Overview of the proposed changes to the structure and governance of the Queensland Police Service

Commissioner's Foreword

My key objective as Commissioner is for the QPS to: *stop crime; make the community safer (including stopping road trauma); and build relationships across the community.* In doing this, every member of the Service needs to have and display the values of:

- *courage*: by always doing the right thing,

- *fairness*: in making objective, evidence-based, consistent decisions and by treating people with respect, and

- *pride*: in themselves, the QPS, the work they do and the community they serve.

There is much that should make us proud as members of the QPS. The organisation and its people have made great advances since the tumultuous days of the Fitzgerald Inquiry. Many of you were not in the organisation then but it significantly shaped and influenced our structure and governance, and entrenched our commitment to an ethical and professional policing organisation.

While the lessons of Fitzgerald remain relevant today, we are not the same organisation. We are more educated, skilled and capable. We have more functions and responsibilities and consequently more and varied work units. We are a much larger and diverse workforce; not just in terms of police officers but also staff members.

Despite the many positives, there is room for improvement. If we do not change, the QPS will be unable to cope with increasing demand for services and the complexity of modern policing. There is an opportunity for the QPS to contribute to, and lead, reform to improve public services to the community. As a new Commissioner I am committed to working with you and the community to take advantage of this opportunity.

My experience from talking to many of you across the state leads me to conclude there is a mood for change and improvement. This view was recently reinforced by the survey of commissioned officers and senior staff members where there was a clear call for organisational change. I believe key areas for improvement relate to streamlining or changing business processes to put more people on the frontline and to improve the ability of QPS members on the ground to make a difference. This will lead to improvements in morale, officer safety and services to the community. The quality of police

engagement with the community can improve not only community satisfaction, but also crime prevention and detection. Overall, we need to get the balance right between prevention, response and investigation.

In August 2012, the QPS commenced an internal review guided by the Public Sector Renewal Program. The Review proposes a new vision or future state with a supporting structure to provide clear benefits and improve service delivery to the community.

In the future we will be a Police Service that stops crime and makes the community and police officers safer by:

- providing more options for the community to communicate with police resulting in relationships that are built and strengthened through fairness and integrity;

- releasing police from tasks that don't add value or can be completed by other means;

- being more mobile, flexible and capable of working across boundaries to deliver the services the community needs;

- focusing on proactive work and being able to respond quickly when needed; and

- acting with courage and being proud of our contribution to the community.

This document outlines proposed changes to QPS governance and structure to deliver this vision. The purpose of the proposed changes is to provide clear benefits and enhanced service delivery to the community. Reducing management process in favour of frontline service delivery will improve officer morale, officer safety and delivery of services to the community. We also need to use the taxpayers' dollar as best we can to stop crime and make the community safer. That means continuously improving our systems, our processes and our use of infrastructure to demonstrate value for money and outcomes.

The changes are consistent with an organisation focused on continuous improvement and review. I intend for that to be a hallmark of my term as your Commissioner. I will assign a Deputy Commissioner to manage strategy, policy and performance to work with frontline officers to improve practices, policies, legislation and resourcing to ensure our people are able to deliver their best.

Changes will be the subject of due process and consultation. Inevitably some change will take time but I am serious about delivering real change as quickly as possible.

As important as good governance and structure are, they are nothing without good people. The QPS is fortunate to have an abundance of people who are committed and work hard in fulfilling our responsibilities each and every day. I ask you to be courageous, be fair and be proud of the Queensland Police Service and your contribution to making Queensland safe and secure.

IAN STEWART APM
COMMISSIONER

Document purpose

This document provides an overview of the proposed Queensland Police Service structural changes together with recommended practices, policies and issues relevant to giving effect to the transformation.

Acronyms

Acronyms of significance or of new entities within the QPS:

Acronym	Title
BR	Brisbane Region
CCC	Community Contact Command
CR	Central Region
CCYPCG	Commission for Children and Young People and Child Guardian
CTSPB	Counter-Terrorism Strategic Policy Branch
ESC	Ethical Standards Command
ETC	Education and Training Command
FBSD	Finance and Business Support Division
HRD	Human Resource Division
ICMC	Intelligence, Counter-Terrorism and Major Events Command
ITD	Information Technology Division
LD	Legal Division
NR	Northern Region
OSC	Operations Support Command
SBRC	Strategy and Business Review Command
SCC	State Crime Command
SCOC	State Crime Operations Command
SEO	Senior Executive Officer (Assistant Commissioner or Executive Director)
SER	South Eastern Region
SR	Southern Region

Executive summary

Why is there a need for change?

The drivers for the Review, and the resulting changes, include:

- The Government's desire to reduce debt and deliver on its five pledges for Queensland;

- The increasing demand for services and the challenges of policing an increasingly complex society;

- A need to improve the use of available resources to target crime and road safety and to get the balance right between prevention, response and investigation;

- To improve community satisfaction, prevention and detection through the quality of how members engage with the community;

- The community's growing use of technology to access information and services;

- A need to streamline management, decision-making and processes to put more resources on the frontline; and

- A need to release police from tasks that don't add value or can be completed by other means.

What is the Review trying to achieve?

The Review is aiming to achieve:

- Increased community safety and to stop crime;

- Increased officer safety and improved officer morale;

- More efficient and effective service delivery;

- Reduced fear of crime; and

- Increased accountability.

What will the Review deliver?

A more efficient organisational structure to improve service delivery
The new structure will include four distinct areas of operations, each led by a Deputy Commissioner or Deputy Chief Executive. Regions and districts will be restructured and district boundaries will, where possible, be aligned with local government boundaries.

The creation of new specialist Commands will give additional organisational focus to their respective areas of responsibility, namely: Road Policing; Community Contact; Strategy and Business Review; and Intelligence, Counter-Terrorism and Major Events.

Increased community safety, including road safety
Community safety will be enhanced through a taskforce approach to target crime and the places in which it occurs. A specialist Road Policing Command will focus on reducing road trauma. The creation of District Electronic Evidence Technicians and 12 additional Child Protection Offender Registry officers will help meet growing demand.

Economies of scale through consolidation of resources and expertise
This will be achieved by either centralising resources/functions, or by centralising the responsibility for their strategic direction.

FTE reductions and savings to Government
212 staff member positions will be abolished (the balance outstanding from the requirement to abolish up to 332 staff member positions during 2012-13).

Up to 110 commissioned officer police positions will be abolished. However, police officer numbers will be maintained as officers at lower ranks will be recruited ensuring more police on the frontline and to undertake other tasks.

Together the reforms will realise recurrent savings up to $31.5 million.

Increased visibility and accessibility of police
An additional 50 police officers will be moved to the frontline one year sooner than planned. Mobile service delivery, coupled with a reduction in administrative tasks that take police away from their core functions will make police more visible and accessible. Resources will be moved out of regional offices and into districts to focus on the frontline.

Increased flexibility, agility and mobility
Along with mobile services, the Service will increase flexibility in the deployment of resources, by allocating staff to district or group level and use a taskforce approach to address problem areas.

Increased productivity and reduced internal and external red tape; better understanding and management of demand for services; and increased transparency to Government and the community
A new Strategic and Business Review Command will be created with a focus on performance management, business review and improvement.

Organisational, unit and individual performance will be assessed and benchmarked to improve productivity.

Increased information to and from officers in the field
New technology and business processes will ensure officers can enter and retrieve information, including intelligence, in the field.

Increased community awareness and understanding
The creation of a Community Contact Command will use traditional and new media to connect members of the public to Queensland police services and information. A Client Service Strategy will articulate the Service's client focus.

Better management of QPS resources (human, physical and information); and enhanced staff training, development and equipment
A new Infrastructure Strategy will be developed that improves the use of resources. The introduction of a staff rotational system, coupled with continued specialised skills development, will ensure staff can develop the skills they need.

Increased responsiveness to opportunities and threats; and improved decision-making, based on evidence and intelligence
This will be supported by the creation of the new Intelligence, Counter-Terrorism and Major Events Command with responsibilities for intelligence, as well as the delegation of decision-making responsibility to the staff 'on the ground'.

Maintenance of professionalism and integrity
Professional Practice Managers will be assigned to each district at Senior Sergeant level.

What is the new vision for the QPS?

Members of the community work with Queensland Police to stop crime and make Queensland safer.

In the future we will be a Police Service that stops crime and makes the community and police officers safer by:

- providing more options for the community to communicate with police resulting in relationships that are built and strengthened through fairness and integrity;

- releasing police from tasks that don't add value or can be completed by other means;

- being more mobile, flexible and capable of working across boundaries to deliver the services the community needs;

- focusing on proactive work and being able to respond quickly when needed; and

- acting with courage and being proud of our contribution to the community we serve.

This document sets out how this vision can be enabled through changes to governance, structure, strategy and the way the Service does business. Key changes are summarised at page 30.

Proposed QPS Structure

QUEENSLAND POLICE SERVICE
Organisational Structure
Proposed as at January 2013

COMMISSIONER OF POLICE

REGIONAL OPERATIONS

Northern Region
Far North District
Mt Isa District
Townsville District

Central Region
Capricornia District
Mackay District
Sunshine Coast District
Wide Bay Burnett District

Southern Region
Darling Downs District
Ipswich District
Moreton District
South West District

South Eastern Region
Gold Coast District
Logan District

Brisbane Region
North Brisbane District
South Brisbane District

G20 Planning Unit

SPECIALIST OPERATIONS

Community Contact Command
Brisbane Communications and Policelink
Communications and Programs
Media and Public Affairs

Intelligence, Counter-Terrorism & Major Events Command
Covert and Specialist Operations
Security and Counter-Terrorism
State Intelligence

Operations Support Command
Forensic Services
Specialist Response
Specialist Services
Weapons Licensing

Road Policing Command
State Traffic Task Force
Traffic Camera Office
Traffic Operations
Traffic Programs

State Crime Command
Child Safety and Sexual Crime
Drug and Serious Crime
Fraud and Cyber Crime
Homicide

STRATEGY, POLICY & PERFORMANCE

Crime & Misconduct Commission Police Group

Education and Training Command
Operational Policing Education
Professional Development and Education Services
Recruit and Policing Skills

Ethical Standards Command
Integrity and Performance
Internal Investigations

Legal Division
Legal Services
Office of the QPS Solicitor
Right to Information and Privacy

Strategy and Business Review Command
Business Review and Improvement
Legislation and Ministerial Services
Policy and Programs
Research, Planning and Performance

CORPORATE SUPPORT

Finance and Business Support Division
Finance
Business Support

Human Resources Division
Employee Relations
Safety and Wellbeing
Workforce Management

Information Technology Division
Information Management
Information Systems
Strategic Services

Public Safety Network Management Centre

Review process

Queensland Government Public Sector Renewal Program

In 2012 the Queensland Government commenced the Public Sector Renewal Program (PSRP) to achieve a renewed, refocused and more efficient public service, realise savings for all agencies and to drive transformational cultural change. The intention of the PSRP is to provide options to sustainably reduce Government costs, and improve processes and service delivery for the community.

Queensland Police Service Review

In late August 2012 the QPS commenced a review of the structure of its regional and district policing model. The new Commissioner commenced on 1 November 2012 and immediately developed a new direction and strategies.

The Commissioner's new objectives for the QPS are to:

- Stop crime;

- Make the community safer (including stopping road trauma); and

- Build relationships across the community.

As part of this Review the Commissioner has directed greater emphasis on the following:

- using intelligence and improving knowledge management through more coordinated use of technology;

- adopting flexible and targeted approaches to problems;

- using mobile data to improve productivity and officer safety;

- delivering mobile policing where boundaries become a guide, not a barrier to activities;

- focusing on place and case management. All police will be expected to know the key places and cases within their span of control and take action to deal with these;

- continuing to specialise or develop skills where there is an evidence-based need;

- ensuring all managers and officers in charge are given greater delegated powers to make decisions;

- better aligning business functions to support strategy, policy, performance, productivity, community contact, demand and event management, intelligence gathering and use of resources;

- reviewing business processes and procedures to free officers from administrative burdens and allow them to concentrate on responding to community concerns and the frontline; and

- assessing operational performance at all levels from region and command level through districts and groups, divisions and units down to individual officers.

In addition to the Commissioner's requirements, the QPS Review has been guided by the Public Sector Renewal process and the Queensland Commission of Audit Interim Report June 2012 (p.10-11), which found:

> *In the Commission's view, the Queensland Government cannot continue to provide services to the same level or in the same way as at present. There is a need to:*
>
> - *review the range of services which should be provided by government*
>
> - *reprioritise and rationalise core service delivery functions*
>
> - *evaluate whether there may be better ways of delivering some services.*

The requirement of the 2012-13 Budget for the QPS to reduce by up to 332 staff members was another relevant consideration.

The QPS Review objectives were to:

- support the delivery of Government commitments and priorities;

- improve frontline service delivery;

- achieve efficiency gains;

- support organisational performance on par or better than comparable police jurisdictions;

- support ongoing performance enhancement and business improvement including reducing red tape and waste;

- provide a management structure with appropriate spans of control;

- align QPS boundaries with local government and other government agency boundaries where possible;

- align like business functions;

- enable flexible and mobile response to problems, cases and places; and

- ensure the appropriate management of risk.

Summary of Review Findings – the case for change

The Review was cognisant of the potential for broader reform across departments, in particular in the emergency services sector. The changes recommended by the QPS Review are aimed at providing a staged approach to ongoing or broader reform should it occur.

Significant consideration was given to QPS boundaries. Boundaries provide an important tool in terms of statistical comparison, operational efficiencies and developing economies of scale. Command and control models and many legal instruments rely on appropriate definition of boundaries (e.g. the *Disaster Management Act 2003*). The Review analysed a range of options to ensure boundaries reflect these principles.

The QPS reflects best practice in many areas of policing and these strengths can be built on (e.g. the disaster management framework; child exploitation investigation). However there is room for improvement. Both Victoria and New South Wales Police have been the subject of recent reviews. Many of the core issues faced by police agencies are summed up by the 2012 NSW Commission of Audit report:

> *The key management issue does not appear to be the overall level of resources. Rather it is the most efficient use of existing resources. Currently, the efficient allocation of police in response to reported events is made more difficult by:*
>
> - *a command structure that may not promote the most efficient allocation of policing resources across boundaries;*
>
> - *limited flexibility for local area commanders to deploy resources according to when they are needed most; and*
>
> - *resource allocation that is focussed more on maintaining the existing distribution of strength rather than on where resources are needed.*

The United Kingdom (UK) and United States of America have experienced similar issues, with business process review at the centre of recent and ongoing reforms in the UK.

Much of the reform in other jurisdictions sought to provide a better balance between management processes and frontline service delivery; and a better mix of resources (i.e. people, assets and technology). In many instances, the proportion of police officers within an agency has been reduced in favour of unsworn officers or technology that is more cost effective.

The Review identified that there are a multitude of ways an organisation can be structured to improve service delivery. Structure needs to be supported by cultural change so the QPS can refine its business processes, derive the benefits of technological change, and deal with problems that do not respect statistical boundaries. Further, the Review found that better use of technology, effective performance management, empowering officers to make decisions, and a reduction of management layers and processes provides the opportunity for more officers to be engaged in frontline service delivery. This can result in higher visibility of police in the community.

The Review proposes greater use of technology to allow the community to provide and access information through a Community Contact Command. The Command will be responsible for traditional media, call taking, social media, *e*-reporting, and links to support services and community policing programs (e.g. Neighbourhood Watch and Crime Stoppers).

The Review found inequities in the span of control and responsibilities of QPS commissioned officers. In some areas, the high number of commissioned officers has led to employee disengagement and the de-skilling of non-commissioned officers in terms of supervision, management and decision-making.

The Review has identified opportunities to change the way services are delivered. In the future some services may be delivered differently or not at all. Questioning how the QPS does business will be a core responsibility of the new Strategy and Business Review Command.

There is a need for improved and quicker decision-making at all levels but in particular at the local operational level. To make everyday police work more efficient and effective, barriers for police on the frontline need to be removed.

Queensland lags behind many other jurisdictions in terms of mobile data. There are significant productivity, officer safety and crime prevention/detection improvements that can be realised with appropriate technology support to frontline officers.

The experience in other jurisdictions has been to improve performance and accountability for specialised functions through central commands that provide the opportunity for more effective use of resources and improved economies of scale (e.g. road policing; intelligence and counter terrorism; community contact including command, control and call taking centres).

In the western world policing remains a 24/7 service delivery business but demand has increased dramatically. This has been largely because of increased community expectations due to improved standards of living and through the specialised, specific and complex nature of changes to the law and technology, and opportunities for criminals.

A December 2012 survey of QPS commissioned officers and senior staff members indicated overwhelming support (over 85%) for organisational change. There was also strong support for delegations and decision-making to be reviewed and for more appropriate spans of control to occur.

The Review also found that police services, processes and tools have become increasingly complex. This complexity has led to the need for greater specialisation across all facets of policing, from general duties to the most complex cyber-crime investigations. It has also placed increasing pressure on limited resources. There is also an ongoing challenge in balancing accountability with efficient and effective service delivery.

In the QPS, these factors have resulted in significant layers of management; bureaucracy; a culture of responding to all requests for service wherever possible and limited delegations for a range of decisions. The QPS requires cultural and structural change to be able to refine its business processes, derive the benefits of technological change, and deal with problems that do not respect statistical boundaries.

The Review consequently identified the current structure and associated governance arrangements presented the following issues:

- they are resource intensive, bureaucratic, compliance-focused and risk averse;

- many business processes do not take into account technology improvements and assets/resources may not be deployed where they are most needed;

- senior officers are commonly involved in operational tasks that could be undertaken by lower level staff. This behaviour limits senior officers' ability to focus on strategy, performance and community engagement; and

- authority is not delegated to appropriate levels, stifling lower level decision-making, action and accountability.

These factors have contributed to some frontline officers feeling as though they are not supported, consulted or that they cannot have a real impact on crime or improving their own and the community's safety.

The proposed structure maintains the existing strengths of the QPS, including:

- regionalised service delivery that supports strong links between senior officers and the communities they service; and

- central support for one-off or developing events, patterns or disasters. This helps meet demand across large geographic areas while providing accountability and staff supervision, managing risk and performance, and preventing corruption and professional 'slippage'.

These findings, based on research and best practice in reducing crime and social disorder, provide the basis for a new vision or future for policing. The proposed structure is an enabler for this broader vision to be achieved over the next three years.

What's in this for frontline police?

The way the QPS delivers frontline services to the community will change in the coming three to five years. The implementation of this Review's findings is the first step in a series of reforms intended to improve service delivery to the community. With fewer senior managers and improved spans of control, operational supervisors, particularly Sergeants and Senior Sergeants, will have more opportunity to make decisions in a timely way. But with this opportunity will come the need to 'step up' and take on responsibility commensurate with the rank.

Reporting arrangements will change for some specialised operational functions located in the districts such as forensic related roles, intelligence and traffic branches. These roles will remain in the districts but be 'owned' by a central command under 'central function' business rules (see page 35).

The Service will seek to free up operational police from repetitively attending routine jobs that only involve taking reports. Taking reports will always be part of an operational police officer's functions but the goal is for as many routine reports to be taken by alternative means (e.g. *e*-reporting and phone where possible) so operational police are available to:

- quickly attend jobs where a crime is in progress or there is risk of harm to someone;

- focus enforcement activity on people who risk harm to the community; and

- be in places where crime and other inappropriate behaviour is known to occur to stop it happening.

To ensure policing services are effective and efficient, police will be less restricted by QPS boundaries. The focus will be on meeting the community's needs without being inappropriately restricted by QPS boundaries.

Additionally there will be an increased emphasis on a taskforce approach. Where there is a significant policing related problem the QPS will use multi-disciplinary task force focused operations that provide a coordinated and integrated approach to target places, cases and crime types that pose risk to the community. In the case of serious crime this will involve a team of QPS personnel from various backgrounds and specialisations such as senior investigators, forensic accountants, solicitors, intelligence analysts, policy advisors and, where appropriate, other specialist resources from external agencies to target a problem place, person or crime type and take action.

This philosophy has informed "The *vision* for frontline policing in the next 3-5 years".

The *vision* for frontline policing in the next 3 – 5 years

Current state

The QPS deploys its resources proactively (e.g. patrols; crime prevention; and targeted crime operations) and reactively (e.g. responding to calls for assistance; crime; found property; disturbances; crashes and accidents).

We devote significant resources to reacting and reporting.

Our model is largely characterised by the receipt of calls for service (currently about 800 people across the State: call takers; radio operators; and communication coordinators); deploying a general duties crew (usually two officers) to the job; and deploying additional resources if required (detectives, scenes of crime etc). Every job has a reporting component at each stage: people talk, and police and staff members type or write. Sometimes this process means police are bound by administrative burdens and are not available for frontline service delivery (e.g. excessive processes which have led to between 15 and 35% of police time being spent on administration and reporting).

Why change?

A summary of the Review findings above (see page 15) provides a case for change. While there is much the Service does well there are areas where we can do even better. Responding to actual or perceived criticisms or shortcomings is paramount if the Service is to maintain the community's confidence. Responding to increasing demands for service and the complexity of modern policing requires a new way of thinking. Factors that need to be addressed include:

- significant layers of management; bureaucracy; a culture of responding to all requests for service wherever possible and limited delegations for a range of decisions. The QPS requires cultural and structural change to be able to refine its business processes, derive the benefits of technological change, and deal with problems that do not respect statistical boundaries;

- being resource intensive, overly compliance-focused and risk averse;

- the many business processes that do not take into account technology improvements and assets/resources which may not be being deployed where they are most needed;

- senior officers are commonly involved in operational tasks that could be undertaken by lower level staff. This limits senior officers' ability to focus on strategy, performance and community engagement; and

- authority is not delegated to appropriate levels, stifling lower level decision-making, action and accountability.

The Commissioner's key objective is for every police officer to: *stop crime; make the community safer (including stopping road trauma); and build relationships across the community.* In doing this, every member of the Service needs to have and display the values of:
- *courage*: by always doing the right thing,
- *fairness*: in making objective, evidence-based, consistent decisions and by treating people with respect, and
- *pride*: in themselves, the QPS, the work they do and the community they serve.

To effectively achieve these objectives we need to undertake change. The purpose of the proposed changes is to provide clear benefits and enhanced service delivery to the community. Reducing management process in favour of frontline service delivery will improve officer morale, officer safety and the delivery of services to the community. We also need to use the taxpayers' dollar as best we can to stop crime and make the community safer. That means continuously improving our systems, our processes and our use of infrastructure to demonstrate value for money and outcomes.

Police will always have to react, and report and do 'paperwork' of some sort; it's the nature of the business. The courts require it; we require it to share information.

Self evidently, police must respond quickly to calls for help such as when:

- a crime is in progress;

- someone is at risk of being harmed; or

- we need to secure evidence.

We also need to receive information from the public to do our job. But we don't always need to actually talk to someone to take a report. We don't always need to send police officers to an incident to take a report.

Some of the services we currently deliver may not be delivered in the same way or at all in the future.

We need to give the community options. We need to give ourselves options so we can prioritise our resource deployment. We need to move our resource emphasis to proactive and flexible policing.

We need to do what we can to ensure officer safety and make the job of delivering frontline policing services as efficient and as effective as possible. We also need to do all of this in a way that maintains professional and ethical behaviour.

In addition to changing the way some services are delivered we also need to make better use of existing infrastructure and dispose of infrastructure that is not needed.

But we can't do that in our current state. Our technology, our structure and our policies currently limit our ability to deliver a reformed frontline service delivery model.

Importantly, we can't change in an *ad hoc* and disjointed fashion. It requires us to identify our resource needs and plan their subsequent deployment. We need to build, sometimes in stages, our infrastructure, people, policy and strategies so we deliver services in ways that are interconnected, coherent, efficient and effective.

What do we want to be?

A new vision for the Service will be "Members of the community work with Queensland Police to stop crime and make Queensland safer".

