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.

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), Organisational Capability Command, Ethical Standards Command, Policy and Performance, and People Capability Command.

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 meet the increasing demands for service and the complexity of modern policing. Innovation is encouraged and red tape reduced 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.

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, Commonwealth Games Command and the QPS Digital Office.

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.

Peter Martin APM

Deputy Commissioner, Regional Operations

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

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

The Deputy Commissioner performs key governance roles within the QPS as well as important international roles (eg. Chair, Leadership in Counter-Terrorism Alumni Association and Chair, Australia & New Zealand Society of Evidence Based Policing).

Margaret Allison

External member

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

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

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 and is an appointed Adjunct Professor in the School of Government and International Relations at Griffith University. Margaret now works as a consultant in her own business.

Elizabeth Jameson

External member

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

Elizabeth also maintains an active portfolio of directorships, presently with RACQ and Chairs the Board of Brisbane Girls' Grammar School and Queensland Theatre Company. Her past directorships have also included the boards of over 20 organisations, for-profit and not-for-profit, including private companies, a Federal Government advisory board and Queensland Government-Owned Corporations.

Elizabeth's aim is to help build great governance for better boards, through the integration of her extensive practical experience over twenty years as both a corporate/commercial lawyer and a practising director. Her work has focused on creating and implementing tailored board development programs and developing and conducting board evaluations.
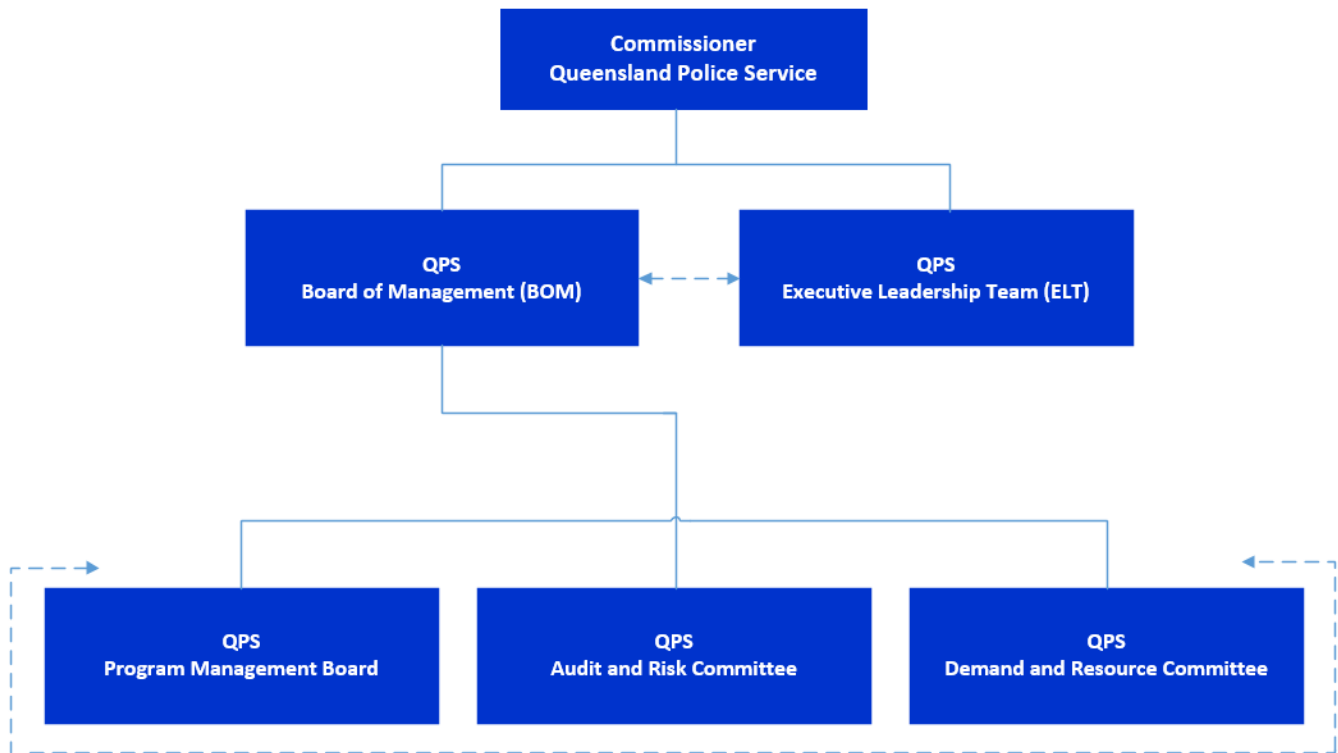
In 2016 Elizabeth joined the QPS Board of Management and has led reinvigoration and redesign of QPS governance.

