

Governance

Executive Management profiles

The QPS Board of Management is comprised of the following members (as at 30 June 2021):

<p>Katarina Carroll APM</p> <p>Commissioner</p> <p>The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS.</p> <p>The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.</p> <p>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.</p> <p>Significantly, the Commissioner is a representative on the Australian Criminal Intelligence Commission, Australia New Zealand Policing Advisory Agency and Australian Institute of Police Management Boards.</p>
<p>Tracy Linford APM</p> <p>Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations</p> <p>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.</p> <p>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.</p> <p>Deputy Commissioner Linford is a member of, and represents the QPS at Domestic and Family Violence Prevention Council, Women's Safety and Justice Taskforce, Australian Centre to Counter Child Exploitation, Australian Transnational, Serious and Organised Crime Committee, National Criminal Intelligence System Steering Committee and the Major Events Executive Committee. Deputy Commissioner Linford also represents the QPS on several intergovernmental and internal committees.</p>
<p>Steve Gollschewski APM</p> <p>Deputy Commissioner, Southern Queensland</p> <p>The Deputy Commissioner, Southern Queensland is responsible for supporting service delivery throughout the Southern Queensland portfolio across the Brisbane, North Coast, South Eastern and Southern police regions, as well as People Capability Command and Communications, Culture and Engagement Division. The Deputy Commissioner provides leadership to the Assistant Commissioners and Executive Director of the portfolio to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.</p> <p>Deputy Commissioner Gollschewski is the State Disaster Coordinator for Queensland. He is also undertaking the position of Overall Commander, Taskforce Sierra Linnnet which is the QPS response to COVID-19. The Deputy Commissioner performs key governance roles within the</p>

QPS including the QPS Board of Management and Executive Leadership Team and is the QPS champion for Inclusion and Diversity.

Paul Taylor APM

Deputy Commissioner, Regional Queensland

Deputy Commissioner Paul Taylor was appointed to the role of Deputy Commissioner, Regional Queensland (Townsville) in early 2020, following QPS transition to a four Deputy Commissioner model. The Deputy Commissioner Regional Queensland portfolio oversees operations associated with the Road Policing and Regional Support Command, Northern Region and Central Region.

The portfolio will soon expand to encompass the newly formed Far Northern Region, bringing workforce totals in Regional Queensland to more than 5,000 employees. The Regional Queensland portfolio encompasses a broad cross section of policing environments including rural and remote communities, industry and mining, agriculture and tourism. The portfolio also includes the delivery of policing services attributed to custody, policelink, communications and road policing.

With more than 40 years policing experience in Queensland, Deputy Commissioner Paul Taylor has made significant contributions to the QPS as an Executive Officer since 2007, through both regional stewardship and as a member of the Executive Leadership Team (ELT). Deputy Commissioner Taylor is a graduate of LinCT and has significant national experience in developing counter terrorism capability. His command experience includes service as Deputy Commander for the G20 Brisbane and Commander for both the G20 Finance Minister's Meeting and the Pacific Islands Forum. For more than 5 years, Deputy Commissioner Taylor has been committed to the establishment of international partnerships involving the Solomon Islands and Papua New Guinea, resulting in being awarded the prestigious Queen's Diamond Jubilee by the Commissioner, Royal Papua New Guinea Constabulary. He has also been the recipient of the Australian Police Medal in 2001 for his extensive, high level experience in aligning culture, finance and resources to delivery safe and secure communities.

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 the Queensland 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 PSBA, QPS Audit and Risk and chairs the Assets Committee. The Deputy Commissioner also chairs the Prevention Together Committee Meeting, Our People Matter Strategy Steering Committee, State Honours and Awards Committee 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 intergovernmental committees.

Jenny Walker

External Member

Jenny's working life of more than 45 years includes experience in public, private and not-for-profit organisations. Her public sector experience includes Commonwealth, State and Local Government agencies where she had 25 years' experience in line management and project management roles. While a salaried public sector employee, Jenny also served in the Army Reserve for 16 years in the Intelligence Corps. In her not-for-profit executive career, Jenny was the CEO of Legacy Australia Inc.

