

CORPORATE GOVERNANCE

Executive management

<p>Board of Management profiles</p>
<p>Ian Stewart APM Commissioner</p> <p>The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS in accordance with law.</p> <p>The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.</p>
<p>Brett Pointing APM Deputy Commissioner, Regional Operations</p> <p>The Deputy Commissioner, Regional Operations is responsible for the provision of policing services across the five regions statewide. An Assistant Commissioner is responsible for the overall management of each region in a manner consistent with the strategic direction, objectives and policies of the QPS.</p> <p>The Deputy Commissioner is the Indigenous Champion for the QPS and has been appointed through the <i>NOT NOW, NOT EVER Putting an End to Domestic and Family Violence in Queensland</i> recommendations to champion best practice domestic and family violence prevention in the QPS.</p>
<p>Ross Barnett APM Deputy Commissioner, Specialist Operations</p> <p>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, RPC and State Crime Command. The Deputy Commissioner was the overall police commander overseeing the QPS commitments to the 2014 G20 events in Cairns and Brisbane.</p> <p>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.</p>
<p>Stephan Gollschewski APM Deputy Commissioner, Strategy, Policy and Performance</p> <p>The Deputy Commissioner, Strategy, Policy and Performance has direct responsibility for the Legal Division, CCC (Police Group), Operational Capability Command and Ethical Standards Command (ESC).</p> <p>The Deputy Commissioner is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community. This is achieved by adopting a coordinated approach to cope with the increasing demands for service and the complexity of modern policing, embracing innovation and reducing management process in favour of service delivery to improve officer morale, officer safety and delivery of services to the community.</p> <p>The Deputy Commissioner is a member of the Public Safety Portfolio and QPS Audit and Risk Committees, and the National Police Memorial Coordination Committee. The Deputy Commissioner has also been appointed as the State Disaster Coordinator.</p>

Board of Management profiles (cont'd)
<p>Margaret Allison (external member)</p> <p>Margaret has over 35 years' experience in the Queensland and New South Wales public sector, holding roles as the Chief Executive of the Public Service Commission (Queensland) and Director-General of the Department of Communities, Child Safety and Disability Services (Queensland).</p> <p>In 25 years of holding a range of senior executive positions, her roles 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.</p> <p>Margaret has a great interest in, and commitment to, work in the non-government sector. Margaret 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 a small non-government organisation in Cambodia and returns there regularly.</p> <p>In 1999, Margaret was 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.</p> <p>Margaret now works as a consultant in her own business.</p>

Boards and committees

The Board of Management is the peak governance forum and decision making body for the QPS. The Board is supported by the QPS Demand and Resource Committee, the QPS Audit and Risk Committee and the QPS Executive Leadership Team (ELT).

The QPS also maintained a Renewal Program Board during 2014-15 as a temporary governance structure to support the Board of Management and provide oversight of QPS projects and programs.

Board of Management
<p>The Board of Management is the peak QPS governance forum that supports the Commissioner discharging responsibilities as the accountable officer under the <i>Police Service Administration Act 1990</i>, the <i>Financial Accountability Act 2009</i> and other legislation. The Board sets the strategic direction and provides oversight and leadership to the QPS.</p> <p>The Board provides support and expert advice to the Commissioner, as the accountable officer, in making key decisions with a strategic or Service-wide impact.</p> <p>The Board meets quarterly or as determined by the Chair. In 2014-15, the Board met on four occasions and considered 14 urgent matters out of session.</p> <p>The independent external member received \$2,420 in remuneration. There were no other on-costs.</p>
Board members
<ul style="list-style-type: none"> • Ian Stewart APM, Commissioner (Chair) • Brett Pointing APM, Deputy Commissioner, Regional Operations • Ross Barnett APM, Deputy Commissioner, Specialist Operations • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance • Margaret Allison (external member)

