



QUEENSLAND POLICE SERVICE
STATEMENT OF WITNESS



Occurrence #: _____
Statement no.: 1 Date: 15/04/2011

Statement of

Name of witness: WAUGH, Robert William
Date of birth: [REDACTED] Age: [REDACTED] Occupation: Police Officers

Police officer taking statement

Name: N/A,
Rank: _____ Reg. no.: _____
Region/Command/Division: _____ Station: _____

Statement:

Robert William Waugh states:

I am a Superintendent of Police in the Queensland Police Service (QPS) in charge of the Communications Branch within Operations Support Command.

I am the Manager of the Brisbane Police Communications Centre (BPCC) which provides communications services to the Metropolitan North and Metropolitan South Regions. BPCC also has the Police Operations Centre attached and is located in Police Headquarters.

Within Queensland there are a further 21 Police Communications Centres (PCC) of varying sizes which are generally located at Police District Headquarters establishments and the relevant Police District Officer has overall responsibility for their staffing, training and operations. This is in accordance with the QPS regional policing model.

The Brisbane PCC is commanded by two Inspectors; one is the appointed officer-in-charge and the other is the Support Section Coordinator. The BPCC is operated continuously on a 24/7 basis with three shifts per 24 hour period. Each shift has a Duty Officer of the rank of Senior Sergeant on duty. Concurrently an Inspector is also rostered for every shift as the State Duty Officer.

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The current staffing numbers within the Brisbane PCC consists of eight (8) commissioned officers, eight (8) Senior Sergeants, thirty-six (36) Sergeants, seven (7) Senior Constables and 77 non sworn Communications Operators staff.

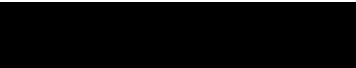
The operational profile of the BPCC utilises staff in the following roles: Duty Officer, Shift Supervisor, Communications Coordinator (Comco), Radio Dispatcher, Inquiry Channel operator and Call-taker. The State Duty Officer is also positioned with the BPCC. In relation to functions within the PCC there is a separation of duties for call takers, communications co-ordinators and radio dispatch staff.

The BPCC utilises a Computer Aided Dispatch (CAD) system, known as ESCORT CAD, to manage calls for service and the subsequent dispatch of QPS resources in response to such calls for service as required. The BPCC has some interconnectivity with other PCC's that also use the ESCORT CAD system. These are Beenleigh, Broadbeach, Townsville and Cairns. The remaining PCC's use a standalone Incident Management System (IMS) system which does not have interconnectivity to CAD or other PCC's using IMS.

The BPCC provides radio services to the Brisbane metropolitan area using a digital encrypted radio network. Radio channels are maintained for the seven Brisbane Police Districts as well as two Inquiry Channels. Other channels are available for special events or operations if required.

Of note staffing in PCC's are reliant on such staff being specifically trained and in times of demand, capacity can only be drawn from those currently trained staff. This limits the ability of most PCC's to maintain any enhanced capacity for long periods.

PCC's take two types of calls for service. Firstly the 000 call which is an urgent call for service for police to attend or help. Secondly what is referred to as a routine call for service. This type of call may be for a non urgent matter such as the reporting of a crime which has occurred some time ago or does not require immediate police attendance, a call transferred from an unattended police station, a call from Fire or Ambulance to assist at a job, a call from police for information regarding a CAD entry or for police crews to provide information for entry onto the CAD system.


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On 10 January 2011 I was on recreation leave. At about 6pm I was recalled to duty to start up the Police Operations Centre (POC) where I undertook the role of Deputy POC Commander. I worked in the POC from then until it was scaled back on 17 January. It was scaled up on Monday 31 January in preparation for Cyclone Yasi and ran until Monday 14 February 2011.

I have been required to address a series of topics in the content of this statement.


1. A description of the training the Queensland Police Service (QPS) emergency call operators receive.

Training for PCC's across Queensland is a regional responsibility. I am aware that all PCC's have a training regime in place. Training for all staff within the BPCC is provided by the full-time BPCC Education and Training Unit (ETU) staffed by 1 x Senior Sergeant, 1 x Sergeant and 1 x AO4. The training provided is within a formal structure utilising a series of approved training courses.

The ETU conducts training independently of other communication centres, however, readily exchange relevant training material to aid in the continuity and consistency of training across all communication centres. The ETU regularly audits and updates the Communications Operators Handbook and places the revised handbook on the Guest Folder making readily accessible for all QPS PCC staff.

The ETU offer the following training courses:

- QC0514 – Call Takers Course (9 weeks)
- QC0481 – Communications Room Operators Course (Radio) (10 days)
- QC0490 – Communications Co-ordinators Course (8 days)
- QC0352 – Police Communications Centre (Brisbane) Duty Officers Course (3 weeks)
- QC0815 – NRIS – Nations Registration and Inquiry System
- QC0816 – WYVERN – (Incident Management System)


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The Call Takers Course, Radio Operators Course, Communications Coordinators Course and the Duty Officers Course are classified as Category B, Education, Training and Development Activities as per the QPS Human Resource Management Manual.

All staff working within the BPCC from AO3 level to Sergeant are required to complete the Call Takers Course prior to attending the Communications Room Operators Course (Radio). Sergeants will then go on to attend the Communications Co-ordinators Course.


State Duty Officers and Duty Officers are trained as required on appointment to their respective positions and are not required to complete the Call Takers and Radio Operators Course.

The Call Takers Course is conducted over a 9 week content and assessment period followed by a short mentoring period to allow the communications operator to integrate into the BPCC call takers environment. Components covered during the Call Takers Course are:

- Geography/Structure of QPS, Regions, District, Divisions, QPS Call signs
- Job and Priority Codes, IRAs, SOPs, Mandatory Training.
- Tactical Communication Skills
- Computer Aided Dispatch (CAD)
- QPRIME
- NEPI (National Exchange of Police Information)

The Radio Operators Course is conducted over a 10 day content and assessment period followed by a short mentoring period to allow the Communications Operator to integrate into the role of Radio operator. Components covered during the course are:

- Radio Procedures


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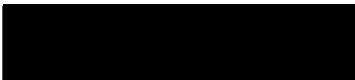
- Radio specific CAD commands/responsibilities
- Pursuits, Sieges/Cordons
- OPMs, SOPs

The **Communications Coordinators Course** is conducted over an 8 day content and assessment period including a mentoring period to allow the Communications Coordinator to a integrate into the role of COMCO. Components covered during the course are:

- CAD relevant to COMCO responsibilities
- Accessing and interpreting legislation, QPS policy and procedures
- Roles, functions and responsibilities of a COMCO
- Specialist and support services
- Managing risk
- Allocating resources
- Facilitating information flows
- Supervising personnel

The **Duty Officers Course** is conducted over a 3 week content and assessment period followed by a short mentoring period to allow the Duty Officer to a integrate into the role of DO. This time may be decreased or increased dependant on the officer's knowledge and understanding of CAD. Components covered during the course are:

- CAD relevant to Duty Officer's responsibilities;
- Legislation, policy, procedures, roles, functions and responsibilities of a Duty Officer


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- Implement and manage strategies as a Duty Officer.

The **State Duty Officers Course** is conducted over 2 days of content and assessment period followed by a short mentoring period to allow the State Duty Officer to integrate into the role of SDO. This time may be decreased or increased dependant on the officer's knowledge and understanding of CAD. Components covered during the course are:

- CAD relevant to SDO responsibilities
- Legislation, policy, procedures, roles, functions and responsibilities of a State Duty Officer
- Implement and manage strategies as a Duty Officer.

Follow-up and maintenance training is supported through the Quality Assurance process with the BPCC.


The BPCC is not responsible for regional training of PCC staff, however I am aware that the BPCC training manual is to varying degrees used within all of the regions.

2. The level of training required before a QPS officer is permitted to be a call operator receiving '000' calls

As mentioned, all staff working within the BPCC from AO3 level to Sergeant are required to complete the Call Takers Course prior to attending the Communications Room Operators Course (Radio). Sergeants will then go on to attend the Communications Co-ordinators Course. The outline for these courses has been identified previously. To be a 000 call taker a staff member must have completed the call takers course.

State Duty Officers and Duty officers are trained as required on appointment to their respective positions and are not required to complete the Call Takers and Radio Operators Course and therefore do not receive 000 calls.