Board and committees

The QPS governance framework is a component of the public safety portfolio governance structure.

The public safety portfolio is supported by 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 13-14.

The QPS governance framework is as follows:

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                  Commissioner
            Queensland Police Service

        QPS                      QPS
Board of Management (BOM) <---> Executive Leadership Team (ELT)

        QPS                 QPS                    QPS
Program Management Board   Audit and Risk      Demand and Resource
                           Committee           Committee
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QPS Board of Management

The Board of Management (the Board) supports and advises the Commissioner on strategy, direction and setting the tone of the Service. The Board supports the Commissioner as the sole decision-making authority pursuant to the P*olice Service Administration Act 1990* and the *Financial Accountability Act 2009.*

The QPS Board provides support and expert advice to the Commissioner in making key decisions that deliver a strategic or Service-wide impact. The Board meetings are chaired by the QPS Commissioner.

The Board meets quarterly or as determined by the Chair. In 2016-17, the Board met on five occasions and considered 22 matters out-of-session.

The independent external members collectively received $9,000 in remuneration. There were no other on-costs.

Board members

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Peter Martin APM, Deputy Commissioner, Regional Operations
- Margaret Allison (external member)
- Elizabeth Jameson (external member)

Achievements

In 2016-17 the Board approved a number of significant matters including:

- the creation of a police helicopter organisational unit within Operations Support Command with operating bases in Brisbane and the Gold Coast
- the progression of the Police Communications Capability Development Program
- the QPS Risk Management Framework, the 2017 QPS Risk Appetite Statement and the updated Risk Management Planning Guide
- the Domestic and Family Violence Prevention Strategy 2016-2019
- the QPS First Action Plan supporting the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026 Closure Report
- the 2016-17 Budget Allocation and 5-year plan
- quarterly financial reviews
- the QPS Strategic Plan 2017-2021 and the QPS Operational Plan 2017-18
- the appointment of the Internal Auditor and the addition of a fourth committee member, the Assistant Commissioner Organisational Capability Command, to the QPS Audit and Risk Committee
- the 2017 QPS Environmental Scan.

QPS Demand and Resource Committee

The Demand and Resource Committee supports the Commissioner and QPS Board in delivering the organisational prioritisation of resources. The committee assists by ensuring effective processes are used relating to direction and control of finances, people, assets and ICT. This includes oversight of policies, plans and practices relating to demand management and resource management.

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

The committee meets monthly or as determined by the Chair.

During 2016-17, the committee met on 10 occasions and considered nine urgent matters out-of-session.

Committee members

- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Peter Martin APM, Deputy Commissioner, Regional Operations

Achievements

In 2016-17, the committee supported a number of significant resolutions including:

- funding for Active Armed Offender Training and replacement of Protective Body Armor
- the allocation of funds for the proof of concept and demonstration of the Financial Reporting and Dashboard Project
- the conversion of temporary civilian positions to permanent status
- the upgrade and reallocation of a Sergeant position within Intelligence, Counter-Terrorism and Major Events Command
- the establishment of temporary positions within Intelligence, Counter-Terrorism and Major Events Command
- the commencement of the ICT Foundations Program and the Digital Improvements Program
- funding for the Expense Management System Standardisation Project
- the allocation of funding to complete the upgrade of the DNA laboratories
- the allocation of a grant to fund research to develop predictive policing models that target high harm, high volume offences, to inform strategic decision making and the efficient and effective allocation of police resources
- the allocation of funding for the Body Worn Camera Buy-Back
- the allocation of funding for a review and corporate audit capability within QMapping
- the allocation of funding for the procurement of QPS Portable Radios.

QPS Audit and Risk Committee

The QPS Audit and Risk Committee was established to assist the Commissioner and QPS Board in scrutinising, challenging and delivering oversight of the management responsibilities imposed on the Commissioner. This includes management responsibilities imposed on the Commissioner under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.

The committee assists the Board through review and monitoring of financial management and reporting processes, and review and oversight of risk management, internal control and compliance systems.