Board of Management (cont'd)
Achievements
<p>In 2014-15 the Board of Management approved a range of significant matters including:</p> <ul style="list-style-type: none"> • the <i>Queensland Police Service Strategic Plan 2015-2019</i> • the 2014-15 Budget • the five year Budget Plan • the 2015-16 Internal Audit Charter and Plan • the Commonwealth Games Group Recruitment and Planning Strategy • funding for the Command Client and Mobile Computer-Aided Dispatch systems in Police Communication Centres • funding for mandatory drug testing in Safe Night Precincts • continued funding for SupportLink referral management system • an external review of QPS Governance • examined organisational performance across frontline service delivery, human resource management, financial performance, risk management and organisational reform.
Renewal Program Board
<p>The Renewal Program Board (RPB) was established as a governance structure to support the Board of Management and provide oversight of QPS projects and programs.</p> <p>The RPB is a decision making body responsible and accountable through the Board of Management for providing appropriate and timely advice and program/project assurance in regards to product delivery and program performance. It also serves as a point of escalation for any constituent program/project performance risks and issues.</p> <p>RPB meetings are convened on a monthly basis or as determined by the Chair. The RPB held eight meetings in 2014-15.</p>
Board Members
<ul style="list-style-type: none"> • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance (Chair) • Brett Pointing APM, Deputy Commissioner, Regional Operations • Ross Barnett APM, Deputy Commissioner, Specialist Operations
Achievements
<p>In 2014-15 the RPB:</p> <ul style="list-style-type: none"> • approved Phase 2 of the Intelligence Capability project • approved the Neighbourhood Watch Reinvigoration project • approved Stage 3 of the QPS Program of Work • endorsed Stage 1 of the QPS Catalogue of Services program • provided guidance, management and resolved issues of risk across the entire QPS program of significant projects.
Demand and Resource Committee
<p>The Demand and Resource Committee supports the Board of Management in managing organisational resource requirements to meet demand. The committee oversees and monitors the development and implementation of policies, plans and practices relating to the management of QPS finances, people, assets and information and communications technology.</p> <p>The committee meets monthly or as determined by the Chair. The Chair is rotated among the Deputy Commissioners at the discretion of the Commissioner.</p> <p>During 2014-15, the committee met on 11 occasions.</p>

Demand and Resource Committee (cont'd)
Committee members
<ul style="list-style-type: none"> • Brett Pointing APM, Deputy Commissioner, Regional Operations (Chair) • Ross Barnett APM, Deputy Commissioner, Specialist Operations • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance
Achievements
<p>In 2014-15 the committee made the following significant resolutions:</p> <ul style="list-style-type: none"> • provided high level advice to the Board of Management on budget and organisational strategic priorities • examined organisational performance across frontline service delivery, human resource management, financial performance and assets • approved 14 temporary positions at the Police Information Centre to become permanent • funded Weapons Licensing to increase productivity in processing weapons licensing applications • funded Police and Police Liaison Officer positions for the Aurukun PCYC • funded positions for the whole-of-government Wireless Network project • funded two year trial of Project Booyah, focussing on early intervention and prevention for young people at risk • approved 16 temporary positions at the Police Communication Centre to become permanent • approved a new Police residence at Thargomindah.
Audit and Risk Committee
<p>The Audit and Risk Committee supports the Board of Management by reviewing and monitoring financial management and reporting processes, risk management systems and controls as well as internal control and legal compliance. The committee oversees the process to identify and manage significant business risks and emerging compliance matters. It also oversees the implementation of appropriate and adequate control, monitoring and reporting mechanisms to assess the performance of internal and external auditors.</p> <p>The committee meets quarterly or as determined by the Chair and met four times during 2014-15.</p> <p>The two independent external members collectively received \$6,340 in remuneration. There were no other on-costs.</p>
Committee members
<ul style="list-style-type: none"> • Jenny Walker, Consultant (Chair) (external member) • David Evans, Consultant (external member) • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance
Achievements
<p>In 2014-15 the committee provided strategic advice and support to the Board of Management by considering the following:</p> <ul style="list-style-type: none"> • QPS Annual Financial Statements • 2015-16 Challenges and Risks • Internal Audits and Inspections • QPS Risk Appetite Statement • 2015-16 Internal Audit and Inspections Charter and Plan • <i>Queensland Police Service 2013-14 Annual Report.</i>

Executive Leadership Team

The ELT assists the Commissioner and the Board of Management by:

- providing advice on the strategic direction and leadership of the QPS
- acting as a consultative forum on risks arising from key changes to policy and operations within the QPS
- identifying opportunities for improving efficiencies and quality of service delivery
- identifying new or emerging risks to the QPS, driving the tone and direction for efficient and effective outcomes for strategic policing priorities.

