



CRIMINAL JUSTICE  
COMMISSION

**BEAT POLICING RESOURCE KIT**

*APPENDICES*

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# APPENDIX 1

## EXAMPLE OF A CRITICAL PATH PLAN IPSWICH BEAT POLICING PROJECT

| ACTIVITY NAME                                   | CODE | CANNOT BE BEFORE | TIME IN WEEKS | ACTION DATE |
|-------------------------------------------------|------|------------------|---------------|-------------|
| 1. Enter data from jobcards<br>June/July/August | A    | -                | 2             | 19/09/94    |
| 2. Define Beat/Control Areas                    | B    | A                | 2             | 10/10/94    |
| 3. Prepare job specification                    | C    | -                | 1             | 10/10/94    |
| 4. Advertise jobs                               | D    | C                | 1             | 10/10/94    |
| 5. Vedette article                              | E    | C                | 1             | 17/10/94    |
| 6. Shortlisting                                 | F    | D                | 4             | 07/12/94    |
| 7. Interview                                    | G    | F                | 1             | 14/12/94    |
| 8. Selection                                    | H    | G                | 1             | 14/12/94    |
| 9. Training                                     | I    | H                | 1             | 18/12/94    |
| 10. Media campaign                              | J    | -                | 4             | 10/12/94    |
| 11. Houses                                      | K    | -                | 4             | 10/11/94    |
| 12. Brief key stakeholders                      | L    | I                | 1             | 12/12/94    |
| 13. Launch                                      | M    | All              | 1             | 09/01/95    |



## APPENDIX 2

### TOOWOOMBA BEAT POLICING PILOT PROJECT OBJECTIVES

#### FOR TOOWOOMBA:

- to provide a policing service that is community based and directed at solving problems that are specific to the Neighbourhood Beat Area (NBA)
- to give the community more say in defining problems and then devising and prioritising solutions to those problems
- to identify issues of concern for the community members and to seek to address them
- to decentralise police response calls for service in order to provide a more satisfactory service to the community and to facilitate follow up action
- to give the Beat Area Officer (BAO) primary responsibility for police work on his/her NBA
- to teach the community how to utilise a finite resource more intelligently
- to reduce repeat calls for service by providing appropriate initial response rather than a generic response
- to improve public satisfaction with the police, particularly for victims of crime
- to improve job satisfaction for police
- to increase the flow of information to the police in local areas
- to assist in solving community problems

FOR WEST END:

*To promote feelings of community safety by:*

- reducing the incidence of crime
- increasing police visibility within the beat area
- increasing police/community interaction
- encouraging joint police/community problem-solving.



## APPENDIX 3

### EXAMPLE OF A MEDIA CAMPAIGN STRATEGY: TOOWOOMBA BEAT POLICING PILOT PROJECT FORMULATED EARLY 1993

#### GOALS TO BE ACHIEVED

- 1. **Public Awareness.**  
introduce and develop awareness of the Neighbourhood Beat Areas in Toowoomba and South-East Queensland generally.
- 2. **Community Co-operation.**  
develop acceptance and interactive co-operation of the community.
- 3. **Follow-up: Assessment of Success.**  
then to sell as a desirable method of policing.

#### SUGGESTED TOOLS

##### 1. **Public Awareness - media and community relations**

The basis of this work will be to establish firm and understanding links with the local media in Toowoomba. Once the links are established, response to the project will become cumulative.

Following is a media distribution list for the local Toowoomba media:

##### **Newspapers**

The Chronicle  
The Downs Star

##### **Radio**

Radio 4AK  
Radio 4GR  
Radio 4QS/4QW ABC  
Radio 963 (4WK)

## Television

ABC - Channel 2  
 7.30 Report - Peter Greer  
 QTV - Toowoomba  
 Sunshine Television - Toowoomba  
 WIN Television - Toowoomba

It is anticipated the following tools will be used in the publicity campaign during the lead-up to the launch in Toowoomba in early May.

### \* Communication Themes

- subtle messages and one liners that over time the media/community will identify with the project
- these messages will be inserted in media releases and briefing notes
- following are some initial ideas:
  - policing with the people
  - answering the needs for change in Queensland
  - working the beat for Toowoomba
  - foot patrols for Toowoomba
  - gathering together the best for Toowoomba.

### \* Media Kit containing

#### ● Relevant Releases

*Release One:* details of the project - how, what, when, where and why.  
*Release Two:* the inspiration and development of the program  
 discussing the information gained from international studies and academics  
 gathering together the best for Toowoomba, experiences from Edmonton etc.  
*Release Three:* why Toowoomba was chosen - geographic, demographic, resources to other police regions etc.

#### ● Fact Sheets

- these will be single pages with salient notes about different aspects of the project
- will be for internal personnel use and external media release:
  - the Beat Area Project - what and where it is
  - development of the project - Edmonton experience
  - why Toowoomba was chosen, particularly these areas.

- **Personal Profiles**

Beat Area Officers – human interest for the community.

- **\* Booklet/brochure**

- compiled as a friendly, concise information booklet. A resume of what is going on and why.

- **\* Media Relations**

- *Feature Articles*

- articles are proposed for the local newspapers, to link with stories/vision for the electronic media from mid-April
- different story angles include:
  - Why was Toowoomba chosen?
  - police persons chosen for the job
  - the communities – why chosen, what will they gain
  - survey results
  - open days.

- *Radio Interviews*

- personalities involved in the project will be used as talent for ABC Radio and commercial radio stations in the area.

- *7.30 Report*

- the project will be presented to the 7.30 Report as a story package in early 1993
- the idea will be for the program to gather vision and develop a story to be shown on the eve of the Beat Area Patrol launch in early May.

- **\* Letterbox Drops**

- Stating key facts: friendly; a letter of introduction to the people in the beat areas
- dropped to the NBAs and also throughout Toowoomba – to ensure there is no disinformation.

### \* Project/Opening/Launch

- People involved:
  - community members from the Beat Areas themselves
  - members of the Police Administration – Toowoomba area
  - Toowoomba service clubs/social welfare groups
  - Toowoomba City Council representatives
  - CJC representatives.
- something different from the normal speech format required
- something all people present can participate in
- may have an Open Day format
- also involve police personnel, Police Citizens Youth Club demonstrating and talking to the younger members of the Beat Areas etc.

### 2. Community Co-operation and Interaction.

The goal is to establish good relationship with journalists initially, so they will seek stories during the two year pilot study period.

### 3. Follow-up – Beat Area Patrol as a desirable method of policing.

- *Follow-up.*
  - after project has been operating for some time
  - this will include publicising results, surveys etc
  - planning for other areas to take up the plan.
- *Annual Report.*  
similar to the Edmonton example "Working the Beat".
- *Feature articles/radio interviews.*
  - positive human interest stories
  - survey results
  - progress of pilot and where to for the future.

### TIME-FRAME

|                               |                                                |
|-------------------------------|------------------------------------------------|
| February 1 – May launch date: | project development and public awareness.      |
| May 1993 – May 1995:          | consolidation, community involvement.          |
| May 1993 – future:            | surveys, dissemination of results, the future. |

## RESOURCES

- low financial outlay. Major expense will be the production of publications associated with the project.
- joint release of information between CJC/QPS.



## APPENDIX 4

### EXAMPLE OF A JOB DESCRIPTION FOR A BEAT AREA OFFICER

RANK: SENIOR CONSTABLE (2 POSITIONS)

FUNCTION: BEAT PATROL

LOCATION: TOOWOOMBA OR IPSWICH

#### DESCRIPTION:

##### PURPOSE OF POSITION:

The Beat Patrol Officer will take on the primary policing responsibility for a designated policing area and work collectively with community members to identify and prioritise problems and determine and apply solutions and adjust them accordingly to ongoing needs.

##### DUTY DESCRIPTION:

1. Undertake initial response and investigation of calls for service irrespective of priority level.
2. Attend to telephone and walk-in reports made to the community police centre and do follow up work that may be necessary.
3. Be familiar with the area profile.
4. Adopt a problem solving approach in dealing with repeat calls for service and take steps to eliminate the causes of repeat calls for service.
5. Be the principal law enforcement officer in the community for the area of responsibility.
6. Will undertake the role of community liaison officer and act as liaison officer.
7. Establish and maintain contact with the community centre (with assistance of Implementation Committee).

**ESSENTIAL CRITERIA:**

1. A serving sworn member of the Queensland Police Service with a minimum of twelve months service.
2. A high standard of integrity.

**DESIRABLE CRITERIA:****KNOWLEDGE REQUIREMENTS:**

1. Knowledge and ability acquired of a broad range of operational policing duties.
2. An understanding of, and effective use of, laws, regulations, policies and procedures that are applicable within the Queensland Police Service.
3. A thorough understanding of and the ability to apply community based policing initiatives.
4. Knowledge of the beat policing program.

