2018-19 Annual Report
Queensland Police Service

Governance

Executive management

Board of Management profiles (as at 30 June 2019)

	Ian Stewart APM **Commissioner** The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS in accordance with law. The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions. The Commissioner is a Chairperson, Council Member and Board Member on numerous national and international boards, committees and professional organisations; and performs the role of Patron and Ambassador for a number of police and community groups. In February 2019, Commissioner Ian Stewart announced his retirement from the Service, effective 7 July 2019. On 30 April 2019, Ms Katarina Carroll, Commissioner for Queensland Fire and Emergency Services was announced as the new Queensland Police Commissioner and will officially commence on 8 July 2019.
	Stephan Gollschewski APM **Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations** The Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations is responsible for the provision of specialist police services including Community Contact Command, Security and Counter-Terrorism Command, Intelligence and Covert Services Command, Operations Support Command, Road Policing Command, State Crime Command. Nationally, the Deputy Commissioner is the QPS representative on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and Chair of the Public Information Sub-Committee of ANZCTC. The Deputy Commissioner is the Domestic and Family Violence champion for QPS and on the State Domestic and Family Violence Implementation Council as well as the Inclusion and Diversity champion for the QPS.
	Tracy Linford APM **Deputy Commissioner, Strategy, Policy and Performance** The Deputy Commissioner Strategy, Policy and Performance has direct responsibility for a diverse portfolio including People Capability Command, Organisational Capability Command, Policy and Performance, Ethical Standards Command, Legal Division and the Crime and Corruption Commission (Police Group). She also has direct engagement with the Public Safety Business Agency. The Deputy Commissioner performs key governance roles on Boards and Committees including Boards of Management for both the QPS and Public Safety Business Agency, QPS Audit and Risk and the QPS Demand and Resource Committees. She chairs the Our People Matter

Steering Committee, State Honours and Awards Committee, Cyber Security Committee and the Senior Women's Collective and is the QPS representative on the National Police Memorial Coordination Committee. She also represents the QPS on several state and national intergovernmental committees.

Mike Condon APM

Acting Deputy Commissioner, Regional Operations

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

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

The Deputy Commissioner performs key governance roles within the QPS and he is also the Indigenous Champion for the QPS.

Elizabeth Jameson

External member

Ms Elizabeth Jameson worked for almost 15 years as a corporate/commercial lawyer, including as a partner of a national law firm and 10 years as a practicing director. In 2002 Elizabeth founded Board Matters Pty Ltd where she is the Executive Chair. Board Matters is a team of specialist governance, legal and strategy consultants delivering corporate, legal and governance assistance and advice.

Ms Jameson also maintains an active portfolio of directorships, presently with RACQ, John Villiers Trust and The Pinnacle Foundation and Chairs the Board of Queensland Theatre Company. Her past directorships have also included the boards of over 20 organisations, for-profit and not-for-profit, including private companies, a Federal Government advisory board and Queensland Government-Owned Corporations.

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

In 2016 Ms Jameson joined the QPS Board of Management and has led reinvigoration and redesign of QPS governance.

Jenny Walker

External member

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

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

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

Sandra Slater

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

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

As a proud champion of gender diversity in technical professions, Sandra participates in multiple mentoring programs, and creates opportunities in the workplace including the recent establishment of the first Women's Lean-in-Circle in ITB.
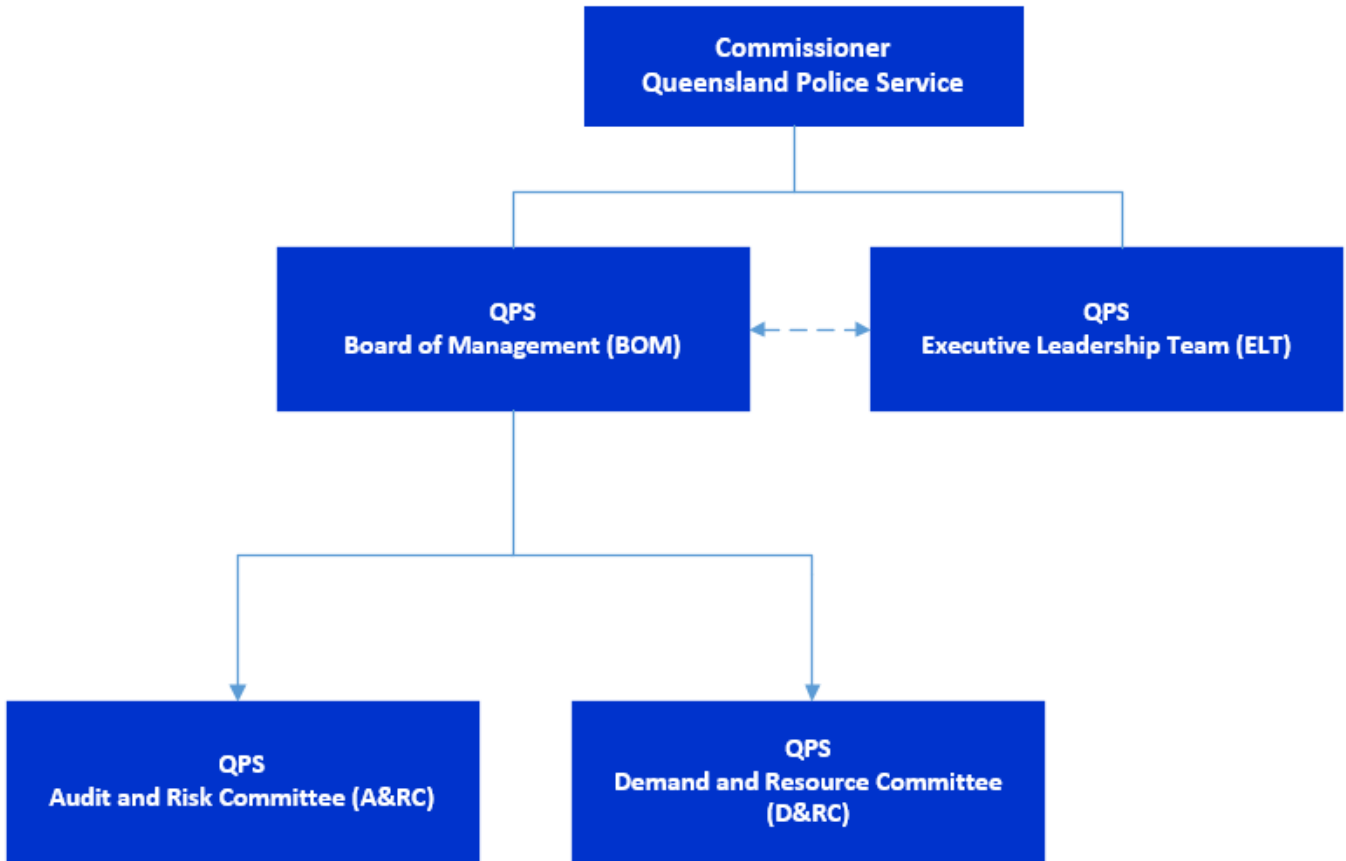
Katarina Carroll APM