The committee additionally provides oversight to processes which effectively:

- identify and manage significant business risks/business continuity
- implement appropriate/adequate control, monitoring and reporting mechanisms
- monitor emerging compliance issues
- monitor and assess the performance of internal and external auditors.

The committee meets quarterly or as determined by the Chair. During 2016-17, the committee met on four occasions.

The two independent external members collectively received $12,250 in remuneration. There were no other on-costs.

Committee Members

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Allan McCarthy APM, Assistant Commissioner, Organisational Capability Command

Achievements

In 2016-17, the committee provided strategic advice and support to the Board by considering matters including:

- the proposed Risk Management Framework
- the updated Audit and Risk Committee Terms of Reference
- the top ten strategic risks to the QPS
- the 2017 QPS Risk Appetite Statement
- the Integrity and Performance Group Internal Audit Function Charter
- the appointment of the Internal Auditor
- the Annual Internal Audit Plan 2017-18, Strategic Internal Audit Plan 2018-21 and 2017-18 Internal Audit Charter
- the strategic challenges and opportunities identified for inclusion in the 2017-2021 Strategic Plan.

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

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

QPS Program Management Board

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

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

The Program Management Board meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called at the discretion of the Chair.

During 2016-17, the Program Management Board met on ten occasions and considered one urgent matter out-of-session.

Program Management Board Members

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Peter Martin APM, Deputy Commissioner, Regional Operations

Achievements

In 2016-17, the Program Management Board considered a number of significant matters including:
- approving the inclusion of the following projects on the QPS Program:
    - Queensland Police Memorial Project
    - Online National Police Certificate Project
    - Operation Galley Project
    - Counter-Terrorism and Community Safety Centre Business Case
    - National Online Police Certificate Business Case
    - Police Integrity and Professional Standards Project
    - Electronic Warrants Project
    - Data Analytics Project
    - Leadership Review Initiative Proposal
    - Digital Office Initiative Review Proposal.
- supporting the implementation of the new Ignite Learning Management system
- supporting a rewrite of QMapping to include a corporate audit capability
- approving QPS project reporting on the Queensland Government Chief Information Office Dashboard.

QPS Executive Leadership Team

The ELT is a 'think tank' assisting the Commissioner through support and advice in operational execution of decisions. The QPS Board also requests and relies on ELT recommendations and advice.

The ELT is not a formal part of the governance structure but assists the Commissioner, the Board and entire governance structure through delivering a collaborative environment for:

- provision of advice on the strategic direction of the QPS operationalising strategy
- leading change management and promotion of the Commissioner's intent
- acting as a consultative forum on opportunities and risks arising from key changes to strategy, policy and operations within and outside the QPS
- identifying opportunities for creating efficiencies
- uncovering opportunities to improve the quality of service delivery and for fostering an environment for innovation
- identifying new or emerging opportunities, technologies, better practice and risks for the QPS.

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

During 2016-17, the ELT met on 11 occasions (in-person) including meetings at Cairns (Northern Region) and Goondiwindi (Southern Region). Meeting themes included use of force, domestic and family violence, inclusion and diversity, discrimination, employee safety and wellbeing, Commonwealth Games planning, cross-border policing and community engagement, the future of policing and strategic planning.

The independent external members of the QPS Board of Management and QPS Audit and Risk Committee attended two ELT meetings as guests in 2016-17. The members collectively received $3,750 in remuneration. There were no other on-costs.

ELT Members

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Peter Martin APM, Deputy Commissioner, Regional Operations
- Maurice Carless APM, Assistant Commissioner, State Crime Command
- Shane Chelepy APM, Assistant Commissioner, Community Contact Command
- Brian Codd APM, Assistant Commissioner, South Eastern Region
- Mike Condon APM, Assistant Commissioner, Operations Support Command
- Peter Crawford APM, Assistant Commissioner, Commonwealth Games Group
- Alistair Dawson APM, Assistant Commissioner, Central Region
- Bob Gee APM, Assistant Commissioner, Brisbane Region
- Mike Keating APM, Assistant Commissioner, Road Policing Command
- Tracy Linford APM, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Allan McCarthy APM, Assistant Commissioner, Organisational Capability Command

- Clem O'Regan APM, Assistant Commissioner, Ethical Standards Command

- Paul Stewart APM, Assistant Commissioner, People Capability Command

- Paul Taylor APM, Assistant Commissioner, Northern Region

- Tony Wright APM, Assistant Commissioner, Southern Region

- Cameron Harsley APM, Chief Superintendent, Crime and Corruption Commission – Police Group