As the operators at BPCC are both police and civilian they may have different levels of skill and knowledge at the completion of the training however they will all receive


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the same training and must meet the minimum standard of assessment. Police officers do not usually come to the BPCC until they have at least completed a number of years as an operational general duties officer so have a good knowledge of policing. In contrast a civilian communications operator may have no policing or call centre background.

The Call Taker Course is the first course undertaken by new staff and they will perform that role for about two months prior to attending the radio operator's course.


Operators will not start taking calls without direct supervision from a qualified call taker at the BPCC until they have completed the 9 week Call Takers Course including a period of mentoring. During the first few weeks of call taking duties each new member of staff will usually be rostered to answer calls received through the routine or non-urgent calls for service however may receive overflow 000 calls. Once identified by the Supervisors and Duty Officer as suitably experienced they can then be rostered to the 000 processing group.

3. How training is monitored on an ongoing basis

The three members of the BPCC ETU are responsible for maintaining the training material associated with the above listed courses. This material is regularly updated when there have been changes to legislation or QPS policy and procedures and also when good practice circumstances are identified. This materiel would usually be amended by the AO4 and Sergeant and overseen and approved by the Senior Sergeant within that work unit. The updated version is then loaded onto the PCC fileserver for all staff to access.

This amended materiel if not already delivered to existing staff through other QPS training systems, the ETU will identify the areas of change and direct staff to the appropriate areas of learning through email and a regular newsletter.

On a day to day basis the monitoring of work performance output compared to training is conducted through work procedures and a Quality Assurance (QA) program. The QA process at the BPCC has been formalised through the a Standing Operating Procedure (SOP) to provide for the systematic monitoring and evaluation


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of the various aspects communications and resource deployment in response to calls for service to ensure that standards of quality and consistency are being met.

Current work process is that upon receipt of a call for service a task is entered into the CAD by the call taker and is then sent to the tasking officer (COMCO) for checking. This checking process ensures there is sufficient information within the CAD record to determine the priority of the tasking compared with other requests and allow the tasking of police in a timely manner to attend and assist the member of public in a safe and efficient way. If the COMCO believes further information is required he would direct that task back to the call taker with suitable advice to ensure this occurs. This also identifies any individual training issues for the attention by the ETU.

There is also a means within the QA program to monitor the skills and ability of the staff while performing their role. This is done by a supervisor listening to a call being taken by a member of staff and comparing the information received and the questions asked directly to the call taking standards listed within the QA SOP that have been drawn from training and policy requirements and comparing this information to what is entered into the CAD system. This process is formalised by completing the approved checklist recording form.


4. The way in which '000' calls should be answered in accordance with that training

There is an SOP at BPCC relating specifically to the answering of 000 calls. Appendix 1 of SOP 110 – “Answering of triple zero calls”, provides a standard response for the receipt of 000 calls. There are also guidelines outlined within appendix 3 of the QA SOP, “call taking standards (client service)”.

When a 000 call is received from Telstra the standard response is as follows;

Triple zero call taker: “Go ahead Telstra” – (Telstra provides Caller Line Identification number)

Triple zero call taker: “Thank you Telstra, Police emergency, (state rank and surname for sworn/first name for unsworn) what is your current location?”


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Obtain response from caller.

If no location provided: "In order to get you assistance, I need to know your location please."

Obtain response from caller and confirm address with them.

Triple zero call taker: "What is your emergency?" Triple zero call taker then obtains information relevant to the incident.

Call takers are trained to consider the NOTICE principle as a guide to gaining the information required to assess the incident and allocate appropriate resources in the timeliest manner.

• *NATURE OF INCIDENT*

• *OFFENDER STATUS*

• *THREATS*

• *IDENTIFIERS*

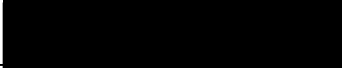
• *COMPUTER CHECKS*

• *EXTERNAL AGENCIES*

5. *How an individual call operator for the QPS is monitored or overseen by senior officers when answering 000 calls.*

The majority of staff at the BPCC are allocated within five teams that form a part of the 24 hour rotating roster. Each team is led by a Senior Sergeant and includes a number of Sergeants. A team rostering system is applied at the BPCC with a standard shift consisting of one Team plus supplementation from a spare or cover team and staff from the part time pool.

The Senior Sergeant from the rostered team will be the Duty Officer.


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There are a number of staff that work under part time agreements with specific rostered shifts each fortnight and these staff supplement the rostered teams on an as needs basis.

When on duty the 000 call takers will usually be grouped together within the call takers area of the BPCC and these staff will be under the direct supervision of a police officer of the rank of Sergeant. This officer sits centrally at position 43 and is known as P43. This group of call takers will include civilian communications operators and police of the rank of Senior Constable and Sergeant. Supervision is expected from all police of the rank of Sergeant irrespective of their rostered role. The supervisors will be in close proximity to the call takers so there is an ability to hear one side of the conversation and if they believe further or closer supervision or input is required can come alongside the call taker and listen into the call and assist where required.

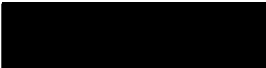
The duties associated with the supervision of 000 call takers can be found within SOP 110 – “Answering of triple zero calls”.

The staffing of the BPCC provides layers of supervision and monitoring. All shifts have a minimum level of supervision which commences with the call-takers being supervised by a nominated Sergeant of Police. It is likely that another Sergeant will also be present within the call-taker group.

All staff within the BPCC 000 call taker group can see a call-status monitor which shows the status of all call takes. P43 and the Duty Officer can also connect into the call-takers conversations and monitor such calls. During or after the call the call taker or the Supervisors can instantly replay the call to clarify information or provide any advice required.

Another call taker or any supervisor can ‘plug-in’ at a call takers workstation and listen to the call taker performing their duties. This could occur in mentoring periods, for Quality Assurance or for supporting a call taker during a difficult call.

It is also common for routine call takers to be distributed on the main tasking floor where the Comco’s and Radio Operators are located to provide additional support to


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those staff in busy periods where follow-up calls to either complainants, witnesses, other emergency services or police are required.

Further levels of supervision are throughout the Centre. Radio operations are divided between Metro North Region and Metro South Region. Each Region has a Sergeant of Police who is assigned as the Communications Co-ordinator or Comco. The Comco's role is to manage that Regions operations by supervising the radio operators, over viewing the job allocations and controlling the dispatch of tasks. The Comco plays a pivotal role within the BPCC along with liaison with the Regional Duty Officers and District Duty Officers.

The next layer of supervision is the Duty Officer who oversees all operations within the BPCC. The Duty Officer is of the rank of Senior Sergeant.

The final layer is the State Duty Officer, a commissioned officer who provides an overview of the BPCC operations but is also required to monitor state wide operations and is the out of hours link to the Senior Executive for critical incident notifications.

During normal office hours the two BPCC Inspectors are also on duty within the centre and provide leadership. I am also on duty during normal hours and overview the State Duty Officers and BPCC Inspectors.

At any given time there would be a minimum of three Sergeants, one Senior Sergeant and one Inspector present in the BPCC. During extreme operating environments I have been present with three Inspectors, three Senior Sergeants and about four Sergeants plus full components of civilian staff.

6. How '000' calls are allocated levels of urgency

There are two processes for dealing with the level of urgency of a call. Firstly in determining the sequence of the call being presented to a 000 call taker which is an automated system; and secondly by the allocation of a priority code on the assessment of the actual information received from the caller.


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The former is a telephony process whereby the service provider Telstra presents 000 calls to the BPCC using four incoming triple zero call groups – referred to internally as pilot numbers. Each group has a priority in which the calls are directed by the telephone system to a call taker. The groups and level of priority from lowest to highest are:

000 calls on first presentation to BPCC

000 calls on second presentation to BPCC

Triple zero calls that have overflowed from regional PCC to the BPCC

Triple zero calls on third or above presentation to PCC

It should be noted that Telstra present triple zero calls for about 24 seconds and then withdraw them and represent them based on an established redundancy schedule.

The presentation of 000 calls to the BPCC is done so from Telstra chronologically but calls which have been diverted from another PCC after not being answered are elevated on the waiting list. It is not until the call is answered by the BPCC call taker that the QPS can allocate the second level of urgency or priority code.

