



Queensland Police Service ICT Resources Strategic Plan 2009–2013



Enabling tomorrow's policing

Commissioner’s foreword 4

Introduction 5-6

Aims of the plan 7

About policing and ICT services 8

Strategic drivers of change..... 9

ICT trends of other organisations..... 10

Vision for QPS ICT resources..... 12

Guiding principles..... 13

ICT strategies..... 15

Implementing the plan 18

Roadmap 19

Definition

The following definition should be used when reading this document.

| Term | Definition |
|-------------------|---|
| QPS ICT Resources | This term refers to ICT resources used by the Service to meet its business objectives. This includes resources such as software to process information. The QPS ICT organisational unit represents a subset of the Service’s ICT resources. |

Document control

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Commissioner's foreword

The vision of the Queensland Police Service (QPS) is Queensland is a safe and secure place to live, visit and do business.

Looking ahead, maintaining a high level of community engagement and confidence while fighting crime, improving road safety, and responding to community needs will be an ongoing challenge.

That challenge will be enhanced by the effects of climate change, economic volatility, an aging population and delivering a high quality, 24/7 policing service to the fastest growing and most decentralised state in Australia.

Information Communications Technology (ICT) resources have an important part to play in supporting this vision and in meeting the challenges that lie ahead. Indeed, as a modern policing organisation the Service depends heavily on ICT resources to carry out its daily activities.

There are opportunities to make more productive and effective use of the Service's resources to improve operational performance. To that end, this ICT Resources Strategic Plan 2009–2013 (this Plan) sets out strategies to assist frontline police, and therefore the community, in numerous ways, including:

- making more informed decisions in tasking resources for improved response and officer and community safety
- ensuring officers remain in the field and are as operationally effective as possible whilst working with the community
- leveraging the wealth of information the Service collects by identifying trends and responding operationally, or with adjustments to policy, procedure or legislation
- establishing better ways to work in partnership with the community
- continuing to contribute towards state and national agendas.

This Plan outlines the necessary advancements through which the Service can successfully continue its mission to deliver high quality, innovative, progressive and responsive policing services.

This Plan represents an essential part of our future and has my full support.

A handwritten signature in black ink, appearing to read 'Bob Atkinson', written over a horizontal line.

Bob Atkinson APM
Commissioner
Queensland Police Service



Introduction

This Plan is part of an on-going journey for the Service's ICT resources and therefore it is appropriate and important to recognise achievements and progress made since the last major planning activity.

These and other initiatives put in place a foundation that is essential to building future capabilities to better support policing.

| | |
|--------------------------------|--|
| Incident response | The Service is well advanced in establishing a dedicated non-urgent multi-channel contact centre to improve client service, police productivity, and contact management. Also, significant progress is being made in modernising the Computer Aided Dispatch (CAD) system. |
| Operational policing | <p>Queensland Police Records & Information Management Exchange (QPRIME) is an integrated, 24/7 policing solution that replaced over 200 information silos used for incident recording, management, and investigation.</p> <p>QPRIME provides a single view of people and objects of interest and includes information analysis capabilities, as well as providing a platform for information sharing, both internally and externally.</p> <p>Improvements for road safety will result from transitioning to digital based technology for speed and red light infringements, including back office processing efficiencies.</p> |
| Advances in technology | <p>Fingerprint scanning devices have been implemented in nominated watchhouses, significantly shortening timeframes for identification.</p> <p>An award winning forensics system allows forensics staff to operate in the field supporting the gathering and analysis of physical evidence in significantly reduced timeframes.</p> |
| Information sharing | Participation in multi-agency initiatives focused on information sharing (eg the electronic transfer of charges and court results, and the National Police Reference System) has increased efficiency and effectiveness for police. |
| Core ICT infrastructure | QPS is the lead agency for the Public Safety Network initiative, which is delivering major network security, reliability and capacity upgrades (especially to remote stations) while achieving whole-of-government economies-of-scale through the sharing of fixed data network infrastructure between agencies. |

In future years, the foundation will be enhanced through a range of strategic initiatives enabling police to access and record information in the field, while maximising contact with command and improving the response to community requests for service.