- Paul Alsbury, Executive Director, Legal Division

- Anthony Crack, Executive Director, Policy and Performance

- Jenson Spencer, Chief Digital Officer

Achievements

In 2016-17 the ELT discussed significant matters including:
- endorsement of the QPS Domestic and Family Violence Prevention Strategy 2016-2019

- supporting the formation of a Memorial Establishment Committee

- endorsing the 'Boundless Duty' media series

- supporting the QPS Risk Appetite Statement

- identification of strategic risks and challenges impacting the QPS

- contributing to development of the QPS Strategic Plan

- supporting the continued development of the QPS Safety and Wellbeing Strategy.

Government bodies

There are three Government Bodies that were relevant to the QPS during 2016-17:

- Commissioner for Police Service Reviews

- Controlled Operations Committee

- Public Interest Monitor.

For further information about the Government Bodies refer to pages 114-117 within the appendices.

Ethics and code of conduct

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

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

During 2016-17, 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 2016-17, the QPS received 1,281 complaints by members of the public against officers on or off duty. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of the monitoring role ESC plays with regard to enforcing ethical behaviour, it also undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2016-17, the ESC performed rostering and leave audits for 132 units and conducted compliance inspections of six stations and establishments.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2016-17, 1,183 'relevant persons' as mentioned in part 5A.3 of the *Police Service Administration Act 1990* and including an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, recruits, etc., underwent a random alcohol breath test and 302 recruits were subject to random alcohol testing with nil positive alcohol test results. Three hundred and fifty-six recruits were subject to drug testing with 16 positive results. All positive results were consistent with information provided by recruits on the appropriate forms and required no further or disciplinary action.

During the reporting period, following critical incidents, 65 alcohol breath tests and 65 urine drug tests were conducted. One positive drug result was detected which was inconsistent with the information provided on the appropriate form and is currently under investigation by ESC.

Risk management and accountability

Risk management

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

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 planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges.

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

External scrutiny

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

- **Crime and Corruption Commission**

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

    – **QPS Project Synergy**

        On 6 February 2015, the Commission received information about the management and operation of Project Synergy, a fraud prevention project run by the (then) Fraud and Cyber Crime Group in the QPS (now known as the Financial and Cyber Crime Group (FCCG)). The FCCG is a specialist investigative unit attached to State Crime Command. The information received alleged widespread misuse of funds obtained and expended through Project Synergy, misuse of QPS time and resources to conduct charity events, misuse of corporate credit cards for personal benefit, inappropriate travel practices and a failure to audit Project Synergy.

        The Commission identified 17 allegations of corrupt conduct and police misconduct in relation to four officers. Investigations were undertaken by the QPS ESC, with close monitoring by the Crime and Corruption Commission. This included at detailed financial analysis and audit of the Project Synergy cost centre and corporate card accounts. The Crime and Corruption Commission investigated five allegations of corrupt conduct.

        After considering all the available evidence, the Crime and Corruption Commission determined there were insufficient grounds for consideration of criminal prosecution proceedings against any of the subject officers.

        The full outcomes of the investigation into Project Synergy undertaken by the CCC and QPS Ethical Standards Command can be found at: http://www.ccc.qld.gov.au/research-and-publications/copy_of_browse-ccc-publications.

– **CCC corruption allegations: Data from 1 July 2015 to 30 June 2016**

In November 2016, the Crime and Corruption Commission released a report which provides information about allegations of corruption made to the Commission between 1 July 2015 and 30 June 2016. The Commissioner published this information to improve knowledge and transparency about allegations of corruption and the nature of the Commission's corruption function.

The report contains twelve months of data relevant to the three major sectors being the QPS, Public Service Departments and Local Government. Together these three sectors make up 94% of allegations made to the Commission in the 12 month period.

For the period 1 July 2015 to 30 June 2016, 6,685 allegations were received by the Commission, with 4,308 allegations involving the QPS. This represents 64% of all allegations reported to the Crime and Corruption Commission during that time. The report found the most frequent types of alleged QPS misconduct reported to the Commission were:

– Failure of duty: 903
– Assault / Use of excessive force: 788
– Unprofessional personal conduct: 560
– Misuse of information: 475.

