

Corporate Resource Management

Corporate Resource Management describes the functions and activities that support the delivery of policing services to the Queensland community. The functions and activities are provided through four areas: Human Resources Division, Information and Communications Technology, Finance Division and Administration Division.

Key Priority Areas:

- Human Resource Management
- Financial Management
- Information Management
- Physical Resource Management

Strategies

- Employ human resource management policies and practices to support all staff.
- Provide information management systems and information services to support operational police and enhance the effectiveness and efficiency of the Service.
- Ensure the effective and efficient use of Service resources.
- Ensure all legislative and government-imposed obligations are met (for example Freedom of Information, Equal Employment Opportunity, Waste Management, Building Codes).
- Ensure effective planning for and management of the Service's human, financial, information and physical resources.
- Plan and implement the Service's capital works and other assets programs.



Key Priority Area – Human Resource Management

The Human Resources Division consists of the Human Resource Development Branch, the Human Resource Management Branch, the Health Services Branch and the Industrial Relations Branch.

The Human Resource Development Branch manages the education and training activities described under the Professional Standards and Ethical Practice Output at page 48. Additionally, key functions such as the recruitment of new officers, and the promotion and transfer of existing officers, are managed by the branch.

On 1 July 2003, the Police Service transferred responsibility and staff for selected functions including finance and human resource transactional functions to PartnerOne and CorpTech. On 1 July 2006 PartnerOne transitioned to the Shared Service Agency hosted by Queensland Treasury.

During 2006-07 a review of the recruitment process was undertaken and improvements were implemented to streamline procedures and update entry standards. Key changes included:

- training, support and coordination of district recruitment officers
- inclusion of operational police officers on recruit interview panels
- the revision of driver licence and aquatic test requirements.

New recruiting initiatives will commence in 2007-08 to ensure that the Police Service is well positioned to meet future recruiting challenges. A new recruitment campaign is to be launched to broaden the appeal of policing as a career for both graduates and people considering a career change.

Another significant initiative will be the implementation of new entry pathways to support targeted recruiting activities for students undertaking relevant tertiary studies, serving police officers from other police jurisdictions, Australian Defence Force personnel, people with a recognised trade and those from rural and regional areas of Queensland.

Operational Proportionate Approach Model for part-time work

The Industrial Relations Branch has been central to the implementation of a new model whereby part-time operational police officers, subject to their availability, may be rostered to work rotational shifts in direct proportion to those being worked by full-time operational police in the same workplace. If an exact direct proportion cannot be achieved, guidelines to vary the model have also been developed.

This initiative provides a fair and equitable approach to rostering. It was developed in response to the growing number of police requesting to work part-time due, in the main, to family responsibilities.

Health Services

The Health Services Branch optimises operational policing capabilities by improving and promoting the wellbeing and safety of all Police Service members. Achievements and new initiatives implemented in 2006-07 include:

- improvements to health and safety management systems in accordance with the Queensland Government's 'Safer Workplaces' strategy to reduce the number and cost of work-related injuries
- workshops conducted by the Positive Workplaces Program to raise awareness and provide for the timely resolution of conflict within the workplace
- a reduction in the Workers Compensation premium through the proactive management of health and safety issues and continual improvement of injury management processes
- development of a range of marketing and education materials to promote improved health and well-being, positive coping strategies and general fitness
- delivery of proactive sessions to enhance resilience and life skills and knowledge of health and safety and injury management.

HealthStart Now Online

The HealthStart Online Learning Product, which complements the HealthStart program, was developed during 2006-07 to assist Police Service members to take control of and monitor their own health. The HealthStart Program is a voluntary, free and confidential health assessment for all Service members.

The online interactive program contains a range of activities that help participants gauge their current level of health and determine where improvements could be made. The program includes modules related to nutrition, physical activity, mental health and social wellbeing. Through the program, participants are able to identify their level of health and consider improvements which will contribute towards to a healthier lifestyle.