It is through the questioning of the person making the call that information is obtained that leads the call taker to identify and allocate one of 4 priority codes. These priority codes are outlined within the QPS Operational Procedures Manual (OPM) Section 14.24 Priority Codes. To ensure that officers are aware of the degree of urgency required in attending an incident, complaint, request for assistance or other matter, the following priority codes are allocated:

- (i) Code 1 - for very urgent matters when danger to human life is imminent;
- (ii) Code 2 - for urgent matters involving injury or present threat of injury to person or property;
- (iii) Code 3 - for routine matters; or
- (iv) Code 4 - negotiated response.


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Policy contained within this section of the OPM identifies that at BPCCC it is the members under the supervision of the Duty Officer that are responsible for assigning these priority codes.


Each CAD job record must contain one of these priority codes as well as other mandatory information before it can be sent to the COMCO for checking or allocation to a police crew. Job records containing priority codes 1 and 2 and some priority three jobs will be sent directly to the radio operator for dispatching to a police crew without the need to be first checked by the COMCO. But the COMCO will still be involved in the allocation process however will not electronically perform the check process until the entire job record is completed by the person taking the call.

Jobs with a priority code of 3 "routine matters" also contain a queue priority within the CAD system of A, B, C or F depending on their level or urgency. The priority code and queue priority determines where the CAD record is situated among the CAD records not yet tasked or filed. These queue priorities are trained and processed as;

- A Incidents requiring an IMMEDIATE NON URGENT police response*
- B Incidents requiring a ROUTINE police response*
- C Incidents of a MINOR nature*
- F Records to be filed, not requiring a police response*

The COMCO has the ability to manipulate these queue priorities in order to escalate or de escalate the record within the queue depending on the needs.

The COMCO, as the tasking officer for their particular area of responsibility, will check each record and allocate a resource in accordance with the tasking policy. The Duty Officer at BPCCC has the ability and access to monitor all records being processed within CAD however will only be notified and monitor jobs containing priority codes 1 and 2 and some code 3 jobs and those jobs that are not tasked to


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crews. The day to day checking of records and tasking of resources are left to the COMCO.

It should be noted that not all 000 calls require an urgent police response, historically approximately 96% of 000 calls do not require Code 1 or Code 2 responses.

7. The process by which emergency response and police assistance is despatched to '000' callers by the call operators


The process by which calls are despatched has been identified in some part in the previous paragraphs and indicates the process for receiving a call for service and entering information to the CAD system. This record or CAD job, if not urgent, will be electronically delivered to the COMCO to check the record and allocate an appropriate crew. This record will then go to the radio operator to dispatch the job.

If the call for service is of an urgent nature the call taker will commence the job record like any other call however they have the ability to make this a 'hot job' by sending the partially completed record with sufficient but minimal information directly to the radio operator for despatch, with a copy going to the COMCO for information. This enables crews to respond and begin deploying towards the location where the response is required. The call taker will continue to obtain information from the caller and complete further details on the original job record and once completed will send the remainder of the details to the radio operator for updating the attending crew and the record to the COMCO for checking.

Once these jobs have been dispatched to a police crew they become responsible for attending, investigating and finalising the job.

The despatch process predominantly involves the transfer of information by radio or by telephone on some occasions. There is a systematic method of delivery to ensure all required information is provided to the responding police crew and recorded on the CAD system.

The QPS also has a tasking policy contained within section 14.38 "Priority Policing" and associated appendixes to allow for the tasking of police officer that would not usually operate in a first response capacity.


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8. The assessment of any shortcomings in the QPS '000' call operator communications system in times of disaster when there is a significant increase in '000' calls

The capacity of the BPCC has the potential to be challenged in the time of disasters. Call peaks sometimes cause an increase in the delay in answering calls for service. The BPCC is the receiver of all overflow calls for all PCC's in Queensland. Normal rostering practices are able to project staffing levels for expected busy periods but unexpected events occurring in public can challenge the staffing levels when a short term rapid rise in call volumes occur. For example on a normal day a traffic accident on the M1 or Gateway Arterial will see a short term peak in calls which cannot usually be answered immediately. The general standard for answering calls is to answer 90% of calls within 10 seconds. Waiting times will be lengthened for such an event.

In events which have a broad community impact with little or no notice which results in a more sustained increase in call volumes will challenge PCC's. The system of managing overflows has been helpful in managing such call volumes. The QPS is presently proposing the introduction of a telephony system called Genesys which is a 'look down' system whereby the next available call taker anywhere in Queensland is identified and the 000 call is allocated to that person irrespective of their geographical location. This system can only be optimised with all PCC's being interconnected with a computer aided dispatch system such as CAD.

On January 10 the BPCC experienced an overflow of calls from regional areas in particular Southern Region where the Toowoomba PCC and Ipswich PCC operates. The peak between 1400hrs and 1500hrs saw significant delays in answering calls for service. An enhanced telephony service could improve such delay times by being able to distribute those calls to anywhere in Queensland where call takers are available and have a CAD system to return the information or job back to the controlling PCC.

Whilst there were delays in answering the calls in the BPCC for a short period there was a further delay in getting the subsequent jobs back into Toowoomba or Ipswich as they are not interconnected to the BPCC CAD system. Hence the sending of jobs back to the required PCC relies on phone calls, faxes or emails.


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Such advanced systems could also redirect calls to anywhere in Australia during times of disaster.

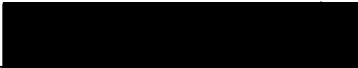
9. Any operational changes or recommendations to improve communication room/s and/or the conduct of call operators in disaster situations

Call Reduction Strategy. The BPCC is currently conducting a project to reduce the number of routine calls into the BPCC. The benefit of this is to reduce the number of routine call takers enabling them to be allocated to 000 call taking duties or radio operations. This will be a capacity enhancer for the BPCC. Included in this will be to identify further opportunities for Policelink to take more categories of non urgent calls for service.

The second phase of this will be to examine 000 calls for service. As indicated approximately 96% of 000 calls do not require a Code 1 or Code 2 response. The objective of the second phase will be to review those calls which do not require the Code 1 and Code 2 responses and see if strategies, such as an increased public awareness campaign or other strategies can redirect those calls to alternative locations such as Policelink, local Police Stations or other government agencies. A specific target in this phase will be to reduce or stop inappropriate calls to the 000 network.

Emergency Contact Numbers. The BPCC has also provided advice in relation to the clarification of emergency call numbers to be provided during normal and extreme operating environments. The consideration of a finite set of emergency contact numbers with the utilisation of recorded voice announcements to supplement such numbers along with a public information strategy would provide further avenues to both keep the public informed and provide specific emergency contact numbers during a crisis.

Expanding CAD. The expansion of the current CAD project would enable a state-wide interconnected computer aided call taking and dispatch system. With the new CAD system and the maturity of Policelink there will be opportunities for a number of enhancements to our responses to calls for service. Policelink is taking some of the


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BPCC routine calls for service but those matters which are non –urgent but still require police assistance have to be uploaded back into the PCC's and this currently a semi manual process. The new CAD will provide that electronic upload into CAD and reduce processing within the PCC. With this and some specific training within Policelink there will be an opportunity to have an overflow mechanism into Policelink for 000 calls in extreme operating environments. This can also cascade into capacity support during Child Abduction Alerts.

State-wide CAD Training Team: Concurrent with the new CAD a state-wide CAD Training Team centralised with Communications Branch is being proposed to ensure a consistent approach to training, consistent SOP's and work practices across the CAD PCC's. In time this is proposed to extend to all PCC's to ensure consistency protocols are delivered across the State.

Expansion of BPCC capacity. A series of technology, workstation and PCC layout upgrades has commenced to increase the BPCC from 32 operational CAD workstations to 50 operational CAD workstations with the option for further future expansion if required. Such an expansion will rely upon staff increases to ensure that capacity enhancement is realised.

Social Media. The emergence of the value and importance of the so called 'social media' is driving work within the QPS to understand the role of such technology for policing operations and to harness this technology. The QPS Media and Public Affairs Branch has done much in this area over the past 6-8 months. The impact of the QPS Facebook and Twitter communications during the floods will probably not be able to be quantified other than through some reflection on contact statistics. I am advised that the QPS Facebook Page grew from 7,000 'followers' to 175,000 'followers' at the height of the crisis. I am also advised that during one 24 hour period during the floods the QPS Facebook Page had 39,000,000 'hits'.

