Governance

Executive management

Board of Management profiles (as at 30 June 2020)

Katarina Carroll APM

Commissioner

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

The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.

The Commissioner is a Chairperson, Council Member and Board Member on numerous national boards, committees and professional organisations. She also performs the role of Patron and Ambassador for a number of police and community groups.

Tracy Linford APM

Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations

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

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

Deputy Commissioner Linford is a member of, and represents the QPS at, the Australia and New Zealand Society of Evidence Based Policing, Australian Centre to Counter Child Exploitation, Australian Transnational, Serious and Organised Crime Committee, National Crime Intelligence System Steering Committee and the Major Events Executive Committee. Deputy Commissioner Linford also represents the QPS on several intergovernmental and internal committees.

Steve Gollschewski APM

Deputy Commissioner, Southern Queensland

The Deputy Commissioner, Southern Queensland is responsible for supporting service delivery throughout Southern Queensland across the Brisbane, South Eastern and Southern police regions. The Deputy Commissioner provides leadership to Regional Assistant Commissioners of these regions to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.

Deputy Commissioner Gollschewski is the State Disaster Coordinator for Queensland. He is also undertaking the position of Overall Commander, Taskforce Sierra Linnet which is the QPS response to COVID-19. The Deputy Commissioner performs key governance roles within the QPS and is the Domestic and Family Violence Champion for the QPS and on the Queensland Domestic and Family Violence Prevention Council. Additionally, he is the QPS champion for Inclusion and Diversity.

Paul Taylor APM

Deputy Commissioner, Regional Queensland

The Deputy Commissioner, Regional Queensland is responsible for ensuring leadership to a dedicated team of over 4,000 employees, delivering professional and ethical policing whilst addressing contemporary and emerging local issues. Many of these issues are unique to the Northern and Central Regions, where distance and remoteness can provide considerable policing challenges.

Committed to upholding the values of the organisation, Deputy Commissioner Taylor promotes an inclusive workplace, fostering integrity, professionalism, community, respect and fairness – strengthening workforce capabilities to ensure that the ever-evolving needs of Regional Queensland are met.

Deputy Commissioner Taylor, a graduate of LinCT, has significant national experience in developing counter-terrorism capability. His command experience includes serving as Deputy Commander for the G20 Brisbane and Commander for both the G20 Finance Minister's Meeting and the Pacific Islands Forum. Deputy Commissioner Taylor currently serves as a Director on the Board of the QPCYWA.

Doug Smith APM

Deputy Commissioner, Strategy and Corporate Services

The Deputy Commissioner, Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to our community. The Strategy and Corporate Services portfolio has direct responsibility for Crime and Corruption Commission (Police Group), Ethical Standards Command, Organisational Capability Command, People Capability Command, Policy and Performance Division, Legal Division and Communications Culture and Engagement Division.

The Deputy Commissioner performs key governance roles on Boards and Committees including Boards of Management for both the QPS and Public Safety Business Agency, QPS Audit and Risk and chairs the Demand and Resource Committee. The Deputy Commissioner also chairs the Prevention Committee Meeting, State Honours and Awards Committee and the COVID-19 Public Safety and Security Functional Recovery Group and he is also the QPS representative on the National Police Memorial Coordination Committee. Deputy Commissioner Smith also represents the QPS on several state and national inter-governmental committees.

Jenny Walker

Independent external member

Jenny has held various positions on boards and committees of a number of community, non-profit and private organisations and companies, including Personalised Plates Queensland and Sisters of St Joseph Aged Care Services (Queensland). Jenny is also a Member of the Veterans' Review Board and is Chair of the QPS Audit and Risk Committee. She is also the Chair of the Strategic Governance Board, Advocacy Training and Development Program, a partnership between the Department of Veterans' Affairs, ex-service organisations and the Department of Defence to provide advocacy services to veterans.

Jenny has been the Chief Executive Officer of Legacy Australia, and United Synergies. She is Principal Consultant with Directors Australia and has had 40 years' organisational experience in public and private sector and not for profit organisations. She is a graduate of the Australian Institute of Company Directors and has tertiary qualifications in Business (Marketing, Human Resources and Government), Market Research and a background in land and engineering survey drafting and cartography. Her public sector experience includes Commonwealth, State and Local Government agencies. She has had over 25 years' management experience in line management and project management roles and has consulted widely to Queensland Government Departments

and agencies, being involved in numerous reviews and investigations. These include specific involvement in disaster management arrangements in Queensland.