In the future we will be a Police Service that stops crime and makes the community and police officers safer by:

- providing more options for the community to communicate with police resulting in relationships that are built and strengthened through fairness and integrity;

- releasing police from tasks that don't add value or can be completed by other means;

- being more mobile, flexible and capable of working across boundaries to deliver the services the community needs;

- focusing on proactive work and being able to respond quickly when needed; and

- acting with courage and being proud of our contribution to the community we serve.

What does this mean?

We need to change the 'front end' of the QPS; the way the community communicates with us and how we communicate with the community. While we need to change we cannot do it in a way that compromises our relationships with the many communities we serve across Queensland.

We need to free up our police as much as possible from unnecessary bureaucracy and from some calls for service responses so more police are available:

- to be present in places and to target people and crime types that pose risk to the community;

- to deploy rapidly to incidents that require a quick response;

- to undertake complex criminal investigations particularly targeting serious crime or organised crime groups; and

- for ready deployment to planned and unplanned events.

We need to change our structure and infrastructure so our police are not unreasonably constrained by boundaries or ties to a police station. That means when they are needed they are available and they can go where they are needed.

We need to focus on place and case management. This requires more police officers being in the right place; targeting the right people and crime types that pose risk to the community. Technology combined with good intelligence should enable us to not just identify a suburb or even a street. We should be able to identify specific addresses and spaces that should be the focus of police attention. Place and case management also means more detectives undertaking investigations on people and crime types that will have the biggest impact on serious crimes in their communities.

What have we already done?

We have started by creating Policelink: a central call centre where people across Queensland can call one phone number for non-urgent matters. We are taking this a step further by creating a "Community Contact Command". This command will bring together such things as communication centres, Policelink, Media and Public Affairs Branch, Cultural Liaison, and Police Citizen Youth Clubs.

We have commenced the development of a mobile data business strategy.

We have built an organisation that is resilient, enjoys community support, has skilled and committed members and delivers best practice in many areas.

What should the future hold?

Triple zero will remain as the means to obtain policing services for urgent matters.

For non-urgent matters we will encourage alternative reporting options. We can further develop policies and technology infrastructure to allow the community to report matters to us without having to telephone or attend a police station. Our vision is for *e*-reporting of certain types of crimes and incidents to collect complaint and crime data including photographs and other attachments.

For people who want to speak to a member of the Service we will continue to improve our Policelink service that provides non-urgent options for the community to call and seek advice or request service delivery.

For those people who want to come to the police station we will designate 24-hour stations. Other stations will open their front counters based on resourcing and demand patterns.

We will respond to non-urgent matters but it will be a prioritised response according to other service demands and the seriousness of the incident.

Irrespective of the means of reporting we will assess the information received and determine how we follow up. Some matters will be recorded and not fully investigated but the information will be available if needed. Other matters will require substantial responses that will involve people being interviewed, evidence gathered and resources deployed across the suite of policing specialities.

We will expand on our station client service officer model at police counters and explore whether some service delivery, such as for non-urgent limited risk tasks including found property, can be delivered by members other than police officers.

In higher density population centres we will move to a more mobile service delivery model. This is likely to involve large numbers of police who start and finish from a 'warehouse' facility but are mobile for their entire shift. They will be capable of covering large geographic spaces within those communities to provide quick responses to problems. When not answering

calls for service the mobile police will be directed to where the problem places are and to target the problem people in their community (i.e. place and case management).

This 'mobile policing' model will be enabled by a mobile data strategy where police can access IT systems that deliver the same capability as currently available on a desktop computer in a station. Where officers need to use a police facility, such as when they interview someone, they will be able to access the nearest police station because we will have electronic access to any police station for police officers from any police establishment.

Where we introduce the mobile policing model we will revamp the service model delivered from local stations. We may change the number of officers based in these stations to ensure we have large numbers of police available for 'mobile policing'. Sufficient officers will remain in these stations to allow an increased focus on community engagement and the management of problem places and cases within their area of responsibility. While always available for first response work their priority will be case managing issues in their community to solve problems and prevent crime.

We will enhance our intelligence model so we can use the information provided by the community to inform our operational strategies and priorities. We will use our mobile data system to share this information effectively with police officers in high visibility roles, particularly the mobile policing officers and police officers in full time proactive roles such as traffic branch or tactical crime squads. We expect benefits in targeting crime and incidents of concern to the community such as assaults, graffiti, hooning and drug dealing.

We will increase the number of detectives so we are better able to target unexplained wealth, child sex offenders, technology facilitated crimes, organised crime, drug trafficking, illegal firearms and other crime types that pose a significant risk to the Queensland community. Criminal investigation has become an increasingly complex activity in recent years and requires significant resources. These roles are not highly visible but they are critical if we are to stop serious crime and keep the community safe.

We will continue employing staff members in operational roles such as those in watchhouses and on front counters of police stations. We will look to expand these roles to undertake functions that require a member of the QPS to provide a contact service to the community that doesn't necessarily require the enforcement of the law and is unlikely to involve any confrontation with

an offender. Expanding these roles will be an important means of freeing up police officers to undertake place and case management.

We will continue to keep the community informed through traditional means such as media releases, and also Facebook, Twitter and other online tools. Importantly we will continue to roll out "myPolice" blogs for local policing areas. We will embrace tools that are effective in letting local communities know about important policing issues.

Technology, specialist capacity and performance management are also key enablers that complement the structural and governance changes intended to improve the Service's response to crime and safety issues. In addition to changing the way some services are delivered, we will seek to make better use of existing infrastructure, dispose of some infrastructure and change the way some services are delivered.

This will include changes to:

- delegations and policy, to allow quicker decisions at the appropriate level (finance and human resource management policy and delegations in particular);

- human resource systems including selection, transfer, promotion and payroll processes; and

- subject to Government support, legislation.

The new Service structure will enable the Commissioner's vision of police services being delivered where boundaries assist rather than hinder responses to problems as the QPS becomes more mobile, flexible and responsive.

Future state and vision – How do we get there?

The vision articulated earlier is how the QPS should be operating in the next three to five years. We are not yet positioned to fully implement that vision. Implementation of the structural and governance changes proposed in this Review is the first step.

The new QPS structure has been designed to provide a better balance between management processes and frontline service delivery, together with a better mix of resources (i.e. people, assets and technology).

A new vision/future state will be achieved by implementation of the revised structure enabling the QPS to have:

- an organisational structure ready to move to the policing model articulated in *The vision for frontline policing in the next 3 – 5 years*;

- fewer levels of management;

- an improved ability to make decisions at the local level;

- flexibility and mobility;

- an operating environment where barriers to police work (e.g. excessive processes which have led to between 15 and 35% of police time being spent on administration and reporting) are removed through ongoing business review so that officers at the local level can use initiative and solve problems locally;

- the opportunity to evaluate all current infrastructure (e.g. property, ICT, communications) so that better use or savings can occur; and

- police managers supported in the drive toward 'boundary-less policing' where solutions to problems are developed in a manner not unnecessarily limited by a concentration on statistical and structural boundaries or poor procedures.

The Review has recommended more equitable spans of control to provide sufficient accountability mechanisms and supervision to protect the QPS brand by preventing ethical 'slippage'.

These changes will empower officers at the local level to have greater interaction with the community and to make decisions. They will build on the current strengths of the QPS and importantly not place at risk systems that have been proven to work well such as the disaster management framework.

The first steps to implementation

The structure will see more police moved to the frontline. A particular emphasis of the police growth allocation will be toward investigative units such as Criminal Investigation Branches and Child Protection and Investigation Units.

We have created a new Deputy Commissioner (Strategy, Policy and Performance) to ensure high level attention and to drive change and reform. We have also created the "Strategy and Business Review Command" that will have responsibility for business practice and improvement. These changes will focus on reviewing practice, identifying barriers to effective performance

and ensuring change to practice and policy to improve organisational efficiency and effectiveness.

To ensure the vision is actioned in a coordinated and logical way we need to develop some key strategies. The quality of engagement with the community to improve satisfaction and to prevent and detect crime will drive the development of key strategies. Core strategies that will be developed in the near term are:

- Contact Management Strategy: This strategy will include call centres, command and control, social and broader media and community interaction enabled by technology. A new 'front end' of policing will be created with a view to whole of government approaches;

- Demand Management Strategy: This strategy aims to develop an improved approach to managing demand. The strategy will pick up some of the new ways of delivering services to the community identified above (e.g. alternative reporting options such as *e*-reporting). It will articulate services we will (and won't) provide;

- Place and Case Management Strategy: This strategy will result in an increased emphasis on a taskforce or problem-solving approach. This will involve better knowledge management and a focus on problem people, places or issues;

- Client Service Strategy: This strategy will seek to enhance client satisfaction;

- Performance Management Strategy: This strategy will result in the development of individual, unit and organisational performance management systems that allow benchmarking across the QPS and other agencies;

- Mobile Data Strategy: This strategy will provide the opportunity for significant productivity savings and operational effectiveness (detection and investigation of crime, officer and community safety); and

- an Infrastructure Strategy (assets, revenue, procurement, corporate support, ICT, planning and reporting): This strategy will also be developed subject to current whole of government reviews.

The process of change is summarised below at *Transitional arrangements as the QPS moves to a new structure* (see page 29).

Members should expect further reform to enable the vision for frontline policing to be realised.

Transitional arrangements as the QPS moves to a new structure

While this change will result in an improved capacity for the QPS to deliver services to the community it is recognised that it will have a significant impact on some current members of the Service. Fairness, support for staff and maintaining operational effectiveness will be key priorities during the implementation process.

This document communicates the recommended changes and outlines a 'road map' of a series of work activities that must be undertaken. Considerable work has already been completed by the QPS Review Team. Despite this, more will be required to enable the change to occur by 1 July 2013.

The QPS Renewal Program has been established and will be overseen by the Board of Management and supported by related governance bodies. A Program Manager has been engaged to manage the overall program of work.

A Program Team will be appointed to support the Program Manager. Senior Executive Officers will be given responsibility for specific work packages to support the implementation process. A series of working groups will be established at the local level and lead by appointed Action Officers.

Communication with all members will be through a range of mediums including an internal blog and regular messages. Managers will be provided with a toolkit to assist all members with any queries they may have.

Unions representing police and staff members will be invited to take part in the transition process through a key reference group.

Implementation will be coordinated to minimise disruption to service delivery and policing operations. Despite the best planning, unforseen events may occur that will challenge the implementation process and timetable but should they occur they will be dealt with through the normal chain of command.

Any improvements suggested by staff will be considered as part of the implementation process. It is envisaged that some positions, structures, processes and policies will continue to be reviewed as planning and implementation occurs.

Key change summary

Subject to consultation, implementation of the proposed restructure of the Queensland Police Service from 1 July 2013 will result in:

1. A reduction of regions from eight to five. The five regions will be: Northern; Central; Southern; South Eastern; and Brisbane (a map of the new regions can be found at Attachment 1);

2. A reduction of districts from 31 to 15. The 15 districts will be: Far North; Townsville; Mount Isa; Mackay; Capricornia; Wide Bay Burnett; Sunshine Coast; Moreton; North Brisbane; South Brisbane; Logan; Gold Coast; Ipswich; Darling Downs; and South West (a map of the new districts can be found at Attachment 2).

3. Abolishment of Administration Division and Media and Public Affairs Branch with their functions amalgamated into other divisions and commands.

4. Up to 212 staff member positions and up to 110 commissioned officer positions being made redundant.

5. Moving some functions to Human Resources Division and the Finance and Business Support Division (Finance Managers, Injury Management Coordinators, Health and Safety Coordinators and HR Managers).

6. Taking responsibilities from existing commands and divisions to establish five new commands and divisions namely the:
   - Intelligence, Counter-Terrorism and Major Events Command;
   - Road Policing Command;
   - Community Contact Command;
   - Strategy and Business Review Command; and
   - Legal Division.

7. Establishment of a resource management model where some work units and responsibilities are designated as 'central function' (see page 35). This will provide for a balance between local policing operations and management and the requirement for central roles, direction, support and cooperation as the QPS moves to a more flexible, mobile and problem-focused policing model. This will involve an emphasis on place and case

management. The following roles will be central functioned to commands and divisions:

- business review, research, policy and projects;

- child protection offender registry officers;

- disaster management;

- dog squad;

- water police;

- professional practice managers;

- special emergency response teams;

- education and training;

- human resource, finance and business support, information and communication technology;

- intelligence;

- legal services and police prosecutions;

- major and organised crime squads and drug squads;

- police communication centres, media and public affairs along with support for community engagement programs;

- PCYC;

- radio and electronics;

- scientific, scenes of crime and fingerprints;

- stock and rural crime investigators; and

- traffic branches, traffic adjudication and forensic crash units.

8. Removal of a layer of management (Chief Superintendent, Operations Coordinator).

9. An additional Deputy Commissioner's position.

10. The Deputy Commissioner (Regional Operations) being responsible for:

- Northern Region;

- Central Region;

- Southern Region

- South Eastern Region;

- Brisbane Region; and

- G20 Planning Unit.

11. The Deputy Commissioner (Specialist Operations) being responsible for:
    - State Crime Command;
    - Intelligence, Counter-Terrorism and Major Events Command;
    - Operations Support Command;
    - Road Policing Command; and
    - Community Contact Command.

12. The new Deputy Commissioner (Strategy, Policy & Performance) being responsible for:
    - Strategy and Business Review Command;
    - Ethical Standards Command;
    - Education and Training Command;
    - Legal Division; and
    - Crime and Misconduct Commission Police Group.

13. Deputy Chief Executive (Corporate Support) being responsible for:
    - Finance and Business Support Division;
    - Human Resource Division;
    - Information Technology Division; and
    - Public Safety Network Management Centre.

14. To ensure operational policing units and work responsibilities are positioned closer to the frontline the structure of regional offices will be changed so operational functions are the responsibility of districts. Business rules will be established to ensure service delivery is not unreasonably constrained by boundaries.

15. An additional 12 Child Protection Offender Registry (CPOR) officers to supplement the eight existing positions across Queensland (see page 66).

16. Creation of District Electronic Evidence Technicians (see page 67).

17. Professional Practice Managers will be assigned to each of the 15 districts at the level of Senior Sergeant.

18. Introduction of a staff rotation system (currently in place at SCOC), as opposed to a formal transfer system, amongst ICMC, CMC, ESC and SCC, and where practical, regional detectives (see page 130).

19. Delegations will be changed to ensure all managers are given greater delegated powers to make decisions more quickly to enable effective decision-making, action and accountability (see page 132).

Governance

Governance processes will be improved with the QPS Board of Management (Commissioner, Deputy Commissioners, Deputy Chief Executive, and the Senior Executive Officers at SBRC and FBSD) becoming the central decision-making body in terms of QPS governance. The focus of the Board of Management will shift from a short-term focus so that it acts more like a 'Board of Directors' with a broader and longer term focus.

The other current key QPS governance committee, the Senior Executive Conference will remain but have a focus on business renewal; benchmarking performance; cooperative problem-solving; improving service delivery/operations; efficiency proposals; and developing and testing strategy or policy options for Board of Management consideration. It should be an enabler to achieving efficient and effective outcomes for policing priorities, strategies and business practices and policies.

Other existing committees and systems will be reviewed to ensure they support the Board of Management and the Senior Executive Conference. As part of this review the merits or otherwise of merging the Major Projects Committee and the Information Steering Committee together should be undertaken. In December 2012, the Board of Management approved the amalgamation of the Audit Committee and the Strategic Risk Management Committee.

Senior Executive Officers will be expected to take on greater responsibility on committees that support the Board of Management. The performance of senior executives will be managed more closely by the Board of Management and the Commissioner. It is expected that the Operational Performance Review process will be reviewed so that it includes a focus on Senior Executive Officer achievements with respect to strategy, performance and stakeholder engagement.

The performance of districts and groups and the members within them will be the responsibility of Senior Executive Officers with assistance from other Senior Executive Officers (e.g. central function commands) and the SBRC.

Delegations will be reviewed to ensure that decision-making authority is delegated to the appropriate levels, thus encouraging lower level decision-making, action and accountability.

Central function

Some QPS work units and responsibilities will be defined as 'central function'. This will provide for a balance between local policing operations and management and the requirement for centralised influence and direction to achieve a more flexible, mobile and problem focused organisation. This concept is not new to the QPS. For example, the Forensic Services model has scenes of crime officers managed locally but service delivery standards maintained by the centrally based expert group within Forensic Services Branch, Operations Support Command. Taskforces or operations are often formed and based within a region with operational control placed at either the regional or command level depending on the nature of the problem being addressed.

A 'central function' may include a police officer, staff member or work unit attached to a command or division that is located within a region or another command or division. For example, an officer attached to the Road Policing Command may be located or stationed as a Constable at Cairns Traffic Branch.

The primary purpose of creating a 'central function' approach is to ensure:

- consistency of standards and practice across the Service;

- better economies of scale;

- whole-of-Service priorities remaining key drivers of activity and focus; and

- QPS boundaries are not unreasonably constraining effective operational service delivery. That is, support of a more mobile workforce that uses task forces, problem solving and intelligence to better manage places, cases and particular crime types.

These benefits will be achieved while still delivering the operational outcomes required by the region or command where the work unit is located. Some functions and positions will be the responsibility of, and attached to 'central function' commands or divisions but they may be physically located in another region, command or division.

The 'central function' command or division will set business practice rules and standards as well as work unit priorities. Day-to-day management of performance and human resource issues will be undertaken by officers in charge where the 'central functioned' staff are located. However, where there is no local officer in charge or where there is a need for local support for an

officer in charge to ensure district priorities and performance standards are met, there is to be joint responsibility between the appointed district or group commissioned officer (or equivalent staff member) responsible for a work unit within a region and a commissioned officer from the relevant central command or division.

Budgets and operational procedures (e.g. call-out issues associated with officers with extraneous duties such as SARMACs; authorisation of overtime; critical incident notification) will be reviewed by regional and central function Senior Executive Officers prior to the new structure taking effect.

In terms of human resource management issues, the officer in charge of the 'central function' work unit will retain their current responsibilities. Line control will be to the 'central function' command or division and the 'central function' commissioned officer (or equivalent staff member) will deal with human resource management issues, in particular performance management. However in the case of staff welfare issues it may be that the appointed commissioned officer (or equivalent staff member) in the hosting region or command takes the lead in assisting the relevant officer in charge in providing the requisite support and assistance to the affected member. This would need to be done in consultation with the 'central function' commissioned officer (or equivalent staff member). Where there is a need for direct and daily local supervision, arrangements will be made between the 'central function' commissioned officer/manager and the appointed local commissioned officer (or equivalent staff member) to determine a suitable plan to deal with performance issues.

The appointed commissioned officer (or equivalent staff member) in the hosting region, command or division will be authorised to give day-to-day operational direction and tasks to 'central function' work units to ensure these units contribute effectively to fulfilling the Service's policing obligations to the local area. However, this is subject to these directions and tasks not unreasonably interfering with centrally mandated operational directions and taskings.

The central command or division will be responsible for the performance of the work unit as a whole.

Some 'central functioned' work units will be located within a district but may be required to provide policing services outside the district in which they are hosted. For example, some scientific officers may be required to perform work outside the district in which they are hosted.

Example of 'central function' reporting arrangements
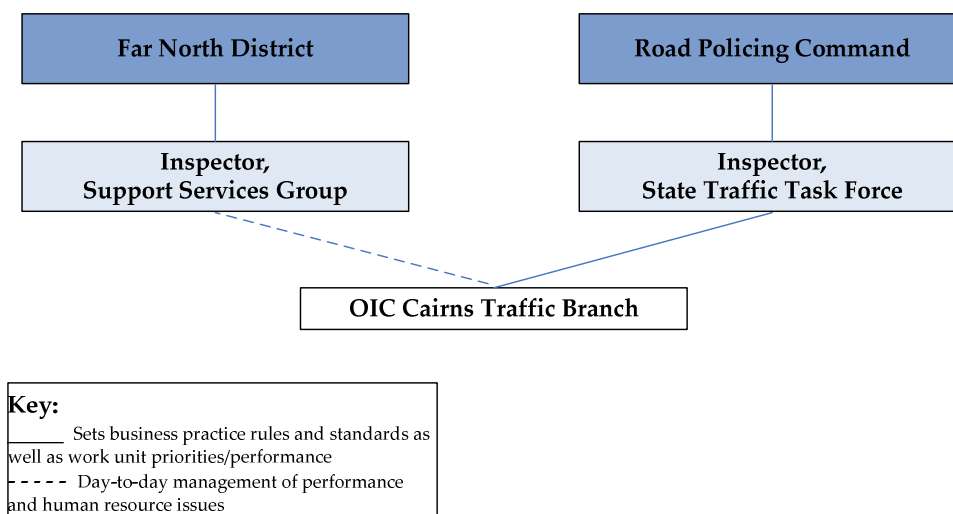
Work units or roles within regions or commands that will generally become 'central functions' attached to a central command or division:

OPERATIONAL POSITIONS	
WORK ROLE	**CENTRAL COMMAND OR DIVISION**
Communications Centres	Community Contact Command
Child Protection Offender Registry (CPOR) officers	State Crime Command
Disaster Management officers	Operations Support Command
District Education Training Officers (or equivalent training units in Commands)	Education and Training Command
District Electronic Evidence Technicians	State Crime Command
Dog Squad	Operations Support Command
Drug Squad	State Crime Command
Fingerprints	Operations Support Command
Forensic Coordinators / Forensic Officers (if in districts)	Operations Support Command
Forensic Crash Units	Road Policing Command
Intelligence	Intelligence, Counter-Terrorism and Major Events Command
Major and Organised Crime Groups	State Crime Command

PCYC	Community Contact Command
Professional Practice Managers	Ethical Standards Command
Prosecutors	Legal Division
Radio and Electronics Officers	Information Technology Division
Scenes of Crime	Operations Support Command
Scientific	Operations Support Command
Special Emergency Response Teams	Operations Support Command
Stock and Rural Crime Investigation Squads	State Crime Command
Traffic	Road Policing Command
Water Police	Operations Support Command
NON-OPERATIONAL POSITIONS	
WORK ROLE	**CENTRAL COMMAND OR DIVISION**
Legal officers	Legal Division
IT staff members	Information Technology Division
Policy Officers	Strategy and Business Review Command
Research Officers (except RPC and legal researchers)	Strategy and Business Review Command
Senior Human Services Officers	Human Resource Division
Finance Officers and Managers	Finance and Business Support Division

Implementation

After the redundancy process is completed, transition to the proposed QPS structure will occur. It is expected most positions will remain in the same workplace unless effective service delivery requires a change. Change will only occur where it is identified as part of the current proposed restructuring process or when the Senior Executive Officers of the 'central function' and the hosting region or command agree for such change.

It should be noted a number of other Service projects as well as whole-of-Government reviews are underway that could also lead to organisational change. For example the implementation of the Contact Management Strategy could lead to the consolidation of communication centres.

Any change, whether as part of this Review's implementation or as a result of future strategy implementation will be the subject of normal industrial change management and will not occur without due process and consultation.

The business rules to give effect to the 'central function' model

Summary of the business rules

1. Commands or divisions may have officers located or stationed in a region or another command under 'central function' arrangements;

2. These officers will be attached to the central command or division;

3. The priority policing model applies and all staff will be tasked accordingly;

4. Performance, business rules, standards and practices will be the responsibility of central commands or divisions;

5. A district or group commissioned officer (or equivalent staff member) responsible for a work unit within a region or command will be appointed to ensure day-to-day operational performance occurs as well as coordinating service delivery between the region or district and the central command or division;

6. The appointed district or group commissioned officer (or equivalent staff member) responsible for a work unit within a region or command can direct local day-to-day tasks after considering central functions mandated directions and taskings;

7. Where there is a conflict between district/regional requirements and tasks set down by the 'central function' command or division, the appointed local commissioned officer (or equivalent staff member) will work with the assigned central command or division commissioned officer (or equivalent staff member) to resolve the issue;

8. Centrally mandated operational and strategic priorities will take precedence however where a conflict cannot be resolved about a particular operational service delivery demand it will be determined in favour of a region unless QPS policy dictates otherwise or a Deputy Commissioner or Deputy Chief Executive determine differently; and

9. Regional Senior Executive Officers have responsibility for providing first response and they will determine if relief for a 'central function' is to be

met from within their resources after having consulted with a command or division.