The impact of the QPS Facebook and Twitter sites on reducing 000 calls for service can only be speculated upon. But had 1% of the 'hits' on the QPS Facebook site, for that mentioned 24 hours, been converted to calls for service, then the QPS and BPCC would have been overwhelmed.


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Decision Logs. Decision Logs which are necessary for the Duty Officers and State Duty Officers as well as the broader Command roles within the QPS are the subject of a review to ensure that critical decisions are properly documented with reasons for such decisions being recorded and later be available for any debrief, investigation or review of a particular major investigation or event.

Appendix

To support the content of this statement I provide the following:

1. BPCC SOP 110 Triple Zero Calls and Appendix 1
2. BPCC SOP Quality Assurance
3. Qld Police Triple Zero Overflow Arrangements
4. BPCC Flowchart for jobs
5. PCC Call Taking Standards
6. QPS Operational Procedures Manual 14.24 Priority Codes
7. QPS Operational Procedures Manual 14.38 Priority Policing

Justices Act 1886

I acknowledge by virtue of section 110A(6C)(c) of the Justices Act 1886 that:

- (1) This written statement by me dated 18/04/2011 and contained in the pages numbered 1 to 20 is true to the best of my knowledge and belief; and
- (2) I make this statement knowing that, if it were admitted as evidence, I may be liable to prosecution for stating in it anything that I know is false.

.....Signature

Signed at Brisbane this 18th day of April 2012

(Witness's signature)

(Justice of the Peace (Qual.)/
Commissioner for Declarations's signature)

(Signature of police officer
preparing statement)

Police Communications Centre Standing Operating Procedures

1. Purpose.

To provide a standardised process for the answering of triple zero calls received at the Police Communications Centre (PCC) from the emergency call person ECP (Telstra).

2. General Information.

The purpose of this SOP is to ensure a consistent and efficient approach to the answering of triple zero calls at PCC.

The SOP includes the duties of triple zero call takers, roster allocation by duty officers, supervision by police officers and information received from the emergency call person (Telstra).

3. Principal Service providers and method of contact.

Police Communications Centre
Phone (07) 3364 3555

Telstra (emergency call person) supervisor. Located in Sydney and Melbourne
Phone (1800 220 208) (24 hours)

4. Duties.

Duty Officers

Duty officers shall ensure the following actions on each shift:

- Allocate a supervisor, being a police officer, within the call taker room to supervise personnel taking emergency calls. This member is to be located at position 43.
- A minimum of three triple zero call takers, not including the supervisor, are allocated each shift to manage incoming emergency calls.
- A minimum of four triple zero call takers, not including the supervisor, are allocated on Friday and Saturday evening shifts between the hours of 2000hrs and 0200hrs and as otherwise directed to manage expected peak calls for service.
- Any personnel allocated triple zero duties will be logged into the Processing Group List as a "000 Specialist."
- Primary call takers to be placed at positions P46, P47, P48 and P49. Additional triple zero specialists will be allocated at the direction of the supervisor.
- Call takers are not to be ordinarily rostered more than four hours of an eight hour shift answering triple zero calls.

The exceptions to this are:-

- A call taker may volunteer or negotiate with the duty officer to perform longer in this role;

- Exceptional operational circumstances exist that preclude the rotation of staff; or
- Staffing qualifications or rehabilitation arrangements impact on the availability of others to perform that duty.

All exceptional circumstances that require triple zero call takers to perform longer than four hours per eight hour shift are to be noted in the duty log.

- Monitor the Alcatel Call Management System to manage triple zero calls received at PCC, including the allocation of additional operators if required.
- Ensure compliance with the PCC policy in relation to personal entertainment devices and mobile phones between the hours of 0600hrs and 2200hrs.

Supervisor

The Supervisor shall ensure the following actions on each shift:

- Ensure that a minimum of three triple zero call takers, not including the supervisor, are logged in as '000 Specialist' at all times other than Friday and Saturday evenings.
- Ensure that a minimum of four triple zero call takers, not including the supervisor, are allocated on Friday and Saturday evening shifts between the hours of 2000hrs and 0200hrs and as otherwise directed to manage expected peak calls for service.
- Ensure that primary triple zero call takers are placed at positions P46, P47, P48 and P49 and allocate additional triple zero specialists as required.
- Call takers are not be rostered more than four hours of an eight hour shift answering triple zero calls unless exceptional circumstances exist. These instances are to be approved by the duty officer and the duty log noted.
- Ensure that all triple zero call takers answer calls in line with Appendix 1 of this SOP.
- Supervise meal times and breaks of triple zero call takers to ensure the minimum call taker requirements are met at all times.
- Monitor the Alcatel Call Management System to manage triple zero calls received at PCC; requesting through the Duty Officer the allocation of additional operators if required.
- Ensure compliance with the PCC policy in relation to personal entertainment devices and mobile phones between the hours of 0600hrs and 2200hrs.

Triple Zero Call taker/Specialist

- Respond to triple zero calls as soon as practicable once telephone rings.
- Answer all triple zero calls in accordance with Appendix 1 of this SOP.
- Ensure the Caller Line Identification (CLI) is active at all times.

- Enter a CAD job for all tasks requiring a police response, including non urgent requests for assistance.
- Only conduct checks or investigations that relate directly to the task to be entered.
- Outgoing calls should not be made unless urgent in nature or required for further identification of the caller/location.
- All outgoing calls should be kept short and succinct and not be of a personal nature.
- For 000 calls received for area which are not operating on CAD, job details are to be taken, the caller advised that their call was received in Brisbane and job passed onto the appropriate communications area by the triple zero operator.
- There is no requirement to enter a task on CAD where there is no possibility of identifying the caller from a telephone number or address. This is addressed in the Immediate Response Actions (IRA's) for job code 666.
- If the job is to be filed, keep the number of computer checks performed to a minimum.
- If multiple calls are received for a confirmed entered job, enter a message attached to the current job number and only enter a job when further information may/will assist with future police investigations.
- Liaise with the supervisor prior to break or meal.
- Ensure compliance with the PCC Brisbane policy in relation to personal entertainment devices and mobile phones between the hours of 0600hrs and 2200hrs.
- A triple zero call taker who responds to a significantly complex or distressing call is to notify their supervisor immediately, and will be afforded support or a break as deemed necessary.

5. Appendixes.

Appendix 1: Standard response from triple zero call takers to callers.

Appendix 2: PCC memorandum relating to the use of personal entertainment devices and mobile phones during business hours.

7. Date.

Effective 15 April 2010.

Brisbane Police Communications Centre

Standing Operating Procedures

Appendix 1 to SOP 110 – Answering of Triple Zero Calls

REQUIRED RESPONSE TO TRIPLE ZERO CALLER

Triple zero call taker: "Go ahead Telstra" – obtain Caller Line Identification number from emergency call person – Telstra.

Triple zero call taker: "Thank you Telstra, Police emergency, (state rank and surname for sworn/first name for unsworn) what is your current location?"

Obtain response from caller.

If no location provided: "In order to get you assistance, I need to know your location please."

Obtain response from caller and confirm address with them.

Triple zero call taker: "What is your emergency?"

Triple zero call taker then obtains information relevant to the incident.

Utilise the NOTICE principle (as per IRA's)

- NATURE OF INCIDENT
- OFFENDER STATUS
- THREATS
- IDENTIFIERS
- COMPUTER CHECKS
- EXTERNAL AGENCIES

Queensland Police Service Police Communications Centres Quality Assurance Standing Operating Procedure

1. Purpose.

The purpose of this Standing Operating Procedure (SOP) is to detail the requirements of the Queensland Police Service for Quality Assurance of the provision of call taking, job tasking and radio communications by Police Communications Centres as a risk management strategy.

2. General Information.

Quality Assurance refers to a program for the systematic monitoring and evaluation of the various aspects communications and resource deployment in response to calls for service to ensure that standards of quality and consistency are being met.

3. Principal Service providers.

Police Communications Centres situated throughout the State

4. Duties.

Duty Officers/OIC's

Duty Officer, Police Communications Centre, Brisbane or the officer in charge of a police communications centre in areas not controlled by the Police Communications Centre, Brisbane are to ensure that the following actions occur:

- allocate a supervisor, being a police officer, within the communications centre to supervise personnel engaging in call taking and radio communications duties;
- assign a police officer suitable to have responsibility for tasking duties within a geographical area, commonly referred to as a Communications Co-ordinator (Comco);
- members performing duties at police communications centres receiving calls for service record the relevant information in accordance with section 1.6.1 'Recording initial demand' of the Operational Procedures Manual (OPM);
- particulars of the calls to service are referred to the tasking officer;
- review performance of tasking officers to ensure timely response to calls for service; and
- ensure quality assurance processes to monitor and evaluate call taking, job tasking and radio communications are undertaken to assist in the efficient and effective delivery of policing services. (See quality assurance processes currently adopted at the Police Communications Centre, Brisbane in Appendixes).

