

CORPORATE GOVERNANCE

Executive management

Senior management profiles
<p>Ian Stewart APM Commissioner</p> <p>The Commissioner is responsible for the efficient and proper administration, management and functioning of the Police Service 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>Ross Barnett APM Deputy Commissioner, Specialist Operations</p> <p>The Deputy Commissioner, Specialist Operations is responsible for the provision of specialist police services including State Crime Command, Road Policing Command, Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, and Operations Support Command. The Deputy Commissioner is also the strategic 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 and New Zealand Counter Terrorism Committee (ANZCTC) and Chair of the Public Information Sub-Committee of the 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, Crime and Corruption Commission (Police Group) (formerly known as Crime and Misconduct Commission Police Group), Operational Capability Command and Ethical Standards Command.</p> <p>The Deputy Commissioner is the QPS representative at Queensland Government level for renewal and innovation, is a member of the Public Safety Portfolio and QPS Audit and Risk Committees, and the National Police Memorial Coordination Committee.</p>
<p>Brett Pointing APM Deputy Commissioner, Operation Resolute</p> <p>The Deputy Commissioner, Operation Resolute is the overall commander of the QPS strategy to combat Criminal Motorcycle Gangs in Queensland.</p> <p>The Deputy Commissioner is responsible for the overall command of Taskforces Maxima and Takeback.</p>

Senior management profiles (cont'd)
Peter Barron APM Acting Deputy Commissioner, Regional Operations
<p>The Deputy Commissioner, Regional Operations is responsible for the provision of policing services across the five regions state-wide. 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 has been appointed as the special representative of the Premier of Queensland and the Minister for Police, Fire and Emergency Services for the <i>Safer Streets Safer Communities</i> initiative which aims to address intergenerational social dysfunction, offending and the overrepresentation of certain groups in the criminal justice system. It reflects the 'one government' philosophy being adopted across all three tiers of government (federal, state/territory and local), with departments and agencies working together to cut red tape and implement a more coordinated approach to service delivery.</p>

Boards and committees

As a result of a review into QPS corporate governance, a new governance structure was recommended. This new structure took effect in August 2013.

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 has also established a Renewal Program Board as a governance structure to support the Board of Management and provide oversight to the QPS renewal program.

There are also two public safety portfolio decision making bodies:

- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee.

Two other high level committees support coordination and collaboration across the portfolio but do not form part of the QPS corporate governance decision making structure:

- Public Safety Executive Coordinating Committee
- Public Safety Portfolio Renewal Committee.

Details about the public safety portfolio committees are available on page 8.

<p>Board of Management</p> <p>The Board of Management is the peak QPS governance forum and supports the Commissioner in discharging his 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 exists to provide support and expert advice to the Commissioner, as the accountable officer, in making key decisions with a strategic or service-wide impact.</p> <p>During 2013-14 the Board met on ten occasions. The Board met once before the commencement of the new governance structure on 30 August 2013 and nine times afterwards.</p> <p>In March 2014, the Board transitioned from monthly meetings to quarterly meetings or as determined by the Chair.</p> <p>The independent external member was appointed in June 2014 and received \$605 in remuneration. There were no other on-costs.</p>
<p>Board members</p> <ul style="list-style-type: none"> • Ian Stewart APM, Commissioner (Chair) • Ross Barnett APM, Deputy Commissioner, Specialist Operations • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance • Peter Barron APM, Acting Deputy Commissioner, Regional Operations • Margaret Allison (external member – commenced June 2014)
<p>Achievements include:</p> <ul style="list-style-type: none"> • Implementing an improved governance framework, including developing and refining the Board Handbook and recruiting highly qualified external members across the governance framework. • Overseeing the QPS renewal program through the establishment of a Renewal Program Board. • Managing the implementation and risks associated with the 2014 G20 events. • Managing the machinery-of-government changes arising from PACSR.
<p>Renewal Program Board</p> <p>The Renewal Program Board was established as a governance structure to support the QPS Board of Management and provide oversight to the QPS renewal program. The Board reports to the Public Safety Portfolio Renewal Committee on the QPS public sector renewal program, contestability activities and significant renewal initiatives. It also reports on recommendations relating to QPS from PACSR and QCoA.</p> <p>The Board held its first meeting on 4 November 2013 and met on ten occasions during 2013-14.</p> <p>The Board meets monthly or as determined by the Chair.</p>
<p>Board members</p> <ul style="list-style-type: none"> • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance (Chair) • Ross Barnett APM, Deputy Commissioner, Specialist Operations • Brett Pointing APM, Deputy Commissioner, Operation Resolute • Peter Barron APM, Acting Deputy Commissioner, Regional Operations

