Governance

Executive management

Board of Management profiles

Ian Stewart APM

Commissioner

The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS in accordance with law.

The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions. The Commissioner is a Chairperson, Council Member and Board Member on numerous national and international boards, committees and professional organisations; and performs the role of Patron and Ambassador for a number of police and community groups.

Stephan Gollschewski APM

Deputy Commissioner, Specialist Operations

The Deputy Commissioner, Specialist Operations is responsible for the provision of specialist police services including Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, Operations Support Command, Road Policing Command, State Crime Command.

Nationally, the Deputy Commissioner is the QPS representative on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and Chair of the Public Information Sub-Committee of ANZCTC.

The Deputy Commissioner is the Domestic and Family Violence champion for QPS and on the State Domestic and Family Violence Implementation Council as well as the Inclusion and Diversity champion for the QPS and the Chair of the QPS Mobile Services Program.

Bob Gee APM

Deputy Commissioner, Regional Operations

The Deputy Commissioner, Regional Operations is responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services to the community of Queensland across the five regions statewide.

The Deputy Commissioner provides leadership to Regional Assistant Commissioners to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.

Deputy Commissioner Gee is the State Disaster Coordinator for Queensland. He performs key governance roles within the QPS and he is also the Indigenous Champion for the QPS.

Tracy Linford APM

Deputy Commissioner, Strategy, Policy and Performance

The Deputy Commissioner Strategy, Policy and Performance has direct responsibility for a diverse portfolio including People Capability Command, Organisational Capability Command, Policy and Performance, Ethical Standards Command, Legal Division and the Crime and Corruption Commission (Police Group). She also has direct engagement with the Public Safety Business Agency.

The Deputy Commissioner is responsible for achieving efficiencies and continuous improvement to provide enhanced service delivery to the Queensland community. This is achieved by harnessing technology and innovation within the complexity of modern policing to create an agile and flexible organisation.

The Deputy Commissioner performs key governance roles on Boards and Committees and chairs the Our People Matter Steering Committee, State Honours & Awards Committee, Cyber Security Committee and the Senior Women's Collective and is the QPS representative on the National Police Memorial Coordination Committee. She also represents the QPS on several intergovernmental committees including the Criminal Justice Reform Framework and Streamlining Criminal Justice Committees.

Margaret Allison

External member

Margaret has over 35 years' experience in the Queensland and New South Wales public sector, holding such roles as the Chief Executive of the Public Service Commission (Queensland) and Director-General of the former Department of Communities, Child Safety and Disability Services (Queensland).

In 25 years of holding a range of senior executive positions, her responsibilities included service delivery reform, social policy and planning, program development, legislative reform, organisational review, resource management and planning, strategic management, and oversight of major change activities with a whole-of-government and broader community focus.

Ms Allison has a great interest in, and commitment to, work in the non-government sector and has worked as a volunteer, board member and consultant to a number of non-government organisations. In recent years, she has engaged in voluntary work in Cambodia and returns there regularly.

Ms Allison has previously been selected as the winner of the Telstra Business Woman of the Year, Queensland, in the Corporate and Government Category. She is the past President of the Institute of Public Administration Australia (IPAA) Queensland. Margaret was appointed as a Fellow of IPAA in 2008 and is an appointed Adjunct Professor in the School of Government and International Relations at Griffith University. Margaret now works as a consultant in her own business.

Elizabeth Jameson
External member

Ms Elizabeth Jameson worked for almost 15 years as a corporate/commercial lawyer, including as a partner of a national law firm and 10 years as a practicing director. In 2002, Ms Jameson founded Board Matters Pty Ltd where she is the Managing Director and Principal Consultant. Ms Jameson currently heads up a team of five specialist governance, legal and strategy consultants and delivers corporate, legal and governance assistance and advice.

Ms Jameson also maintains an active portfolio of directorships, presently with RACQ and Chairs the Board of Brisbane Girls' Grammar School and Queensland Theatre Company. Her past directorships have also included the boards of over 20 organisations, for-profit and not-for-profit, including private companies, a Federal Government advisory board and Queensland Government-Owned Corporations.
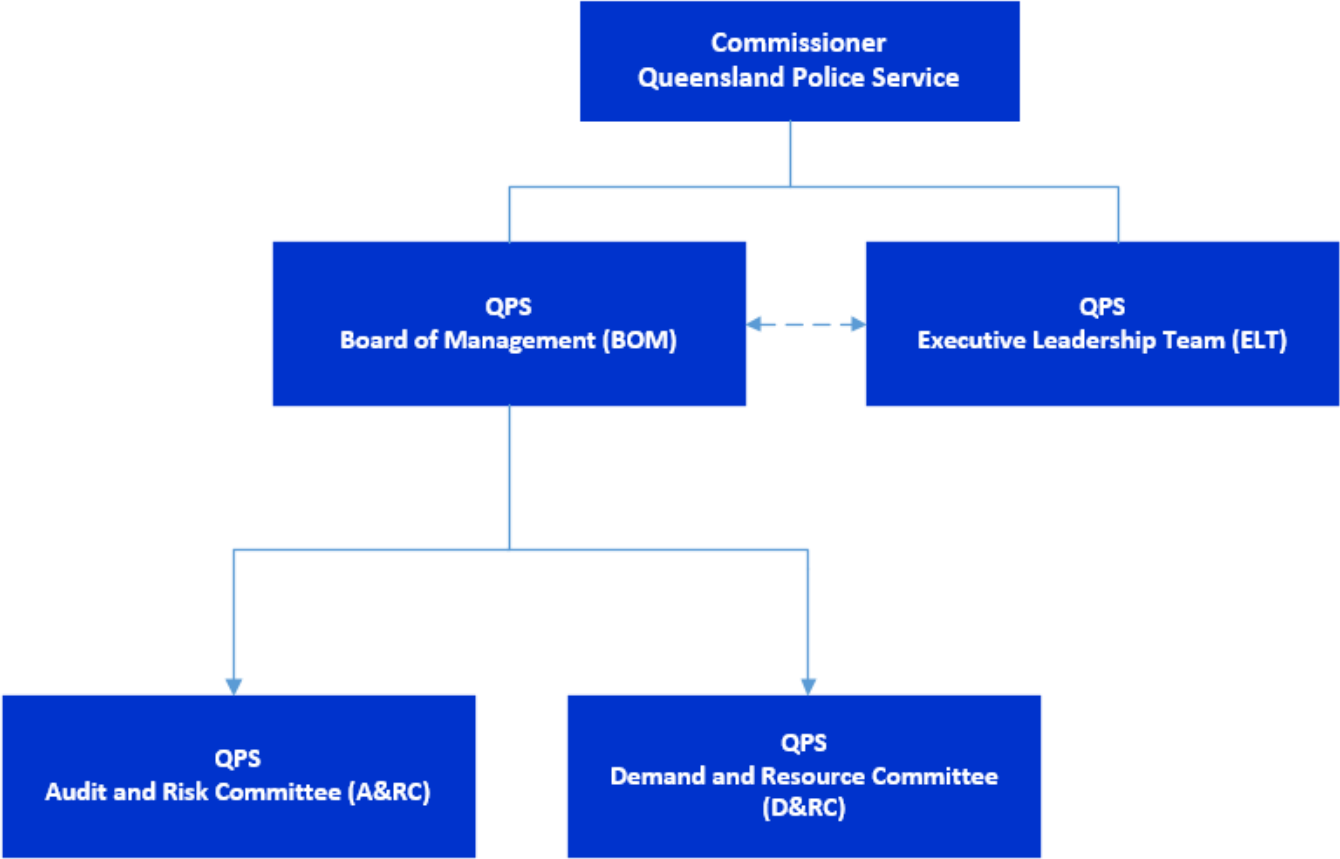
Ms Jameson's aim is to help build great governance for better boards, through the integration of her extensive practical experience over twenty years as both a corporate/commercial lawyer and a practising director. Her work has focused on creating and implementing tailored board development programs and developing and conducting board evaluations.