Communications Supervisors/Tasking Officers

The Supervisor/Tasking Officer shall ensure the following actions on each shift:

- allocate priority codes to calls for service jobs in accordance with s. 14.24: 'Priority codes' of the OPM ;
- direct officers to attend calls for service in accordance with the priority policing process;
- task jobs recorded on the job recording system in a timely manner; and
- Notify relevant District Duty Officer / Regional Duty Officer of all un-tasked jobs on the job recording system when practical.

Call Takers

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

- obtain as much information about the matter as possible from the information source;
- ascertain if human life is directly threatened and in immediate danger;
- provide that information to the tasking officer responsible for assigning a priority code to any job arising from that information;
- In recording the information times should be expressed using the 24 hour clock, dates should be expressed numerically and the jobs should be numbered consecutively;
- When a call taker is recording the details of a request for police action on a job recording system the member is to assign a code to that job from the list of 'Activity Codes Q.P. 103H'; and
- complete all necessary QPRIME and job recording system checks and record the result of these checks on the job for the information of the tasking officer and officers allocated such job.

Radio Operators

Members performing duties as radio operators are to:

- ensure that correct radio procedures for all radio transmissions are observed on the radio channels allocated to the Service;
- operators should not use superfluous conversation, improper or offensive language when transmitting messages on the Service radio communication network;
- ensure correct format of making a radio transmission from the police communications centre, call sign 'VKR', to a police vehicle/officer should contain the location of the police communications centre, the identification/call sign of police vehicle or officer, and the purpose of the transmission. For example, 'VKR Brisbane to Bravo 400 (purpose of transmission)';
- monitor the dynamic display of the job recording system work station;
- control radio channel;
- update patrol unit status;
- maintain a continuous radio watch;

- provide information to police units;
- despatch jobs in line with the urgency of the priority code allocated;
- in all circumstances priority is to be given to despatching jobs involving imminent danger to human life or a present threat of injury to a person;
- ensure that all radio transmissions are concise and to the point to maximise available radio air time; and
- all radio operators should use where appropriate the International Phonetic Alphabet and use the twenty-four hour time system when referring to time;

5. Appendixes.

Appendix 1: Communications Centres Call Taking Standards Quality Assessment Checklist (Client Service)

Appendix 2: Feedback / Action Form (Client Service)

Appendix 3: Police Communications Centres Call Taking Standards (Client Service)

Appendix 4: Communications Centres Communications Co-ordinator (Comco) Standards - Quality Assessment Checklist

Appendix 5: Feedback / Action Form (Comco)

Appendix 6: Communications Centres Communications Radio Operator Standards - Quality Assessment Checklist

Appendix 7: Feedback / Action Form (Radio Operator)

6. Date.

Effective 28 February 2011

Queensland Police - Triple Zero Call Overflow Arrangements

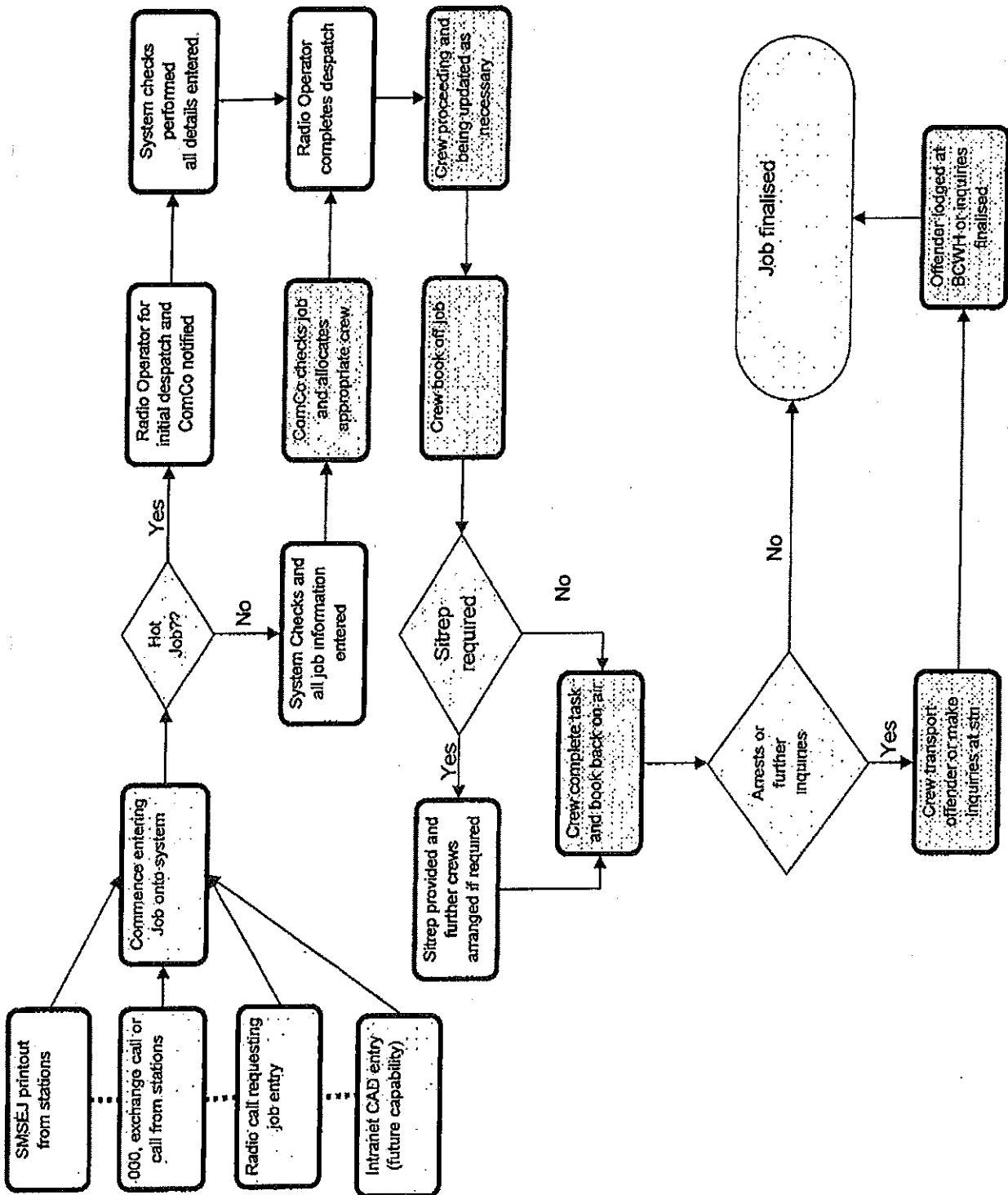
PSO Name	Contact Serial	Phone Number	Phone Number Location
QLD - BEENLEIGH POLICE	1		Beenleigh PCC
QLD - BEENLEIGH POLICE	2		Broadbeach PCC 1
QLD - BEENLEIGH POLICE	3		Brisbane PCC 3
QLD - BEENLEIGH POLICE	4		Townsville PCC
QLD - BEENLEIGH POLICE	Final choice		Cairns PCC
QLD - BRISBANE POLICE	1		Brisbane PCC 1
QLD - BRISBANE POLICE	2		Brisbane PCC 4
QLD - BRISBANE POLICE	Final choice		Brisbane PCC 2
QLD - BROADBEACH POLICE	1		Broadbeach PCC 1
QLD - BROADBEACH POLICE	2		Beenleigh PCC
QLD - BROADBEACH POLICE	3		Brisbane PCC 3
QLD - BROADBEACH POLICE	4		Cairns PCC
QLD - BROADBEACH POLICE	Final choice		Townsville PCC
QLD - BUNDABERG POLICE	1		Bundaberg PCC 1
QLD - BUNDABERG POLICE	2		Maryborough PCC
QLD - BUNDABERG POLICE	3		Maroochydore PCC 1
QLD - BUNDABERG POLICE	4		Maroochydore PCC 2
QLD - BUNDABERG POLICE	Final choice		Brisbane PCC 3
QLD - CAIRNS POLICE	1		Cairns PCC
QLD - CAIRNS POLICE	2		Townsville PCC
QLD - CAIRNS POLICE	3		Brisbane PCC 3
QLD - CAIRNS POLICE	4		Broadbeach PCC 1
QLD - CAIRNS POLICE	Final choice		Beenleigh PCC
QLD - CHARLEVILLE POLICE	1		Charleville Station
QLD - CHARLEVILLE POLICE	2		Roma Station 2
QLD - CHARLEVILLE POLICE	Final choice		Brisbane PCC 3
QLD - GLADSTONE POLICE	1		Gladstone PCC
QLD - GLADSTONE POLICE	2		Rockhampton PCC 1
QLD - GLADSTONE POLICE	3		Rockhampton PCC 2
QLD - GLADSTONE POLICE	Final choice		Brisbane PCC 3
QLD - GYMPIE POLICE	1		Gympie PCC
QLD - GYMPIE POLICE	2		Maroochydore PCC 1
QLD - GYMPIE POLICE	3		Maroochydore PCC 2
QLD - GYMPIE POLICE	Final choice		Brisbane PCC 3
QLD - INNISFAIL POLICE	1		Innisfail Station 1
QLD - INNISFAIL POLICE	2		Innisfail Station 2
QLD - INNISFAIL POLICE	3		Cairns PCC
QLD - INNISFAIL POLICE	4		Cairns Station
QLD - INNISFAIL POLICE	Final choice		Brisbane PCC 3
QLD - LONGREACH POLICE	1		Rockhampton PCC
QLD - LONGREACH POLICE	2		Mackay PCC
QLD - LONGREACH POLICE	3		Rockhampton PCC
QLD - LONGREACH POLICE	Final choice		Brisbane PCC 3
QLD - MACKAY POLICE	1		Mackay PCC
QLD - MACKAY POLICE	2		Rockhampton PCC
QLD - MACKAY POLICE	Final choice		Brisbane PCC 3
QLD - MAREEBA POLICE	1		Mareeba Station 1
QLD - MAREEBA POLICE	2		Mareeba Station 2
QLD - MAREEBA POLICE	3		Cairns PCC
QLD - MAREEBA POLICE	4		Cairns Station
QLD - MAREEBA POLICE	Final choice		Brisbane PCC 3