Since 1996 she has worked mainly as a management consultant helping public and private organisations in strategic and operational planning, performance review and change management, organisational reviews, corporate performance improvement, business planning, marketing, human resource strategy and management, and team development. These days her specialty is board and governance advisory.

Jenny has served on several public sector and not for profit boards and committees and is currently the Chair of the Audit and Risk Management Committee and member of the Board of Management for the Queensland Police Service. She is an Independent Director of Australian War Widows (Qld), Chair of the Service Personnel Anglican Help Society operating St George's Defence Holiday Suites and is also a Services Member on the Veterans' Review Board.

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.

Sandra Slater

External member

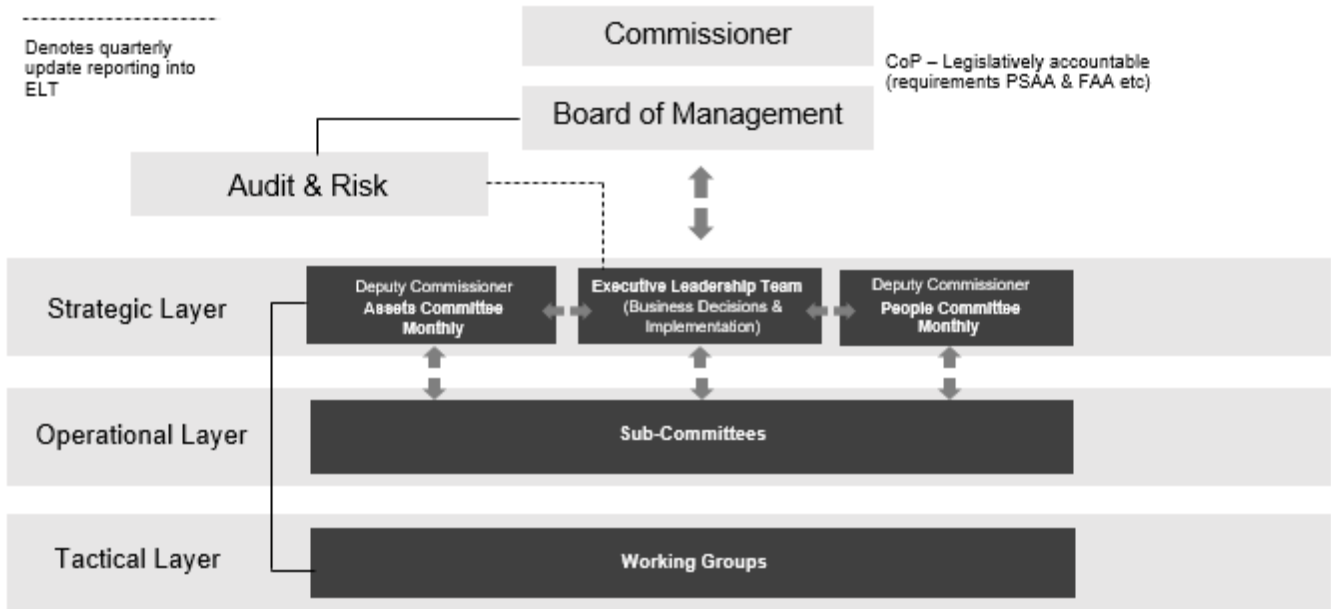
As Chief Information Officer for the Department of Transport and Main Roads (TMR), Sandra leads a team of more than 400 staff and contractors. She is responsible for delivering a significant Information and Communication Technology (ICT) program to improve customer experience and deliver better digital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

Sandra started her career as an engineer and 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 in 2019 was admitted as a graduate of the Australian Institute of Company Directors.