Incoming Commissioner (commencing 8 July 2019)

On 30 April 2019, Ms Katarina Carroll, Commissioner for Queensland Fire and Emergency Services was announced as the new Queensland Police Commissioner and will officially commence on 8 July 2019.

Boards and committees

The QPS governance framework is as follows:

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                    │        Commissioner         │
                    │  Queensland Police Service  │
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    │          QPS          │ <-------> │           QPS             │
    │ Board of Management   │           │ Executive Leadership Team │
    │        (BOM)          │           │          (ELT)            │
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│       QPS        │  │          QPS             │
│ Audit and Risk   │  │ Demand and Resource      │
│ Committee (A&RC) │  │ Committee (D&RC)         │
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(as at 30 June 2019)

QPS Board of Management

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

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

The Board meets bi-monthly or as determined by the Chair. In 2018-19, the Board met on six occasions and considered 16 matters out-of-session.

The independent external members collectively received $12,600 in remuneration. There were no other on costs.

Board Members

- Ian Stewart APM, Commissioner (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations
- Mike Condon APM, Acting Deputy Commissioner, Regional Operations
- Margaret Allison, external member (1 July 2018 to 30 June 2019)
- Jenny Walker, external member (1 January 2019 to 30 June 2019)
- Elizabeth Jameson, external member
- Sandra Slater, external member

Achievements

During 2018-19, the Board approved a number of significant matters including:
- QPS 2018-19 Budget Allocations
- engagement of consultants to provide proposals for an independent review of governance
- appointment of a fifth member to the Audit and Risk Committee
- 2019 Environmental Scan
- QPS Forward Capital Works Program 2019-20
- the Integrity and Performance Group Inspections Plan (2019-20) and Internal Audit Function Charter
- the 2019-23 Strategic Plan and Operational Plan.

The Board further engaged in a series of themed strategic discussions on the following topics:
- workforce strategy
- Working for Queensland Survey results
- policing strategies
- internal communications
- risk management.

QPS Demand and Resource Committee

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

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

The committee meets monthly or as determined by the Chair.

During 2018-19, the committee met on 11 occasions and considered 11 urgent matters out-of-session.

Board Members

- Stephan Gollschewski APM, Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Mike Condon APM, Acting Deputy Commissioner, Regional Operations

Achievements

In 2018-19, the committee considered a number of significant matters which included:
- creation and allocation of permanent positions and position reclassifications which enabled appropriate resource allocation across the Service
- operational funding for key organisational priorities
- funding and prioritisation of significant capital works, including the strategic acquisition of assets
- monitoring Service Delivery Standards and consideration of performance measures.

Key decisions by the Committee included:
- approval of a staged approach to centralise towing
- approval of funding for the ITAS Modernisation Project Leave Leakage Solution
- approval of Stage 2 of the Aurion 11 Upgrade Project
- approval of the Domestic, Family Violence and Vulnerable Persons Unit to be established as a permanent unit
- approval of a 12-month pilot of the Asset Management Governance Framework
- approval of the Email to SMS statewide rollout.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee (PSP ARC) was established under, and operated in accordance with, the terms of its charter which was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*; the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The Committee reviewed the charter annually to ensure consistency with the Committee's authority, objectives and responsibilities.

The PSP ARC provided independent assurance on audit functions for partner agencies and oversight and assurance over the effectiveness, efficiency and economy of the Public Safety Business Agency (PSBA) risk, control and compliance frameworks. To ensure strong governance across the public safety agencies, advice of material issues was provided to the audit, risk and compliance committees of the partner agencies as and when relevant.

The Committee was chaired by an independent external member. Each public safety partner agency was represented by one member. The Chair could invite or give approval for other persons to attend a Committee meeting.