Recorded message

Recorded message

QLD - MAROOCHYDORE POLICE	1	Maroochydore PCC 1	
QLD - MAROOCHYDORE POLICE	2	Maroochydore PCC 2	
QLD - MAROOCHYDORE POLICE	Final choice	Brisbane PCC 3	
QLD - MARYBOROUGH POLICE	1	Maryborough PCC	
QLD - MARYBOROUGH POLICE	2	Maroochydore PCC 1	
QLD - MARYBOROUGH POLICE	3	Maroochydore PCC 2	
QLD - MARYBOROUGH POLICE	Final choice	Brisbane PCC 3	
QLD - MT ISA POLICE	1	Mt Isa PCC	
QLD - MT ISA POLICE	2	Townsville PCC	
QLD - MT ISA POLICE	Final choice	Brisbane PCC 3	
QLD - POLICE AVON DOWNS - NT	1	Avon Downs Station (NT)	
QLD - POLICE AVON DOWNS - NT	2	Mt Isa PCC	
QLD - POLICE AVON DOWNS - NT	3	Townsville PCC	
QLD - POLICE AVON DOWNS - NT	Final choice	Brisbane PCC 3	
QLD - REDCLIFFE POLICE	1	Redcliffe PCC	
QLD - REDCLIFFE POLICE	2	Maroochydore PCC 2	
QLD - REDCLIFFE POLICE	Final choice	Brisbane PCC 3	
QLD - ROCKHAMPTON POLICE	1	Rockhampton PCC	
QLD - ROCKHAMPTON POLICE	2	Mackay PCC	
QLD - ROCKHAMPTON POLICE	3	Rockhampton PCC	
QLD - ROCKHAMPTON POLICE	Final choice	Brisbane PCC 3	
QLD - ROMA POLICE	1	Roma Station 1	
QLD - ROMA POLICE	2	Charleville Station	
QLD - ROMA POLICE	3	Toowoomba PCC 1	
QLD - ROMA POLICE	4	Toowoomba PCC 2	Recorded message
QLD - ROMA POLICE	Final choice	Brisbane PCC 3	
QLD - TOOWOOMBA POLICE	1	Toowoomba PCC 1	
QLD - TOOWOOMBA POLICE	2	Toowoomba PCC 2	Recorded message
QLD - TOOWOOMBA POLICE	3	Ipswich PCC	
QLD - TOOWOOMBA POLICE	Final choice	Brisbane PCC 3	
QLD - TOWNSVILLE POLICE	1	Townsville PCC	
QLD - TOWNSVILLE POLICE	2	Cairns PCC	
QLD - TOWNSVILLE POLICE	3	Brisbane PCC 3	
QLD - TOWNSVILLE POLICE	4	Beenleigh PCC	
QLD - TOWNSVILLE POLICE	Final choice	Brisbane PCC 3	
QLD - YAMANTO POLICE	1	Ipswich PCC	
QLD - YAMANTO POLICE	2	Toowoomba PCC 1	
QLD - YAMANTO POLICE	Final choice	Brisbane PCC 3	

Source: Details (1st and 2nd Columns) provided by Telstra Emergency Service Answer Point Support (Triple Zero Call Centre) and analysis (4th and 5th Columns) by A/Insp Steve Jenkins and A/AOS Gail Davidson (QPS/DCS Public Safety Front-line Communications Program).



Colour Code	
[Pattern]	Process
[Pattern]	Decision
[Pattern]	CAD status change
[Pattern]	CAD job entry/finalisation

Notes:-

- Output Reporting:
- Daily CAD data downloads
- Weekly Performance Reviews
- CAD data dumps
- Intelligence
- FOI
- OPR
- CAD requests
- ACDMIS data

Police Communications Centres Call Taking Standards (Client Service)

Sub-skills	Purpose	Definitions & Guidelines
1. Opening		
Greet Caller	To let the caller know they have reached the correct place.	<p>Best practice opening is:</p> <ul style="list-style-type: none"> • For E000 calls "Go ahead Telstra" – obtain Caller Line Identification number from emergency call agent – Telstra. • E000 Calltaker, "Thank you Telstra, Police emergency, (state rank and surname for sworn first name for unsworn) what is your current location?" • Obtain response from caller. • If no location provided: "In order to get you assistance, I need to know your location please." • Obtain response from caller and confirm address with them. • E000 calltaker: "What is your emergency?" • E000 calltaker then obtains information relevant to the incident. (Utilise the NOTICE principle as per the IRA's) (refer APPENDIX 1 to SOP 110) • For Routine calls "Brisbane Police Communications, (Rank & Surname Name for sworn / First name for unsworn) speaking". <p><i>Can also use:</i></p> <p>"Good morning / afternoon / evening (whichever greeting the calltaker is most comfortable with), Brisbane Police Communications, speaking".</p>
Verify Location	To accurately determine where Police are required.	<ul style="list-style-type: none"> • Accurately verify location in a timely manner. • If having difficulty with verification, which is delaying Police response, advise supervisor (P43) immediately.
Obtain and Job Details In Concise and Timely Manner	To ensure we have all the information required to allow appropriate Police response.	<p>Obtain and record correct information for all fields, adhering to the following where applicable:</p> <ul style="list-style-type: none"> • Name, address, contact numbers. Spell back for confirmation when appropriate. • Use of correct numerical pronunciation. • Use of phonetic alphabet when required / appropriate. • Information is accurate. • Calltaker updates the Job with supplementary information via related messages when applicable. • Where appropriate, records factors that may impact on officer or public safety.

2. Determining Event Type and Data Protection

Correct Activity and Priority Codes		<ul style="list-style-type: none"> • Correct activity code (job & description codes - see QP103H) and priority code (s. 14.24 OPM) are recorded based on the information available at the time.
Information Security	Right to Information Act and QPS policy & procedure.	<ul style="list-style-type: none"> • Calltaker does not disclose confidential information from any database, including details relating to Police members (e.g., private phone numbers) to anybody, including people claiming to be members of the QPS • Calltaker provides accurate and appropriate advice / information.