Equal Employment Opportunity Management Plan

The Equity and Diversity Unit has achieved, or contributed to achieving, numerous outcomes outlined in the EEO Management Plan 2006 – 2008 including:

- amalgamating policy in relation to unlawful discrimination (including sexual harassment) and workplace harassment, to simplify the processes (both proactive and reactive) for staff and management alike. The new policy is in the final stages of development, following the collection of comments through a reactor phase
- a training program on Negative Workplace Behaviours which was trialled in South Eastern Region, and is currently being delivered to all Corporate Services staff with a view to statewide implementation
- the addition of another specifically identified Indigenous position to assist in training Indigenous personnel in the Police Service.

Station Client Service Officers

During 2006-07, twenty staff members successfully completed their training as Station Client Service Officers (SCSO). This pilot program was developed in conjunction with officers in charge, shift supervisors and district managers from the Logan Central, Toowoomba, Upper Mt Gravatt and Petrie Stations.

Designed to enhance client service on front counters at 24-hour stations, staff SCSOs received training in tactical communication skills and the ability to provide assistance to external clients and police officers.

The program also has the advantage of allowing more police officers greater opportunity to perform operational duties. SCSOs proved to be very successful with senior staff praising their enthusiasm and the positive impact they have had on client service. The program will be introduced into several other 24-hour police stations during 2007-08.

Key Priority Area - Financial Management

The Finance Division is responsible for managing financial resources and ensuring that expenditure is within the acceptable limits set by government. The division ensures the Police Service's financial dealings comply with legislative requirements and standards.

Finance Division staff members perform a wide variety of tasks, including providing advice relating to Service policies, proposals and strategies, coordinating responses and meeting reporting requirements, forecasting budget positions and developing systems to improve current financial management processes.

The Taxation and Corporate Support Branch is responsible for ensuring the Service meets its obligations for both Commonwealth and State taxes, as well as processing the payment of witness expenses. The branch also incorporates staff who are responsible for the maintenance and strategic development of financial systems for the Police Service.

The Policy and Reporting Branch gives guidance and advice on accounting issues as well as ensuring that the Service's financial policies are current. The branch is also responsible for preparing the Service's annual financial statements and ensuring the accuracy of the Police Service's general ledger.

The Operational Planning Branch is responsible for coordinating, monitoring, analysing and providing advice on the Queensland Police Service budget. The branch also develops and maintains budget and reporting systems to comply with the requirements of government, in addition to developing financial models and the financial content of business cases and feasibility studies. The branch prepares the financial content of the Police Service's Ministerial Portfolio Statement and other budget-related papers.

The Financial Projects Manager is responsible for providing advice and support regarding the Government's financial reform agenda, in particular, the Shared Service Initiative, other government initiatives, and significant statewide policing projects.

Key Priority Area - Information Management

In January 2007, the Police Service amalgamated the Operational Policing Program and Information Management Division to establish a new area, Information and Communications Technology (ICT).

QPRIME, the Integrated Justice Information Strategy (IJIS), the Public Safety Network and the Legacy Migration Program are major undertakings for ICT. CrimTrac, the Department of Justice and Attorney-General, CITEC and Queensland Transport are also pivotal to the future of ICT at a whole-of-government level. The capacity to manage these initiatives has been enhanced by ICT's involvement and commitment to the goals of the State Government ICT Governance Review. ICT's capacity to manage competing priorities is bolstered through expert staff and positive relationships with stakeholders and clients.

In addition to these critical business systems and projects, ICT provides support for the Service through the Information Systems Branch, Police Information Centre, Information Resource Centre, Information Security Section and the Information Planning Branch. These units work together to provide infrastructure, technology, resources, and expertise, to meet the present and future operational needs of the Police Service.

Information and Communications Technology supports all Police Service members with expert advice and enhanced information resources to do their job. It is responsible for providing a range of services including: information systems development and management, information planning and implementation, management of corporate databases, maintenance of the Police Service's intranet, crime statistics, forensic mapping and cartography, library services and the central management of warrants and criminal histories.

