CORPORATE GOVERNANCE

Executive management

<table>
<thead>
<tr>
<th>Board of Management profiles</th>
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<tbody>
<tr>
<td>Kelvin Anderson PSM, BA, Executive Fellow, ANZSOG</td>
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<tr>
<td>Chief Executive Officer</td>
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</table>

Kelvin was appointed as the Chief Executive Officer of PSBA on 1 November 2013.

As Chief Executive Officer, Kelvin is responsible for leading the agency to ensure a safe and secure Queensland. Kelvin sets the direction for the agency to provide high quality and sustainable executive, corporate and business services and enable the portfolio to deliver the best public safety services in the nation.

During Kelvin’s 30 year career in the public service, he has held the positions of Director-General of the former Department of Community Safety, Commissioner, Queensland Corrective Services and Commissioner of Corrections in Victoria.

Kelvin was awarded the Public Service Medal in the Queen’s Birthday Honours list in 2008 for Outstanding Contribution to Correctional Services. He holds a Bachelor of Arts, has completed the Executive Fellows program with the Australia and New Zealand School of Government and participated in the Leading Australia’s Future in Asia Program.

| Rod Wilson                           |
| Deputy Chief Executive Officer (Acting) |

Rod commenced relieving in the position of Deputy Chief Executive Officer on 5 June 2015.

In this role, Rod is responsible for supporting the delivery of outcomes for portfolio partner agencies through executive oversight of Frontline and Digital Services, Business Services, HR, Operations including State Government Security and Blue Card Services, and QGAir. In addition, Rod oversees the continued support of ICT functions to QAS within Queensland Health.

In November 2013, Rod transitioned from the QPS to PSBA to take up the role of General Manager, Business Services Division. Rod has more than 25 years’ experience in a variety of private sector and government finance and senior corporate service management roles and is a member of the Institute of Public Accountants and a graduate of the Australian Institute of Company Directors.

Rod has worked extensively on the implementation of a number of significant whole-of-government reforms and has played significant leadership roles in the start-up of new government entities. Rod sees his primary objective as leading the delivery of high quality corporate services in support of partner agency strategic and frontline service delivery.
### Board of Management profiles (cont’d)

**Bruce Moy**  
**General Manager, Strategy Division**

Bruce was appointed in November 2013 as Executive Director, Strategy and was subsequently appointed to the position of General Manager, Strategy Division. Prior to this, Bruce was a member of the QPS executive leadership team for nine years where he was responsible for the delivery of strategic and executive services.

Bruce is responsible for strategic policy; legislation; strategic and operational planning; budget submissions and papers; PSBA corporate governance; performance reviews and reporting; national forums; the *National Drug Strategy 2010-2015*; intergovernmental relations; land use planning; ICT strategy; and risk and capability assessment.

Bruce is leading the Division to improve business practices and processes, cross-agency coordination, service delivery outcomes and efficiency, and alignment with whole-of-government policies, priorities and direction.

Bruce initially joined the QPS as a cadet in 1988 and was promoted to the rank of Inspector in 1999 before moving into a civilian policy role in 2001.

Bruce holds a Master of Public Administration from the University of Queensland and a Bachelor of Business from the Queensland University of Technology. He has been awarded the QPS Medal, 25 year clasp, and the Commissioner’s Award for Meritorious Service.

**Wayne Brummer**  
**General Manager, Business Services Division (Acting)**

The General Manager, Business Services Division is responsible for leading and managing the delivery of financial, built and fleet assets, and procurement services to the public safety portfolio agencies, selected non-profit organisations and commercial partners.

Wayne commenced relieving in the position of General Manager on 28 May 2015.

Wayne has been admitted into the Institute of Public Accountants and the Australian Institute of Company Directors. Wayne holds a Graduate Certificate in Professional Accounting from the University of New England and a Bachelor of Business from the University of Southern Queensland.

Wayne sees his primary objective as leading and delivering high quality business services in support of strategic and operational service delivery.

**Fiona Rafter**  
**Executive Director, Ministerial and Executive Services**

The Executive Director, Ministerial and Executive Services is responsible for leading and managing the provision of legal services and internal audit and strategic risk services to the PSBA and its portfolio partners. The Executive Director oversees the ESU, Records Management Unit, and Right to Information and Privacy Unit for PSBA and its portfolio partners. The Executive Director also leads the provision of executive services to the Chief Executive Officer, and Cabinet, Parliamentary and executive services to the Minister.