She served for 16 years in the Australian Intelligence Corps of the Active Army Reserve. Major Walker received the Reserve Force Medal and the Australian Defence Medal.

Sandra Slater

Independent external member

As Chief Information Officer for the Department of Transport and Main Roads (TMR), Sandra leads a team of more than 400 staff and contractors. She is responsible for delivering a significant Information and Communication Technology (ICT) program to improve customer experience and deliver better digital business outcomes for the department.

Sandra has proudly dedicated her 30-year career to TMR, working predominantly in ICT roles. She has led the development of ICT strategies and solutions and led teams to deliver many large-scale business and ICT change projects. Sandra is an experienced ICT executive across all elements of ICT planning, delivery, operations and governance, maintaining strong engagements with customers, stakeholders, vendors and industry.

She is passionate about leading Information Technology Branch to become an agile organisation with a strong customer focus, delivering innovative ICT and digital solutions and driving outstanding performance in partnership with key TMR stakeholders and external vendors.

Having initially entered TMR as an engineer, Sandra is a proud champion of gender diversity in technical professions and regularly lends her time to mentoring programs and creating opportunities for women in the workplace. In 2018, Sandra was the recipient of Women in Technology's 2018 ICT Outstanding Achievement Award and is also a recent graduate of Australian Institute of Company Directors.