<p>Demand and Resource Committee</p> <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, information and communications technology (ICT) and projects/programs.</p> <p>The committee held its first meeting on 20 August 2013 and met on 11 occasions during 2013-14.</p> <p>The committee meets monthly or as determined by the Chair. The Chair is rotated every 12 months among the Deputy Commissioners.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Ross Barnett APM, Deputy Commissioner, Specialist Operations (Chair) • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance • Brett Pointing APM, Deputy Commissioner, Operation Resolute • Peter Barron APM, Acting Deputy Commissioner, Regional Operations
<p>Audit and Risk Committee</p> <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. The committee held its first meeting on 28 August 2013 and met on four occasions during 2013-14.</p> <p>The independent members received \$9,328 in remuneration. There were no on-costs.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Graham Carpenter, Consultant (Chair) (external member – retired June 2014) • Jenny Walker, Consultant (Chair) (external member – commenced June 2014) • David Evans, Consultant (external member – commenced June 2014) • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance
<p>Executive Leadership Team</p> <p>The ELT assists the Commissioner and the Board of Management by:</p> <ul style="list-style-type: none"> • 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. <p>The ELT was formerly known as the Senior Executive Conference and was renamed following the review of the QPS governance structure.</p> <p>The ELT held its first meeting on 29 August 2013 and met on five occasions during 2013-14.</p> <p>The ELT holds a video conference each week and, as at June 2014, meets in person monthly or as determined by the Chair.</p>

Executive Leadership Team (cont'd)
ELT members
<ul style="list-style-type: none"> • Ian Stewart APM, Commissioner (Chair) • Peter Barron APM, Acting Deputy Commissioner, Regional Operations • Ross Barnett APM, Deputy Commissioner, Specialist Operations • Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance • Brett Pointing APM, Deputy Commissioner, Operation Resolute • Kate Bradley, Executive Director, Legal Division, Strategy, Policy and Performance • Peter Crawford, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command • Alistair Dawson, Assistant Commissioner, Operations Support Command • Robert Gee, Assistant Commissioner, Operational Capability Command • Gayle Hogan, Assistant Commissioner, State Crime Command • Mike Keating, Acting Assistant Commissioner, Road Policing Command • Clem O'Regan, Assistant Commissioner, Ethical Standards Command • Daniel Mahon, Acting Assistant Commissioner, Crime and Corruption Commission (Police Group) (formerly known as Crime and Misconduct Commission Police Group) • Paul Stewart, Assistant Commissioner, Community Contact Command • Katarina Carroll, Assistant Commissioner, G20 Group • Peter Martin, Assistant Commissioner, Brisbane Region • Mike Condon, Assistant Commissioner, Central Region • Paul Taylor, Acting Assistant Commissioner, Northern Region • Tony Wright, Assistant Commissioner, Southern Region • Stephen Hollands, Acting Assistant Commissioner, South Eastern Region • Debbie Platz, Chief Superintendent, Education and Training Command
Achievements include:
<ul style="list-style-type: none"> • ELT met in Townsville on 16 May 2014. This was the first time a meeting has been held outside of Brisbane. At least two meetings are scheduled to be held outside Brisbane each year.
Controlled Operations Committee
<p>The Controlled Operations Committee 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 <i>Police Powers and Responsibilities Act 2000</i>.</p> <p>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 Crime and Corruption Commission (formerly Crime and Misconduct Commission) and a Detective Superintendent, State Crime Command. The independent member is paid under the Queensland Government policy <i>Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities: Remuneration procedures</i>.</p> <p>During 2013-14, the Committee met on 14 occasions.</p> <p>The independent member received \$2,338 in remuneration. Other members were not remunerated. There were no on-costs.</p> <p>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 <i>Police Powers and Responsibilities Act 2000</i> for the preceding 12 months.</p>

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 complaint 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 *Code of Conduct for the Queensland Public Service* and outline appropriate behaviour for QPS staff.