The Service will continue to work with its business partners (primarily criminal justice and law enforcement agencies, emergency service organisations and transport authorities) to enhance efficiency and effectiveness through increased interoperability, and sharing of information and ICT infrastructure.

In parallel, existing capabilities will be maintained through an ongoing technology refresh program and continual improvements made to the delivery of ICT services within QPS (such as corporate governance, architecture, and sourcing models).

The importance of information to operational police underlines the need for strategic management of the Service's overall ICT capability, beyond the delivery of any particular initiative. This Plan plays a very important role in achieving this and the Queensland Government's strategy of Toward Q2 through ICT.

In light of the above it is clear that the role of ICT resources in policing continues to expand, adding value to both core policing and support functions of the Service.

I look forward to working with people throughout the Service, the Queensland Government, Commonwealth agencies and the ICT industry to make this Plan a reality.



Paul Stewart

**Assistant Commissioner, Information and Communications Technology
Queensland Police Service**

Aims of the plan

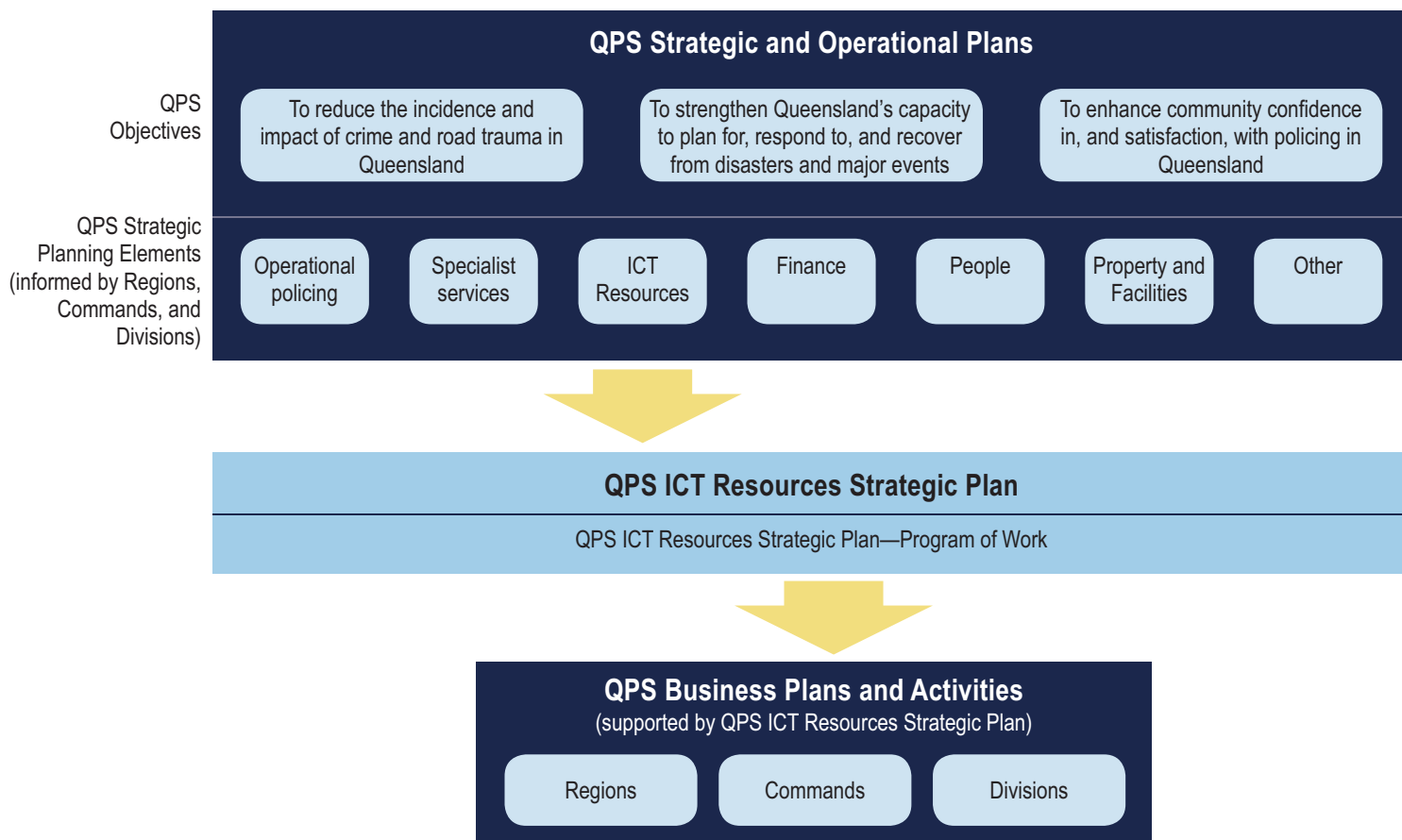
This Plan recognises the significant and varied demands for ICT resources by ensuring all needs are defined and are supportive of achieving the Service's organisational goals and objectives into the future.