**MANAGEMENT SKILLS:**

1. Ability to plan, organise, lead, allocate resources and control.
2. Ability to cooperate with other personnel to maintain coordination of tasks.
3. Ability to interact with other members of QPS, outside agencies, and members of the community for the purpose of effectively carrying out the duties of the position.
4. Ability to organise time schedules and establish task priorities.
5. Ability to assume operational control in the first instance as situations arise.
6. Leadership ability to act as an initiator in a community setting.

**PEOPLE SKILLS:**

1. The ability to establish and maintain good working relations with other Queensland Police Service personnel, information sources, members of the public, government organisations and professional groups.
2. The ability to empathise with all groups within the community.



3. The ability to be an effective communicator and motivator.
4. Demonstrated interpersonal skills required for liaising, interviewing, counselling and negotiating.

#### APPLICATION TO WORK:

1. Seek to accept greater responsibility and introduce new ideas which affect the productivity of the area and the Queensland Police Service.
2. Maintenance of effective performance under changing and demanding conditions.
3. Personal integrity, together with demonstrated initiative, discretion, tact, constructive reasoning and adherence to authority.
4. Effectively perform the duties that require stamina and agility and the ability to work long hours.



## APPENDIX 5

### POSSIBLE QUESTIONS FOR APPLICANTS FOR BEAT OFFICER POSITIONS

#### GENERAL

Could you please briefly outline what you think this job and the project will entail?

Why do you think that this project has been initiated?

What do you think the QPS is trying to achieve in this pilot project?

Why did you apply for this position?

#### HYPOTHETICALS

1. Intelligence reports given to you by the District Intelligence Officer over a period of three weeks indicate that there have been a spate of thefts from unattended houses, and particularly from garages that have been left unlocked. Most thefts occur after dark and involve tools, garden implements and bicycles. The local newspaper has started to report this spate of thefts in a manner that does not paint a favourable picture of police efforts in solving this problem. You have been appointed as the Beat Officer responsible for the area where the majority of these petty thefts occur. Outline the type of strategy you might develop to tackle this issue.

*Model Answer: (designed to gauge the applicant's aptitude for problem solving)*

- Analyse the intelligence reports carefully
- Conduct an inspection of the area
- Debrief victims to get a precise picture of the usual criminal modus operandi
- Conduct an intensive local area "lock it or lose it" public awareness campaign
- Notify all local Neighbourhood Watch Co-ordinators and request they call all their block co-ordinators and advise them to "be on the look out"
- Increase my own foot patrols in the areas affected around the times that the offences usually occur

- Notify my supervising NCO of my adopted strategy, and request that he arrange for an increase in objectively directed Mobile Patrols throughout the affected areas at times when I am not rostered
- Notify the District Intelligence Officer of the adopted strategy so that he can monitor changes in the area
- Contact the JAB/CIB about the issue and determine whether they have information on prime suspects who could be targeted and try to gather local information on the movements of those individuals, with a view to trying to develop an operational plan to effect an arrest.

2. A park in your patrol area has been the site of several sexual assaults over a period of three years. It is overgrown and poorly lit. Unfortunately, the main path through the centre of this park is also a major access route for students attending a nearby TAFE College. Many of the TAFE classes occur after 6.00 p.m.

What kind of initiatives could you, as the police officer responsible for this area, develop to prevent attacks on female students in this park?

**Model Answer:** *(designed to gauge the problem solving skills of the applicant)*

- Inspect the park – note the problem areas.
- Analyse the intelligence reports in order to determine the number of recent complaints that relate to the park.
- Talk to residents who live around the park to try and gather further information that may not have been previously reported to the police. At the same time, request these residents to be on the look out for unusual or suspicious behaviour in the park.
- Talk to the City Council and request they increase the frequency of pruning/mowing and replacement of lights. In addition, take the responsible City Council Officer for an after hours inspection of the site.
- Talk to authorities at TAFE and request they conduct an awareness campaign with their students. If need be, conduct a series of seminars with the students on personal safety.
- Discuss with TAFE the possibility of organising a service to escort their students to safer areas
- Discuss the issue with the District Intelligence Officer and the CIB to determine whether the attacks appear to be the work of a habitual offender.

- Also, consider the viability of an undercover operation to try and apprehend an offender.
3. You have been working your beat area for approximately six months. It is mid-morning on a Wednesday and you are running late for an Adopt-a-Cop meeting at the local primary school. You are well behind in your paperwork and in addition have been up since 5.00 a.m. attending at a particularly nasty domestic violence incident. Tomorrow you are scheduled to appear in the District Court and the Prosecutor has notified you that you may be required at anytime throughout the day. Suddenly an elderly widow who lives in your area rings up complaining about local youths who have vandalised her letterbox. She has rung you several times in the past complaining of similar incidents.

Explain what you would do in these circumstances?

*Model Answer: (this question is trying to find out how the applicant would respond to competing demands and the need to prioritise work).*

- Telephone the school and say that you will be an half hour late
- Talk to the elderly woman in such a way to calm her down and allay her fears
- Tell her the truth – that you could not start investigating her matter before Friday because you are so busy
- Promise her that you will notify Toowoomba mobiles and request that they conduct extra patrols past her house at the times that these problems usually occur
- Advise her that you personally will get onto it first thing on Friday
- Arrange with the prosecutor to call 30 minutes before you are required to appear in court so that you can allocate the remainder of Thursday to paperwork.

In addition, there should also be a question that can be put to applicants to see how they would react to a potentially dangerous situation. A hypothetical scenario should be used to determine whether the applicant knows when he/she should call for assistance.

#### QUESTIONS FOR LATER ON IN THE INTERVIEW

- Are you aware of the extra stress that this job is likely to put on you, both professionally and personally?
- Have you considered the likely impact of this job on your homelife?



APPENDIX 6

STANDING ORDERS  
FOR  
TOOWOOMBA  
BEAT POLICING PILOT PROJECT

AMENDED AT 13 DECEMBER 1993

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(1) Line Authority.

The Beat Area Officers (BAOs) will be directly responsible to their District Officer through their appointed supervising Non-Commissioned Officers.

(2) Beat Area Officers - Standing Orders.

(2.1) It is the responsibility of the BAO to become the principle police service provider within the designated beat area.

(2.2) It is the responsibility of each BAO to prepare their own roster for the forthcoming 28 day period. So far as practicable, this roster is to be finalised not less than 7 days prior to the commencement of that 28 day period. It is the responsibility of each BAO to ensure that all court appearances, training and other extraneous duties of which the BAO has prior notice are also noted on the roster.

BAOs are to establish their roster after consideration of the on-going policing needs of their Beat Area, and in consultation with the District Intelligence Officer (DIO) and their supervising sergeant.

(2.3) Upon finalisation of their roster, the BAO is to forward a copy of the same to their supervising officer forthwith. The supervising officer shall then arrange for the distribution of that roster to the following:

- Chief Superintendent, Regional Headquarters;
- Regional Crime Co-ordinator;
- Toowoomba District Officer;
- Operations Co-ordinator (Toowoomba);
- Communications Room (Toowoomba);
- Officer in Charge, CIB;
- Officer in Charge, JAB;
- Officer in Charge, Toowoomba Traffic Branch; and
- Toowoomba District Intelligence Officer.

(2.4) Upon the commencement of each rostered shift, and in circumstances where the BAO may be recalled to duty, it is the BAOs responsibility to advise the Shift Supervisor at Toowoomba Station of their being rostered or recalled.

(2.5) At the cessation of each shift it is the responsibility of each BAO to advise the Shift Supervisor at Toowoomba Station of their cessation of duties.

- (2.6) It is the responsibility of each BAO to liaise with the District Intelligence Officer (DIO) on a daily basis.
- (2.7) It is the responsibility of each BAO, in conjunction with their supervising sergeant, to take up with the Officer in Charge of both the Toowoomba Juvenile Aid Bureau and Toowoomba Criminal Investigation Branch. Such liaison is to take place not less than weekly, and more frequently if needs should dictate.
- (2.8) So far as practicable, BAOs are required to attend at Toowoomba Station for Morning Conferences, and other meetings as may be required from time to time. This is a matter that is to be taken up between the BAOs and their Supervising Officer's.
- (2.9) Upon the cessation of each rostered shift, it shall become the responsibility of each BAO to connect the Community Beat Station telephone to the telephone answering machine provided for this purpose.
- (2.10) It is the responsibility of each BAO to prepare daily an incident log, and advise the District Officer promptly of any significant events that have occurred within the designated beat area. The incident log will be periodically collected for analysis by the District Intelligence Officer.
- (2.11) Deleted 13.12.93
- (2.12) It is the responsibility of each BAO to report crime and its particulars (when such crime occurs within the BAOs designated Beat Area), in the usual manner.
- (2.13) The BAO shall attend Toowoomba Station, 52 Neil Street, in order to complete necessary QPS Computer Mainframe entries as they may be required. Arrangements will be made for after-hours access of BAOs for this purpose.
- (2.14) It is the responsibility of each BAO to complete all QPS paperwork or procedural requirements that may be generated as a consequence of response to service demand calls, or that may arise as a result of the BAOs own investigations or pro-active policing activities.