The ELT holds a video conference each week and meets in person on a monthly basis or as determined by the Chair. During 2014-15, the ELT met on 11 occasions including three meetings held outside of Brisbane at Longreach, Logan and the Gold Coast.

ELT members

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Regional Operations
- Ross Barnett APM, Deputy Commissioner, Specialist Operations
- Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance
- Kate Bradley, Executive Director, Legal Division
- Peter Barron, Assistant Commissioner, Safer Streets Project
- Mike Condon, Assistant Commissioner, Central Region
- Peter Crawford, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Alistair Dawson, Assistant Commissioner, Operations Support Command
- Bob Gee, Assistant Commissioner, Operational Capability Command
- Gayle Hogan, Assistant Commissioner, State Crime Command
- Peter Martin, Assistant Commissioner, Brisbane Region
- Clem O'Regan, Assistant Commissioner, ESC
- Paul Stewart, Assistant Commissioner, Community Contact Command
- Tony Wright, Assistant Commissioner, Southern Region
- Steve Hollands, Assistant Commissioner (Acting), South Eastern Region
- Mike Keating, Assistant Commissioner (Acting), RPC
- Paul Taylor, Assistant Commissioner (Acting), Northern Region

Achievements

In 2014-15 the ELT discussed significant matters including:

- the QPS strategy regarding frontline services, organisational culture and QPS people, processes and systems
- identifying challenges and risks such as improving responses to calls for service, counter-terrorism, technology, place and case management, public safety including alcohol-fuelled violence and organised crime, and maintaining partnerships with the community, private sector, and non-government and government organisations
- identifying QPS priorities for 2015-16 including regional and unit priorities.

The ELT also formally held joint strategy meetings with external stakeholders such as the PCYC and DTMR.

Government bodies

Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* (the Act) and is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the Act.

The committee consists of an independent person, as required by legislation, who is a retired judge. This independent member is the Chairperson of the committee, with the other members including the Chairperson of the CCC and the Police Commissioner's representative.

The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 *Controlled operations* of the Act for the preceding 12 months.

The committee's annual report is available online (www.parliament.qld.gov.au/work-of-assembly/tables-papers).

Commissioner for Police Service Reviews

The Commissioner for Police Service Reviews is established under the *Police Service Administration Act 1990* (the Act) and *Police Service Administration (Review of Decisions) Regulation 1990*. The Review Commissioner is responsible for hearing grievances from police officers relating to appointments, promotions, transfers or disciplinary actions made under the Act.

Appeals are heard before a Review Commissioner nominated by the CCC yet otherwise independent of the CCC and the QPS. Where a matter progresses to a hearing, the Review Commissioner will consider the material presented and prepare written recommendations for the Police Commissioner who will make the final decision. Where the Police Commissioner does not accept the recommendation, reasons must be provided to the Review Commissioner.

The CCC provides a secretariat to support the review function.

Further information about the Commissioner for Police Service Reviews is available in the CCC 2014-15 annual report which is available online (www.parliament.qld.gov.au/work-of-assembly/tables-papers).

Public Interest Monitor

The Public Interest Monitor is appointed under the *Police Powers and Responsibilities Act 2000* (the Act) and the *Crime and Misconduct Act 2001*. The Public Interest Monitor has the following functions for surveillance device warrants (for example listening devices, tracking devices, optical surveillance devices or a combination of devices), retrieval warrants, approvals of the use of surveillance devices under emergency authorisations, and covert search warrants:

- a) to monitor compliance by police officers with chapter 9 of the Act in relation to matters concerning applications for covert search warrants
- b) to monitor compliance by law enforcement officers with chapter 13 of the Act in relation to matters concerning applications for surveillance device warrants, retrieval warrants and approvals of the use of surveillance devices under emergency authorisations

Public Interest Monitor (cont'd)