In August 2018, the Committee was renamed the Public Safety Agencies Audit, Risk and Compliance Committee (PSA ARCC) to reflect the broader public safety agencies coverage of the Committee and to explicitly capture compliance in the Committee's considerations.

Prior to a revision of the Committee's charter on 11 January 2019, the Committee met on two occasions. A further revision of the Committee's charter, effective 11 January 2019, renamed and repurposed the Committee as the PSBA and Office of the Inspector-General Emergency Management Audit, Risk and Compliance Committee (PSBA and IGEM ARCC). Part of this revision was a change in the membership composition, which included the cessation of partner agency representation, including the QPS.

The independent external Chair received $7,016.59 (including GST) in remuneration for services provided to 10 January 2019. There were no other on costs incurred.

Committee Members

- Marita Corbett, Chair (Independent Chair)

- Geoff Waite, Executive General Manager, Risk and Intelligence Queensland Treasury, (appointed member of the PSBA Board of Management)

- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance, QPS

- Doug Smith APM, Deputy Commissioner, Chief Strategy Officer, Strategy and Corporate Services, QFES

- Iain MacKenzie AFSM, Inspector-General Emergency Management, IGEM

- Peter Griffin, Chief Operating Officer, PSBA

Achievements

During 2018-19, the committee's achievements included:

- oversight of the progression of Queensland Audit Office (QAO) issues and the status of the QAO Audit Program

- consideration of all audit reports and provision of direction regarding the implementation of report recommendations and actions

- monitoring compliance with the Annual Internal Audit Plan 2018-19 and Strategic Internal Audit Plan 2019-2022 and oversight of the actioning of open recommendations

- endorsement of the PSBA and IGEM 2017-18 annual financial statements.

QPS Audit and Risk Committee

The QPS Audit and Risk Committee (A&RC) scrutinises, challenges and delivers oversight of the management responsibilities imposed on the Commissioner under legislation. Relevant legislation includes the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other legislation.

The A&RC delivers independent oversight and assistance to the Commissioner and Board of Management on:

* risk management policy/framework
* internal control and compliance plans and framework
* financial compliance
* the internal and external audit functions.

The committee meets quarterly or as determined by the Chair. During 2018-19, the committee met on four occasions.

The two independent external members collectively received $8,350 in remuneration. There were no other on-costs.

Board Members

* Jenny Walker, external member (Chair)
* David Evans, external member
* Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
* Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command
* Sharon Cowden APM, Assistant Commissioner, Ethical Standards Command

Achievements

In 2018-19, the committee provided strategic advice and support to the BoM by considering matters including:

* implementation of the QPS Enterprise Risk Management Framework
* 2017-18 Annual Financial Statements
* QPS 2019 External Audit Plan
* QPS Strategic Risk Report
* 2019-20 QPS Risk Appetite Statement
* the Integrity and Performance Group Inspections Plan (2019-20) and Internal Audit Function Charter
* Annual Internal Audit Plan 2019-20 and Strategic Internal Audit Plan 2020-23
* Public Safety Agencies Internal Audit Charter.

QPS Executive Leadership Team

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

The ELT assists the Commissioner, BoM and entire governance structure through delivering a collaborative environment for:

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

The ELT meets via video conference each week and in person as determined by the Chair.

During 2018-19, the ELT met on ten occasions (in-person) including meetings at Mount Isa (Northern Region) and Roma (Southern Region).

The independent external members of the QPS Board of Management and QPS Audit and Risk Committee attended one ELT meeting as guests in 2018-19. The members collectively received $1,800 in remuneration. There were no other on-costs.

Board Members

- Ian Stewart APM, Commissioner (Chair)
- Mike Condon APM, Acting Deputy Commissioner, Regional Operations
- Stephan Gollschewski APM, Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Tony Wright APM, Acting Deputy Commissioner, State Discipline
- Maurice Carless APM, Assistant Commissioner, Intelligence and Covert Services Command
- Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command
- Brian Codd APM, Assistant Commissioner, State Crime Command
- Mike Brady APM, Acting Assistant Commissioner, Southern Region
- Sharon Cowden APM, Assistant Commissioner, Ethical Standards Command
- Peter Crawford APM, Assistant Commissioner, Brisbane Region
- Alistair Dawson APM, Assistant Commissioner, People Capability Command
- Peter Fleming APM, Assistant Commissioner, Security and Counter-Terrorism Command
- Mike Keating APM, Assistant Commissioner, Road Policing Command
- Allan McCarthy APM, Assistant Commissioner, Operations Support Command
- Clem O'Regan APM, Assistant Commissioner, Central Region
- Brett Schafferius APM, Assistant Commissioner, Community Contact Command
- Paul Taylor APM, Assistant Commissioner, Northern Region

- Brian Wilkins APM, Assistant Commissioner, South Eastern Region
- Cheryl Scanlon APM, Chief Superintendent, Crime and Corruption Commission – Police Group
- Carolyn Harrison, Executive Director, Legal Division
- Andrew Ross, Acting Executive Director, Policy and Performance

Achievements

In 2018-19 the ELT discussed significant matters including:

- 2018-19 Internal QPS Budget
- human resources and the safety and wellbeing of members
- performance
- complaints
- crime statistics
- Working for Queensland Survey Results
- policing options to combat elder abuse
- Criminal Justice System Reform Framework
- internal audit analytics
- risk management
- Queensland Government Chief Information Office Digital Projects Dashboard
- leadership and engagement
- closure of recommendations from the *Not Now, Not Ever* report
- Organised Crime Disruption Strategy
- Crime Harm Index
- Crime Prevention Framework.