Boards and committees

The QPS Governance Framework (as at 30 June 2021) is as follows:



QPS Board of Management (BoM)
<p>The BoM 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 <i>Police Service Administration Act 1990</i> and the <i>Financial Accountability Act 2009</i>.</p> <p>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.</p> <p>The Board meets every second month or as determined by the Chair. In 2020-21, the Board met on six occasions and considered 26 matters out-of-session.</p> <p>The independent external members collectively received \$6,600 in remuneration in 2020-21. There were no other on costs.</p>
<p>Board members</p> <ul style="list-style-type: none">• Commissioner Katarina Carroll (Chair)• Deputy Commissioner Stephan Gollschewski (Southern Queensland)• Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)• Deputy Commissioner Doug Smith (Strategy and Corporate Services)• Deputy Commissioner Paul Taylor (Regional Queensland)• Jenny Walker (independent member)• Sandra Slater (independent member)
<p>Achievements</p> <p>During 2020-21, the BoM approved a number of significant matters including:</p> <ul style="list-style-type: none">• Budget allocations and adjustments for 2020-21• 2021 QPS Environmental Scan• QPS Risk Management Framework 2020• The QPS Wellbeing Strategy• QPS Capability Framework• New strategic governance arrangements for the QPS• Operations of the Service Alignment Program• QPS Strategic Governance arrangements• Public Safety Agency integration into the QPS• Integrity and Performance Group Inspection Plan and Internal Audit Charter for 2020-21. <p>The Board had in depth strategic discussions on the following topics:</p> <ul style="list-style-type: none">• QPS COVID-19 Response• Service Alignment Program• Prevention• Youth Justice• Service Delivery Redesign Project• Domestic and Family Violence. <p>The Board 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.</p>

QPS Demand and Resource Committee (D&RC)
<p>The D&RC 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 and resource management.</p> <p>The Chair of the Committee is rotated among the Deputy Commissioners on an annual basis.</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>During 2020-21, the committee met on three occasions and considered four urgent matters out-of-session.</p> <p>The QPS D&RC was dissolved following an in-depth review of QPS's governance arrangements. The final meeting of the D&RC was held on 28 September 2020.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Doug Smith (Strategy and Corporate Services) (Chair)• Deputy Commissioner Stephan Gollschewski (Southern Queensland)• Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)• Deputy Commissioner Paul Taylor (Regional Queensland)
<p>Achievements</p> <p>For the period 1 July to 28 September 2020, the D&RC considered a number of matters including:</p> <ul style="list-style-type: none">• Overseeing and supporting initial 2020-21 budget allocations and budget reviews• Monitoring performance measures and Service Delivery Standards• Approving the 2020-21 QPS Total Assets Management Plan• Monitoring the QPS Program including exception reporting.

QPS Assets Committee
<p>The Assets Committee aligns the prioritisation of the Services' assets and project portfolio with the QPS Strategic Plan, government priorities and QPS demand modelling needs. The Committee monitors and approves QPS prioritisation, planning and management of QPS strategic asset and project portfolios within the Service; delivers appropriate advice on planning, product delivery, stakeholder engagement and prioritisation activities across the QPS asset and project portfolios; endorses business strategy and capability across the Service to meet current and future QPS strategic asset portfolio demand and resource needs; and ensures value through financial prioritisation and planning, and ongoing benefits realisation</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>The Assets Committee held its first meeting on 30 October 2020. The committee met on 11 occasions and considered five urgent matters out-of-session in 2020-21.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Doug Smith (Strategy and Corporate Services) (Chair)• Chief Superintendent Darryl Johnson (Crime and Corruption Commission)• Assistant Commissioner Cameron Harsley (Organisational Capability Command)
<p>Achievements</p> <p>Since its establishment on 30 October 2020 to 30 June 2021, the Committee considered:</p> <ul style="list-style-type: none">• the QPS Program including exception reporting• Assets Committee Terms of Reference• operational equipment reporting and forward planning• fleet reporting and forward planning.