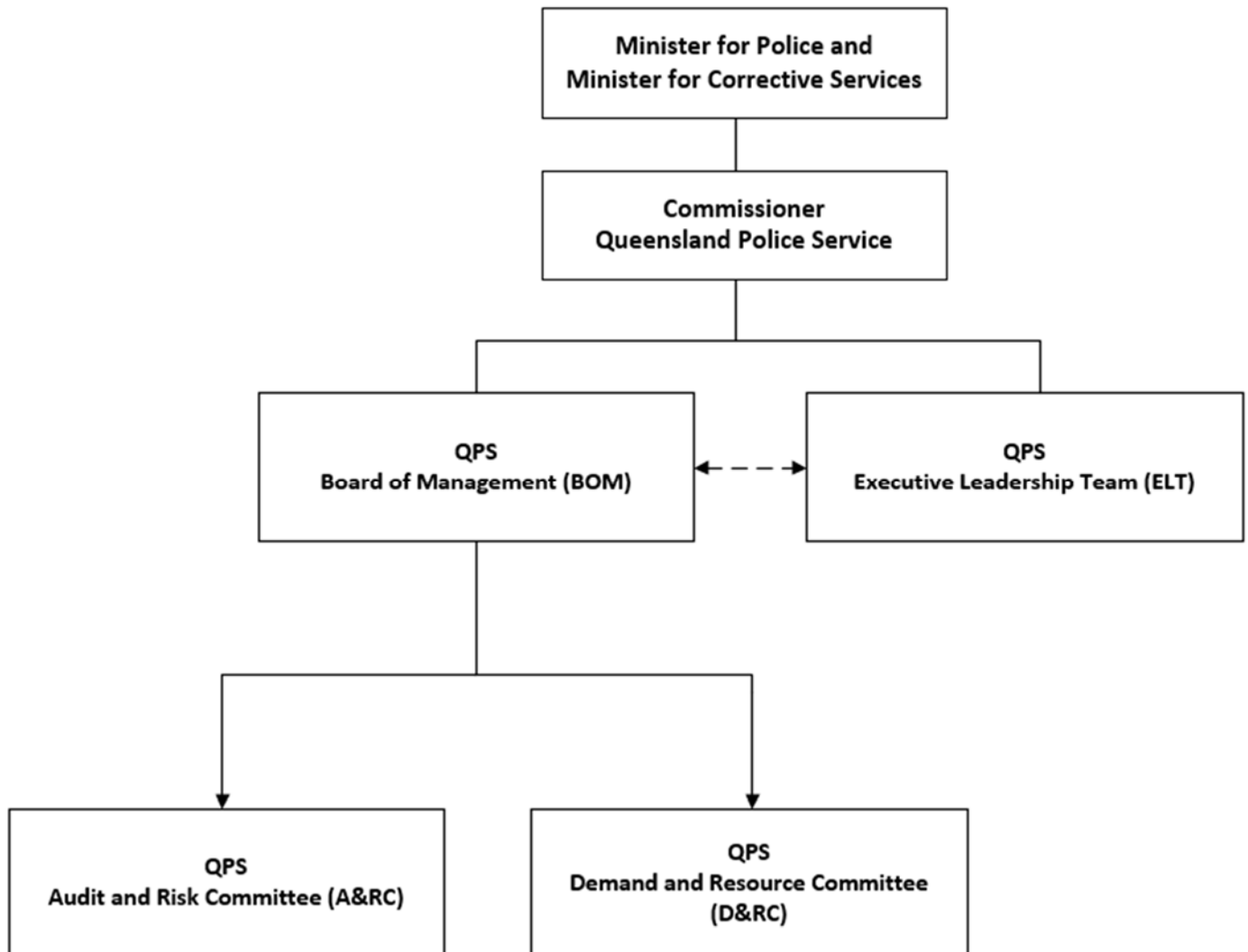## David Evans

Independent external member

Mr Evans is a management consultant with extensive banking and finance experience in the Asia-Pacific Region. He specialises in strategy and risk management as well as board governance and is an accredited facilitator for the Australian Institute of Company Directors. David is a graduate of the University of Queensland, University of Tasmania and National University of Singapore/Stanford University.

Mr Evans is a Fellow CPA Australia, Fellow Financial Services Institute of Australasia and Fellow of the Australian Institute of Company Directors. In 2003, he was awarded a Centenary Medal by the Australian Government for his services to the health industry through the National Heart Foundation.

Mr Evans holds directorships in the private, public and not for profit sectors in both Australia and overseas. He is also a Non-Executive Director and Deputy Chair of the Commonwealth owned Aboriginal Hostels Limited.

Boards and committees

The QPS Governance Framework (as at 30 June 2020) is as follows:

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┌─────────────────────────────────┐
│      Minister for Police and    │
│  Minister for Corrective Services│
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│          Commissioner           │
│     Queensland Police Service   │
└─────────────────────────────────┘
                 │
        ┌────────┴──────────┐
┌──────────────────┐    ┌──────────────────────────┐
│       QPS        │    │          QPS             │
│ Board of         │<──>│ Executive Leadership     │
│ Management (BOM) │    │ Team (ELT)               │
└──────────────────┘    └──────────────────────────┘
        │
   ┌────┴──────────────┐
┌──────────────────┐  ┌────────────────────────────┐
│      QPS         │  │          QPS               │
│ Audit and Risk   │  │ Demand and Resource        │
│ Committee (A&RC) │  │ Committee (D&RC)           │
└──────────────────┘  └────────────────────────────┘
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QPS Board of Management (BoM)

The BoM supports and advises the Commissioner on strategy, direction and setting the tone of the Service. The BoM supports the Commissioner as the sole decision-making authority pursuant to the *Police Service Administration Act 1990* and the *Financial Accountability Act* 2009.

The QPS BoM 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 BoM meets quarterly or as determined by the Chair. In 2019-20, the BoM met on five occasions and considered 17 matters out-of-session.

The independent external members collectively received $5,000 in remuneration. There were no other on costs.

Board Members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Steve Gollschewski, Southern Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialise Operations
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Doug Smith, Strategy and Corporate Services
- Jenny Walker (external member)
- Sandra Smith (external member)

Achievements

During 2019-20, the BoM approved a number of significant matters including the:
- QPS Strategic Plan 2019-23 and QPS Operational Plan 2019-20;
- 2019-20 budget allocations and adjustments during the financial year;
- QPS ICT Investment Program 2019-20;
- QPS 2019-20 Total Asset Management Plan;
- QPS 2019-20 Strategic Asset Management Plan;
- 2020 QPS Environmental Scan;
- updated Board handbook, Demand and Resource Committee Terms of Reference, Audit and Risk Committee Terms of Reference;
- 2020-21 Board and Committee Calendar and Annual Planner; and
- establishment management matters including the transition of the PSBA Armoury to the QPS.

The BoM had in depth strategic discussions on the following topics:
- mental health;
- QPS Healthy Minds and Wellbeing Strategy;
- QPS Review and Service Alignment Program; and
- performance measuring tools.

The BoM also overviewed and discussed strategic matters relating to financial reporting, human resources reporting, information, communication & technology reporting, performance and capability reporting, risk reporting and project reporting.

QPS Demand and Resource Committee (D&RC)

The Demand and Resource Committee supports the Commissioner and QPS BoM 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 2019-20, the committee met on ten occasions and considered 15 urgent matters out-of-session.