- c) to appear at any hearing of an application to a Supreme Court judge for a warrant or approval mentioned in paragraph a) or b), or to a magistrate for a warrant mentioned in paragraph b), to test the validity of the application, and for that purpose at the hearing, to –
 - (i) present questions for the applicant to answer and examine or cross-examine any witness
 - (ii) make submissions on the appropriateness of granting the application
- d) to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act
- e) to gather statistical information about the use and effectiveness of covert search warrants and surveillance device warrants
- f) to report as required by this Act on any matter about which this Act expressly requires the Public Interest Monitor to report
- g) whenever the Public Interest Monitor considers it appropriate
 - (i) to give to the Commissioner a report on noncompliance by police officers with chapter 9 of the Act; or
 - (ii) to give to the chief executive officer of a law enforcement agency a report on noncompliance by law enforcement officers of the law enforcement agency with chapter 13 of the Act.

The Public Interest Monitor also has the following functions:

- a) under the Criminal Code of the Commonwealth, to exercise the power conferred on the monitor under the following sections –
 - section 104.12 (Service, explanation and notification of an interim control order)
 - section 104.14 (Confirming an interim control order)
 - section 104.18 (Application by the person for a revocation or variation of a control order)
 - section 104.19 (Application by the Australian Federal Police Commissioner for a revocation or variation of a control order)
 - section 104.23 (Application by the Australian Federal Police Commissioner for addition of obligations, prohibitions or restrictions)
- b) under the *Terrorism (Preventative Detention) Act 2005*, to exercise the power conferred on the monitor under the following sections –
 - section 14 (General provisions that apply if the Public Interest Monitor must be notified about an application to the issuing authority)
 - section 73 (Supreme Court hearing and decision)
- c) to gather statistical information about the use and effectiveness of control orders and preventative detention orders under the Acts mentioned in paragraphs a) and b)
- d) whenever the Public Interest Monitor considers it appropriate – to give to the Commissioner a report on noncompliance by police officers with the *Terrorism (Preventative Detention) Act 2005*.

Public Interest Monitor (cont'd)

The *Telecommunications Interception Act 2009* enables the use by the QPS and the CCC of telecommunications interception as a tool for the investigation of serious offences. The Public Interest Monitor is responsible for the recording, reporting and inspection regime for telecommunications interception. In accordance with this legislation:

- 1) the Public Interest Monitor is entitled to appear at the hearing of the application for a telecommunications interception warrant to test the validity of the application and, for that purpose at the hearing, to –
 - (a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal (AAT) member; and
 - (b) make submissions to the eligible Judge or nominated AAT member about the following matters –
 - (i) in relation to an application for a warrant in relation to a telecommunications service
 - (ii) in relation to an application for a warrant in relation to a person.

In addition, the Public Interest Monitor has record-keeping oversight to ensure eligible authorities keep documents connected with the issue of warrants in accordance with the legislation.

As the inspecting entity for the QPS, the Public Interest Monitor:

- (a) must inspect the eligible authority's records as required under section 23 of the legislation to ascertain the extent of compliance by the authority's officers
- (b) must report in writing to the Minister about the results of the inspections
- (c) may do anything necessary or convenient for the performance of the functions mentioned in (a) and (b).

The annual report of the Public Interest Monitor is available online (www.parliament.qld.gov.au/work-of-assembly/taled-papers).

Ethics and code of conduct

Ethical decisions and actions underpin the delivery of professional policing services. The QPS has a range of programs and initiatives that support professional and ethical practice including an internal complaints system, policies on gifts and benefits, and 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 QPS staff.

During 2014-15, the QPS ESC continued to promote ethical behaviour, discipline and professional practice in the QPS through deterrence, education and system improvements. The Command is also the principal work unit for communication between the QPS and oversight bodies such as the CCC.

The QPS constantly monitors and reviews reported complaints to identify the primary contributing factors. All complaints are considered, actioned and investigated as required. In 2014-15, the QPS received 1,077 complaints by members of the public against officers on or off duty. To apply proper context, the QPS undertakes extensive interactions with people in the community each year with very few of those interactions resulting in complaints relating to police conduct.

The ESC conducts inspections and evaluations of a range of operational functions, duties and establishments. During 2014-15, it performed seven district and group audits including reinspections and inspections. In total, 66 stations and establishments were inspected.