This Plan aims to ensure investment decisions are optimised for the benefit of the Service, and for its stakeholders, by:

- comprehensively representing the strategic ICT-related requirements of the organisation;
- providing an ongoing management tool from which to consider any changes in priority and/or any new demands;
- establishing a plan which is achievable and measurable, and promotes accountability for the potential significant investment it represents;
- engaging all relevant stakeholders in a process which facilitates greater sharing and understanding between and amongst individual units; and
- providing a mechanism by which whole-of-government directions can also be supported.

Lastly, this Plan will form the basis from which individual organisational units' ICT-related plans can be formulated, thereby ensuring all relevant activities within the Service are focused on the most important things that need to be done.

The below diagram illustrates the relationship of this Plan to the QPS Strategic Plan and to the ICT-related plans of the Service's organisational units.



About policing and ICT services

The Queensland Police Service provides quality policing services 24 hours a day to Queensland residents and visitors, with the following core services that collectively support the community:

Police Service Delivery

Personal Safety
Property Security
Traffic Policing
Public Order and Safety

Service Delivery Support

Client Service
Strategic Positioning and Response
Human Resources Management
Financial Management
Professional Standards and Ethical Practices

These services are carried out by over 14,500 employees across Queensland working in eight police regions (dealing with operational and community policing issues); three commands (dealing with major crime, specialist operational support and ethical standards); and a corporate services group (comprising administration, finance, human resources and ICT functions).

The delivery of ICT services in the Queensland Police Service is a complex operation extending through all internal organisational units, and supporting numerous external organisations locally and interstate, including other Government agencies, community groups and private enterprise.

Internal ICT resources include more than 12,000 desktops, and 1,000 servers supporting around 200 'enterprise' applications. The Service stores more than 300 terabytes of information, with storage requirements having grown significantly (by around 2,000 percent since July 2005) due to increases in digital based evidence, audit requirements, electronic records, email usage, and information analysis demands.

Radio and electronics systems are a significant asset worth more than \$80 million. This includes an extensive statewide radio network that provides the core means of communicating with officers in the field.

Core telephone communication systems are based on digital voice servers and support users at over 500 locations statewide, including 23 police communications and operations centres. Satellite based ICT services are also provided, particularly in remote locations, to support officer safety and provision of services to the local community.

In business terms, the ICT environment supports:

- The answering and logging of over 450,000 Triple Zero (000) calls per annum plus other requests for service.
- The recording of 500,000 new occurrences (eg crime related) including 1.5 million property items each year.
- The issuing of approximately one million traffic and related infringement notices per annum.
- The checking of over 400,000 national criminal histories in support of industry licensing and accreditation (eg blue card holders).
- The renewal of over 40,000 weapons licenses per annum.

ICT services are supported by both internal and external resources working to provide operational support and project delivery capabilities.

In addition, the ICT organisational unit is complemented by technical and business resources within other Regions, Commands and Divisions.