In 2016, Ms Jameson joined the QPS Board of Management and has led reinvigoration and redesign of QPS governance.

Board and committees

The QPS governance framework is as follows:

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                    │        Commissioner         │
                    │  Queensland Police Service  │
                    └─────────────────────────────┘
                                   │
               ┌───────────────────┴───────────────────┐
    ┌──────────────────────────┐        ┌──────────────────────────────┐
    │          QPS             │◄ ─ ─ ─ ►│            QPS               │
    │  Board of Management     │         │  Executive Leadership Team   │
    │        (BOM)             │         │           (ELT)              │
    └──────────────────────────┘        └──────────────────────────────┘
               │
      ┌────────┴────────────────────┐
┌──────────────────────┐   ┌────────────────────────────┐
│        QPS           │   │           QPS              │
│  Audit and Risk      │   │  Demand and Resource       │
│  Committee (A&RC)    │   │  Committee                 │
│                      │   │         (D&RC)             │
└──────────────────────┘   └────────────────────────────┘
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As at 30 June 2018

QPS Board of Management

The QPS Board of Management (BoM) supports and advises the Commissioner on strategy, direction and setting the tone of the Service. As such, the Board provides support and expert advice to the Commissioner in making key decisions that deliver a strategic or Service-wide impact. BoM meetings are chaired by the QPS Commissioner (or acting Commissioner).

The BoM also requests and relies on Executive Leadership Team (ELT) recommendations and advices. This is achieved by frequent engagement methods including a rotational standing invitation of two ELT members at each BoM meeting.

The BoM meets quarterly or as determined by the Chair. In 2017-18, the Board met on five occasions and considered 19 matters out-of-session.

The independent external members collectively received $9,500 in remuneration. There were no other on-costs.

Board members

- Ian Stewart APM, Commissioner (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner, Regional Operations
- Margaret Allison (external member)
- Elizabeth Jameson (external member)

Achievements

In 2017-18 the BoM approved a number of significant matters including:

- the QPS Strategy for the Prevention and Resolution of Policing involvement in Mental Health
- the dissolution of the Program Management Committee (PMC) and incorporation of functions into the Demand and Resource Committee (D&RC)
- the 2018 QPS Environmental Scan
- the Integrity and Performance Group Inspections Plan 2018-19
- the Integrity and Performance Group Internal Audit Function Charter
- the Annual Internal Audit Plan 2018-19 and the Strategic Internal Audit Plan 2019-2022
- the QPS Enterprise Risk Management Framework
- the appointments of independent Board and Committee members
- the implementation of a new schedule of QPS Independent Board and Committee Chair/Member Remuneration Rates.

The Board engaged in a series of themed strategic discussions on the following topics:
- Workforce Strategy
- Innovation
- Complaints
- Counter-Terrorism
- Future Capital Investment strategies.

QPS Demand and Resource Committee

The Demand and Resource Committee (D&RC) delivers oversight to the organisational prioritisation of resources.

The D&RC assists the Commissioner and BoM by ensuring effective processes are used relating to direction and control of finances, people, assets and ICT. The D&RC also monitors the appropriate development and implementation of the QPS Program.

The Chair of the Committee is rotated among the Deputy Commissioners on an annual basis.

The Committee meets monthly or as determined by the Chair.

During 2017-18, the committee met on 13 occasions and considered nine urgent matters out-of-session.

Committee members

- Bob Gee APM, Deputy Commissioner, Regional Operations (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance

Achievements

In 2017-18, the committee approved a number of significant resolutions including:
- the creation and funding arrangements of the Aurion 11 Upgrade project and Governance arrangements
- the QPS 10 year Total Asset Management Plan and 5-year Operational Asset Management Plan
- the 10 year Purchasing and Replacement Schedule for Tactical First Aid Kits
- the conversion of Seaforth Residential Beat to a single officer station
- the commencement of a pilot for the new travel allowance system via Fraedom
- the formation of a Vulnerable Persons Unit in North Brisbane District on a trial basis for 12 months
- the establishment of an Operational Review Unit for a 12 month period
- the exploration of a centrally managed digital data storage and funding model
- funding for the implementation of the Police Integrity and Professional Standards Project.

Following the dissolution of the Program Management Committee (PMC) in February 2018, the Committee approved the following project inclusions to the QPS Program:
- GPS Tracking (Bail) Project
- Security and Counter Terrorism Command (SCTC) and Intelligence and Covert Services Command (ICSC) Implementation Project.

The Committee further approved a number of staffing matters including, creation and allocation of permanent positions, position reclassifications, position upgrades and position reallocations which enabled appropriate resource allocation across the Service.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*; the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee governs audit and risk matters for the member agencies and risk matters for the PSBA. It provides independent assurance and assistance through prompt and constructive reports to accountable officers from the member agencies, particularly when issues identified present material risk or threat to those entities.