Detailed 'central function' business rules

1. In all instances the priority policing policy will apply.

2. Senior Executive Officers in charge of commands or divisions assigned responsibilities for units categorised as a 'central function' where staff are located in another region, command or division will, in addition to other responsibilities:

   a. Assign a commissioned officer (or equivalent staff member) to work collaboratively with the commissioned officer (or equivalent staff member) appointed responsibility within the external region or command to manage the work unit;

   b. Develop and communicate business practice rules and standards relevant to the work unit;

   c. Work collaboratively with the responsible region or command to facilitate the effective performance of the work unit;

   d. In the case of work units owned by the command or division ensure the effective performance of the units;

   e. Set and communicate operational priorities to the work unit and the appointed commissioned officers (or equivalent staff member) responsible for the work unit within the relevant authorities provided by the central function models; and

   f. Prevent district and or regional boundaries being an impediment to effective operational outcomes.

3. Regional or command Senior Executive Officers hosting 'central functioned' officers will, in addition to other responsibilities:

   a. Work collaboratively with the responsible command or division to facilitate the effective performance of the work unit;

   b. Ensure district and or regional boundaries are not an impediment to effective operational outcomes; and

   c. In the case of 'central function' units or staff that report through commissioned officers attached to a region for day to day oversight:

      i. Ensure the unit as a whole and the individuals within it achieve work responsibilities including performance

standards, business practice rules and standards as well as achievement of assigned priorities;

    ii.   Develop operational priorities for the work unit that appropriately include priorities set by the central command or division; and

    iii.   Provide leadership, advice and direction to the officer in charge of the respective unit to achieve their responsibilities.

4.   District Officers, Group Superintendents or Branch Managers will, in addition to other responsibilities:

    a.   Appoint a commissioned officer (or equivalent staff member) to supervise and manage the hosted 'central function' work unit and staff;

    b.   Provide leadership, advice and direction to the district commissioned officer (or equivalent staff member) assigned responsibility for the work unit to ensure the performance of the Unit and the individuals within it;

    c.   Work collaboratively with the responsible command or division to facilitate the effective performance of the work unit; and

    d.   Ensure district and or regional boundaries are not an impediment to effective operational outcomes.

5.   The district or group commissioned officer (or equivalent staff member) responsible for a 'central function' work unit will, in addition to other responsibilities:

    a.   Ensure the unit as a whole and the individuals within it achieve work responsibilities including performance standards, business practice rules and standards as well as achievement of assigned priorities;

    b.   Develop operational priorities for the work unit that appropriately include priorities set by the central command or division;

    c.   Provide leadership, advice and direction to the officer in charge of the respective unit to achieve their responsibilities;

    d.   Work collaboratively with the responsible command or division to ensure the work unit's priorities, practices and work standards and performance requirements are achieved and maintained; and

e. Ensure district and or regional boundaries are not an impediment to effective operational outcomes.

6. The officer in charge of the 'central function' work unit is to, in addition to other responsibilities:

    a. Ensure the performance, well-being, integrity and professionalism of individuals within the work unit;

    b. Ensure the unit as a whole achieves work responsibilities including performance standards, business practice rules and standards as well as the achievement of assigned priorities and tasks whether assigned by district or regional management or the command or division with 'central function' responsibilities for the work unit;

    c. Communicate with the responsible appointed local commissioned officer (or equivalent staff member) and responsible command or division commissioned officer (or equivalent staff member) to enable each to fulfil their responsibilities.

7. Members of 'central function' units are to, in addition to other responsibilities:

    a. Be responsible to the assigned officer in charge of the work unit; and

    b. Work diligently to achieve the responsibilities and tasks assigned to the work unit whether by district or regional management or the command or division with central function responsibilities for the work unit.

8. <u>Performance</u>

    The 'central function' command or division will set business practice rules and standards as well as work unit priorities.

    Day-to-day management of performance and human resource issues will be undertaken by officers in charge. However, where there is no local officer in charge or where there is a need for local support for an officer in charge to ensure district priorities and performance standards are met, there is to be joint responsibility between the appointed district or group commissioned officer (or equivalent staff member) responsible for a work unit within a region and a commissioned officer from the relevant central command or division.

The appointed commissioned officer will be authorised to give day-to-day operational direction and tasks to 'central function' work units to ensure these units contribute effectively to fulfilling the Service's policing obligations to the local area. However, this is subject to these directions and tasks not unreasonably interfering with centrally mandated operational directions and taskings.

The central command or division will be responsible for the performance of the work unit as a whole. In terms of human resource management issues, the officer in charge of the 'central function' work unit will retain their current responsibilities. Line control will be to the 'central function' command or division and the assigned 'central function' commissioned officer/manager will deal with human resource management issues, in particular performance management. However in the case of staff welfare issues it may be that the appointed commissioned officer (or equivalent staff member) in the hosting region or command takes the lead in assisting the relevant officer in charge in providing the requisite support and assistance to the affected member. This would need to be done in consultation with the 'central function' commissioned officer (or equivalent staff member). Where there is a need for direct and daily local supervision arrangements will be made between the 'central function' commissioned officer (or equivalent staff member) and the local commissioned officer (or equivalent staff member) to determine a suitable plan to deal with performance issues.

9. Problem solving where agreement cannot be reached between the hosting district, region or command and the responsible command or division

With respect to human resource management issues, a cooperative arrangement is expected between the commands, however the regional Senior Executive Officer has primary responsibility for providing relief for a 'central function' that is located within their region. Regional Senior Executive Officers have responsibility for providing first response and they will determine if relief for a 'central function' is to be met from within their resources after having consulted with a command or division.

While it is expected that district officers and respective command or divisional managers will be able to plan, negotiate and achieve an effective resolution to any problem, there may be instances of legitimate operational goals being in conflict.

Where there is conflict about a particular service delivery demand it will be resolved between Senior Executive Officers who are well placed to recognise the precedence of whole-of-Service priorities and policies as well as the central command or division's operational and strategic priorities. However, if these officers cannot achieve agreement the matter will be determined in favour of the regional Senior Executive Officer unless QPS policy dictates otherwise or a Deputy Commissioner or Deputy Chief Executive determine differently.

10. Implementation

Upon transition to the new QPS structure it is proposed most police and staff members undertaking work functions defined as 'central function' remain in the same workplace or location. In most cases this will remain the arrangement unless effective service delivery requires a change. Change will only occur where it is identified as part of the current proposed restructuring process or when the Senior Executive Officers of the owning 'central function' work unit and the hosting region or command agree for such change.

'Central functioned' staff member positions

Further specific detail is provided in this document on 'central functions' and staff members, particularly within the Deputy Chief Executive (Corporate Support) section. The following general class of staff member positions are 'central functioned' to the identified Command or Division:

AO7 Information Resource Managers and Information Technology officers generally
As a general rule all IT staff members are 'central functioned' to ITD but will, at this time, remain where they are currently located. Specific details are provided throughout this document. Some AO7 Information Resource Manager positions will become redundant. Those remaining will be allocated at the following locations but be 'central functioned' to the Information Technology Division:

- Brisbane Region (1)

- Central Region (1)

- Finance and Business Support Command [but to also support Ethical Standards Command] (1)

- Human Resource Division [but to also support Legal Division, Strategy and Business Review Command] (1)

- Northern Region [Cairns and Townsville] (2)

- Operations Support Command, Community Contact Command and Road Policing Command (1)

- State Crime Command and Intelligence, Counter-Terrorism and Major Events Command (1)

- South Eastern Region (1)

- Southern Region (1).

PO4 Human Service Officers

The PO4 Human Service Officers are all 'central functioned' to the Human Resource Division but will, at this time, generally remain where they are located.

AO7 Finance Managers

Some AO7 Finance Manager positions will become redundant. The remaining AO7 Finance Managers will be redeployed from regions, commands and divisions to the FBSD and based in Brisbane. This arrangement will mean financial related services will be provided from Brisbane to all districts, regions, commands and divisions.

AO7 HR Managers; AO5 Health and Safety Coordinators; AO5 Injury Management Coordinators

Some of these positions (AO7 HR Manager, AO5 Health and Safety Coordinators, AO5 Injury Management Coordinators) will become redundant. The remaining positions will be redeployed to HRD and be based in Brisbane.

Deputy Commissioner (Regional Operations)

The Deputy Commissioner (Regional Operations) will be responsible for the following organisational units (refer to Attachment 1 for maps):

- Northern Region;

- Central Region;

- Southern Region;

- South Eastern Region;

- Brisbane Region; and

- G20.

There will be 15 districts within the five regions (refer to Attachment 2 for maps), namely:

- *Northern Region* (NR): Far North, Mount Isa and Townsville districts.

- *Central Region* (CR): Mackay, Capricornia, Wide Bay Burnett, and Sunshine Coast districts.

- *Southern Region* (SR): Moreton, Ipswich, Darling Downs and South West districts.

- *South Eastern Region* (SER): Logan and Gold Coast districts.

- *Brisbane Region* (BR): North Brisbane and South Brisbane districts.

The table below provides a summary of changes to regional and district boundaries.

REGION	NEW DISTRICT	OLD DISTRICT	BREAKDOWN OF DIVISIONS
Northern	Far North	Cairns	
Northern	Far North	Mareeba	
Northern	Far North	Innisfail	
Northern	Mount Isa	Mount Isa	Bedourie, Birdsville, and Boulia divisions are moved to South West district.
Northern	Townsville	Townsville	Bowen and Collinsville divisions are moved to Mackay District.
Central	Capricornia	Rockhampton	
Central	Capricornia	Gladstone	
Central	Mackay	Mackay	Bowen and Collinsville divisions are now included.
Central	Sunshine Coast	Sunshine Coast	
Central	Wide Bay Burnett	Bundaberg	
Central	Wide Bay Burnett	Maryborough	
Central	Wide Bay Burnett	Gympie	Goomeri, Gympie, Imbil, Kilkivan, and Tin Can Bay divisions are included (the remaining divisions move to South West District).

Brisbane	North Brisbane	Brisbane Central	
Brisbane	North Brisbane	North Brisbane	
Brisbane	North Brisbane	Pine Rivers	
Brisbane	North Brisbane	Brisbane West	
Brisbane	South Brisbane	South Brisbane	
Brisbane	South Brisbane	Oxley	
Brisbane	South Brisbane	Wynnum	
South Eastern Region	Gold Coast	Coomera	To incorporate Coomera, Nerang and Mudgeeraba divisions and the boundary is to be altered to match the Gold Coast local government area.
South Eastern Region	Gold Coast	Gold Coast	
South Eastern Region	Logan	Logan	To incorporate North Tamborine, Canungra, Beaudesert and Rathdowney divisions. The boundary is to change so the Gold Coast local government area is within the Gold Coast District and not the Logan District.
Southern	Darling Downs	Toowoomba	
Southern	Darling Downs	Warwick	
Southern	Ipswich	Ipswich	
Southern	Moreton	Caboolture	
Southern	Moreton	Redcliffe	
Southern	South West	Charleville	
Southern	South West	Dalby	
Southern	South West	Roma	
Southern	South West	Gympie	To include Blackbutt, Cherbourg, Kingaroy, Kumbia, Murgon, Nanango, Proston, and Wondai divisions.
Southern	South West	Longreach	To include Bedourie, Birdsville and Boulia divisions.

Regional overview

To ensure operational policing units and work responsibilities are positioned closer to the frontline, the structure of regional offices will be changed so operational functions are more directly the responsibility of districts. The exception will be *Regional Crime Coordinators* who, with the aid of the Senior Sergeant (Intelligence and Strategy), will be focused on crime-centric strategy, performance and engagement with key stakeholders relevant to the region along with responses to high risk crime and police related incidents (see section 1.17 of the OPM).

Regional Assistant Commissioners will be primarily responsible for strategy, performance and relationships with key stakeholders relevant to the region (see Attachment 3 for a description of a Senior Executive Officer's full responsibilities).

Regional offices will comprise 11 staff, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer
Detective Superintendent (Regional Crime Coordinator)	AO5 Finance and Business Support Officer
Inspector (Performance)	AO3 Executive Secretary
Inspector (Operations)	AO2 Administrative Support
Senior Sergeant (Performance)	
Senior Sergeant (Operations)	
Senior Sergeant (Intelligence and Strategy)	

Role and function of regional office personnel:

Performance
Assist the Senior Executive Officer with analysing, improving and reporting on performance. Also assist the Senior Executive Officer to work cooperatively with QPS 'central functions'.

Operations
Assist the Senior Executive Officer with operational priorities, quality of operations, coordination of work across business units and overview of high risk matters.

Intelligence and Strategy
Support the Regional Crime Coordinator with coordination, direction and improved use of intelligence-led operational strategies.

Human Resource Business Support Officer
Provide support to the Senior Executive Officer on human resource administration and business support issues and be a conduit between the region and the Human Resources Division. While this position will not be 'central functioned' to HRD the member occupying this position should comply with human resource practices and standards as set by HRD.

Finance and Business Support Officer
Provide support to the Senior Executive Officer on finance, administration and business support issues and be a conduit between the region and the Finance and Business Support Division. While this position will not be 'central functioned' to FBSD the member occupying this position should

comply with human resource/financial management practices and standards as set by FBSD.

Regional office locations

Upon implementation the location for each regional office will be:

- *Northern Region*: Townsville

- *Central Region*: Rockhampton

- *Southern Region*: Toowoomba

- *South Eastern Region*: Gold Coast

- *Brisbane Region*: Alderley

Central function personnel within regional offices

Under the 'central function' business rules a number of functions (e.g. Senior Human Services Officers) will be 'allocated or attached to' a central work unit but may remain physically located within the regional office. These work units / functions may therefore work within the regional office facility but will not formally form part of the regional office staff strength. In such cases the management of these staff will be in accordance with the 'central function' business rules (see page 35).

Other requirements or issues

- The primary purpose of a regional office is to proactively and reactively support the Senior Executive Officer on issues of strategic importance relevant to the region and the QPS (as opposed to day-to-day operational management) and the performance of the region.

- All Regional Crime Coordinators should be a detective.

- The regional office will be the primary point of contact for information requests from strategic business units of the QPS relevant to strategy, performance and stakeholder engagement.

- The Senior Sergeant Intelligence and Strategy should be an appropriately qualified QPS intelligence officer.

- Professional Practice Managers will no longer be appointed to regional offices. Instead they will be located in each district but be 'central functioned' to ESC. The Inspector Performance and or the Inspector Operations will assist the Senior Executive Officer on discipline issues.

- Regional Traffic Coordinators, Regional Education and Training Coordinators and Regional Project Officers will be abolished.

- Impoundment Coordinators will be geographically placed within a district but they will provide services across more than one district.

- During the implementation process, some procedures associated with specific ancillary roles performed whether part-time or as part of other duties (including but not limited to: SARMACs and negotiators) will need to be reviewed to ensure operational effectiveness.

- The following business units are 'central functioned' to SCC:

  o Child Protection Offender Register officers (an additional 12 will be created and deployed in districts across Queensland);

  o District Electronic Evidence Technicians (a new role created for the QPS complementing the work of the Electronic Evidence Examination Unit, with nine positions created to service the districts);

  o Major and Organised Crime Group (SER);

  o Stock and Rural Crime Investigation Squads; and

  o Drug Squads located in the current Far Northern and Northern regions.

District overview

District officers are responsible for the operational management of police operations within their district (see Attachment 4 for full details of district officer responsibilities) in line with QPS objectives, strategies and priorities.

Due to the large variance in land area, population and workforce, the structure of district offices will be different. Each district will be managed by a 'district officer' at the rank of Superintendent except in the case of the four largest districts, which will be managed by a Chief Superintendent.

North Brisbane, Gold Coast, and South Brisbane district offices will comprise 12 staff:

    1 x Chief Superintendent as the District Officer
    1 x Senior Sergeant (Support Officer)
    1 x AO3
    1 x AO2

2 x Superintendents as Assistant District Officers (<u>each</u> with the following resources)
1 x Sergeant (Support Officer)
1 x AO3
1 x AO2

Note: Whether these resources are co-located is a matter for the district officer to determine.

<u>Far North</u> district office will comprise:

1 x Chief Superintendent as the District Officer
1 x Senior Sergeant (Support Officer)
1 x AO3
1 x AO2

1 x Superintendent as Assistant District Officer
1 x Sergeant (Support Officer)
1 x AO3
1 x AO2

Note: Whether these resources are co-located is a matter for the district officer to determine.

<u>Townsville, Mackay, Capricornia, Wide Bay Burnett, Sunshine Coast, Logan, Moreton, Ipswich, Darling Downs and South West</u> district offices will comprise:

1 x Superintendent as a District Officer
1 x Sergeant (Support Officer)
1 x AO3 (where at least one AO3 exists in the district office currently)
3 x AO2s

<u>Mount Isa</u> district office will comprise:

1 x Superintendent as a District Officer
1 x Sergeant (Support Officer)
1 x AO3
1 x AO2

For proper operational reasons, it is acknowledged some districts will continue to manage their administrative staff deployments so that business responsibilities are achieved with a different staffing model to the numbers

identified above. Flexibility and allocation of resources to suit specific priorities at the district level will be required.

Other requirements or issues

- The rationale for the structure of districts is:

  o In the case of Far North, Townsville, Capricornia, Mackay, Sunshine Coast, Moreton, North Brisbane, South Brisbane, Ipswich, Darling Downs, Logan and Gold Coast districts, work units will report to an Inspector aligned principally by analogous work responsibility with geography being a secondary determinate. These work units will form a 'Group' within the district (e.g. Patrol Services Group, Crime Group or Support Services Group).

  o In the case of Mount Isa, Wide Bay Burnett and South West districts work units will form a 'Group' reporting to an Inspector based primarily on geography. This may result in work units not wholly analogous being within a Group (e.g. crime and support units report to one Inspector at Mount Isa).

- The district office will be the primary point of contact for information requests relevant to operational policing inquiries specific to that district.

- District Crime Groups will generally be managed by a Detective Inspector except in the case of Mount Isa and South West districts (due to the geography and staffing arrangements of the districts).

- A Professional Practice Manager, 'central functioned' to ESC, will be located within each district and report to the district officer (subject to 'central function' business rules).

- Cultural Liaison Officers and Crime Prevention Officers across the State are not 'central functioned' to any central command. However, these officers should be informed by the central command with responsibilities in these areas and consequently perform in a manner consistent with the recommended business practice, standards and priorities.

- Where relief is required for 'central functioned' work units within districts it remains the responsibility of the district and region in the first instance to provide the relief resources. Should that prove impossible, communication is to occur between the respective Senior Executive Officers.

- There will be a requirement to review the appointment of District Disaster Coordinators and a full audit of disaster management appointments, contacts and arrangements prior to the new structure taking effect.

Northern Region

Structure

Northern Region will be made up of three districts: Far North; Mount Isa and Townsville.

- Far North District will comprise the former districts of Cairns, Mareeba and Innisfail.

- Mount Isa District will remain the same less Bedourie, Birdsville and Boulia divisions (which move to the new South West District).

- Bowen and Collinsville divisions will be moved from Townsville District to Mackay District; otherwise Townsville District will remain unchanged.

Other requirements or issues

- The Regional Crime Coordinator should be a Detective Superintendent.

District details

Far North District

Far North District will be managed by a Chief Superintendent (District Officer) with one Superintendent as the Assistant District Officer. Key features are:

- The following Groups have been created and the Inspectors in charge report directly to the Chief Superintendent District Officer: Innisfail Patrol Group; Mareeba Patrol Group; Cape Patrol Group; Torres Strait Patrol Group; and the Cross Cultural Liaison Group.

- The Superintendent will be responsible for district work functions as well as work units categorised as 'central functions'. The Groups within the Superintendent's responsibility are: Cairns Metro Patrol Group; Cairns Country Patrol Group; Support Services Group; Crime Group; and the 'central functioned' Special Emergency Response Team (SERT). Each Group will be managed by an Inspector.

Other requirements or issues

- It is proposed the Detective Inspector in charge of the Crime Group position be achieved by relocating the Detective Inspector position from the current Far Northern Regional office. This is necessary as a consequence of the creation of a Detective Superintendent as the Regional Crime Coordinator based at the Northern Regional Office.

- An assessment will need to be made whether the Project Officer (Cape) and the QATSIP project positions should continue into the future or how these positions are best used.

- PLO and CCLO positions within the district may be aligned to report directly to the Inspector (Cross Cultural Liaison) via their respective officers in charge.

- Fingerprints, scenes of crime and scientific officers will report day-to-day to the Inspector, Support Services Group via the Forensic Coordinator who is 'central functioned' to OSC but located within the district.

- The Far North District office will be located at Cairns.

- The SERT located at Far North District is 'central functioned' to OSC and will be available for deployment (and in line with the authorisation process articulated in the OPM) outside Far North District.

- The Drug Squad currently attached to Far Northern Region will be 'central functioned' to SCC and be 'moved' to Far North District. It is not expected that the current office location of this unit will need to change unless there is agreement between the Northern Region and State Crime Command Assistant Commissioners.

Mount Isa District

Mount Isa District will be managed by a Superintendent (District Officer). Key features are:

- The district will be broken into two Groups, each managed by an Inspector: Mount Isa Patrol Group; and Mount Isa Crime and Support Group.

- The Inspector Crime and Support Group will be the officer responsible for the work units categorised as 'central function' (except the PPM who will report day-to-day to the district officer subject to 'central function' rules).

Other requirements or issues

- Bedourie, Birdsville and Boulia divisions will no longer be part of Mount Isa District (now forming part of South West District).

Townsville District

Townsville District will be managed by a Superintendent (District Officer). Key features are:

- The district will be divided into six Groups, each managed by an Inspector: Western Patrol Group; Southern Patrol Group; Northern Patrol Group; Townsville Patrol Group; Crime Group; and Support Services Group.

- The Crime Group and Support Services Group Inspectors will have responsibilities for work units categorised as 'central function' (except the PPM (who will report day-to-day to the district officer subject to 'central function' rules).

Other requirements or issues

- The Drug Squad currently attached to Northern Region will be 'central functioned' to SCC and be 'moved' to Townsville District. However, it will be expected to continue to provide service delivery, where justifiable, in Mount Isa District (i.e. not be unreasonably constrained by boundaries). It is not expected that the current office location of this unit will need to change unless there is agreement between the Northern Region and State Crime Command Assistant Commissioners.

- Responsibility for the Drink Safe Precinct portfolio has been realigned under the Inspector Townsville Patrol Group. The current Inspector Major Events position becomes one of the six existing Inspector positions within Townsville District.

- A PLO position will be moved from the current Northern Regional Office to Townsville District.

- Fingerprints, scenes of crime and scientific officers will report day-to-day to the Inspector, Support Services Group via the Forensic Coordinator who is 'central functioned' to OSC but located within the district.

Central Region

Structure

Central Region will be made up of four districts: Capricornia; Mackay; Sunshine Coast and Wide Bay Burnett.

- Capricornia District will be an amalgamation of the current Rockhampton and Gladstone Districts.

- Mackay District will remain the same with the addition of Bowen and Collinsville divisions.

- Sunshine Coast District remains unchanged.

- Wide Bay Burnett District will be the amalgamation of the current Bundaberg and Maryborough Districts as well as part of Gympie District (Goomeri, Gympie, Imbil, Kilkivan, and Tin Can Bay divisions).

District details

Capricornia District

Capricornia District will be managed by a Superintendent (District Officer). Key features are:

- Capricornia District will be an amalgamation of the current Rockhampton and Gladstone districts;

- The district will be divided into five Groups, each managed by an Inspector: Gladstone Patrol Group; Rockhampton City Patrol Group; Rockhampton Country Patrol Group; Crime Group; and Support Services Group.