QPRIME is a corporate business system that has significantly advanced operational policing, intelligence gathering, profiling, and incident management. Implementation of this critical system commenced in February 2006, and is now well advanced.

Implementation of QPRIME Phase 2.1 on 18 June 2007 was preceded by statewide training of all police officers and the majority of staff members. To date, QPRIME has replaced more than 100 systems and has now become the single source of information relating to incidents, locations, vehicles and persons. Police

officers have immediate access to offender entries and advanced information analysis. Access to digital boundary maps and geographical information systems (mapping) is also available. QPRIME implementation also provides the Service with its first statewide intelligence sharing network incorporating all occurrences.

The Public Safety Network (PSN) Project brings together the data networks of the Service, Queensland Corrective Services and the Department of Justice and Attorney-General and puts them under unified management arrangements.

The project has made significant progress during 2006-07, with the following highlights:

- the three participating agencies have entered into a partnering agreement signifying their commitment to delivering their data network services on a shared basis
- a major network upgrade at the Service's 480 police stations is well advanced
- the conceptual design for the new cluster-based network has been completed.

The PSN Management Centre has been established in Brisbane. This is a purpose-built organisational unit, hosted by the Police Service and operating under cluster-based governance that will deliver network services to the three agencies.

The Legacy Migration Program (LMP) has been initiated to replace or archive redundant applications replaced by QPRIME. During 2006-07, the LMP entered into a four-year contract with Fujitsu to replace the mainframe system and commence the business analysis required to replace other legacy applications.

The Minimum Nationwide Person Profile (MNPP) is a national initiative sponsored by the Ministerial Council of Police and Emergency Management - Police (MCPEMP). It provides police throughout Australia with access to essential operational information about persons of interest. This includes warnings, warrants, weapons, criminal histories, DNA and child protection offender indicators, missing persons, domestic violence, bail conditions and escapees.

The Integrated Justice Information Strategy (IJIS) enhances and automates information sharing between police and the courts. Collaborative work to date between the Police Service and our IJIS partners has enhanced the efficiency of all criminal justice agencies in managing the movement of persons through the criminal justice system.

During 2006-07, Information Systems Branch (ISB) focused on the provision of technical infrastructure and structural changes for the ongoing support of QPRIME. To prepare for implementation of phase 2.1, the ISB Service Desk assumed responsibility for all calls for assistance related to computers, printers and other electronic devices. This provided for statewide calls regarding information technology to be serviced on a single 1300 telephone number and via facsimile, email and through the QPS intranet.

ISB received a High Commendation award in the Best Information Technology Infrastructure Library Implementation (Project of the Year) category at the inaugural Information Technology Service Management Forum Awards for its new ISB Service Desk and supporting service management processes.

The Police Information Centre (PIC) remains at the forefront of helping protect children from harm. PIC conducts national criminal history checks for child related employment, and provides a service that continually monitors the criminal history status of Blue Card holders, alerting the Commission for Young People and Child Guardian when a Blue Card holder is charged with an offence. This allows the Commission to take immediate action to suspend the Blue Card, where appropriate, and force the removal of the person from the workplace or place of unsupervised interaction with children.

The Information Resource Centre (IRC) continued the provision of services including Web, Geographic Information, Statistics, and Library Services. A key achievement for IRC during 2006-07 was the completion of the rollout of the Web Content Management System. This system enables the Police Service to publish web information in a more flexible and efficient manner on both the intranet and the external Police Service internet site. This project included the standardisation of over 100,000 pages of intranet content.

The IRC also represents the Police Service on the Queensland Spatial Information Council. This provides a valuable partnering opportunity for the Service, with exposure to spatial industries across the three sectors of government, industry and academia. Geographic Information Services supported operational policing efforts associated with APEC 2007, and manages the definition of police boundaries within QPRIME.



