

Governance

Executive Management profiles

The QPS Board of Management is comprised of the following members (as at 30 June 2022):

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.

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.

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 Crime and Intelligence Command, Security and Counter-Terrorism Command, Ethical Standards Command, Domestic Family Violence and Vulnerable Persons Command and the Crime and Corruption Commission (Police Group).

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. She is also a member of the Australian Centre to Counter Child Exploitation (ACCCE), Transnational, Serious and Organised Crime Committee (TSOC) and National Criminal Intelligence System Steering Committee.

Deputy Commissioner Linford is a member of, and represents the QPS at Domestic and Family Violence Prevention Council and Women's Safety and Justice Taskforce. 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 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.

Deputy Commissioner Gollschewski is the State Disaster Coordinator for Queensland responsible for coordinating overall Government response to ongoing weather related emergencies. He is presently leading the QPS reform through the Service Delivery Program and Service Delivery Redesign Project which are delivering improved organisational and operational business models across the agency that will improve community safety and organisational effectiveness. The

Deputy Commissioner performs key governance roles within the QPS including the QPS Board of Management, Demand and Capability Committee 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, Operations Support Command, Far Northern Region, Northern Region and Central Region, representing a total workforce of 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 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 6 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.

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 Policy and Performance Division, Organisational Capability Command, Finance Division, Frontline and Digital Division, Human Resources Division, Safety, Wellbeing and Central Panels Division and Internal Audit.

The Deputy Commissioner performs key governance roles on Boards and Committees including QPS Board of Management, QPS Audit, Risk and Compliance Committee, Executive Leadership Team, and the Demand and Capability Committee. The Deputy Commissioner also chairs the Our People Matter Strategy Steering Committee, State Honours and Awards Committee and is 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.

Glenn Poole

External Member

Glenn is a professional and successful senior executive and Board member, with over thirty years' experience in strategic leadership, governance and management across both the public and not-for-profit sectors.

With experience on the boards of several commercially focussed organisations and a network of key business executives, Glenn is able to make a strategic contribution to entities in many industry sectors.

Apart from the extensive experience through the Board appointments detailed in this profile, he was the Chief Executive Officer of the Queensland Audit Office (QAO) and Queensland's Auditor-General from 2004 to 2011. QAO had an annual budget of \$45m and 250 professional and support staff and was responsible for the external audits of all entities within the Queensland public sector. Glenn was a senior executive in the Queensland Treasury Department for over fifteen years.

Glenn is currently providing strategic advice in the public and not-for-profit sectors through his roles on Audit Committees and as an Executive in Residence at the Australian Centre for Philanthropy and Non-profit Studies at the Queensland University of Technology (QUT) Business School.

He also provided strategic advice in the review of the Western Australian Audit Office undertaken in 2016 for the Joint Standing Committee on Audit of the Parliament of Western Australia.

Glenn holds a Bachelor of Economics degree from James Cook University, a Graduate Diploma in Business Administration from QUT and the following memberships/affiliations:

- Fellow, Australian Institute of Company Directors
- Fellow, CPA Australia
- Fellow, Chartered Accountants Australia and New Zealand

Glenn received the award of Doctor of the University from QUT in 2011.