Committee Members

- Deputy Commissioner Steve Gollschewski, Southern Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialist Operations
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Doug Smith, Strategy and Corporate Services

Achievements

During 2019-20, the committee considered a number of significant matters including:

- establishment management matters including the creation and allocation of permanent positions and reclassification (upgrades) of positions across the service;
- overviewing and supporting initial 2019-20 budget allocations and budget reviews and determining adjustments for numerous organisational priorities;
- monitoring performance measures and service delivery standards;
- monitoring the QPS Program including considering exception reporting
- approving the formalisation of Vulnerable Persons Units in multiple districts;
- approving the strategic review of the Cairns accommodation requirements;
- approving the establishment of a permanent Project Booyah model;
- approving the permanent establishment of the Remotely Piloted Aircraft System Unit within POLAIR Queensland, Specialist Services Group, Operations Support Command as an organisational entity;
- approving the establishment of the Resource Allocation Committee and Service Alignment Program Board Terms of Reference;
- approving a checklist to assist in the development of operating cost estimates for capital works builds.

QPS Audit and Risk Committee (A&RC)

The QPS A&RC was established to assist the Commissioner and QPS BoM 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 2019*.

The committee assists the BoM 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 2019-20, the committee met on three occasions.

The two independent external members collectively received $6,960 in remuneration. There were no other on-costs.

Mr David Evans ceased his role an independent external member for the A&RC on 30 June 2020.

Committee Members

- Jenny Walker (External Member – Chair)
- David Evans (External Member)
- Deputy Commissioner Doug Smith, Strategy & Corporate Services
- Assistant Commissioner Cameron Harsley, Organisational Capability Command
- Assistant Commissioner Sharon Cowden, Ethical Standards Command

Achievements

During 2019-20, the committee provided strategic advice and support to the BoM by considering matters of risk management, internal control and compliance, financial compliance and audit reporting including:

- QPS Strategic Risk Report
- QPS Risk Appetite Statement
- Compliance and Inspections Program Findings
- Annual Financial Statements
- Cyber Security Risk Register

QPS Executive Leadership Team (ELT)

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

The ELT assists the Commissioner, the BoM 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. The ELT also met via Microsoft Teams on a regular basis due to COVID-19 implications.

During 2019-20, the ELT met on 10 occasions (in-person) including meetings at RNA Show Grounds (Brisbane Region), Gold Coast (South Eastern Region) and Emerald (Central Region).

The independent external members of the QPS BoM and A&RC attended one ELT meeting as guests in 2019-20. The independent external members collectively received $2,000 in remuneration. There were no other on-costs.

ELT Members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Stephen Gollschewski, Southern Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter-Terrorism and Specialist Operations
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Doug Smith, Strategy & Corporate Services
- Assistant Commissioner Maurice Carless, State Discipline
- Assistant Commissioner Shane Chelepy, Operations Support Command
- Assistant Commissioner Brian Codd, Brisbane Region
- Assistant Commissioner Mike Condon, Southern Region
- Assistant Commissioner Sharon Cowden, Ethical Standards Command
- Assistant Commissioner Peter Fleming, State Crime Command
- Assistant Commissioner Kevin Guteridge, Central Region
- Assistant Commissioner Cameron Harsley, Organisational Capability Command
- Assistant Commissioner Mike Keating, Road Policing Command
- Assistant Commissioner Ben Marcus, Community Contact Command
- Assistant Commissioner Charysse Pond, People Capability Command
- Assistant Commissioner Cheryl Scanlon, Security and Counter-Terrorism Command

- Assistant Commissioner Brett Schafferius, Northern Region

- Assistant Commissioner Brian Wilkins, South Eastern Region

- Michelle Tayler, Acting Executive Director, Communications, Culture and Engagement Division

- Paul Friedman, Acting Executive Director, Policy and Performance Division

- Carolyn Harrison, Executive Director, Legal Division

- Chief Superintendent Daryl Johnson, Crime and Corruption Commission – Police Group

Standing Invited Attendees

- Simon Kelly, Director, Media and Public Affairs Group

- Superintendent Marcus Hill, Commissioner's Office

Achievements

During 2019-20, the ELT considered significant matters including:

- COVID-19 – planning, challenges and opportunities, living with COVID-19
- QPS Review and Service Realignment Program (SAP)
- 2019-20 internal QPS budget matters
- capital works program build
- complaints reform project and human rights
- discipline system
- QPS Strategic Plan
- Working for Queensland survey results
- internal communications platform
- human resources and the safety and wellbeing of members
- leadership training
- Transfer Advisory Committee and promotion process
- QPS values and culture
- regional and district performance
- crime statistics and performance
- operational environments
- domestic and family violence process enhancement
- Criminal Justice System Reform Framework and development of demand model
- reduction of red tape
- crime prevention
- internal audit matters
- governance framework

Government bodies

- Commissioner for Police Service Reviews

- Controlled Operations Committee

- Public Interest Monitor

For further information about the Government Bodies refer to page 97 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 expected of all QPS employees.