The ELT also engaged with the following people/groups:

- Australian Institute of Company Directors
- Sonia Cooper, Deputy Commissioner, Public Service Commission
- Brendan Moon, Chief Executive Officer, Queensland Reconstruction Authority
- Alan MacSporran (QC), Chairperson, Crime and Corruption Commission
- Australian Bureau of Statistics
- Police-Citizens Youth Club
- Senior members of the Northern Territory Police
- Dr Vanessa Teague, Melbourne University
- Executive member of QBank
- Tyson Golder, Mayor of the Maranoa Regional Council
- Karni Liddell, Domestic and Family Violence Implementation Council
- Department of Transport and Main Roads.

Government bodies

- Commissioner for Police Service Reviews

- Controlled Operations Committee

- Public Interest Monitor

For further information about the Government Bodies refer to page 127 within the appendices.

Ethics and code of conduct

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

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

During 2018-19, Ethical Standards Command (ESC) continued to promote, monitor and enforce ethical behaviour, discipline and professional practice across the QPS 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 2018-19, the QPS received 1,069 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 operational establishments, including their functions and duties. During 2018-19, ESC performed rostering and leave audits for 116 units and conducted compliance inspections of 43 stations and establishments. ESC also undertook quality assurance on all audits conducted independently by regions and commands.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2018-19, 899 'relevant persons' as defined in part 5A.3 of the *Police Service Administration Act 1990* to include an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, recruits, etc., underwent a random alcohol breath test. 112 recruits were subject to random alcohol testing with nil positive alcohol test results. 478 recruits were subject to drug testing with 11 positive results. All positive results were consistent with information provided by recruits on the appropriate disclosure forms and required no further action. During the reporting period, 28 alcohol breath tests and 46 urine drug tests were conducted following critical incidents. Nil positive drug results were detected post the occurrence of a critical incident. 25 alcohol breath tests were conducted following departmental motor vehicle accidents during the reporting period. No positive test results were detected.

Risk management and accountability

Risk management

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

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

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 76). The Chief Risk Officer, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and support on risk management practices. International Standard ISO 31000:2009 Risk management – Principles and guidelines has been applied to the QPS risk management framework and elements of the policy are drawn from this standard.

External scrutiny

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

- **Crime and Corruption Commission**

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

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

    – Body worn cameras – their role in complaint resolution

        The CCC reviewed the use of body worn cameras (BWCs) to illustrate their benefits in resolving complaints in potentially confrontational or high-risk situations. The review examined agencies, including the QPS who are currently using, or trialling, BWCs.

        The CCC review identified that agencies, including the QPS, using BWCs should ensure that policies clearly state when and how BWCs are to be used. Additionally, given the effective use of BWCs in the complaint management process, evidence of staff-public interactions should be captured and retained to reduce the need for costly investigations and enable more timely resolutions.

        The CCC review identified that officers who are issued with a BWC should be aware of their obligations in line with their agency's policies. Officers should understand the benefits of early activation of their equipment and ensure that they are confident in their handling of a BWC, including in potentially stressful situations.

        The QPS Ethical Standards Command commenced a review to evaluate the effectiveness and adherence to policy as well as officer knowledge. This review is expected to be finalised in 2019-20.

− Assessing complaints of corruption: the effectiveness of the Queensland Police Service's policies and practices

The *Crime and Corruption Act 2001* (the Act) requires the QPS to notify the CCC when a complaint is received about a police officer or staff member and the Commissioner has formed a reasonable suspicion of corruption (i.e corrupt conduct or police misconduct).

The audit considered a total of 143 complaints between 1 November 2016 and 1 August 2017 which were assessed by the QPS as not raising a reasonable suspicion of corruption and of these complaints a sample of 115 were audited.

At the end of the audit three areas of improvement by the QPS were identified.

1. Update policy and develop procedures and a charter for complaints assessment

   The CCC identified that QPS policies, procedures and manuals governing the assessment of complaints involving corruption were sometimes unclear and not fully in compliance with the Act.

   While there was some disagreement between the two organisations on the findings of the audit it was identified with CCC that the concerns raised would be remedied by policy guidelines that had been drafted as part of the discipline reform process. The reform process includes the CCC as a stakeholder involved in the approval process. The guidelines have been developed to coincide with pending legislative changes to the QPS discipline system. Subject to existing legislative requirements, the guidelines are being applied as part of the implementation process.

2. Application of the reasonable suspicion test

   The CCC recommended the QPS provide assessing officers with adequately documented guidance on assessing initial complaints and their obligations to notify the CCC. The recommendations to this aspect of the audit were not fully supported by the QPS. Corrective action was taken for those matters where consensus was reached, however the application of the reasonable suspicion test remains an area of subjectivity that will not always be agreed upon between the two organisations. Notwithstanding the views of the respective organisations, the complaint assessment committee considers the position of the CCC when making decisions where the reasonable suspicion test is at issue.

3. Improve the recording of information in the complaints management system

   The audit recommended improvements to the way allegations and decisions were recorded in the complaints management system. This recommendation was supported by the QPS and had already instigated a process to better record assessment decision making into Client Service System (CSS). Administrative staff are now incorporated into the assessment process to record the rational of decision making along with a standardised briefing document from the Risk Analysis and Intelligence Section. Greater detail is provided in the articulating of decisions which are recorded within the CSS.