Geoff Waite

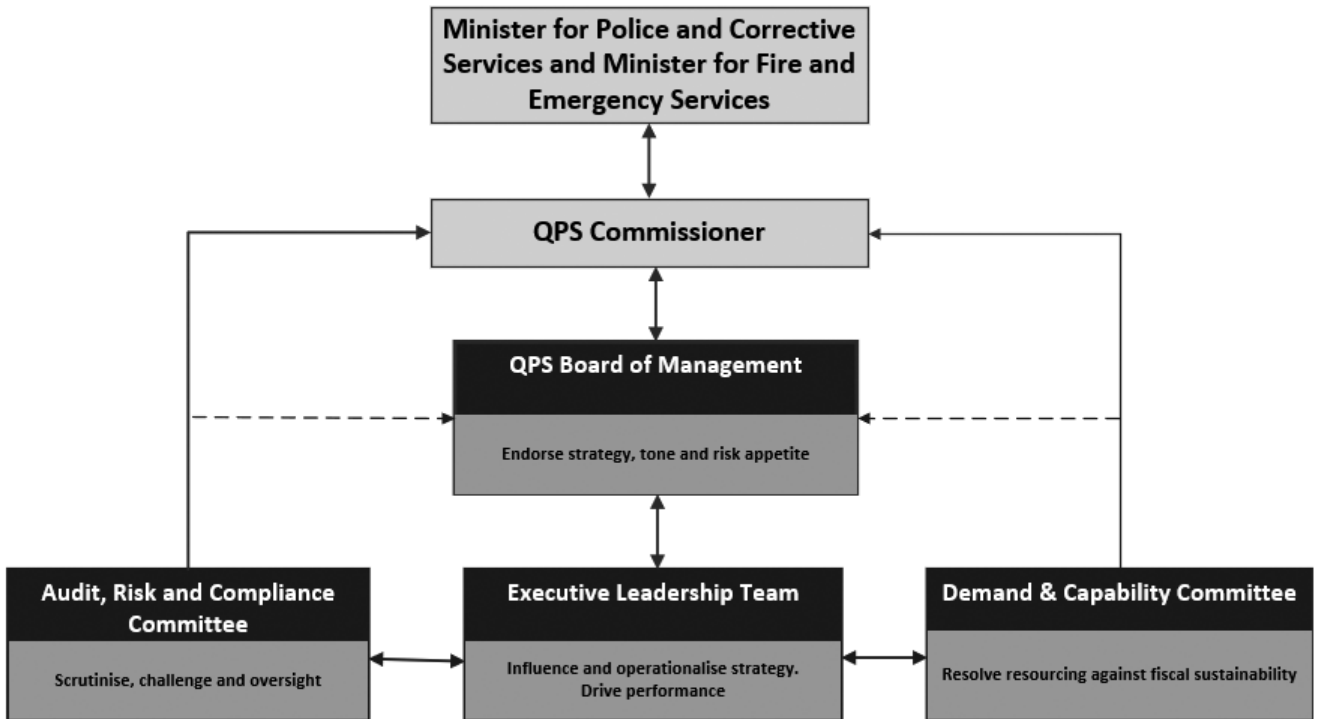
External Member

Geoff joined Queensland Treasury in 1984 and enjoyed a long career as a senior executive in Treasury, retiring in 2021 from his role as Head of Corporate. During that time, he worked in State Budget roles, as Director of Finance, Assistant Under Treasurer and Head of the Office of Government Owned Corporations. In the middle of this Treasury experience, he left for a number of years and worked in his own business providing management consulting services.

Geoff has a keen interest in risk management and in encouraging sound organisational and financial management. He has a Bachelor of Arts from the University of Queensland, a Bachelor of Business from QUT, is a Fellow of the Australian Institute of Management and a Graduate of the Australian Institute of Company Directors.

Boards and committees

The QPS Governance Framework (as at 30 June 2022) is as follows:



QPS Board of Management (BoM)
<p>The purpose of the BoM is to endorse strategy, tone, and risk appetite for the Service.</p> <p>The role of the BoM is to support and provide expert advice and endorsement to the Commissioner in making key decisions that deliver strategic or Service-wide impact. In doing so, the BoM advises on and oversees performance against strategic and organisational priorities.</p> <p>The BoM meetings are chaired by the QPS Commissioner.</p> <p>The BoM meets every second month or as determined by the Chair. In 2021-22, the BoM met on five occasions and considered 24 matters out-of-session.</p> <p>The independent external members collectively received \$9,030 in remuneration in 2021-22.</p>
<p>BoM members</p> <ul style="list-style-type: none"> • Commissioner Katarina Carroll (Chair) • Deputy Commissioner Doug Smith, Strategy and Corporate Services • Deputy Commissioner Paul Taylor, Regional Queensland • Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialist Operations • Deputy Commissioner Stephan Gollschewski, Southern Queensland • External Member – Jenny Walker • External Member – Sandra Slater
<p>Achievements</p> <p>During 2021-22, the BoM overviewed and discussed strategic matters relating to financial reporting, human resources reporting, information, communication & technology reporting, performance reporting and risk reporting. The BoM considered a number of significant matters including:</p> <ul style="list-style-type: none"> • QPS Strategic Plan 2022-2026 and Operational Plan 2022-2023 • Forward Capital Works Program 2022-23, Strategic Asset Management Plan • Budget Strategy including budget development assumptions, parameters and plan • ICT Investment Program 2021-22 • Strategic workforce plan, recruitment campaign • <i>QPS Domestic and Family Violence Strategy 2021-23</i> and domestic and family violence matters • Service Delivery Program • QPS's response to COVID-19 • QPS Suicide Management Framework • Natural Hazards and Disaster Resilience Research Institute Program, disaster management preparedness • Working for Queensland Survey • Strategic Governance Manual including Charters • Crime Prevention • Performance Reporting • Wellbeing Strategy, health safety and wellbeing matters • Internal Audit Charter and Plans, Inspections Teams Internal Audit Function Charter and Plan • Risk Appetite Statement, and audit, risk and compliance • Media relations and external communications.