**Mrs Cheryl Burstow, Administrative Officer,
Metropolitan South Regional Office**

Cheryl, who is based at Upper Mount Gravatt, has worked for the Police Service for 15 months

where she keeps the 'front office' humming and is a first point of contact for the many visitors to this busy workplace.

On team work....

"We have our own duties - however we work in collaboration with one another and assist as appropriate...The Metro South Office is a very pleasant, supportive working environment."

Any challenges?

"Learning new systems has been quite challenging – also taking minutes for the Regional Traffic Consultative Committee where everyone is talking at once and I am trying to get it all down!"

Highlights?

"Being appointed to a permanent position, obtaining compliments from others and getting support from key managers."

On the work-life balance...

"Focus on what needs to be done, persevere, be energetic and diligent and unselfish for the family unit."

Information Security Section (ISS) provides consultancy services, guidance, policy and other direction to ensure the confidentiality, integrity, and availability of the Service's information resources. In particular, ISS controls access to information resources, investigates and audits computer use and suspected misuse, conducts information systems security audits, and develops and maintains the information security policy framework.

During 2006-07, ISS completed the review of information security policies to ensure that the framework centred on stronger consultation across the Service and appropriate risk management. This affords protection of information assets according to their sensitivity and the needs of the business. Other activities undertaken by ISS included:

- the review of information sharing arrangements and the development of a framework to ensure that all current and future arrangements are fully documented and supported by legislation
- the acquisition of accredited encryption technologies to ensure that Police Service information is secure when taken off-site
- working with other areas to ensure the Service maintains a strong capability to monitor access to and modification of information held in operational policing systems.

Information Planning Branch continued to:

- align ICT planning activities with the business needs of the Police Service and the whole-of-government direction on ICT planning
- an active contribution to the formulation of whole-of-government ICT directions such as provision of input and feedback on the Government's Information Standards, and government enterprise architecture positions
- the provision of governance support to the Information Steering Committee and associated Boards
- the provision of professional advice on ICT planning and policy matters such as the alignment of the Service's ICT enabled business changes.

Key Priority Area – Physical Resource Management

The Administration Division facilitates the management and provision of administrative and logistical support. The division consists of Logistics, Property and Facilities, Weapons Licensing and Administration branches and the Freedom of Information and Privacy Unit.

Logistics Branch functions include major procurement and contract management for the Police Service, warehousing and distribution of police uniforms and consumables, managing and maintaining the police motor vehicle fleet, developing and introducing improved uniform and personal equipment items and providing in-house printing and armoury services. All Logistics Branch functions operate under the umbrella of an externally accredited and audited Quality Assurance Program to the standard specified in AS/NZS ISO 9001:2000.

During 2006-07, 80 per cent of Standing Offer Arrangements were established with Queensland suppliers. Five of the 32 Standing Offer Arrangements established during this period were with regional suppliers. Separately, significant financial savings were realised on a number of procurement contracts through successful pre-contract negotiations with short-listed companies.

The Transport Section has continued to provide professional fleet management services to the Police Service with an emphasis on selecting the most operationally suitable vehicles and achieving the optimum fit-out of those vehicles for Service use.

Enhanced visibility of police vehicles is an important issue given the operational requirement for police vehicles to travel at speed on public roads. During 2006-07, a number of prototype high visibility marking schemes for police vehicles were trialled in Kingaroy and Warwick police divisions. A preferred marking scheme was selected and a roll out of the new high visibility markings commenced.

During the reporting period, the Transport Section commenced the following initiatives:

- the roll out of the BMW RT 1200 police motorcycles
- the air conditioning of prisoner containment modules
- security and safety upgrades to police vehicles.

Building for the future - Capital Works

On 1 December 2006, the Police Service Board of Management established the Strategic Capital Planning Committee. The functions of the Committee are to:

- consider the internal and external client needs regarding major capital works
- set the medium and long-term priorities for capital works
- inform the Board of Management with regard to capital works priorities.