Strategic drivers of change

As a modern and progressive public service organisation, the Queensland Police Service is required to be more responsive, efficient and accountable in its operations. Some of the key factors that are creating the need for change include:

- To more effectively deliver public safety and security from an end to end perspective, QPS needs to be able to collaborate with other law enforcement agencies, emergency service organisations, transport authorities and other organisations not just in managing incidents but in all parts of our business from response management to prosecution. The lessons learned from the bushfires in Victoria are a good illustration of disaster management requirements and community expectation.
- Efficiency demands, combined with the need to reduce the burden on officers, require improvements to be made in terms of streamlined processes across the Service and in particular for our frontline officers where the majority of our work force operates. This translates to a need for better information and tools to allow our officers to carry out their duties as seamlessly as possible.
- Changes in legislation, such as the targeting of major and organised criminal activity through telecommunications interception and surveillance, provide opportunities to enhance policing operations through the use of ICT resources.
- Advances in technology bring challenges such as fighting technology-enabled crime and opportunities, such as unified communications, spatial systems and video processing based technologies such as in-car cameras and automated number plate recognition.
- The Queensland Government's ICT strategy Toward Q2 through ICT represents a significant opportunity to leverage not only whole-of-government benefits, but also a more streamlined, consistent and customer focused service delivery model for the community. Right to Information legislation is an instance where the community is benefiting from more open access to information held by Government.
- Service Delivery and Performance Commission recommendations provide a mandate to enhance the business of ICT which will see improved governance, planning and delivery practices.
- National and international agendas, cross jurisdictional initiatives, and operational requirements rely on partnerships on numerous levels from sharing information to interoperable service delivery. The proposed change in radio spectrum for government agencies and the National Broadband Network are cases in point that will have major implications for communications in Queensland.

ICT trends of other organisations

The Service will continue to keep abreast of ICT-enabled activities being pursued by other law enforcement agencies, as well as emerging ICT trends. Some of these include:

- Support for 'back-to-basics' policing through improving support for frontline police to access and capture information in the field in a timely manner, with such information capture being fit-for-purpose, to reduce overheads.
- Improvement to the utilisation of the workforce (and related resources) enabled by better decision support capabilities.
- Increased sharing of information and progressively more integrated processes between criminal justice and emergency services organisations. Significant interoperability capabilities are being targeted.
- Leveraging advances in technology. Police are increasingly relying on biometrics; in-car/body-worn video cameras and other video based technologies such as automated number plate recognition; automated vehicle/resource location; dynamic and interactive intelligence analysis tools; social networking internet sites; evolving forensic technologies; digital communications; imaging; spatial systems; and other technologies to make substantial progress.
- Whole-of-government strategies seeking to obtain economies-of-scale through consolidation and rationalisation of ICT resources and use of shared services.





“Embracing technology will facilitate increased police presence, enabling us to better serve the Queensland community”

Kathy Rynders
Deputy Commissioner
(Regional Operations)

Vision for QPS ICT resources

QPS ICT Vision: ICT resources enable policing to enhance the safety and security of our community in tomorrow's Queensland

QPS ICT Mission: To provide progressive, responsive and seamless ICT resources anywhere, anytime

In order for the Service to continue to maintain safe and secure communities in Queensland, ICT resources need to facilitate more efficient processes that maximise the effectiveness of policing.