The QPS has considered this report and will continue to work collaboratively with the Crime and Corruption Commission to investigate complaints of alleged corrupt conduct and misconduct.

This report provides a detailed examination of the QPS allegations and some of the specific characteristics. This report can be found in full at: http://www.ccc.qld.gov.au/research-and-publications/copy_of_browse-ccc-publications

– **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. This legislation enables police to take action, through an offender prohibition order, to prevent relevant sexual offenders from engaging in behaviour which poses a risk to the lives or sexual safety of children.

The Crime and Corruption 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.

In January 2016, the Queensland Government tabled in Parliament its response to the review supporting the recommendations made by the Crime and Corruption Commission. The Crime and Corruption Commission made 17 recommendations for change, including nine proposals for legislative amendments to the *CPOPOA* and the *CPORA*. All recommendations relating to proposed legislative amendments have been completed. The *Child Protection (Offender Reporting and Offender Prohibition Order) Act* 2004 will take effect from 1 July 2017. The new legislative provisions focus on the disruption and prevention of recidivist child sex offenders. The QPS is currently finalising operational policies and procedures and developing a range of training products to support the new legislative framework.

The review report and government response are available online at www.parliament.qld.gov.au/work-of-assembly/tabled-papers/online-tabled-papers.

– **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's role was to define the domestic and family violence landscape in Queensland, and make recommendations to inform the development of a long term vision and strategy for the government and the community, to rid the state of this insidious form of violence.

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 with 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.

Key achievements during the reporting period include:

- delivered the two-day Vulnerable Persons Training Package to over 11,000 sworn members, up to and including the rank of Inspector, and targeted unsworn members to support the *Domestic and Family Violence Protection and Other Legislation Amendment Act 201*6 which commenced on 30 May 2017
- commenced participation in the Queensland Government Multi-Agency White Ribbon Workplace Accreditation Program aimed at the prevention of men's violence against women, principally through the accreditation of the QPS as a White Ribbon Workplace
- conducted awareness and education campaigns with respect to the offence related to choking, suffocation or strangulation in a domestic setting (s.315A of the Criminal Code)
- continued to progressively implement changes to police procedures that strengthen the legal processes and increase accountability for domestic and family violence offending.

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 affected people.

The Taskforce's report and the Queensland Government response to the recommendations are available online at https://www.communities.qld.gov.au/gateway/end-domestic-family-violence/about/not-now-not-ever-report.

– **Queensland Organised Crime Commission of Inquiry**

The Queensland Organised Crime Commission of Inquiry (QOCCI) 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 QOCCI 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 QOCCI 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 DJAG is the lead agency responsible for 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 2017, 11 recommendations where the QPS is the lead or a supporting agency have been delivered including:

− 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 OMCGs;

− undertaking a strategic assessment of drug use in Queensland's mining communities with a view to implementing proactive and reactive strategies. The QPS will continue to work collaboratively with partner agencies and industries to facilitate a coordinated response to drug use and supply in mining communities;

− commenced further training and expertise in relation to the dark web online drug offending to enhance QPS' response. A Technology and Cyber Crime Team has been established to develop understanding and knowledge concerning this evolving environment;

− providing additional support to the FCCG to triage Queensland reports from the Australian Cybercrime Online Reporting Network (ACORN);

− progressing amendments to the *Police Powers and Responsibilities Act 2000* to improve access to information held on a computer or storage device (including cloud based devices).

The ongoing work for the QOCCOI recommendations continues to be reported internally to QPS management.

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.

− **Taskforce on Organised Crime Legislation**

In September 2016, the Attorney-General introduced the *Serious and Organised Crime Legislation Amendment Bill 2016*. The Bill was assented to on 9 December 2016 and commenced a new Organised Crime Regime in Queensland to tackle serious and organised crime in all its forms. The Regime drew on the recommendations of three reviews commissioned by the Government into organised crime:

− The Queensland Organised Crime Commission of Inquiry

− The Taskforce on Organised Crime Legislation (the Taskforce)

− The statutory review of the *Criminal Organisation Act 2009*.

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

The QPS has participated in a process of consultation with the Department of Justice and Attorney-General in reviewing the recommendations of the taskforce. That consultation process led, in part, to amendments to the *Police Powers and Responsibilities Act 2000* and the *Summary Offences Act 2005* to provide police powers to investigate the new consorting offence under the Criminal Code, and for the creation of the new offence of wearing or carrying prohibited items in a public place.

