Corporate governance

In 2008, the Service Delivery and Performance Commission (SDPC) reviewed, amongst other things, the Queensland Police Service corporate governance arrangements. The SDPC report recommended committees have:
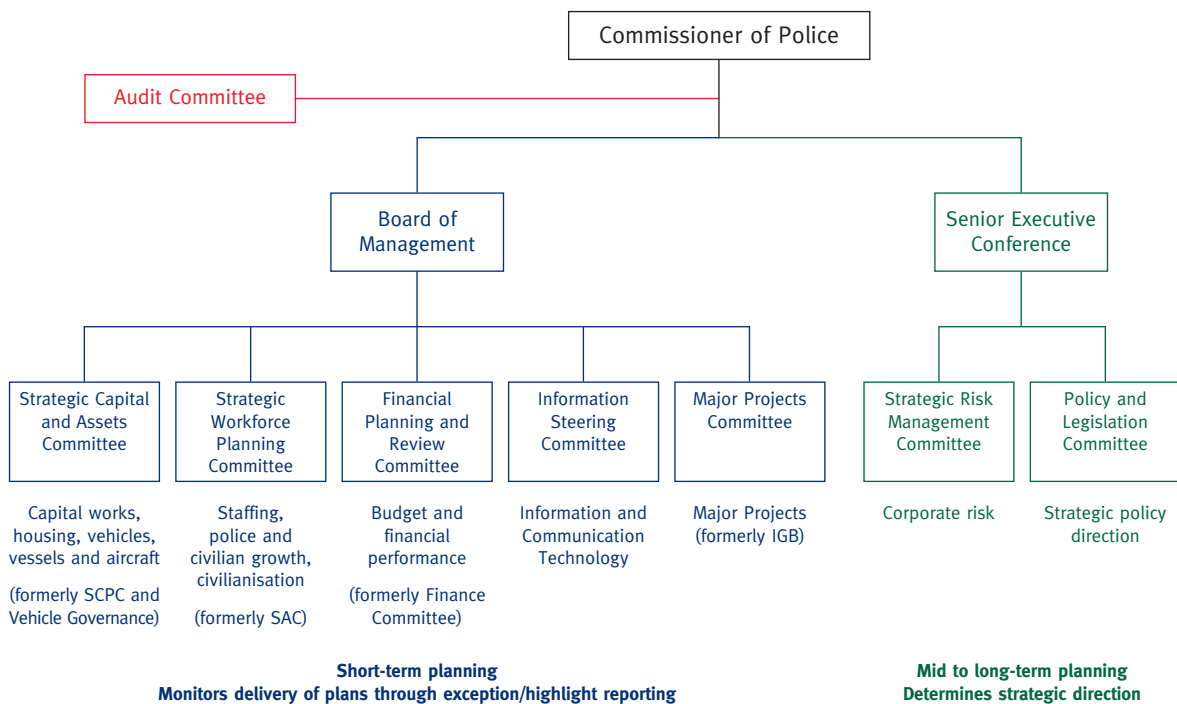
• clear roles, responsibilities and procedures and that these are communicated across the organisation

• objective and transparent criteria and adequate information for decision making

• a process to communicate key decisions across the organisation.

A new Queensland Police Service corporate governance structure was approved by the Board of Management in August 2010. The new structure is progressively being implemented with the new structures fully operating from July 2012.

There are two main areas to corporate governance in the QPS under the new structure:

• Board of Management – which makes determinations at the corporate level concerning QPS resource allocation, management and performance. Governance committees are established to attend to the detailed work, provide advice and refer relevant issues for the Board's consideration.

• Senior Executive Conference – which governs mid to long-term planning and determines strategic direction.

Endorsed QPS Corporate Governance Hierarchy

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                          Commissioner of Police

Audit Committee ─────────────────────────┤

                    Board of                          Senior Executive
                   Management                            Conference

Strategic Capital   Strategic   Financial    Information   Major Projects   Strategic Risk   Policy and
and Assets          Workforce   Planning and Steering      Committee        Management       Legislation
Committee           Planning    Review       Committee                      Committee        Committee
                    Committee   Committee

Capital works,      Staffing,   Budget and   Information    Major Projects   Corporate risk  Strategic policy
housing, vehicles,  police and  financial    and            (formerly IGB)                   direction
vessels and aircraft civilian   performance  Communication
                    growth,                  Technology
(formerly SCPC and  civilianisation (formerly Finance
Vehicle Governance)           Committee)
                    (formerly SAC)
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Short-term planning
Monitors delivery of plans through exception/highlight reporting

Mid to long-term planning
Determines strategic direction

Note: a range of management committees, project teams, working groups, and formal and informal networks continue to support portfolio management functions outside the 'corporate governance' structure.

Board of Management

The QPS Board of Management assists the Commissioner in making strategic decisions about the prioritisation, resourcing and management of QPS:

- finances
- personnel
- assets
- information and communications technology
- major projects.