Fiona was admitted as a solicitor in 1988 and has practised in the private and public sectors. Appointed as an Executive Director in 2006, she has undertaken various leadership roles across public safety agencies before commencing in the PSBA in November 2013.

Fiona holds a Bachelor of Laws and an Executive Master of Public Administration and is currently completing her Master of Law at the University of Queensland.
**Boards and committees**

The PSBA governance structure comprises of the Board of Management, the Demand and Resource Committee and the All Hazards Management Steering Committee.

There are also two public safety portfolio decision making bodies:
- Public Safety Portfolio Audit and Risk Committee
- Public Safety Portfolio Innovation Committee.

The Public Safety Executive Coordinating Committee supports coordination and collaboration across the public safety portfolio but does not form part of the PSBA corporate governance decision making structure.

A PSBA corporate governance framework known as IDA – ideas > decisions > actions – is in place to ensure PSBA achieves its strategic goals and operational objectives, to monitor and assess risk, and to optimise performance. The governance system is built around promoting ideas, getting decisions and taking action. IDA is the management process by which good ideas are supported and developed into outcomes. IDA also includes performance measures and key controls to ensure PSBA continues to meet its legislated obligations.

Details about the public safety portfolio committees are available on pages 7-8.

<table>
<thead>
<tr>
<th>Board of Management</th>
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<tbody>
<tr>
<td>The Board of Management is the peak governance group for PSBA. The Board provides leadership and direction on strategic and operational issues and supports the Chief Executive Officer as the accountable officer ensuring the PSBA continues to meet its objectives and the requirements of government.</td>
</tr>
<tr>
<td>The Board of Management meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called by the Chair.</td>
</tr>
<tr>
<td>During 2014–15, the Board met on 11 occasions.</td>
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<table>
<thead>
<tr>
<th>Board members</th>
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<tbody>
<tr>
<td>Kelvin Anderson PSM, Chief Executive Officer (Chair)</td>
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<td>Fiona Rafter, Executive Director, Ministerial and Executive Services</td>
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<table>
<thead>
<tr>
<th>Achievements</th>
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<tbody>
<tr>
<td>In 2014-15, the Board of Management:</td>
</tr>
<tr>
<td>approved the Public Safety Portfolio Open Data Strategy 2014-15</td>
</tr>
<tr>
<td>approved the PSBA Guide to Strategic and Operational Planning and Operational Risk Management 2015-16</td>
</tr>
<tr>
<td>approved the PSBA Operational Plan 2015-16 and the PSBA Innovation Plan 2015-16</td>
</tr>
<tr>
<td>approved the Public Safety Business Agency Strategic Plan 2015-2019</td>
</tr>
<tr>
<td>approved funding for the Innovation Hub Project – Disaster Management Information Sharing System</td>
</tr>
<tr>
<td>approved resources and funding for the Public Safety Communications Program</td>
</tr>
<tr>
<td>endorsed changes to existing PSBA corporate governance arrangements</td>
</tr>
<tr>
<td>considered reports on PSBA’s financial and non-financial performance, ethical standards and emerging issues, to fulfil its role of supporting the Chief Executive Officer.</td>
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</table>
PSBA Demand and Resource Committee

The Demand and Resource Committee’s role is to make decisions regarding alignment of resources such as human, financial, physical assets and information technology resources, to government and agency priorities and objectives, and relative demand.

The committee meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called by the Chair or the Chief Executive Officer.

The committee held nine meetings during 2014–15.

Committee members

- Rod Wilson, Deputy Chief Executive Officer (Acting) (Chair)
- Bruce Moy, General Manager, Strategy Division
- Wayne Brummer, General Manager, Business Services Division (Acting)
- Patsy Jones, General Manager, Human Resources
- Jenson Spencer, Chief Information Officer, Frontline and Digital Services
- Peta Robertson, Executive Director, Operations

Achievements

In 2014-15, the committee:

- approved the establishment of the PSBA GWN Program
- approved the establishment of a Program of Work to upgrade the Emergency Services Computer Aided Dispatch Program
- approved the initiation of the QAS Spring Hill Operation Enhancement and Business Continuity project
- approved the initiation of the future statewide Mobile Data Project to identify a mobile data communication solution for use by QAS throughout Queensland
- approved a range of PSBA Information Security Management policies for implementation across the public safety portfolio.
- approved project governance arrangements for PSBA projects
- endorsed changes to existing PSBA corporate governance arrangements
- considered reports on financial performance, projects and programs, and procurement to fulfil its roles of aligning resources to government and agency priorities and objectives, and supporting the PSBA Board of Management.