Alcohol and drug testing continues to be part of QPS's commitment to enhance police wellbeing, safety and integrity within the workplace. As at 30 June 2015, a total of 1,270 'relevant members' had undergone a random alcohol breath test with nil positive results ('relevant member' refers to an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, police radio and electronics technicians and recruits). Following critical incidents, 51 alcohol breath tests and 41 urine drug tests were conducted. While three positive drug results were detected, these were found to be because of medical treatment or lawful use of over the counter medication.

Risk management and accountability

External accountability

This section provides information about external agencies and processes which examined the operations of the QPS during 2014-15 with findings/recommendations requiring consideration.

Crime and Corruption Commission

The CCC 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 CCC investigates crime and corruption, has oversight of the police and the public sector, and protects witnesses.

During 2014-15, the following reports with significant findings/issues were tabled by the CCC in Parliament relating to QPS and PSBA:

- **Review of the *Child Protection (Offender Prohibition Order) Act 2008***

The *Child Protection (Offender Prohibition Order) Act 2008* (the Act) is one of several pieces of legislation that was introduced to regulate the conduct of those who have offended against children after their release from government detention. This legislation enables police to act, through an offender prohibition order, to prevent previous offenders from engaging in behaviour that could be seen as a precursor to a new offence.

The CCC reviewed how the Act had been used by the police and the courts in its first five years of operation, identified factors that are inhibiting its use, and recommended legislative and policy changes to address these factors.

Key findings relating to QPS and PSBA identified that the way the Act works in conjunction with the *Child Protection (Offender Reporting) Act 2004* may complicate the system for managing relevant offenders. To address this issue, the CCC has recommended combining the two Acts.

The CCC's review also identified a number of barriers for police when applying for an offender prohibition order, including limited resources and systems for identifying concerning conduct and insufficient training in how to use the powers provided in the Act. Following the review, the CCC made a number of recommendations aimed at improving training, resources and powers available to police to monitor offenders and secure offender prohibition orders, where deemed appropriate.

The Queensland Government is considering the recommendations.

The report is available online (www.ccc.qld.gov.au).

- **Special Taskforce on Domestic and Family Violence in Queensland**

The Special Taskforce on Domestic and Family Violence in Queensland, chaired by the Honourable Quentin Bryce AD CVO, was established in September 2014. The Taskforce was requested to examine Queensland's domestic and family violence support systems and make recommendations on how the system could be improved and how future incidents of domestic violence could be prevented.

The Taskforce conducted extensive, statewide community engagement and consultation during the course of the review.

In February 2015, the Premier announced the release of the Taskforce's report and recommendations into domestic and family violence in Queensland, *NOT NOW, NOT EVER Putting an End to Domestic and Family Violence in Queensland*.

The Taskforce delivered 140 recommendations which are intended to inform a Queensland Domestic and Family Violence Prevention Strategy to achieve a long term vision — where all Queenslanders can live free from violence from a partner or family member, and where children do not have to see or experience family violence.

Recommendations relating specifically to the public safety portfolio include improving policies, guidelines, training and information sharing.

The Queensland Government is considering the recommendations.

The report is available online (www.qld.gov.au/community/getting-support-health-social-issue/dfv-read-report-recommendation/index.html).

Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing 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 Parliament to enhance public sector accountability. QAO reports are available online (www.qao.qld.gov.au).

During 2014-15, the following reports were tabled by the QAO in Parliament relating to the QPS:

- Report to Parliament 1: *Internal control systems 2013-14*

This report summarises the results of QAO's evaluations of the systems of financial controls and of QAO's selective testing of controls that operated within state government departments during 2013-14. The report also includes evaluations of the effectiveness of delegation of financial responsibility and risk assessment processes used by accountable officers to manage their financial risks.

The QAO made no specific recommendations for QPS in the report.

- Report to Parliament 4: *State public sector entities for 2013-14*

This report discusses the status and nature of the audit opinions QAO issues, comments on the accuracy, timeliness and quality of financial reporting, and explains how QAO assessed the significant financial transactions and estimates disclosed by state public sector entities.

Findings relating to the QPS were:

- QPS received an unmodified audit opinion which met accuracy requirements
- QPS was assessed as having a strong internal control framework.