− Review of the *Terrorism (Preventative Detention) Act 2005*

The CCC reviewed the *Terrorism (Prevention Detention) Act 2005* (TPDA) to determine the need for effectiveness of this legislation. The TPDA was introduced in 2005 to give effect in Queensland to a Council of Australian Governments (COAG) agreement for the states and territories to introduce anti-terrorism legislation providing for prevention detention.

Although it has never been used, the TPDA (section 83A) required the Police Minister to review the need for and effectiveness of the legislation, and a table a report in Parliament by 19 November 2018.

In March 2017, the Police Minister gave his approval for the review to be conducted by the CCC, and the CCC provided a report to the Minister in September 2018.

The CCC made nine recommendations for consideration. The Queensland Government's response to the review was tabled in the Legislative Assembly on 19 November 2018 and noted that the government welcomed and supported the CCC's overarching finding that there was a narrow but ongoing need for the specific powers contained in the Act.

Since publication of the report and tabling of the government's response, the QPS has been working with Queensland Corrective Services and Department of Youth Justice to ensure alignment of respective departmental operational policies. Further work is also being undertaken to ensure operational policies and training material are consistent with the provisions of the new *Human Rights Act 2019*.

- Responding to corruption related failure of duty: An audit of the Department of Education and the Queensland Police Service

In June 2019, the CCC published its report on an audit of the QPS and Department of Education (DoE) on how both organisations dealt with complaints that alleged a failure of duty. The allegation of "failure of duty" refers to a lack of compliance with legal, policy or reporting obligations and/or failure to execute duties to an appropriate standard. This type of conduct includes failures resulting from a lack of knowledge, competence or appropriate care or diligence but does not include deliberate acts or omissions with the intent to gain a benefit or cause detriment to another.

For QPS, the audit reviewed 87 complaint matters from four police districts, occurring between 1 January 2016 to 30 June 2018. It was identified that failure of duty allegations tended to occur while an employee/officer was responding to an incident, during an investigation or while performing official duties.

Two areas of improvement were identified in relation to the QPS:

1. the CCC recommended the QPS remind investigators/reviewers/decision makers to clearly record decisions in the Complaints Management System. In responding to this recommendation, the QPS has acknowledged and accepted the findings and recommendations.

2. the CCC recommended the QPS consider and assess the adequacy of the prevention measures and internal controls when investigating a corruption matter (particularly those controls directly impacting in the corrupt incident and potentially allowing it to occur). Where improvements are required, these should be implemented as soon as possible. The QPS acknowledged and accepted this recommendation.

In response to the audit, modifications are being made to current reporting templates to ensure prevention measures and controls are addressed as part of the reporting protocol.

- **Queensland Audit Office (QAO)**

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

- Report to Parliament 6: Delivering coronial services

The QAO conducted a review to assess whether government agencies, including QPS, are effective and efficient in supporting the coroner in investigating and helping to prevent deaths. The report examined whether agencies provided adequate support to bereaved families, had efficient and effective processes and systems for delivering coronial services, and planned effectively to deliver sustainable coronial services.

The scope of the audit included three public sector agencies who have specific roles but are collectively responsible for providing coronial services, including the Department of Justice and Attorney-General, Queensland Health, and QPS. The report indicated that agencies need to work collaboratively and take a more integrated approach to managing and operating the system

to improve coronial services. There were seven recommendations, of which five were directed to the QPS. The QPS supported the recommendations contained in the audit report.

In response to the audit, the QPS established a collegial implementation board to address the seven recommendation in the audit. Implementation of the recommendations is ongoing.

− Report to Parliament 14: Queensland state government: 2017-18 results of financial audits

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

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

The report refers to the QPS as meeting the statutory date for certification of the 2017-18 financial statements and acknowledges that no adjustments were required.

− Report to Parliament 21: Delivering forensic services

The QPS and Queensland Health deliver forensic services for criminal investigations and prosecutions. Forensic services involve collecting, storing and analysis of forensic material or exhibits and associated reporting in support of criminal investigations and the prosecution process.

The QAO conducted a review to determine how effectively and efficiently these services were being delivered. The review examined how agencies, including the QPS, collect and handle forensic material in accordance with relevant standards, perform quality analysis of forensic material and report results in a timely manner, and plan, monitor and report effectively on performance across the end-to-end process. The audit involved field interviews with sworn and unsworn staff from the Forensic Services Group and Child Abuse and Sexual Crime Group in addition to reviewing data from the QPS Queensland Police Reporting Information Management Exchange (QPRIME) and Forensic Register.

The QAO made four recommendations relevant to the QPS. The QPS accepted the findings of the audit and committed to all recommendations relating to the QPS being finalised by December 2020.

Queensland Ombudsman

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

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

− The Brisbane Youth Detention Centre Report (March 2019)

The report presents the findings of an investigation into the management of young people at the Brisbane Youth Detention Centre (BYDC) between November 2016 and February 2017. The investigation examined a number of incidents at the BYDC during this timeframe, culminating in a violent and destructive riot at the centre on 30 January 2017 and the attendance of the QPS.

