethical Standards Command.

A critical incident review matter includes:

- (i) a critical incident (as defined above); and
- (ii) any significant event matter as directed by the Commissioner or their delegate.

Purpose of a critical incident review

The review and analysis of critical incidents provides the opportunity to:

- (i) identify areas for improvement in processes and practices that will enhance the response to future situations;
- (ii) communicate relevant information concerning the incident and the subsequent findings to all members to enhance their response to future incidents; and
- (iii) provide recommendations to the Critical Incident Review Sub-Committee (CIRS) concerning resources, training, policy, procedure and legislation implications.

This will provide opportunities for learning and growth at the individual, work unit, district and whole-of-Service level. In each case specific findings and recommendations are considered in three areas:

- (i) processes and practices relative to the incident including tactics and decision making;
- (ii) policy, procedure, training and legislation applicable to the situation; and
- (iii) use of force employed during the incident (if applicable).

It is not the purpose of a critical incident review to apportion blame to individuals and is not part of the disciplinary process.

ORDER

Critical incident reviews are conducted independently of other relevant criminal, coronial, discipline or workplace health and safety investigations. However, the findings of these investigations may be used as an information source.

Jurisdiction of the Operational Review Unit

The ORU operates under the delegated authority of the Commissioner and extends across all functional areas of the Service.

Throughout the review, the ORU will identify and maintain regular contact with a liaison officer from the respective region, command or division.

Where a review matter involves a specialist area (e.g. SERT), the specialist area will be invited to provide a subject matter expert to assist with the review.

Conducting a critical incident review

Each time that a critical incident occurs, the ORU will conduct a review on behalf of the Service.

On occasion, the Commissioner may also initiate a review of a significant event matter.

To assist the review, all findings and documentation from any relevant criminal, coronial, discipline or workplace health and safety investigation will be provided to the ORU.

Recording and reporting review outcomes

The ORU will conduct, record and report reviews in such a manner that opportunities for learning and improvements are identified at the individual, work unit and whole-of-Service levels. Specific findings and recommendations will be referred to the CIRS for consideration.

The Manager, ORU is responsible for ensuring that a record of all review matters, including findings and recommendations, are documented in accordance with s. 2.5: 'Information management' of the MSM.

Any remedial action identified following the review should be initiated as soon as practicable. In all instances the result of the review, including findings and recommendations, are to be forwarded to the chair of the CIRS for consideration. Where appropriate, the review should make recommendations to acknowledge and have good work and professional practice formally recognised.

Critical Incident Review Sub-Committee

The CIRS is an advisory and decision-making committee established to strategically manage the findings and recommendations of critical incident review matters, plus other matters as required, and where appropriate take action consistent with the Service's continual improvement philosophy and in accordance with its workplace health and safety obligations to employees and members of the public.

The objectives of the CIRS are to:

- (i) identify trends and causal factors in relation to incidents reviewed;
- (ii) guide the Service in the implementation of measures to address adverse trends and causal factors in relation to incidents reviewed;
- (iii) guide the Service in the implementation of any recommendations to policy, procedures or practices; and
- (iv) promote good practice and a culture of continual improvement on a Service-wide basis.

The CIRS reports to the Deputy Chief Executive, Strategy and Corporate Services. The CIRS is to, where appropriate, act in response to findings and recommendations, consistent with the Service's continual improvement philosophy.

The Manager, ORU maintains all secretariat responsibilities consistent with the CIRS role.

1.18 Significant events

A 'significant event' includes any:

- (i) incident involving injuries sustained by Service members on duty or travelling to and from work, which required medical treatment;
- (ii) vehicle pursuit. Additional information required in relation to pursuits is contained in s. 15.5.15: 'Investigation of offences committed during pursuits' of this Manual;
- (iii) ramming of an emergency service vehicle, including circumstances where a driver of any vehicle uses that vehicle to make forcible contact with an emergency service vehicle where injury or damage occurs (e.g. colliding with, brake checking, and any manoeuvre likely to cause a traffic crash);
- (iv) incident resulting in death or serious injury of any person (see SMD for definition of 'serious injury');
- (v) incident involving the use or discharge of a firearm by an officer other than for the lawful destruction of an injured or sick animal, during firearms training or other activity authorised pursuant to s. 2(1)(m): 'Application of Act' of the *Weapons Act* (see also s. 14.7: 'Use of firearms' of this Manual);
- (vi) incident involving the use of a Taser as contained in s. 14.23.8: 'Reporting the use of a Taser' of this Manual by exception only;
- (vii) incident which may impact on the reputation of the Service or the Queensland Government;
- (viii) incident which is designated as a major investigation in accordance with s. 2.4.2: 'Evaluation of incident' of this Manual;
- (ix) case of a death in custody as outlined in s. 16.23: 'Deaths in police custody' of this Manual;
- (x) case of a person in custody attempting suicide or becoming seriously ill or seriously injured;
- (xi) case of a child in custody: who attempts self-harm; is assaulted; or becomes ill or injured and requires medical treatment;
- (xii) incident where a declaration is made under the *Public Safety Preservation Act*; and
- (xiii) incident which instigates a change to the Queensland Police Security Alert Level.

In each of these cases, the RDO or DDO is to ensure a significant event message (SEM) is completed (see s. 1.18.1: 'Significant Event Messaging System' of this chapter).

In the case of (v) above, the RDO or DDO is to ensure the incident is recorded as a 'Police related firearms incident' in the SEM.

In the case of (i) to (v), messages will be accessed by the Director, Health, Safety and Wellbeing Division.

In the case of (vi) above, a message is only required where:

- (i) the incident involves multiple uses of a Taser;
- (ii) the incident involves the use of two or more Tasers; or
- (iii) the RDO or DDO directs the subject officer to furnish a SEM.

In the case of (viii), messages will be accessed by Crime Stoppers so officers can ask appropriate questions of callers regarding unsolved offences (see s. 5.6.12: 'Information released by police seeking public assistance in the investigation of incidents and crimes' of the MSM).

In the case of (xiii) above, members are to comply with the roles and responsibilities assigned in the Queensland Police Security Alert Level (QPSAL) Handbook.

When a Service member is found committing or is suspected of having committed an offence, a SEM is not to be sent. The matter is to be dealt with in accordance with the Ethical Standards Command, Complaint and Client Service Reporting policy. RDOs are to ensure the on-call Duty Officer, Internal Investigations Group, is immediately advised. However, where the driver of a police vehicle is detected committing an alleged breach of s. 79 or 80 of the *Transport Operations (Road Use Management) Act*, the Service member is to be dealt with in the same manner as members of the public.

Information contained within a SEM is not for general broadcast.

Significant events (advice to Minister)

At the direction of the relevant assistant commissioner, a QPS Ministerial Briefing Note (MBN) is to be completed if it is considered the incident involves controversial or major issues. The MBN is to be completed by the RDO or DDO and forwarded for attention of the relevant assistant commissioner. The MBN is to be completed as soon as the relevant facts surrounding the significant event are verified.

Significant events which may require an MBN for advice to the Minister include the following:

- (i) a declaration of an emergency situation under the *Public Safety Preservation Act*;
- (ii) a major incident (e.g. a bus crash with multiple fatalities or serious injuries);
- (iii) major criminal investigations (e.g. murder or attempted murder of a foreign national);
- (iv) politically sensitive or motivated incidents (e.g. major demonstration at function attended by a Member of Parliament);
- (v) environmentally significant incidents (e.g. a major chemical spill);
- (vi) incidents involving possible legal ramifications;
- (vii) incidents drawing media and community interest (e.g. a serious sexual offence against a child on the way to school);
- (viii) the death or serious injury of a person in police custody or in a police related incident;
- (ix) the death or serious injury of a police officer; and
- (x) an incident involving suspected illegal immigrants or suspected illegal fishing vessels and crew.

When a RDO or DDO furnishes a SEM in accordance with the provisions of this section:

- (i) the RDO or DDO is to ensure the SEM is sent as soon as practicable. In protracted significant events, an initial message is to be followed by update(s) when further facts are established;
- (ii) the RDO or DDO is to assess all available information in relation to the event and ensure the SEM has been noted as to whether or not an MBN is required;
- (iii) where an MBN is required, the RDO or DDO is to draft an MBN and submit it to the relevant assistant commissioner for the region;
- (iv) assistant commissioners of regions or commands (or their delegates), who receive a draft MBN in relation to a significant event are to assess the information and, if required, submit it for the attention of their respective deputy commissioner;
- (v) assistant commissioners of regions or commands (or their delegates) are to monitor all SEMs originating in their region/command, ensuring appropriate action is taken in relation to any MBNs;
- (vi) between the hours of 0800 hrs and 1700 hrs, Monday to Friday, excluding public holidays, assistant commissioners of regions or commands or their delegates, are to ensure SEMs, and where appropriate MBNs, are forwarded through their chain of command. Outside of these hours they are to be forwarded to the Duty Officer, Police Communications Centre (PCC);
- (vii) the Duty Officer, PCC, is to assess if the information:

- (a) is required to be brought to the attention of the Duty Executive Officer urgently, and ensure the Duty Executive Officer is advised immediately; or
- (b) does not require immediate notification and ensure the duty executive officer is advised at the next available opportunity;
- (viii) the Duty Executive Officer is to assess the information and ensure where appropriate, MBNs relating to instances involving controversial or major issues are immediately forwarded to the Minister for Police;
- (ix) the Duty Executive Officer is to ensure:
 - (a) the Commissioner and the on-call deputy commissioner are provided a copy of the MBN provided to the Minister for Police; and
 - (b) the nominated senior policy advisor to the Minister for Police is verbally advised when the Minister for Police is advised; and
- (x) the Inspector, PCC, Brisbane, is to maintain current contact details for the Minister for Police, Commissioner of Police, deputy commissioners, and the senior policy advisor to the Minister for Police, Fire and Emergency Services and Minister for Corrective Services.

1.18.1 Significant event messaging system (SEMS)

The purpose of a significant event message (SEM) is to provide immediate information on a situation as it is known at that time (i.e. a Situation Report (SITREP)). Further updates and clarifications may be necessary as the response to the incident progresses.

Significant Event Messages do not take the place of formal reporting. They do not require large amounts of information (particularly the first message) and do not require elaborate detail. If further clarification is requested, an update can be provided.

Detailed instructions regarding the use of the SEMS are contained in the SEMS User Guide, which is maintained by Frontline and Digital Division and located on the Service Intranet.

Completion of a significant event message

In addition to the requirements of s. 1.4.6: 'Responsibilities of regional duty officer, district duty officer and shift supervisor' of this chapter regarding significant events, members completing or overviewing a SEM on the SEMS should:

- (i) determine whether the incident requires a message i.e. would the assistant commissioner or other members of the Senior Executive need to know about the incident;
- (ii) be concise in their reporting of the incident. The message should contain sufficient information to provide advice, but specific details are not generally required (i.e. complete lists of property or elaborate detail of an offence). The message is a SITREP, not a full report;
- (iii) ensure the incident is suitable for broadcast on SEMS. Disciplinary matters concerning members of the Service should not be entered on the system. Sound judgement should also be applied to other contentious or confidential issues;
- (iv) ensure the information is appropriate for this type of message (i.e. only broad details of offence particulars are required for incidents such as sexual assaults. For example the location, status of investigation etc. in these cases, the QPRIME occurrence would contain the explicit details of the offence);
- (v) if information is interim advice only, advise what is known and provide an update later; and
- (vi) seek advice from their supervisor or where applicable, the regional or district duty officer if guidance is required.

If confidential or sensitive information is required to be passed to the senior executive, the region or command office may make direct contact with the responsible deputy's office or after hours with the Duty Executive Officer. Advice will be provided as to the appropriate method for provision of such information.

SEM are given a unique number. To update an existing message, complete the update fields and submit as usual.

Accessing a significant event message

SEM are automatically forwarded as per the SEMS User Guide.

Access to the system is based on the user's level of access. For information on access levels and authority to modify access levels refer to the SEMS User Guide.

SEM can be accessed via any Service computer as follows:

- (i) from the Service Intranet Homepage select 'Significant Event Messaging System'; and
- (ii) select the required message or use the 'Basic search' or 'Advanced search' functions and enter relevant search criteria to locate message.

1.19 Queensland Police Security Alert Level (QPSAL)

The Queensland Police Security Alert Level (QPSAL) system is a communication tool to inform members of the Service about the protective security posture to be applied in the current threat environment.