QPS Demand and Capability Committee (DCC)

The Demand and Capability Committee's purpose is to resolve resourcing against fiscal sustainability. The role of the DCC is to:

- control the organisational prioritisation of resources in a fiscally sustainable manner
- direct and endorse strategies, plans, assessments and reviews to address resource capability planning and delivery and monitor performance to ensure benefits realisation
- lead and ensure continual application of the committee's responsibilities, including by requiring appropriate reporting
- identify and resolve any relevant emerging issues and trends relevant to its role.

The committee meets monthly or as determined by the Chair.

The committee was established in September 2021 and held its inaugural meeting on 6 September 2021. The DCC met on seven occasions and considered five matters out-of-session in 2021-22.

Committee members

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

Achievements

In 2021-22, the DCC overviewed matters relating to finance performance, human resources, ICT, assets, procurement and projects. The DCC considered significant matters including:

- machinery of government transfers
- organisational structure regarding aviation capability
- flexible work arrangements
- police growth allocations and integrated workforce strategy
- approved strength growth plan
- performance reporting
- Client Management System
- capability framework
- capital works program
- leave management
- QPS Research Committee
- crime statistics
- funding requests for initiatives including QPS Self Refer Program
- safety and wellbeing data
- ICT Strategy
- Automatic Number Plate Recognition capability
- 2022-23 Budget Strategy
- financial sustainability
- subcommittee charters and reporting for Workforce Allocation Subcommittee, Service Delivery Subcommittee and ICT Subcommittee

QPS Audit, Risk and Compliance Committee (ARCC)
<p>The purpose of the ARCC is to scrutinise, challenge and oversee the Commissioners legislated management responsibilities.</p> <p>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 role of the ARCC is independent oversight for, and assurance to, the Commissioner and BoM relevant to:</p> <ul style="list-style-type: none"> (i) risk management, performance, policy settings and framework (ii) internal control and compliance environment (iii) financial performance, planning, compliance and integrity (iv) the internal and external audit functions. <p>The committee meets quarterly or as determined by the Chair. During 2021-22, the committee met on four occasions. The three independent external members collectively received \$13,759 in remuneration.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • External Member – Jenny Walker (Chair) • External Member – Glenn Poole • External Member – Geoff Waite • Deputy Commissioner Doug Smith, Strategy and Corporate Services • A/Assistant Commissioner, Matthew Vanderbyl Organisational Capability Command (note; this position was also significantly filled by Assistant Commissioner Cameron Harsley during the financial year) • Assistant Commissioner Cheryl Scanlon, Ethical Standards Command (note; this position was also significantly filled by A/Assistant Commissioner Virginia Nelson during the financial year)
<p>Achievements</p> <p>During 2021-22, the ARCC 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. The ARCC considered the significant matters including:</p> <ul style="list-style-type: none"> • ARCC Charter and ARCC Workplan • QPS Strategic Risk Register and Risk Appetite Statement • cyber security reports • health safety and injury management report • strategic risks and opportunities for the 2022-23 Strategic Plan • Compliance and Inspections Program findings and ESC Annual Inspections Plan • fraud and corruption reporting, plan and policy, fraud and losses reporting • Annual Financial Statements, financial accounting and compliance and Chief Financial Officer Statement of Assurance • Annual Internal Audit Plan 2022-23, Strategic Internal Audit Plan 2023-26 and Internal Audit Charter • open internal audit recommendations • security themed review – declarable associations • QAO Reports

QPS Executive Leadership Team (ELT)

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

The purpose of the ELT is to influence and operationalise strategy and to drive performance.