- The Inspectors in charge of the Crime Group and Support Services Group will also be responsible for work units categorised as 'central function'.

Other requirements or issues

- The allocation of divisions between the three patrol Groups warrants further consideration by district management during implementation to determine whether the proposed allocations provide the maximum efficiency and effectiveness in governance and service delivery.

- The following work units and or functions have been moved from the current Central Regional office to Capricornia District: Crime prevention; disaster management, PCYC, SARCIS, fingerprints, scientific, and the Forensic Coordinator. A number of these positions are categorised as 'central function' and while located in Capricornia District they will continue to provide services outside the district.

- Fingerprints, scenes of crime and scientific officers will report day-to-day to the Inspector, Support Services Group via the Forensic Coordinator who is 'central functioned' to OSC but located within the district.

- The Capricornia District office will be located at Rockhampton.

Mackay District

Mackay District will be managed by a Superintendent (District Officer). Key features are:

- The district will be divided into three Groups, each managed by an Inspector: Crime and Support Group; Country Stations Patrol Group; and City Stations Patrol Group.

- Bowen and Collinsville divisions will form part of the Country Stations Group within Mackay District.

- Each Inspector will be responsible for some work units categorised as 'central function'.

<u>Other requirements or issues</u>

- The Crime and Support Group will be managed by a Detective Inspector. This may require the allocation of a Detective Inspector to Mackay District.

Sunshine Coast District

Sunshine Coast District will be managed by a Superintendent (District Officer). Key features are:

- Sunshine Coast District will be broken into five Groups, each managed by an Inspector: Southern Patrol Group; Central Patrol Group; Northern Patrol Group; Crime Group and Support Services Group.

<u>Other requirements or issues</u>

- Some 'central function' positions based at the Sunshine Coast District (e.g. the Forensic Coordinator and fingerprint officers) from the current North Coast Regional office will be required to provide functions to Wide Bay Burnett District and potentially Moreton District. While it will be necessary during implementation to refine the service delivery model to Moreton District by specialist work units it is expected that the Inspector Forensic Coordinator ('central functioned' to OSC) will have the capacity to meet this need. This is to be determined by OSC in consultation with Southern, Brisbane and Central Region Assistant Commissioners.

- The Senior Sergeant Intelligence Coordinator currently at North Coast Regional office has been allocated to this district to perform intelligence functions.

Wide Bay Burnett District

Wide Bay Burnett District will be managed by a Superintendent (District Officer). Key features are:

- Wide Bay Burnett District will be an amalgamation of Maryborough and Bundaberg Districts as well as parts of Gympie District.

- The district office will be located at Maryborough.

- Wide Bay Burnett District will be divided into four Groups, each managed by an Inspector: Bundaberg Patrol Group; Maryborough Patrol Group; Gympie Patrol Group; and the Crime Group.

- Each Inspector will have responsibility for some work units and or functions categorised as 'central function'.

Other requirements or issues

- It will be necessary to allocate a Detective Inspector to the district to manage the Crime Group.

- A Senior Sergeant, Tactician will be allocated to the new district.

- None of the positions currently at North Coast Regional office are being allocated to the Wide Bay Burnett District. It is expected some positions allocated to Sunshine Coast District (e.g. the Forensic Coordinator and fingerprint officers [which are 'central functioned' to OSC]) will be required to provide functions to this district.

- Recognising that the current Gympie District will be divided between the Wide Bay Burnett and South West Districts it will be necessary during the implementation phase to assess, informed by local management and current resource allocation, how police resources currently categorised as a 'district function' at the current at Gympie District (e.g. Traffic Branch, CIB) should be divided between the two new districts. Any change should be subject to consultation with affected staff.

Southern Region

Structure

Southern Region will be made up of four districts: Darling Downs, Ipswich, Moreton and South West.

- Darling Downs District will be an amalgamation of the current Toowoomba and Warwick districts.

- Ipswich District remains unchanged.

- Moreton District will be the amalgamation of the current Caboolture and Redcliffe Districts.

- South West District will be made up of the current Charleville, Dalby, Roma, and Longreach Districts. Each of the former districts will form a 'Patrol Group'.

- To better align with local government areas, Longreach Patrol Group, South West District will also include Bedourie, Birdsville and Boulia divisions (from the current Mount Isa District). Blackbutt, Cherbourg, Kingaroy, Kumbia, Murgon, Nanango, Proston and Wondai divisions (from within the current Gympie District) will form part of the Dalby Patrol Group, South West District.

- The Inspector positions will remain in Charleville, Dalby, Longreach, Roma and Warwick.

Other requirements or issues

- The Regional Crime Coordinator should be a Detective Superintendent.

District details

Darling Downs District

Darling Downs District is an amalgamation of the current Toowoomba and Warwick Districts. The District will be managed by a Superintendent (District Officer). Key features are:

- Darling Downs District will comprise four Groups, each managed by an Inspector: Country Patrol and Support Group; City Patrol Group; Crime Group; and the Warwick Patrol Group.

Other requirements or issues

- The following work units and or functions have been moved from Southern Regional office to be located at Darling Downs District: Crime Prevention, Forensic Coordinator, Scientific, Fingerprints, CPOR, Intelligence (Traffic) and SARCIS. A number of these positions are categorised as 'central function' and while located in Darling Downs District they must not be unreasonably constrained by boundaries and continue to provide services to neighbouring districts.

- Fingerprint, scenes of crime and scientific officers will report to the Inspector, Support Services Group via the Forensic Coordinator who is 'central functioned' to OSC.

- A Senior Sergeant, Tactician will be allocated to the new district.

- The district office will be located at Toowoomba.

Ipswich District

Ipswich District will be managed by a Superintendent (District Officer). Key features are:

- Ipswich District will comprise five Groups, each managed by an Inspector: Southern Patrol Group; Ipswich Metro Patrol Group; Country Patrol Group; Crime Group; and the Support Services Group.

- The Inspectors in charge of the Crime Group and Support Services Group will also be responsible for work units categorised as 'central function'.

Moreton District

Moreton District will be managed by a Superintendent (District Officer). Key features are:

- Moreton District will comprise four Groups, each managed by an Inspector: Caboolture Patrol Group; Redcliffe Patrol Group; Crime Group; and the Support Services Group.

- The Inspectors in charge of the Crime Group and Support Services Group will also be responsible for work units categorised as 'central function'.

Other requirements or issues

- The district office is to be located at Caboolture.

- The creation of Moreton District requires the allocation of two additional Inspector positions: one Detective Inspector for the Crime Group and one Inspector for the Support Services Group.

- It will be necessary to allocate a Senior Sergeant as a Tactician to the new district.

- There is no Forensic Coordinator, scientific, or fingerprints services located within the Moreton District. It is expected that some positions allocated to Sunshine Coast District (e.g. the Forensic Coordinator and fingerprints officers) from the current North Coast Region will be required to provide functions to Wide Bay Burnett District and potentially Moreton District. It is anticipated the Inspector, Forensic Coordinator will have the capacity to manage these specialised forensic service needs. Nonetheless it will be necessary during implementation to refine the service delivery model to Moreton District by all specialist work units (i.e. what services are to be provided by Sunshine Coast based assets verse those based in Brisbane). This is to be determined by the Assistant Commissioner OSC with the Southern, Brisbane and Central Region Assistant Commissioners.

South West District

South West District will be made up of the current Charleville, Dalby, Roma, and Longreach Districts as well as Bedourie, Birdsville and Boulia divisions from the current Mount Isa District and Blackbutt, Cherbourg, Kingaroy, Kumbia, Murgon, Nanango, Proston and Wondai divisions from the current Gympie District.

The district will be managed by a Superintendent (District Officer). Key features are:

- South West District will comprise five Groups: Charleville Patrol Group; Dalby Patrol Group; Longreach Patrol Group; Roma Patrol Group; and Crime and Support Services Group.

- Each Group will be managed by an Inspector.

- An Inspector will remain in Charleville, Dalby, Longreach and Roma.

- The Inspector, Crime and Support Services Group will be responsible for the 'central function' units within the district.

Other requirements or issues

- It will be necessary for an additional Inspector to be located in the district to manage the Crime and Support Group.

- The district office should be located at Roma.

- Recognising the current Gympie District will be divided between the Wide Bay Burnett District and South West District it will be necessary during the implementation phase to assess, informed by local management and current resource allocation, how police resources currently categorised as a 'district function' at the current Gympie District (e.g. Traffic Branch, CIB) should be divided between the two new districts.

South Eastern Region

Structure

South Eastern Region will be made up of two districts: Gold Coast and Logan.

- Gold Coast District will remain the same with the addition of Coomera, Nerang and Mudgeeraba divisions. It will also include parts of Beenleigh Division up to the Albert River (this geographic space will include the Norfolk Village and Jacobs Well Police Beats). It will result in the new Gold Coast District corresponding entirely with the Gold Coast local government area.

- Logan District will largely remain the same (less the aforementioned part of Beenleigh Division) but with the addition of North Tamborine, Canungra, Beaudesert and Rathdowney divisions.

Other requirements or issues

- Five regional duty officers (Inspectors) will be coordinated by the Inspector, Operations at South Eastern Regional Office. These RDOs will continue to cover Logan and Gold Coast districts. The Operational Procedures Manual may require amendment to reflect the change in

regional duty officer arrangements (e.g. location, reporting and briefing requirements) in the region.

- As a consequence of Coomera District being broken up between Gold Coast and Logan districts it will be necessary to determine how many CIB, CPIU, scenes of crime and Traffic Branch officers currently at Coomera District should be allocated amongst the two districts. Any change should be subject to consultation with affected staff.

- The Renewal Program Team should consult the Logan and Gold Coast district officers to determine what Coomera CIB and CPIU staff should be transferred to Logan District to account for the four divisions currently within Coomera District moving to Logan District.

District details

Gold Coast District

Gold Coast District will be managed by a Chief Superintendent (District Officer) with two Superintendents as the Assistant District Officers. Key features are:

- Gold Coast District will be divided into nine groups, each managed by an Inspector: Northern Patrol Group; Southern Patrol Group; Central Patrol Group; Gold Coast Entertainment Precinct Group; Northern Crime Group; Southern Crime Group; Support Services Group A; Support Services Group B; and the Major Events Group.

- The Detective Inspector, Major and Organised Crime Group and the Inspector, Forensic Coordinator will report day-to-day to the district officer (subject to 'central function' business rules) where each are now 'central functioned' to SCC and OSC respectively.

- One Superintendent will be responsible for the Crime and Support Services Groups and the other for the Patrol Groups.

Other requirements or issues

- The Review has retained the 15 District Duty Officer positions currently spread across the two districts that will become Gold Coast District. District management will be required to determine how these positions can be best used.

- The Major and Organised Crime Group ('central functioned' to SCC) and the Forensic Coordinator ('central functioned' to OSC) will be required to provide service to both Gold Coast District and Logan District.

- Allocation of CIB, CPIU, school based police officers and SCAN officers between both Detective Inspectors will be determined by district management with the inclusion of parts of Coomera District back to the Gold Coast District.

- The DCPC strength includes a Senior Sergeant (Crime Prevention) that will be moved from South Eastern Regional office to Gold Coast District.

- The Liquor Enforcement strength includes a Sergeant position that has been moved from South Eastern Regional office to Gold Coast District.

Logan District

Logan District will be managed by a Superintendent (District Officer). Key features are:

- Logan District will be broken into five Groups, each managed by an Inspector: Central and North Patrol Group; West Patrol Group; South Patrol Group; Crime Group and Support Services Group.

- The Inspectors in charge of the Crime Group and Support Services Group will also be responsible for work units categorised as 'central function'.

- The Inspector, Communications (SER) will report to the district officer (subject to 'central function' business rules) [see page 91 for Community Contact Command].

Other requirements or issues

- Currently all three districts within South Eastern Region have police and staff members at SER Communications. Implementation of the restructure will require this to be addressed. A transitional arrangement over time may be required. Community Contact Command will have responsibility to lead this work in consultation with SER.

- It is recommended one of the Senior Sergeant positions currently performing a PPM role in the South Eastern Regional office be moved to take on the role of PPM within Logan District. Should this not be possible a Senior Sergeant PPM position will need to be created.

Brisbane Region

Structure

Brisbane Region will be made up of two districts: North Brisbane and South Brisbane Districts. These districts each align respectively with the current Metropolitan North Region and Metropolitan South Region boundaries.

<u>Other requirements or issues</u>

- Six regional duty officers (Inspectors) will be coordinated by the Inspector, Operations at Brisbane Regional Office. These RDOs will cover the entire region (i.e. North Brisbane and South Brisbane Districts combined).

- The Operational Procedures Manual may require amendment to reflect the change in regional duty officers' arrangements (e.g. location, reporting and briefing requirements) in Brisbane Region.

- The Assistant Commissioner will remain as the District Disaster Coordinator.

- There will be one Regional Crime Coordinator for this region. However, an additional Detective Inspector has been allocated to the new region.

- The Graffiti Taskforce will be moved from SCOC to Brisbane Region and includes one SCOC member. It is expected that the current arrangement where one member from each of the Railway Squad (OSC), Metropolitan North Region (i.e. the new North Brisbane District) and Metropolitan South Region (i.e. the new South Brisbane District) will continue to maintain the unit's strength at four.

- The Casino Crime Squad should be moved from SCOC to Brisbane Region and report to the Detective Inspector responsible for the Brisbane City Division.

District details

North Brisbane District
North Brisbane District will be managed by a Chief Superintendent (District Officer) with two Superintendents as the Assistant District Officers. Key features are:

- North Brisbane District will comprise 13 Groups, each managed by an Inspector. This will include six Patrol Groups, four Crime Groups, two Support Services Groups and a Watchhouse Group. Maximum efficiency and effectiveness of district resources will be realised if the Renewal Program Team consult local management to determine how resources will be allocated within the planned structure.

- One Superintendent will be responsible for the four Crime and two Support Groups as well as the Inspector, Disaster Management (which is 'central functioned' to OSC) while the other Superintendent will be responsible for the Patrol Groups, the Watchhouse Group and the Inspector, Forensic Coordinator (which is 'central functioned' to OSC).

<u>Other requirements or issues</u>

- Two additional Inspector positions should be allocated; one Detective Inspector for a Crime Group and one Inspector for a Patrol Group.

- The Review has retained the 20 District Duty Officer positions currently spread across the four districts that will become North Brisbane District. District management will be required to determine how these positions will support the six Patrol Groups.

- The location of the North Brisbane District office is to be determined by the district officer in consultation with the Renewal Program Team.

- How divisions are allocated across patrol groups will need to be determined by district management in consultation with the Renewal Program Team.

South Brisbane District

South Brisbane District will be managed by a Chief Superintendent (District Officer) with two Superintendents as the Assistant District Officers. Key features are:

- South Brisbane District will comprise nine Groups, each managed by an Inspector: four Patrol Groups; three Crime Groups (East, Central and West); and two Support Service Groups. Maximum efficiency and effectiveness of district resources will be realised if the Renewal Program Team consult local management to determine how resources will be allocated within the planned structure.

- An Inspector, Forensic Coordinator (responsible for scenes of crime) which is a 'central functioned' position to OSC, will be located in the district.

<u>Other requirements or issues</u>

- The location of the South Brisbane District office is to be determined by the district officer in consultation with the Renewal Program Team.

- How divisions are allocated across patrol groups will need to be determined by district management in consultation with the Renewal Program Team.

New and changed work units

Child Protection Offender Register Coordinators

In February 2011 eight Child Protection Offender Register (CPOR) Coordinators were appointed to each of the existing regions. Four regions appointed them to these specific roles, three appointed the role to within Child Protection Investigation Units and one to a Criminal Investigation Branch.

Recognising the projected growth in CPOR offenders and increases in reporting requirements the Review has identified 12 new positions, in addition to the current eight positions, are to be created within districts to enhance the Service's capacity to manage the projected workload.

CPOR Coordinators will be attached to:

- Capricornia District

- Darling Downs District

- Far North District

- Gold Coast District

- Ipswich District

- Logan District

- Mackay District

- Moreton District

- North Brisbane District

- South Brisbane District

- Sunshine Coast District

- Townsville District

Other requirements or issues

- Each of the 12 positions is not to be otherwise designated or tasked.

- During implementation an audit will occur to ensure that CPOR issues are being addressed appropriately including how the eight current CPOR officers are allocated and applied.

- CPOR Coordinators are central functioned to the Child Safety and Sexual Crime Group, State Crime Command.

District Electronic Evidence Technicians

The growing service delivery demand for the investigation of electronic evidence is placing an unsustainable demand on the Electronic Evidence Examination Unit (EEEU) within State Crime Command. EEEU is the unit responsible for examining all electronic evidence seized by police across Queensland.

Current categorisation of skill within the electronic evidence examination discipline ranges from "Technician", to "Examiner" to the highest level being "Expert". EEEU will retain its current workforce at examiner and expert level.

District Electronic Evidence Technicians (DEETs) will be introduced and provide benefits that include:

- providing a specialised investigative support skill closer to the frontline of operational service delivery;

- improving service delivery to investigators across the State because of proximity;

- triaging of potential electronic exhibits before forensic computer analysis by EEEU (i.e. only seize what is needed; reduce demand; increase throughput; and manage more exhibits at a local level);

- a capacity to more readily deploy to significant crime scenes across the State;

- providing a first point of contact to investigators at a local level; and

- freeing up EEEU to increase productivity and meet unmet demands (volume and quality) of internal and external stakeholders.

District Electronic Evidence Technicians will be located at:

- Capricornia District

- Darling Downs District

- EEEU at SCC (two positions to meet the service delivery demands of Ipswich, Moreton, North Brisbane and South Brisbane districts).

- Far North District

- Gold Coast District

- Logan District

- Sunshine Coast District

- Townsville District

Command and Division overview

The QPS business units categorised as commands and divisions will report to the Deputy Commissioner (Specialist Operations), Deputy Commissioner (Strategy, Policy and Performance) or the Deputy Chief Executive (Corporate Services). The restructure of the QPS will result in the establishment of new commands and divisions, changes to existing commands and divisions and the abolishment of others.

The Commissioner will determine whether an Assistant Commissioner or Executive Director takes responsibility for a command or division.

Specific changes include:

- abolishment of the Administration Division and the Media and Public Affairs Branch with these functions amalgamated into the new Finance and Business Support Division and the Community Contact Command respectively;

- removal of work functions and work units from State Crime Operations Command (to become SCC) and Operations Support Command;

- creation of five Commands and Divisions namely:

  o Intelligence, Counter-Terrorism and Major Events Command;

  o Road Policing Command;

  o Community Contact Command;

  o Strategy and Business Review Command; and

  o Legal Division; and

- retention, though with some change to structure and responsibilities of: State Crime Command (formerly SCOC), Operations Support Command, Ethical Standards Command, Human Resource Division, Information Technology Division and the Education and Training Command.

Central function responsibilities

Commands and divisions will have 'central function' responsibilities for work units and functions physically located within regions, districts and or other commands or divisions.

Under the 'central function' business rules a number of functions (e.g. Human Service Officers, IT support officers) will be 'allocated or attached to' a central work unit but may remain physically located within a region, district

command or division. Management of these staff will be in accordance with the 'central function' business rules (see page 35).

Requirements and issues for commands and divisions

Over time all police and staff members should be appointed to commands and divisions rather than individual units within commands or divisions to enable the Senior Executive Officer to move members where business demands dictate (see page 130 for more detail). The exception to this will be members physically located in 'central functioned' units within regions (though these employment arrangements should be to a general location rather than a specific office or station [see page 131 for more detail]).

Role and function of command or division personnel

Each command and division office has been structured uniquely according to the likely business need. The number and make up of police and staff members varies however each has members who perform some of the below roles.

Performance
Assist the Senior Executive Officer with analysing, improving and reporting on performance. Also assist the Senior Executive Officer to work cooperatively with QPS central functions.

Operations
Assist the Senior Executive Officer with operational priorities, quality of operations, coordination of work across business units and overview of high risk matters.

Human Resource Business Support Officer
Provide support to the Senior Executive Officer on human resource issues and be a conduit between the command or division and the Human Resources Division. While this position will not be 'central functioned' to HRD the member occupying this position should comply with human resource practices and standards set by HRD.

Finance and Business Support Officer
Provide support to the Senior Executive Officer on finance, administration and business support issues and be a conduit between the command or division and the FBSD. While this position will not be 'central functioned' to the FBSD the member occupying this position should comply with financial management practices and standards set by the FBSD.

Deputy Commissioner (Specialist Operations)

The Deputy Commissioner (Specialist Operations) will be responsible for the following organisational units:

- State Crime Command;

- Intelligence, Counter-Terrorism and Major Events Command;

- Operations Support Command;

- Road Policing Command; and

- Community Contact Command.

Benefits of changed and new commands

To ensure better frontline effectiveness and to allow for increased efficiencies Operations Support Command and State Crime Command (formerly SCOC) have gained further responsibilities and been reduced in size, with three new commands created: Road Policing; Community Contact; and Intelligence, Counter-Terrorism and Major Events.

These Commands will provide frontline specialist services and will:

- support a taskforce approach to problem people, places or cases and particular types of crime;

- provide more agile and mobile police services to respond to problems;

- use intelligence to its full capacity and improve knowledge management;

- increase performance through better targeting and use of resources and knowledge management;

- improve client service;

- better align business functions;

- meet the increasing need to provide specialist approaches to crime or social disorder; and

- achieve economies of scale over time.

State Crime Command

State Crime Operations Command will become known as State Crime Command (SCC). The Assistant Commissioner, SCC will be responsible for the following organisational units:

- Child Safety and Sexual Crime Group;

- Drug and Serious Crime Group;

- Fraud and Cyber Crime Group; and

- Homicide Group.

Key changes to the current SCOC

The re-structure of the current SCOC will involve:

- Moving staff from SCOC to the new Intelligence, Counter-Terrorism and Major Events Command, namely:

    o State Intelligence Group;

    o Security Intelligence Branch; and

    o Covert and Specialist Operations Group.

- Moving the:

    o State Flying Squad to Operations Support Command;

    o Casino Crime Squad to Brisbane Region;

    o Graffiti Squad to Brisbane Region;

    o Crime Stoppers to Community Contact Command;

    o Research Unit to SBRC with one position being physically located at SCC (under 'central function' business rules);

    o Asian Specialist Unit to integrate with the three members from the Cultural Advisory Unit (OOC) that will form the Cultural Liaison Unit at the new CCC; and

    o role of AO5 Senior Administration Officer to SBRC.

- Work functions becoming 'central functioned' to other commands and divisions:

    o The CS&SCG Intelligence and Criminal Analyst officers to ICMC;

    o The Legal Unit to the Legal Division with the number of positions to physically remain at SCC and ICMC to be determined by the Senior Executive Officer, LD in consultation with the SCC and ICMC Senior Executive Officers;

    o The remaining researcher (shared between SCC and ICMC) to SBRC;

    o The media officer (shared between SCC and ICMC) to CCC;

o The CS&SCG Training and Coordination Unit (the senior policy officer and researcher will be 'central functioned' to SBRC and the trainers 'central functioned' to ETC);

o Traffic officers within Taskforce Hydra to RPC;

o The intelligence officers within Taskforce Hydra to ICMC; and

o The SCOC Training and Development Unit to ETC.

– The following business units are 'central functioned' to SCC:

o Child Protection Offender Register officers. In addition to the officers in SCC and the eight CPOR officers already deployed across Queensland, 12 more officers will be deployed in districts. Some of these officers, while located within a particular district, may be required to work across district boundaries;

o District Electronic Evidence Technicians (new role created for the QPS [see pages 67 and 75 for more detail]);

o Major and Organised Crime Group (to remain physically located at the Gold Coast). Should the QPS introduce more Major and Organised Crime Groups in other communities in Queensland these will be 'central functioned' to SCC (see page 75 for more detail);

o Stock and Rural Crime Investigation Squads (see page 76 for more detail); and

o Drug Squads at the current Far Northern and Northern Regions (see page 76 for more detail).

