

# 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.

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#### **Brett Pointing APM**

##### **Deputy Commissioner, Strategy, Policy and Performance**

The Deputy Commissioner Strategy, Policy and Performance has direct responsibility for the Legal Division, Crime and Corruption Commission (Police Group), Operational Capability Command and Ethical Standards Command (ESC).

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.

The Deputy Commissioner is a member of the Public Safety Portfolio and QPS Audit and Risk Committees, and the National Police Memorial Coordination Committee. He is also the QPS representative on the Domestic and Family Violence Implementation Council responsible for monitoring the implementation of recommendations from the *NOT NOW, NOT EVER* report into domestic and family violence.



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#### **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 and the Commonwealth Games 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 also the State Disaster Coordinator for Queensland, the Inclusion and Diversity champion for the QPS and the chair of the QPS Mobile Services Program.





## **Bob Gee APM**

### **Deputy Commissioner, Regional Operations (Acting)**

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 across the five regions statewide.

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

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## **Margaret Allison**

### **External member**

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 DCCSDS (Queensland).

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.

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.

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.

Margaret now works as a consultant in her own business.

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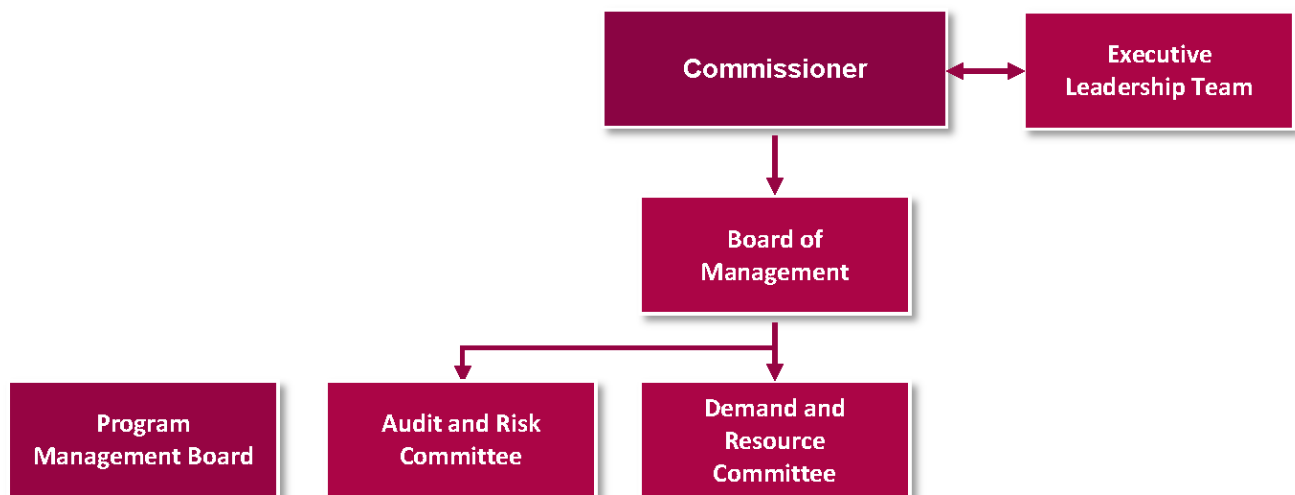
## ***Board and committees***

The QPS Board of Management is the peak governance forum for the QPS and is supported by the Demand and Resource Committee and the Audit and Risk Committee.

The QPS also maintained a Program Management Board (formerly Renewal Program Board) during 2015-16 as a temporary governance structure with decision-making authority to support the Board of Management by providing governance oversight of QPS projects and programs.

The QPS Executive Leadership Team (ELT) is not a decision-making body, but plays an integral part in the governance process by collaboratively assisting the Commissioner and Board of Management in leading and driving standards and Service direction, operationalising strategy, acting as a consultative forum to identify opportunities for improving efficiencies and quality of service delivery, and identifying emerging risk internal and external to the QPS.

The QPS governance committee structure and the line of reporting with other bodies is as follows:



There is also a public safety portfolio decision-making body – the Public Safety Portfolio Audit and Risk Committee. This committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio’s operations are carried out efficiently, effectively and economically. For further information about the Public Safety Portfolio Audit and Risk Committee refer pages 8-9.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (inaugural meeting held 16 May 2016). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

## Board of Management

The Board of Management (the Board) supports the Commissioner in discharging his responsibilities as accountable officer under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and other legislation. The Board sets the strategic direction and provides oversight and leadership to the QPS.