- **Queensland Audit Office**

   The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at
   https://www.qao.qld.gov.au/reports-resources/parliament?fy%5B%5D=FY2016-17

   – Report to Parliament 17: *Organisational structure and accountability*

   This audit report submitted to Parliament by the Auditor-General of Queensland, with the support of the QAO, assessed whether the structure of Queensland Government departments supported the achievement of individual agency strategic objectives as well as government priorities, and whether there is clear accountability for delivery of objectives. A high level review was conducted of 18 Queensland public sector departments' strategic plans and organisational structures. The QPS has not been specifically identified nor assessed in detail within this report.

   The high level review indicated that all 18 departments had strategic objectives that corresponded with their structures and 94% of the 2016-2020 strategic plans referenced Queensland Government objectives. The departments linked their organisations structures to their strategic objectives and primary purpose, lowering the risk of not realising their strategies due to unclear or misaligned organisational accountabilities.

   The review found that departments can further improve their ability to realise their strategies through better measurement and monitoring of their progress, as current approaches to performance reporting generally remain inadequate.

   The audit report provides a number of recommendations for all government departments to consider with a view to improving; strategic planning, alignment between accountability and strategic objectives, and ensuring appropriate delegations of authority exist in relation to organisational structure design and workforce planning.

   – Report to Parliament 4: *Criminal justice system – prison sentences*

   The QPS, Queensland Corrective Services and the Department of Justice and Attorney-General (DJAG), through its Queensland Courts Service, play key roles in administering prison sentences. Achieving the intended sentence outcome is dependent on how efficiently and effectively the court's prison sentence is administered. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of efficiency and effectiveness of prison sentencing. The report was tabled in Parliament in November 2016.

   The audit report examines how well the Queensland adult criminal justice system exchanges and records data to calculate and administer prison sentences accurately. The report has identified that the criminal justice entities do not record and manage sentencing errors in an integrated manner and as a result the full extent of sentencing errors is unknown.

   The report provides a number of recommendations that the QPS is to consider in collaboration with DJAG. These recommendations include better integration of sentencing administration processes and quality assurance to reduce risk of errors, improved sharing of sentencing information, improved use of technology, and reviews of legislation, policy and procedure.

   The QPS in collaboration with the DJAG has accepted QAOs recommendations and has established the Lawful Detention Expert Reference Group (LDERG) to ensure the report's recommendations are adequately addressed.

   – Report to Parliament 14: *Criminal justice system – reliability and integration of data*

   The Auditor-General of Queensland, supported by the QAO, provided an independent report to Parliament in April 2017 examining how well Queensland's criminal justice entities capture, report, and use data to ensure its reliability and integration across the justice system. The report

assesses timeliness, accuracy and completeness of crime data and how criminal justice entities report and exchange data across the criminal justice system.

This audit report found the QPS has an unacceptable amount of crime data across the state that is incomplete, inaccurate, and incorrectly classified. The report found that reported crime statistics are questionable at best and unreliable at worst, and should be treated with caution. The QPS is not systematically monitoring its crime data and investigating trends and risk areas, and is therefore not identifying these errors on a timely basis.

The QAO made a number of recommendations for QPS including:

- improving the offence standards and classification guidelines
- strengthening quality assurance processes for data capture, classification, amending, updating and reporting of crime data
- improving training for all staff responsible for maintaining crime data integrity and quality.

The QPS has commenced work to deliver all individual recommendations contained within the audit report. The QPS has provided full support to ensure the joint agency recommendations are facilitated in collaboration with the partner agencies.

- Report to Parliament 8: *State public sector entities: 2015-16 financial statements*

Queensland's state public sector deliver 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. The 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 acknowledged this was due to complexities related to machinery-of-government changes, attributing amounts for below fair value services received from PSBA, and 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.

- **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 Coroner of the measures being taken in response to coronial recommendations/comments.

During 2016-17, the State Coroner delivered findings requiring consideration by QPS relating to two Coronial Inquests with two recommendations. The QPS continued to provide responses for eight Coronial Inquests with 10 recommendations for findings that were delivered prior to 2016-17. The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

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

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

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

In accordance with the *Financial and Performance Management Standard 2009,* an annual audit plan and four-year strategic plan sets the direction of the unit. The portfolio *Annual Internal Audit Plan 2016-2017* was endorsed by the Public Safety Portfolio Audit and Risk Committee at the 24 August 2016 meeting and approved by the former A/Chief Operating Officer, PSBA on 14 September 2016. The plan was also endorsed at the QPS Audit and Risk Committee meeting held on 18 August 2016.