3. Capturing Additional Information

Obtain and Record Additional Information	To ensure all additional relevant information required to provide best response is obtained and recorded	<ul style="list-style-type: none"> • Calltaker obtains and records relevant additional information as specified in QPS policy and procedures (e.g., IRA's PCC SOP's, OPM's, Memo's and Commissioners Circulars).
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4. Conclusion

Closing	Ensure caller is given relevant information for follow-up and understands what will happen next.	<ul style="list-style-type: none"> • Calltaker explains what will or may happen next. • Calltaker provides Job number (if applicable). • Calltaker avoids unprofessional sounding phrases. • Where appropriate, the Calltaker advises the complainant to call back if circumstances change or escalate.
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5. Establish Callers Needs

Questioning	To accurately determine the callers needs	<ul style="list-style-type: none"> • Questions are an appropriate mix of closed, open, probing or alternative types. They are clear and well phrased and follow a logical progression. • Calltaker does not guess or assume. • Calltaker establishes key issues in a timely manner. • Calltaker controls the call, appropriate to the situation. <p><i>(The only type of call where questioning may not be applicable would be a non-speaking)</i></p>
Listening	To communicate attentiveness and speed up the flow of information.	<ul style="list-style-type: none"> • Calltaker listens for key statements, background noises and underlying tones / meanings and is focussed on the caller. • Calltaker captures critical information such as time critical deadlines, situation, hazards, and person or vehicle descriptions when given.

<p>NOTICE / Job Description</p> <p>Nature of incident</p> <p>Offender status</p> <p>Threats</p> <p>Identifiers</p> <p>Computer checks</p> <p>External agencies</p>	<p>To accurately capture information in a timely manner.</p>	<ul style="list-style-type: none"> • Information is accurate, relevant and follows these steps:- • Job Description is able to be understood and is entered in a timely manner. • Priority Codes 1 and 2 jobs are committed at the first available opportunity to avoid delay in any Police response. Priority 3 and 4 are committed once all information is obtained. • Calltaker keeps Job Description factual and objective and does not add unnecessary / unprofessional personal opinion. (Refer to NOTICE)
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<p>6. Positive Service Offering</p>		
<p>Managed Call Time</p>	<p>Keeping caller informed about what is happening</p>	<ul style="list-style-type: none"> • Calltaker is timely in dealing with call • Calltaker keeps updating the caller of progress and minimising "dead air". • Calltaker maintains conversation with caller if required, e.g. incident requiring observation to be kept - but only types necessary information into the Job Description / Related Message of the Job.
<p>Resource Utilisation</p>		<ul style="list-style-type: none"> • Calltaker uses all appropriate systems to extract necessary information. • Calltaker refers caller to correct external agency when appropriate. • Calltaker is prepared if systems fail and avoids telling callers that systems are down.
<p>Managing Expectations</p>	<p>Ensures caller is clear about what to expect from Police.</p>	<ul style="list-style-type: none"> • Calltaker manages expectations about the way Police will respond to the caller's problem. • Calltaker does not make promises about Police attendance. • Calltaker may advise caller that an event has been entered / advised for recording purposes.

<p>7. Customer Service</p>		
<p>Establish a Rapport</p>		<ul style="list-style-type: none"> • Calltaker addresses caller in a respectful manner. • Calltaker uses professional language and refrains from words such as "luv" or "dar". • Calltaker uses skill base to build trust, put caller at ease and calm them if necessary.
<p>Verbal Communication</p>		<ul style="list-style-type: none"> • Calltaker effectively utilises tone, volume, speed, inflection and other vocal qualities. • Calltaker avoids inappropriate filler sounds and adjusts to callers level of language, avoiding excessive Police jargon/language.

Empathy/Caring		<ul style="list-style-type: none"> • Calltaker acknowledges callers emotions and then deals with the circumstances.
Portrays a professional image of QPS		<ul style="list-style-type: none"> • Calltaker sounds alert and ready to hear from the caller, regardless of time of day. • Calltaker treats caller with fairness, equality and respect and does not sound condescending, regardless of race, religion, position, circumstance or callers language or attitude. • Calltaker does not use profanities, rudeness or prematurely terminate the call. • Calltaker provides reassurance and professional service promoting confidence in Queensland Police Service.

[Previous](#) | [Manual](#) | [Chapter](#) | [Next](#)

14.24 Priority codes

POLICY

Job taskings are assigned one of four priority codes by members under the supervision of:

- (i) the Duty Officer, Police Communications Centre, Brisbane;
- (ii) the officer in charge of a police communications centre in areas not controlled by the Police Communications Centre, Brisbane; or
- (iii) in places where no police communications centre exists, the officer in charge of the station where the information requiring the attendance of police is received; or
- (iv) the Inspector, Special Emergency Response Team, where due to the type, or methodologies of the duties being performed it is not practical to obtain a priority code as outlined in paragraphs (i) to (iii) above.

To ensure that officers are aware of the degree of urgency required in attending an incident, complaint, request for assistance or other matter, the following priority codes are allocated:

- (i) Code 1 - for very urgent matters when danger to human life is imminent;
- (ii) Code 2 - for urgent matters involving injury or present threat of injury to person or property;
- (iii) Code 3 - for routine matters; or
- (iv) Code 4 - negotiated response.

14.24.1 Criteria for assigning a priority code

POLICY

A member assigning a priority code to a task should use the following guidelines:

Code 1 - 'Very Urgent' - may be assigned in the following circumstances:

- (i) when an officer or member of the public is in need of help in circumstances where life is actually and directly threatened and is in immediate danger of death. This includes the need for assistance in similar circumstances when an officer is having problems escorting prisoners, is trying to effect crowd control or is endeavouring to keep law and order at civil disturbances, etc.;
- (ii) when shots are being fired or an explosion or bombing has occurred and danger to human life is imminent;
- (iii) at the time of a major incident or serious fire, or in the case of a robbery or any crime in progress where there is danger to human life;

(iv) in instances of asphyxiation or electrocution where life may be saved or where a person is attempting suicide or other forms of self harm likely to cause death or serious injury; or

(v) in any other instance where it is known that danger to human life is imminent.

Code 2 - 'Urgent' - may be assigned in the following circumstances:

(i) incidents similar to those above and any other urgent situations without the element of imminent danger to human life being apparent;

(ii) in any other urgent situation when it is known that danger to human life is not imminent; or

(iii) incidents involving injury to a person or present threat of injury to a person or property.

Code 3 - 'Routine' - may be assigned to all other matters which are considered to be routine and not requiring classification of Code 1 or 2.

Code 4 - 'Negotiated Response' - is only to be assigned to calls for service in accordance with approved Regional/Command/District negotiated response policies.

ORDER

The member responsible for assigning a priority code to a task is to:

(i) assign a code to the task having regard to Service policy and the information available;

(ii) change the code as circumstances and information warrant; and

(iii) advise the member responsible for transmitting the task of the assigned code for that task and any change to that code.

The member responsible for transmitting the task and code is to notify the member assigned the task of the priority code for the task and any change to that code.

Officers are not to alter or upgrade allocated priority codes unless directed by a member responsible for assigning priority codes.

14.24.2 Negotiated response

A 'negotiated response' is a method by which calls for service from a client may be prioritised through negotiation.

A negotiated response agreement exists when a member of the Service and a client have agreed to respond to an incident in a specified manner.

The aim of negotiated response agreements is to promote better management of police resources.

In this section the term:

(i) 'relevant member' means a member of the Service authorised under the provisions of a Regional/Command/District negotiated response policy to enter into negotiated response agreements; and

(ii) 'client' means a person who reports an incident to police or requests police assistance. The term includes a person representing any organisation, company or body.

14.24.3 Outcomes of negotiated response agreements

POLICY

Negotiated response agreements are to result in a definite course of action being agreed between the relevant member and the client.

Examples of appropriate outcomes of a negotiated response agreement include:

(i) the client reporting the incident at a nominated police station when it is open or on the next working day;

(ii) the client attending at and reporting the incident immediately at the nearest 24 hour police station; or

(iii) if the nature of the incident is such that the attendance of an officer at a time acceptable to the Service and the client is suitable, the recording of particulars and giving an undertaking to the client that an officer will attend as agreed. Where Regional/Command/District negotiated response policies allow a single officer patrol to attend, that option should be considered.