The role of the ELT is to:

- influence strategic and operational planning development
- oversee the development of strategies and frameworks that support the Service which are not subject to another strategic governance committee
- oversee and guide Service-wide activities to improve policing operations, responses and capabilities
- operationalise strategies with a coordinated approach and steer the organisation towards achievement of strategic goals and objectives
- identify and address strategic operational issues and risks collectively
- oversee and guide organisational change management for matters of strategic importance
- drive performance with a focus of benefits realisation.

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

During 2021-22, the ELT met on 11 occasions (in-person) including meetings at the Oxley Academy, Wacol Complex and Hervey Bay.

ELT members

The following were ELT members as at 30 June 2022, noting there were periods of time during the financial period that these positions were filled by another member:

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Doug Smith, Strategy and Corporate Services
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialist Operations
- Deputy Commissioner Stephan Gollschewski, Southern Queensland
- 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 Brian Connors, North Coast Region
- Assistant Commissioner Kevin Guteridge, Central Region
- Assistant Commissioner Cameron Harsley, Brisbane Region
- Assistant Commissioner Kath Innes, Crime and Intelligence Command
- Assistant Commissioner Ben Marcus, Road Policing and Regional Support Command
- Assistant Commissioner Debbie Platz, Security and Counter Terrorism Command
- Assistant Commissioner Charysse Pond, Southern Region
- Assistant Commissioner Cheryl Scanlon, Ethical Standards Command
- Assistant Commissioner Brett Schafferius, Far Northern Region

- Assistant Commissioner Brian Swan, South Eastern Region
- Assistant Commissioner Mark Wheeler, Northern Region
- Assistant Commissioner Chris Jory, Commission of Inquiry into QPS responses to domestic and family violence
- Executive Director Cameron Allen, Frontline and Digital Division
- Executive Director Louise Barrett, Safety, Wellbeing and Central Panels Division
- Executive Director Wayne Brummer, Finance Services Division
- Executive Director Paul Friedman, Policy and Performance Division
- Executive Director Carolyn Harrison, Legal Division
- Chief Superintendent Roger Lowe, Crime and Corruption Commission:
- A/Assistant Commissioner Matthew Vanderbyl, Organisational Capability Command
- A/Assistant Commissioner Mark Kelly, People Capability Command
- A/Executive Director Debbie Patterson, Human Resources Division
- A/Executive Director Kerry Johnson, Communications, Culture and Engagement Division

Standing Attendees

- A/Superintendent Alisa LaPila, Chief of Staff, Commissioners Office
- Director Simon Kelly, Media and Public Affairs, Communications, Culture and Engagement
- Senior officers on a rotational basis as determined by the Commissioner

Achievements

During 2021-22, the ELT considered a number of significant matters, including:

- Cybercrime Strategy 2021-22
- youth justice
- Women's Safety and Justice Taskforce and QPS response and strategy for Domestic and Family Violence
- road safety
- Safe Night Precincts
- QPS COVID-19 response
- prevention and disruption
- Red Tape Reduction Committee initiatives
- education, training and recruitment, and QPS lateral transfers and promotions
- Performance Management Framework, Leadership Capability Program
- safety and wellbeing, QPS Suicide Management Framework
- Working for Queensland Survey Results
- performance, crime statistics and complaints reporting, Client Management System
- capability framework
- Workforce Planning and Workforce Allocation Subcommittee
- Service Delivery Program
- QPS 2022-2026 Strategic Plan, 2022-23 Operational Plan and Environmental Scan
- 2022-23 Capital Works Program, 2032 Brisbane Olympic Games.