The Board provides support and expert advice to the Commissioner in making key decisions with a strategic or Service-wide impact including organisational performance across frontline service delivery, human resource management, financial performance, risk management and organisational reform.

The Board meets quarterly or as determined by the Chair. In 2015-16, the Board met on four occasions and considered 12 urgent matters out-of-session.

The independent external member received \$2,420 in remuneration. There were no other on-costs.

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### Board members

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations
- Margaret Allison (external member)

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### Achievements

In 2015-16 the Board approved a number of significant matters including:

- the *Queensland Police Service Strategic Plan 2016-2020*
  - the *Queensland Police Service Operational Plan 2016-17*
  - the 2016-17 Budget and five year Budget Plan
  - the *Internal Audit Charter 2016-2017* and *Internal Audit Plan 2016-2017*, incorporating the *Internal Audit Strategic Plan 2016-2019*
  - the *Integrity and Performance Group Inspections Plan 2016-17*
  - the *Queensland Police Service Risk Appetite Statement 2016*
  - the Business Continuity Planning Guide
  - a joint QPS and PSBA Frontline and Digital Services Governance Framework
  - implementation of the recommendations from the external review of QPS Governance
  - the appointment of a second external Board member for 2016-17
  - the appointment of the Head of Internal Audit.
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## Demand and Resource Committee

The Demand and Resource Committee supports the Board in managing organisational resource requirements to meet demand. The committee supports the Board by considering matters and making recommendations related to the resourcing of the Service's strategic priorities. It 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 (ICT).

The committee meets monthly or as determined by the Chair. During 2015-16, the committee met on 12 occasions and considered five urgent matters out-of-session.

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### Committee members

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations

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### Achievements

In 2015-16, the committee supported a number of significant resolutions including:

- the business case and funding proposal for an integrated e-Rostering and Time and Attendance system
  - funding the upgrade of portable radios for compatibility with the GWN and the supply of the Inbound Enquiry Display
  - the creation of two temporary Senior Sergeant positions until 30 June 2017 to support the Mobile Services Program
  - the creation of a Senior Network Specialist within the Intelligence, Counter-Terrorism and Major Events Command
  - the allocation of a Senior Sergeant (Strategy and Performance) to Road Policing Command
  - the allocation of a Senior Sergeant (Tactician) to Mt Isa District
  - the reclassification of AO2 Police Information Centre positions
  - the creation of two Legal Officer (PO3) positions in the Traffic Camera Office, Road Policing Command
  - the creation of 11 permanent positions within the Legal Division
  - funding of new premises for the Oxley Police Beat
  - the construction of a new Police residence at Halifax, Townsville
  - funding for the leasing of accommodation on Thursday Island for staff.
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## Audit and Risk Committee

The Audit and Risk Committee was established to assist the Commissioner to fulfil management responsibilities imposed on the Commissioner under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other legislation.

The committee supports the Board 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.

The committee meets quarterly or as determined by the Chair. During 2015-16, the committee met on four occasions.

The two independent external members collectively received \$5,456 in remuneration. There were no other on-costs.

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### Committee Members

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance

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### Achievements

In 2015-16 the committee provided strategic advice and support to the Board by considering matters including:

- the QPS Financial Statements 2014-15
- the *Queensland Police Service Risk Appetite Statement 2016*
- the Business Continuity Planning Guide
- the *Internal Audit Charter 2016-2017* and *Internal Audit Plan 2016-2017*, incorporating the *Internal Audit Strategic Plan 2016-2019*
- the *Integrity and Performance Group Inspections Plan 2016-17*
- Inspections Team, Integrity and Performance Group Internal Audit Function Charter 2016-2017
- the recommended appointment of the Head of Internal Audit.

The committee, under its terms of reference which reflects the committee's charter and has due regard to Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, considered the strategic risks and challenges impacting the QPS and this is reflected in the Strategic and Operational Plans and in submissions to the Board.

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

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## Program Management Board

The Program Management Board (formerly Renewal Program Board) was established in March 2014 as a temporary addition to the QPS Governance Framework to provide leadership and oversee the successful and timely implementation of projects within 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 Program Management Board meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called at the discretion of the Chair. During 2015-16, the Program Management Board met on 12 occasions and considered two urgent matters out-of-session.

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### Program Management Board Members

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations

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### Achievements

In 2015-16 the Program Management Board approved a number of significant matters including:

- the commencement of the Video Line Up Project
- the Use of Force online learning product
- the commencement of the Professional Response Engagement Project
- the commencement of the Offender Video Linking Project
- Advance 2 – Performance Module collaboration with the e-Learning project
- the Organised Crime Legislation Review Project
- contractual arrangements be entered into with the preferred body-worn camera digital storage management supplier
- Active Armed Offender training
- an organisational restructure and workforce model changes to the Traffic Camera Office.