During 2013-14, the Ethical Standards Command continued to promote ethical behaviour, discipline and professional practice in the QPS through deterrence, education and system improvements. The Command also remained the principal work unit for communication between the QPS and oversight bodies such as the Crime and Corruption Commission (formerly the Crime and Misconduct Commission). The Command took ownership of an expanded Professional Practice Manager model across the QPS. The Professional Practice Managers report to the Internal Investigation Group. Integrity, compliance and performance were aligned by restructuring elements of the former Ethical Practice Branch and the Inspectorate and Evaluation Branch, into the Integrity and Performance Group led by a Superintendent.

During 2013-14, the Ethical Standards Command delivered the Professional Standards Training Continuum consisting of six modules and 27 topics of training. Training sessions were delivered to 2,177 people across the state.

The continuum ensures the professional delivery of meaningful ethics, values and discipline system training. It promotes professional conduct within the context of each member's workplace. It also equips managers to identify and respond to early warning signs and avert potential issues. The continuum has attracted interest from both national and international jurisdictions, including the Netherlands, the United Kingdom and the United States.

The QPS has also undertaken the state-wide implementation of a declarable associations policy requiring all members of the Service to consider associations and report those that could adversely affect the Service or their role within it. The policy seeks to improve transparency and accountability and remove or manage potential conflicts of interest and provide a level of resilience against infiltration by criminal organisations.

The QPS Integrity Framework will be released in 2014-15. The framework represents the evolution of the previous QPS Corruption Prevention Plan. Ongoing review related work will also be undertaken with regard to the *Standard of Practice* and other integrity policies to maintain a relevant and robust integrity environment within the QPS.

The QPS constantly monitors and reviews reported complaints to identify the primary contributing factors. Every complaint is considered, actioned and investigated. In 2013-14, the QPS received 1,310 complaints by members of the public against officers on or off duty. The number of complaints reported needs to be seen in context. Queensland's police interact with people in the community on a vast number of occasions each year. Very few of those interactions result in a complaint about police conduct.

The QPS' Ethical Standards Command conducts inspections and evaluations of a range of operational functions, duties and establishments. During 2013-14, it performed 11 district/group audits including reinspections and inspections. In total, 80 stations/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 2014, 1,215 members had undergone a random alcohol breath test with nil positive results. Following critical incidents, 53 alcohol breath tests and 48 urine drug tests were conducted. While two positive drug results were detected, both were explained by 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 2013-14 or findings/recommendations which required consideration by PSBA on behalf of QPS.

Police and Community Safety Review

PACSR examined the QPS and DCS, which comprised the QAS, the Queensland Fire and Rescue Service, Queensland Corrective Services and Emergency Management Queensland.

On 10 September 2013, PACSR culminated in the public release of a report titled *Sustaining the Unsustainable*. The report made 127 recommendations and 77 findings of varying complexity. The report is available online at www.premiers.qld.gov.au/publications/categories/reports/police-community-safety.aspx.

Responsibility for implementation of the recommendations and findings is allocated across seven Queensland Government agencies and departments. On 8 May 2014, authority for formal closure of PACSR recommendations and findings transitioned from the whole-of-government PACSR Implementation Steering Committee to the relevant Minister.

The public safety portfolio was allocated 100 recommendations and 76 findings. An Implementation Team within PSBA was formed to oversee implementation of the accepted recommendations and findings within the portfolio.

As at 30 June 2014, 54 recommendations and findings overseen by the public safety portfolio are complete, including some joint agency matters.

Implemented recommendations and findings include:

- the creation of PSBA
- the establishment of QFES
- establishment of the Office of the IGEM to provide assurance and advice that enables confidence in Queensland's emergency management arrangements
- transfer of QAS to the Department of Health and Queensland Corrective Services to DJAG
- co-location of the QPS Disaster Management Unit in the SDCC
- assent of the *Public Safety Business Agency Act 2014* on 21 May 2014 to establish PSBA as a public service office to perform the corporate and business support functions for the Office of the IGEM, QFES, QPS and PSBA.

The implementation of recommendations and findings is continuing.

Queensland Audit Office

The Queensland Audit Office (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 at www.qao.qld.gov.au.

During 2013-14, the following reports with significant findings or issues were tabled by the QAO in the Legislative Assembly relating to QPS or requiring consideration by PSBA on behalf of QPS:

- Report to Parliament 10: *Contract management: renewal and transition*. The audit's objective was to examine whether agencies were demonstrably achieving value for money from their goods and services contracts, and in their decisions to extend, renew or re-tender their contracts.