Major projects completed during the financial year included replacement police stations at Southport (\$6.1M), Oakey (\$.85M) and Kirwan (\$1.2M). A replacement police station and watchhouse were completed at Gympie (\$10.8M) and a temporary police station completed at Yungaburra (\$.14M).

New Police Beats completed during the reporting period included, Hemmant (\$.45M), Jacobs Well (\$.53M), Eagleby (\$.56M), Rainbow Beach (\$1.09M), Arundel (\$.51M), Eden's Landing (\$.51M), Biggera Waters (\$.53M), Pacific Pines (\$.51M), Norfolk Village (\$.51M), Tullawong (\$.43M) and the refurbishment of the Fortitude Valley Police Beat (\$0.44M). A new classroom was constructed at the Queensland Police Service Academy in Townsville (\$.34M), and duplex accommodation was completed at Cooktown (\$.65M).

The Weapons Licensing Branch issued 8,335 new licences, renewed 11,600 and received 24,497 applications for the issue of permits to acquire firearms with over 55,000 licences due for renewal during 2007-08. The branch continued to provide licensing and permit services, as well as support, training and advice to internal and external clients.

In 2006-07 the Freedom of Information (FOI) and Privacy Unit received in excess of 2,600 FOI and privacy applications. All applications were processed within statutory timeframes. The unit continues to provide support, training, and advice to internal and external clients, whilst maintaining professional relationships with representatives from the Office of the Information Commissioner and other FOI sections within government.



Future Initiatives 2007-08

The Police Service is progressing the Government's commitment to increase police numbers by 350 additional police officers. These additional police will enable the Government to maintain its commitment to keep pace with the national police to population ratio.

QPRIME Phase 2.2 is scheduled for implementation in 2008 and this will provide further intelligence functionality, online watchhouse management and custody, prosecutions and court results.

The Police Service will implement relevant information feeds to the Minimum Nationwide Person Profile and will provide access to the full national data set through QPRIME. This will greatly assist police in identifying interstate criminals or persons of interest who are in Queensland and will improve the efficiency and effectiveness of national law enforcement.

The Police Service will work with IJIS on the automated return of court results, which will further reduce duplicate data entry by agencies, and ensure the accuracy of information.



**Mr Emmanuel Anthony, Senior Cultural Adviser,
Office of the Commissioner**

"I would like to continue my community involvement on a part-time voluntary basis. I'm retiring from paid work not from life!"

Emmanuel has worked for the Queensland Police Service for over 27 years. He is a highly respected member of staff who plans to retire in mid 2007. He will be greatly missed by both his work mates and Queensland's multicultural community.

What do you do as Cultural Adviser?

"I provide advice to the Commissioner of Police on issues pertaining to cultural, linguistic and religious diversity. Also, I maintain, initiate and develop community liaison which enhances mutual understanding."

I provide assistance with the QPS multicultural policies and programs aimed at enhancing Service delivery. Finally, I develop community confidence and trust in QPS and in the role and function of operational officers."

On the best aspects of his work...

"The people....I work with a very broad spectrum of people within governments and communities. Essentially, an adviser's role is to be 'on tap' to assist in providing a level of confidence and trust that enhances the work of operational police officers."

Highlights?

"Receiving the PSM (Public Service Medal) in the 1992 Australia Day Honours List, being a member of former Assistant Commissioner Braithwaite's committee which overviewed the publication of 'The Long Blue Line' which is a history of the Queensland Police Service launched by the Governor-General."

On changes he has seen in the Service....

"An increasing emphasis on EEO policies that promote access and equity programs and encourage recruitment of persons from culturally, linguistically and religiously diverse backgrounds. Also, a strong commitment to the Government's Charter of Public Service as the framework for planning the delivery of quality policing."

On the things that inspire him....

"I was going to retire some four years ago, however was encouraged to stay on by the very positive corporate ethos engendered through our Commissioner. I am inspired by the men and women of our Service whose integrity, compassion and understanding of the society they serve enables them to interact so effectively with a broad cross-section of people."