The committee is chaired by an independent external expert appointed to the role. Each public safety agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on five occasions during 2017-18. A special meeting was held in July 2017 to close outstanding PSBA audit recommendations. The independent external Chair received $9,622.75 (including GST) in remuneration for services provided in 2017-18. The second external member received $4,812.50 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (external member)
- Marita Corbett (external member)
- Ian Stewart APM, Commissioner, QPS represented by Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner, Strategy and Corporate Services and Chief Strategy Officer, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Peter Griffin, Chief Operating Officer, PSBA

Achievements

During 2017-18, the committee's achievements include:

- overseeing progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
- considering all audit reports and providing direction regarding implementation of report recommendations/actions
- monitoring compliance with the Annual Internal Audit Plan 2017-18 and Strategic Internal Audit Plan 2018-2021 and overseeing the status of open recommendations
- contributing to the development of the PSBA Enterprise Risk Management Policy
- endorsing the:
    - PSBA Financial Statements 2017-18
    - Annual Internal Audit Plan 2018-19
    - Strategic Internal Audit Plan 2019-20
    - PSBA Fraud and Corruption Prevention and Control Policy
    - PSBA Fraud and Corruption Prevention and Control Plan
    - IGEM Risk Management Framework and Guide.

QPS Audit and Risk Committee

The QPS Audit and Risk Committee (A&RC) scrutinises, challenges and delivers oversight of the management responsibilities imposed on the Commissioner under legislation. Relevant legislation includes the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009, Financial and Performance Management Standard 2009* and other legislation.

The A&RC delivers independent oversight and assistance to the Commissioner and BoM on:

- external financial accountability responsibilities
- quality of the internal audit and I&P functions provided by the Ethical Standards Command
- risk management policy/framework
- compliance policy and framework, including financial compliance.

The Committee meets quarterly or as determined by the Chair. During 2017-18, the committee met on four occasions.

The two independent external members collectively received $9,750 in remuneration. There were no other on-costs.

Committee Members

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command

Achievements

In 2017-18, the committee provided strategic advice and support to the BoM by considering matters including:

- the QPS Statement of Assurance of the 2016-17 financial statements for the Commissioner's certification
- the current strategic and operational risk practices and processes having regard to the future improvement of these
- the draft Risk Management Framework
- the draft Risk Appetite Statement
- the strategic challenges and opportunities for inclusion in the QPS Strategic Plan 2020-21
- the Integrity and Performance Group Inspections Plan
- the Integrity and Performance Group Internal Audit Function Charter
- the appointment of the Head of Internal Audit
- the Annual Internal Audit Plan 2018-19 and the Strategic Internal Audit Plan 2019-2022.

The committee's terms of reference have due regard to Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

The committee also considered the progress of audits undertaken by the QAO and Internal Audit, PSBA and any recommendations provided.

QPS Program Management Committee

The Program Management Committee (PMC) monitored the appropriate development and implementation of the QPS Program. The QPS Program encompasses the significant projects and bodies of work under four main subprograms: Processes and Systems, Frontline Services, Regulatory, and People and Culture.

The PMC assisted the BoM through the provision of accountable decision making, delivery of appropriate and timely advice/assurance on product delivery and program/project performance, and by serving as a point of escalation for any constituent program/project performance issues.

The Committee met monthly or as determined by the Chair.

During 2017-18, the PMC met on eight occasions and considered two urgent matters out-of-session.

On 22 February 2018, the BoM approved the dissolution of the PMC and the incorporation of its functions into the D&RC.

Committee Members

- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Bob Gee APM, Deputy Commissioner, Regional Operations

Achievements

During the period 1 July 2017 to February 2018, the Committee considered a number of significant matters which included approving the inclusion of the following projects on the QPS Program:

- Counter-Terrorism and Community Safety Training Centre Project
- Communications Capability Development Program
- Enhanced Organised Crime Capability Project and Increasing Counter-Terrorism Capability Project
- QPS Internet Website Redevelopment
- PCYC Project.

QPS Executive Leadership Team

The QPS Executive Leadership Team (ELT) supports and advises the Commissioner in operational execution of decisions. The QPS BoM requests and relies on ELT recommendations and advice. As such, the ELT supports the BoM, D&RC and A&RC by influencing and driving standards and direction across the QPS.

The ELT is effectively the QPS 'think tank' assisting the Commissioner and the BoM by leading and driving standards and direction and routinely enabling improved Service capability through progression of solution identifications.

The ELT meets via video conference each week and in person on a monthly basis, or as determined by the Chair.

During 2017-18, the ELT met on 14 occasions (in-person) including meetings at Mackay (Central Region), Zillmere and Inala (Brisbane Region).

ELT Members

- Ian Stewart APM, Commissioner (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner, Regional Operations
- Brian Codd APM, Assistant Commissioner, State Crime Command
- Alistair Dawson APM, Assistant Commissioner, Community Contact Command
- Brian Wilkins APM, Assistant Commissioner, South Eastern Region
- Allan McCarthy APM, Assistant Commissioner, Operations Support Command
- Peter Crawford APM, Assistant Commissioner, Commonwealth Games Group
- Clem O'Regan APM, Assistant Commissioner, Central Region
- Mike Keating APM, Assistant Commissioner, Road Policing Command
- Peter Fleming APM, A/Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command
- Sharon Cowden APM, Assistant Commissioner, Ethical Standards Command
- Paul Stewart APM, Assistant Commissioner, People Capability Command
- Paul Taylor APM, Assistant Commissioner, Northern Region
- Mike Condon APM, Assistant Commissioner, Southern Region
- Tony Wright APM, Assistant Commissioner, Queensland Police Service
- Maurice Carless APM, Assistant Commissioner, Queensland Police Service
- Cheryl Scanlon APM, Chief Superintendent, Crime and Corruption Commission – Police Group
- Anthony Crack, Executive Director, Policy and Performance
- Carolyn Harrison, A/Executive Director, Legal Division
- Jenson Spencer, Chief Digital Officer

Achievements

In 2017-18, the ELT discussed significant matters including:

- Crime drivers and ways to gain greater context and clarity as to why crime is moving in certain directions
- Business processes/interoperability with the Department of Communities, Child Safety and Disability Services
- Police Involvement in Mental Health – Prevention and Resolution
- Planning and preparations for the 2018 Commonwealth Games
- Working for Queensland 2017 survey results
- Future of Policing Symposium
- Our People Matter Strategy
- Flexible Working Arrangements Policy
- Inclusion and Diversity Plan for Action 2016-2018
- QPS Workforce Strategy
- Changing face of the Brisbane CBD towards 2020 and impact on Policing
- Benefits to the development of a Crime Harm Index, an evidence based tool to help prioritise police resources based on harm caused to the community
- QPS Indigenous Artwork
- Strategic Challenges and Opportunities and the 2018 Environmental Scan
- Youth Justice and the role of Project Booyah (an early intervention youth program).