The QPSAL is a three-tiered action orientated system that helps OIC and managers ensure appropriate measures are adopted at the assigned level at their establishment and by their staff. The levels are:

BE AWARE	LEVEL 1 A credible general threat has been identified and an attack against QPS personnel may occur. Moderate station & personnel security measures apply
BE ALERT	LEVEL 2 A credible specific threat has been identified and an attack against QPS personnel is likely. Elevated station & personnel security measures apply
BE READY TO ACT	LEVEL 3 An attack against QPS personnel is imminent, occurring or has occurred. Maximum station & personnel security measures apply.

In the normal threat environment, the Service state-wide security alert level is BE AWARE.

The QPSAL aims to help protect Service members and establishments, by:

- (i) raising awareness of the current threat environment and likelihood of attack;
- (ii) ensuring members adopt an appropriate level of vigilance in their workplace; and
- (iii) informing an appropriate selection of protective security measures to prepare, deter and respond to an attack or act of violence.

The QPSAL is informed by an assessment of national security information and Service holdings which indicate the likelihood of a threat to Service members and establishments.

A change in security alert levels may be applied across single or multiple stations or establishments (based on geographical location), single or multiple districts or regions, or on a state-wide basis depending on the nature and type of threat identified.

A district officer has the authority to make changes to the alert level at one or multiple stations within their district or across their whole district.

An assistant commissioner has the authority to make changes to the alert level at one or multiple districts within their region, or across their region.

Only the Commissioner or a deputy commissioner has authority to alter alert levels State-wide or across multiple regions.

Security alert levels for establishments located within specific geographical areas (district or region) that are part of a command or division, are only to be raised in consultation with the relevant district officer or assistant commissioner for that geographical area.

Members identifying a credible threat of attack against Service member/s or establishments that may warrant a change in QPSAL level are to ensure advice is promptly reported to their OIC or Manager for consideration of referral to the relevant district officer or assistant commissioner as appropriate.

OIC and managers receiving advice of threats impacting members or establishments under their control should consider the need to implement appropriate protective security measures independent of the QPSAL process and whether or not there are any changes to security alert levels.

District officers and assistant commissioners are to ensure communication arrangements are established within their district or region to facilitate timely advice of QPSAL changes to all stations and establishments including raising or lowering their alert level.

The Assistant Commissioner, Security and Counter-Terrorism Command will recommend changes to the QPSAL level resulting from significant changes in the security environment.

The Assistant Commissioner, Crime and Intelligence Command will recommend changes to the QPSAL level resulting from credible threats identified by units within the Crime and Intelligence Command.

OIC and managers are to ensure QPSAL signage of the current alert level is displayed at their establishment to ensure it is clearly communicated to all staff.

The roles and responsibilities of officers and additional information regarding the QPSAL can be found in the QPSAL Handbook located on the Specialist Operations webpage on the Service Intranet.

OPM Issue 102
Public Edition

Appendix 1.1 NOTICES – Recording initial demand

N	Nature of incident	Describe the nature of the incident.
O	Offender status	What is the offender's present location? Consider person, object and place.
T	Threats	What are the known or implied threats?
I	Identifiers	What are the descriptions (identifiers) of persons or vehicles etc.?
C	Computer checks	What computer checks are required for this incident?
E	External agencies	Which external agencies must I advise regarding this incident?
S	Supplementary information	What assistance or advice can I provide to the caller?

OPM Issue 102
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Appendix 1.2 SOLVE – Recording initial demand