QPS has undertaken work to appropriately address audit issues during 2014-15 which are monitored by the QPS and Public Safety Portfolio Audit and Risk Committees.

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.

During 2014-15, the State Coroner delivered findings relating to four Coronial Inquests including ten recommendations specifically relating to QPS. In response to these recommendations:

- training materials were developed to assist with managing disciplinary matters
- a temporary position of State Domestic and Family Violence Coordinator was created within police headquarters, Brisbane. The recommendations of the Taskforce on Domestic and Family Violence will be considered by the QPS when determining if the role is required on a permanent basis
- amendments are being drafted to chapter 17 *Major incidents* of the *Operational Procedures Manual (OPM)* to ensure the QPS has overall control of coronial investigations into aviation incidents and to ensure any testing by external bodies is arranged by the QPS
- property handling systems and procedures at Gympie Police Station were reviewed to ensure they are compliant with current QPS policy
- amendments to the QPS Pursuit Policy are being considered
- amendments have been drafted to chapter 8 *Coronial matters* and chapter 12 *Missing persons* of the OPM requiring the suspected death of a missing person to be reported to the State Coroner
- a full audit was conducted of unsolved missing person matters with those not previously referred to the coroner being actioned and for all disappearances more than 12 months old referral to the State Coroner. The QPS Missing Persons Unit and the Coronial Support Unit will case manage long term missing person reports every six months
- the disappearance of a man in 2007 in Cannonvale has been referred to the Cold Case Homicide Unit.

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 Office of the IGEM, PSBA, QFES and QPS. Prior to 1 July 2014, QPS was responsible for undertaking its own internal audit functions.

The Head of Internal Audit (HIA), PSBA is also the nominated HIA for the Office of the IGEM, QFES and QPS 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 which is consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit.

As secretariat to the Public Safety Portfolio Audit and Risk Committee, the unit ensures that all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to and that the functioning of the unit complies with these guidelines in all material respects.

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.

PSBA Internal Audit Unit works closely with the QPS Ethical Standards Command. The operation of the PSBA Internal Audit function is subject to quarterly scrutiny by the QPS Audit and Risk Committee to ensure efficient, effective and economical operation of the function.

Achievements for 2014-15 include:

- full delivery of the Approved 2014-2015 Annual Audit Plan through a combination of in-house and co-sourced delivery. Specific QPS coverage included:
 - Central Exhibits
 - Cash and Cheque Handling
 - Injury Management
 - Seized Assets
 - Chief Financial Officer Assurance Assessment Statement
 - Archiving and Record Keeping
 - Regional Office Administration
 - Operation Southern Cross (G20)
 - Disaster Management – Critical Systems
 - Review of Synergy Project
- no carry forward of 2014-15 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of July 2015
- Internal Audit Unit was requested by QPS to undertake additional adhoc reviews and investigation work into sensitive work practices. That work was completed and reported to management. Internal Audit recommendations were accepted and are in the process of implementation
- successful negotiation and management of a co-sourced delivery model for provision of QPS audit services.

Information systems and recordkeeping

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 provided advice and assistance to portfolio agencies during the reporting period resulting in improved efficiencies.

The completion of the upgrade of the corporate, electronic document and recordkeeping system, named Objective, during 2014-15 means that the State Crime Command will be the first of the Operational Commands and Regions to be provided access to the full version of the system. It is planned to progressively provide access to several other areas of QPS during 2015-16. This access will significantly reduce instances of records being duplicated and/or the level of reliance on hardcopy documents.

Scoping work also commenced to determine the optimum way Objective can be utilised to electronically archive original hardcopy documents that relate to occurrences managed in QPRIME, the key operational policing information system. This initiative will also significantly reduce the requirement to store hardcopy documents at operational police establishments.

A number of proposed changes to existing entries and details relating to new entries for records classes in the *QPS Records Retention and Disposal Schedule* have been finalised and will be submitted to Queensland State Archives for approval. New entries include retention periods for records captured or created by new technologies such as the ANPR system.