The report addressed 17 recommendations to the Director-General of the Department of Justice and Attorney-General, the agency responsible for the administration of Youth Justice Services

prior to 12 December 2017. No comments, findings or recommendations were made in relation to the attendance and response of the QPS to the riot at the BYDC on 30 January 2017.

- **Queensland Coroner**

  In accordance with the *Coroner's Act 2003*, the State Coroner is responsible for investigating reportable deaths including deaths that were violent or unnatural, such as accidents, falls or suicides, or where the death occurred in custody or as a result of police operations.

  The Queensland Government's coronial reporting requirements, implemented on 1 January 2015, require departments to provide minister-approved responses to coronial recommendations/comments within six months of the coroner handing down the findings of inquest to the Attorney-General and Minister for Justice.

  Departments provide updates until implementation of the recommendations/comments are delivered. These arrangements provide a timely response to the next of kin of the deceased, the community and Coroner of the measures being taken in response to coronial recommendations/comments.

  During 2018-19, the State Coroner delivered findings requiring consideration by QPS relating to 10 Coronial Inquests with 14 recommendations. The QPS continued to provide responses for four Coronial Inquests with 15 recommendations for findings that were delivered prior to 2018-19. The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the QPS, Office of the IGEM, PSBA and QFES. The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for the QPS, Office of the IGEM and QFES in accordance with the *Financial Accountability Act 2009*.

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

In accordance with the *Financial and Performance Management Standard 2009*, an annual internal audit plan and three year strategic audit plan sets the direction of the unit. The *Public Safety Business Agency Annual Internal Audit Plan 2018–2019 and Strategic Internal Audit Plan 2018-22* was endorsed by the QPS Audit and Risk Committee and approved by the Chair of the PSBA Board of Management on 29 May 2018. The PSBA Internal Audit Unit reports regularly to the QPS Audit and Risk Committee, which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

In 2018-19, full delivery of the approved *Annual Internal Audit Plan 2018-2019* will be achieved through a combination of in-house and co-sourced delivery. At 30 June 2019, fieldwork was fully completed for all reviews except for the QPS budgeting review. Whilst fieldwork is essentially complete for this review, issuance of the draft and final reports has been paused based on pending changes to accessing and reporting budget information. This has been undertaken with full support of the Chief Finance Officer. It is expected that all other QPS audit reports will be finalised by the end of September 2019.

Achievements specific to QPS for 2018-19 include:

- Mobile Computing
- Body Worn Cameras
- Budget Review of Northern Region
- Assurance Mapping Exercise
- VicRoads Information Protection Agreement
- Commonwealth Funding for Counter Terrorism
- Rehabilitations and Return to Work Case Management

Coverage also included the following Public Safety Agency (PSA) corporate activities that had a direct impact on QPS operations:

- Social Engineering – PSA
- Data Breach Readiness – PSA
- Cloud Computing Governance and Cybersecurity – PSA
- Open Data – PSA
- Social Media – PSA
- Procurement – PSA
- Workplace, Health and Safety and Sustainability – PSA
- Construction and Capital Projects – PSBA
- Build and Maintenance Program Delivery – PSBA
- CFO Assurance Statement – PSBA
- Vendor Management – PSBA
- Core Controls – PSBA
- Fraud Risk and Incident Management – PSBA

Information systems and recordkeeping

The PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio agencies including QPS, is responsible for recordkeeping and information systems across the 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.

IMU provided advice relating to recordkeeping, and training in use of the Objective electronic document and records management system (eDRMS), and ensured new users were made aware of, and understood, their broader recordkeeping responsibilities.

During the reporting period, a generic correspondence 'workflow' tracking tool was successfully trialled (in the eDRMS test environment) in Northern Region. It is anticipated this generic correspondence workflow will be moved to the production eDRMS environment in 2019-20.

An advanced workflow to manage the police recruiting process was successfully promoted to the production version of eDRMS during the reporting period. It is currently being used, in parallel with the existing 'hardcopy' process, to manage documentation associated with police recruiting. It is expected the workflow will eventually replace the need for hard copy documents.

Access to eDRMS and use of the workflow has facilitated the capture and management of electronic documents in QPS. IMU continued working with QPS business units to identify how eDRMS and application of the whole-of-government (WoG) Source Records Policy (for digitising paper records) can be used to reduce duplication of records and minimise reliance on hardcopy documents.

Consultation with QPS business units regarding amendments and simplifications to the QPS Retention and Disposal Schedule continued in 2018-19. A draft schedule has now been completed.

It is expected a revised QPS schedule will be submitted to the State Archivist for approval in 2019-20. The simplified schedule, when used in conjunction with the WoG Disposal Schedule, will simplify the retention and disposal process for QPS business units.

During the reporting period, IMU was requested by the Forensics Services Group (FSG) to provide feedback on the existing procedures and statutory requirements for labelling of images managed in the QPS Forensic Register (FR). A detailed review of the FR functionality, including an assessment of 'meta-data' captured upon image upload, and reference/linkage data already present within the system, determined that selective labelling of images (rather than default labelling of each one) was sufficient to be fully compliant with all legislation and regulatory instruments relating to recordkeeping.

The introduction of selective labelling has provided benefits to FSG by significantly reducing their workload when undertaking upload and management of images managed in the FR.

No Permanent Records were transferred to Queensland State Archives in the reporting period.

Human resources

Workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 15,285.27 as at 30 June 2019. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

Between 1 July 2018 and 30 June 2019, the QPS permanent separation rate was 2.9% for police officers and 7.6% for permanent staff members (excluding temporary and casual employees).