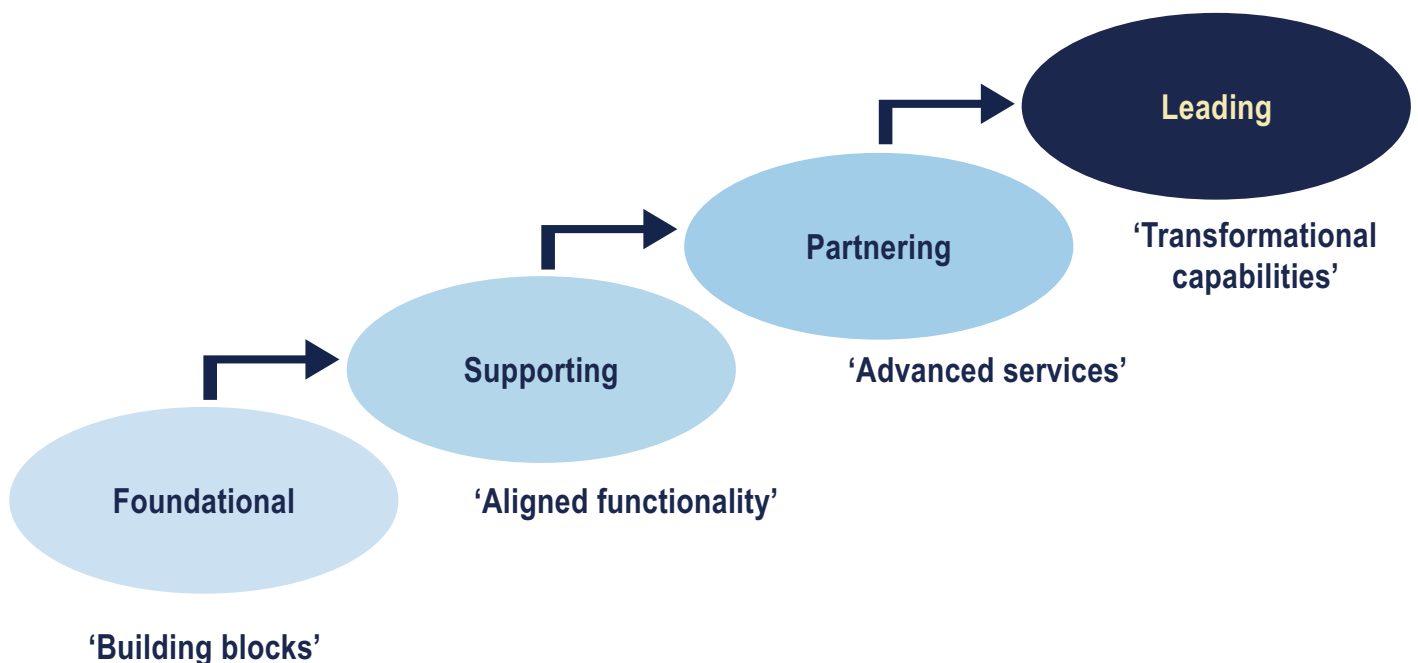
ICT resources need to progress from enabling existing policing practices to allowing the Service to explore new and innovative ways of conducting business.

The way in which the Service views and uses its ICT resources must continue to evolve with the progress of industry, the organisation's business partners, and the changing demands of the community. As such, the value contribution of ICT resources must be seen as a key strategic lever for the organisation moving forward.

This vision should not be seen as a short term objective, but a progressive, managed and well executed series of advancements across all elements of the Service's ICT resources landscape including its people and its information and technical assets.

The Service's business partners and stakeholders will play a key role in helping to realise this vision.

The following diagram depicts the ultimate goal for ICT resources: provision of leading services, not only for the Service directly, but also supporting a holistic approach to public safety and security. Being at the centre of critical community services, the Service is well positioned to enhance this contribution through a 'vision led' application of ICT resources.



Guiding principles

The following guiding principles are instrumental in delivering the Service's vision for ICT resources.

| Guiding Principle | Implications |
|---|---|
| ICT resources are managed as a holistic resource across the Service and the wider government enterprise when making planning, investment, design, and delivery decisions. | ICT resource governance decisions will be centralised, solutions shared, and inter-agency activities aligned. |
| ICT resources support a flexible, seamless and 'user-centric' set of solutions. | Solutions will be designed for change, integrated to support end-to-end processes, highly useable to minimise overheads, made available at any work location, and accessible via a range of computing devices. |
| Advancements in ICT resources and supporting services are leveraged with an appropriate risk and reward balance. | New technologies, products and services will be explored early in their lifecycle to understand potential benefits to the Service and will be reflected in ICT resource strategies. |
| ICT resources are focused on meeting core policing needs (ie response management, incident management, investigation and prosecution). | ICT resource strategies and the supporting investments portfolio will be weighted towards the delivery of benefits for core policing. |
| ICT resources enable a 'joined up' delivery of services to satisfy the safety and security needs of the community. | Information sharing and collaboration will facilitate efficient and effective policing in inter-agency and cross-border situations. |
| Significant ICT-enabled business changes are delivered incrementally to optimise the delivery of benefits. | Benefits, costs and risks will be managed in a way which recognises that the Service has a finite ability to resource and absorb change and a significant need to deliver benefits as early as possible. |
| ICT resources are delivered so that internal skills and knowledge provide maximum policing value. | Internal ICT resources' expertise and effort will be focused on specific policing capabilities rather than commodity products and services. The preference in sourcing solutions is 'share before buy before build'. |



“Understanding the business of policing and planning for the future ensures we prioritise our ICT resources efficiently”

Paul Brown
Deputy Chief Executive
(Resource Management)

ICT strategies

The Service has developed an integrated approach to the identification and development of ICT-related strategies. As a result the strategic management of ICT resources is an integral part of the direction of the Service.