The QPS engaged the following people/organisations to participate in the ELT meetings and provide further insight into some of the significant matters that were discussed in 2017-18:

- Public Service Commission
- Lachlan Heywood, Editor, Courier Mail
- Professor Tom Kirchmaier, London School of Economics
- Department of Aboriginal and Torres Strait Islander Partnerships
- Katherine Van Gurp, CEO, ANZPAA
- Department of Communities, Child Safety and Disability Services
- Department of Tourism, Major Events, Small Business and the Commonwealth Games
- Assistant Commissioner Luke Cornelius, Victoria Police
- Department of Transport and Main Roads
- Queensland Ambulance Service
- Australian Institute of Company Directors.

Government bodies

- Commissioner for Police Service Reviews
- Controlled Operations Committee
- Public Interest Monitor.

For further information about the Government Bodies refer to pages 117-120 within the appendices.

Ethics and code of conduct

The delivery of professional policing services must be underpinned by ethical decisions and actions. These ethical decisions and actions provide the QPS with its most valuable asset, namely its reputation and the confidence and trust that such a reputation inspires in the community. The QPS has a broad range of programs, policies and initiatives that support professional and ethical practice including a robust internal complaints system, policies on declarable associations, gifts and benefits, as well as discipline and ethical awareness training. The QPS Values, Standard of Practice and Procedural Guidelines for Professional Conduct supplement the Queensland Government values and the Code of Conduct for the Queensland Public Service, and outline appropriate behaviour for all QPS staff.

Members of the QPS continue to operate under the organisation's Integrity Framework. This framework approach allows specific issues to be brought into focus more clearly by highlighting the principles that drive integrity and ethics management in the Service. The framework seeks to promote an actionable process of thinking about integrity and then integrating that thinking into all planning, implementation, monitoring and evaluation processes across the QPS.

During 2017-18, ESC continued to promote, monitor and enforce ethical behaviour, discipline and professional practice across the QPS through education, deterrence and systems improvements. ESC is the principal work unit for communication between QPS and oversight bodies such as the Crime and Corruption Commission.

Reported complaints are continually monitored and reviewed by the QPS to identify primary contributing factors and/or trends which may arise from complaint types and/or the complaint data more generally. All complaints are considered, actioned and investigated as required. In 2017-18, the QPS received 1,351 complaints by members of the public against officers on or off duty. This figure counts the number of distinct individuals who have either lodged a complaint, or lodged a complaint on behalf of another person even if it relates to the same incident. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of the monitoring role ESC plays with regard to enforcing ethical behaviour, it also undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2017-18, ESC performed rostering and leave audits for 91 units and conducted compliance inspections of 56 stations and establishments.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2017-18, 1,036 'relevant persons' as defined in part 5A.3 of the *Police Service Administration Act 1990* to include an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, recruits, etc., underwent a random alcohol breath test. 163 recruits were subject to random alcohol testing with nil positive alcohol test results. 327 recruits were subject to drug testing with 16 positive results. All positive results were consistent with information provided by recruits on the appropriate disclosure forms and required no further action.

During the reporting period, 56 alcohol breath tests and 56 urine drug tests were conducted following critical incidents. Nil positive drug results were detected post the occurrence of a critical incident.

Risk management and accountability

Risk management

The QPS has adopted an Enterprise Risk Management approach, where risk is fully integrated into the management processes of the organisation. The Commissioner and Senior Executive are committed to the management of risk. The QPS has an Enterprise Risk Management Framework in compliance with Queensland Government standards, which provides a process for managing risk in the QPS.

The QPS produces a yearly Risk Appetite Statement which outlines the key risk categories and the QPS risk approach to those risks. The QPS embeds risk management into all planning processes and activities. Risk management planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges.

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 66). The Chief Risk Officer, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and support on risk management practices. International Standard ISO 31000:2009 Risk management – Principles and guidelines has been applied to the QPS risk management framework and elements of the policy are drawn from this standard.

External scrutiny

This section provides information about external agencies and processes which examined the operations of QPS or other agencies with findings/issues requiring consideration by, or impacting on, QPS:

- **Crime and Corruption Commission**

  The Crime and Corruption Commission is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The Commission investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

  Crime and Corruption Commission reports are available online at
  http://www.ccc.qld.gov.au/research-and-publications

  – **Police use of force in Queensland watchhouses**

    Investigating allegations of assault or excessive use of force by officers of the QPS is a key focus area for the Crime and Corruption Commission. In 2017, the Commission undertook research with a view to understanding the nature and frequency of force being used by officers in Queensland watchhouses, examine any detainee's injuries resulting from the use of force while in a watchhouse, and assess QPS' compliance with reporting requirements relating to the use of force and injuries.

    As a result of this research, the Commission made six recommendations to the QPS. In relation to recommendations 2 & 3, the QPS continues to develop the recommendations from the Violent Confrontations Review and Task Force Bletchley to implement an improved use of force reporting structure. This work is being undertaken by ESC who are working with the QPS Digital and Frontline Services (F&DS) Unit to improve the use of force reporting structure within the QPRIME database as part of Recommendation 24 from the Violent Confrontations Review. A new Use of Force Reporting Framework was considered by the QPS Executive Leadership Team in April 2018 and endorsed. This framework seeks to broaden the capture of use of force by members of the QPS, including lowering reporting thresholds.

    ESC and F&DS will continue to progress the approved framework with the aim of implementing a revised digital QPRIME solution in early 2019.

The provision of audio recording in all watchhouses has been supported, with all new watchhouses fitted with constant audio recording. Older watchhouses are progressively being considered for upgrades. A further recommendation relating to instruction provided to watchhouse staff regarding CCTV has also been addressed, through the provision of instructions to fault fix CCTV. These instructions are also contained in staff induction packages.