QPS People Committee
<p>The People Committee aligns the prioritisation of the Services' people with the QPS Strategic Plan, government priorities and QPS demand modelling needs. The Committee builds a positive organisational governance culture that reflects the values of the QPS, addresses significant emerging people, culture and safety issues and trends, endorses strategies for improving workforce capacity and capability across the service to meet current and future service demand and address resource constraints, and ensures value through prioritisation and planning of QPS resource allocations.</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>The People Committee held its first meeting on 23 November 2020. The committee met on seven occasions and considered two urgent matters out-of-session in 2020-21.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations) (Chair)• Assistant Commissioner Charysse Pond (People Capability Command)• Assistant Commissioner Kevin Guteridge (Central Region)
<p>Achievements</p> <p>Since its establishment on 23 November 2020 to 30 June 2021, the Committee considered:</p> <ul style="list-style-type: none">• People Committee Terms of Reference• QPS Strategic Workforce Plan• leave management policy• changes to the QPS organisational structure• growth allocation• leadership competencies• workplace support and cultural reform.

QPS Audit and Risk Committee (A&RC)
<p>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 <i>Police Service Administration Act 1990</i>, the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2019</i>.</p> <p>The A&RC delivers independent oversight and assistance to the Commissioner and BoM on:</p> <ul style="list-style-type: none">• risk management policy/framework• internal control and compliance plans and framework• financial compliance• the internal and external audit functions. <p>The committee meets quarterly or as determined by the Chair. During 2020-21, the committee met on four occasions.</p> <p>The two independent external members collectively received \$8,220 in remuneration. There were no other on-costs.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Jenny Walker (independent member) (Chair)• Deputy Commissioner Doug Smith (Strategy and Corporate Services)• A/Assistant Commissioner Matthew Vanderbyl (Organisational Capability Command)• A/Assistant Commissioner Virginia Nelson (Ethical Standards Command)• Glenn Poole (independent member)
<p>Achievements</p> <p>During 2020-21, the A&RC provided strategic advice and support to the QPS BoM by considering matters of risk management, internal control and compliance, financial compliance, and auditing and reporting, including:</p> <ul style="list-style-type: none">• QPS strategic risk reporting• COVID-19 risks• QPS Risk Management Framework• QPS Risk Appetite Statement• Integrity and Performance Group Inspections Plan and Internal Audit Function Charter as well as regular updates on the compliance and inspection program findings• Fraud and Corruption Plan and Policy• Queensland Audit Office audit plan for QPS and review of audits undertaken• Reviewing strategic risks and opportunities• Cyber Security• 2019-20 Financial Statements.

QPS Executive Leadership Team (ELT)

The Commissioner has established the Executive Leadership Team (ELT) to be a decision-making body, as part of the strategic level governance framework.

The role of the ELT includes:

- Strategic oversight – administering the strategic direction of the Board of Management (BoM) and discharging the responsibilities of the Commissioner. Understanding the QPS's operating environment, identifying strategic issues and steering the organisation towards achievement of strategic goals and objectives.
- Corporate leadership – guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of the QPS's governance framework.
- Portfolio assessment – setting priorities in alignment with strategic goals and objectives, approval of strategically aligned activities such as legislative and strategic policy reform, financial management, risk appreciation and oversight of significant operational matters that impact the organisation.
- Portfolio review – analysing business activity and optimising the focus of QPS investment by regular oversight of approved activities as listed above.
- Portfolio appreciation – reviewing, understanding and adopting actions reflective of audit and risk updates and financial management overviews provided to the ELT.

The ELT meets via video conference weekly 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 restrictions.

During 2020-21, the ELT met on 12 occasions (in-person) including meetings at Rockhampton and Cairns.

The independent Chair of the QPS Audit and Risk Committee attended one ELT meeting as a guest in 2020-21. The member received \$660 in remuneration. There were no other on-costs.