The QAO recommended that all departments:

1. develop and implement a contract management capability framework to ensure the department has sufficient, appropriately skilled resources to manage contracts effectively.
2. develop and apply a risk/value matrix approach to:
 - define expectations for effective contract management and establish supplier performance monitoring regimes to ensure value for money is realised with contracts
 - allocate resources commensurate to the risk of contracts for efficient contract administration.
3. validate the value for money proposition of a contract before extending or renewing it by reviewing:
 - the original assessment of risk, demand and the supply market
 - the supplier's performance.
4. implement a contract management lifecycle system to enable:
 - consistent monitoring of supplier performance
 - spend analysis
 - an early trigger to prepare for contract expiry.

In response to the recommendations, PSBA on behalf of the public safety portfolio:

- will be adopting the Capability Framework and training materials under development by the Procurement Transformation Division (PTD) within DHPW. The framework and training materials are expected to be available in late 2014 (recommendation 1)
 - has commenced a project to implement the PTD Contract Management Framework and the whole-of-government Contract LifeCycle Management system (recommendations 1 and 4).
 - has adopted and is rolling out the value/risk matrix tool developed by PTD (recommendation 2)
 - is rolling out the PTD checklist, review template and fact sheet for contract renewals and extensions (recommendation 3).
- Report to Parliament 18: *Monitoring and reporting performance*. The audit's objective was to assess whether the core, general government and public sector departments included in the Service Delivery Statements (2013-14 State Budget Paper) are efficiently and effectively measuring, monitoring and reporting on their non-financial performance.

The QAO recommended that:

1. departments apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes.
2. QTT and DPC update their mandatory guidance to require:
 - service standards that relate to whole-of-government objectives and outcomes to be reported at the ministerial portfolio or departmental level, not at the service standard level
 - where a service area comprises multiple services, that each material service has a separate line item budget and at least one efficiency service standard and one effectiveness service standard.
3. departments be required to publish an audited performance statement in their annual report to complement their audited financial statements.

In response to the recommendations, PSBA will continue to work with its partner agencies within the public safety portfolio to improve the quality of performance information, with work already underway for improved measures of efficiency and effectiveness. The PSBA will ensure the portfolio complies with guidelines issued by DPC and QTT, including any changes to requirements resulting from the QAO's audit.

Queensland Child Protection Commission of Inquiry

The Queensland Child Protection Commission of Inquiry was tasked with reviewing the entire Queensland child protection system and delivering a roadmap for the way forward to the best possible system for supporting families and protecting children that the state can afford.

The Queensland Child Protection Commission of Inquiry final report *Taking Responsibility: A Roadmap for Queensland Child Protection* was presented to the Queensland Government on 1 July 2013. The report made 121 recommendations for reform of the child protection system in Queensland.

Three recommendations require action by the QPS, namely:

- the QPS revoke its administrative policy that mandates reporting to Child Safety Services all domestic violence incidents where at least one of the parties has a child residing with them to Child Safety Services, replacing it with a policy reflecting the standard recommended in recommendation 4.2 of the report (recommendation 4.3)
- as part of the review proposed in recommendation 4.2, the QPS and the Department of Communities, Child Safety and Disability Services develop an approach to the exchange of information about domestic and family violence incidents that ensures it is productive and not a risk-shifting strategy (recommendation 4.4)
- the QPS in consultation with local community organisations review current arrangements for the enforcement of domestic violence orders in discrete communities with respect to the adequacy of assistance being given to parties to seek orders, the adequacy of enforcement of orders and support for parties to keep orders in place (recommendation 11.8).

Recommendation 4.2 is that DPC and the Department of Communities, Child Safety and Disability Services lead a whole-of-government process to:

- review and consolidate all existing legislative reporting obligations into the *Child Protection Act 1999*
- develop a single 'standard' to govern reporting policies across core Queensland Government agencies
- provide support through joint training in the understanding of key threshold definitions to help professionals decide when they should report significant harm to Child Safety Services and encourage a shared understanding across government.

The QPS continues its implementation of recommendations from the Inquiry with key policy and practice changes anticipated to commence 1 January 2015.