The final recommendation of the report, relating to a review of operational procedures and instructions with respect to use of force, has been finalised with the relevant sections updated to reflect the changes made as a result of these recommendations.

– **Improper access to public sector databases**

The Information Privacy Act 2009 requires public agencies, including the QPS, to ensure personal information is protected against unauthorised access, use, modification or disclosure. Officers who access a work database for reasons not related to their official duties may be subject to criminal proceedings, or at the very least disciplinary action. Several Queensland police officers have been prosecuted as a result of improper use and/or disclosure of information. This paper prepared by the Crime and Corruption Commission identifies vulnerabilities for agencies and suggests a number of prevention measures.

It is expected that members of the QPS, both sworn and unsworn, will act in a professional manner at all times. Allegations of improper or unauthorised access of information by QPS personnel is treated seriously and all breaches of this nature are fully investigated. While the vast majority of QPS members act in accordance with the professional standards the community expect of us, members are reminded of this responsibility when accessing confidential information regularly.

– **The potential cost of failing to perform duties as a police officer**

In May 2018, the Crime and Corruption Commission reported that recent investigations have identified the behaviour of some Queensland police officers has been well below the standard expected by the public and the QPS. A police officer has many statutory obligations as well as responsibilities to comply with specific policies both on and off duty. This includes a responsibility to declare identified associations which may lead to a potential conflict of interest.

The QPS noted the report and has in place policies dealing with access to information, conflicts of interest and declarable associations. A breach of these policies can result in discipline action taken against these officers as demonstrated in the Crime and Corruption Commission Prevention in Focus report.

• **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at https://www.qao.qld.gov.au/reports-resources/parliament?fy%5B0%5D=FY2017-18&page=1

– Report to Parliament 2: *Managing the mental health of Queensland Police employees*

The inherent nature of law enforcement work means all police officers and many police employees face a heightened risk of exposure to psychologically harmful incidents and interactions which can affect their mental health and wellbeing. The Queensland Audit Office conducted an audit to determine whether the QPS is effective in preventing mental illness and monitoring and managing the mental health of its employees. The effectiveness of the QPS in this regard was assessed against three measures, promoting and monitoring mental health; preventing mental illness; and managing mental illness when it does occur. The audit encompassed all members of the QPS, including recruits, sworn police officers and unsworn (civilian) staff.

The QPS has continued to refine and develop its services and policies for enhanced employee psychological health and wellbeing. This includes assistance in coping with, and response to, difficult and challenging work environments and post incident response. The same level of services and support is provided to QPS employees for non-work related issues causing them emotional or psychological distress. Counselling services have also been extended to the partners and children of serving police employees and to retired staff and police officers for some time.

The Queensland Audit Office made six recommendations for improvements to the psychological wellbeing program that the QPS has developed and invested considerable resources in over the past two decades. The Audit recommendations align to the direction and broader program of work underway in 2018 as part of the Our People Matter Strategy and the Healthy Minds priority. The Police Commissioner has committed to all recommendations being finalised by December 2018.

– Report to Parliament 6: *Fraud risk management*

The need for effective fraud control measures in the Queensland public sector has been recently highlighted by a number of fraud attempts. Agencies are required by legislation to implement risk management systems to mitigate the risk of unacceptable losses, and to manage those risks that affect the agency's ability to deliver government services. The Queensland Audit Office assessed five agency risk management plans to determine if the plans effectively targeted and addressed fraud risks and if there were any obvious omissions from risk registers. The QPS was one of the agencies audited.

As identified at the beginning of this section, the QPS has implemented a new Enterprise Risk Management (ERM) approach and Framework that aligns to the required Queensland Government standards. The QPS will commence the ERM approach on 1 July 2018. The ERM approach specifically identifies a risk category of "Fraud and Corruption". Further, "Fraud and Corruption" is identified within the QPS' Risk Appetite Statement. An Enterprise Risk Register is maintained and reviewed once a quarter by the QPS A&RC, who provide expert advice on the Services' risk profile and report to the BoM as required on risk that are outside of tolerance.

The QPS will conduct regular risk assessments, including Fraud and Risk assessments, monthly with any emerging or identified risk to be recorded, evidenced, managed and escalated as required.

The QPS has worked in partnership with Ernest Young to improve Risk Management maturity through attendance at workshops, information sessions, presentations and Risk Assessment walk throughs. The QPS has developed and implemented a Fraud and Corruption Prevention and Control Policy and Plan which has been approved by the Commissioner and disseminated to the organisation.

– Report to Parliament 10: *Finalising unpaid fines*

The QPS, along with other public sector entities, issue fines to people who deliberately or inadvertently break the law for the purpose of changing future behaviour and deterring reoffending. However, the effectiveness of this deterrent mechanism is diminished by delays in issuing or enforcing such fines. Further, unpaid fines contribute to the debt owed to the State, estimated to be $1.2 billion at 30 June 2017. The Queensland Audit Office assessed the effectiveness and efficiency of public sector entities, including the QPS, in finalising unpaid fines. The audit assessed whether entities collect sufficient, relevant an accurate debtor data; are effectively managing their unpaid fines; work together to effectively finalise unpaid fines; and use efficient practices and processes that prioritise timely finalisation.

The report did not make any specific recommendations for the QPS as a fine issuing agency, however, four recommendations were directed at all entities to action. The QPS is represented on the Penalty Debt Management Council (PDMC) by the Deputy Commissioner, Strategy,

Policy and Performance, which is leading the response to an improved end-to-end fines collection process. The QPS is working to automate processes through the rollout of QLiTE mobile tablet devices to frontline police and developed the QNotice mobile application for these devices which supports the electronic issuing of infringement notices and enables real-time data input to the Department of Transport and Main Roads (DTMR) Transport Registration and Integrated Licencing System and police information systems. Whilst presently limited the QPS is looking to expand the range of offences that can be dealt with by electronic infringement notices. Further work will be required to consider cost implications associated with implementing a central point of reference and further integration of entity systems.

The QPS in conjunction with DTMR, is also exploring the feasibility of electronic reminders being sent to infringement notice recipients when their fine is nearing its due date to improve penalty debt finalisation and reduce infringement notice defaults being referred to SPER. The QPS is also examining the possibility of expanding alternative disposition options, such as adult cautioning and diversion, to give police more options to more appropriately deal with offenders for whom a monetary penalty would not be the most effective sanction.