Purpose of SCC:

State Crime Command:

- will have as its priority the proactive targeting of people, places and crime types that pose the greatest risk to the Queensland community (rather than complaints being the primary driver of investigative activity);

- will undertake investigations fitting its priority (above) that are beyond the capacity of regions;

- will work, lead and participate in taskforces with regions and other commands that target people, places and specialised crime types that pose the greatest risk to the Queensland community;

- will despite a taskforce approach to serious crime, manage its structure and resourcing so that key serious crime types remain a priority and suitable officers have the requisite skills and knowledge to investigate

these crime types. SCC will continue to fulfil commitments such as those currently in place to corrective service investigations and prostitution enforcement;

- retain specialist officers with responsibilities that may have a policy impact on the QPS (e.g. national forums, committees, working parties or State based activities [e.g. Child Safety Director]) who will work cooperatively with SBRC (the QPS work unit with primary responsibility for policy development in the Service) to ensure alignment, coordination and effective sharing of information;

- will not take part in general duties policing activities (e.g. 'Schoolies') unless there is a demonstrated link to the Command's primary priority or directed by the Deputy Commissioner (Specialist Operations); and

- support the Strategy and Business Review Command for policy relevant to the Command's responsibilities at a whole-of-Service, State and national level.

Anticipated benefits of establishing the SCC

The establishment of SCC will allow the Assistant Commissioner to focus principally on criminal investigation of matters that pose the greatest risk to the Queensland community. The structural arrangements, governance and policy processes are to ensure ongoing cooperation between SCC, ICMC and other areas of the QPS. Exclusion from general duties policing activities will allow detectives to maintain uninterrupted focus on serious crime investigations.

Office structure

The office of the Senior Executive Officer, SCC will comprise six staff plus three shared staff, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer ❖
Senior Sergeant, Strategy and Performance	AO4 Administration Officer
Senior Sergeant, Brief Manager ❖	AO3 Executive Secretary
	AO2 Administration Officer

❖ - position shared with ICMC

Potential SCC structure

While SCC will be required to have the four aforementioned Groups the Senior Executive Officer, SCC will have authority to determine the unit and human resource mix that best meets Command priorities and responsibilities (subject to maintaining skills, knowledge and capacity to investigate key serious crime types [i.e. a taskforce approach should not dilute the specialist investigator capacity that exists in the Command's Groups]).

The Review has identified a possible structure for the SCC:

- <u>Child Safety and Sexual Crime Group</u>
    - o Child and Sexual Crime
    - o Taskforce Argos
    - o Child Protection Offender Registry
    - o CCYPCG – Police Investigation Management Officer

- <u>Fraud and Cyber Crime Group</u> (title change for the current Fraud and Corporate Crime to reflect the increased breadth of work undertaken by this Group):
    - o Major Fraud Investigation
    - o Hi-Tech Crime Investigation
    - o Electronic Evidence Examination
    - o Identity Crime
    - o Arson Investigation
    - o Proceeds of Crime (or similar title subject to government changes to unexplained wealth legislation)
    - o Property Crime Squad (less Inspector who could transfer to ICMC)
    - o Investigative Accountants

- <u>Homicide Group</u>
    - o Homicide Investigation
    - o Missing Persons
    - o Corrective Services Investigation
    - o SARCIS ('central functioned' to this Group)
    - o External Agencies (police deployed to external agencies)

- <u>Drug and Serious Crime Group</u>
    - o Prostitution Enforcement Taskforce
    - o Organised Crime Investigation
    - o Taskforce Hydra
    - o State Drug Squad
    - o SER Major and Organised Crime Squad ('central functioned' to this Group)
    - o NR Drug Squads ('central functioned' to this Group)

Work units categorised as 'central function' to the SCC

Child Protection Offender Register Coordinators
The eight officers currently having specific CPOR responsibility across the State will be supplemented by an additional 12 officers into districts. While districts will not be relieved of their general responsibilities regarding the management of CPOR offenders, the management of officers with full time CPOR responsibilities under a 'central function' arrangement will ensure consistency in practice and process in the QPS fulfilling its responsibilities in managing this category of offender. This arrangement will also improve coordination between the Child Protection Offender Registry at CS&SCG and officers in the districts.

District Electronic Evidence Technician
The introduction of District Electronic Evidence Technicians (DEET) into the QPS will complement the examiners and experts at the Electronic Evidence Examination Unit (EEEU). Consistency of practice and processes is an integral part of electronic evidence examination. 'Central functioning' DEETs to SCC will ensure standards of practice, consistency in training and development, better links and communication between EEEU and investigators in the districts, as well as more effective triaging of electronic exhibits before forensic analysis by EEEU.

Major and Organised Crime Group(s)
At this time a Major and Organised Crime Group is located within South Eastern Region. This Group (and any future Major and Organised Crime Groups established within regions) will be 'central functioned' to State Crime Command.

Day-to-day management of the Group will move from the region to the Gold Coast District, but the Group will remain in its current location. It will not be constrained by district boundaries and will have an operational focus across both Gold Coast and Logan Districts, subject to QPS and SCC priorities. It will be managed consistent with the 'central function' business rules.

'Central functioning' will ensure the existence of a permanent unit of detectives within a geographic area that is focused on serious crime (as opposed to general crime) within its area of responsibility but in a manner that is coordinated and consistent with the investigative responsibilities and priorities of SCC. 'Central functioning' Major and Organised Crime Groups to SCC will improve alignment of purpose and effort to target places, cases and crime types that pose the most significant risk to Queenslanders.

Stock and Rural Crime Investigation Squad (SARCIS)

Under the change to regions and districts SARCIS officers and resources will remain where currently located. A Detective Inspector at State Crime Command will retain the current 'Coordinator' title and associated responsibilities in addition to the responsibilities that come from the 'central function' business rules. To aid the Inspector, the Senior Sergeant SARCIS Coordinator position from Toowoomba could be moved to SCC.

The Review recognises with the transition from eight regions and 31 districts to five regions and 15 districts the physical dispersal of SARCIS officers will not align with the change. With SARCIS being 'central functioned' the various squads can remain in the current locations, managed day-to-day within the district but with work priorities, business practice and standards being set by SCC. Importantly, this will allow SARCIS to become 'boundary-less' in fulfilling its stock and rural crime responsibilities. Additionally, it becomes a resource to supplement SCC and district detectives when targeting serious crime with connection to rural and remote Queensland.

Drug Squads

The current Far Northern and Northern Regional Drug Squads are to be 'central functioned' to SCC.

'Central functioning' of the Drug Squads will ensure the existence of a permanent unit of detectives within a geographic area that are focused on drug crime within their area of responsibility but in a manner that is coordinated and consistent with the investigative responsibilities and priorities of SCC.

Other requirements or issues

- The SCC Assistant Commissioner must initiate communication with Senior Executive Officers hosting 'central functioned' staff to establish work, reporting and governance arrangements.

- A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

- The number of staff to be transferred with the State Flying Squad to OSC is 21 (20 police and 1 staff member) which is consistent with the unit's strength upon establishment. SCC should transfer plain clothes investigators to make up this number.

- Selection to SCC will require a detective appointment as the Command should no longer accept plain clothes investigators for development (though in rare cases there may need to be exceptions to this rule [see below]). As at October 2012 SCOC estimated 19 plain clothes officers would be available for re-deployment (the total is 43 but the balance were on the cusp of eligibility for their detective appointment). It is recommended the 19 officers form the basis of the 20 to transfer with the State Flying Squad.

- Despite the policy of no plain clothes investigators at SCC, in rare circumstances the SCC Assistant Commissioner may consider having officers commence as plain clothes investigators in specialist positions because the role requires skills that are available in officers who are not detectives (e.g. Hi-Tech Crime Investigation Unit). In such circumstances it will be necessary for the SCC and the ETC Senior Executive Officers (together with a willingness from the officer applying for such a position) to provide a suitable development regime for the officer to enable them to achieve their detective qualification (e.g. period of deployment to a district CIB and or CPIU)

- The move of the Graffiti Taskforce to Brisbane Region (but located within a district) includes one SCC member. It is expected the current arrangement where Railway Squad provide a member as well as one member each from Metropolitan North Region (i.e. the new North Brisbane District) and Metropolitan South Region (i.e. the new South Brisbane District) will continue to maintain the Unit's strength at four.

- The legal officers currently attached to SCOC perform an important role by providing legal advice on criminal matters, particularly serious crime investigations undertaken by SCC and district investigators. SCC, ICMC and district investigators will still require these services. While the Legal Unit is 'central functioned' to the Legal Division, consistent with the 'central function' business rules, it is expected that many legal officers will remain located in their current accommodation performing the same work and service delivery standard until otherwise determined by agreement between the Legal Division, SCC and ICMC Senior Executive Officers.

- To ensure the development of skills as well as maintaining a broad pool of members with sufficient skills to undertake legal work (particularly for short periods of intense demand) arrangements need to be in place to allow Senior Executive Officers to rotate (without formal transfer) members (police and staff) between the Legal Division (including those 'central functioned' to the Division) and SBRC. The exception being members located in 'central functioned' units outside of Brisbane.

- The specific allocation of traffic officers within Taskforce Hydra to target Outlaw Motorcycle Gangs has proven to be successful and should continue. On that basis the traffic officers ('central functioned' to RPC) and the intelligence officers ('central functioned' to ICMC) within Taskforce Hydra are to remain at SCC unless there is agreement between the SCC, RPC and ICMC Senior Executive Officers that this should change.

- The SCC and ICMC Senior Executive Officers will need to resolve the division of equipment currently managed centrally for all staff within SCOC.

- Despite the structural changes that create a changed SCC and the creation of the ICMC it is critical that close working relationships remain between the work units that make up the commands. To help achieve this, the SCC and the ICMC Senior Executive Officers should communicate to ensure appropriate governance processes are in place between the two commands (similar to the current Committee structure [e.g. Senior Management Group, Operations Management Board, Special Operations Committee, Controlled Operations Committee, Operations Development Committee and Telephone Interception Committee]).

- The SCC and ICMC Senior Executive Officers should also communicate with the CMC Senior Executive Officer to ensure appropriate governance processes are in place between the QPS and CMC with respect to the investigation of crime.

- SCC and ICMC must retain appropriate structures complemented by the development and maintenance of specialist investigative skills for specialised crime types (including but not limited to: child exploitation, Hi-Tech crime, drug, homicide etc).

- The transfer of the SCOC Education and Training Unit and the training officers within the CS&SCG Training and Coordination Unit to ETC will need to be undertaken so that specialist training for SCC investigators (and ICMC and police in districts) is available and supported. The ETC, SCC and ICMC Senior Executive Officers should communicate to ensure appropriate resources and emphasis remains on specialist investigator, intelligence and other training. Additionally, the ETC, SCC and ICMC Senior Executive Officers will need to support SCC and ICMC officers who undertake specialist training for police across Queensland (e.g. Arson Course, CPIU Course).

- With respect to intelligence officers currently embedded in Groups within SCC, the SCC and ICMC Senior Executive Officers are to communicate to determine where these officers are to be located and how intelligence

services will be delivered to the four SCC Groups. Any intelligence officers remaining located at SCC will be 'central functioned' to ICMC.

- Currently administration officers within the Chief Superintendent's Group perform record management roles for operations relevant to SCC and Statewide activities. It will be necessary for SCC and ICMC to use the administration staff within the Command offices to continue to fulfil these roles.

- SCC and ICMC will 'share' a number of positions. Arrangements will need to be made between the Senior Executive Officers' offices to give effect to this model. These positions are:

  o AO5 Human Resources Business Support Officer

  o AO5 Finance and Business Support Officer

  o Senior Sergeant Brief Manager

- The SCC and ICMC Senior Executive Officers may wish to take the opportunity of the restructure to devolve QPS 'officer in charge' responsibilities to Senior Sergeants.

- SCC is well placed to be the lead QPS work area representing the Service on internal and external committees with respect to crime (subject to the below concerning policy and research).

- The Senior Executive Officer, SBRC is the principal officer responsible for policy and research within the QPS. Consequently the Senior Executive Officer, SCC should communicate with the Senior Executive Officer, SBRC to: determine the future business arrangements with respect to whole-of-Service, Queensland and national policy forums; arrangements with respect to policy and research staff currently attached to SCOC (and not immediately identified within this restructure for relocation to an alternative Command [an example being the senior policy officer and researcher within the Child Safety and Sexual Crime Group, SCC that will be 'central functioned' to SBRC but not yet identified to be relocated]). The location and work responsibilities of these officers and policy work generally will be established by agreement between the SCC and SBRC Senior Executive Officers.

- To ensure SARCIS responsibilities are a full time focus for SCC, the Senior Sergeant SARCIS Coordinator position currently at Toowoomba could be moved to Brisbane and report to an appropriate Inspector within Homicide Group. This arrangement will allow for the other SARCIS Coordinator to remain located in central Queensland (but 'central functioned' to SCC).

- The position currently seconded from Crime Stoppers to the Cold Case Investigation Team within Homicide Group should be moved to Homicide.

- The Senior Sergeant staff officer position at the Drug and Property Crime Group should be moved to the Homicide Group.

- An Inspector should also transfer from SCC to ICMC to manage SIB.

Intelligence, Counter-Terrorism and Major Events Command

The Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command (ICMC) will take responsibility for the following organisational units:

- Counter-Terrorism and Strategic Policy Branch;

- Covert and Specialist Operations Group;

- Major Events Branch;

- Security Intelligence Branch (including the Operations Commander together with the Intelligence and Support Unit); and

- State Intelligence Group.

Units 'central functioned' to the ICMC

All Intelligence Units (police officers and staff members) across the Service are 'central functioned' to ICMC. This includes:

- All intelligence functions in districts;

- All intelligence officers located at SCC including the CS&SCG Intelligence and Criminal Analyst officers;

- All traffic and Road Policing Command intelligence officers;

- SERT intelligence officers; and

- Railway Squad intelligence officers.

The Risk Analysis and Intelligence Section (RAIS) at ESC is not central functioned to ICMC. Despite this the members occupying these positions should comply with intelligence practices and standards as set by ICMC. The ESC and ICMC Senior Executive Officers should communicate to determine how best to achieve this without compromising the independence of the ESC members or ESC's responsibilities.

Work functions 'central functioned' to other commands

Work functions within ICMC that are 'central functioned' to other commands:

- Policy officers within CTSPB (or equivalent work unit in ICMC); and

- Research officers within CTSPB (or equivalent work unit in ICMC).

Purpose of the ICMC

The primary purpose of creating the ICMC is to improve the QPS approach to intelligence and ensure it is a priority activity across the Service.

The amalgamation of intelligence, counter-terrorism, and covert policing activities will align work areas that have a primary purpose of gathering information and analysing it to produce useful data and knowledge that can aid decision making. Placing these work responsibilities into one Command that works closely with the investigative Command (SCC) will provide a consistent and balanced emphasis on the spectrum of activity that is required to effectively identify and stop serious criminal activity including terrorism.

The Australian experience since 2001 in countering terrorism has seen intelligence and investigations specialists working with specialist counter-terrorism policy experts to develop a coordinated response to risks. The arrest and conviction of targets for terrorism related offences in other Australian jurisdictions prior to a terrorist incident attests to the strength of this approach. For the QPS the establishment of the Intelligence, Counter-Terrorism and Major Events Command strengthens the Service's capacity to prevent a terrorism event.

The alignment of major events with intelligence, counter-terrorism and covert policing will enhance the capacity of the QPS to plan and manage major events with a potential risk to the community.

ICMC will support the Strategy and Business Review Command for policy relevant to its responsibilities at a whole-of-Service, State and national level.

Anticipated benefits of establishing the ICMC

It is expected the creation of the Intelligence, Counter-Terrorism and Major Events Command will:

- align like business functions and or interdependent functions and responsibilities under the authority of one Senior Executive Officer thus enhancing consistency of purpose and improving service delivery;

- improve the Service's ability to provide QPS managers with intelligence on critical issues, particularly current and emerging threats to community safety, in order to influence policy, resource allocation and assist planning;

- realise economies of scale by bringing together work units with similar functions and responsibilities as well as ICMC having more resources to allocate tasks;

- reduce the risk of information and intelligence being siloed within key QPS work units;

- ensure an appropriate focus on intelligence, not just centrally but for district based intelligence resources;

- improve QPS capacity to effectively target places and cases that pose the greatest risk to the community;

- improve and maintain quality intelligence and counter-terrorism practices, standards and skills across the QPS; and

- provide a network of resources across the State for ICMC to engage and task to meet its diverse portfolio responsibilities.

Office structure

The office of the Senior Executive Officer, ICMC will comprise six staff plus three shared staff, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer ❖
Senior Sergeant, Strategy and Performance	AO3 Executive Secretary
Senior Sergeant, Brief Manager ❖	2 x AO2 Administration Officer

❖ - position shared with SCC

Potential ICMC structure

ICMC will be required to have a structure that provides for the continuation of the five aforementioned work units. The Senior Executive Officer, ICMC will, subject to this requirement, have authority to determine the unit and human resource mix that best meets Command priorities and responsibilities. It is expected that economies of scale will be realised by bringing together work units with similar functions and responsibilities and for this reason the

Senior Executive Officer, ICMC will need to assess responsibilities, available resources and then determine the best structure.

The Review has identified a possible structure for ICMC:

- Covert and Specialist Operations Group;

- Security and Counter-Terrorism Group; and

- State Intelligence Group.

The Security and Counter-Terrorism Group comprises the Security Intelligence Unit, Counter-Terrorism Strategic Policy Unit and the Major Event Planning Unit (and the respective teams currently within them). The Covert and Specialist Operations Group remains the same. The State Intelligence Group is unaltered except for the addition of the 'central functioned' intelligence units and functions across the Service.

Other requirements or issues

- A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

- The Senior Executive Officer, ICMC must initiate communication with Senior Executive Officers hosting 'central functioned' staff to establish work, reporting and governance arrangements.

- The Legal Unit currently located in SCOC is 'central functioned' to the Legal Division. The Review noted the Legal Unit provides critical support to ICMC in meeting its legislative obligations concerning covert policing activities. The Senior Executive Officer, ICMC should communicate with the Legal Division and SCC Senior Executive Officers to come to an agreement where the legal officers are to be located and what services should continue to be provided to ICMC.

- ICMC is well placed to be the lead QPS work area representing the Service on internal and external committees with respect to intelligence, counter-terrorism, covert policing and major events (subject to the below concerning policy and research).

- The Senior Executive Officer, SBRC is the principal officer responsible for policy and research within the QPS. Consequently the Senior Executive Officer, ICMC should communicate with the Senior Executive Officer, SBRC to: determine the future business arrangements with respect to whole-of-Service, Queensland and national policy forums; and arrangements with respect to policy and research staff currently attached to ICMC (and not immediately identified within this restructure for relocation to an alternative Command [an example being the counter-

terrorism policy and research officers in ICMC that will be 'central functioned' to SBRC but not yet identified to be relocated]). The location and work responsibilities of these officers and policy work generally will be established by agreement between the ICMC and SBRC Senior Executive Officers.

- Officers with responsibilities that may have a policy impact on the QPS (e.g. national forums, committees, working parties or State based activities) will work cooperatively with SBRC to ensure alignment, coordination and effective sharing of information.

- The ICMC and CCC Senior Executive Officers should communicate to ensure appropriate cooperation and information sharing between both commands particularly in respect of proactive community engagement and liaison.

– The SCC and ICMC Senior Executive Officers will need to resolve the division of equipment currently managed centrally for all staff within SCOC.

– Despite the structural changes that transform SCOC to SCC and the creation of the ICMC it is critical that close working relationships remain between the work units that make up the commands. To help achieve this, the ICMC and SCC Senior Executive Officers should communicate to ensure appropriate governance processes are in place between the two commands (similar to the current Committee structure [e.g. Senior Management Group, Special Operations Committee, Controlled Operations Committee, Operations Development Committee and Telephone Interception Committee]).

– The ICMC and SCC Senior Executive Officers should also communicate with the CMC Senior Executive Officer to ensure appropriate governance processes are in place between the QPS and CMC with respect to the investigation of crime.

- The transfer of the SCOC Education and Training Unit to ETC will need to be undertaken so that specialist training for ICMC investigators (and SCC and police in districts) remains available and supported. The ETC, SCC and ICMC Senior Executive Officers should communicate to ensure appropriate resources and emphasis remains on specialist investigator, intelligence and other training. Additionally, ETC, SCC and ICMC Senior Executive Officers will need to support SCC and ICMC officers who undertake specialist training for police across Queensland (e.g. telephone intercept, counter-terrorism, intelligence, and dignitary protection etc).

- With respect to intelligence officers currently embedded in Groups within SCC, the ICMC and SCC Senior Executive Officers are to communicate to

determine where these officers are to be located and how intelligence services will be delivered to the four SCC Groups. Any intelligence officers remaining located at SCC will be 'central functioned' to ICMC.

- Currently administration officers within the SCOC Chief Superintendent's Group perform record management roles for operations relevant to SCOC and State-wide activities. It will be necessary for ICMC and SCC to use the administration staff within the Command offices to continue to fulfil these roles.

- ICMC and SCC will 'share' a number of positions. Arrangements will need to be made between the Senior Executive Officers' offices to give effect to this model. These positions are:

   o AO5 Human Resources Business Support Officer

   o AO5 Finance and Business Support Officer

   o Senior Sergeant, Brief Manager

- The ICMC and SCC Senior Executive Officers may wish to take the opportunity of the restructure to devolve QPS 'officer in charge' responsibilities to Senior Sergeants.

- An Inspector must also transfer from SCC to ICMC to manage SIB.

- ICMC staff should not take part in general duties policing activities (e.g. Schoolies) unless there is a demonstrated link to the Command's primary priority or they are directed by the Deputy Commissioner (Specialist Operations).

- The 'central functioned' intelligence officers at Taskforce Hydra (SCC) are to remain at SCC unless there is agreement between the SCC and ICMC Senior Executive Officers for change to occur.

Operations Support Command

The Senior Executive Officer, Operations Support Command (OSC) will take responsibility for the following organisational units:

- Forensic Services Group:

   o Coronial Support Unit, DNA Management Section, Electronic Recording Section, Fingerprint Bureau, Forensic Support Unit, Photographic Section, Quality Management Section and Scientific Section.

- o 'Central function' responsibility for current district resources: fingerprint officers, Forensic Coordinators, scenes of crime officers and scientific officers.

- Specialist Services Group:

  o Disaster Management, Dog Squad (Brisbane), Mounted Unit, Police Airwing (pending the current whole-of-government review), Police Diving Unit, Public Safety Response Team, Railway Squad and Water Police (Brisbane).

  o The State Flying Squad will transfer from SCOC to form part of the Specialist Services Group.

  o 'Central function' responsibility for current district resources: Disaster Management, Dog Squad and Water Police.

- Specialist Response Group:

  o Explosive Ordnance Response Team, Negotiators and the Special Emergency Response Team (Brisbane).

  o 'Central function' responsibility for district resources: Special Emergency Response Team (Far North District).

- Weapons Licensing Group:

  o All of the functions currently undertaken at Weapons Licensing Branch, Administration Division will transfer to OSC.

Key changes to the current OSC

The re-structure of the current OSC will involve:

- The transfer of a number of business units to other areas of the QPS, including:

  o Communications Branch to CCC

  o Policelink to CCC

  o Counter-Terrorism Strategic Policy Branch to ICMC

  o Crime Prevention Programs to CCC

  o Coordinated Response to Young People at Risk to CCC

  o Drug and Alcohol Coordination to SBRC

  o Legal Services Branch to LD

  o Operational Research and Advisory Unit to ETC

- o Police Citizens Youth Welfare Association to CCC

- o Service Operational Procedures to SBRC

- o State Traffic Support Branch to RPC

- The Education and Training Unit being central functioned to ETC.