## Executive Leadership Team

The ELT plays an integral part in the governance process by leading and driving standards and Service direction, operationalising strategy, acting as a consultative forum to identify opportunities for improving efficiencies and quality of service delivery, and identifying emerging risks internal and external to the QPS.

The ELT holds a video conference each week and meets in person on a monthly basis or as determined by the Chair. During 2015-16, the ELT met on nine occasions including meetings at Bundaberg (Central Region) and South and North Brisbane Districts (Brisbane Region). Meeting themes included Business Leadership, Future of Policing, EBP, Domestic and Family Violence, and Sexual Harassment and Predatory Behaviour.

## **ELT Members**

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations
- Paul Alsbury, Executive Director, Legal Division, Strategy, Policy and Performance
- Alistair Dawson, Assistant Commissioner, Central Region
- Tracy Linford, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Mike Condon, Assistant Commissioner, Operations Support Command
- Peter Martin, Assistant Commissioner, Operational Capability Command
- Maurice Carless, Assistant Commissioner, State Crime Command
- Shane Chelepy, Assistant Commissioner (Acting), Brisbane Region
- Clem O'Regan, Assistant Commissioner, ESC
- Paul Stewart, Assistant Commissioner, Community Contact Command
- Tony Wright, Assistant Commissioner, Southern Region
- Brian Codd, Assistant Commissioner, South Eastern Region
- Mike Keating, Assistant Commissioner, Road Policing Command
- Paul Taylor, Assistant Commissioner, Northern Region
- Peter Crawford, Assistant Commissioner, Commonwealth Games Group
- Debbie Platz, Chief Superintendent, Training and Development – Police
- Cameron Harsley, Chief Superintendent, Crime and Corruption Commission – Police Group

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## **Achievements**

In 2015-16 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 2016-17 including regional and command priorities.
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## ***Government Bodies***

There are three Government Bodies that were relevant to the QPS during 2015-16:

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

For further information about the Government Bodies refer to pages 113-116 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 and initiatives that support professional and ethical practice including an internal complaints system, policies on gifts and benefits, as well as declarable associations, 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 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 2015-16, the ESC continued to promote, monitor and enforce ethical behaviour, discipline and professional practice across the QPS through education, deterrence and systems improvements. The 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 2015-16, the QPS received 1,187 complaints by members of the public against officers on or off duty. When applying relevant context to this figure, the QPS undertakes an inordinate number 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 2015-16, the ESC performed four group audits including re-inspections and inspections. In total, 20 stations and establishments were inspected. From January 2016, ESC ceased conducting routine station inspections and commenced a quality assurance process of over-viewing regionally managed inspection programs. The 2015-2016 Quality Assurance Program has over-viewed the quality of 53 station and establishment audits conducted by Regions and Commands. The program has provided feedback at district and divisional level to assist local compliance inspection practices and promote continuous improvement.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2015-16, 1,347 'relevant persons' underwent a random alcohol breath test and 312 recruits were subject to random alcohol and drug testing with nil positive results ('relevant persons' refers to part 5A.3 of the *Police Service Administration Act 1990* and includes an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, police radio and electronics technicians, recruits, etc.).

During the reporting period, following critical incidents, 26 alcohol breath tests and 26 urine drug tests were conducted. While two 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*

### **Risk management**

The QPS adopts the Enterprise Risk Management approach, where risk management is a management process that is, ideally, fully integrated into the management of the organisation. The Commissioner and Senior Executive are committed to the management of risk. The QPS has a risk management policy and risk management guidelines which provide a framework and process for managing risk in the QPS.

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 the standard. The standard has shifted the emphasis from something happening to the effect on objectives. Objectives will have different characteristics (e.g. operational, financial, health and safety, and environmental goals) and apply at all levels (e.g. corporate, statewide, project and local).

The QPS produces a yearly Risk Appetite Statement which outlines the nature and level of risks faced by the QPS and also embeds risk management into all planning processes and activities.

Risk management in the QPS is managed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 61). The ESC Risk Management Coordinator, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and service.

### **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:

- **Review of the PSBA**

The Public Service Commission undertook an independent review of the PSBA from May to November 2015. The review considered the scope, function and structure of the PSBA to ensure it effectively supports public safety service delivery to the community.

The review involved extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio, and relevant external stakeholders.