The QPS has been actively involved in the PDMC sub-council and Fines Recovery Working Group. The PDMC sub-council has commenced a body of work exploring options for dealing with recidivist offenders, involving collaboration between the QPS, SPER, Queensland Corrective Services, Department of Justice and Attorney-General, DTMR and other relevant stakeholders.

− Report to Parliament 11: *Queensland state government: 2016-17 results of financial audits*

The Queensland State Government deliver services and good to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all Government Departments must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of Government Departments.

The audit assesses the position, performance and financial stability of the state government based on the assessment of financial statements. The QAO issues comments on the timeliness and quality of financial reporting and explains how QAO assessed the key audit matters disclosed by Queensland Government Departments.

The report refers to the QPS as meeting the statutory date for certification of the 2016-17 financial statements and acknowledges that no adjustments were required.

Queensland Coroner

In accordance with the *Coroner's Act 2003,* the State Coroner is responsible for investigating reportable deaths including deaths that were violent or unnatural, such as accidents, falls or suicides, or where the death occurred in custody or as a result of police operations.

The Queensland Government's coronial reporting requirements, implemented on 1 January 2015, require departments to provide minister-approved responses to coronial recommendations and/or comments within six months of the coroner handing down the findings of inquest to the Attorney-General and Minister for Justice and Minister for Training and Skills.

Departments provide updates until implementation of the recommendations/comments are delivered. These arrangements provide a timely response to the next of kin of the deceased, the community and Coroner of the measures being taken in response to coronial recommendations/comments.

During 2017-18, the State Coroner delivered findings requiring consideration by QPS relating to five Coronial Inquests with 36 recommendations. The QPS continued to provide responses for four Coronial Inquests with four recommendations for findings that were delivered prior to 2017-18. The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the QPS, Office of the IGEM, PSBA and QFES.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for the QPS, Office of the IGEM and QFES in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter consistent with relevant audit and ethical standards.

In accordance with the Financial and Performance Management Standard 2009, an annual internal audit plan and three year strategic audit plan sets the direction of the Unit. The Public Safety Business Agency Annual Internal Audit Plan 2017–2018 and Strategic Internal Audit Plan 2018-21 was endorsed by the QPS A&RC and approved by the Chair of the PSBA BoM on 25 September 2017.

The Unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the Unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Full delivery of the approved Annual Internal Audit Plan 2017-2018 will be achieved through a combination of in-house and co-sourced delivery. At 30 June 2018, all fieldwork was completed and all audit reports are expected to be finalised by the end of September 2018. Achievements specific to QPS for 2017-18 include:

– Third Party Receipting
– Home Garaging
– Evidence.com
– QPS Regional Office and Command
– 2018 Commonwealth Games
– VicRoads Information Protection Agreement.

The planned police exhibits and receiving property reviews were combined and Internal Audit developed an interactive dashboard for use within QPS in the monitoring and reporting of property. An audit report was not prepared for this body of work. The dashboard was handed over to QPS in June 2018.

Coverage also included the following public safety entities corporate activities that had a direct impact on QPS operations:

– Cybercrime prevention – all entities
– Open source intelligence – all entities
– Social Engineering – all entities
– Delegations – all entities
– Fraud risk assessment workshop – QPS, QFES and IGEM.

Information systems and recordkeeping

The PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio agencies including QPS, is responsible for recordkeeping and information systems across the portfolio. PSBA has a dedicated records management team, Information Management Unit (IMU), which provided advice and assistance to QPS during the reporting period resulting in improved efficiencies.

In the previous reporting period, all regions and commands were given access to the full version of the electronic document and records management system (eDRMS), enabling the capture of electronic content. Following this roll-out, IMU provided refresher training as required, and ensured new eDRMS users were made aware of, and understood, their broader recordkeeping responsibilities.

A prototype 'workflow' correspondence tracking tool, developed in the previous reporting period, was successfully implemented during 2017-18. While initially deployed in Crime Command, it is anticipated this tracking tool will be deployed to additional regions and commands in the next reporting period.

Development of an advanced workflow to manage the Recruiting Process, was completed for People Capability Command during the reporting period. It will be piloted in the production version of eDRMS, and used in parallel with the existing 'hardcopy' process, early in the next reporting period.

Access to eDRMS, and use of workflow technology, has facilitated the capture and management of electronic documents in QPS. IMU continued working with QPS business units, to identify how eDRMS, and application of the whole-of-government (WoG) Source Records Policy (for digitising paper records), can be used to reduce duplication of records, and minimise reliance on hardcopy documents.

Consultation with QPS business units regarding amendments and simplifications to the QPS Retention and Disposal Schedule continued in 2017-18. Feedback from units, and the ability to utilise the recently released WoG General Retention and Disposal Schedule (GRDS), led to the scope of changes to the QPS schedule being revised. A final version of the QPS schedule, designed to be used in conjunction with the GRDS, will be submitted to State Archives in the next reporting period. Application of these resources in unison will significantly simplify the Retention and Disposal process for QPS business units.

No permanent records were transferred to Queensland State Archives during 2017-18.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent staff in QPS was 15,163.04 as at 30 June 2018.

Between 1 July 2017 and 30 June 2018, the QPS permanent separation rate was 2.9% for police officers and 7.1% for staff members.

The PSBA Human Resources Division has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are reviewed periodically to ensure they meet the needs of the Service and its employees.

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 79 for more information).

Our People Matter Strategy

The QPS is committed to ensuring the safety and wellbeing of all employees, as well as their families.

The QPS, together with the Queensland Police Union of Employees, Together Union and the Queensland Police Commissioned Officers' Union, launched the 'Our People Matter' Strategy on 27 February 2018 at the Queensland Police Service Academy in Oxley.

The Strategy sets a direction and standard for the QPS executive and workforce in creating working environments that improve support to police employees and their families.

Employees and family members contributed to the Strategy's development via an organisational wide survey and 30 face-to-face statewide workshops. This consultation provided more than 20,000 ideas and suggestions for activities, services, business processes and practices that could be changed or implemented to better support employees and their family members.

The Strategy has four priority areas (fair and positive workplaces; safer workplaces; healthy minds; and healthy bodies).