The PSBA Human Resources Division 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 reviewed periodically to ensure they meet the needs of the Service and its employees.

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 89 for more information).

Our People Matter Strategy

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

The QPS has continued to implement the strategy in 2018-19 through the delivery of several strategic activities and events that support the four priority areas (fair and positive workplaces, safer workplaces, healthy minds and health bodies). These include:

- The Workplace Champions Program which was established to create a network of employees
- Our People Matter App (the App) which enables the entire workforce to co-produce actions, activities and events and implement and support the strategy at local levels. The App is an innovative and highly engaging internal social platform for QPS employees that captures QPS and Our People Matter activities. The App can used on a range of devices to:
  - empower the workforce to create and deliver activities for their workplace
  - keep employees up-to-date on whole-of-Service offerings
  - facilitate the sharing of ideas, knowledge and information.

Flexible Working Policy

The QPS is committed to providing supportive work environments for its employees and their families. As part of the Our People Matter Strategy consultation process, it was identified that one of the greatest issues impacting members was the need for flexible work arrangements in the workplace.

The Service instigated a Part-time Employment Review focusing predominantly on sworn officers. The Review made 26 recommendations focusing on the need for greater flexibility in work arrangements. These recommendations formed the basis for the Flexible Working Arrangements Policy that was released on 1 June 2018, in line with the *Industrial Relations Act 2016* and relevant industrial provisions.

This Policy focuses on three primary areas, namely:

- a concentration on joint problem solving and compromise to deliver acceptable outcomes for both applicants and managers

- a more effective, efficient and streamlined business process that delivers timely outcomes for applicants
- reducing bureaucracy and process by devolving decision making responsibility to managers and Officers in Charge.

The Flexible Working Arrangements Policy is focused on achieving a balance for the wellbeing of QPS employees and their families, with a focus on identifying and promoting ways the QPS can enhance organisational efficiency and effectiveness.

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. During the reporting period, the QPS evaluated the Inclusion and Diversity Plan for Action 2016-2018. The plan for action contained 26 actions, of which 20 were implemented and six were carried forward to the new QPS Inclusion and Diversity Plan for Action 2019-2020.

To ensure the QPS remains focussed on inclusion and diversity, work was undertaken to establish the QPS Inclusion and Diversity Restorative Engagement and Cultural Reform Program, known as Juniper. Three teams have been established within Juniper, including the Restorative Engagement Team, Investigations Team and Cultural Reform Team.

Implementation of the Juniper Policy Framework, program staffing and operating infrastructure have been completed, in addition to the delivery of:

- the QPS Workplace Behaviours Policy, Juniper Terms of Reference and the Juniper Complaint Assessment Committee (JCAC) Guidelines were approved by the Commissioner on 24 April 2019 for an initial trail period to 31 December 2019
- a safe space, known as 'Speak Safe' has been established as an independent, external therapeutic support option for current and former employees affected by workplace bullying, unlawful discrimination and sexual harassment
- organised external mediation and conflict coaching courses were undertaken to enhance existing non-investigative intervention capability across the QPS. The network of trained mediators and conflict coaches has more than tripled and will also provide preventative and reactive support to issues at the local level. This enhanced capability has been extended to Queensland Fire and Emergency Services
- a silo within the Client Service System (CSS) has been established to enable the confidential storage of information provided to Juniper
- the development of training, marketing and general information products to support cultural reform within the QPS and have conducted over 100 awareness presentations and workshops.

QPS Aboriginal and Torres Strait Islander Network

The QPS Aboriginal and Torres Strait Islander Network was established to provide a support mechanism for all Aboriginal and Torres Strait islander members of the QPS through a dedicated and culturally supportive network.

During the reporting period, the network undertook a range of activities including:

- completion of the Aboriginal and/or Torres Strait Islander Network Administrative Handbook
- design and development of the Aboriginal and/or Torres Strait Islander Network logo
- formalised governance structure including the appointment of an Executive Champion and Executive Sponsor.

Juniper is working closely with other QPS Support Networks to encourage inclusion and diversity within the QPS.

Working for Queensland

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

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS' strategic objective to Equip Our People for the Future. During 2018-19, the QPS focussed on helping local leaders better engage with the Working for Queensland results and develop effective people-focussed strategies that improve how our people experience work.

In 2018 results for Working for Queensland Strategic Objectives were:

- Agency engagement   53%
- Organisational leadership   39%
- Innovation   49%

The full 2018 Working for Queensland survey results are available to view at https://www.forgov.qld.gov.au/working-queensland-survey.

The 2019 Working for Queensland survey will be conducted across Queensland Government agencies in September 2019.

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 professional development opportunities to police and civilian employees. This included:

- the Management Development Program which continues to develop the leadership abilities of members from frontline to senior leadership. The program combines post-graduate distance education with face-to-face workshops and culminates in a residential program with a diverse mix of participants including police officers, staff members, officers from international law enforcement agencies and other Queensland government departments
- programs to develop the behaviours, skills and knowledge required for critical operational roles including the Detective Training Program, Intelligence Practice and Intelligence Operations Courses, the Child Protection and Investigation Unit Course and Investigative Interviewing. New programs are being considered to meet the changing needs of members, including the Introduction to Investigations Course, which was introduced in 2018-19
- the Senior Leaders Course, introduced for all recently promoted QPS Inspectors, and designed to assist senior leaders with their expanding role and expectations. The course is made available to Administration Officer (AO) levels seven and eight (AO7/8), as well as equivalent personnel from other public safety organisations, to ensure participants have the opportunity to network with peers and other senior leaders

- collaboration 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 also administers scholarship programs provided by the RACQ, Suncorp, Public Sector Management Program through QUT, and the University of Southern Queensland, all of which provide our members with the opportunity to pursue areas of professional development.