The final report was tabled in Parliament on 17 February 2016 and is available online at [www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html](http://www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html).

The final report identified eight recommendations, including revising the scope of the PSBA, and implementing a new operating model and governance structure. The Queensland Government accepted the recommendations of the review with the exception of recommendation 6 (to transfer the Police Air Wing to QPS). Further work will be progressed on this recommendation.

The PSBA Interim Board of Management (BoM) was established in 2016 to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place.

The Interim BoM consists of the Commissioner, QPS, Ian Stewart (Chair), the Commissioner, QFES, Katarina Carroll and an appointed external member, Geoff Waite, Assistant Under Treasurer, Queensland Treasury. The Interim BoM convened its first meeting on 16 May 2016 and met again on 14 June 2016.

In line with the review recommendations, a number of functions transitioned to the QPS and QFES by 1 July 2016, and all substantive police officer positions returned to the QPS from the PSBA.

In addition, in order to implement key review recommendations, a number of legislative amendments are required and on 24 May 2016, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, introduced the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) into Parliament.

The Bill proposes to implement various recommendations of the review by amending legislation to:

- amend the functions of the PSBA
- establish the PSBA Board of Management
- change the role of the PSBA Chief Executive Officer to PSBA Chief Operating Officer
- finalise the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General, and allow for the comprehensive integration of State Government Security into the QPS.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

#### • **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.

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

The *CPOPOA* is one of several pieces of legislation introduced to regulate the conduct of those who have offended against children after their release from government detention. The *CPOPOA* enables police to take action, 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 Commission reviewed how the *CPOPOA* had been used by the police and the courts in its first five years of operation, identified factors that were inhibiting its use, and recommended legislative and policy changes to address these factors. The review report was tabled in Parliament in December 2014.

Key findings relating to the QPS identified that the way the *CPOPOA* works in conjunction with the *CPORA* may complicate the system for managing relevant offenders. To address this issue, the Commission recommended combining the two Acts.

The Commission'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 *CPOPOA*. Following the review, the Commission 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.

In January 2016, the Queensland Government tabled in Parliament its response to the review supporting the recommendations made by the Commission. The Commission made 17 recommendations for change, including nine proposals for legislative amendments to the *CPOPOA* and the *CPORA*. The legislative amendments are being progressed. For further information, refer to page 31.

The review report and government response are available online at [www.parliament.qld.gov.au/work-of-assembly/taled-papers/online-taled-papers](http://www.parliament.qld.gov.au/work-of-assembly/taled-papers/online-taled-papers).

– **Accessing electronically stored evidence of child exploitation material offences**

In October 2015, the Commission presented a research paper examining the limitations of section 154 of the *Police Powers and Responsibilities Act 2000* (the Act) in relation to the investigation of offences involving child exploitation material and identified opportunities for reform.

The progression of recommendations regarding amendments to section 154 of the Act arising from the Organised Crime Commission of Inquiry are progressing.

The research paper is available online at [www.ccc.qld.gov.au/research-and-publications](http://www.ccc.qld.gov.au/research-and-publications).

– **Confidential information**

In May 2016, the Commission released a paper on confidential information examining unauthorised access, disclosure and the risks of corruption in the Queensland public sector. The paper contains examples of inappropriate access or use of confidential information, risks of improperly using confidential information, case studies and findings of the Commission's audit into how agencies handle misuse of confidential information.

The QPS is considering the information and findings contained in the paper. The paper highlighted the critical importance for units of public administration, including the QPS, to have strong policy and procedural processes in place to deal with the risks associated with inappropriate access to, and control of information.

The paper is available online at [www.ccc.qld.gov.au/research-and-publications](http://www.ccc.qld.gov.au/research-and-publications).

• **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 examined Queensland's domestic and family violence support systems and made recommendations on how the system could be improved and how future incidents of domestic violence could be prevented.

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 made 140 recommendations 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.

In August 2015, the Queensland Government accepted all 140 of the report's recommendations including the 121 directed at the government.

The QPS is the lead agency for the implementation of eight recommendations relating to improving policies, guidelines, training and information sharing. As at 30 June 2016, the QPS has completed its First Action Plan 2015-16 activities of the Queensland Government's *Domestic and Family Violence Prevention Strategy 2016-2026*.

