



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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CONTINUED STATEMENT OF: WAUGH, Robert William

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.

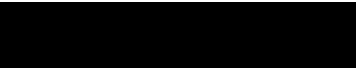
The operational profile of the BPCC utilises staff in the following roles: Duty Officer, Shift Supervisor, Communications Coordinator (Comco), Radio Dispatcher, Inquiry Channel operator and Call-taker. The State Duty Officer is also positioned with the BPCC. In relation to functions within the PCC there 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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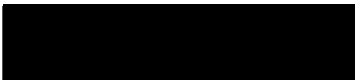
- Radio specific CAD commands/responsibilities
- Pursuits, Sieges/Cordons
- OPMs, SOPs

The **Communications Coordinators Course** is conducted over an 8 day content and assessment period including a mentoring period to allow the Communications Coordinator to 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 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*

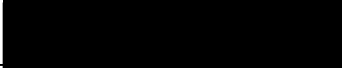
• *COMPUTER CHECKS*

• *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.

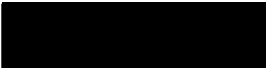
The duties associated with the supervision of 000 call takers can be found within SOP 110 – “Answering of triple zero calls”.

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.

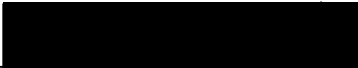
9. Any operational changes or recommendations to improve communication room/s and/or the conduct of call operators in disaster situations

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)