Given projected increase in the demand on the criminal justice sector, due in part to socio-economic shifts for example and the need to improve the efficiency and effectiveness of policing, ICT resources must play a significant role in addressing this escalating challenge.

Some key statistics which illustrate this challenge are:

- Queensland's population is projected to grow by more than 2 million people over the next 20 years with the number of people aged over 65 expected to double.¹
- 68 percent of Queenslanders have access to the internet at home.² The Australian Bureau of Statistics reported that in 2008 there were almost \$1 billion in personal losses from consumer scams.³
- While crime rates have been falling, this can not be expected to continue indefinitely.

As a result, increasing police numbers across Queensland remains a high priority for the Service and continuing civilianisation programs and ICT investments will ensure police officers provide maximum benefits to communities.

Essentially, ICT resources must make processes more scaleable and more effective. That is, they must enable the Service to do more and/or achieve a better outcome (such as improved road safety) for the same or less effort.

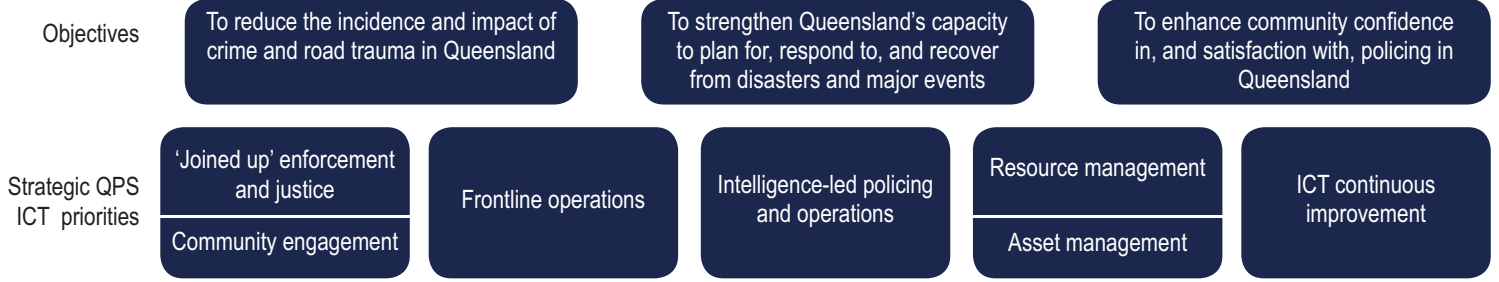
The key areas of policing that require enhanced ICT capabilities involve processes that:

- engage the community and span agencies for 'joined up' service provision, such as calls for service and prosecutions;
- support officers in the field to carry out core policing duties;
- inform decision making to prevent or respond to crime;
- optimise the use of available resources and assets; and
- better enable the use of ICT resources.