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.

In 2016-17 full delivery of the approved portfolio *Annual Internal Audit Plan 2016-2017* was achieved through a combination of in-house and co-sourced delivery for all bar one audit, carried over at the request of the QPS. The Home Garaging audit was carried over to allow the new Home Garaging Policy to be rolled out and embedded within the Service. All audit reports are expected to be finalised by the end of August 2017. Achievements specific to QPS for 2016-17 include:

- QPS Overtime and Allowances
- Review of Vetting Processes
- QPS Regions - Road Policing and Brisbane Region
- Information Security over QPRIME
- Operational Skills Training.

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

- Prior Audit Report Recommendations – All Agencies
- Social Engineering – All Agencies
- Corporate Card – All Agencies.

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.

In 2016-17, all Police Regions and Commands were given access to the fully functional version of the Objective electronic document and records management system (eDRMS). This system facilitates the capture and storage of electronic documents. The rollout of this recordkeeping system has significantly reduced the duplication of records and the level of reliance on hardcopy documents.

The development of a prototype 'workflow' correspondence tracking tool, allowing users to more easily track and complete tasks in the system, was completed in 2016-17. It is anticipated a production version will be made available in 2017-18.

Activities to determine how Objective can be used to support the electronic archiving (digitisation) of hardcopy documents relating to occurrences managed in QPRIME and other operational records, continued in 2016-17. Work to progress the ability to digitise these (and other record types) will continue in 2017-18.

A number of QPS business units were engaged in 2016-17 to finalise a series of amendments and simplifications to a redrafted version of the QPS Records and Retention Disposal Schedule. An updated version of this schedule will be submitted to Queensland State Archives for approval in 2017-18.

No permanent records were transferred to Queensland State Archives during 2016-17.

Human resources

Workforce planning and performance

Workforce profile

The total number of full-time equivalent staff for the QPS was 14,979.62 as at 30 June 2017.

Between 1 July 2016 and 30 June 2017, the QPS permanent separation rate was 2.8% for police officers and 6.2% for staff members.

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

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 80 for more information).

Our People Matter

The QPS has commenced work on the creation of the *Our People Matter Strategy* to establish a framework of priorities, strategies and actions to guide the organisation, our employees and their families in the co-creation and co-production of activities to enhance the health, safety and wellbeing of QPS members and their families.

The first stage of consultation has been completed consisting of state wide workshops and online surveys asking our employees and their family members what they want and need to create Fair and Positive Workplaces, Safer Workplaces, Healthy Minds and Healthy Bodies.

Strategy consultation and development is occurring in conjunction with the Queensland Police Union of Employees (QPUE) and with the full support of the Together Union and the Queensland Police Commissioned Officers Union (QPCOU). The approach reflects the organisational commitment to health, safety and wellbeing, and the provision of diverse support services, business processes and practices to better support employees and their families.

Inclusion and Diversity

To build the culture and values of employees, a significant body of work was undertaken in 2016-17 to prepare for the official launch of the *Queensland Police Service Inclusion and Diversity Plan for Action 2016 – 2018* scheduled for mid-September 2017. The plan outlines priorities and actions that will be undertaken to embrace inclusion and diversity and embed it into our organisational planning to enhance the delivery of policing services and reinforce the QPS' commitment to building a workplace reflective of the community.

To support this commitment, the QPS will embrace inclusion and diversity within all of its workplaces to build cultures and values that reflect the way it does business. The plan is built on three strategic themes: Accountability and leadership; attract, develop and retain talent; and QPS as an employer of choice.

In conjunction with the plan, a more holistic and long term Inclusion and Diversity Strategy is being developed and will be underpinned by plans specific to Aboriginal and Torres Strait Islander people; women; people with disability; culturally and linguistically diverse groups; young and older people; and lesbian, gay, bi-sexual, transgender and intersex groups.

Working for Queensland

The QPS is committed to a safe and fair work environment, and enhancing employee engagement. During 2016-17, the QPS invested more resources to better understand employee opinions from the Working for Queensland results and to co-ordinate follow-up actions.