Police Recruiting

The online application and initial online assessment of general cognitive ability, implemented on 1 July 2016, continues to provide greater accessibility for remote and regional applicants and minimises costs incurred by applicants. In the past 12 months, QPS Recruiting has received 11,125 applications (approximately 10% less than the previous 12 months) with 476 applicants subsequently receiving appointments as Recruits during this period. The implementation of the online processes enables the QPS to respond to strategic organisational and government priorities while maintaining a high-quality applicant pool. Additionally, the QPS is more accessible and expects to deliver more appointments of recruits from diverse backgrounds to the QPS Academies. This includes intakes of recruits to the 'mainstream' Recruit Training Program, as well as recruits undertaking the Culturally and Linguistically Diverse Recruit Preparation Program and the Indigenous Recruit Preparation Program.

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Safety, Injury Management and Wellbeing Services

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

The Lost Time Injury Frequency Rate has increased from 4.2 injuries per 100 officers in 2017-18 to a rate of 4.6 in 2018-19.

The QPS Injury Management Centre managed more than 5,489 injuries in 2018-19 with 3,342 injuries being unrelated to work. Of the injury management cases closed in 2018-19, 99.8% resulted in a return to work outcome. This high return to work rate has been achieved via a coordinated case management approach involving police management, treating practitioners, and specialist injury management advisers, utilising early intervention treatment programs, allied health assessments and, where required, a career transition program. The career transition program focusses on enabling workers to remain within the QPS when they are unable to return to their original duties and there is an existing vacant position and a skills match.

The QPS continues to focus on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the Service. The number of police accessing free counselling services through external providers has increased from 394 in 2016-17 to 676 this year which is a positive and pleasing trend supporting QPS efforts to de-stigmatise mental health and encourage people to seek help. The utilisation rate

for internal counselling services via QPS psychologists and social workers for 2018-19 remains stable at 13%.

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

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

The Psychological Wellbeing Steering Committee comprising joint Union and QPS Executive members, continued to meet quarterly in 2018-19 to identify and drive improvements to support the wellbeing of employees. In 2018-19, the Steering Committee had significant input into the development of the Mental Health Strategy and Action Plan which is proposed to be finalised in 2019-20. External free and confidential counselling services have been extended to the partners of police employees and to their children as well as retired police.

White Ribbon accreditation

During 2018-19, the QPS progressed a number of activities to support its White Ribbon commitment to embed and drive further positive workplace reform in the prevention of violence, in particular, violence against women. Key activities in 2018-19 included:

- co-designed with external professional services, an innovative cultural change program to support continuous improvement and build strong leadership within the organisation related to domestic and family violence prevention, with the embedding of this program to occur as the Service's key action in the Government's Third Action Plan 2019-20 to 2021-22

- ongoing mandatory requirement for QPS members to complete the eLearning product *Recognise, Respond, Refer* to improve their awareness of domestic and family violence issues

- continued to foster a workplace culture where members affected by domestic and family violence are supported in the workplace, contributing to a healthy and safe working environment for all. This is achieved through whole-of-Service strategies such as: *Our People Matter Strategy* that takes a holistic approach supporting work and non-work issues impacting the health, safety and wellbeing of employees and their families; the *Supporting Members affected by Domestic and Family Violence Policy*; and *Inclusion and Diversity*

- participated in state-wide events to raise awareness about domestic and family violence prevention, including White Ribbon events in November 2018; Candle Light Vigil launching the start of Domestic and Family Violence Prevention Month of May and Australia CEO Darkness to Daylight Challenge in May 2019

- continued to influence cultural change using various communication platforms, e.g. myPolice and QPS Instagram, to deliver key messaging to prevent and how to respond to violence against women in our workplaces

- collaborated with partner agencies and the community on joint strategies that raise awareness about domestic and family violence and other vulnerabilities such mental illness and disability.

Enterprise Bargaining Agreement

The Queensland Police Service Certified Agreement 2016 delivered police officers and staff members covered by the agreement, an annual 2.5% salary increases with additional increase of 0.5% per annum in recognition of the national threat level assessment, counter-terrorism and security overlay for the 2018 Commonwealth Games. The Agreement has a nominal expiry date of 30 June 2019, and formal negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for a replacement agreement commenced on 18 March 2019.

The State Government Entities Certified Agreement 2015 (the Core Agreement) delivered wage increases for public sector employees of 2.5% per annum operative from 1 September 2015 with an additional one-off payment of $1,300 in recognition of the period that wage increases were not awarded. Negotiations for a whole-of-government replacement agreement have been conducted through the Office of Industrial Relations with relevant agencies independently negotiating changes to specific Appendices.

The State Government Security Certified Agreement 2016 was certified on 30 September 2016 and delivered annual wage increases of 2.5% operative from 1 May 2016. The Agreement had a nominal expiry date of 30 April 2019 with negotiations commencing with the Together Queensland union on 5 May 2019 for a replacement agreement.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2018-19.