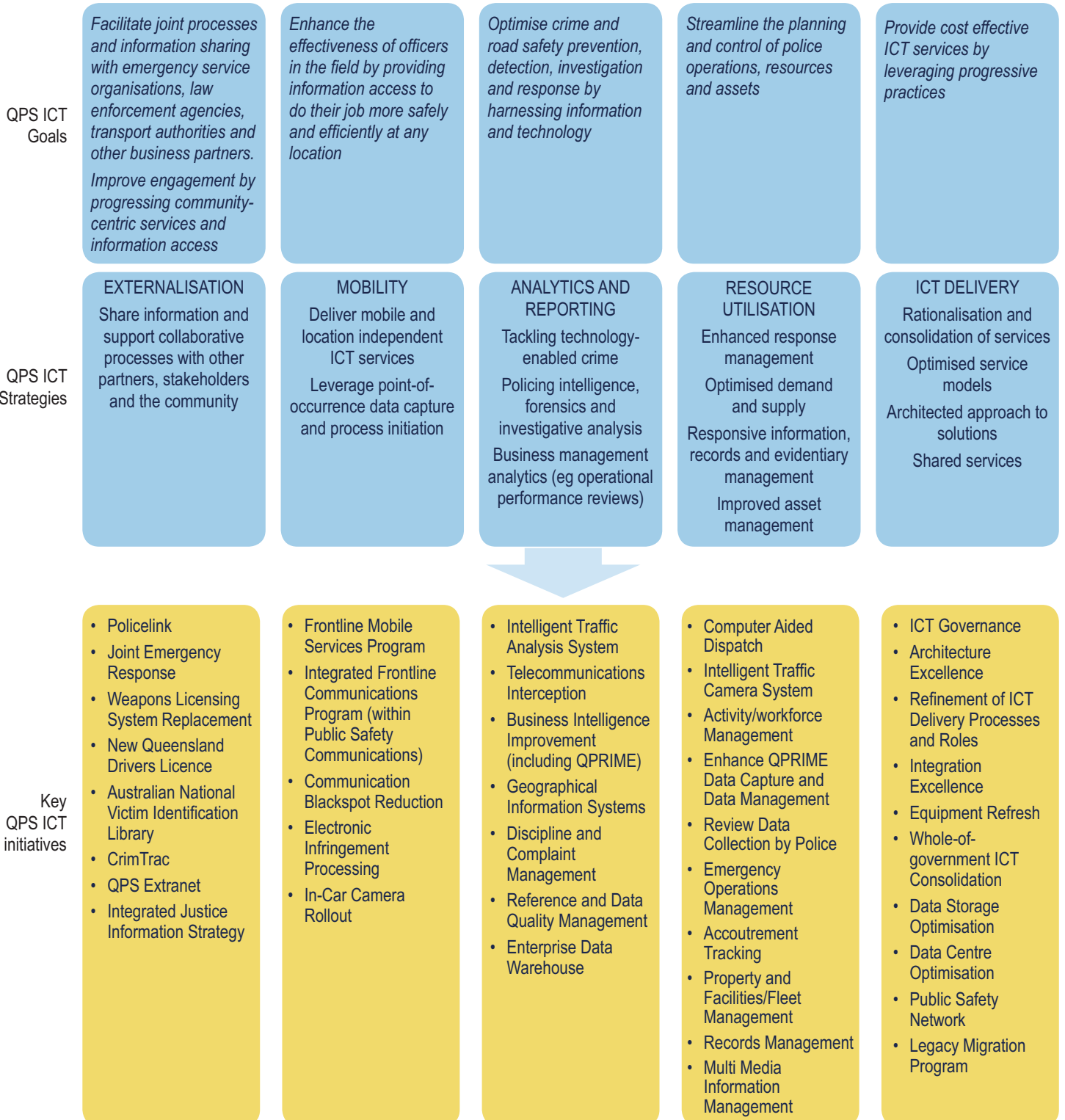
The diagram on the following page illustrates the Service's key priority areas for ICT investment, and the subsequent supporting objectives, strategies and initiatives.

1. Source: Queensland Government (2008, 3rd edition). Queensland Government Population Projections to 2056: Qld and statistical divisions.
2. Source: Australian Bureau of Statistics 8146.0 Household use of Information technology, Australia 2007-08 released 11.30am Canberra time 18/12/08.
3. Source: Australian Institute of Criminology (September 2009) Consumer Fraud in Australia: costs, rates and awareness of the risks in 2008. Trends and Issues in Crime and Criminal Justice Series. No. 382. Australian Government.