Board meetings are held on a monthly basis.

Membership of the Board of Management consists of the:

- Commissioner
- Deputy Commissioner (Regional Operations)
- Deputy Commissioner (Specialist Operations)
- Deputy Chief Executive (Resource Management)
- Executive Director, Office of the Commissioner.

Senior Executive Conference

The functions of the Senior Executive Conference include:

- determining the key emerging risks and issues likely to impact on delivery of policing services for Queensland
- providing guidance and direction on QPS:
  - medium to long-term planning
  - strategic policy
  - strategic performance
  - strategic priorities
  - service delivery models
- authorising strategic initiatives and/or referring them to other governance committees as appropriate.

Meetings of the Senior Executive Conference are held approximately every three months.

Membership of the Senior Executive Conference consists of the:

- Commissioner
- Deputy Commissioner (Regional Operations)
- Deputy Commissioner (Specialist Operations)
- Deputy Chief Executive (Resource Management)
- all Assistant Commissioners and Executive Directors.

Members of the 2010-11 Senior Executive Conference

Committees

Several strategic committees aligned to particular governance portfolios support the Senior Executive Conference and the Board of Management.

Strategic Capital and Assets Committee	Chair: Deputy Commissioner (Regional Operations)
The Strategic Capital and Assets Committee assists the Board of Management in ensuring the QPS effectively manages physical assets in line with the *Police Service Administration Act 1990, Financial Accountability Act 2009* and other legislation. The Committee develops annual plans for consideration by the Board of Management regarding significant asset programs, regularly prepares reports on performance against the annual plans, provides advice to the Senior Executive Conference about the medium to long-term strategic focus and direction of physical assets; and identifies any significant physical asset-related policy, legislative, risk or other issues for referral to other committees as appropriate. Committee meetings are convened on a quarterly basis.	In 2010-11, the Committee achieved the following milestones: • established a sub-committee structure designed to assist in the formulation of draft annual plans • developed and approved meeting, reporting and planning schedules for four asset management plans • developed planning processes for the QPS vehicle fleet, major capital works, minor capital works and housing.

Strategic Workforce Planning Committee	Chair: Deputy Commissioner (Regional Operations)
The Strategic Workforce Planning Committee (SWPC) assists the Board of Management in ensuring optimal alignment of the QPS' human resources and its organisational goals consistent with the *Police Service Administration Act 1990, Financial Accountability Act 2009* and other legislation. The Committee makes recommendations and determinations concerning resource allocation, management and performance of human resource positions, structures and capabilities. Committee meetings are convened on a quarterly basis.	In 2010-11, the Committee met on two occasions. Key activities included: • implementation of approved staff changes across the QPS • strategic HR planning for 2011-12. The precursor to the SWPC, the Staffing Advisory Committee convened six meetings between January 2010 and March 2011, with an additional staffing matter considered 'out-of-session' in March 2011.

Policy and Legislation Committee	Chair: Deputy Commissioner (Specialist Operations)
The QPS Policy and Legislation Committee is responsible for promoting alignment of policy and legislation with the strategic direction of the QPS. The Committee provides advice and direction on strategic policy and legislation administered by the QPS and any local, State, national or international policy and legislation developments that could impact on the capacity of the organisation to achieve its strategic priorities. Committee meetings are convened every six months.	In 2010-11, the Committee met on two occasions and considered a range of matters including: • demand reduction strategies and business optimisation strategies for police attending traffic accidents • options to strengthen responses to improve the identification and registration of marine vessels and to reduce marine theft and boat re-birthing • a scoping paper for a trial of police cautioning of adult offenders • extending the issue of infringement notices to additional simple offences.

Information Steering Committee
Chair: Deputy Commissioner (Regional Operations)

The Information Steering Committee assists the Board of Management with the overall governance of QPS ICT resources and activities encompassing QPS ICT resources operations, strategy, architecture and policy, in line with QPS and Whole-of-Government direction (e.g. *Information Standard 2 – ICT Resources Strategic Planning)* and the *Police Service Administration Act 1990, Financial Accountability Act 2009* and other legislation.

Committee meetings are convened quarterly or as required.

In 2010-11, the Committee was convened on seven occasions. Key activities included:

- endorsing the QPS ICT Work Plan and priorities in light of budget planning for 2011-12 and the three subsequent years
- monitoring the implementation of projects and other activities against the QPS ICT Work Plan
- resolving policy and architecture issues relating to the management and use of the QPS' ICT resources.

Major Projects Committee
Deputy Commissioner (Regional Operations)

The Major Projects Committee assists the Board of Management in ensuring the QPS effectively manages major projects in line with the requirements of Queensland Government methodologies, the *Police Service Administration Act 1990, Financial Accountability Act 2009*, and other legislation.

The Committee makes recommendations and determinations concerning major project-related resource allocation, management and performance.

Projects (excluding capital works, asset management, technology refresh and business as usual) that meet specific criteria are included in the Major Projects Portfolio.