(3) **General Guide-lines for Beat Area Officers Calling for Criminal Investigation Branch and/or Juvenile Aid Bureau Assistance.**

- (3.1) If a crime has been committed within the designated Beat Area, the BAO will endeavour to solve it.
- (3.2) The BAO is to assess all committed crimes in the context of their local knowledge of the offender/victim, history of that relationship, knowledge of frequent offence types in that area, etc.
- (3.3) The BAO will call upon specialist detective assistance in the following types of circumstances:
- the crime is of a nature that puts it beyond the BAOs investigative abilities (requires above normal levels of specialist or scientific investigation etc);
  - the crime gives the appearance of being part of some broader organised criminal conspiracy, does not fit the pattern of a localised crime, or is possibly the work of a serious serial offender; or
  - the crime clearly necessitates a protracted investigation, putting it beyond the resources of the BAO.

(4) **Procedures relating to Arrests and Beat Area Officers Requesting Additional Police Assistance.**

- (4.1) It is the responsibility of all BAOs to advise the Communications Room at Toowoomba Station immediately upon determining that they may require additional police assistance.
- (4.2) As a matter of general practise, no BAO is to respond to a service demand call at which he or she apprehends that their personal safety may be at risk. In all such circumstances the BAO is to request additional police assistance forthwith before proceeding further with the matter.
- (4.3) In the event that a BAO does effect an arrest whilst working alone, it is the responsibility of the BAO to advise Toowoomba Station forthwith, and to request additional police assistance to convey the prisoner to Toowoomba Station.

(5) Standing Orders Non-Commissioned Officers Supervising BAOs.

- (5.1) It is the responsibility of NCOs who are appointed to supervise BAOs to monitor their daily activities, offering advice, guidance and directions where appropriate.
- (5.2) NCOs appointed to supervise BAOs shall be responsible for development of appropriate PPAs.
- (5.3) It is the responsibility of NCOs who are appointed to supervise BAOs to ensure that they comply with these standing orders.
- (5.4) It is the responsibility of NCOs who are appointed to supervise BAOs to facilitate their logistical support. It is envisaged that this role will entail NCOs making arrangements for the provision of needed resources and daily consumerables. In addition, it will include provision of extra personnel support if, on occasion, the attainment of desired policing objectives within designated Beat Areas necessitates such provision.
- (5.5) It is the responsibility of NCOs appointed to supervise BAOs to facilitate liaison between the BAOs and other police within Toowoomba Division, with a view to ensuring the attainment of all policing objectives within the Toowoomba Division.
- (5.6) It is the responsibility of NCOs appointed to supervise BAOs to report regularly to the District Officer.
- (5.7) It is the responsibility of NCOs appointed to supervise BAOs to supervise the BAOs formulation of their own rosters in a manner that is in accordance with the provisions of items (2.2) and (2.3) of these standing orders, and to subsequently arrange for the following distribution of that roster:
- Chief Superintendent, Regional Headquarters;
  - Regional Crime Co-ordinator;
  - Toowoomba District Officer;
  - Operations Co-ordinator (Toowoomba);
  - Communications Room (Toowoomba);
  - Officer in Charge, CIB;
  - Officer in Charge, JAB;
  - Officer in Charge, Toowoomba Traffic Branch; and
  - Toowoomba District Intelligence Officer.

## (6) Communications Room Standing Orders.

- (6.1) As a matter of general policy, and subject to the response priority procedures outlined below, all requests for police service are to be responded to promptly, and in a manner that is, at once, both effective and satisfactory to the caller.
- (6.2) The Beat Area Officer (BAO) is to provide primary response to calls for service emanating from within the designated Beat Area.
- (6.3) When a service demand call is received requesting police attendance at an address within one of the defined Beat Areas, the operator shall:
- So far as possible, seek to solicit from the caller answers to the range of issues canvassed in schedule one.
  - Record the information on a QPS jobcard in the usual manner;
  - Assess the seriousness and priority of the job in accordance with the response priority procedures outlined below;
  - Dispatch the job to the designated BAO, except in those circumstances as provided below;

## (6.3.1) Response Priority Procedures

- (i) So far as practicable, all service demand calls that emanate from within Beat Areas are to be attended to by the designated BAO in the majority of circumstances;
- (ii) Service demand calls are to be attended by police from the Toowoomba Division at the first instance in circumstances where:
- (a) The job is assessed to be of a dangerous, serious or exceedingly urgent nature, and requires immediate police attention of a type that the BAO cannot effectively or reasonably provide. In these circumstances, the BAO is to be also advised of the service demand call forthwith;
  - (b) the BAO is presently attending to another call, and is therefore unavailable; or
  - (c) the BAO calls for backup.
- (iii) The criteria outlined in schedule two should be utilised in determining the most appropriate priority response



(6.3.2) Non Priority Service Demand Calls - Delayed and Negotiated  
Response Procedures

- (i) In circumstances where the BAO is unavailable, either by reason of not being presently on duty, or by reason of being presently committed to another matter, and after consideration of the response priority guidelines provided in schedule two, it appears that a call that emanates from within a designated Beat Area is of a nature that does not require an immediate police response, then the telephone dispatch operator shall invoke the following delayed response or negotiated response procedures. -

The telephone dispatch operator will:

- ascertain the nature of the call, soliciting from the caller as much information as possible in response to the range of issues contained in schedule one, so as to be able to give to the call an appropriate response priority rating;
- record the details of all calls emanating from within the designated Beat Areas on a QPS jobcard in the usual manner;
- determine the non-urgent response priority rating that should attach to the service demand call - (either delayed response or negotiated response) - in accordance with the guideline-criteria contained in schedule two
- if the service demand call is assessed as being suitable for delayed response, advise the caller (in a polite and courteous manner) of that fact, and advise that the BAO is presently unavailable, but that the call will be passed on to the BAO who will then attend to the call when next available. The caller should be advised when that is likely to be;

- if the call is assessed as being of a nature that either does not require police attendance or appears to be of a nature that could be more appropriately dealt with by another agency, advise the caller (in a polite and courteous manner), that the BAO will follow the matter up, when next available. Advise the caller when this is likely to be. The BAO will then be responsible for negotiating an appropriate response to the callers service demand call with the caller direct.

If the caller does not appear satisfied with such negotiated response, dispatch the job to police from Toowoomba Division;

- supply the caller with the BAOs name and direct telephone number and (politely) urge the caller to contact the BAO directly with all non-urgent matters in the future;
  - forward the details of that job to the Communications Room Shift Supervisor, who shall be responsible for transmission of all such job details to the BAO by facsimile, prior to the cessation of the shift.
- (ii) It is the responsibility of the communications room Shift Supervisor to note the number of instances during each shift in which callers with non-urgent matters emanating from within Beat Areas were advised to direct such calls to the BAO in future. These figures are to be forwarded to the DIO for analysis.
- (6.4) It is the responsibility of the Shift Supervisor to ensure that all QPS job cards completed during the course of that shift are forwarded to the DIO for collation and analysis at the cessation of each shift.
- (6.5) The DIO shall be responsible for returning all such cards for filing in due course.

(7) Change to Standing Orders - General Duties Staff.

- (7.1) It is the responsibility of all staff assigned to General Duties (including traffic duties and other support units), to familiarise themselves with the areas subject to the control of BAOs.
- (7.2) It is the responsibility of all staff assigned to general duties or counter enquiries to ascertain at the commencement of their shift, whether a designated BAO is on duty.
- (7.3) All staff are to familiarise themselves with the BAOs radio call sign and be prepared to respond as directed by the Communications Room, Toowoomba Station, or in response to a call for assistance from the BAO.
- (7.4) It is the responsibility of all staff undertaking mobile patrol to provide response to service demand calls from within pilot Beat Areas, in the first instance if so requested by Toowoomba Communications Room.
- (7.5) It is the responsibility of staff assigned to general enquiries to provide enquiries assistance to BAOs should they contact Toowoomba Station requesting information

- (8) **Change to Standing Orders: Toowoomba Station Counter Staff.**
- (8.1) It is the responsibility of all staff assigned to Toowoomba Division to familiarise themselves with the location and boundaries of designated pilot Beat Areas, and to be familiar with the working hours of the designated BAOs.
- (8.2) It is the responsibility of all staff assigned to counter enquiries at Toowoomba Station to take note of all service demands made at the counter at Toowoomba Station that relate to designated Beat Areas.
- (8.3) In the event that a member of the public wishes to report the commission of a criminal offence or incident, and that offence or incident occurred within a designated Beat Area, Counter Staff are to take details of that offence/incident and furnish all necessary reports in the usual manner. The complainant is to be advised that the BAO will follow the matter up. All subsequent details are to be forwarded to the BAO in the usual manner.
- (8.4) In the event that the inquirer requests police attendance at an address within one of the Beat Areas, details of that request are to be recorded for forwarding to the designated BAO by facsimile or other suitable means of communication.
- (8.5) The inquirer is to be advised of the existence of the BAO and his availability to attend to such matters. The inquirer is to be given the address and locality instructions of the Community Beat Station, together with the name of the BAO and details of when the BAO is usually rostered for duty.
- (8.6) The inquirer is to be urged to feel free to direct all such enquiries, (and particularly those that do not require an urgent police attendance), to the BAO in future.
- (8.7) Details of all such referrals are to be forwarded by facsimile (or similar) to the BAO forthwith.