QPS Vision: Queensland is a safe and secure place to live, visit and do business
QPS Mission: To deliver high quality, innovative, progressive and responsive policing services



QPS ICT Vision: ICT resources enable policing to enhance the safety and security of our community in tomorrow's Queensland
QPS ICT Mission: To provide progressive, responsive and seamless ICT resources when and where necessary





“After our people, timely information is critical to the delivery of effective and responsive policing”

Ian Stewart
Deputy Commissioner
(Specialist Operations)

Implementing the plan

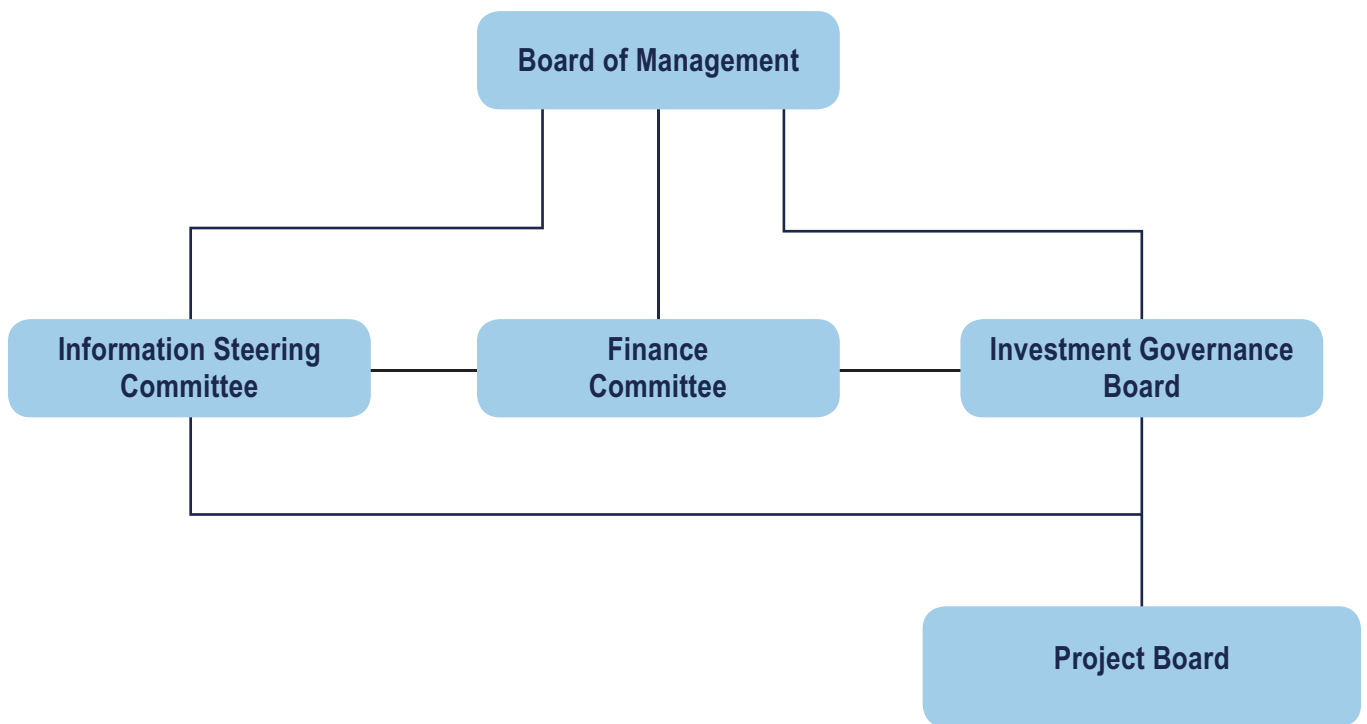
The success of this Plan will be measured by:

- minimised unplanned demands (example: out of cycle initiative funding requests);
- its adoption (example: planned initiatives receive funding, priorities maintained); and
- the achievement of project milestones and benefits.

This Plan will be reviewed on an annual basis, with the related Program of Work being revised more frequently, if required.

Governance of this Plan will be undertaken by a number of QPS forums:

| | |
|---------------------------------------|--|
| Board of Management | Responsible for approving this Plan as the peak governance forum for the Service. |
| Information Steering Committee | Responsible for the development and endorsement of this Plan and the overall governance of QPS ICT resources and activities encompassing ICT operations, strategy, and architecture. |
| Investment Governance Board | Responsible for the governance of major projects. |
| Finance Committee | Responsible for recommending funding and budget priorities to the Board of Management. |



**Strategic QPS
ICT Priorities**

**QPS ICT Resources Strategic Plan—Roadmap
(Major initiatives)**

10/11

11/12

12/13

13/14