Key achievements include:

- appointments of Deputy Commissioner Brett Pointing to champion best practice for police prevention and response to domestic and family violence and Assistant Commissioner Paul Stewart as the QPS Senior Responsible Officer for domestic and family violence
- reinstatement of a QPS State Domestic and Family Violence Coordinator to support District Domestic and Family Violence Coordinators and drive policy change
- creation of the Domestic, Family Violence and Vulnerable Persons Unit within QPS to support the QPS Domestic and Family Violence Cultural Change Champion, the Domestic and Family Violence Senior Responsible Officer and the State Domestic and Family Violence Coordinator to implement the QPS-led recommendations from the *NOT NOW, NOT EVER* report

- improvement of processes to ensure that applicants, including police and private, for a protection order or a variation of a protection order, provide information in relation to interpreter requirements
- progressive implementation of changes to police procedures that strengthen the legal processes and increase accountability for domestic and family violence offending.

These achievements enabled closure of three QPS-led recommendations from the *NOT NOW, NOT EVER* report.

The QPS implementation of the remaining recommendations will be undertaken as part of the Second Action Plan (2016-17 to 2018-19) of the government's strategy.

The QPS also continues to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report which has direct links to preventing domestic and family violence and supporting people affected.

The Taskforce's report and the Queensland Government response to the recommendations are available online at [www.communities.qld.gov.au/gateway/end-domestic-and-family-violence/queensland-government-response](http://www.communities.qld.gov.au/gateway/end-domestic-and-family-violence/queensland-government-response).

- **Queensland Organised Crime Commission of Inquiry**

The Queensland Organised Crime Commission of Inquiry commenced on 1 May 2015 to make inquiry into the extent and nature of organised crime in Queensland and its economic and societal impacts. The Commission focused on four key areas:

- the major illicit drug and/or precursor markets
- online child sex offending, including the child exploitation material market
- financial crimes, primarily investment/financial market fraud and financial data theft
- the relationship between organised crime and corruption in Queensland.

The Commission was also required to investigate the extent to which organised crime groups use various enabling mechanisms or services: in particular money laundering, cyber and technology-enabled crime, identity crime, professional facilitators, violence and extortion.

In carrying out the Inquiry, the Commission was to examine the adequacy and appropriateness of responses to organised crime by law enforcement, intelligence and prosecution agencies, as well as the adequacy of legislation and of the resources available to such agencies.

The Commission's report was presented to the Premier by Commissioner Michael Byrne, QC on 30 October 2015. The government accepted in full 35 recommendations, accepted in principle five recommendations and did not accept one recommendation. The government's position on two of the recommendations is postponed until the government has considered the report of the Queensland Taskforce on Organised Crime Legislation.

The Department of Justice and Attorney-General is the lead agency on implementation of the recommendations and is working with the QPS and other agencies on implementation. The QPS is responsible for implementation of 16 recommendations.

As at 30 June 2016, QPS has implemented four recommendations with the following outcomes:

- expanding the scope and operational priorities of Taskforce Maxima and other areas of the QPS to encompass other crime types, strategies and threats in addition to policing OMCs
- supporting Crime Stoppers with additional funding to support additional resources required to receive, assess and process the increased workload experienced as a result of the Australian Government initiative, Dob-in-a-Dealer telephone hotline, aimed at attacking the ice epidemic
- signing and implementing the JACET MoU between the Australian Federal Police and QPS
- commencing Taskforce Orion on 1 January 2016 and recruiting specialists to further address the sharing of child exploitation material.

The report and the government response are available online at [www.justice.qld.gov.au/corporate/justice-initiatives/new-regime-to-tackle-serious-organised-crime-in-queensland-in-all-its-forms](http://www.justice.qld.gov.au/corporate/justice-initiatives/new-regime-to-tackle-serious-organised-crime-in-queensland-in-all-its-forms).

- **Review of the *Criminal Organisation Act 2009***

In accordance with section 130 of the *Criminal Organisation Act 2009* (the Act), on 2 October 2015, the Attorney-General and Minister for Justice and Minister for Training and Skills, requested the Honourable Alan Wilson QC conduct a review of the Act. Section 130 requires the Act to be reviewed after five years to see if it is operating effectively and meeting its statutory objectives.

Coincidentally, a Taskforce on Organised Crime Legislation was reviewing the legislation introduced by the 2013 Queensland Government, including the *Vicious Lawless Association Disestablishment Act 2013* (VLAD) (the 2013 suite).

There was a thematic and chronological connection between the Act and the 2013 suite.

The *Review of the Criminal Organisation Act 2009* (15 December 2015) was tabled in Parliament on 4 April 2016. The Terms of Reference for this review include advising the government on whether any part of the Act should be repealed or amended and, if so, the form of any proposed amendments.