All Hazards Management Steering Committee

The All Hazards Management Steering Committee supports the Chief Executive Officer as the accountable officer for PSBA to ensure PSBA continues to meet its objectives and the requirements of government in the delivery of all hazards management support.

The committee meets monthly from October until February and as required from March to September. Extraordinary meetings may be called by the Chair.

During 2014–15, the committee met on five occasions.
### All Hazards Management Steering Committee (cont’d)

**Committee members**

- Kelvin Anderson PSM, Chief Executive Officer (Chair)
- Rod Wilson, Deputy Chief Executive Officer (Acting)
- Margot Gladstone, Executive Manager, Office of the Chief Executive Officer
- Craig Mulo, Inspector, Office of the Deputy Chief Executive Officer
- Patrice White, Performance and Projects Officer, Office of the Deputy Chief Executive Officer
- Steve Zeppa, Executive Director, Media Division
- Chau Nguyen, Principal Communication Advisor, Media Division
- Bruce Moy, General Manager, Strategy Division
- Stephen Smith, Chief Superintendent, QFES
- David French, Inspector, Disaster Management Unit, QPS

**Achievements**

In 2014-15, the committee:

- approved development of a PSBA Disaster Manual
- approved scoping for an executive leadership training package for PSBA staff
- approved that PSBA staff participate in and train for critical roles in the SDCC
- approved PSBA staff to participate in recovery and community support functions in Rockhampton during March 2015.
Ethics and code of conduct

Ethical standards

The Ethical Standards Unit's (ESU) primary responsibility is to assess complaints regarding the conduct of staff and volunteers within the Office of the IGEM, PSBA and QFES (the agencies). The ESU assesses complaints in accordance with the Management of Complaints About Employees, Volunteers & Contractors Policy and Procedure. As outlined in the procedure, certain categories of complaints will be formally investigated by the ESU, whilst others will be referred back to management within the relevant agency to deal with, often subject to oversight by the ESU.

In addition, the ESU has the following key roles and responsibilities:

- recording all complaints in the agencies' complaints management system except for Conduct and Performance Excellence (CaPE) Category 1 matters (Category 1 matters involve inappropriate interpersonal conduct with colleagues, clients or other stakeholders, inappropriate behaviour relating to minor management matters, and performance requiring improvement)
- acting as the agencies' central liaison point for the CCC and the Queensland Ombudsman, and discharging the agencies' statutory obligations under the Crime and Corruption Act 2001
- overseeing the agencies' Public Interest Disclosure framework and assisting the agencies in fulfilling their statutory obligations under the Public Interest Disclosure Act 2010
- coordinating requests for Internal Review lodged by persons who are dissatisfied with the way their complaints have been handled by the agencies.

Code of conduct

The PSBA operates under the Code of Conduct for the Queensland Public Service. The code contains the ethics principles for the public sector and their associated set of values prescribed in the Public Sector Ethics Act 1994. It also contains standards of conduct for each ethics principle. The ethics principles are:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency.

The code describes how we will conduct ourselves in delivering services to the Queensland community.

As the provider of strategic and corporate services to the public safety portfolio agencies, PSBA is responsible for public sector ethics and code of conduct training for the portfolio excluding QPS which retains responsibility in these areas for QPS employees.

PSBA was established on 1 November 2013 with staff transitioning to PSBA up until 30 June 2014. Staff that transitioned to the PSBA were previously employed in a number of different organisations such as the former Department of Community Safety (including Emergency Management Queensland and QFES), QPS and State Government Security. A number of different public sector ethics and code of conduct processes were in place in these organisations.

Standardised public sector ethics and code of conduct training has been implemented across the public safety portfolio (excluding QPS). In addition, online training tools are being rolled out during 2015 across QFES and will be progressed throughout the Office of the IGEM and PSBA in 2015-16.
Risk management and accountability

External accountability

This section provides information about external agencies and processes which examined the operations of the PSBA during 2014-15 with findings/recommendations requiring consideration.

Crime and Corruption Commission

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

During 2014-15, the following reports with significant findings/issues were tabled by the CCC in Parliament relating to PSBA and QPS:


  The Child Protection (Offender Prohibition Order) Act 2008 (the Act) is one of several pieces of legislation that was introduced to regulate the conduct of those who have offended against children after their release from government detention. This legislation enables police to act, through an offender prohibition order, to prevent previous offenders from engaging in behaviour that could be seen as a precursor to a new offence.