QPS Assets Committee (now disestablished)
<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 met monthly or as determined by the Chair. The committee met on three occasions in 2021-22 before it was disestablished on 11 August 2021.</p>
<p>Committee members</p> <p>The following were the Committee members prior to disestablishment:</p> <ul style="list-style-type: none"> • Deputy Commissioner Doug Smith, Strategy and Corporate Services • A/Assistant Commissioner Matthew Vanderbyl, Organisational Capability Command • Chief Superintendent Daryl Johnson, Crime and Corruption Commission
<p>Achievements</p> <p>In 2021-22, prior to its disestablishment, the Committee considered matters including:</p> <ul style="list-style-type: none"> • proposed staffing model and vehicle allocation for Pimpama Station • increase of QPS Fleet – Torres Straight Island Police Liaison Officers • QPS ICT Investment Program 2021-22.

QPS People Committee (now disestablished)
<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 met monthly or as determined by the Chair. The committee met on one occasion in 2021-22 before it was disestablished on 22 July 2021.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Deputy Commissioner Tracy Linford, Crime Counter- Terrorism and Specialist Operations • Assistant Commissioner Charysse Pond, People Capability Command • Assistant Commissioner Kevin Guteridge, Central Region
<p>Achievements</p> <p>In 2021-22, prior to its disestablishment, the Committee considered matters including:</p> <ul style="list-style-type: none"> • staff member full-time equivalent • police growth allocations • training report • organisational structure change regarding Service Alignment Program.

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 Integrity Framework and Standard of Professional Practice supplement the Queensland Government values and the Code of Conduct for the Queensland Public Service and outlines the standards of conduct and professional practice expected of all QPS employees.

Members of the QPS operate under the Service's Integrity Framework that promotes the principles of Values, Leadership and Accountability which underpin integrity and ethics in the QPS. The framework seeks to ensure the integrity of the organisation is maintained through four key actions that apply to all levels of the organisation. These actions are: Know what is expected, Educate and guide others, Ensure we do the right thing, and Protect our standards. 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.

Ethical Standards Command's (ESC) purpose is to protect the high standards of integrity and professionalism necessary to maintain the trust and support of our community. In 2021-22, ESC continued to promote, monitor and enforce ethical behaviour, integrity and professional practice through education, deterrence and systems improvements. ESC continued to be the conduit 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 2021-22, the QPS received 1,218 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.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of police facilities including their functions and duties. During 2021-22 ESC undertook a review of the inspections process to validate the appropriateness of existing compliance processes. ESC is currently implementing a number of business improvements to underpin a compliance culture across the QPS. 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 ELT and the QPS ARCC.

Risk management and accountability

Risk management

The Commissioner and senior executives are committed to the management of internal and external risks which may influence strategic objectives. Risk management is integral to management functions and is a requirement of all Queensland Government departments, including the QPS under section 61 the *Financial Accountability Act 2009*. The QPS has implemented an Enterprise Risk Management Framework, adopting the principles and processes outlined in Australian Standard ISO 31000:2018 Risk Management – Guidelines. This approach integrates risk assessment into the management processes of the organisation and supports compliance with legislative requirements and Queensland Government guidelines.

Risk management supports the QPS Strategic Plan and Operational Plan, aligning the achievement of organisational objectives to strategic risks and the organisation's appetite for risk. The QPS maintains a risk appetite statement and summary within the Enterprise Risk Management Framework. The statement and summary are intended to provide clarity and set the tone around acceptable and unacceptable risks to the organisation, and support decision making around enterprise risk management at all levels. A quarterly Strategic Risk Report is also generated to provide an overview of strategic risks impacting the achievement of QPS objectives. The Board of Management establishes the mandate and commitment set by the QPS executives that underpins the risk management framework. The Audit, Risk and Compliance Committee is responsible for reviewing the adequacy and application of the QPS risk management framework.