(9) **Change to Standing Orders - District Intelligence Officer.**

- (9.1) It is the responsibility of the DIO to obtain from the Supervisor of each shift in the Communications Room of Toowoomba Station the QPS jobcards that were completed by communications room staff during the course of that shift.
- (9.2) The DIO shall arrange for the jobcards to be sorted, separating those cards that relate to calls for service from designated Beat Areas and control areas.
- (9.3) The DIO shall arrange for the collation and analysis of the information contained on those jobcards and the entry of that information on the computer provided for that purpose.
- (9.4) The DIO shall prepare regular intelligence reports on activity within the designated Beat Areas. These intelligence reports shall endeavour to canvass general disturbances, general service calls and other incidents in addition to crime. The DIO shall endeavour to identify trends within the data, and relate occurrences within designated Beat Areas to other occurrences within Toowoomba District if such trends become apparent.
- (9.5) It is the responsibility of the DIO to obtain from the BAOs the designated Beat Area incident log on a regular basis. It is expected that the DIO shall travel to the Community Beat Station for this purpose.
- (9.6) It is the responsibility of the DIO to provide significant information from that derived from within the Beat Areas to the Officers in Charge of the CIB and JAB respectively.
- (9.7) It is the responsibility of the DIO to ensure the free flow of information between BAOs and other police personnel within the District;
- (9.8) It is the responsibility of the DIO to liaise with all relevant sections within Toowoomba Station to ensure that all information that should be forwarded to BAOs is in fact being forwarded. It is expected that the DIO will monitor all procedural mechanisms enacted in response to these standing orders to ensure adequate information exchange and, that the DIO will notify the District Officer immediately upon identifying procedural or other difficulties that appear to be preventing the free flow of information.

**(10) Change to Standing Orders - Regional Intelligence  
Co-ordinator.**

- (10.1) The Regional Intelligence Co-ordinator is to establish liaison mechanisms with the District Intelligence Officer so that regular feedback can be provided to the District Officer and the Regional Crime Co-ordinator.

- (11) **Change to Standing Orders - Regional Operations Support Officer and Regional Crime Co-ordinator.**
- (11.1) Incidents requiring the attendance of a Commissioned Officer (ie: Regional Operations Support Officer or Regional Crime Co-ordinator), are to be communicated to those officers through established procedures.

(12) **Change to Standing Orders - Officers in Charge  
(All Sections).**

- (12.1) All officers in charge of sections within Toowoomba Division are required to familiarise themselves with these standing orders.
- (12.2) All officers in charge of sections within Toowoomba Division are required to ensure that staff under their command comply with these requirements.
- (12.3) All officers who are in charge of police personnel, who may from time to time be required to work within designated Beat Areas, are required to ensure that their staff liaise with BAOs if the BAO is then available.

If the BAO is not then available, efforts are to be made to advise the BAO of the activities performed within the designated Beat Area as soon as practicable.



(13) **Change to Standing Orders - District Office, Toowoomba.**

(13.1) The Officer in Charge of the Criminal Investigation Branch shall detail criminal offence reports to the BAO for investigation, when that officer feels it is a matter that can be adequately investigated by the BAO.

**(14) Change to Standing Orders - All Shift Supervisors.**

(14.1) It is the responsibility of the Shift Supervisor to ensure that all staff assigned to the shift comply with these standing orders.

(14.2) Prior to the commencement of each shift the Shift Supervisor shall brief all Staff under their control of the following:

- hours of duty for BAOs; and
- any relevant information affecting policing in the designated Beat Areas.

**(15) Change to Standing Orders - Criminal Investigation Branch and Juvenile Aid Bureau.**

(15.1) The provision of specialist criminal investigation and Juvenile Aid Bureau services within designated Beat Areas will operate as follows:

- (i) The BAO shall become the principal service provider for all crime committed within the designated Beat Area;
- (ii) The BAO shall assess the seriousness of all committed crimes within the designated Beat Area and charges to be laid (if any) in the majority of circumstances.
- (iii) In circumstances where an arrest has been affected by either the CIB or the JAB for an offence that occurred within a designated Beat Area, or alternately, the offender or complainant resides within a designated Beat Area, then the process of charging should not take place without the knowledge of the BAO (where practicable), and, wherever possible, prior consultation with the BAO should also take place;
- (iv) BAOs will report crime and its particulars in the usual manner;
- (v) The officer's in charge of both the JAB and the CIB and the BAO will together institute co-operative mechanisms to ensure that CIB and JAB staff are still able to assess crime within the designated Beat Areas in order to ascertain: -
  - whether the offence (or target offender) displays indicia that may point toward patterns of recurrent or serious criminality, or is of a nature that warrants specialised investigation or targeting; or
  - the offender or activity appears to be part of some wider criminal conspiracy;
- (vi) As a matter of general practise, CIB and JAB staff should advise the BAO of their activities within the BAOs designated Beat Area.

- (vii) It shall become the responsibility of the Officer in Charge of the JAB and the Officer in Charge of the CIB to ensure that appropriate and reliable liaison mechanisms are established as between the BAOs and staff under their command to ensure that street level crime solving and community policing initiatives instigated by the BAO do not jeopardise sensitive investigations (and vice versa). Such mechanisms will encompass general information exchange between BAOs and detectives. Two way dialogue is essential.

**(16) Procedures in Relation to Release of Information to the Media**

- (i) BAOs may release information to the media, providing that such information is of a nature that it does not require confidentiality, and is such that public dissemination will assist in enjoining public co-operation in the furtherance of policing objectives within the designated beat area.
- (ii) Advice in relation to the nature of all such media liaison is to be forwarded to the Regional Operations Support Officer and the District Officer, Toowoomba as soon as is practicable.
- (iii) If the BAO is of the opinion that information requested by media representatives is of such a nature that its release may:
- (a) impinge detrimentally upon the beat policing project;
  - (b) be detrimental to other aspects of police operations; or
  - (c) create misapprehension on the part of the public at large;

then the BAO is to take up with Regional Operations Support Officer or the next available Commissioned Officer immediately, for advice and referral.

## NEGOTIATED RESPONSE - QUESTIONS FOR CALLERS

The following standard questions should (so far as possible), be asked of callers requesting police assistance. Answers are to be used as a guide in formulating an appropriate response priority:

- What is your name? Telephone number / Address? Are you the complainant or a witness?
- What is the nature of the incident?
- Do you think you need the police immediately?
- Has anyone been injured? How severely? Is he/she still at the scene?
- Is the incident creating a nuisance or creating a public risk?
- Is it still occurring / did it recently happen / did it occur some time ago?
- Is a suspect still at the scene?
- How long ago did the suspect(s) leave the scene? In what direction did they go? How were they travelling? Are they armed? Can they be described?
- Was a weapon involved? What type?
- Are there any witnesses? Where are they located?
- Was the perpetrator/victim under the influence of liquor or drugs?

## SCHEDULE TWO

General criteria to be used in determining the appropriate response priority that should be attached to service demand calls.