Human resources

Workforce planning, attraction and performance

Workforce profile

The total number of full-time equivalent staff for the QPS was 14,236.8 as at 30 June 2015. This figure includes officers on leave without pay and excludes employees who perform duty on a casual relief basis. This figure is therefore higher than the active/paid full-time equivalent staff figure for QPS included in the Financial Statements.

Between 1 July 2014 and 30 June 2015, the QPS permanent separation rate for staff members was 6.7% and the permanent separation rate for police officers was 3%.

Employee assistance

The Employee Assistance Service (EAS), managed by PSBA, 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.

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

Specialist officers available to assist staff include a team of 21 internal psychologists, social workers, chaplains and over 650 trained Peer Support Officers. Additionally, referrals are made to external psychiatrists and psychologists as needed. Workplace interventions are provided to assist managers to work more effectively with their teams and develop higher performing and resilient teams.

Psychological resilience sessions were delivered statewide during the reporting period with approximately 1,700 police and their marital partners attending and approximately 1,280 viewers accessing the livestreaming from stations or homes. In addition, Beyond Blue executive briefing sessions were provided to the ELT and approximately 500 managers across the state.

Within the QPS, 5,519 contacts for assistance were made by employees to the EAS between 1 July 2014 and 30 June 2015. A total of 1,372 members were provided assistance, representing 12.5% of QPS members, compared to industry standard utilisation of 5-7%.

Enterprise Bargaining Agreement

The QPS Certified Agreement 2013 has an expiry date of 30 June 2016. Negotiations for the next agreement are expected to commence by 31 March 2016 with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees.

Health and fitness

PSBA's Human Resources Division's Safety and Wellbeing Branch continues to work with management, staff and the unions to improve employee health, fitness and wellbeing for all employees. The HealthStart Program is being offered to the portfolio agencies as it moves through each geographical area of Queensland and a number of recreational and fitness activities were provided for employees to participate in as part of Corporate Teams.

Health and wellbeing

The first edition of the 'BOLO 4 UR M8s - Employee Health & Wellbeing' newsletter series providing information, ideas, resources, programs and services and knowledge on responding appropriately to mental health concerns both at work and at home was issued in April 2015. Feature topics have included depression, suicide and relationships.

The QPS Psychological Wellbeing Steering Committee was established in 2014 by the Commissioner to create a Mentally Healthy Workplace to make a meaningful difference to the psychological wellbeing of the QPS with a focus on Promoting Awareness, Reducing Stigma and Supporting Members with Psychological Health Issues. Working parties have been formed to attain direct stakeholder information about how the service could be improved and to develop innovative solutions. Examples include the development of the Blue Healers - live experience videos, which will be released during mental health week (4-11 October 2015), training of executives in mental health education and awareness, and the delivery of mental health education to approximately 500 managers across the state.

Operational shift allowance review

A review of all QPS Operational Shift Allowance (OSA) rosters was undertaken in 2013-14 to ensure the integrity of OSA payments against operational delivery expectations. Representatives from the QPS and the Queensland Police Union of Employees participated in joint workshops across all regions to inform the review. The workshops provided the opportunity to engage with officers in charge, review the OSA rostering arrangements against demand drivers and identify potential for improvement. The review was finalised with the report presented to QPS senior executives in August 2014. All review recommendations were approved and operational improvements have been made to 60% of all OSA rosters.

Part-time work arrangements

In April 2015, the Commissioner announced a review of part-time work arrangements in an endeavour to reduce administrative burdens and to provide improved processes, boost confidence and reap the greatest benefit available for police.

The Part-Time Review will focus on reducing business processes, streamlining decision making processes and ensure flexibility is provided to police officers and officers in charge.

Performance review and development process

A fully revised performance review and development process, based on the QPS Leadership Framework/Capability Leadership Framework and featuring Employee Self Service and reporting capability, was delivered by PSBA to the QPS on 1 September 2014. The performance review and development policy and guidelines will become effective from 1 July 2015. This will coincide with the implementation of the employee capability frameworks which apply to recruitment and selection processes as well as performance management.

The PSBA and QPS partnered with the Australian Institute of Management (AIM) in the delivery of training relating to Workplace Conversations in the prelude to the implementation of the new performance review and development process. A total of 1,422 police were trained in 78 workshops from March to July 2014, and a further 449 police were trained in 29 workshops between May and 30 June 2015. The Workplace Conversations workshops will continue to be rolled out to support performance management and encourage timely, open, honest and constructive performance discussions.