The review report concluded that despite creditable intentions, the Act has not worked. A new legislative framework is proposed which has a foundation in existing criminal law and acknowledges its fundamental precepts, while also addressing the many shapes and facets of modern organised crime in a relatively straightforward way: that is, by providing a mechanism under which crimes committed by individuals in concert with others can be prosecuted (and deterred) by making them the subject of special attention, in terms of their punishment. Some elements of the Act and the 2013 suite have a place within the framework and may be preserved in other existing legislation, with amendments.

The Queensland Government is considering the recommendations.

The report is available online at [www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2016/5516T432.pdf](http://www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2016/5516T432.pdf).

- **Taskforce on Organised Crime Legislation**

On 7 June 2015, the Terms of Reference for the Taskforce on Organised Crime Legislation was signed by the Attorney-General and Minister for Justice and Minister for Training and Skills. The taskforce was established to review the legislative provisions, introduced and passed in Parliament in 2013 targeting organised crime (the 2013 suite). Those laws (the 2013 suite) were represented to target organised crime but were principally directed at OMCGs and their members.

The Chair of the taskforce, the Honourable Alan Wilson QC, was simultaneously reviewing the *Criminal Organisation Act 2009*.

The Terms of Reference required the taskforce to consider the repeal and replacement of the 2013 suite (whether by substantial amendment or new legislation) and also, in doing so, to consider whether the provisions of the 2013 suite were effectively facilitating the successful detection, investigation, prevention and deterrence of organised crime. The taskforce was also asked to develop a new 'serious organised crime' offence, with mandatory penalties.

The Chair delivered the taskforce report containing 60 recommendations to the Queensland Government in March 2016.

At 30 June 2016, the QPS is participating in a process of consultation with the Department of Justice and Attorney-General in reviewing the recommendations of the taskforce report.

The report is available online at [www.justice.qld.gov.au/data/assets/pdf\\_file/0017/463022/report-of-the-taskforce-on-organised-crime-legislation.pdf](http://www.justice.qld.gov.au/data/assets/pdf_file/0017/463022/report-of-the-taskforce-on-organised-crime-legislation.pdf).

- **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 [www.gao.qld.gov.au/reports-tabled-in-2015-16-financial-year](http://www.gao.qld.gov.au/reports-tabled-in-2015-16-financial-year).

- Report to Parliament 1: *Internal control systems 2014-15*

The report summarises the results of QAO's evaluations of the systems of financial control and its selective testing of the internal controls that operated within the 21 government departments during 2014-15. The report also includes evaluations of the effectiveness of internal financial management reporting and an examination of the disaster recovery planning used in four departments to recover their computer systems after a disruptive event, such as floods or power outages.

With regard to financial controls, QPS has considered the sector-wide report findings on internal financial management reporting. In 2015-16, QPS commenced implementing reporting improvements to better support good financial decision-making by management.

While QPS was not one of the four departments examined for disaster recovery planning, it has considered the findings for application to its circumstances and future planning. PSBA's Frontline and Digital Services Division has an ongoing program of work regarding business continuity planning and disaster recovery. The program focuses on critical systems used by QPS, Office of the IGEM, QFES and the QAS and includes Disaster Recovery Plans for all critical components of the systems, test strategies and plans. From a governance perspective, the division has a Continuity Management Team and Disaster Recovery Management Group who are the key players in a continuity event, and these teams are educated through scenario testing and process familiarisation to ensure they are prepared for a critical event.

- Report to Parliament 2: *Road safety – traffic cameras*

This audit examined the design, implementation and integrity of the CDOP and assessed its operational integrity to determine how effectively the program contributes to road safety outcomes.

The CDOP is a key road safety program and an important component of the *Safer Roads, Safer Queensland: Queensland's Road Safety Action Plan 2015–17*. The CDOP is a joint agency initiative with the DTMR as strategic lead, QPS managing operations and the State Penalties Enforcement Registry (SPER) managing default payments.

The report recognised that the CDOP is an effective program that deters speeding motorists and is successful in achieving its primary objective of reducing speed related crashes. The report found a high level of integrity around the issued infringement notices and that the expenditure of revenue is conducted in accordance with the legislation to fund road safety programs. The report also identified a range of improvements to processes and systems associated with the CDOP and listed eight recommendations.

The QPS has undertaken a range of actions in response to these recommendations, including:

- implementing a new Camera Scheduling and Reporting System which, in conjunction with the introduction of a new road risk assessment process to identify high-risk sections of road, will enhance the identification of sites and the deployment of cameras
- commencing the review of approved mobile camera sites for their ongoing appropriateness
- expanding the mobile speed camera fleet to allow for more covert road safety camera deployments.