Note: These criteria are intended as a guide only. They should not be applied without a full appraisal of all known facts and issues.

| Priority One<br>Immediate Response                                                                                                                                                                                                                                                                                                                                                                                   | Priority Two<br>Delayed Response                                                                                                                                                                                                                                                                        | Priority Three<br>Negotiated Response                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Offence in Progress</li> <li>• Incident in Progress</li> <li>• Offender(s) still in vicinity</li> <li>• Shots fired</li> <li>• Siege</li> <li>• Life at risk</li> <li>• Valuable property or chattels under imminent and serious threat</li> <li>• Hijack</li> <li>• Hostages taken</li> <li>• Call for police back-up</li> <li>• Victim(s) under extreme duress</li> </ul> | <ul style="list-style-type: none"> <li>• Offence discovered but no longer proximate</li> <li>• Offender(s) Decamped</li> <li>• No witnesses</li> <li>• Non-life threatening situation</li> <li>• Victim(s) not under duress</li> <li>• Assistance required, sometime today, but not urgently</li> </ul> | <ul style="list-style-type: none"> <li>• Report only</li> <li>• Request for information or advice only</li> <li>• Offence reported but non-serious &amp; "cold"</li> <li>• Assistance required, but subject to availability</li> <li>• Calls for service appears to be misdirected</li> </ul> |

## APPENDIX 7

### EXAMPLE OF INFORMATION SHEET

*The purpose of this sheet is to provide up-to-date data on the Beat Area which both the BAOs and the D.I.O can view quickly and easily.*

*It is usually prepared on a Monday from the previous weeks calls for service by the Research/Statistics officer.*

*Information can be obtained from jobcards, IMS or other type of CAD system. It is not sufficient to use information from only CRISP as that is purely crime-based data which accounts for only a small proportion of the daily calls for service handled by QPS.*

# INFORMATION SHEET

## Weekly

**BEAT NAME:**

| CALLS FOR SERVICE DATA |         |      |      |        |
|------------------------|---------|------|------|--------|
| RCODE                  | ADDRESS | DATE | TIME | NATURE |
| 1                      |         |      |      |        |
| 2                      |         |      |      |        |
| 3                      |         |      |      |        |
| 4                      |         |      |      |        |
| 5                      |         |      |      |        |
| 6                      |         |      |      |        |
| 7                      |         |      |      |        |
| 8                      |         |      |      |        |
| 9                      |         |      |      |        |
| 10                     |         |      |      |        |
| 11                     |         |      |      |        |
| 12                     |         |      |      |        |
| 13                     |         |      |      |        |
| 14                     |         |      |      |        |
| 15                     |         |      |      |        |
| 16                     |         |      |      |        |
| 17                     |         |      |      |        |
| 18                     |         |      |      |        |
| 19                     |         |      |      |        |
| 20                     |         |      |      |        |
| 21                     |         |      |      |        |
| 22                     |         |      |      |        |
| 23                     |         |      |      |        |
| 24                     |         |      |      |        |
| 25                     |         |      |      |        |
| 26                     |         |      |      |        |
| 27                     |         |      |      |        |
| 28                     |         |      |      |        |
| 29                     |         |      |      |        |
| 30                     |         |      |      |        |
| 31                     |         |      |      |        |

| REPEAT ADDRESSES |             |        |                |
|------------------|-------------|--------|----------------|
| ADDRESS          | COMPLAINANT | NATURE | D.I.O. COMMENT |
| 1                |             |        |                |
| 2                |             |        |                |
| 3                |             |        |                |
| 4                |             |        |                |
| 5                |             |        |                |
| 6                |             |        |                |
| 7                |             |        |                |



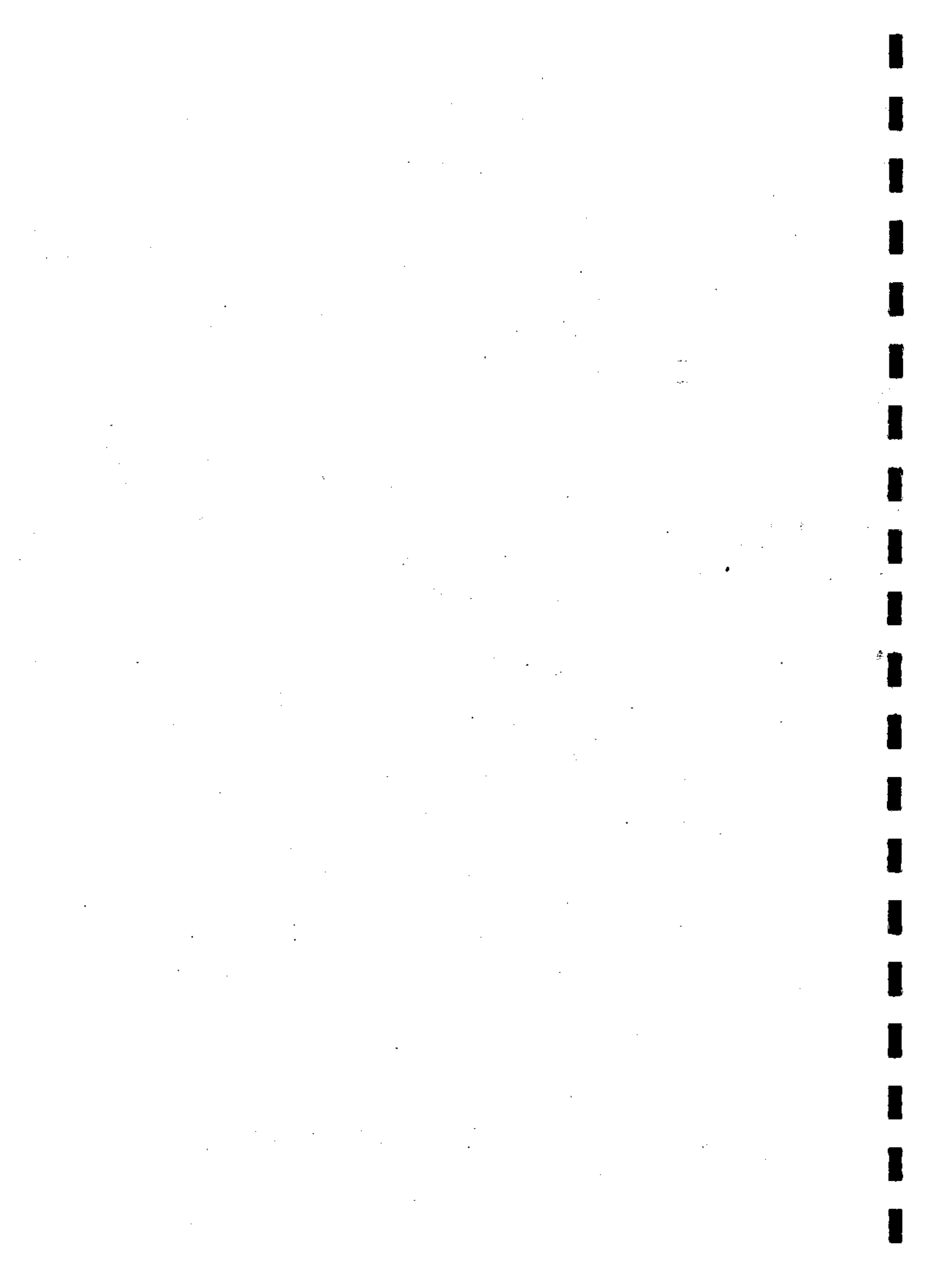
## INFORMATION SHEET

### Weekly

BEAT NAME:

| CALLS FOR SERVICE DATA |         |      |      |        |
|------------------------|---------|------|------|--------|
| RCODE                  | ADDRESS | DATE | TIME | NATURE |
| 32                     |         |      |      |        |
| 33                     |         |      |      |        |
| 34                     |         |      |      |        |
| 35                     |         |      |      |        |
| 36                     |         |      |      |        |
| 37                     |         |      |      |        |
| 38                     |         |      |      |        |
| 39                     |         |      |      |        |
| 40                     |         |      |      |        |
| 41                     |         |      |      |        |
| 42                     |         |      |      |        |
| 43                     |         |      |      |        |
| 44                     |         |      |      |        |
| 45                     |         |      |      |        |
| 46                     |         |      |      |        |
| 47                     |         |      |      |        |
| 48                     |         |      |      |        |
| 49                     |         |      |      |        |
| 50                     |         |      |      |        |
| 51                     |         |      |      |        |
| 52                     |         |      |      |        |
| 53                     |         |      |      |        |
| 54                     |         |      |      |        |
| 55                     |         |      |      |        |
| 56                     |         |      |      |        |
| 57                     |         |      |      |        |
| 58                     |         |      |      |        |
| 59                     |         |      |      |        |
| 60                     |         |      |      |        |
| 61                     |         |      |      |        |
| 62                     |         |      |      |        |

| REPEAT ADDRESSES |             |        |                |
|------------------|-------------|--------|----------------|
| ADDRESS          | COMPLAINANT | NATURE | D.I.O. COMMENT |
| 8                |             |        |                |
| 9                |             |        |                |
| 10               |             |        |                |
| 11               |             |        |                |
| 12               |             |        |                |
| 13               |             |        |                |
| 14               |             |        |                |
| 15               |             |        |                |



## APPENDIX 8

### EXAMPLE OF CALLS FOR SERVICE ANALYSIS

February 1994 - May 1994

*This appendix consists of an example of a combined Repeat Address Analysis and Street Analysis based on calls for service data. The data are taken from job cards for Toowoomba. The purpose of the document is to show how analysis of this type of data can assist beat officers to undertake proactive policing. The analysis can be done by a statistics, research or support officer.*

Any location that requires two or more visits from the police within a period of time should be analysed to determine if there are any obvious causes of requests for service from the informants/complainants at a particular address.