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 2019-20, Ethical Standards Command (ESC) continued to promote, monitor and enforce ethical behaviour, discipline and professional practice through education, deterrence and systems improvements. ESC is the principal work unit for communication between QPS and oversight bodies such as the Crime and Corruption Commission.

Reported complaints are continually monitored and reviewed by the QPS to identify primary contributing factors and/or trends which may arise from complaint types and/or the complaint data more generally. All complaints are considered, actioned and investigated as required. In 2019-20, the QPS received 1,072 complaints by members of the public against officers on or off duty. This figure counts the number of distinct individuals who have either lodged a complaint or lodged a complaint on behalf of another person even if it relates to the same incident. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

The *Police Service Administration (Discipline Reform) and Other Legislation Amendment Bill 2019* (the legislation) passed through parliament on 17 October 2019 and received assent on 30 October 2019. To support the legislation, ESC developed (in consultation with key stakeholders) new complaint resolution guidelines, discipline policy and supporting forms. The legislation has introduced a broader and fairer range of sanctions which will be used in conjunction with professional development strategies to provide a holistic response to allegations of misconduct. Statutory timeframes to commence a disciplinary proceeding are now in effect for all complaint matters ensuring the process is more fair, timely and consistent across the Service.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2019-20, ESC performed 64 watchhouse inspections involved in the "Operation Protocol to the Convention against Torture" (OPCAT) and conducted compliance inspections of 15 stations and establishments. ESC also undertook quality assurance on all audits conducted independently by regions and commands.

Education and training

The Professional Standards Training Continuum provides an ethics and integrity-based approach to all members of the QPS. All employees are required to undertake compulsory online and face-to-

face training on the Queensland Public Service Code of Conduct, ethical decision making and the *Public Service Act 2008*. ESC also provides an Ethics and Ethical Decision-Making online learning product (OLP). While this OLP is not mandatory all employees are strongly encouraged to undertake this training within six months of commencing with the QPS.

The QPS also publishes deidentified disciplinary outcomes in the monthly QPS Bulletin to provide members with increased visibility and confidence in our internal discipline system. The intention is to proactively encourage organisational and individual behavioural change through heightened awareness of the issues that impact us all. The QPS relies on its high levels of integrity and is committed to maintaining a culture of the highest professional standards.

Risk management and accountability

Risk management

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

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

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 53). The Chief Risk Officer, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and support on risk management practices. International Standard ISO 31000:2018 Risk management – 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 (CCC) is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The Commission investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

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

Operation Impala – A report on misuse of confidential information in the Queensland public sector

Operation Impala was a Queensland CCC investigation authorised by virtue of sections 176 and 177(2)(c)(ii) of the *Crime and Corruption Act 2001* {Qld} to examine the practices of a representative group of Queensland Public Sector agencies regarding their management of confidential information.

During nine days of public hearings in November 2019, the CCC examined:

- factors which facilitate misuse of information within the Queensland public sector, by examination of the technical, people, and systems components of information management within identified agencies; including the QPS;
- features of the legislative, policy and operational environment within each agency that may enable corrupt conduct to occur or are vulnerable to corrupt conduct; and
- reforms to better prevent, detect and deal with corrupt conduct relating to misuse of information within the identified agencies, and lessons that can be extrapolated to the broader Queensland public sector.

In February 2020, the CCC published its report on Operation Impala and made 18 recommendations to assist Queensland Government agencies strengthen their individual practices as well as improve consistency across the wider public sector. Of the total 18 recommendations, 13 have applicability for the QPS. The QPS fully supports the recommendations and the importance of information privacy.

Several recommendations required the strengthening of internal policies and a broader range of prevention strategies to be considered and adopted. The QPS has commenced the implementation process and this is being coordinated by ESC.

Queensland Ombudsman

The Queensland Ombudsman investigates complaints about the actions and decisions of state government departments and agencies, local councils and public universities. Their role is to improve the quality of decision making and administrative practice in public organisations through identifying, investigating and publicly reporting serious systematic issues and making recommendations to improve decisions making practices.

Investigative reports prepared by the Queensland Ombudsman are available at https://www.ombudsman.qld.gov.au/improve-public-administration/reports-and-case-studies/investigative-reports.