  The CCC reviewed how the Act had been used by the police and the courts in its first five years of operation, identified factors that are inhibiting its use, and recommended legislative and policy changes to address these factors.

  Key findings relating to PSBA and QPS identified that the way the Act works in conjunction with the Child Protection (Offender Reporting) Act 2004 may complicate the system for managing relevant offenders. To address this issue, the CCC has recommended combining the two Acts.

  The CCC’s review also identified a number of barriers for police when applying for an offender prohibition order, including limited resources and systems for identifying concerning conduct and insufficient training in how to use the powers provided in the Act. Following the review, the CCC made a number of recommendations aimed at improving training, resources and powers available to police to monitor offenders and secure offender prohibition orders, where deemed appropriate.

  The Queensland Government is considering the recommendations.

  The report is available online (www.ccc.qld.gov.au).
• **Special Taskforce on Domestic and Family Violence in Queensland**
  The Special Taskforce on Domestic and Family Violence in Queensland, chaired by the Honourable Quentin Bryce AD CVO, was established in September 2014. The Taskforce was requested to examine Queensland’s domestic and family violence support systems and make recommendations on how the system could be improved and how future incidents of domestic violence could be prevented.

  The Taskforce conducted extensive, statewide community engagement and consultation during the course of the review.

  In February 2015, the Premier announced the release of the Taskforce’s report and recommendations into domestic and family violence in Queensland, *NOT NOW, NOT EVER Putting an End to Domestic and Family Violence in Queensland*.

  The Taskforce delivered 140 recommendations which are intended to inform a Queensland Domestic and Family Violence Prevention Strategy to achieve a long term vision — where all Queenslanders can live free from violence from a partner or family member, and where children do not have to see or experience family violence.

  Recommendations relating specifically to the public safety portfolio include improving policies, guidelines, training and information sharing.

  The Queensland Government is considering the recommendations.


**Queensland Audit Office**
The Queensland Audit Office (QAO) supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to Parliament to enhance public sector accountability. QAO reports are available online ([www.qao.qld.gov.au](http://www.qao.qld.gov.au)).

During 2014-15, the following reports were tabled by the QAO in Parliament relating to the PSBA:

• **Report to Parliament 1: Internal control systems 2013-14**

  This report summarises the results of QAO’s evaluations of the systems of financial controls and of QAO’s selective testing of controls that operated within state government departments during 2013-14. The report also includes evaluations of the effectiveness of delegation of financial responsibility and risk assessment processes used by accountable officers to manage their financial risks.

  The QAO made no specific recommendations for PSBA in the report. At the time of the review, the PSBA governance structure and risk management framework were still being established following machinery-of-government changes and as a result PSBA was not considered further in this element of the report. However, PSBA continued to focus on developing and refining its risk management framework during 2014-15.
• Report to Parliament 4: *State public sector entities for 2013-14*

This report discusses the status and nature of the audit opinions QAO issues, comments on the accuracy, timeliness and quality of financial reporting, and explains how QAO assessed the significant financial transactions and estimates disclosed by state public sector entities.

Findings relating to the PSBA were:
- PSBA received an unmodified audit opinion which met accuracy requirements
- PSBA was assessed as having a moderate internal control framework
- the timeliness requirements for financial reporting for PSBA were assessed as not being met. However, the QAO recognised that this was due to the machinery-of-government changes that occurred during 2013-14 which had a significant impact on financial systems and reporting capability at financial year-end.

PSBA has undertaken work to appropriately address audit issues during 2014-15 which are monitored by the Public Safety Portfolio Audit and Risk Committee.

**Internal audit**

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the Office of the IGEM, PSBA, QFES and QPS. Prior to 1 July 2014, QPS was responsible for undertaking its own internal audit functions.

The Head of Internal Audit (HIA), PSBA is also the nominated HIA for the Office of the IGEM, QFES and QPS in accordance with the *Financial Accountability Act 2009*.

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

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit.

As secretariat to the Public Safety Portfolio Audit and Risk Committee, the unit ensures that all relevant guidelines, particularly Queensland Treasury’s *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to, and that the functioning of the unit complies with these guidelines in all material respects.