The attached spreadsheet shows calls for service (CFS) data for two Toowoomba streets for the period February to May 1994. The number of incidents in XXX Street indicate that this is a densely populated and possibly even a commercial street.

- there is stealing going on in the street but no particular stealing pattern emerges
- a security audit could possibly be done at number 99 - further investigation is required
- there may be harassment at number 111 - further investigation is required
- calls at number 129 appear to be car related - lack of adequate lighting may be a factor, therefore further investigation is required
- number 153 would appear to be domestic-related - further investigation is required
- number 158 was attended to by Smith. He/she should know that the "lever located" related to the break and enter at the same location the previous day. Follow up action should be taken by Smith.

Street XYZ appears to be densely populated but may be more residential.

- there is no apparent pattern emerging in the CFS across the street
- number 58 may all be domestic-related CFS - further investigation is required
- numbers 97 and 98 may be related - further investigation is required.

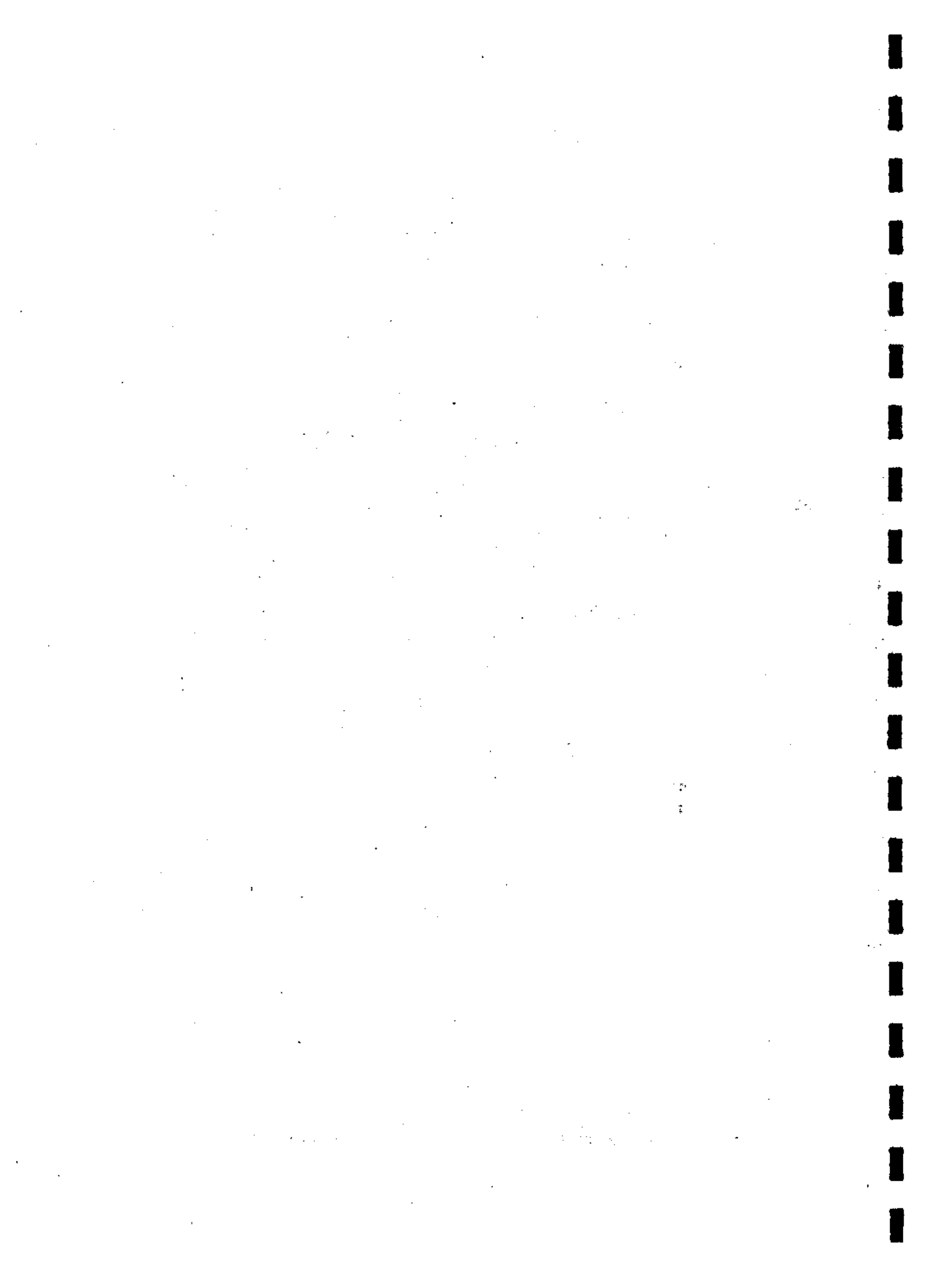
## CALLS FOR SERVICE ANALYSIS FEBRUARY - MAY 1994

| STREET         | DATE     | RADIO CODE | UNIT  | NOTES                                                  |
|----------------|----------|------------|-------|--------------------------------------------------------|
| 89 XXX STREET  | 08/03/94 | 134        | SMITH | STOLEN REVOLVER, RIFLE, SHOTGUN, AMMUNITION, TV, VIDEO |
| 99 XXX STREET  | 19/03/94 | 134        | 201   | HANDBAG STOLEN                                         |
| 99 XXX STREET  | 08/05/94 | 134        | 202   | NIL STOLEN                                             |
| 99 XXX STREET  | 14/05/94 | 131        | 200   | NIL BREAKER LOCATED                                    |
| 111 XXX STREET | 11/02/94 | 106        | JONES | THREAT TO PERSON                                       |
| 111 XXX STREET | 24/05/94 | 612        | 804   | NIL SUSPECT PERSON LOCATED                             |
| 119 XXX STREET | 19/03/94 | 134        | 201   | UNKNOWN WHAT STOLEN AT THIS STAGE                      |
| 129 XXX STREET | 26/03/94 | 127        | JONES | ATTEMPTED UUMV                                         |
| 129 XXX STREET | 01/04/94 | 221        | 201   | NIL OFFENCES DETECTED                                  |
| 129 XXX STREET | 23/04/94 | 123        | 202   | MALE STOLE HANDBAG FROM CAR                            |
| 137 XXX STREET | 10/04/94 | 610        | JONES | COMMUNITY ASSISTANCE                                   |
| 143 XXX STREET | 05/04/94 | 141        | 202   | PATROL FAILED TO LOCATE PROWLER                        |
| 144 XXX STREET | 25/02/94 | 221        | SMITH | SIGN BLOCKING VIEW OF TRAFFIC MOVED                    |
| 153 XXX STREET | 03/04/94 | 610        | 201   | COMMUNITY ASSISTANCE                                   |
| 153 XXX STREET | 03/04/94 | 610        | 200   | NIL OFFENCES DETECTED                                  |
| 153 XXX STREET | 27/05/94 | 312        | 202   | DAMAGE TO DOOR                                         |
| 158 XXX STREET | 05/05/94 | 134        | SMITH | PHOTOCOPIER STOLEN                                     |
| 158 XXX STREET | 06/05/94 | 137        | SMITH | LEVER LOCATED                                          |

# CALLS FOR SERVICE ANALYSIS

## FEBRUARY - MAY 1994

| STREET         | DATE     | RADIO CODE | UNIT    | NOTES                           |
|----------------|----------|------------|---------|---------------------------------|
| 2 XYZ STREET   | 01/05/94 | 141        | SMITH   | NIL PROWLER LOCATED             |
| 4 XYZ STREET   | 08/02/94 | 610        | JONES   | COMMUNITY ASSISTANCE GIVEN      |
| 16 XYZ STREET  | 25/03/94 | 123        | COUNTER | VACUUM CLEANER STOLEN FROM SHED |
| 32 XYZ STREET  | 14/02/94 | 123        | COUNTER | TOOL BOX STOLEN                 |
| 58 XYZ STREET  | 10/02/94 | 608        | 201     | MESSAGE DELIVERED               |
| 58 XYZ STREET  | 10/02/94 | 312        | 201     | NO DISTURBANCE OR DVA OCCURRED  |
| 58 XYZ STREET  | 04/03/94 | 310        | 200     | NIL OFFENCES DETECTED           |
| 58 XYZ STREET  | 05/03/94 | 313        | 200     | NIL OFFENCES DETECTED           |
| 80 XYZ STREET  | 25/03/94 | 134        | 201     | UNKNOWN WHAT WAS STOLEN         |
| 97 XYZ STREET  | 06/03/94 | 313        | 202     | ALL QUIET ON POLICE ARRIVAL     |
| 98 XYZ STREET  | 07/05/94 | 311        | 200     | DIRECTION GIVEN TO J.SMITH      |
| 106 XYZ STREET | 25/03/94 | 134        | 202     | \$120 CASH STOLEN               |



## APPENDIX 9

### SUGGESTED FORMAT FOR DOCUMENTING PROBLEM-SOLVING INITIATIVES BY BAOS

*This appendix contains:*

- *a suggested format for BAOs to record information about problem-solving initiatives*
- *an example of a Case Study form*
- *some case studies illustrating the use of the form.*

#### PROBLEM-SOLVING PROCESS

1. *Identify and define the problem*

A problem is the difference between an existing and a desired state of affairs.