Committee meetings are convened on a monthly basis with additional meetings held as required.

In 2010-11, the Committee met on 15 occasions. Key activities included:

- assessing and prioritising proposals for potential new major projects requiring funding in 2011-12
- making specific recommendations to the Board of Management about the prioritisation and progression of major projects
- monitoring the progress and performance of approved major projects in terms of budget, schedule, issues and risks
- proactively monitoring and managing major projects' scope, timeframes, expenditures, risks and issues, to achieve the promised benefits.

Strategic Risk Management Committee
Chair: Deputy Chief Executive (Resource Management)

The Strategic Risk Management Committee ensures that risk management is adopted by the QPS as a robust internal process to coordinate, oversee and model the interrelationships of key risk factors.

In 2010-11, the Committee met on six occasions during which the following issues, amongst others, were considered:

- contingent liability insurance
- psychometric testing
- QPS disaster management arrangements
- business continuity planning
- local policy development
- ethical standards and practices
- use of force
- information security risks and data ownership
- fatigue management.

Financial Planning and Review Committee	Chair: Deputy Chief Executive (Resource Management)

The Financial Planning and Review Committee assists the Board of Management in ensuring the QPS effectively manages its finances in line with the *Police Service Administration Act 1990, Financial Accountability Act 2009* and other legislation.
 	
The Committee makes recommendations and determinations concerning financial resource allocation, planning and performance.
 	
Committee meetings are convened on a monthly basis or as required.
	In 2010-11, the Committee met on 15 occasions and:
	
	• reviewed and made recommendations for Board of Management consideration on financial aspects of:
	
	  - annual internal budget allocations
	
	  - budget matters for consideration by Cabinet Budget Review Committee
	
	  - changes to approved allocations resulting from the outcomes of any periodic reviews
	
	  - significant highlights or exceptions to approved allocations
	
	  - critical issues or emerging priorities impacting on the QPS' financial position
	
	  - any other matters deemed to be of relevance by the Committee.
	
	• provided financial management advice on any significant policy, legislative, risk or other issues for referral to other corporate governance committees as appropriate.

A third discrete area of corporate governance concerns conformance to current legislation, policies, procedures and applicable standards. This function is performed by the QPS Audit Committee. The Audit Committee is established in accordance with s35 of the *Financial and Performance Management Standard 2009* and reflects the 'Audit Committee guidelines - improving accountability and performance' published by Queensland Treasury. Those guidelines cover issues of role, conduct and membership. The Audit Committee reports directly to the Commissioner and operates under a separate Charter.

Audit Committee	Chair: Mr G Carpenter, Independent Accountant
The Audit Committee assists the Commissioner in meeting obligations imposed under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. It reviews internal audit reports and monitors the implementation of audit recommendations, reviews annual financial statements, and liaises between the external auditor and the Commissioner.	In 2010-11, the Committee met on four occasions and conducted the following activities: • reviewing audit reports and other papers including those related to the production of the annual report • monitoring the progress of the implementation of audit recommendations • reviewing the adequacy of the Audit Committee Charter and the Charters of Internal Audit and the Inspectorate and Evaluation Branch • monitoring the review of the Financial Management Practice Manual • endorsing the annual financial statements • reviewing committee activities, performance of committee members and providing feedback to Commissioner.

Executive management changes

A number of significant executive management changes were made during the year.

Assistant Commissioner Ross Barnett was appointed to the position of Deputy Commissioner (Specialist Operations) and commenced on 4 October 2010.

Deputy Commissioner Ian Stewart was re-assigned from Deputy Commissioner (Specialist Operations) to Deputy Commissioner (Regional Operations) and took up duty on 3 October 2010.

Chief Superintendent Katarina Carroll was appointed as Assistant Commissioner, Far Northern Region and took up duty on 1 November 2010.

Chief Superintendent Mike Condon was appointed as Assistant Commissioner, State Crime Operations Command and took up duty on 11 October 2010.

Chief Superintendent Paul Doyle was appointed as Assistant Commissioner, Ethical Standards Command and took up duty on 25 October 2010.

Chief Superintendent Stephan Gollschewski was appointed as Assistant Commissioner, Southern Region and took up duty on 13 December 2010.

Chief Superintendent Tony Wright was appointed as Assistant Commissioner, responsible for the newly created Education and Training Command and took up duty on 13 December 2010.

Assistant Commissioner Peter Martin was re-assigned from Ethical Standards Command to Metropolitan North Region and took up duty on 25 October 2010.

Assistant Commissioner Andrew Henderson was re-assigned from Far Northern Region to the Commissioner's Office and took up duty on 23 October 2010.

Ms Kathy Rynders, former Deputy Commissioner (Regional Operations), retired on 14 January 2011.

Mr Jim Hardie, former Executive Director, Human Resources Division, retired on 16 March 2011.

The position title of Director was redesignated to Executive Director effective from 28 February 2011 for consistency across Senior Executive Service Officer positions within public service agencies.