

CORPORATE GOVERNANCE



The Service's primary strategic decision making body, the Senior Executive Conference.

The Commissioner is responsible for setting the Service's strategic direction and managing the various functions of the Service. To assist the Commissioner in discharging these responsibilities, a corporate governance framework has been established incorporating two principal decision making forums: the Senior Executive Conference and the Board of Management. Four high level strategic committees provide more detailed oversight of the Service's activities in respect of risk management, internal audit, information management and workplace health and safety.

Senior Executive Conference

The functions of the Senior Executive are to:

- provide strategic focus and direction for the Queensland Police Service in respect of operational efficiency and effectiveness and medium to long term planning;
- ensure cohesion, integration and coordination of the Service's strategic direction, especially with regard to the efficiency, effectiveness, equity and consistency in the provision of policing services to the Queensland community; and
- set the direction for development, review and improvement of the Service's Strategic Plan.

The Senior Executive Conference is chaired by the Commissioner and membership includes all senior executive officers of the Service, two representatives of the Service's Women's Advisory Group and a senior Police Chaplain. The Conference meets quarterly and receives executive support from the Office of the Commissioner.

In 1998-99, the Senior Executive Conference developed a three-year Strategic Plan for the Service, consistent with the requirements of the Government's Managing for Outcomes policy framework. An Environmental Scan was conducted in 1999-2000 providing information for the Senior Executive Conference to consider in identifying priorities for inclusion in a new Strategic Plan to be developed in 2000-01.

An informal Assistant Commissioners' Conference, chaired by the Deputy Chief Executive (Operations), is held prior to each Senior Executive Conference. The forum focuses on operational matters, ensuring that the Senior Executive Conference is able to concentrate on strategic issues. Strategic issues raised at the Assistant Commissioners' Conference are referred to the Senior Executive Conference for consideration.

Board of Management

The functions of the Board of Management are to:

- ensure that the ongoing management of the Service is in accordance with the agreed strategic focus and direction;
- support and facilitate the role of the Senior Executive Conference in setting the strategic focus and direction of the Service;
- assist the Commissioner in the ongoing management of the Service, with particular regard to:
 - operational issues;
 - human resource management issues;

- information management issues;
- budget and financial resource management issues; and
- physical resource management issues.

The Board of Management comprises the Commissioner (Chair); Deputy Chief Executive (Operations); Deputy Chief Executive (Resource Management); and two Assistant Commissioners appointed on a twelve month rotational basis. In 1999-2000, the two rotational positions were filled by Assistant Commissioners Andrew Kidcaff (CJC Police Group), Peter Freestone (Southern Region) and Assistant Commissioner David Jefferies (Northern Region). The Board of Management meets monthly.



The permanent members of the Board of Management: Commissioner Jim O'Sullivan; Deputy Chief Executive (Operations), Ron McGibbon; and Dick Warry, Deputy Chief Executive (Resource Management).

COMMITTEES

Risk Management Committee

The Service recognises risk management as an integral part of normal management practices. In 1998-99 the Service re-established a Risk Management Committee with responsibility for:

- overseeing and reviewing the development of the Service's risk management policy;
- providing direction and guidance for the implementation of risk management practices;
- ensuring that management accountability for risk management is maintained and supported by appropriate systems and controls;
- initiating, coordinating and monitoring actions to reduce or eliminate risks;
- establishing appropriate information systems to facilitate monitoring of the effectiveness of the Service's risk management policy; and
- planning and implementing training programs relating to risk management.

The Risk Management Committee is chaired by the Assistant Commissioner, Ethical Standards Command and comprises:

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| ▶ Deputy Chief Executive (Operations) | ▶ Deputy Chief Executive (Resource Management) | ▶ Director, Office of the Commissioner |
| ▶ Director, Finance | ▶ a regional Assistant Commissioner (Central Region) | ▶ Risk Management Co-ordinator. |

The Committee meets at least twice a year and at other times as required.

Audit Committee

The Audit Committee is responsible for monitoring and reviewing internal audit activity within the Service and comprises:

- overseeing Internal Audit work plans and priorities;
- reviewing internal audit reports and monitoring the implementation of audit recommendations;

- reviewing annual financial statements; and
- serving as a liaison point between the external auditor and the Commissioner.

The Committee is chaired by a representative of PricewaterhouseCoopers and comprises:

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| ▶ Director, Office of the Commissioner | ▶ Assistant Commissioner, Ethical Standards Command | ▶ a regional Assistant Commissioner (North Coast Region). |
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The Committee meets four times a year or more frequently if required.

Information Steering Committee

The Information Steering Committee is responsible for overseeing the strategic direction for development of the Service's information systems and technology. This includes:

- ensuring cohesion, integration and coordination of the Service's information systems and technology, including prioritisation of programs and projects; and
- overseeing the development, review and improvement of the Service's Information Management Plan.

The Committee is chaired by the Commissioner and comprises:

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| ▶ Deputy Chief Executive (Operations) | ▶ Deputy Chief Executive (Resource Management) | ▶ Assistant Commissioner, Operations Support Command |
| ▶ Director, Information Management | ▶ Director, Finance | ▶ Director, Administration |
| ▶ Manager, Information Planning Branch | ▶ two Assistant Commissioners (Metropolitan South and CJC Police Group) | |

The Committee meets every three months.

State Health and Safety Coordinating Committee

The State Health and Safety Coordinating Committee provides a forum for consultation between the Service and the Unions. The Committee is an advisory body that looks at health and safety issues that:

- have statewide implications;
- are referred to it by regional health and safety meetings; and/or
- are raised by the Unions.

The Committee is chaired by the Commissioner or his delegate and comprises:

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| ▶ Manager, Health and Safety Section | ▶ Union Representatives from within the Service | ▶ Queensland Police Union of Employees |
| ▶ Queensland Public Sector Union | ▶ Other invited representatives | |

The Committee meets every three months.