Specify how the problem was brought to your attention; by whom; what the problem is; what other factors have relevance.

2. *Develop strategies*

Analyse the problem and list the strategies. Select the best alternative.

3. *Implement the strategy*

State how the strategy was implemented. Identify the agencies or other persons enlisted to solve this problem with their helpfulness (or otherwise) stated.

4. *Results*

State the outcome of your problem-solving technique(s).

5. *Follow-up and evaluate*

Follow-up and evaluate the success of the strategy. If unsuccessful, state so and why. Continue with Step 2 for the next best alternative and then with Steps 3 - 5 until a successful outcome is achieved.

Note, it is important to document the failures as well as the successes. They are an integral part of the problem-solving process as well. The documented failures should ensure that given a similar set of circumstances or situations, the problem would be approached in another way thereby increasing the likelihood of success.

CASE STUDY BEAT NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

BEAT OFFICER: \_\_\_\_\_

**NATURE OF THE PROBLEM:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**HOW IDENTIFIED:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**STRATEGY:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OUTCOME:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**VIEW THESE PROBLEM SHEETS WEEKLY**

- |    |                        |                                                                                                    |
|----|------------------------|----------------------------------------------------------------------------------------------------|
| 1. | Nature of the problem: | Identify & define the problem or problems                                                          |
| 2. | How identified:        | State how the problem was identified & by whom                                                     |
| 3. | Strategy:              | List the strategy(ies) implemented                                                                 |
| 4. | Outcome:               | Specify the outcome relating to the strategy(ies) employed & include failures as well as successes |



CASE STUDY BEAT NAME: BLUE DATE \_\_\_\_\_  
 BEAT OFFICER: SMITH

**Nature of the problem:**

A prowler was constantly knocking on the bedroom window of a young woman in the Beat Area.

The young woman lived with her parents. Her bedroom window was at the front of the house.

**How identified:**

When the Beat Area Officer started in her area, the complainant spoke to him about her problem and asked if he could assist as it had become rather difficult to live there.

**Strategy:**

1. The street light opposite the residential address had a blown lightbulb.
2. Four months previously the resident(s) had advised SEQEB but the bulb had not been replaced.
3. The BAO contacted SEQEB and the repair was made promptly.

**Outcome:**

No further calls for assistance have been received from this young woman over the last 12 months.

**VIEW THESE PROBLEM SHEETS WEEKLY**

- |    |                        |                                                                                                    |
|----|------------------------|----------------------------------------------------------------------------------------------------|
| 1. | Nature of the problem: | Identify & define the problem or problems                                                          |
| 2. | How identified:        | State how the problem was identified & by whom                                                     |
| 3. | Strategy:              | List the strategy(ies) implemented                                                                 |
| 4. | Outcome:               | Specify the outcome relating to the strategy(ies) employed & include failures as well as successes |

CASE STUDY BEAT NAME: RED DATE: \_\_\_\_\_  
 BEAT OFFICER: JONES

**Nature of the problem:**

Speeding 'hoons' down a small, narrow, one-way lane.

Problem had been on-going for approximately three years.

Residents had bitterly complained to the Council about the danger, but had received no response.

**How identified:**

Three residents wrote to the BAO outlining the on-going nature of the situation and stated that no satisfaction had been received from the Council despite requests for assistance.

**Strategy:**

1. The BAO observed the lane for some time to determine the extent of the problem.
2. Whilst speed was a problem, the actual size of the lane caused an additional problem. It was narrow and as a consequence, the noise of vehicles was amplified.
3. Children who used the lane were in danger of being knocked from their bikes and domestic pets had already been run-over.
4. The BAO approached the Council with his case prepared and expressed concerns from both his observations and the residents in the area.
5. The Council altered the approach to the lane by putting in an S-bend. Drivers had to change into first gear to negotiate entrance into the lane.

**Outcome:**

Whilst the narrowness of the lane could not be altered, the result has been a significant reduction in speed together with a lessening of the noise factor. No further complaints have been received by the BAO.

**VIEW THESE PROBLEM SHEETS WEEKLY**

1. Nature of the problem: Identify & define the problem or problems
2. How identified: State how the problem was identified & by whom
3. Strategy: List the strategy(ies) implemented
4. Outcome: Specify the outcome relating to the strategy(ies) employed & include failures as well as successes

## APPENDIX 10

### EXAMPLE OF AN EVALUATION ACTION PLAN

*This table sets out the original evaluation and action plan for the West End Police Beat Project. This plan has since been modified by the QPS.*

*The plan outlines the project objectives, the strategies to achieve the objectives, the performance measures required to measure the effect of the strategies and the data sources to be used.*

## EVALUATION ACTION PLAN

| Objectives                                           | Strategies                                                                                                                                                                                                                                                                 | Performance Measures                                                                                                                                           | Data Sources                                                                                                                                                                    | Action Required                                                                                                                                                                                                                                                               |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase in community satisfaction.                  | <p>Promote personalised service through:</p> <ul style="list-style-type: none"> <li>• helpfulness</li> <li>• politeness</li> <li>• empathy</li> <li>• follow-up</li> <li>• provision of advice.</li> </ul> <p>Flexible rostering practices to reflect community needs.</p> | <p>Higher level of community satisfaction with service provided by Beat Area Officers.</p> <p>Rostering related to calls for service requirements.</p>         | <p>Service Users Survey.</p> <p>Calls for service data.</p> <p>Rosters.</p>                                                                                                     | <ul style="list-style-type: none"> <li>• Modify Toowoomba survey and design as required.</li> <li>• Develop CAD recording procedures to distinguish Beat Area Officers from General Duties Officers, (possibly by unit number).</li> <li>• Maintain rosters.</li> </ul>       |
| Encourage problem solving.                           | <p>Identify and respond to problem addresses/locations.</p> <p>Network with other agencies/community groups to identify problems and develop responses.</p>                                                                                                                | <p>Beat Area Officers are able to provide documented examples of successful problem solving.</p> <p>Time spent on problem solving.</p>                         | <p>Case studies of problem-solving.</p> <p>Police Beat Diary (for data on how time is allocated).</p>                                                                           | <ul style="list-style-type: none"> <li>• Develop reporting format for documenting problem solving, including failures.</li> <li>• Set up CAD to provide repeat address data to assist in identification of problems.</li> <li>• Develop and maintain diaries.</li> </ul>      |
| Increase in police - community interaction.          | <p>Beat Area Officers make themselves approachable to members of the community.</p> <p>Involvement in community organisations and networks.</p>                                                                                                                            | <p>Increase in non-confrontational community contacts.</p> <p>Organisations and networks perceive Beat Area Officers as interested, involved, helpful etc.</p> | <p>Survey of local community.</p> <p>Interviews with key players in local organisations and community groups.</p> <p>Police Beat Diary (for data on how time is allocated).</p> | <ul style="list-style-type: none"> <li>• Non-policing organisation (e.g. QUT) should undertake community survey.</li> <li>• Research and Co-ordination Division (or QUT) should interview key players. Essential that this is done by a non-policing organisation.</li> </ul> |
| Increase in job satisfaction for Beat Area Officers. | <p>Allow officers autonomy, discretion, involvement in problem solving.</p>                                                                                                                                                                                                | <p>Officers express greater satisfaction with work.</p>                                                                                                        | <p>Interviews with BAOs.</p> <p>Information picked up through police members on project committee</p>                                                                           | <ul style="list-style-type: none"> <li>• Non-police to conduct interviews.</li> </ul>                                                                                                                                                                                         |
| Win acceptance of beat policing from other police.   | <p>Promote interaction between Beat Area Officers and other police.</p> <p>Elicit public support from senior police for project.</p>                                                                                                                                       | <p>Acceptance by other police in division and district.</p>                                                                                                    | <p>Interviews with GDOs, BAOs and senior police in division and district.</p>                                                                                                   | <ul style="list-style-type: none"> <li>• Non-police to conduct interviews.</li> </ul>                                                                                                                                                                                         |

## APPENDIX 11

### SAMPLE FORMS FOR RECORDING BAOS' ACTIVITIES

*This appendix contains forms which BAOs can use to record information about their day-to-day work. The sample forms consist of:*

- *Nature of Daily Discussions with the Public*
- *Weekly Schedule of Time Spent on Activities*
- *Evaluation Schedule*
- *Kogarah, (NSW) Beat Police 'Beat Police Day Book'*

*Another important source of documentation is the problem-solving report form described in Appendix 9.*

#### HOW TO USE THE FORMS

1. The 'Nature of Daily Discussions with the Public' form is completed on a daily basis with approximate time spent in minutes per contact.
2. The daily data are collated onto the 'Weekly Schedule of Time Spent on Activities' by the BAO and sent to the Research/Statistics Officer.
3. The Research/Statistics Officer collates these data onto the 'Evaluation Schedule' and completes the balance of data required for Calls for Service.
4. These data can then be analysed, compared and graphed (for visual analysis) to see if the BAOs are working towards the objectives of the project. If the data are timely they can be useful for assisting the BAO to plan his/her time better, to be more effective and more efficient as a BAO.