- Taking responsibility for Weapons Licensing functions.

- Taking responsibility for the State Flying Squad.

- The following business units in districts are 'central functioned' to OSC:

  - o Disaster Management officers;

  - o Dog Squad officers;

  - o Fingerprint officers;

  - o Forensic Coordinators;

  - o Scenes of Crime officers;

  - o Scientific officers;

  - o SERT (Far North District); and

  - o Water Police.

Purpose of the OSC

Operations Support Command will:

- provide frontline policing services as well as supporting frontline policing. The majority of its business units will be staffed by police officers with specialist skills who are deployed or can deploy across the State to enhance the first response of general duties officers and detectives;

- lead QPS work with respect to disaster management in Queensland which will include: the Senior Executive Officer's role supporting the State Disaster Management Group (SDMG) role; supporting QPS district disaster coordinators; and maintaining and enhancing relations and cooperation with all stakeholders relevant to preventing and responding to disasters;

- take responsibility for Weapons Licensing including all aspects of administering weapons legislation;

- managing the State Flying Squad together with other Specialist Services Group resources to become a mobile taskforce to assist districts and commands with intelligence led place and case management strategies; and

- support the Strategy and Business Review Command for policy relevant to these work functions at a whole-of-Service, State and national level.

Anticipated benefits of changes to OSC

Currently OSC has a broad range of operational and corporate work responsibilities and policy responsibilities at the whole-of-Service and national levels. Removing some of the work units and responsibilities from OSC ensures appropriate priority and emphasis can be given to the remaining responsibilities as well as ensuring the span of control is appropriate within the Command. Additionally, a leaner OSC will make the management of the 'central function' work units more effective. Overall a reduction in the scale and complexity of OSC is likely to improve service delivery outcomes.

Office structure

The office of the Senior Executive Officer, OSC will comprise six staff and one shared staff member, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer
Senior Sergeant, Strategy and Performance	AO3 Executive Secretary
	AO2 Administration Officer

❖ - position shared with Road Policing Command

Other requirements or issues

- A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

- The Senior Executive Officer, OSC must initiate communication with Senior Executive Officers hosting 'central functioned' staff to establish work, reporting and governance arrangements.

- The State Flying Squad should continue to include officers with investigative capacity (plain clothes investigators and or detectives).

- Officers with responsibilities that may have a policy impact on the QPS (e.g. national forums, committees, working parties or state based activities) will work cooperatively with SBRC to ensure alignment, coordination and effective sharing of information.

- The AO5 Administration Officer from the OSC Command Office should move to SBRC.

Road Policing Command

The Senior Executive Officer, Road Policing Command (RPC) will take responsibility for all of the resources and responsibilities currently held by the State Traffic Support Branch.

The following functions are 'central functioned' to RPC:

- all traffic branches across Queensland (under the 'central function' business rules);

- officers and staff members performing full time traffic adjudication functions across the QPS; and

- Forensic Crash Units.

Consideration should be given to renaming traffic branches within Districts (e.g. Traffic Branch, Mackay District could become the Mackay Road Policing Unit, RPC).

It is proposed that the RPC consist of the following Groups:

- State Traffic Task Force Group;

- Traffic Camera Group.

- Traffic Operations Group; and

- Traffic Programs Group.

Purpose of the RPC

The amalgamation of all traffic policing responsibilities in the QPS into one command will ensure the work of traffic branch officers across Queensland is coordinated and enable proactive targeting of those behaviours and places that research and intelligence demonstrate pose risk to the safety of road users. The RPC will also work closely with other commands and regions to stop crime using place and case management strategies. The Road Policing Command will support the Strategy and Business Review Command for policy relevant to the Command's responsibilities at a whole-of-Service, State and national level.

Anticipated benefits of establishing the RPC

It is expected the creation of the Road Policing Command will result in:

- improvement of the Service's focus on reducing the road toll (i.e. *making the community safer including stopping road trauma*) through enforcement and related policy development concerning all aspects relevant to policing Queensland's roads;

- coordination of operational priorities for all traffic branch officers in Queensland while allowing for flexibility to police behaviours of concern to the local community;

- retention of a balanced deployment of police officers between central units and local communities across the State;

- cooperation between traffic branches and other police to limit boundaries impeding effective service delivery;

- unified resources that can work cooperatively with other QPS work units to contribute to the Commissioner's objective of stopping crime; and

- an identifiable business unit for internal and external stakeholders capable of representing and advocating for officers with road policing responsibilities.

Office structure

The office of the Senior Executive Officer, RPC will comprise five staff, and one shared staff member, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer
	AO3 Executive Secretary
	AO2 Administration Officer

❖ - position shared with Operations Support Command

Other requirements or issues

- The Senior Executive Officer, RPC will be required to deliver the current work functions of the existing State Traffic Support Branch but may choose to restructure the work unit to ensure the best service delivery outcomes as a consequence of taking 'central function' responsibility for traffic branches across the State.

- The structure of the RPC may need further review after a determination is made about alternative service delivery within the Camera Detected Offence Program (CDOP). For example, a second Superintendent might be considered within the structure or alternatively, there may be a reduction in officers allocated to particular tasks within the CDOP.

- A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

- The Senior Executive Officer, RPC must initiate communication with Senior Executive Officers hosting 'central functioned' staff to establish work, reporting and governance arrangements.

- RPC is well placed to be the lead QPS work area representing the Service on internal and external committees with respect to road policing issues (subject to the below concerning policy and research).

- The Senior Executive Officer, SBRC is the principal officer responsible for policy and research within the QPS. Consequently the RPC and the SBRC Senior Executive Officers should communicate to: determine the future business arrangements with respect to whole-of-Service, Queensland and national policy forums; and arrangements with respect to policy and research currently attached to RPC.

- The RPC researchers are not 'central functioned' to SBRC.

- Officers with responsibilities that may have a policy impact on the QPS (e.g. national forums, committees, working parties or State based activities) will work cooperatively with SBRC to ensure alignment, coordination and effective sharing of information.

- The 'central functioned' traffic officers at Taskforce Hydra (SCC) are to remain at SCC unless there is agreement between the SCC and RPC Senior Executive Officers for change to occur.

Community Contact Command

The Senior Executive Officer, Community Contact Command (CCC) will take responsibility for the following functions:

- Brisbane Police Communications Centre

- Coordinated Response to Young People at Risk (CRYPAR) / Supportlink

- Crime Prevention Programs Unit

- Crime Stoppers

- Cultural Liaison Unit (three positions from the Cultural Advisory Unit) and the Asian Specialist Taskforce from SCOC

- Media and Public Affairs Branch

- Police Citizens Youth Welfare Association

- Police Pipes and Drums Unit

- Policelink.

The following functions are 'central functioned' to CCC:

- all district communication centres across Queensland;

- all PCYCs; and

- media officers at SCC / ICMC and SER.

Proposed structure of the CCC

The Community Contact Command will have three Groups and be structured as:

- Media and Public Affairs Group

    o Media Engagement Unit

    o Media Unit

    o Digital Media Unit

    o Public Relations, Police Graphics and Media Projects Unit

    o Police Museum

- Brisbane Communications and Policelink Group

    o Police Communications Centre (Brisbane)

    o Policelink

    o Crime Stoppers

- Communications and Programs Group

    o Cultural Liaison Unit

    o Coordinated Response to Young People at Risk / Supportlink

    o Crime Prevention Programs Unit

    o District communication centres (under 'central function' business rules)

    o PCYC Association and PCYCs across the state (under 'central function' business rules)

○ Police Pipes and Drums Unit

The Senior Executive Officer, CCC will have authority to determine the unit and human resource mix that best meets Command priorities and responsibilities (subject to maintaining skills, knowledge and capacity across the breadth of responsibilities). For example, upon implementation it may be apparent that synergy and economies of scale can be realised by all or part amalgamation of resources or responsibilities between the Media Engagement Unit and the Public Relations, Graphics and Media Projects Unit.

This authority does not extend to moving resources other than in a manner consistent with the proposed 'reasonable movement' human resource policy. It may be necessary to move staff between Groups based in Brisbane to meet business need. Staff at one 'central functioned' communication centre in a regional centre cannot be moved to another regional communication centre other than by the formal transfer process subject to normal industrial change management process and this will not occur without due process and consultation.

New units within the CCC

Media Engagement Unit within Media and Public Affairs Group

The Media Engagement Unit's role will be to engage in proactive communication with traditional media and contemporary mediums to enhance community understanding of relevant policing issues in Queensland. This will be achieved by 'packages and stories' that are developed by the unit for distribution to the community by traditional and non-traditional media. Additionally, it may involve traditional media observing in real time QPS work units to communicate the work, activities and achievements of the QPS in keeping the community safe and secure.

It will be necessary for a full time Senior Sergeant position to be created to manage this unit. Consideration should be given to converting the temporary Senior Sergeant, Regional Liaison Officer currently at the Media and Public Affairs Branch to this role. The two Video Production Unit positions currently at ETC are transferred to the Media Engagement Unit.

Cultural Liaison Unit

Three positions (Inspector, Senior Sergeant and a Sergeant) will redeploy from the Cultural Advisory Unit, OOC to CCC. Together with the four members from the Asian Specialist Taskforce, SCOC these roles will be the lead unit responsible for cultural liaison. While cultural liaison officers across

the State are not 'central functioned' to CCC this unit should provide leadership to them and communicate business practices and standards.

Purpose of the CCC

The Service has many work units and functions that are effectively the 'front end' or 'front door' of the organisation; whether it be the initial communication with a community member when policing services are required or QPS members whose primary function is community engagement (i.e. information sharing, prevention and problem-solving focused work responsibilities). Technological advances provide an opportunity for the QPS to consolidate resources and work units that receive information from and provide information to the community.

The establishment of the Community Contact Command will therefore amalgamate work units and functions that are the 'front end' or 'front door' of policing service delivery or directly related with community engagement and liaison. The Command will be responsible for traditional media, call taking, social media, *e*-reporting, community engagement and liaison as well as links to support services and community policing programs.

Anticipated benefits of establishing the CCC

It is expected the creation of the Community Contact Command will:

- establish a structure and presence that is the primary 'public face' of the QPS;

- align like business functions and or interdependent functions and responsibilities under the authority of one Senior Executive Officer thus enhancing consistency of purpose and improving service delivery;

- improve the Service's ability to receive and provide information relevant to all aspects of QPS service delivery to internal and external stakeholders and the community generally;

- realise economies of scale by bringing together work units with similar functions and responsibilities;

- provide a platform for the consolidation of communication centres across the State; and

- provide a structure that complements future work on the Demand Management Strategy, Client Service Strategy and Mobile Data Strategy.

Office structure

The office of the Senior Executive Officer, CCC will comprise seven staff, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer
Senior Sergeant, Strategy and Performance	AO3 Executive Secretary
	AO2 Administration Officer

Work functions 'central functioned' to other commands

Work functions within CCC that are 'central functioned' to other commands:

- Education and Training Unit within PCC to ETC

- Training and Development Unit within Policelink to ETC

- Business Enhancement within Policelink to SBRC

- IT Support within Policelink to ITD

Other requirements or issues

- A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

- The Cultural Liaison Unit will undertake cultural liaison and engagement (SBRC will undertake cultural policy and programs). The two business units will need to work together and establish protocols to ensure effective communication and cooperative work. The Cultural Liaison Unit will also need to establish relationships and communication with ICMC.

- The Senior Executive Officer, SBRC is the principal officer responsible for policy and research within the QPS. Consequently the CCC and SBRC Senior Executive Officers are to: determine the future business arrangements with respect to whole-of-Service, Queensland and national policy forums; and the work arrangements with respect to policy or research staff currently attached to CCC (and not immediately identified within this restructure for relocation to an alternative Command). The location and work responsibilities of these officers and policy work generally will be established by agreement between the CCC and SBRC Senior Executive Officers.

- Officers with responsibilities within CCC that may have a policy impact on the QPS (e.g. national forums, committees, working parties or state based activities) will work cooperatively with SBRC to ensure alignment, coordination and effective sharing of information.

- The CCC as the public face of the QPS will need to work cooperatively with other areas of the Service who have active communication strategies in place aimed at addressing crime or other problems relevant to their area of responsibility (e.g. district 'myPolice' blogs or specialist areas like child safety, sexual crime, and fraud).

- The CCC is required to support the SBRC for policy relevant to the Community Contact Command's responsibilities at a whole-of-Service, State and national level.

- While crime prevention functions are not 'central functioned' the CCC should communicate with all police and staff members involved in this work to ensure consistent standards and practices.

Deputy Commissioner (Strategy, Policy and Performance)

The Deputy Commissioner (Strategy, Policy and Performance) will be responsible for the following organisational units:

- Strategy and Business Review Command

- Ethical Standards Command

- Education and Training Command

- Legal Division

- Crime and Misconduct Commission Police Group

The Review identified there is room for a more coordinated approach to Strategy, Policy and Performance. To ensure a commitment to business improvement and review across the QPS, a Deputy Commissioner (Strategy, Policy and Performance) has been created to lead and drive work in this area. Additionally, a specific business unit (SBRC) has been created to ensure this work is achieved.

Strategy and Business Review Command

The Senior Executive Officer, Strategy and Business Review Command (SBRC) will be primarily responsible for developing and implementing a strategic agenda to facilitate the ongoing review and improvement of QPS business practices and processes. This will include initiating and leading organisational change activity to improve service delivery outcomes, reduce red tape and increase efficiency.

The Command will have primary responsibility for policy within the QPS. Other commands which have representation on Service, State and national forums and committees that are likely to have an impact on policy will be required to support the SBRC.

Key strategic functions of the QPS have been consolidated into this Command to enable it to effectively perform its primary function. Four key work areas (and associated sub-units) will report to the Senior Executive Officer:

- Policy and Programs Group

    o Policy Unit

    o Programs Unit

- Research, Planning and Performance Group

    o Planning and Performance Unit

    o Research Unit

- Business Review and Improvement Group

    o Business Improvement Unit

    o Procedures Unit

- Legislation and Ministerial Services Group

    o Legislation Unit

    o Ministerial Services Unit

To achieve these responsibilities the SBRC will be established from the resources within the current Office of the Commissioner as well as resources drawn from other commands and divisions. Resources taken from other QPS units to be restructured into SBRC include:

- Business Improvement Unit (Administration Division)

- Crime Prevention Policy (OSC)

- Domestic and Family Violence Unit (OSC)

- Drug and Alcohol Coordination Unit (OSC)

- Queensland Early Intervention Prevention Program (OSC)

- Mental Health and Suicide Prevention (OSC)

- Researchers (ESC and SCOC)

- Service Operational Procedures (OSC)

Work units 'central functioned' to SBRC

Additionally a number of work units and functions will be central functioned to SBRC, namely:

- Senior Policy Officers (Inspector, Senior Sergeant, AO6 and AO5) and a Principal Program Officer (AO7) from Counter-Terrorism Strategic Policy Unit (or its equivalent under the new structure at ICMC);

- Senior Policy Officers (two Senior Sergeants) and a Senior Project Officer (Senior Sergeant) from State Traffic Support Branch, RPC;

- Senior Policy Officers (Senior Sergeant and an AO6) Child Safety and Sexual Crime Group, SCC;

- Manager, Research Unit (PO4) from SCC/ICMC;

- Senior Research Officer and a Research Officer (PO4 and PO2) from Counter-Terrorism Strategic Policy Unit (or its equivalent under the new structure at ICMC); and

- Research Officers from the Child Safety and Sexual Crime Group, SCC (PO4), Policelink (AO5) and Forensic Services (PO2).

SBRCs initial structure reflects a consolidation of the functions and responsibilities of the work units being transferred to it. Over time, these functions will be rationalised, allowing resources to be realigned to SBRCs primary functions of business review and improvement.

All work units within SBRC will contribute to business review and improvement outcomes. Consolidating and coordinating the strategic functions of research, planning, policy, legislation and performance management provides real capacity and opportunity to deliver meaningful organisational change that improves service delivery, reduces red tape and increases efficiency.

Purpose of the SBRC

The creation of a Strategy and Business Review Command is expected to:
- centralise and consolidate the organisation's strategic functions of research, planning, policy, legislation and performance management;

- focus these functions on achieving business improvement outcomes;

- question how the QPS does business and drive change that will lead to improved business practices and processes across all areas of the organisation;

- be the lead work unit responsible for policy and research within the QPS. The Command will also ensure alignment and coordination where other QPS business units have 'central functioned' policy staff within their work units and or have an interest because of their work responsibilities (e.g. QPS Child Safety Director and counter-terrorism). This will require the SBRC Senior Executive Officer to communicate with the Senior Executive Officer of the respective command or division to establish agreement on work, reporting and governance arrangements;

- support the Commissioner and Deputy Commissioner (Strategy, Policy and Performance) to improve all aspects of the QPS to maximise the organisation's capacity to deliver services efficiently and effectively; and

- be proactive with respect to research, planning and business improvement to ensure the QPS senior executive is informed of risks, challenges and

relevant issues to enable informed decision-making, planning and ultimately action.

Roles and functions of the SBRC Groups

- The Policy and Programs Group will take on:

    o all of the current responsibilities of the Strategic and Cultural Policy Unit, OOC with the exception of cultural liaison (the responsibility of CCC);

    o the policy and program functions for Domestic and Family Violence, Drug and Alcohol Coordination, Queensland Early Intervention Program, Mental Health and Suicide Prevention; and

    o policy responsibilities for the QPS including coordinating other QPS work units whose responsibilities have a relationship to Service policy.

- The Research, Planning and Performance Group will:

    o continue all of the current responsibilities of the Strategic Planning and Reporting Branch (OOC);

    o undertake strategy development, research, research coordination, strategic performance management and review (including the previous Operational Performance Review functions) and governance review; and

    o provide research support to other areas of the QPS as agreed between the Senior Executive Officers.

- The Business Review and Improvement Group will:

    o be responsible for the ongoing review of QPS business practices and processes, including initiating and leading organisational change to improve practices and policies and to inform legislation and resourcing planning to ensure the QPS is performing efficiently and effectively and its people are able to deliver their best;

    o take responsibility for 'Forms Management' (currently undertaken by the Administration Division); and

    o take responsibility for Service Operational Procedures (i.e. the Operational Procedures Manual).

- The Legislation and Ministerial Services Group will:

    o take on all responsibilities of the current Legislation and Ministerial Services Branch.

The work of the Business Review and Improvement Group will be progressed as stand alone "projects" with additional resources seconded and or engaged as required.

Office structure

The office of the Senior Executive Officer, SBRC will comprise three staff plus one shared staff member, namely:

Police	Staff members
	Executive Director (Senior Executive Officer)
	AO5 Office Manager
	AO5 Human Resource Business Support Officer ❖
	AO3 Executive Assistant

❖ position shared with Legal Division

Other requirements or issues

- The Senior Executive Officer of this Command may be either an Assistant Commissioner or an Executive Director.

- The Senior Executive Officer, SBRC should engage the ICMC and CCC Senior Executive Officers to ensure effective communication and cooperative work between the commands with respect to cultural and community engagement activity and programs.

- SBRC will receive finance, budget and business support from FBSD. HRD should provide human resource management support and services to SBRC not able to be met by the AO5 Human Resource Business Support Officer.

- To ensure the development of skills as well as maintaining a broad pool of members with sufficient skills to undertake legal and prosecutorial work (particularly for short periods of intense demand) arrangements need to be in place to allow Senior Executive Officers to rotate (without formal transfer) members (police and staff) between the Legal Division (including those 'central functioned' to the Division) and SBRC. The exception being members located in 'central functioned' units outside of Brisbane.

- The Senior Executive Officer SBRC should communicate with the Senior Executive Officer of each command where 'central functioned' work units or people are currently located to establish agreement on work, reporting and governance arrangements. While policy and research is the

responsibility of SBRC, the day-to-day responsibilities of different work units involve consideration and potential change to Service, Queensland and national policy of relevance to the QPS. To ensure effective service delivery outcomes and to enable other areas of the Service to meet their responsibilities (including but not limited to the Child Safety Director and the Counter-Terrorism Strategic Policy Branch [or its equivalent under the new structure at ICMC]) it is appropriate that functions or units 'central functioned' to SBRC either remain embedded within such specialised work units or there is otherwise an agreement to provide timely and easy access to such resources. Irrespective of the work locality arrangements it is critical SBRC ensures alignment and coordination of policy and research.

- Three members of the current Cultural Advisory Unit (Inspector, Senior Sergeant and a Sergeant) will be redeployed to CCC as part of the Cultural Liaison Unit.

- The SBRC will undertake cultural policy and programs work while the Cultural Liaison Unit at CCC will do liaison and engagement. The two business units will need to work together and establish protocols to ensure effective communication and cooperative work.

- The Review identified the SBRC will be required to deliver high quality strategic products often within very tight deadlines. This necessitates highly motivated and skilled people and can require effort beyond a standard shift. As such, the Command may need to work extended hours, and contract or second specialist resources and skills for particular purposes. The Command should be adequately resourced to ensure it has the financial capacity and flexibility to effectively discharge its responsibilities. For this reason the SBRC should be provided a suitable budget to allow for reasonable costs such as overtime to ensure the Command can attract and retain quality people.

- The SBRC Senior Executive Officer will have authority to determine the unit and human resource mix that best meets Command priorities and responsibilities. For example, as priorities and demands for services change the staffing strength within the various Groups may be altered to ensure quality outcomes (subject to the Command continuing to meet its breadth of responsibilities).

- The work undertaken by the current temporary Inspector's position (Principal Project Officer) is required on an ongoing basis. This position should be made permanent but be allocated to a specific role rather than a general 'projects' officer.

- The Inspector Staff Officer position at OOC is to transition to an Inspector at the Legislation Unit at SBRC. This may require a selection process to

ensure the officer to undertake this role has suitable skills. Two additional Senior Sergeant positions are required to be created for the Legislation Unit, SBRC.

- While the legal researchers at the Legal Division are not 'central functioned' to SBRC, the LD and SBRC Senior Executive Officers should communicate to ensure consistency of research standards and practice and the realisation of any potential efficiencies. The Review is not opposed to these positions being 'central functioned' should it become apparent to the respective Senior Executive Officers during the implementation phase that this course should be pursued.

Ethical Standards Command

The Senior Executive Officer, Ethical Standards Command (ESC) will take responsibility for the following organisational units:

- Internal Investigation Group
    - o Investigation Teams
    - o QHealth Liaison Officer
    - o State Coordinators Office
    - o Professional Practice Managers across all districts, commands and divisions (under 'central function' business rules)
    - o Risk Analysis and Intelligence Unit
- Integrity and Performance Group
    - o Honours and Awards
    - o Inspections teams
    - o Internal Audit
    - o Internal Witness Support
    - o Legal and Policy (under 'central function' business rules to Legal Division)
    - o Police Integrity and Corruption Prevention
    - o Risk Management and Business Continuity
    - o Vetting

Key changes to the current ESC

The re-structure of the current ESC will involve:

- the retention of a Chief Superintendent, but no longer as the Operations Coordinator. Rather, the Chief Superintendent will take on the role of Operations Commander, Internal Investigations Group. A Superintendent will take on the role of Assistant Operations Commander, Internal Investigations Group;

- take ownership (under 'central function' business rules) of an expanded PPM model across the QPS. The PPMs will report to the Internal Investigation Group;

- integrity, compliance and performance will be aligned by restructuring elements of Ethical Practice Branch and the Inspectorate and Evaluation Branch into the Integrity and Performance Group led by a Superintendent;

- research functions and resources will be transferred to the SBRC;

- the Legal and Policy Unit will be 'central functioned' to the Legal Division;

- Inspector positions will be converted to Senior Sergeant or Sergeant positions to suit the work responsibilities; and

- the majority of Internal Investigation Officers will require a detective qualification.