– Report to Parliament 6: *State public sector entities: 2014-15 financial statements*

In 2014-15, Queensland's state public sector delivered services and goods to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all state public sector entities 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 public sector agencies.

The report discusses the status and nature of the audit opinions QAO issues; comments on the timeliness and quality of financial reporting; and explains how QAO assessed the key audit matters disclosed by state public sector entities.

The report refers to the QPS as not meeting the statutory date for certification of the 2014-15 financial statements. QPS acknowledges that this was due to complexities related to machinery-of-government changes, attributing amounts for below fair value services received from the PSBA and also the introduction of a new SAP Finance system environment. In 2015-16, with support provided by the PSBA, QPS consulted with the QAO and implemented strategies to facilitate certification of the financial statements by the statutory date of 31 August 2016.

– Report to Parliament 13: *Cloud Computing*

The audit examined how well departments are adopting the Queensland cloud computing strategy in modernising their ICT assets and services to deliver business value while managing risks.

QPS has adopted the strategy and is progressing cloud computing solutions for the Body-Worn Video Project, where footage recorded on body-worn cameras is hosted on a secure public cloud, and the Advance2 Learning Management System Project which will migrate QPS' staff learning management system from an on-premise to a cloud-hosted solution, while increasing its functionality.

• **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/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 coroners of the measures being taken in response to coronial recommendations/comments.

During 2015-16, the State Coroner delivered findings requiring consideration by QPS relating to five Coronial Inquests with five recommendations.

The responses (including implementation progress if accepted) are accessible at [www.courts.qld.gov.au/courts/coroners-court/findings](http://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 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. The portfolio *Annual Internal Audit Plan 2015-2016* was endorsed by the Public Safety Portfolio Audit and Risk Committee and approved by the former Chief Executive Officer, PSBA on 19 May 2015.

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.

Achievements for 2015-16 include:

- full delivery of the approved portfolio *Annual Internal Audit Plan 2015-2016* through a combination of in-house and co-sourced delivery. Specific QPS coverage included:
  - review of Northern Region - QPS
  - coordination and readiness – Commonwealth Games Group Review
  - seized assets
  - QPS grants to community groups
  - motor vehicle impound and towing
  - QPS rewards payments
- coverage also included the following ICT and PSBA corporate activities that had a direct impact on QPS operations:
  - portfolio information management – privacy and security
  - cloud computing
  - internal Operating Level Agreements – ICT
  - ICT Project Governance
- no carry forward of 2015-16 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 August 2016
- 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 has a dedicated records management team which provided advice and assistance to QPS during the reporting period resulting in improved efficiencies.

As at 30 June 2016, all Police Regions and Commands with the exception of Northern and Southern Regions, have access to the fully functional version of the Objective eDRMS. This system facilitates the capture and storage of electronic documents. The remaining two regions are expected to have access to the fully functional version of the system in 2016-17. The rollout of this recordkeeping system has significantly reduced the duplication of records and the level of reliance on hardcopy documents.

Preliminary work to provide system users with 'workflow' functionality that assists users to track and complete tasks in the system commenced in 2015-16 and is expected to be completed in 2016-17.

Initial scoping work on determining how Objective can be used to support the electronic archiving (digitisation) of hardcopy documents relating to occurrences managed in QPRIME, the key operational policing information system, was completed during the reporting period.

A number of amendments to simplify the QPS Records and Retention Disposal Schedule were completed in 2015-16.

No records were transferred to Queensland State Archives during 2015-16.

## **Human resources**

### **Workforce planning and performance**

#### **Workforce profile**

The total number of full-time equivalent staff for the QPS was 14,301.6 as at 30 June 2016.

Between 1 July 2015 and 30 June 2016, the QPS permanent separation rate for staff members was 6.1% and the permanent separation rate for police officers was 2.8%.

#### **Balance**

Balance is a program 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.

Balance is a program developed by the Australian Institute of Police Management (AIPM) and involves two residential workshops linked by three months of workplace development support. The first Queensland-based program – Q-Balance – commenced in June 2015 at the QPS Academy at Oxley. 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.

A large number of applications were received which resulted in 21 successful portfolio nominations and an additional six nominations from the Australian Federal Police and the QAS. The program was so well supported that additional courses commenced in August 2015 with more planned for 2016.

Applications for the 2016-17 Balance program are being collated.

#### **Domestic and family violence support package**

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

- a minimum of ten 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*. 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.

QPS, PSBA and QFES have enrolled in the 2016 White Ribbon Organisational Accreditation Program which will assist these agencies in continuing to drive organisational change in preventing domestic and family violence.