14.24.4 Approval of Regional/Command/District Negotiated Response Policies

POLICY

Proposed Regional/Command/District negotiated response policies are to be submitted by the relevant Assistant Commissioner to the Deputy Commissioner (Regional Operations), for approval prior to implementation.

Upon receiving approval to implement a negotiated response policy, officers in charge of Regions/Commands/Districts are to ensure that:

(i) members of the affected community are advised of the nature of the negotiated response policy and the police response alternatives;

(ii) members are provided with suitable training in the use of the applicable negotiated response policy; and

(iii) standing operating procedures are developed to ensure that the negotiated response policy is applied with consistency.

14.24.5 When negotiated response agreements may be entered into

POLICY

Subject to the requirements of a Regional/Command/District negotiated response policy, incidents

which would not otherwise be assigned a priority classification of 'Code 1 - Very Urgent' or 'Code 2 - Urgent' may be considered for a negotiated response.

Negotiated response agreements may be entered into with a client who;

- (i) personally attends a police station or establishment;
- (ii) telephones a police station, establishment or police communications centre; or
- (iii) by prior arrangement, as part of an approved Regional/Command/District negotiated response policy, sends an approved form to a police station or establishment.

Negotiated response agreements may be entered into when:

- (i) the relevant member is satisfied that:
 - (a) a negotiated response is an appropriate method of responding to the call for service;
 - (b) the wishes of the client are considered and met; and
 - (c) the client understands the negotiated response agreement; and
- (ii) the client and the relevant member have agreed that immediate police attendance is not required, and an alternative method of reporting the incident has been agreed to.

PROCEDURE

In considering whether a negotiated response is an appropriate method to respond to a call for service, members receiving such calls should ascertain the following information relating to the incident and, unless they are relevant members, convey that information to a relevant member:

- (i) informant/complainant/witness details, including name, address, current location and telephone number;
- (ii) the nature of the incident;
- (iii) the time the incident occurred or whether it is still occurring;
- (iv) details of any threat or injury to any persons and any medical assistance required;
- (v) type and value of any property involved in the incident;
- (vi) identification or location of any suspects/offenders;
- (vii) whether any weapons are involved;
- (viii) whether any person involved in the incident is affected by drugs or liquor;
- (ix) the nature of any nuisance or risk to the public caused by the incident; and
- (x) regularity or frequency of the incident.

14.24.6 When negotiated response agreements may not be entered into**POLICY**

A negotiated response agreement is not to be entered into when:

- (i) all relevant information cannot be obtained or clarified;
- (ii) the relevant member believes that a negotiated response is not appropriate, regardless of the wishes of the client; or
- (iii) the client does not wish to enter into a negotiated response agreement.

In such cases the call for service is to be allocated an appropriate priority code.

A relevant member who enters into a negotiated response agreement, which requires that an officer attend a location at a specified time, is to ensure that details of the negotiated response agreement are recorded in accordance with s. 1.6.1: 'Recording initial demand' of this Manual.

14.24.7 Procedures to be adopted when negotiated response agreements cannot be fulfilled**POLICY**

If, as part of a negotiated response agreement, a relevant member and a client agree that an officer or the client would attend a location at a specified time, the client is to be notified of any likely delay or proposed change to the time or location agreed upon. Regional/Command/District negotiated response policies are to assign the responsibility for providing such notification to a suitable member of the Service.

If the conditions of a negotiated response agreement are not met, the original negotiated response agreement ceases to exist. A new agreed response may be negotiated, otherwise an appropriate response code is to be assigned to the call for service.

14.24.8 Single officer patrols**POLICY**

Where practicable, single officer patrols should not be tasked to attend incidents involving weapons or disturbances involving a number of offenders, unless they are assisting officers who are already in attendance at such incidents.

Officers in charge of regions or commands are to ensure that where single officer patrols are performed, for example:

- (i) one and two officer stations;
- (ii) traffic enforcement;
- (iii) crime reporting;
- (iv) enquiries; or
- (v) any other operational duty,

that standing operating procedures are implemented within their respective region or command to minimise identified operational risks, for example:

- (i) single officer patrols;
- (ii) vehicle interceptions; and
- (iii) communication black spots.

See also ss. 1.5.4: 'Standing Operating Procedures and Standing Orders' and 1.5.5: 'Standing Operating Procedures - format' of this Manual.

Officers performing single officer patrols are to familiarise themselves with the relevant standing operating procedures in relation to single officer patrols within their respective region or command.

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14.38 Priority Policing Process

POLICY

The Service recognises the inherently unpredictable nature of policing and the need to be able to identify a flexible response to calls for service. Where personal safety is threatened, the community expects a timely and effective response. To maximise the Service's ability to effectively respond, there is a need to employ appropriate demand management strategies which may include the allocation of tasks to officers who do not usually operate in a first response capacity.

This policy acknowledges and reaffirms that the safety of people and the security of property are the priority of all officers. This policy embodies a flexible operational resource allocation model which ensures that internal organisational and administrative structures do not impede the efficient and effective delivery of policing services.

The priority policing process establishes a method for determining whether to initiate an immediate response to a call for service or to implement an alternate expectation strategy based on the nature of the call for service and the availability of operational resources.

Receiving calls for service

POLICY

Members receiving calls for policing services are to ensure that:

- (i) the relevant information is recorded in accordance with s. 1.6.1: 'Recording initial demand' of this Manual; and
- (ii) the particulars of the call are referred to an officer for tasking (a tasking officer).

Tasking officers

POLICY

Officers in charge of regions and commands are to ensure:

- (i) suitable tasking officers are identified for all areas under their control. Local standing operating procedures are to nominate specific officers or holders of particular positions to fill the role of tasking officer. Tasking officers may be nominated to have responsibility for tasking within a geographical area or within an organisational unit depending on the requirements of the relevant region or command.

Generally, a tasking officer will be an officer with responsibility for assigning priority codes in accordance with s. 14.24: 'Priority codes' of this chapter. The responsibility for tasking, and the authority to issue associated directions, in any particular case should be clearly defined to avoid the potential for confusion as to an officer's responsibility and authority as a tasking officer;

- (ii) appropriate arrangements are made with the officers in charge of neighbouring regions to establish processes by which operational resources may be assigned to calls

for service in neighbouring regions; and

(iii) procedures are established within their area of responsibility to resolve issues arising as a result of tasking decisions (e.g. the tasking of units previously allocated to a particular activity to other calls for service). In all circumstances, however, priority is to be given to responses to calls for service involving a threat to personal safety.

The role of a tasking officer is to:

(i) allocate priority codes to calls for service in accordance with s. 14.24: 'Priority codes' of this chapter; and

(ii) direct officers to attend calls for service in accordance with the priority policing process.

A tasking officer need not be a senior officer and for the purposes of directing officers to attend to calls for service has the authority to direct all officers subject to any limitations established in Service or regional policy.

Tasking decisions of a tasking officer are not to be disputed by members receiving the tasking. Members who wish to query a tasking decision are to attend the tasking as directed and may raise the issue in accordance with regional arrangements.

In cases where an officer or officers are tasked to attend a call for service in circumstances that would place the officer at unreasonable risk (e.g. officers who are not qualified in OST being directed to attend a violent incident), the officer should immediately advise the tasking officer of that fact. Tasking officers should act upon such advice to ensure, as far as practicable, that additional or alternative resources are tasked to mitigate such risk.

Priority policing process

POLICY

Tasking officers receiving details of calls for policing services are to:

(i) determine whether the call relates to a threat to personal safety or property security;

(ii) in the case of threats to personal safety or property security, establish whether the call indicates a known threat, a potential threat or a perceived threat;

(iii) direct officers to attend to the call for service or initiate an alternate expectation strategy based on the application of the priority policing process. See the priority policing process flowcharts contained in Appendixes 14.5: 'Threats to Personal Safety', 14.6: 'Threats to Property Security' and 14.7: 'Other Calls for Service' of this chapter; and

(iv) ensure that organisational boundaries do not impede an appropriate and timely response to calls for service. Where no officers are available within a tasking officer's area of responsibility and an immediate response is required, the tasking officer should request a tasking officer in a neighbouring area, in accordance with relevant regional arrangements, to direct officers from that area to attend the call for service. Tasking officers receiving requests for assistance from tasking officers in other areas are to ensure that officers are directed to attend the call for service in accordance with the priority policing process and regional arrangements.

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