A list of immediate organisational deliverables was developed to provide knowledge and new services to employees and their families, based directly on the consultation responses. These deliverables included the release on 1 June 2018 of the new Flexible Working Arrangements Policy in line with the *Industrial Relations Act 2016* and relevant industrial provisions. To assist supervisors in applying the policy, workshops are currently being delivered across the state.

Flexible Working Policy

The QPS is committed to providing supportive work environments for its employees and their families. As part of the Our People Matter Strategy consultation process, it was identified that one of the greatest issues impacting on members was the need for flexible work arrangements in the workplace.

The Service instigated a Part-time Employment Review focusing predominantly on sworn officers. The Review made 26 recommendations focusing on the need for greater flexibility in work arrangements. These recommendations formed the basis for the Flexible Working Arrangements Policy that was released on the 1 June 2018, in line with the *Industrial Relations Act 2016* and relevant industrial provisions.

This Policy focuses on three primary areas, namely:

- a concentration on joint problem solving and compromise to deliver acceptable outcomes for both applicants and managers
- a more effective, efficient and streamlined business process that delivers timely outcomes for applicants

- reducing bureaucracy and process by devolving decision making responsibility to managers and Officers in Charge.

The Flexible Working Arrangements Policy is focused on achieving a balance for the wellbeing of QPS employees and their families, with a focus on identifying and promoting ways the QPS can enhance organisational efficiency and effectiveness.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. The QPS released the Inclusion and Diversity Plan for Action 2016 – 2018 to complement the Queensland public sector inclusion and diversity strategy 2015-2020. The Plan for Action contains nine priorities and 28 actions to be delivered to enhance the culture of the QPS. In January 2018, the first bi-annual report was completed which established the QPS had successfully progressed towards the achievement of the action items. In addition to the successful implementation of action items, the Inclusion and Diversity team has developed several tools and resources now available to all members through the QPS intranet. Further, the team has undertaken statewide consultation to directly assist employees at all levels to understand inclusion and diversity and identify ways to enhance it.

To ensure that the QPS remains focused on inclusion and diversity, considerable work was undertaken to establish the QPS Inclusion and Diversity Restorative Engagement and Cultural Reform Program. Commencing July 2018, this program will consist of two distinct bodies of work: Cultural Reform and Restorative Engagement. Cultural Reform activities will be focused on the establishment and continuation of Service wide actions and activities to bring about cultural change. To date, the QPS has implemented recruitment practices to enhance its diversity by establishing a multi-cultural recruitment team, formalising Cultural and Linguistic Diverse (CALD) and Indigenous preparation programs and specialist education frameworks. Accompanying the work in recruiting, staff at all levels have had, and will continue to have, the opportunity to enhance their understanding of inclusion. Investment has also been made in training programs, including the women's leadership pipeline, by providing future leaders with the opportunity to attend training specifically designed to enhance the skills and knowledge of women leaders.

An aspirational recruitment target of 50% female recruit appointments was announced by QPS Commissioner Stewart on International Women's Day 2016. To assist in achieving this target, a recruitment marketing strategy entitled 'That Could Be Me' was implemented in 2016, showcasing the 'stories' of successful female QPS police officers from diverse backgrounds and policing roles.
In mid-2018, a new marketing strategy 'My Story' will be launched, this time not only to specifically attract female applicants, but also applicants from CALD and Aboriginal and Torres Strait Islander backgrounds.

Working for Queensland

The Working for Queensland survey (WFQ survey) is an annual survey that measures employee perceptions of their work, manager, team and the QPS. The survey is administered by the Public Service Commission and it explores our people's perceptions of their workplace climate in three key areas:

- Employee engagement
- Job satisfaction
- Leadership within the QPS

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS' strategic objective to Equip Our People for the Future. During 2017-18, the QPS focused on helping local leaders better engage with the Working for Queensland results and develop effective people-focussed strategies that improve how our people experience work. A key focus of the Working for Queensland leadership workshops was integration of the survey results into existing strategies such as Our People Matter, and Inclusion and Diversity Plan

for Action. The introduction of a Flexible Work Arrangements policy and a review and upgrade of the QPS Leadership Strategy are critical enablers that will help leaders continue to enhance engagement within the QPS.

In 2017 results for Working for Queensland Strategic Objectives were:

- Agency engagement   50%

- Organisational leadership   39%

- Innovation   46%

The full 2017 Working for Queensland survey results are available to view at https://www.forgov.qld.gov.au/2017-working-queensland-survey-results .

The 2018 Working for Queensland survey will be conducted across Queensland Government agencies from 3 to 24 September.

Leadership and professional development opportunities

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels. A Leadership Review was conducted with recommendations that will actively advance the Our People Matter Strategy, the Inclusion and Diversity Plan for Action and address the Working for Queensland metrics such as engagement and trust.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. A mentoring framework has also been established and reflective practices such as 360 feedback and individual development plans have been offered as development strategies. Enhanced leadership for women was delivered through the Women & Leadership Australia online program and Q-Balance.

During the reporting period, the QPS offered a myriad of professional development opportunities to police and civilian employees. This includes:

- Management Studies in Policing 3 was delivered to Senior Sergeants across the State to enhance their ability to lead, influence, improve their strengths and identify areas for development, both personally and professionally. The Management Development Program, under the auspices of the Leadership Centre, continues to develop the leadership abilities of members from front line to middle management. The development is a combination of post graduate distance education requirements and face-to-face residential components. Senior Sergeant residential programs consist of a diverse mix of participants including international police and other Queensland government agencies

- Management Studies in Policing 2 was delivered to Sergeants to assist participants in transferring the theoretical knowledge gained through the distance education process into practical management and leadership practices. Supporting this is a two-day Frontline Leaders Workshop that has been run within Southern Region, Operations Support Command and People Capability Command. The workshop integrates aspects of the Management 2 workshop with input from the Region/Command to tailor the learnings to the specific group

- the Senior Leaders Course was delivered in November 2017 and January 2018. This course was designed to assist senior leaders with their transition to their new and/or expanding role and the expectations within the QPS. All recently promoted QPS Inspectors attended. The course is made available to Administration Officer (AO) levels seven and eight (AO7/8), as well as equivalent personnel from other public safety organisations, and is designed to support the transition to this level, as well as promote confidence and motivation. Participants have the opportunity to network with peers and other senior leaders

- the inaugural Superintendent Orientation Course was delivered in 2017-18 and assisted newly appointed Superintendents to gain a shared understanding of the QPS' strategic issues, strategies and associated expectations.