Internal Audit

The Internal Audit Unit is reduced in size. However, the QPS recognises the importance of the internal audit functions. Recognising this importance, the QPS intends to change business practices so current resources from the Inspectorate function better support the internal audit function. The QPS will also use external providers where necessary to ensure an expert internal audit process. This should add a further level of external validity to the audit function. The Commissioner and the Senior Executive Officer will consult with the Queensland Audit Office and the independent chair of the QPS Audit Committee to ensure appropriate internal audit processes are maintained.

Work functions 'central functioned' to other commands

Work functions within ESC that are 'central functioned' to other commands:

- Education and Training Unit to ETC

- IT officers to ITD

- Legal and Policy Unit to the Legal Division

Purpose of the ESC

The purpose of the Ethical Standards Command (ESC) will continue to be to promote ethical behaviour, discipline and professional practice in the QPS through deterrence, education and system improvements. The Command will also remain the principal work unit for communication between the Service and oversight bodies such as the CMC. The Internal Audit function is placed with ESC.

Office structure

The office of the Senior Executive Officer, Ethical Standards Command will comprise three staff plus one shared staff member, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO3 Executive Secretary

❖ position shared with HRD and FBSD

The Chief Superintendent ESC will be supported by a Senior Sergeant (Strategy and Performance) and an AO2 Administrative Officer.

ESC structure

ESC has been divided into two Groups with one led by a Chief Superintendent and the other by a Superintendent, namely:

- Integrity and Performance Group; and

- Internal Investigations Group

The Senior Executive Officer, ESC will have authority to determine the unit and human resource mix that best meets Command priorities and responsibilities (subject to maintaining skills, knowledge and capacity across the breadth of responsibilities). This authority does not extend to moving resources other than in a manner consistent with the proposed 'reasonable movement' human resource policy (encapsulating the rotations policy between SCC, ICMC, ESC and CMC). The 'central functioned' PPMs outside of Brisbane cannot be moved to another location other than by the formal transfer process and would be subject to normal industrial change management and will not occur without due process and consultation.

Other requirements or issues

– ESC will retain a Chief Superintendent because of the risk that misconduct poses to the QPS and as the senior officer responsible for internal investigations it ensures an officer of at least commensurate rank to other managers with direct management responsibility for operational officers in the districts.

– HRD should provide human resource management support and services to ESC not able to be met by the AO5 Human Resource Business Support Officer. ESC will receive finance, budget and business support from FBSD.

– Implementation should consider whether Detective Sergeants are appropriate to work as investigators within the Internal Investigations Group. Further if so, the proposed model should be assessed to determine whether the ratio of Detective Senior Sergeants should be increased relative to Detective Sergeants.

– The change from Inspectors to Senior Sergeants and Sergeants will necessitate the allocation of a budget to meet industrial entitlements for non-commissioned officers. ESC's responsibilities are such that shift work, overtime and travel will be required of these officers, therefore meeting remuneration and other entitlements will need to be accounted for as a consequence of this change.

– The Risk Analysis and Intelligence Section (RAIS) at ESC is not central functioned to ICMC. Despite this the members occupying these positions should comply with intelligence practices and standards as set by ICMC. The ESC and ICMC Senior Executive Officers should communicate to determine how best to achieve this without compromising the independence of the members' ESC responsibilities.

– The Honours and Awards Unit remains at ESC as this is a function related to professionalism and integrity.

– While the Legal and Policy Unit is 'central functioned' to the Legal Division, consistent with the 'central function' business rules, it is expected that the staff will remain located in their current accommodation performing the same work and service delivery standard until otherwise determined by agreement between the Legal Division and ESC Senior Executive Officers.

Education and Training Command

The Senior Executive Officer, Education and Training Command (ETC) will take responsibility for the following three key organisational units:

- Recruit and Policing Skills Group

    o Townsville Campus

    o Wacol Campus

    o Recruit Training

    o Operational Policing Skills

- Operational Policing Education Group

    o Incident, Intelligence and Investigation Development Unit

    o Specialist Policing Development Unit

    o District Training Unit

    o Client Service Development Unit

- Professional Development and Education Services Group

    o Supervisory and Leadership Development Unit

    o Business Coordination Unit

    o Training Services Unit

The Recruit and Policing Skills Group will consist of Recruit Training, all functions of the North Queensland Campus, all functions of the Wacol Campus, and Policing Skills. Key changes are the amalgamation of the former Driver Training (now Road Policing) Centre and Field Training to provide a greater practical focus on reducing road trauma and making communities safer; and the embedding of the Operational Research and Advisory Unit within the Policing Skills Program.

The Operational Policing Education Group will amalgamate Officer in Charge, incident command, intelligence and investigation functions, District Education and Training functions, and specialist (e.g. SCC, OSC, and ICMC training needs) policing functions to develop, enhance and maintain the skills and knowledge of police; in general policing and specialist policing. This will support the 'place and case' policing philosophy. The current Staff Member Training and Development Unit will be reformed as the Client Service

Development Unit and focus on training products for frontline staff members, telephone and counter personnel (including, where appropriate, sworn officers) to enhance levels of client satisfaction with the QPS.

The existing Constable, Legal, Management and Leadership Development units will be linked under a new Professional Development and Education Services Group. This Group will focus on the progressive leadership, managerial, technical and human resource skills appropriate to the ranks of Constable to Superintendent. The balance of the Professional Development and Education Services Group will be functions associated with QPS-wide curriculum development and review and education services products including those for staff members.

Key changes to the current ETC

The most significant change to ETC is the Command now has responsibility for all training within the QPS, whether directly or under 'central function' business rules.

Additionally, the re-structure of the current ETC will involve some responsibilities being transferred to ETC such as the Operational Research and Advisory Unit.

Some current ETC responsibilities will transfer to other Commands such as the Video Production Unit being transferred to the Community Contact Command.

Purpose of the ETC

ETC is responsible for all QPS training. The Command is required to:

- ensure police recruits receive quality training to enable them to commence their operational duties effectively;

- provide ongoing training to develop and maintain the skills and capacity of police officers;

- provide training and ongoing development relevant to the various specialist policing disciplines throughout the Service;

- provide appropriate training to QPS staff members;

- ensure the training delivers police and staff members skilled and capable of achieving the Commissioner's visions for policing services; and

- coordinate commercialised training activities.

All training units and functions have been amalgamated under one Command to:

- provide efficiencies and build economies of scale in the delivery of training to QPS members; and

- ensure consistent and coordinated training practices and standards.

A key challenge for ETC will be maintaining the service delivery of specialist training currently provided by various commands and divisions. Consistent with the 'central function' business rules it will be necessary for the Senior Executive Officer, ETC and the hosting Senior Executive Officers to communicate to determine where these staff will be located into the future together with what and how the training of specialist skills is maintained and enhanced.

Office structure

The office of the Senior Executive Officer, ETC will comprise seven staff, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer
Inspector, Strategy and Performance	AO5 Finance and Business Support Officer
	AO3 Executive Secretary
	AO3 Assistant Information Officer (Records)
	AO2 Administrative Officer

Other requirements or issues

– A Senior Sergeant PPM will report to the Senior Executive Officer (but is 'central functioned' to ESC).

– It is critical that specialist training currently delivered by units other than ETC (e.g. SCC and OSC) is maintained. Bringing training resources across the QPS under the control of one business unit does not justify the dilution or reorganisation of these resources so that specialist training needs are unmet. For example, the transfer of the SCOC Education and Training Unit to ETC will need to be undertaken so that specialist training for ICMC and SCC officers (and police in districts) remains available and

supported. The ETC, SCC and ICMC Senior Executive Officers should communicate to ensure appropriate resources and emphasis remains on specialist investigator, intelligence and other related training. Additionally, ETC, SCC and ICMC Senior Executive Officers will need to support SCC and ICMC officers who undertake specialist training for police across Queensland (e.g. telephone intercept, counter-terrorism and intelligence, and dignitary protection). The same rationale applies to training currently delivered by OSC for the various specialist units and functions in its current portfolio of responsibilities. This will necessitate communication between the ETC, OSC Senior Executive Officers.

– Training functions within the corporate services areas will be attached to ETC.

– The specialist training units will remain where they are currently located until agreement is reached between the hosting Senior Executive Officer and the ETC Senior Executive Officer.

– While the Prosecution Training Office at the Legal Division is not 'central functioned' to ETC, the LD and ETC Senior Executive Officers should communicate to ensure consistency of training standards and practice and the realisation of any potential efficiencies. The Review is not opposed to these positions being 'central functioned' should it become apparent to the respective Senior Executive Officers during the implementation phase that this course should be pursued.

– Budget allocations across the Service relating to training need to be reviewed.

Legal Division

The Senior Executive Officer, Legal Division (LD) will take responsibility for the following organisational units:

- Legal Services Group (from the current Legal Services Branch at OSC);

- QPS Solicitor Group; and

- Right to Information and Privacy Group (from the current Administration Division).

The following functions are 'central functioned' to the Legal Division:

- Legal Unit, State Crime Command;

- Legal and Policy Unit, Ethical Standards Command; and

- All district prosecution corps.

Purpose of the LD

The primary purpose of the new Legal Division is to enhance the coordination and consistency of legal related services within the QPS. The establishment of the Legal Division will result in the amalgamation of work units and functions that relate to all aspects of legal work; whether this is legal advice or prosecutorial work. It will combine legal officers, staff members and police officers under one governance structure.

The Legal Division provides the Commissioner and the Senior Executive of the Queensland Police Service with legal advice and representation before courts and tribunals. Maintaining in-house legal services ensures there is an immediacy and timeliness of support, a consolidation of experience, and a collaborative approach to situations. Despite the creation of the Legal Division, the QPS Solicitor will, in addition to performing the strategic management responsibilities for the Division, maintain the General Counsel legal role independently to the Commissioner and Deputy Commissioners and Deputy Chief Executive.

In addition to legal advice another key responsibility of the new Division comes from the transition of Legal Services Branch (LSB) from OSC. LSB incorporates a broad range of responsibilities associated with prosecutorial functions, training, specialist courts coordination and operational legal advice.

The Division will also be responsible for managing the QPS obligations under the *Right to Information Act 2009* and *Information Privacy Act 2009*.

Anticipated benefit of establishing the Legal Division

It is expected the creation of the Legal Division will ensure consistency of purpose, practices and standards with respect to legal services in the QPS. It will provide more people with legal skills in one work unit that can be tasked where demand and need exists. The establishment of the Legal Division will facilitate the development and maintenance of skills as well as providing opportunities for cross-skilling in the different facets of legal services required in the QPS.

Office structure

The office of the Senior Executive Officer, Legal Division will comprise four staff plus one shared staff member, namely:

Police	Staff members
Inspector, Strategy and Performance	QPS Solicitor / Executive Director (Senior Executive Officer)
Senior Sergeant, Strategy and Performance	AO5 Human Resource Business Support Officer ❖
	AO3 Executive Secretary

❖ position shared with SBRC

Other requirements or issues

− The Legal Unit currently located in SCOC is 'central functioned' to the Legal Division. Despite the restructure, SCC, ICMC and district investigators will still require the services of these legal officers. The Senior Executive Officer, Legal Division should communicate with the SCC and ICMC Senior Executive Officers to determine where the legal officers are to be physically located and what services should continue to be provided to SCC and ICMC. Consistent with the 'central function' business rules, the unit is to remain located in its current accommodation performing the same work and service delivery standard until otherwise determined by agreement between the Legal Division, SCC and ICMC Senior Executive Officers.

− To ensure the development of skills as well as maintaining a broad pool of members with sufficient skills to undertake legal and prosecutorial work (particularly for short periods of intense demand) arrangements need to be in place to allow Senior Executive Officers to rotate (without formal transfer) members (police and staff) between the Legal Division (including those 'central functioned' to the Division) and SBRC. The exception being members located in 'central functioned' units outside of Brisbane.

− While the Legal and Policy Unit (currently within ESC) is 'central functioned' to the Legal Division, consistent with the 'central function' business rules, it is expected that the staff will remain located in their current accommodation performing the same work and service delivery standard until otherwise determined by agreement between the Legal Division and ESC Senior Executive Officers.

− The Prosecution Training Office and the Legal Researchers move from OSC to Legal Division. These positions will not be 'central functioned' as they are principally prosecutors and specifically legal researchers (as opposed to general researchers). However, with respect to the training role the LD and ETC Senior Executive Officers should communicate to ensure consistency of training standards and practice and the realisation of any potential efficiencies. Similarly, in the case of the legal researchers the

LD and SBRC Senior Executive Officers should communicate to ensure consistency of research standards and practice and the realisation of any potential efficiencies. The Review is not opposed to these positions being 'central functioned' should it become apparent to the respective Senior Executive Officers during the implementation phase that this course should be pursued.

- In the case of prosecutors in the districts, provision of relief prosecutors for such things as sick or recreation leave is still an issue for districts and regions to resolve in the first instance.

- LD will receive finance, budget and business support from FBSD. HRD should provide human resource management support and services to LD not able to be met by the AO5 Human Resource Business Support Officer.

- During implementation it will be necessary to resolve any potential inconsistencies between the role of the Senior Executive Officer, and the role of QPS Solicitor. It is critical that the services and capacity to provide legal advice to the Commissioner remain effective. Using an appropriate executive direction to establish the Division will assist in this regard as will clearly articulated business rules within the Division. The intention of the Review is for the Senior Executive Officer to be able to provide legal advice and counsel to the Commissioner.

- The Senior Executive Officer should be admitted and able to practice law in Queensland.

- RTI may be the subject of a further whole-of-Government review which may impact on the business and structure of this Group in the future.

- The Review identified that some areas of the Legal Division will be required to deliver high quality strategic products often within very tight deadlines. This necessitates highly motivated and skilled people and can require effort beyond a standard shift. As such, the Division may need to work extended hours, and contract or second specialist resources and skills for particular purposes. The Division should be adequately resourced to ensure it has the financial capacity and flexibility to effectively discharge its responsibilities. For this reason the LD should be provided a suitable budget to allow for reasonable costs such as overtime to ensure the Division can attract and retain quality people.

Crime and Misconduct Commission Police Group

The CMC Police Group will be managed by an Assistant Commissioner until the outcome of the current review of the CMC is known.

Purpose of the CMC Police Group:

The Crime and Misconduct Commission Police Group liaises with and provides assistance to the Senior Executive Officers and divisional directors of the CMC, and liaises with other law enforcement agencies on joint operations. The police deployed to the CMC have roles and responsibilities in: crime; misconduct; witness protection; surveillance and technical work as well as forensic computing.

Office structure

The office of the Senior Executive Officer, CMC will comprise two staff plus one shared staff member, namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Senior Sergeant, Strategy & Performance	

❖ position shared with Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices and external agencies.

Other requirements or issues

− The CMC Police Group will receive finance, budget and business support from FBSD. HRD should provide human resource management support and services to the CMC Police Group not able to be met by the AO5 Human Resource Business Support Officer.

− The future of the CMC Police Group will be informed by the outcome of the current review of the CMC.

Deputy Chief Executive (Corporate Support)

Deputy Chief Executive (Corporate Support) will be responsible for:

   a. Finance and Business Support Division

   b. Human Resource Division

   c. Information Technology Division

Finance and Business Support Division

To provide a more streamlined functional service delivery model, the Finance and Business Support Division (FBSD) will be established by combining the majority of existing functions from both Finance and Administration Divisions. The majority of positions within the Service related to finance and the functions listed below will be attached to this new Division.

There are potential efficiencies from standardising processes, policies and systems in this area. The Finance and Business Support Division will encompass the following key work units:

- Finance Group

   o Financial Accounting Services

   o Financial Resource Management Branch

- Business Support Group

   o Building Services

   o Capital Works and Property Services

   o Central Exhibits

   o Fleet Business Support

   o Property and Facilities Branch

   o Strategic Procurement

   o Supplies and Print Management

   o Uniform Quality and Development

   o Vehicle Programming and Sales

   o Vehicle Service

   o Vehicle Inspections

Work units within FBSD 'central functioned' to other Commands:

- IT officers

Anticipated benefits of establishing the FBSD

It is expected the amalgamation of the current Finance Division and Administration Division will result in:

- Enhanced business alignment in support of frontline policing functions;

- Improved agility of the Service to respond to operational requirements;

- Integration of financial and procurement processes, reducing internal administrative 'red tape'; and

- Efficiencies from standardisation and improved use of systems.

Key changes

The restructure of the current FBSD will involve the integration of the previous Administration Division functions into the new Division as well as the implementation of a new, redefined finance support role for regions, commands and divisions.

In relation to the finance function, the remaining AO7 Finance Managers will be redeployed from regions, commands and divisions to the FBSD and based in Brisbane. This arrangement will mean financial related services will be provided from Brisbane to all districts, regions, commands and divisions. It will be necessary for FBSD to communicate to all relevant QPS members how the reformed finance and business support structure will deliver services to them. Not every position will be retained under these arrangements.

There is an operational need to manage risk by creating portfolio services units within the Financial Accounting Services Unit and the Financial Resource Management Unit to appropriately support business needs. This is particularly relevant where functions have been centralised. The FBSD will be expected to provide improved systems, processes and tools to support operational managers. Likewise, the risk associated with capital works and property services in the medium term needs to be well managed and there is capacity for a restructure to change work practices within this area. As such, an AO8 position from Property Services, Property and Facilities will become redundant and a new position at the same level created within Portfolio Services, Financial Accounting Services.

It is expected the relocation of these services to FBSD will:

- improve service delivery to management and staff generally;

- enable a program of work to be executed across the Service in a consistent and timely way;

- facilitate more effective development and implementation of financial and business support, business standards, practices and priorities;

- provide the opportunity for decision-making authority relating to financial matters to be delegated down to more appropriate management levels.

The redefined finance support role will be delivered on the back of significant changes to existing policy, processes and systems that will standardise and streamline current finance related operations. Central to this will be the up skilling of district office management and the devolution of decision-making authority to appropriate management levels.

Service delivery to regions, commands and divisions, while different in "look and feel" to what is currently provided, will be based on a client focused model with each region, command and division having a nominated and consistent point of contact. Central support will include a focus on compliance functions with support to be provided to regions, commands and divisions in line with the client focused model and as determined by the Senior Executive Officer. It is expected that FBSD officers will travel where required to ensure systems are appraised and that client needs are met within the new service delivery model.

In addition to changes in the provision of finance support for the portfolios there will also be changes in the provision of existing asset management, asset maintenance, supply management and procurement functions to regions, commands and divisions. These will be based on changes to existing policy, processes and systems that will streamline current operations.

Purpose of the FBSD

The primary purpose of the new Division is to:

- ensure the Service's budget is strategically positioned to meet current and projected future service delivery requirements;

- monitor and review the Service's budget position;

- develop options and provide advice to the Board of Management on all aspects of financial management;

- ensure agency compliance with government fiscal requirements;

- support frontline policing activities through the provision of direct services; policy, processes and systems development as well as compliance support; procurement and management of assets, capital works, fleet, and property/facilities management; and

- manage central exhibits.

Office structure

The office of the Senior Executive Officer, FBSD will comprise five staff plus one shared staff member, namely:

Police	Staff members
Senior Sergeant, Strategy & Performance	Executive Director (Senior Executive Officer)
	AO5 Human Resource Business Support Officer ❖
	AO3 Executive Secretary
	2 x AO2 Administrative Officers

❖ position shared with HRD and ESC

Other requirements or issues

- During the course of this Review the QPS contracted relevant experts to benchmark the delivery of QPS financial services and to provide options for improvements. The draft outcomes included opportunities for improvements to systems, policies and processes. This will inform the future structure and activities of the FBSD.

- The FBSD will take on the roles and responsibilities of the current Administration Division not expressly transferred to another command or division.

- Significant consultation will be required with other areas of the Service so the 2013-2014 budget can be developed. Also, transition arrangements will be the subject of specific work packages or plans as part of the implementation process.

- FBSD is to provide finance, budget and business support and services to the: Ethical Standards Command, Human Resource Division, Legal Division, Information Technology Division, Strategy and Business Review Command, the Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices as well as the CMC Police Group.

- HRD should provide human resource management support and services to FBSD not able to be met by the AO5 Human Resource Business Support Officer.

- The new Division will also need to consider, when known, the outcomes of a range of whole-of-Government reviews that could impact on current structures and service delivery models in other areas of the new Division.

- The Senior Executive Officer, FBSD will determine, in consultation with the Deputy Chief Executive (Corporate Services) and other Senior Executive Officers, the details of the new finance and business support models.

- Upon implementation of the reform process (structure, governance and changed business processes) the Senior Executive Officer, FBSD may need to adjust the alignment of people and functions within groups to ensure effective service delivery of finance and business support responsibilities across the QPS.

- The Senior Executive Officer, FBSD is to communicate with all Senior Executive Officers to brief them on how the reformed structure will deliver services to them and their staff. This should be followed up by a communication strategy for all relevant members of the Service to ensure there is a full appreciation of the changes, what services are available and how they can be accessed.

- The AO5 Finance and Business Support Officer is a regional or command position and is not 'central functioned' to FBSD. However, FBSD should communicate with the occupants of such positions (with the knowledge of the responsible Senior Executive Officer) to ensure they are aware of and therefore able to comply with contemporary finance and business support practices and standards.

- Staff members within districts, regions, commands and divisions who provide finance and business support functions will remain located within their current workplace. These positions are not 'central functioned' to FBSD but members occupying these positions should comply with financial and business support practices and standards as set by FBSD.

Human Resource Division

The Senior Executive Officer, Human Resource Division (HRD) will be responsible for three key organisational Units:

- Employee Relations Group

    o Human Resource Policy

    o Employee Relations Unit

    o Equity

- Safety and Wellbeing Group

    o Health and Safety

    o Injury Management

    o Wellbeing

- Workforce Management Group

    o Recruiting

    o Consultancy

    o Organisational Development and Strategy

    o Workforce Analysis and Systems

The purpose of the HRD

The Human Resource Division supports the effective and efficient delivery of policing services in the attraction, selection, deployment, and management of police and staff members.

In fulfilling this purpose HRD should ensure human resource policies and practices are positive contributors and enablers to the operational effectiveness of the QPS and the safety and wellbeing of its members. The Division should be an enabler to QPS managers achieving their responsibilities.

Key changes to the current HRD

Three human resource functions will be redeployed from regions, commands and divisions to the Human Resource Division in Brisbane, namely:

- AO7 Human Resource Managers;

- AO5 Health and Safety Coordinators; and

- AO5 Injury Management Coordinators.

This arrangement will mean services traditionally provided by these functions will instead be provided from Brisbane to all districts, regions, commands and divisions. It will be necessary for HRD to communicate to all QPS members how the reformed human resources structure will deliver services to them. Not every position will be retained under these arrangements.

It is expected the relocation of these services to HRD will:

- improve service delivery to management and staff generally;

- enable a program of work to be executed across the Service in a consistent and timely way;

- facilitate more effective development and implementation of human resource business standards, practices and priorities;

- provide the opportunity for more decision-making authority relating to human resource matters to be delegated to more appropriate management levels;

- provide more flexibility in the application of human resources to meet varied demands; and

- improve case management practices and outcomes.

The Central Convenors Units in Brisbane and Townsville will be abolished. Pending any changes to the promotion and transfer selection process policy, panels will be formed in the region, command or division with the relevant Senior Executive Officer responsible for forming the panel.

Work units 'central functioned' to HRD

A review is underway examining best practice models of service delivery for human resource related support services (i.e. Police Chaplains and Senior Human Services Officers). Subject to the outcome of this Review, Senior Human Services Officers will be 'central functioned' to HRD and remain in place in their current work location. The retention of Human Services Officers in regions, districts and commands ensures that this important resource remains in close physical proximity to the police and staff members to whom they provide services. Additionally, this arrangement will also realise the benefits associated with 'central functioning'.

In the case of Senior Human Services Officers in regional offices that have been abolished, it is expected that these staff will be based in an appropriate district location. In this case, day-to-day reporting may be to a district officer. The resolution of logistics relevant to each officer's circumstances will need to be undertaken by the Senior Executive Officer, HRD and the respective Senior Executive Officer hosting the Senior Human Services Officer.