The Forensic Disability Service report: An investigation into the detention of people at the Forensic Disability Service

In August 2019, the Ombudsman released their findings into an investigation relating to the treatment of people detained at the Forensic Disability Service (FDS) which is a medium security 10-bed facility at Wacol, in Brisbane. The FDS is for the involuntary detention of people found unfit for trial as a result on an intellectual or cognitive disability and require secure care. The facility is operated by the Department of Communities, Disability Services and Seniors (DCDSS) with oversight from the Director of Forensic Disability (the Director).

The report made 15 recommendations which were directed to DCDSS or the Director. One recommendation referred to the QPS and the manner in which police respond to an incident at the FDS. The QPS has a strong working relationship with the Wacol Forensic Disability Services facility and continues to work with the Office of the Director to improve policing responses to vulnerable persons at the facility.

Queensland Coroner

During 2019-20, four recommendations arising from four coronial inquests were directed to QPS. The Findings of Inquest and the Government's responses are available at www.courts.qld.gov.au/courts/coroners-court/findings.

Queensland Audit Office (QAO)

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.

Report to Parliament 8: Queensland state government entities: 2018-19 results of financial audits

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

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

The report refers to the QPS as meeting the statutory date and reporting requirements for certification of the 2018-19 financial statements and acknowledges that no adjustments were required.

Internal audit

The PSBA Internal Audit Unit 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 Inspector-General Emergency Management (IGEM), the PSBA and Queensland Fire and Emergency Services (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 2019*, an annual internal audit plan and three-year strategic audit plan sets the direction of the unit. A detailed audit planning and risk assessment process was completed in devising this plan. The *Public Safety Business Agency Annual Internal Audit Plan 2019–2020 and Strategic Internal Audit Plan 2020-23* was endorsed by the QPS Audit and Risk Committee and approved by the Chair of the PSBA Board of Management on 4 June 2019. The PSBA Internal Audit Unit reports regularly to the QPS Audit and Risk Committee which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's *Audit Committee Guidelines*.

Under its approved charter, the unit reviews compliance (effectiveness), performance (efficiency), financial management and information technology to identify areas of risk and to improve outcomes for the Service. The unit has systems in place to ensure the effective, efficient and economic operation of the audit function.

In 2019-20, the unit delivered the activities in the approved *Annual Internal Audit Plan 2019-2020* using in-house and soured delivery methods, including the engagement of Ernst and Young. All fieldwork was completed as at 30 June 2020. It is expected the final reports will be delivered by 30 September 2020.

Achievements specific to QPS for 2019-20 include:

- delivery of the approved annual internal audit plan with specific QPS audit coverage including:
  - an incident response risk assessment
  - a forensic computing review
  - the Vic Roads Information Protection Agreement
  - delivery of the Trusted Advisor Series of work.

- the following public safety agencies' corporate activities also had a direct impact on QPS operations:
  - system access controls
  - third party contract management
  - fraud and corruption
  - security awareness review
  - CFO assurance Statement
  - risk management framework assessment
  - ICT project governance, reporting and benefits realisation.

Information systems and recordkeeping

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

- providing advice relating to recordkeeping and training in use of the Objective electronic document and records management system (eDRMS) and ensured new users were made aware of, and understood, their broader recordkeeping responsibilities;
- restrictions imposed via the COVID-19 (remote) operating environment accelerated the shift towards more business units accessing content digitally and utilising electronic approval processes;
- working with QPS business units to identify opportunities to reduce duplication of records and minimise reliance on hardcopy documents. IMU provided detailed advice on scenarios and circumstances where digital signatures and electronic approval processes can be compliantly implemented, resulting in enhanced operational efficiency;
- the police recruitment process transitioning from hard copy paper to Objective eDRMS which resulted in 9,930 complex workflows being actioned to support this transition. The delivery timeframes and capacity of QPS personnel responsible for managing these records have not been impacted by COVID-19. Functions can be supported remotely via staff securely accessing electronic content managed in the eDRMS and other systems used to support the recruiting process.
- the eDRMS supported the creation of over 250,000 files associated with Weapons Licensing Branch functions and more than 22,000 administrative files for general use within QPS business units;
- PSBA supporting development of an Objective eDRMS workflow that underpins the Police Officer Confirmation of Appointment process. It is expected this new workflow will be deployed in 2020-21 and will become the primary mechanism for supporting management of records associated with the confirmation process;
- new procedures allowing hard copy receipts and invoices for corporate card transactions to be fully digitised which will significantly reduce off-site physical storage costs and overall time spent supporting the corporate card process.