ELT members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Stephan Gollschewski (Southern Queensland)
- Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)
- Deputy Commissioner Doug Smith (Strategy & Corporate Services)
- Deputy Commissioner Paul Taylor (Regional Queensland)
- Louise Barrett, Executive Director (Commissioners Strategic Group)
- Assistant Commissioner Maurice Carless (State Discipline)
- Assistant Commissioner Shane Chelepy (Operations Support Command)
- Assistant Commissioner Brian Codd (Domestic, Family Violence and Vulnerable Persons Command)
- Assistant Commissioner Mike Condon (Southern Region)
- Assistant Commissioner Brian Connors (North Coast Region – transition)
- Paul Friedman, A/Executive Director (Policy and Performance Division)
- Assistant Commissioner Kevin Guteridge (Central Region)
- Carolyn Harrison, Executive Director (Legal Division)
- Assistant Commissioner Cameron Harsley (Organisational Capability Command)

- Assistant Commissioner Kath Innes (Crime and Intelligence Command)
- Chief Superintendent Daryl Johnson (Crime and Corruption Commission)
- Assistant Commissioner Ben Marcus (Road Policing and Regional Support Command)
- A/Assistant Commissioner Virginia Nelson (Ethical Standards Command)
- Assistant Commissioner Debbie Platz (Security and Counter-Terrorism Command)
- Assistant Commissioner Charysse Pond (People Capability Command)
- Assistant Commissioner Cheryl Scanlon (Youth Justice Taskforce)
- Assistant Commissioner Brett Schafferius (Far Northern Region – transition)
- Assistant Commissioner Brian Swan (Brisbane Region)
- Michelle Tayler, Executive Director (Communications, Culture and Engagement Division)
- Assistant Commissioner Mark Wheeler (Northern Region)
- Assistant Commissioner Brian Wilkins (South Eastern Region)

Associate Attendees

- Simon Kelly, Director (Media and Public Affairs Group)
- Superintendent Marcus Hill (Commissioners Office)

Achievements

During 2020-21, the ELT considered a number of significant matters, including:

- QPS Governance Framework
- Youth Justice
- Crime statistics
- QPS's response to COVID-19
- Information access and misuse
- HR analytics
- Service Alignment Program
- Working for Queensland survey results
- Domestic and family violence
- Inclusion and diversity action plan
- Enhancing QPS's cultural capability
- Road safety.

Government Bodies

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

For further information about the Government Bodies refer to page 96 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 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 2020-21, 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 2020-21, the QPS received 1,103 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.

On 12 May 2021, QPS launched the Police Integrity and Professional Standards (PIPS) Information Technology (IT) solution. PIPS has streamlined the reporting accountabilities associated with operating in a contemporary workforce discipline system. PIPS provide a single integrated IT solution across many business areas working in ESC, Discipline Support Unit, Office of State Discipline and Professional Practice Managers working across the Service.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of police facilities including their functions and duties. During 2020-21, ESC performed 13 issue-based and 17 compliance inspections of police facilities across the state. The recommendations from these inspections are reported back to the relevant region or command for implementation. ESC also analysed the compliance inspections conducted independently by regions and commands to determine key compliance issues and trends across the state. The outcomes of the inspections are reported to the Executive Leadership Team and the QPS Audit and Risk Committee.

Risk management and accountability

Risk management

The Commissioner and Senior Executive are committed to the management of internal and external risks which may influence strategic objectives. The QPS has implemented an Enterprise Risk Management approach, adopting the principles and processes outlined in International Standard ISO 31000:2018 Risk Management – Guidelines. This approach integrates risk assessment into the management processes of the organisation.

Risk management planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges. The QPS produces a yearly Risk Appetite Statement which outlines the key risk categories and the QPS approach to those risks. The statement articulates the opportunity/risk taking appetite position of the QPS and is integrated into individual Enterprise Risk Registers statewide. An annual Strategic Risk Report is also generated to provide an overview of the main risks and challenges faced by the QPS.

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 49). The Chief Risk Officer and Strategic Risk Group promote best practice, identify whole-of-state risk issues, scan for emerging risk and provide advice and support on risk management practices.

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:

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 www.qao.qld.gov.au/reports-resources/parliament.

The QPS remains committed to identifying opportunities for efficiencies in all areas of service delivery.