ELEMENTS	FACTORS	CONSIDERATIONS		
		LOW	MEDIUM	HIGH
SEVERITY	<ul style="list-style-type: none"> What is the relative severity of the incident or offence? What is the impact or potential impact on the victim and the community? What is the scope of the potential damage/loss? 	Low risk of impact to life/property/community if no police attendance, incident not severe in relative terms with other incidents, damage or loss minor	Potential harm to life/property/community may be present at incident and there is a level of risk in terms of severity of the incident relative to other incidents	Loss of life/property and/or severe impact to community highly likely police don't attend
OPPORTUNITY	<ul style="list-style-type: none"> Does the incident or offence represent an intervention opportunity to prevent or disrupt recidivism, repeat victimisation, or a pattern of offending? Is the incident or offence an opportunity to gather evidence or intelligence of broader importance than the immediate offence or incident? Does the incident or offence represent an opportunity to engage with the community or partners to achieve an outcome of strategic or operational importance? 	Unlikely any opportunity to prevent or disrupt recidivism/ repeat victimisation or ID patterns or gather intel/evidence through attendance, nil strategic/operational significance through engagement	Potential opportunity to prevent or disrupt recidivism/ repeat victimisation or ID patterns or gather intel/evidence through attendance, nil strategic/operational significance through engagement	High opportunity to prevent or disrupt recidivism/ repeat victimisation or ID patterns or gather intel/evidence through attendance, and contribute to matters of strategic/operational significance through engagement
LIKELIHOOD	<ul style="list-style-type: none"> What is the likelihood of the harm or threatened harm occurring or reoccurring? What is the likelihood of a police response being effective at resolving or mitigating the incident or of solving the offence? What is the likelihood that evidence will be lost if attendance is delayed? 	Unlikely for harm to occur/reoccur or police being effective in resolving or solving through attendance, no potential for loss of evidence if police do not attend	Some possibility of harm occurring/re-occurring or police being able to resolve or solve through attendance to prevent repeat CFS or some potential to prevent loss of evidence through attendance	High chance of harm occurring/re-occurring and police being effective in resolving and solving through attendance and prevent loss of evidence
VULNERABILITY	<ul style="list-style-type: none"> Is the person(s) impacted by the incident or the offence vulnerable? Does the incident or offence increase the vulnerability of the whole community or its institutions (eg. corruption, offences against people performing public functions)? 	Person impacted by incident not vulnerable nor is incident likely to increase vulnerability of community/institutions	Person impacted (victim or offender) may be vulnerable and/or incident may increase vulnerability of community/institutions	Multiple vulnerabilities exist in the persons impacted and/or the incident will increase the vulnerability of community/institutions
EXPECTATIONS	<ul style="list-style-type: none"> When considered in the full context of competing demands and available resources, what would the community expect police to do in response to the incident or offence? Are there applicable policies or statutory requirements that impact on a response to the incident or offence? 	No community expectations in attending incidents and nil policies or statutory requirements to attend	Some community expectations in attending incident or some policy or statutory requirements to attend	High community expectation to attend and high levels of policy/statutory requirements to attend

PROFESSIONAL JUDGEMENT

Appendix 1.3 Deleted

Appendix 1.4 Deleted

Appendix 1.5 Deleted

OPM Issue 102
Public Edition

Appendix 1.6 Agreed guidelines for helicopters operating near scenes of police operations

(s. 1.12.5)

Background

The following guidelines have been adopted by the Queensland Police Service, the Helicopter Association of Australia and the media for coverage by helicopters of the scenes of accidents, sieges, murders, etc.

Operating levels and distances

Inside built-up areas: 1000 feet (or 300 metres) overhead, 500 metres laterally from the scene.

Outside built-up areas: 500 feet (or 150 metres) overhead, 300 metres laterally from the scene.

Siege situations: 1000 feet (or 300 metres) overhead, 1000 metres laterally from the scene.

Duration of operations

Operations over the scene are to be confined to a few minutes to minimise noise.

Landing site selection

Landing sites are to be approximately 200 metres downwind from the scene (including roped-off, 'secondary' or otherwise reasonably extended scenes as well as the focal point of the operation).

Experience has demonstrated that no adverse effect by way of noise or rotor wash will be occasioned when these guidelines are followed.

Media relations generally

Police can request media representatives not to publish operationally sensitive material, publication of which might impede investigations and/or any subsequent trial. This includes photographs in some cases, such as photographs of Special Emergency Response Team members' faces. Police have no other role in restricting what the media can publish, on the grounds of good taste or otherwise. If reasonable requests are likely to be ignored, contact should be made, through the Media and Public Affairs Group, with the management of the news media concerned.

Instructions

- (1) The police forward commander or incident coordinator in charge of an area covered by the media from a helicopter is to ensure that the operational guidelines set out above are accepted by police and that no more stringent restrictions are requested.
- (2) If there is any apparent infringement of the guidelines, the police forward commander or incident coordinator in charge of the scene will liaise with the media and civil aviation authorities to reduce the possibility of conflict and unnecessary interruption to police investigations.

Appendix 1.7 Standard plans

(s. 1.12)

**Withdrawn from public release.
Any inquiries to be referred to the Inspector, Operational Policy and Improvement.**

OPM Issue 102
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