Police Recruiting

The online application and initial online assessment of general cognitive ability that was implemented on 1 July 2016, has continued over the last 12 months. The online application and initial online assessment provides greater accessibility for remote and regional applicants and minimises costs incurred by applicants. In the past 12 months, QPS Recruiting has received 12,400 applications (approximately 11% less than the previous 12 months) with 432 applicants receiving appointments as Recruits during this period. Applications continue to be finalised within an average of 84 days from the commencement of the selection process. In the years prior to 1 July 2016, an average application was processed in approximately 475 days.

The implementation of the online processes enables the QPS to respond to strategic organisational and government priorities while maintaining a high-quality applicant pool. Additionally, the QPS is more accessible and expects to deliver more appointments of inclusive and diverse recruit intakes to the QPS Academies. This includes intakes of recruits to the 'mainstream' Recruit Training Program, as well as recruits undertaking the CALD Recruit Preparation Program and the Indigenous Recruit Preparation Program.

Safety, Injury Management and Wellbeing Services

The QPS has a comprehensive management system for the identification and management of risks and hazards. This includes a strong consultative framework for health and safety which includes the QPS Safety and Wellbeing Coordinating Committee, and over 30 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are also 153 elected Health & Safety Representatives who provide representation for all workers within their elected group on health and safety matters. These committees and representatives are complemented by 200 Trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations.

The Lost Time Injury Frequency Rate has decreased from 4.3 injuries per 100 officers in 2012-13 to a rate of 3.7 in 2017-18.

The QPS Injury Management Centre managed more than 4,328 injuries in 2017-18 with 2,617 injuries being unrelated to work. Of the injury management cases closed in 2017-18, 96.4% resulted in a return to work outcome. This high return to work rate has been achieved via a coordinated case management approach involving police management, treating practitioners, and specialist injury management advisers, utilising early intervention treatment programs, allied health assessments and, where required, a career transition program. The career transition program focusses on enabling workers to remain within the QPS when they are unable to return to their original duties and there is an existing vacant position and a skills match.

The QPS continues to focus efforts on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the Service. The number of police accessing free counselling services through external providers has increased from 394 in 2016-17 to 515 this year which is a positive and pleasing trend. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2017-18 remains stable at 10%.

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues.

1800 ASSIST, established for QPS members and their partners in 2014, is a free, 24 hours a day, seven days a week, confidential, short-term counselling service, provided by independent, qualified, experienced professionals.

The Psychological Wellbeing Steering Committee comprising joint Union and QPS Executive members, continued to meet quarterly in 2017-18 to identify and drive improvements to support the wellbeing of employees. In 2017-18, the Steering Committee had significant input into the development of the Our

People Matter Strategy. External free and confidential counselling services have been extended to the partners of police employees and to their children as well as retired police.

White Ribbon accreditation

In November 2017, the QPS became a White Ribbon Accredited Workplace. The White Ribbon Program fosters and encourages male leadership in the prevention of violence against women, based on the understanding that most men are not violent. To achieve White Ribbon Accreditation, the QPS was required to submit evidence to White Ribbon Australia, of how it has implemented mandatory criteria:

- Leadership and commitment
- Prevention of violence against women
- Response to violence against women.

To maintain accreditation, the QPS is required to demonstrate its ongoing support and commitment to a future free from any form of violence. This will be driven through the QPS White Ribbon Operational Plan 2017-20. More specifically, it builds on the work that has already been done in this space through the 'Not Now, Not Ever' Report recommendations and other legislative changes, ensuring the QPS is at the forefront of addressing domestic and family violence, and more broadly violence against women.

From a whole-of-government perspective, the QPS continues to participate in the Multi-Agency Implementation Group, which provides a forum to collaborate on achieving an integrated approach to domestic and family violence workplace reform; and coordinate activities and events such as the Darkness to Daylight Event, and the Flagship Evaluation and reporting. Accredited agencies have also been requested to provide coaching/mentoring to departments undertaking the accreditation program in 2018-19.

Domestic and family violence support package

From a workplace perspective, domestic and family violence can impact a person's safety, wellbeing, attendance and performance. Creating workplaces that are aware and supportive of staff affected by domestic and family violence presents a major opportunity to influence cultural change in line with the 'Now Not, Now Ever' Report recommendations.

On 25 November 2015, the Public Service Commission released a whole-of-government domestic and family violence support package detailing options available in the workplace including:

- a minimum of 10 days paid special leave
- flexible working arrangements
- reasonable workplace adjustments
- counselling support services.

It also outlines the roles and responsibilities of managers and employees.

To support the implementation of this whole-of-government initiative, the PSBA, in conjunction with the Office of the IGEM, QFES and QPS, developed the Supporting Employees Affected by Domestic and Family Violence Policy in 2015-16. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence. This includes, specialised domestic and family violence counselling support, referrals and assistance for QPS members via a dedicated direct domestic and family violence line 1800 4 QPS DFV (1800 4 777 338). Managers can also access the services to seek advice on supporting staff affected by domestic and family violence. The 'Recognise, Respond, Refer' online learning product to improve awareness of domestic and family violence issues, is compulsory for all QPS employees. In addition, a change pathway framework and supporting toolkit for frontline leadership and middle management levels commenced roll-out in late 2017, to continue education and awareness around how individuals and the organisation, can improve responses and attitudes towards violence in the workplace.

Enterprise Bargaining Agreement

The Queensland Police Service Certified Agreement 2016 was certified on 11 November 2016 and provided police officers and staff members covered by the agreement, an annual 2.5% salary increases with additional increase of 0.5% per annum in recognition of the national threat level assessment, counter-terrorism, and security overlay for the 2018 Commonwealth Games. The Agreement has an expiry date of 30 June 2019 and negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement will commence no earlier than 31 January 2019.

The State Government Entities Certified Agreement 2015 was finalised on 1 June 2016 and provided for a three-year agreement with wage increases for public sector employees of 2.5% per annum operative from 1 September 2015. An additional one-off payment of $1,300 for all public sector employees employed under the agreement as at 1 April 2016 was made in recognition of the period that wage increases were not awarded.

The State Government Security Certified Agreement 2016 was certified on 30 September 2016 and has an expiry date of 30 April 2019. The agreement provides for annual wage increases of 2.5% operative from 1 May 2016.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2017-18.