Queensland Coroner

Under the *Coroner's Act 2003*, the State Coroner is responsible for investigating reportable deaths. This includes deaths where the death was violent or unnatural, such as accidents, falls or suicides; or the death occurred in custody or as a result of police operations.

During 2013-14, the State Coroner made 11 recommendations/comments resulting from the findings of six Coronial Inquests which specifically relate to the QPS.

In response to these recommendations/comments:

- specialised training for officers is continuing relating to Aircraft Accident Investigation Fundamentals and for Forensic Crash Unit investigators
- QPS policy regarding investigations into aircraft incidents which result in death has been amended to remove the ambiguity regarding the release of aircraft to other investigating authorities
- an internal QPS investigation into possible non-compliance with the QPS Operational Procedures Manual is continuing
- review of QPS policy regarding searches generally and specifically of people in QPS custody is ongoing.

Internal audit

Internal Audit is an independent function established within the QPS to assist the Commissioner discharge his responsibilities under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. Internal Audit has due regard to QTT's *Audit Committee Guidelines Improving Accountability and Performance*.

The Internal Audit function was performed in accordance with the provisions of the Internal Audit and Inspectorate and Evaluation Branch Charter (May 2013). Under the terms of the charter, the internal audit function is independent of QPS management and the QAO. The charter complies with relevant audit and ethical standards including: the *Financial and Performance Management Standard 2009*, the *Financial Accountability Handbook* issued by QTT, and the Professional Practice Framework of the Institute of Internal Auditors.

Audits and inspections are conducted in accordance with an annual and strategic plan approved by the Commissioner. Audit function planning was performed using a risk based approach consistent with *ISO 31000:2009 "Risk management – Principles and guidelines"*. The audits and inspections focussed on the internal control environment to manage risk and recommendations were formulated in collaboration with management to address control weaknesses.

In 2013-14, Internal Audit continued reviewing organisational activities and made recommendations for improvement in:

- grants administration
- workload management systems
- regional office administration
- contingent liabilities
- operational training of police officers
- background checking and recruitment
- ICT operational documentation
- supplier management
- evidence management
- ICT procurement
- imprest accounts for covert operations
- endpoint security for police officer communications
- financial recording and reporting
- leave management
- delegations and authorities
- Right to Information issues
- workplace health and safety.

The operation of the 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.

From 1 July 2014, QPS Internal Audit functions will be undertaken by the PSBA Internal Audit Unit.

Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety agencies, is responsible for recordkeeping and information systems across the portfolio including the QPS. Following the machinery-of-government changes in 2013-14, planning is underway to organise and review corporate resources and approaches to support information systems and recordkeeping, such that an efficient and unified approach is taken across the public safety portfolio.

Activities underway include a process to optimise and align retention and disposal business processes, including updating retention and disposal schedule documentation. Planning and

scoping exercises are also underway with respect to deploying a single electronic content management system (eDRMS) across the portfolio.

During 2013-14, QPS continued to improve compliance with its recordkeeping responsibilities under the *Public Records Act 2002*. A review of the level of public access to restricted documents held by Queensland State Archives was also completed.

The current QPS Corporate Records Management System provides the policies, procedures and standards that govern how QPS records are managed. Separate manual or computerised systems of records management are not permitted unless an exemption is issued by the Commissioner.

The *QPS Records Retention and Disposal Handbook* forms part of the Corporate Records Management System framework, designed to assist QPS members to meet their obligations under the *Public Records Act 2002*. This handbook is to be used in conjunction with the *QPS Records Retention and Disposal Schedule* and the *QPS Location, Storage and Disaster Management Handbook* to ensure QPS records are lawfully disposed of in accordance with legislation, standards and accountability requirements.

No items were permanently transferred to Queensland State Archives during 2013-14.

All QPS personnel are responsible for following records management policy, standards and procedures as described in the *QPS Records Retention and Disposal Handbook*, along with other relevant publications pertaining to records management within the QPS.

The QPS has extensive information security policies, procedures and an online learning product to mitigate the risk of information being inappropriately disclosed.

Human resources

Workforce planning, attraction and performance

The total number of full-time equivalent staff for the QPS as at 30 June 2014 was 15,030.8. Between 1 July 2013 and 30 June 2014, the QPS permanent separation rate for staff members was 6.3% and the permanent separation rate for police officers was 2.7%.