Responsibilities for risk management are generally maintained through Executive Leadership Team portfolios across operational and strategic levels of the organisation. The Strategic Risk and Business Continuity capability promote best practice, scan for emerging risk trends 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 4: 2021-22 – 2021 status of Auditor-General's recommendations

The QAO makes recommendations to state and local government entities to support better delivery of public services and make a difference to the lives of Queenslanders. The QAO prepared a report on the entities' self-assessed progress in implementing the performance audit recommendations from the 2015-16, 2016-17 and 2017-18 reports to Parliament.

The report examined 50 entities, 447 individual recommendations and 32 reports to Parliament. The QPS was responsible for 31 recommendations from six reports, of which 29 are fully implemented and one was partially implemented, and one was no longer applicable

Queensland Coroner

During 2021-22, 20 recommendations arising from eight 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.

Women's Safety Justice Taskforce

The Women's Safety and Justice Taskforce (the taskforce), chaired by the Honourable Margaret McMurdo AC, was established in March 2021 to examine coercive control and review the need for a specific offence of domestic violence and the experience of women across the criminal justice system. The first report from the taskforce was released in December 2021 and made 89 recommendations that seek to further reform the justice and domestic and family violence specialist service systems to ensure they keep victims safe and hold perpetrators to account.

In response to recommendation 41 the QPS has commenced work to ensure legal staff participate in regular domestic and family violence training and also consider longer term solutions to ensure legal staff undertake regular tailored domestic and family violence training to support the knowledge and understanding of domestic and family violence and its impact on relevant law.

The Queensland Government has accepted all 89 recommendations. The QPS will continue to work with government agencies to implement the recommendations.

Independent Commission of Inquiry into QPS responses to domestic and family violence

On 10 May 2022, the Queensland Government announced an independent Commission of Inquiry into QPS responses to domestic and family violence as recommended by the Women's Safety Justice Taskforce report '*Hear her voice*'.

The Commission is examining Queensland policing responses to domestic and family violence, and to ensure full public confidence in the ability of QPS officers to protect victims and hold perpetrators to account.

Commission of inquiry relating to the Crime and Corruption Commission

The Commission of Inquiry relating to the Crime and Corruption Commission (CCC) commenced on 7 February 2022. The Honourable Gerald Edward (Tony) Fitzgerald AC QC was appointed Chairperson and the Honourable Alan Wilson QC was appointed Commissioner for the Commission of Inquiry. Under the Terms of Reference the Commission of Inquiry is required to inquire into, report and make recommendations with respect to the following matters relating to the CCC:

- the adequacy and appropriateness of the structure of the CCC in relation to use of seconded police officers
- the adequacy and appropriateness of legislation, procedures, practices and processes relating to the charging and prosecution of criminal offences for serious crime and corruption in the context of CCC investigations
- the adequacy and appropriateness of section 49 of the *Crime and Corruption Act 2001*.

The Report of the Commission of Inquiry is due to be handed down by 9 August 2022.

Commission of Inquiry into Forensic DNA Testing in Queensland

On 6 June 2022, the Queensland Government announced an independent Commission of Inquiry into Forensic DNA Testing in Queensland, conducted by former President of the Court of Appeal, retired judge Mr Walter Sofronoff QC.

The Commission is being established to ensure transparency, identify opportunities for improvement and ensure public confidence in the collection, testing and analysis of DNA in Queensland, and in the criminal justice system more broadly. The Report of the Commission of Inquiry is due to be handed down by 13 December 2022.

The Independent Review of Deaths in Custody, Deaths in Police Operations and DV Related Homicides with Prior Police Involvement

On 22 January 2021, in making his findings with respect to the Inquest into the death of Cindy Leigh Miller, State Coroner Terry Ryan recommended the Government consider commissioning an independent review of the current arrangements for the investigation of police-related deaths on behalf of the coroner and the oversight of those investigations. The Government engaged Professor Lorraine Mazerolle as the Chief Investigator with Professor Elena Marchetti, Professor Janet Ransley and Mr Lincoln Crowley QC (prior to this judicial appointment) as Co-Chief Investigators.

The review was completed and provided to Government in July 2022.

Internal audit

The QPS Internal Audit Unit operates under a portfolio service delivery model providing internal audit services to QPS, Office of the Inspector-General Emergency Management (IGEM) and Queensland Fire and Emergency Services (QFES). It is expected QFES will stand up its own Internal Audit Function in 2022-23.