Report 8: 2020-21 – Regulating Firearms

QPS Weapons Licensing assesses weapon licence and firearm ownership suitability and compliance in accordance with the *Weapons Act 1990*. In November 2020, the QAO conducted a performance audit to assess how the QPS regulated the acquisition, possession, use and disposal of registered firearms between 2015 and 2019.

The QAO directed 13 recommendations to the QPS under three categories:

1. Deciding who can access firearms
2. Monitoring firearms licence holders
3. Regulating dealers and firearm movements

The QPS accepted all 13 recommendations. In response to QAO's report, the QPS established an oversight and advisory committee to coordinate implementation of the report recommendations. The

QPS provided a preliminary response to the recommendations which can be found in the Appendix of QAO's report.

Report 1: 2020-21 – Family support and child protection system

The QAO conducted an audit to assess how effectively Queensland public sector entities work together for the safety and wellbeing of Queensland children. Six public sector entities were audited, including QPS, to determine whether:

- Queensland's family support and child protection system is managed to ensure efficient and effective coordination across agencies; and
- Queensland government agencies share responsibility for the continuous improvement of the family support and child protection system.

The report made nine recommendations, of which one (recommendation 4) was directed to the QPS as a supporting agency with Department of Children, Youth Justice and Multicultural Affairs as the lead agency. As at 30 June 2021, recommendation 4 was in progress.

A preliminary progress update for recommendation 4 can be found in the Appendix of QAO's report.

Crime and Corruption Commission (CCC)

The CCC is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The 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 www.ccc.qld.gov.au/research-and-publications.

Investigation Arista – A report concerning an investigation into the Queensland Police Service's 50/50 gender equality recruitment strategy

The CCC investigated QPS's recruitment practices implemented from December 2015 to October 2018 to achieve the 50% female recruitment target set by the then Commissioner in November 2015.

The investigation revealed the QPS engaged in discriminatory recruitment practices to achieve the 50% female recruitment target.

The CCC made 28 recommendations, which were accepted. As at 30 June 2021, the QPS has implemented six recommendations. The QPS continues work to implement the remaining recommendations.

Queensland Coroner

During 2020-21, seven recommendations arising from four coronial inquests were directed to the QPS as either a lead or supporting agency. The Findings of Inquest and the Government's response are available at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

On 6 November 2020, the PSBA BoM approved the transition of the PSBA Internal Audit Unit in its entirety to the QPS with a portfolio service delivery model to remain for internal audit services which came into effect on 30 November 2020.

Internal Audit continues to provide 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) and Queensland Fire and Emergency Services (QFES). The Head of Internal Audit, QPS is also the nominated Head of Internal Audit for the 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 Annual Internal Audit Plan 2020-21 and Strategic Internal Audit Plan 2021-24 was endorsed by the QPS Audit and Risk Committee and approved by the Chair of the PSBA Board of Management on 4 September 2020. The 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 2020-21, the unit delivered the activities in the approved Annual Internal Audit Plan 2020-2020 using in-house and sourced delivery methods including the engagement of Deloitte. All fieldwork was completed as at 30 June 2020. It is expected the final reports will be delivered by 30 September 2021.

Achievements specific to QPS for 2020-21 include:

- delivery of the approved annual internal audit plan with specific QPS audit coverage including:
 - payroll
 - fraud management post-COVID-19
 - security themed review focusing on culture
 - security themed review focusing on declarable associations
 - a command review focusing on the Protective Services Group
 - the Vic Roads Information Protection Agreement
 - grey fleet.
- Public Safety Agency (PSA) wide review of cyber security. Other PSA reviews of payroll and fraud management post COVID-19 were tailored after the announcement of the PSBA transition.
- unprogrammed reviews including:
 - the Integrity and Performance Group's compliance activities
 - corporate card usage
 - operational shift allowance compliance
 - Intelligence Tasking Analysis System governance review.