Office structure

The office of the Senior Executive Officer, HRD will comprise three staff plus one shared staff member, namely:

Police	Staff members
	Executive Director (Senior Executive Officer)
	AO7 Strategy and Performance
	AO7 Project Officer
	AO5 Human Resource Business Support Officer ❖

❖ position shared with FBSD and ESC

Other requirements or issues

- The Senior Executive Officer of this Division may be either an Assistant Commissioner or an Executive Director.

- The Senior Executive Officer, HRD is to communicate with all Senior Executive Officers to brief them on how the reformed human resources structure will deliver services to them and their staff. This should be followed up by a communication strategy for all members of the Service to ensure there is a full appreciation of the changes, what services are available and how they can be accessed.

- While Senior Human Services Officers are 'central functioned' to HRD, business rules need to be established to ensure appropriate communications and briefings are able to be made by the Senior Human Services Officers to the respective Senior Executive Officer or district officer (as the case may be) to ensure local management can provide the appropriate support and management arrangements that best meet the individual's needs as well as maintaining effective operations.

- HRD is to provide human resource management support and services to the: Ethical Standards Command, Finance and Business Support Division, Legal Division, Information Technology Division, Strategy and Business Review Command, the Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices as well as the CMC Police Group.

- HRD will receive finance, budget and business support from FBSD.

- While the redeployment of AO7 HR Managers, AO5 Health and Safety Coordinators and AO5 Injury Management Coordinators to HRD in Brisbane will realise service delivery benefits it can be expected that periodically it will be necessary for these roles to visit regions and districts for the purpose of support and audit. The Division should be adequately resourced to ensure it has the financial capacity and flexibility to meet its responsibilities to the districts, regions, commands and divisions.

- Having abolished the Central Convenors Units in Brisbane and Townsville it will be necessary to amend QPS policy to provide instruction as to how panels are to be managed.

- The staff of HRD will be required to work cooperatively with the Strategy and Business Review Command to improve business practices and processes relevant to human resource issues to ensure the QPS is functioning as efficiently and effectively as possible.

- The HR Business Support Officer is a regional or command position and is not 'central functioned' to HRD. However, HRD should communicate with the occupants of such positions (with the knowledge of the responsible Senior Executive Officer) to ensure they comply with contemporary human resource practices and standards.

- Staff members within districts, regions, commands and divisions who provide human resource and business support functions will remain located within their current workplace. These positions are not 'central functioned' to HRD but members occupying these positions should comply with human resource and business support practices and standards as set by HRD.

Information Technology Division

The Information Technology Division continues most of the responsibilities of the former Information and Communications Technology Division. As a consequence of a whole-of-Government review that is underway, no significant change has been made to ITD as the outcome of the review is likely to have an impact. As a result further reform is expected to occur.

Key changes

All information technology positions across the QPS will be 'central functioned' to ITD.

In the case of AO7 Information Resource Managers there will be some positions that become redundant. Those remaining will be allocated at the following locations but be 'central functioned' to the Information Technology Division:

- Brisbane Region (1)

- Central Region (1)

- Finance and Business Support Division [but to also support Ethical Standards Command] (1)

- Human Resource Division [but to also support Legal Division, Strategy and Business Review Command] (1)

- Northern Region [Cairns and Townsville] (2)

- Operations Support Command, Community Contact Command and Road Policing Command (1)

- State Crime Command and Intelligence, Counter-Terrorism and Major Events Command (1)

- South Eastern Region (1)

- Southern Region (1)

Office structure

The office of the Senior Executive Officer, ITD will comprise six staff namely:

Police	Staff members
Assistant Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer
Inspector, Strategy & Performance	AO3 Executive Secretary
	2 x AO2 Administrative Officer

Other requirements or issues

- The Senior Executive Officer of ITD may be an Assistant Commissioner or an Executive Director.

- A Senior Sergeant PPM will be allocated but will be a 'central function' reporting to ESC.

- ITD is well placed to be the lead QPS work area representing the Service on internal and external committees with respect to information technology issues (subject to SBRC being the lead work unit in the QPS with policy and research responsibilities).

- ITD will receive finance, budget and business support from FBSD.

Structure of the offices for the Commissioner, Deputy Commissioners and Deputy Chief Executive

Despite an additional Deputy Commissioner position being created it is not proposed to appoint any additional administrative staff to the executive group.

It is proposed staff (both police and staff members) may be rotated through the executive group offices to meet the business needs of the various offices. Business rules associated with this process will need to be created by the Chief of Staff as part of the implementation process. These will need to be approved by the Commissioner to ensure the Deputy Commissioners' operational independence is not affected by this new coordination role.

The Commissioner's Chief of Staff will manage the allocation of resources for and on behalf of the Commissioner, Deputy Commissioners and Deputy Chief Executive to ensure efficient and effective operations are achieved.

It is proposed day-to-day management will still be undertaken by the Inspector, Strategy and Performance in each location.

The Commissioner's office will comprise 11 staff plus one shared staff member, namely:

Police	Staff members
Commissioner	AO5 Executive Assistant
Superintendent, Chief of Staff	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy	2 x AO3 Administration Officer
Inspector, Performance	AO2 Administration Officer
Inspector, Senior Departmental Liaison Officer, Ministers Office	
Inspector, (Aide-de-Camp) Government House	
Sergeant (Support Officer)	

❖ position shared between Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices, CMC Police Group and external agencies.

The Deputy Commissioner (Specialist Operations) office will comprise four staff, and two shared staff members, namely:

Police	Staff members
Deputy Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO4 Executive Assistant
Senior Sergeant, Strategy and Performance	Access to an AO3 Administration Officer (shared resource with Deputy Commissioner [Regional Operations])

❖ position shared between Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices, CMC Police Group and external agencies.

The Deputy Commissioner (Regional Operations) office will comprise four staff, and two shared staff members, namely:

Police	Staff members
Deputy Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO4 Executive Assistant
Senior Sergeant, Strategy and Performance	Access to an AO3 Administration Officer (shared resource with Deputy Commissioner [Special Operations])

❖ position shared between Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices, CMC Police Group and external agencies.

The Deputy Commissioner (Strategy, Policy and Performance) office will comprise four staff, and two shared staff members, namely:

Police	Staff members
Deputy Commissioner (Senior Executive Officer)	AO5 Human Resource Business Support Officer ❖
Inspector, Strategy and Performance	AO4 Executive Assistant
Senior Sergeant, Strategy and Performance	Access to an AO3 Administration Officer (shared resource Deputy Chief Executive)

❖ position shared between Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices, CMC Police Group and external agencies.

The Deputy Chief Executive office will comprise four staff, and two shared staff members, namely:

Police	Staff members
Inspector, Strategy and Performance	Deputy Chief Executive (Senior Executive Officer)
Senior Sergeant, Strategy and Performance	AO5 Human Resource Business Support Officer ❖
	AO4 Executive Assistant
	AO3 Administration Officer (shared resource with the Deputy Commissioner [Strategy, Policy and Performance])

❖ position shared between Commissioner's, Deputy Commissioners' and Deputy Chief Executive's offices, CMC Police Group and external agencies.

Role and Function of executive group office personnel

The key function of the executive group is to provide assistance and support to each Senior Executive Officer and enable them to meet their legislative and policy responsibilities. Duties and responsibilities of staff providing assistance and support within the executive group remain unchanged, although the focus of some work will shift with the changed responsibilities of the Senior Executive Officers.

The structure of each of the executive group offices allows for core business requirements to be met in support of each Senior Executive Officer. However, to meet the strategic and operational requirements of the organisation it is necessary to maintain flexibility to engage additional resources for short term special tasks or projects. Personnel will be drawn from within the organisation to meet short term demands and provide a unique development opportunity for appropriately qualified officers.

Executive group office locations

The current office locations are not anticipated to require change in the near future. The new Deputy Commissioner position will access office space already allocated to the Deputy Commissioners.

Other requirements or issues

- All administrative staff within the executive group offices will be appointed such that they can be rotated as necessary to meet demands and service delivery in any of the five offices with coordination and succession planning the responsibility of the Chief of Staff in consultation with the Inspectors, Strategy and Performance.

- Despite an additional Deputy Commissioner position being created it is not proposed to appoint any additional administrative staff to the executive group. Instead staffing support for the Deputy Commissioner (Strategy, Policy and Performance) should be achieved, wherever possible, by redeploying positions already within the executive group.

- Finance, budget and business support for the executive group is to be provided by the Finance and Business Support Division.

- HR support for the executive group is to be provided by HRD.

- ICT support is to be provided by the Information Technology Division.

Summary of staff savings / redeployments

A number of staff savings and redeployments have been identified:

- Superintendent (Project Officer) Deputy Commissioner's office is abolished.

- Inspector, Project Officer, Deputy Chief Executive office redeployed to Inspector, Strategy and Performance, Deputy Commissioner (Strategy, Policy and Performance).

- Inspector, Project Officer, Deputy Commissioner (Regional Operations) redeployed to RPC.

- Senior Sergeant, Project Officer, Commissioner's office redeployed to Deputy Commissioner (Strategy, Policy and Performance).

- Senior Sergeant, Project Officer, Deputy Commissioner (Specialist Operations) redeployed to Deputy Commissioner (Regional Operations).

- An AO4 Executive Assistant needs to be created for the Deputy Commissioner (Strategy, Policy and Performance). While it is a matter for the implementation team it is proposed that a vacant AO2 position be upgraded to AO4 to meet this need.

- After the new Deputy Commissioner's office is created the Chief of Staff should review the staffing needs of the executive group to determine whether an AO3 position could be released to be redeployed to support a frontline operational area of the QPS.

Issues and factors relevant to achieving governance and restructure benefits

The Review has identified the need for structural and governance changes which have been articulated in this document. These changes are to be actioned through the implementation strategy currently being developed. However, this is only the first component of an overall reform package. The structural and governance changes as well as *"The vision for frontline policing in the next 3 – 5 years"* (see page 20) require complementary reforms.

As identified previously, aside from changes to organisational structure, specific changes are to be made to:

- delegations and policy, to allow quicker decisions at the appropriate level (finance and human resource management in particular);

- human resource systems including selection, transfer, promotion, remuneration and payroll processes; and

- potentially, legislation.

The success of the structural and governance changes is also dependent on successful implementation of the:

- Contact Management Strategy;

- Demand Management Strategy;

- Place and Case Management Strategy;

- Client Service Strategy;

- Performance Management Strategy;

- Mobile Data Strategy; and an

- Infrastructure Strategy (see page 28 for more detail on these strategies).

Many of the complementary changes and reforms necessary to give effect to the structural and governance changes are identified throughout the document in the sections headed "Other requirements or issues".

However, there are some that require special identification and <u>must</u> be included in the implementation plan for actioning as work packages. Many of these will require consultation with members and their relevant unions and may require changes to legislation, policy, and processes. Agreement with the workforce so that meaningful change can occur will be central to success.

Examination of a rotation policy in central commands and divisions

One area that requires detailed examination is the human resource business rules for the State Crime Command, the Intelligence, Counter-Terrorism and Major Events Command, the Ethical Standards Command and the Crime and Misconduct Commission Police Group. This could also be expanded to include the Education and Training Command to ensure trainers have the appropriate skills and experience. The human resource business rules need to be reviewed to allow Detective Sergeants, Detective Senior Sergeants, Detective Inspectors and Detective Superintendents to be rotated by agreement between the Senior Executive Officers (similar to the current SCOC rotation policy) outside the formal transfer system. Consideration should also be given to including detectives within regions (e.g. Brisbane Region) into this arrangement.

The same arrangements will need to be put in place for legal officers and police officers in the Legal Division (including those 'central functioned' to the Division) and the Legislation Development Unit, SBRC. The exception being members located in 'central functioned' units outside of Brisbane or areas where travel makes it impractical.

It may be during implementation that other work units are identified as having the potential to benefit from this arrangement. These should be explored where it is apparent that such arrangements would provide benefits to the Service and QPS members themselves.

This issue links to the 'reasonable movement' human resource policy issue below. For detectives and legal officers it is imperative for the effective performance of these work functions and for the development of officers who work within them that a capacity exists for members to move through local management arrangements. As with the current SCOC system, movement requests could be initiated by members themselves.

One example where this arrangement will be particularly beneficial is at ESC where Detective Sergeants and Detective Senior Sergeants will be deployed instead of some Inspectors. For the Service and the members themselves it is vital that officers do not work in these positions for extended periods. Attraction of suitable officers to these positions will be dependent on an understanding that rotation is possible after a reasonable period of time. Officers undertaking investigations across these disciplines will benefit from experience in undertaking varied investigations and the associated investigative strategies and practices.

'Reasonable movement' human resource policy

The Review identified varied human resource practices with respect to both police and staff member positions. The Review identified the same work functions were employed and stationed (recorded) variously against regions, districts or divisions. In some cases few or no staff members were recorded against a district and instead were recorded in a division. In other locations the converse was the case. An assessment of the rationale for these varied practices identified that the employment and allocation of members within a higher level work unit (i.e. region or district) was to allow for reasonable flexibility in the deployment of these members in meeting service delivery requirements. In the cases where a member was employed directly to a station, impediments exist for district or regional management to easily and reasonably move staff to another QPS work site (i.e. where there is a higher service delivery demand in an adjacent station).

The Review has concluded that change is required in the employment and allocation of both police and staff members so that members are not unnecessarily assigned to specific stations and or work units; instead members should be assigned to a defined geographic work area that allows for deployment to meet service delivery demands within a <u>reasonable</u> area. It is critical however to maintain a balance between arrangements that ensure effective operational performance and fair employment conditions for all QPS members.

This Review has proposed structures and business rules for commands and divisions that, subject to consultation and industrial conditions and provisions, provide authority for the Senior Executive Officer to move police and staff members within the command or division so that the best human resource mix can be developed to meet priorities and responsibilities. The Review acknowledges that priorities and responsibilities shift over time and it is an imperative to effective ongoing service delivery that the human resource policies and practices of the QPS are updated to ensure an appropriate balance. The Commissioner's foreword acknowledges the strength of the QPS is its members and this should be reflected in how they are treated and in the Service's policies.

The Review proposes that as part of implementation, human resource policies are refined to ensure that members should be assigned to a defined geographic work area that allows for <u>reasonable</u> deployment to meet service delivery demands. It is noted that in the past the QPS had policy that allowed for movement of staff within 40 kilometres.

Recognising the aforementioned together with the Commissioner's vision that boundaries not be a barrier to effective service delivery, the Review considers examination of this area of human resource practice critical to effective service delivery.

The following actions should be undertaken, after consultation with unions and through the correct industrial processes, to ensure all <u>future</u> positions meet a 'reasonable movement' policy:

- Develop policy and practice that makes it clear that police and staff members are not employed to a discrete work unit within a group, district, command or division and can be deployed (without having to go through the formal transfer process) within a <u>reasonable</u> distance to meet service delivery demands;

- Establish what is a reasonable area (i.e. distance) that a person can be moved without formal transfer; and

- Establish human resource policy that gives effect to this management discretion allowing the opportunity for reasonable consultation as part of the process (i.e. to prevent unreasonable hardship to a Service member).

Delegations

The Review has found many delegations should be amended to move the decision-making level to at least the level below which they are currently set. For example, most of the delegations of a Senior Executive Officer should be given to district officers or Superintendents; most of the delegations of a district officer should be given to a commissioned officer; some of the delegations of a commissioned officer should be given to a Senior Sergeant, officer in charge. Delegations relating to human resource management and finance should be the area of initial focus in this body of work.

Making temporary positions permanent

Except in the case of temporary positions that are funded by project type budgets from an external source, consideration should be made for positions that have been retained in this restructure being made permanent.

Policy updates

QPS policy in a number of areas will be affected by the proposed changes. The Renewal Program Team will need to ensure a complete review and change to all relevant QPS policy areas is undertaken. For example,

appointments of District Disaster Coordinators will require review prior to implementation of the new structure.

Budget and Finance

New budgets will need to be developed to reflect the change structure.

Asset and resource management

The change in structure including the creation of new commands with the complementary redeployment of QPS members requires a review of existing assets and infrastructure. It is expected:

- The reduction of regions and districts will require a reassessment of office space:

    o Some floor space will no longer be required which will necessitate a disposal strategy; and

    o Further, in the case of the larger districts the district officer will need to determine whether to locate the Assistant District officer and staff within the same office or elsewhere.

- Some assets (e.g. vehicles) will need to be re-distributed; and

- The creation of new commands and the redeployment of staff will require significant planning and reorganisation of people and equipment within existing QPS facilities (e.g. Police HQ).

Former regionally based resources moved to districts maintaining a broad service delivery footprint

While operational service delivery units have been moved from regional offices to districts, boundaries should not be an impediment to effective service delivery by these specialist units. For example, crime prevention officers formerly attached to regional offices will be moved to a district but may coordinate across boundaries. This issue will also be particularly evident in work functions categorised as 'central function' across the State (including but not limited to SARCIS, fingerprint, scientific officers). While these work units will be located within a district, QPS boundaries should not be used as an impediment to providing effective service delivery to the community and adjacent districts or regions.

Development of further packages of work

In addition to the abovementioned bodies of work, the Review Renewal Program Team should plan and action further review to improve:

- human resource systems including selection, transfer, promotion, remuneration and payroll processes; and

- the discipline processes.

District Disaster Management positions

Despite the amalgamation of districts each District Disaster Management position has been retained. However it is recognised that in some locations the disaster management duties may not always require full time disaster management work. Where such officer has spare capacity the district officer may assign additional responsibilities to such officer (subject to no detriment to the fulfilment of disaster management responsibilities).

Attachments

Attachment 1

Map of proposed Queensland Police Service regions from 1 July 2013

Attachment 2

Map of proposed Queensland Police Service districts from 1 July 2013

Attachment 3

Roles and responsibilities of Senior Executive Officers

Principal responsibility is to assist the Commissioner, Deputy Commissioners and Deputy Chief Executive:

- Stop crime;

- Make the community safer;

- Build relationships across the community and within the QPS;

- Ensure the effective performance of members within the officer's span of control; and

- Lead, motivate and improve service delivery by districts/groups within their span of control.

Work tasks:

- Set and ensure achievement of measurable work outcomes by work units and members within the region, command or division;

- Provide leadership, direction and advice to enable the effective and efficient development, provision and deployment of resources within the region, command or division;

- Provide strategic direction, leadership, overview, and review of the delivery of policing services to the community consistent with government program priorities and service delivery objectives;

- Ensure work activity across districts or groups within the region, command or division is coordinated and where necessary consistent;

- Ensure coordination with other regions, commands and divisions;

- Provide leadership to district officers or group managers to facilitate effective management of their areas of responsibility including the promotion and maintenance of an ethical and professional organisational climate;

- Make decisions consistent within delegated authority and ensure managers within the region, command or division make effective decisions within their delegated authority;

- Engage and maintain relationships with key stakeholders relevant to progressing the work responsibilities of members within the region, command or division (e.g. members of Parliament [state / federal], local government representatives, other government agencies, non-government sector and the media);

- Communicate with regions, commands or divisions to, where possible, leverage additional skills and resources to achieve outcomes within the region, command or division;

- Conduct analysis to inform planning, strategy and action within the region, command or division;

- Assist the Commissioner across the full range of Service initiatives by providing high level advice, information and guidance on major operational policing issues, strategies and policies;

- Identify areas or issues of risk, challenge and opportunity within the region, command or division and effectively communicate to the responsible Deputy Commissioner to inform whole of Service performance and improvement;

- Ensure systems, processes and policies within the region, command or division are efficient and effective while maintaining accountability;

- Improve compliance with legislation and QPS policy by members within their area of control;

- Represent the Service in a broad range of inter-agency and regional forums on matters affecting the Service and the provision of policing services; and

- Ensure systems, processes and policies are only added to Service standards where there is a well documented business case that demonstrates an improvement to efficiency and effectiveness.

Attachment 4

Roles and responsibilities of district officers and managers of groups

Principal responsibility is to assist Senior Executive Officers:

- Stop crime;

- Make the community safer;

- Build relationships across the community;

- Ensure the effective performance of members within the officer's span of control; and

- Lead, motivate and ensure effective and efficient operational service delivery.

Work tasks:

- Managing to achieve officer and staff performance, safety, wellbeing, integrity and professionalism;

- Setting and ensuring achievement of measurable and realistic work targets by members within the district or group;

- Ensuring members within the district/group use intelligence, research and analysis to identify and know the places and cases within the area of control that pose significant risk to the community/area of responsibility;

- Ensuring managers within the district or group plan and implement targeted evidenced-based actions/decisions to address the places and cases of significant risk while working to meet day-to-day service delivery demands;

- Managing and allocating resources within the district or group to achieve QPS objectives;

- Engaging and maintaining relationships with key stakeholders relevant to progressing the work responsibilities of members within a district or group (e.g. members of Parliament [state / federal], local government representatives, other government agencies, non-government sector and the media);

- Promoting QPS boundaries as guides and not barriers to activity including by ensuring work activity is coordinated with other areas of the QPS and other agencies;

- Promoting, where necessary, coordination between the officer's own district or group and other district or group to address place and case management and other QPS priorities;

- Communicating with other areas to, where possible, better use additional skills and resources to achieve outcomes;

- Providing leadership, advice and direction to members within the district or group to achieve their responsibilities;

- Making decisions consistent with delegated authority and ensuring members with supervisory roles make effective decisions within their delegated authority;

- Ensuring systems, processes and policies are only added to Service standards where there is a well documented business case that demonstrates an improvement to efficiency and effectiveness; and

- Ensuring members within the district comply with legislation and QPS policy, treat everyone with dignity, and record data quickly and accurately.

Attachment 5

Possible surplus commissioned officer positions

The following provides an indicative list of commissioned officer positions that are likely to be surplus after the proposed restructure. It should be noted that some new positions will also be created as a result of the restructure and that work practices will change so that tasks previously performed by these officers will be redesigned, reallocated (sometimes to a different position or rank), or not done. The Service is currently consulting with the Queensland Police Commissioned Officers' Union on the processes that will be applied to ensure merit, fairness and operational needs are the basis on which any decisions are made, to ensure benefits and improvements to service delivery for the community:

- Chief Superintendent, Operations Coordinator positions but some Chief Superintendent positions will remain as District Officers or with line control of a specific group or unit with significant responsibilities;

- Some Superintendent, District Officer positions;

- Inspector, Regional Crime Coordinator positions as all Regional Crime Coordinator positions will be Superintendent positions;

- Inspector, District Officer positions but a commissioned officer will remain in every location that currently has a district officer;

- Some Superintendent Group and Branch Manager positions within SCOC, Administration Division, ESC, OSC, CMC, ETC, ICT, Deputy Commissioner's Office;

- Some Inspectors, ESC and CMC positions;

- Inspector, Regional Traffic Coordinator positions;

- Inspector, Regional/State Education and Training Coordinator positions;

- Inspector, Projects Officer positions;

- Inspector, Professional Practice Managers positions;

- Inspector, Central Convenor positions;

- Some Inspector, Training or Education and Training positions;

- Some Inspector, Staff Officer positions but there will remain two Inspectors in each regional office and Inspectors in each Command office;

- Some Regional Duty Inspector positions;

- Some corporate Inspector positions (e.g. OOC; PAB, OSC); and

- Inspector, Police Service Reviews position.

Attachment 6

Possible non-commissioned officer positions for redeployment

About 50 police officer positions at a rank lower than Commissioned officer are likely to be redeployed to frontline positions. Detailed advice on these positions will be provided by senior managers through the implementation process. The following provides an indicative list of the types of positions that are likely to be affected:

- Senior Sergeant, Projects Officers – surplus positions in the main;

- Senior Sergeant positions, Selection Panel Convenors;

- Sergeant, Support Officer positions in District Offices;

- Senior Constable, Program Officer, Crime Prevention at Policing Advancement Branch, OSC; and

- Some Senior Sergeant or Sergeant positions, Administrators, within Commands or Divisions.