Q-Balance (Oxley Police Academy) and Balance (Australian Institute of Police Management – Manly, Sydney)

Q-Balance and Balance are programs designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:

- awareness of leadership strengths and how to use them to drive organisational performance
- ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

These programs involve two residential workshops linked by three months of workplace development support. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

Balance was delivered at the Australian Institute of Police Management in February 2015 hosting five QPS representatives and the first Q-Balance workshop was delivered in June 2015 hosting 21 QPS representatives.

The programs have been so well supported that future courses are scheduled to commence in August 2015 with more planned for 2016.

QPS academies

The PSBA manages Training and Development (Police) which delivers services through the three QPS major training centres at Oxley, Townsville and Wacol campuses. The QPS Academy continues to play a vital role in ensuring quality initial training for recruits and the ongoing training and development of frontline police officers.

QPS Disciplinary system

The QPS has commenced a project to reform the complaints management and discipline system. The Service is engaging with key external stakeholders on the proposed frameworks.

Surveys

• Healthy Workplaces Project Survey

The Healthy Workplaces Project is a monitoring program to improve the health, performance and management of QPS employees working within potentially high-stress work environments. In conjunction with Griffith University monitoring is conducted by way of an online employee survey which was conducted in 2008, 2010, 2011 and 2014.

The results of the 2014 survey will be used by the QPS and the PSBA (in units where police officers have been seconded) to plan for new initiatives and priorities to improve the health, performance and management of QPS employees.

- **Working for Queensland Employee Opinion Survey**

The *Working for Queensland Employee Opinion Survey* is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The survey explores employee perceptions of matters impacting three key outcomes; Agency engagement, Job engagement and Satisfaction, and Intention to leave, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance.

The 2015 survey was conducted from 27 April to 15 May. The results for QPS are:

	Response Rate		Agency engagement		Job engagement and Satisfaction		Intention to (not) leave	
	2015	2014	2015	2014	2015	2014	2015	2014
QPS	35%	56%	57%	52%	78%	76%	75%	73%

Since the last survey, there has been a five percentage point improvement in Agency engagement, with 57% of employees that either 'agree' or 'strongly agree' on positive levels of engagement.

In terms of Job engagement and Satisfaction, 78% responded positively; with only 9% having a negative perception of Job engagement and Satisfaction. This is an improvement of two percentage points on the previous year.

In terms of Intention to leave, 75% rated positively (no intention to leave in the next 12 months). The QPS rates in the top quintile across the public sector in this measure.

These results will be used by QPS to monitor progress against business improvement actions taken to date and to inform new business initiatives and priorities.

Workplace health and safety

Workplace health and safety is a priority for the public safety portfolio agencies including QPS. During 2014-15, the Safety and Wellbeing Branch within PSBA Human Resources received 3,183 reports of work related incidents for the QPS. A total of 1,196 of these incidents resulted in an accepted WorkCover Queensland claim for compensation. Of these accepted WorkCover Queensland claims, 506 injuries resulted in a work absence of one or more days.

The three most common injury types for QPS were strains and sprains (21%), bruising/contusion (12%), and traumatic joint/ligament and muscle/tendon (9%) with the most common injury mechanisms being interactions with non-compliant persons (39%) and falls (16%).

The QPS's Lost Time Injury Frequency Rate (LTIFR) for 2014-15 was 18.9, a reduction and improvement when compared to the 2013-14 rate of 21.3.

Throughout 2014-15 two Injury Management Centres for QPS and QFES/PSBA, created in 2013 and 2014 respectively, continued to consolidate the improved and integrated business processes of injury management. As at 30 June 2015, the number of QPS cases under management of the Injury Management Centres totalled 1,010.

Significant priority and an allocation of resources have been given to a renewed approach to the prevention and management of psychological injury within the public safety portfolio agencies. The goal of this approach is to de-stigmatise psychological illness and encourage employees to seek assistance.

In addition, Regional Health and Safety Advisers have commenced providing services to the portfolio agencies including QPS.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to QPS staff during 2014-15.