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 including:

- providing advice on recordkeeping and training in use of the Objective electronic document and records management system (eDRMS), ensuring new users were made aware of, and understood, their broader recordkeeping responsibilities
- supporting QPS business units in accessing content digitally and utilising system features such as electronic approval processes
- IMU providing detailed advice on scenarios and circumstances where digital signatures can be implemented resulting in enhanced operational efficiency
- working with QPS business units to identify opportunities to reduce reliance on hardcopy documents and transition to fully electronic processes
- the ability of the eDRMS to support key business functions remotely was demonstrated during a short-term COVID-19 lock-down in April 2021 with minimal disruption to workflow
- deploying the Objective based eDRMS workflow that underpins the Police Officer Confirmation of Appointment process which is now the primary mechanism for supporting the management of records associated with the confirmation process
- supporting QPS People Capability Command with configuring a revised version of the Recruiting Workflow to reflect the updated recruiting process that utilises an external HR firm to conduct preliminary competency & suitability assessment testing that precedes applicants formal engagement with QPS Recruiting
- supporting the creation of over 224,000 files associated with Weapons Licensing functions and more than 20,400 administrative files for general use within QPS business units
- finalising the structure of the revised QPS Retention & Disposal Schedule. A draft of the completed schedule will be submitted for approval to Queensland State Archives for final review in 2021-22.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 15,620.91* as at 30 June 2021. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

**MOHRI FTE data for fortnight ending 18 June 2021.*

Between 1 July 2020 and 30 June 2021, the QPS permanent separation rate was 2.6% for police officers and 6.8% 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

The QPS is in its third year of delivering the Our People Matter Strategy which is dedicated to the health, safety and wellbeing of QPS employees and their families. The Strategy represents a collaborative approach between the QPS and the relevant employee unions to build healthy workplaces and creating an organisation-wide culture of engagement, empowerment and participation at all levels.

Our People Matter Committees have been established in every police region, division and command to develop and deliver initiatives that support the Strategy. The leadership of these committees has recently been refreshed to allow all members at any level, sworn and unsworn, to be considered for the role of Principal Workplace Champion (PWC).

Key achievements include:

- the Our People Matter Speaking Series tour which addressed the four pillars of the strategy. The event was streamed on QPS Workplace to allow all members across the Service to access to event.
- embedding and promoting QPS's values of Integrity, Professionalism, Community, Respect and Fairness
- dedicated team to provide current and former members with the confidence and confidentiality to report issues of unlawful discrimination, sexual harassment and predatory behaviour
- targeted intervention and support for teams experiencing poor workplace culture
- developing and implementing the QPS Inclusion and Diversity Plan for Action.

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 revitalised the Inclusion and Diversity Restorative Engagement and Cultural Reform Program, transitioning from Juniper to the Workplace Assessment and Support Team (WAST) and the Cultural Transformation Team (CTT).

During the reporting period, WAST and CTT:

- developed an internal cultural reform program that specifically addresses issues in the workplace based on the Working for Queensland Survey, face-to-face interviews and a

multifunctional leadership survey. The reform program was deliberately designed to be bespoke, allowing for workshops to be tailored to directly address areas of opportunity;

- assisted over 24 individual work units with cultural reform programs;
- continued to provide support to current serving and past members by strengthening procedures for members to be afforded an exemption for reporting under the defined sections of the *Anti-Discrimination Act 1991*;
- developed the QPS Inclusion and Diversity Plan 2021/2025 with 'sub-plans' developed in conjunction with the QPS advocacy networks to support the strategy;
- procurement of the SBS Inclusion Program – a training program designed to meet the needs of large organisations adopted by over 450 organisations including federal and state entities. Several modules will be converted into compulsory online learning products (OLP) for QPS employees in 2021-22.

Working for Queensland

The Working for Queensland (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 explores our people's perceptions of their workplace climate in key areas.

Results from the WFQ survey drive workplace changes across the Service and help the QPS measure how the Service is progressing towards the QPS's strategic objective to build a connected, engaged and job-ready workforce with the health, wellbeing and safety of our people a priority.

During 2020-21, the QPS focussed on helping leaders engage with the WFQ results and developing 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. The Service utilised the 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 staff fully informed of changes emerging in our response to COVID-19.