A consultation draft of a revised QPS Retention & Disposal Schedule (R&DS) was submitted to Queensland State Archives (QSA) during the reporting period. A reformatted version of this document, provided by QSA following review, incorporates significant structural changes set to be progressively incorporated into whole-of-Government and agency specific schedules. Following QPS endorsement, a finalised version of the Schedule will be submitted to QSA for approval. Aligning the format of this document to the whole-of-Government standard will improve ease of use for end users and enable subsequent updates of the schedule to be made within shorter timeframes.

A small volume of Permanent Records was transferred to QSA in the reporting period.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 15,579.9 as at 30 June 2020. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

Between 1 July 2019 and 30 June 2020, the QPS permanent separation rate was 2.7% for police officers and 6.1% for permanent staff members (excluding temporary and casual employees).

The QPS has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are periodically reviewed 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 59 for more information).

Our People Matter Strategy

The QPS is committed to ensuring the safety and wellbeing of all employees, as well as their families. The Our People Matter Strategy which was launched in 2018 sets the direction for the QPS executive and workforce in creating working environments that improve support to police employees and their families.

The QPS continued to implement the strategy in partnership with the Queensland Police Union of Employees, the Queensland Police Commissioned Officers Union of Employees and the Together Union. Activities undertaken in 2019-20 that support the four priority areas (fair and positive workplaces, safer workplaces, healthy minds and healthy bodies) include:

- development of an OLP for psychological health and fitness that provides information and tools needed to help build and maintain personal wellbeing and that of our colleagues and families. This OLP has been made compulsory for all members up to the rank of Chief Superintendent and Executive Director;
- the launch of external mental health, wellbeing and support material, including support services, available on the external Our People Matter website and accessible by current and former QPS members and their families;
- commencement of a comprehensive review of our current injury management process which is expected to be finalised in September 2020.

These initiatives are intended to enhance awareness, connection and conversation; reduce stigma; ensure all employees and their families have access to support services and resources; and ensure the QPS has in place the best possible processes and systems for members who experience an injury or illness.

Supporting our workforce during COVID-19

The QPS played an instrumental role in the whole-of-Government COVID-19 pandemic response, led by Queensland Health, to keep Queenslanders safe.

Taskforce Sierra Linnet was established to lead the QPS response and operated with the following priorities:

- the maintenance of community safety and reassurance
- a sustained and supported workforce
- a connected and engaged response within QPS and across government.

For more information about Taskforce Sierra Linnet and the activation of the SDCC please refer to pages 22-23.

A representative of the Queensland Police Union of Employees was invited to join the taskforce to maintain open lines of communication and ensure adequate support was made available to the frontline. Other support made available to all members of the QPS during this time of uncertainty was communicated and made available via a dedicated SharePoint site and a specific Workplace page with FAQs and an Artificial Intelligence (AI) assistant, Cornelia, to help guide and direct members to access the required COVID-19 relevant information in a short timeframe.

Information created and provided to the workforce via the SharePoint site included:

- the correct fit, removal and disposal of PPE
- safe operating procedures for a variety of high-frequency policing activities
- health and safety alerts
- messaging around flexible working arrangements/alternative workplaces and COVID-19 pandemic employment conditions
- start, middle and end of shift cleaning and hygiene procedures for desks, vehicles, stations and establishments
- expanded external support, health and information services
- self-care in uncertain times
- managing others in uncertain times
- COVID-19 specific podcast focussing on the uncertainty and risks associated with policing at this time.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. To ensure the QPS remains focussed on inclusion and diversity, the QPS established the Inclusion and Diversity Restorative Engagement and Cultural Reform Program, known as Juniper. Three teams have been established within Juniper, including the Restorative Engagement Team, Investigations Team and Cultural Reform Team.

During the reporting period, Juniper:

- continued to support the 'Speak Safe' initiative which provides an independent, external therapeutic support option for current and former employees affected by workplace bullying, unlawful discrimination and sexual harassment
- continued to organise external mediation and conflict coaching courses to enhance existing non-investigative intervention capability across the QPS. The network of trained mediators and conflict coaches has more than tripled and will also provide preventative and reactive support to issues at the local level. This enhanced capability has been extended to Queensland Fire and Emergency Services
- continued to develop training, marketing and general information products to support cultural reform within the QPS and have conducted over 100 awareness presentations and workshops.
- commenced the START (Support, Triage, Advice, Referral and Targeted) Program, a targeted and structured intervention for workplaces experiencing issues that impede on optimal occupational functioning.

Working for Queensland

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

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS' strategic objective to Equip Our People for the Future.