A less onerous approach would be for the BAOs to complete the daily data sheet for a sample of days only. For example, the daily data could be completed Monday the first week, Tuesday the second week and so on, until a full week has been completed. Steps 2 - 4 can be completed as before.

The Kogarah (NSW) Beat Police 'Beat Police Day Book' is another example of an evaluation schedule.

NATURE OF DAILY DISCUSSIONS WITH THE PUBLIC

| BEAT AREA:                              | DATE: | DAY: | OFFICER'S NAME: | SHIFT:                 | COMMENTS |
|-----------------------------------------|-------|------|-----------------|------------------------|----------|
| ITEM                                    | YES   | NO   | No. OF CONTACTS | APPROX. No. OF MINUTES |          |
| Home Safety                             |       |      |                 |                        |          |
| Personal Safety                         |       |      |                 |                        |          |
| Lost/Found Property                     |       |      |                 |                        |          |
| Behaviour of Children                   |       |      |                 |                        |          |
| Advice on Directions                    |       |      |                 |                        |          |
| Suspicious Behaviour they have Observed |       |      |                 |                        |          |
| Informants giving Information           |       |      |                 |                        |          |
| Cautions to Minors etc                  |       |      |                 |                        |          |
| Traffic Matters: - Breaches             |       |      |                 |                        |          |
| Traffic Matters: - Cautions             |       |      |                 |                        |          |
| Traffic Matters: - Other                |       |      |                 |                        |          |
| Investigation of Offences               |       |      |                 |                        |          |
| Animals                                 |       |      |                 |                        |          |

NATURE OF DAILY DISCUSSIONS WITH THE PUBLIC

| ITEM                                                                    | YES | NO | No. OF CONTACTS | APPROX. No. OF MINUTES | COMMENTS |
|-------------------------------------------------------------------------|-----|----|-----------------|------------------------|----------|
| Problems with Family                                                    |     |    |                 |                        |          |
| Problems with Neighbours                                                |     |    |                 |                        |          |
| General Disturbances/Nuisances                                          |     |    |                 |                        |          |
| Noise                                                                   |     |    |                 |                        |          |
| Issues of Concern that Require Action by Some Other (non-police) Agency |     |    |                 |                        |          |
| General Public Relations (passing the time of day etc)                  |     |    |                 |                        |          |
| Advice in Relation to Legal Matters                                     |     |    |                 |                        |          |
| Other General Advice (local Govt. matters, civil matters etc)           |     |    |                 |                        |          |
| Other Matters not Specified Above                                       |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |
|                                                                         |     |    |                 |                        |          |

WEEKLY SCHEDULE OF TIME SPENT ON ACTIVITIES

| BEAT AREA:                                                                                                             |                        | OFFICER: |  |
|------------------------------------------------------------------------------------------------------------------------|------------------------|----------|--|
| DATE (week ending Sunday):                                                                                             | APPROX. AMOUNT OF TIME | COMMENTS |  |
| ITEM                                                                                                                   |                        |          |  |
| Crime Prevention Activities                                                                                            |                        |          |  |
| "Walking the Beat" (includes bike, motorbike, car patrol and high visibility patrols)                                  |                        |          |  |
| General Office Administration                                                                                          |                        |          |  |
| Paperwork that is the Result of Crime Investigation                                                                    |                        |          |  |
| Paperwork that is the Result of Other (non-crime) Calls for Service (traffic, general disturbances, civil matters etc) |                        |          |  |
| Investigating Crime                                                                                                    |                        |          |  |
| On Problem-solving (any issue brought to police attention that requires fixing)                                        |                        |          |  |
| Other Activities not Specified above (training etc)                                                                    |                        |          |  |
|                                                                                                                        |                        |          |  |
|                                                                                                                        |                        |          |  |
|                                                                                                                        |                        |          |  |
|                                                                                                                        |                        |          |  |



EVALUATION OF WEEKLY SCHEDULES

| BEAT AREA                  |  |
|----------------------------|--|
| Officer's Name             |  |
| Week Number                |  |
| Days Worked                |  |
| Shifts Worked              |  |
| Postered Days Off          |  |
| Minutes worked on Rest day |  |
| TOTAL Minutes Worked       |  |
| TOTAL Days Worked          |  |
| Average Minutes/Day        |  |
| TOTAL Overtime this period |  |

| ACTIVITY                                                              | MINUTES | % OF TOTAL TIME |
|-----------------------------------------------------------------------|---------|-----------------|
| A Crime Prevention                                                    |         |                 |
| B Patrols                                                             |         |                 |
| C Office Administration                                               |         |                 |
| D Crime Investigation                                                 |         |                 |
| E Crime Paperwork                                                     |         |                 |
| F Calls for Service Paperwork (non-crime)                             |         |                 |
| G Meetings-Departmental                                               |         |                 |
| H Lectures, school liaison etc                                        |         |                 |
| I Other (includes TRAINING, meals etc)                                |         |                 |
| J Problem Solving                                                     |         |                 |
| K Project Evaluation Requirements                                     |         |                 |
| <b>TOTALS</b>                                                         |         |                 |
| TOTAL Public Interface<br>(A+B+D+H+J+relevant portions of I)          |         |                 |
| TOTAL Administration/Departmental<br>(C+E+F+G+relevant portions of I) |         |                 |
| TOTAL Crime<br>(D+E)                                                  |         |                 |
| <b>TOTAL CALLS FOR SERVICE - EASTBEAT</b>                             |         |                 |
| Calls for Service                                                     |         |                 |
| Self Generated Jobs                                                   |         |                 |
| <b>TOTAL CALLS FOR SERVICE-TOOWOOMBA</b>                              |         |                 |
| Total CFS this period only                                            |         |                 |
| % of Twba total for period indicated within EB                        |         |                 |



## APPENDIX 12

### EXAMPLE OF SERVICE USERS SURVEY: TOOWOOMBA BEAT POLICING PILOT PROJECT

*This appendix consists of:*

- *the survey instrument developed for the Toowoomba Beat Policing Pilot Project*
- *additional coding for the survey responses*
- *criteria for selecting possible interviewees*
- *training schedule for police interviewers*
- *allocation of time required to conduct the survey.*

## SERVICE USERS SURVEY 1993

Number   Area  

|                       |       |
|-----------------------|-------|
| NAME OF SERVICE USER: | _____ |
| TELEPHONE NUMBER:     | _____ |
| DETAILS OF CALL:      | _____ |
| COMMENTS:             | _____ |
|                       | _____ |

*Interviewer: Record all calls, including those when there was not an answer.*

### RECORD OF TELEPHONE CALLS

| Number of Calls | 1 | 2 | 3 |
|-----------------|---|---|---|
| Date            |   |   |   |
| Time In         |   |   |   |
| Time Out        |   |   |   |

### APPOINTMENT TIMES (CALL BACKS)

|      | 1 | 2 | Comments |
|------|---|---|----------|
| Date |   |   |          |
| Time |   |   |          |

### INTERVIEWER'S SCRIPT

Good Afternoon/Evening, my name is Constable \_\_\_\_\_. I'm attached to Toowoomba Police and would like to speak to \_\_\_\_\_.

*If the person is not available:* We're interested in contacting people who have contacted the police so we can evaluate the service they received. Perhaps I could ring again at another time? *(Thank them. Pass to supervisor.)*

*If available:* We're conducting a survey to evaluate the service provided by the police. You may have contacted us in the last six months. I would like to ask you some questions about that contact. It will only take about five to ten minutes. Your answers are confidential. Would you mind participating in this survey?

*If no,* thank them for their time and terminate the interview. *If yes:* I don't want to take too much of your time. Is it convenient for you to talk to me now? It will only take about five to ten minutes.

*If necessary,* arrange another convenient time and telephone number etc. to complete interview. Pass to supervisor.

In this survey we are only interviewing adults. Are you over eighteen?

*If no,* thank them for their time, terminate the interview. *If yes,* continue.