In 2020, the Working for Queensland Strategic Objectives results were:

- Agency engagement 55%
- Organisational leadership 46%
- Innovation 50%

The full 2020 Working for Queensland survey results are available to view at www.forgov.qld.gov.au/working-queensland-survey.

The 2021 Working for Queensland survey will be conducted across Queensland Government agencies in September 2021.

Wellbeing Strategy

The Wellbeing Strategy, which complements the Our People Matter Strategy, was launched on 28 April 2021 and recognises the importance of focussing on leadership, culture, wellbeing services, employee lifecycle initiatives and mental health training in an integrated and strengths-based approach. Activities undertaken in 2020-21 that support and inform the Strategy include:

- the inaugural Wellbeing Survey was conducted between April and May 2021
- development of a compulsory 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

- launched the 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
- a comprehensive review of the QPS injury management system was completed in November 2020. An implementation team has been established to prioritise and action the recommendations from the review report.
- progressing the establishment of an external 'Self Refer' anonymous counselling service
- commencing the mental health training framework and delivering digital wellbeing solutions
- updating QPS policy and training for Psychological First Aid as a response to critical incidents and potentially traumatic events.

These initiatives collectively 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 the best possible processes and systems in place for members who experience an injury or illness.

QPS LGBTI+ Support Network

The QPS LGBTI+ Support Network promotes Lesbian, Gay, Bisexual, Transgender, Intersex+ pride within the QPS. The network provides a dedicated support framework to its Service members statewide.

Each region, division and command has a dedicated LGBTI+ representative who provides support, resources, tools and assistance to their members.

Key achievements during the reporting period for the QPS LGBTI+ Support Network include:

- endorsing the QPS embossed rainbow flag, authorised to be flown on LGBTI+ days of significance
- specific QPS LGBTI+ patch that can be worn on operational police uniforms
- approved modifications to the LGBTI+ lanyard to support inclusivity
- developing the LGBTI+ advocacy group sub-plan to support the QPS Inclusion and Diversity Strategy.

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 31 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are also 96 elected Health and 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 Health and Safety Team has played a significant role in the COVID-19 response, providing advice and support to QPS members as a member of the COVID Command.

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% which averages at 900 client contacts per month.

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing strategic advice, short term interventions, manager coaching and referral to external services for a wide 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 involves an internet-based mental health screen and provides an opportunity for members to have a follow-up interview with an Occupational Psychologist. During 2020-21, 1,153 members completed this initiative with 374 members referred for further support.

For the same period, the PAU conducted 1,545 psychological assessments of persons applying to become police recruits and a further 535 selection assessments were conducted on persons applying for identified 'high risk roles' in the QPS. The PAU has also conducted workshops regarding personality and mental health as part of leadership development and specialist training courses.

Internal confidential support services

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

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

Senior Psychologists/Senior Social Workers, formerly known as Human Services Officers, enhance employee wellbeing through provision of organisational psychological services to 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.

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 staff members including:

- 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.
- various training courses for staff members to develop corporate skills and knowledge for professional development opportunities and to compete for higher-level positions in QPS and across government
- 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.

Central Panels Unit

In January 2021, the QPS established a Central Panels Unit (CPU) to manage the selection processes for Sergeant and Senior Sergeant positions across the Service. The CPU is comprised of sworn officers and staff members and provides greater consistency for merit-based selection processes.

Enterprise Bargaining Agreements

The QPS negotiated amendments with the Queensland Police Union of Employees and Queensland Police Commissioned Officers Union to amend the certified agreements for all relevant police officers and staff members during 2020-21, which delivered the Government's 12-month deferral of public sector wage increases.

Significant progress was also made in respect to a number of reviews provided for in the relevant certified agreements. This included:

- completion of stages 1 and 2 of the Administrative Officer Review which resulted in the upgrade of AO2 positions to the AO3 classification.
- establishment of a working party to review the placement of officers supported by the Transfer Advisory Committee (TAC)
- establishment of a working party to review potential rural and remote attraction and retention provisions.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2020-21.