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, IGEM and QFES. The Head of Internal Audit for 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 2021-22 and Strategic Internal Audit Plan 2022-25 was endorsed by the QPS Audit, Risk and Compliance Committee and approved by the Commissioner on 13 July 2021. The Internal Audit Unit reports regularly to the QPS Audit, Risk and Compliance 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 2021-22, the unit delivered the activities in the approved Annual Internal Audit Plan 2021-2022 using in-house and sourced delivery methods including the engagement of Deloitte. Whilst fieldwork was completed for the majority of audits as at 30 June 2022, two reviews will be carried over to 2022-23 due to the timing or nature of the work. It is expected all final reports will be delivered by 31 October 2022.

Achievements specific to QPS for 2021-22 include:

- delivery of the approved annual internal audit plan with specific QPS audit coverage including:
 - Business Continuity Management – Lessons Identified
 - Victorian Government Department of Transport – Information Protection Agreement
 - Security Themed Review – Information Access
 - ICT Vendor Management
 - IT General Controls
 - PMO Structure Review
 - Prosecutions Outcomes Review.
- Public Safety Agencies wide reviews for 2021-22 include:
 - Enterprise Architecture
 - Core Controls.
- unprogrammed reviews undertaken including those carried forward to 2022-23 due to the timing or nature of the work include:
 - Safety Wellbeing and Central Panels Governance Review
 - Collaborative Payroll Review (carried forward)
 - Transfer Costs (carried forward)
 - ISMA Review (carried forward).

Information systems and recordkeeping

Following the formal disestablishment of Public Safety Business Agency, the QPS Information Management Unit (IMU) operates and manages Information and Recordkeeping systems to support a number of specific recordkeeping functions in QPS, QFES, IGEM, Queensland Ambulance Service and Queensland Shared Services. This unit also provides strategic recordkeeping advice to QPS and QFES.

The QPS IMU records management team, provided advice and assistance to QPS during the reporting period resulting in improved efficiencies including:

- providing training to QPS Strategy and Corporate Services staff to facilitate the capture and management of records relating to 'executive decision making' via use of the Objective electronic Document Records Management System (eDRMS) to meet the organisations legislative obligations and broader recordkeeping responsibilities working with QPS business units to identify opportunities to reduce reliance on hardcopy documents and transition to fully electronic processes, delivering business efficiencies
- completion of 441 support jobs during the reporting period, (submitted via 'BOSS' tasking software), to provide administrative and system support in use of the Objective eDRMS
- commencing a body of work to optimise use of catalogue fields in the Objective eDRMS that will enable electronic filing processes, utilised by Right to Information Subpoena team, to be streamlined. Once implemented, this change will deliver operational efficiencies with respect to use and access of information required to support functioning of this work unit
- updating of recordkeeping resources provided to regionally based Education and Training Support staff, including provision of access to offsite storage services, to deliver efficiencies in how this function is supported, enabling these staff to operate in a more autonomous capacity
- commencing of a project to upgrade the Objective eDRMS, which will deliver numerous efficiencies, including access to a simplified web browser interface, enabling all key functionalities to be securely accessed across a wide range of devices by end-users
- supporting the creation of 922,541 electronic documents and 210,274 files associated with Weapons Licensing functions, and over 20,000 administrative files for general use
- submission of a fully revised QPS Retention and Disposal Schedule to QPS Organisational Capability Command for review and approval. The structure of the new document is aligned to the whole of government General Retention and Disposal Schedule which will enable both resources to be utilised interchangeably when required. A key benefit of these changes is that future updates to the Schedule will require significantly reduced lead time and minimal structural changes. It is expected that the schedule will be endorsed internally, and formally approved for use by the State Archivist during the next reporting period
- no known breaches of information security with respect to records managed within the Objective eDRMS during the reporting period
- disposal of records submitted through the Corporate Records Retention and Disposal Program managed by the IMU were sentenced in line with retention periods set out within the whole of government or the QPS Retention and Disposal Schedule
- no transfers of public records to Queensland State Archives were made during the reporting period.