Employee Relations within PSBA Human Resources provides a range of industrial and employee services to the QPS including management intervention programs, equity and diversity initiatives, and resolution of negative workplace behaviours. It also consults with the unions to address industrial matters before they become major disputes.

Ongoing support continued to be provided by the QPS for a range of strategies and initiatives providing developmental opportunities and improving the quality of life of all employees. Flexible working arrangements and work life balance was promoted through strategies such as enabling job share opportunities, flexible work hours and telecommuting.

Safety and wellbeing

PSBA Safety and Wellbeing personnel attended training and planning workshops on Injury Management and Health, Safety and Wellbeing during 2013-14. These workshops assisted in establishing new teams and approaches to improve the support and assistance provided to the public safety portfolio agencies.

New work programs and activities are being developed by PSBA Human Resources and opportunities have been identified to share programs across the public safety portfolio, to assist in the development of safety and injury management programs.

Employee assistance

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

PSBA will continue to manage the Employee Assistance Service for all portfolio agencies.

Health and fitness

A new health and fitness team was established within PSBA Human Resources in November 2013, consisting of employees from the QPS HealthStart Program and the former QFRS Fitness section, to support and assist staff within the public safety portfolio to improve their health and fitness. A broad range of programs and services were available in 2013-14 to assist staff to improve their fitness and health.

Operational shift allowance review

A review of all QPS Operational Shift Allowance (OSA) rosters has been completed to ensure the integrity of OSA payments against operational delivery expectations. Representatives from the QPS and the Queensland Police Union of Employees attended joint workshops across all regions in the first half of 2014. The workshops provided the opportunity to engage with Officers in Charge, review current OSA rostering arrangements against demand drivers, and identify potential for improvement. The review has been finalised with the report due to be presented to QPS senior executives in August 2014.

Queensland Police Service performance review and development process

A fully revised performance review and development process, based on the QPS Leadership Framework and featuring Employee Self Service and reporting capability, will be delivered by PSBA to the QPS on 1 July 2014. This will coincide with the implementation of the employee capability frameworks, which apply to recruitment and selection processes as well as performance management. In addition, the Service's new Operational Capability Command will coordinate strategic performance reviews, and provide advice and support to operational performance reviews.

The QPS partnered with the Australian Institute of Management in the delivery of training relating to "Workplace Conversations" in the prelude to the implementation of the new performance review and development process. Over 1,400 police were trained in over 70 workshops during the period from March to July 2014.

5MILE (5 minute intensive learning experience)

In 2013-14, PSBA, on behalf of QPS, introduced 5MILE which reinforces, updates and refreshes the skills of an operational police officer. 5MILE is intended to address highly relevant, high risk or high volume issues and takes no longer than five minutes to complete.

Fatigue prevention and management

The QPS uses expert advice on fatigue management and prevention in its education, policy, risk assessment, and operational planning. Approximately 1,600 police and supervisors have been trained in fatigue management. An online learning product for all members of the QPS was developed and released in June 2014, enabling employees to understand their fatigue risks and to minimise and manage them.

PSBA will be rolling out further training in fatigue management across the state for the public safety portfolio agencies in 2014-15.

QPS academies

The PSBA manages the three QPS major training centres at Oxley Academy, Townsville Academy and the Driver Training Facility at Wacol. The QPS academies continue to play a vital role in ensuring the ongoing training and development of frontline police officers.

Working for Queensland survey

The Queensland Government's 2014 Working for Queensland survey was conducted in May 2014. The survey, sent to approximately 220,000 Queensland Government employees, explores employee perceptions of workplace climate including employee engagement, job satisfaction and leadership within the public service, in the hope of identifying better ways of working. Survey results are expected to be available in October 2014.

Legal protection - civil liability

Legislation passed by Queensland Parliament in February 2014 sees the State Government provide protection to its employees for civil claims made against them when doing their jobs. The legislation strengthens the different types of protection offered to Queensland Government employees including police and emergency workers. The legislation also covers public servants who work at desks or customer service counters.

Under the *Queensland Government Indemnity Guideline*, government employees can receive an indemnity and legal assistance if they are involved in work-related criminal proceedings, inquiries and investigations. Employees will still be accountable for their actions and the government can recover funds from employees where they have not acted in good faith and have been grossly negligent.

Early retirement, redundancy and retrenchment

During the reporting period, two QPS employees received a redundancy package at a cost of \$337,077.65.