During 2019-20, the QPS focussed on helping leaders engage with the WFQ results and develop people-focussed strategies to support members through changes associated with strategic programs and the COVID-19 response. To support these strategies, the QPS focussed on leadership development including change management and effective communication, ensuring a human centric approach was undertaken to improve how our people experienced work. We utilised our new internal communications platform to facilitate two-way communication across the state and increase transparency of information ensuring our leadership were active and visible to all ranks. We embraced new technology on the platform including live feeds and automated chatbot to keep our staff fully informed of changes emerging in our response to COVID-19.

In 2019, the Working for Queensland Strategic Objectives results were:

- Agency engagement   53%
- Organisational leadership   40%
- Innovation   48%

The full 2019 Working for Queensland survey results are available to view at https://www.forgov.qld.gov.au/working-queensland-survey.

The 2020 Working for Queensland survey will be conducted across Queensland Government agencies in September 2020.

Leadership and professional development opportunities

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels.

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

During the reporting period, the QPS offered a range of opportunities and pathways to accessing professional development to police and civilian employees including:

- Management Development Program (MDP) to develop leadership abilities of members from frontline to senior leadership.
- Senior Women's Collective
- various programs to develop the behaviours, skills and knowledge required for critical operational roles including the Detective Training Program, intelligence practice and intelligence operations course, child protection and investigation unit course and investigative interviewing.
- collaborations with partner organisations including the Australian Institute of Police Management, Australian Institute of Management and the University of Queensland to offer educational programs.
- the Leadership Centre which administers scholarship programs provided by RACQ, Suncorp, Public Sector Management Program through Queensland University of Technology, and the University of Southern Queensland

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 94 elected Health & Safety Representatives who provide representation for all workers within their group on health and safety matters. These committees and representatives are complemented by 294 Trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations.

The QPS continues to focus 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 increased from 676 in 2018-19 to 863 in 2019-20 which is a positive trend supporting QPS efforts to de-stigmatise mental health and encourage people to seek help. A further 129 public servants and recruits also accessed these external counselling services during the same period. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2019-20 remains relatively stable at 12%.

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.

The Psychological Assessment Unit (PAU) provides psychological assessment services to the QPS and undertakes psychological assessments for police recruits and specialist work units. It has expanded its scope to implement and review members self-psychological screening services through the Psych Health Screen (PHS) platform. PHS, an early-intervention and referral service, was approved for implementation across the Service in April 2020. The PHS process comprises an internet-based mental health screen followed by an interview with an Occupational Psychologist. In 2019-20, 1,245 members completed the new initiative (8% utilisation rate) with 285 members referred for further support.

For the same period, PAU conducted 1,547 psychological assessments of persons applying to become police recruits and a further 495 assessments were conducted on persons applying for identified 'high risk roles' in the QPS.

PAU has developed and released six episodes of the Not Your Therapist podcast for members and their families in 2019-20 and conducted workshops regarding personality and mental health as part of leadership development and specialist training courses.

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.

In 2019-20, a dedicated project team was formed to further define and develop the QPS Wellbeing Strategy with the purpose of increasing awareness, reducing stigma and fostering a supportive culture where mental health and wellbeing is an organisational priority. This has resulted in the formation of a Wellbeing Steering Committee to replace the previous Psychological Wellbeing Steering Committee, comprising joint Union and QPS Executive and broader workforce representation to guide the implementation of sub-programs of work. These include progressing the establishment of an external 'Self Refer' anonymous counselling service, commencing reviews of injury management and the peer support officer program, progressing the mental health training framework and delivering digital wellbeing solutions to the workforce.

Internal confidential support services

The QPS has various internal confidential support services available for its members which include Senior Psychologists/Senior Social Workers, Peer Support Officers and Chaplains.

These services are available free of charge to all QPS members including sworn officers and civilians. QPS members are able to seek these services for work and/or personal issues.

Senior Psychologists/Senior Social Works, formerly known as Human Services Officers, enhance employee wellbeing and reduce the risk of psychological harm in the workplace.

Peer Support Officers are sworn and unsworn members of the QPS who volunteer their time to assist and support colleagues experiencing personal and/or work-related difficulties.

QPS Chaplains provide a 'safe place' for all current and former QPS members and their immediate families to seek support for either personal or workplace matters. Police Chaplains regularly visit police establishments, offering face-to-face support for any issues that may be impacting QPS employees.

Enterprise Bargaining Agreement

The QPS negotiated with the Together Union, Queensland Police Union of Employees and Queensland Police Commissioned Officers Union to establish updated certified agreements for all relevant sworn and unsworn staff during 2019-20, which delivered the Government's core commitments in accordance with the wages policy.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2019-20.