From the 2016 Working for Queensland data, several tools and resources are being developed to help local leaders better engage with the results and develop people-focussed strategies. Other key initiatives identified to improve employee engagement include enhancements to leadership and development programs, the introduction of Inclusion and Diversity strategies, and the development of the draft Our People Matter Strategy for employees and their families.

The 2016 Working for Queensland survey results are available to view at www.forgov.qld.gov.au/2016-working-queensland-survey-results

The 2017 Working for Queensland survey will be conducted from July to August 2017.

Leadership

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels. The Management Development Program was subject to a review to examine future leadership considerations and the processes used today and in the future.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. Enhanced leadership for women was delivered through the Women Leader Australia online program, Q-Balance and the Leadership Investment in Female Talent (LIFT) trial.

In recognition of the expectations that come with promotion from Senior Sergeant to Inspector, Management Studies in Policing 3 and the Leading with Influence program were delivered to Senior Sergeants across the State to enhance their ability to lead, influence, improve their strengths and identify areas for development, both personally and professionally.

Police Recruiting

An online application recruitment process was implemented on 1 July 2016. This coincided with the implementation of an online initial assessment of general cognitive ability. The introduction of online application and initial assessment provides greater accessibility for remote and regional applicants and minimises costs incurred by applicants. As a result, in the past 12 months, QPS Recruiting has received in excess of 14 000 applications, an increase of approximately 270% from the previous financial year. Concurrently, the Recruitment and Selection process has been streamlined. Applications are now finalised within an average of 84 days from the commencement of the selection process. Previously, an average application was processed in approximately 475 days.

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

Safety, Injury Management and Wellbeing Services

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

The Lost Time Injury Frequency Rate has had a slight increase to four work-related injuries per 100 officers compared to the 2015-16 rate of 3.57.

The QPS Injury Management Centre managed more than 4,200 injuries in 2016-17 with 62% being unrelated to work. Of the injury management cases closed in 2016-17, 99% resulted in a return to work

outcome. This high return to work rate has been achieved via a coordinated case management approach that involved police management, treating practitioners, and specialist injury management advisers, utilising early intervention treatment programs, allied health assessments and where required, a career transition program. The career transition program focusses on enabling workers to remain within the QPS, when they are unable to return to their original duties and there is an existing vacant position and a skills match.

The QPS continues to focus efforts on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the service. The number of police accessing free counselling services through external providers has increased from 348 to 502 this year which is a positive and pleasing trend. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2016-17 remains stable at 12.75%.

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

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

The Psychological Wellbeing Steering Committee comprising joint Union and QPS Executive members continued to meet quarterly in 2016-17 to identify and drive improvements to support the wellbeing of our employees. In 2016-17, the Steering Committee had significant input into the development of the future *Our People Matter Strategy*.

White Ribbon accreditation

The QPS is currently undertaking the White Ribbon Workplace Accreditation program. The program recognises workplaces that take active steps to prevent and respond to violence against women (VAW). The program supports workplaces that adopt organisational, cultural and attitudinal changes, and adapt practices and procedures so that they promote safe workplaces for women.

Key objectives of the accreditation program are to:
- Increase the knowledge and skills of staff and managers to address issues of violence against women in the workplace
- Enhance the capacity of workplaces to response to the issue of violence against women.
- Accredit workplaces that take active steps to stop violence against women.
- Change the attitudes and behaviours that allow violence against women to occur.

The QPS is working towards achieving White Ribbon Accreditation by meeting a set of criteria under the following Standards:
- Leadership and commitment
- Prevention of violence against women
- Response to violence against women

Along with the Service's goal of achieving White Ribbon Accreditation, a broader scope of work including the '*Not Now, Not Ever'* Report recommendations and other legislative changes that affect the QPS and its commitment to reducing and hopefully, eliminating domestic and family violence from our society, is currently underway.

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 detailing 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* in 2015-16. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence. An online learning product to improve employees' awareness of domestic and family violence issues was developed and released in November 2016. In addition, a change pathway framework and supporting toolkit for frontline leadership and middle management levels is being finalised for roll-out in mid-2017 to continue education and awareness around how we, as both individuals and as an organisation, can improve our responses and attitudes towards violence in the workplace.

Enterprise Bargaining Agreement

The *Queensland Police Service Certified Agreement 2016* was certified on 11 November 2016 and has an expiry date of 30 June 2019. Negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement will commence no earlier than 1 January 2019.

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

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

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2016-17.