An on-line learning product to improve employees' awareness of domestic and family violence issues has been developed and will be available for all staff in the portfolio agencies in late 2016. A managers' face to face training package has also been developed for roll out in late 2016 for frontline leadership and middle management levels.

### **Employee assistance**

The Employee Assistance Service, 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.

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 utilisation rate for this service, which has been operating for approximately 18 months, is 0.8% which is below the State Government industry average of 5.9% and below the internal QPS employee assistance service utilisation rate of 12%. The high utilisation rate of the internal service relates to confidence and ease of access to the psychologists and social workers performing counselling roles and their understanding of the working environment and challenges for police employees.

Professional counsellors are available to assist QPS staff including a team of 25 internal psychologists, social workers, chaplains and over 600 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 1,200 police and their spousal partners attending the workshops.

During 2015-16, within the QPS, 4,544 contacts for assistance were made by employees to the Employee Assistance Service, with a total of 1,851 members provided with assistance.

In addition, mental health executive briefing sessions were provided to the ELT and approximately 500 managers across the state. Mental health literacy is being addressed via the external facilitation of a best practice program - Mental health first aid (MHFA). Six programs were rolled out during the reporting period across several commands and work groups with approximately 125 employees attending. A further 100 officers have completed the Black Dog Mental Health Training with half of the programs conducted across Cape York stations. Additional education, screening and monitoring sessions have been delivered to support employees working within the Child Sexual Crimes Group.

### **Enterprise Bargaining Agreement**

The *Queensland Police Service Certified Agreement 2013* has an expiry date of 30 June 2016. Negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement commenced in May 2016. Negotiations are being undertaken by QPS representatives and Employee Relations, PSBA on behalf of the Commissioner, and a Public Sector Industrial Relations representative on behalf of the government.

The new QPS Enterprise Bargaining Agreement is expected to be signed by 31 August 2016.

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 2013* has an expiry date of 30 April 2016. State Government Security and the Together Queensland, Industrial Union of Employees reached in-principle agreement on 30 May 2016 for a three year agreement and annual wage increases of 2.5% operative from 1 May 2016. Consultation and balloting of employees is expected to be finalised in September 2016.

### Health and wellbeing

The QPS Psychological Wellbeing Steering Committee continued to meet and drive psychological wellbeing during the reporting period within QPS with a focus on promoting awareness, reducing stigma and supporting members with psychological health issues. Two examples of the work aimed at de-stigmatising mental health issues are the development of the Blue Healers - live experience videos (members own stories) and training of executives and 500 managers in mental health education and awareness across the state.

### QPS Healthy Workplaces Project

The Healthy Workplaces Project is a monitoring program to improve the health, performance and wellbeing of QPS employees. In conjunction with Griffith University, monitoring is conducted by way of an online employee survey which was conducted in 2008, 2010, 2011, 2014 and 2015.

The results of the 2015 survey will be used by the QPS to develop a holistic health, safety and wellbeing strategy for the QPS including the development of new initiatives and priorities to improve health and wellbeing outcomes for 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 2016 survey explored employee perceptions of matters impacting three key outcomes: agency engagement, organisational leadership and innovation, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance and provide a guide to focus organisational improvement efforts.

The 2016 survey was conducted from 18 April to 11 May. The 2015 and 2016 results for QPS are:

Response Rate		Agency engagement		Organisational leadership		Innovation	
2015	2016	2015	2016	2015	2016	2015	2016
35%	31%	57%	53%	46%	41%	47%	46%

### Workplace health and safety

Workplace health and safety is a priority for the public safety portfolio agencies including QPS. The QPS continues to invest in strategies and programs to improve the health and fitness of all employees and prevent injury occurrence. This includes the allocation of specialist health and safety staff. Specialist injury management staff are also available to assist employees with rehabilitation and return to work, in the event of a work-related injury or illness.

During 2015-16, a total of 1,574 applications for workers' compensation were lodged by QPS staff and of these applications, 1,333 were accepted. Of these accepted claims for workers' compensation, 526 resulted in a work absence of one or more days.

The QPS' Lost Time Injury Rate (per 100 employees) for 2015-16 was 3.57, a reduction compared to the 2014-15 rate of 3.87.

Throughout 2015-16, the PSBA Injury Management Centres for QPS continued to consolidate the improved and integrated business processes of injury management. As at 30 June 2016, the PSBA Injury Management Centre was achieving a 98% return to work rate for cases finalised.

### **Early retirement, redundancy and retrenchment**

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2015-16.