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

Achievements for 2014-15 include:
- full delivery of the Approved 2014-2015 Annual Audit Plan through a combination of in-house and co-sourced providers
- the successful management of a co-sourced delivery model consisting of multiple contracts providing over 1,000 days of internal audit delivery
- no carry forward of 2014-15 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of July 2015
- A saving of 55 days audit delivery was used to undertake two additional reviews from the Approved 2015-2016 Annual Audit Plan - Watch List
- Internal Audit was requested by both QFES and QPS to undertake additional adhoc reviews and investigation work into sensitive work practices. That work has been completed and reported to management of the respective agencies. Internal Audit recommendations were accepted and are in the process of implementation.

Information systems and recordkeeping

As the provider of strategic and corporate services to Queensland’s public safety portfolio agencies, the PSBA is responsible for recordkeeping and information systems across the portfolio. PSBA provided advice and assistance to portfolio partners during the reporting period resulting in improved efficiencies.

Key achievements during 2014-15 included:
- consultation with the newly formed QGAir led to a significant retention and disposal exercise being undertaken, including implementation of more efficient recordkeeping practices. Effective co-management of this exercise with QGAir staff and engagement of an external contractor, enabled a significant body of work to be undertaken in a short space of time
- the commencement of a program to transition newly merged business units within the portfolio to use a single, corporate, electronic document and recordkeeping system (eDRMS), known as Objective, whereas previously two separate recordkeeping systems were maintained
- the provision of advice to units across the portfolio accessing recordkeeping or information systems such as RecFind, MinCor and SharePoint, as to how these systems can be used more effectively.

The PSBA retention and disposal schedule is under review.

No records were transferred to Queensland State Archives during 2014-15.

Human resources

Workforce planning, attraction and performance

Workforce profile
The total number of FTE staff for PSBA was 2,086.7 at 30 June 2015. The increase in FTEs from 2013-14 (833.5) to 2014-15 was a result of staff transitioning to PSBA by 30 June 2014 as part of the 2013-14 machinery-of-government changes.

Between 1 July 2014 and 30 June 2015, the PSBA permanent separation rate was 6.5%.

Employee assistance
The Employee Assistance Service, managed by PSBA, helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

A new confidential external psychological support service was established for QPS members and their partners in 2014. 1800 ASSIST is a free, 24 hours a day, seven days a week, confidential, short-term counselling service, provided by independent, qualified, experienced professionals.
Specialist officers available to assist QPS staff include a team of 21 internal psychologists, social workers, chaplains and over 650 trained Peer Support Officers. Additionally, referrals are made to external psychiatrists and psychologists as needed. Workplace interventions are provided to assist managers to work more effectively with their teams and develop higher performing and resilient teams.

Psychological resilience sessions were delivered statewide during the reporting period with approximately 1,700 police and their marital partners attending and approximately 1,280 viewers accessing the livestreaming from stations or homes. In addition, Beyond Blue Executive briefing sessions were provided to the Executive Leadership Team and approximately 500 managers across the state.

Within the QPS, 5,519 contacts for assistance were made by employees to the Employee Assistance Service between 1 July 2014 and 30 June 2015. A total of 1,372 members were provided assistance, representing 12.5% of QPS members, compared to industry standard utilisation of 5-7%.

The Fire and Emergency Services Support Network, comprised of approximately 160 Peer Support Officers and 90 counsellors, provide support on mental health and wellbeing issues to QFES employees and PSBA employees located at Kedron. The city based Human Services Officers support Brisbane city based PSBA employees.

Health and fitness
The Safety and Wellbeing Branch, within the PSBA HR Division, continues to work with management, staff and the unions to improve employee health, fitness and wellbeing for all employees. The HealthStart Program is being offered to all partner agencies as it moves through each geographical area of Queensland and a number of recreational and fitness activities were provided for employees to participate in as part of Corporate Teams.

Policy review
A review was undertaken by PSBA HR Division of the HR policies for staff members that transitioned to PSBA from across the public safety portfolio following machinery-of-government changes in 2013-14, with a new set of PSBA HR policies introduced on 1 July 2014.

The review identified the need to redefine HR policies from prescriptive process statements to more principle based policies.

PSBA Inclusion Taskforce
In February 2015, an Inclusion Taskforce was established in PSBA to provide leadership in promoting a workplace that welcomes and supports people of varying backgrounds, different viewpoints, experience, talents and ideas, where they can grow to their full potential.

The Terms of Reference for the Taskforce have been adopted and the primary functions of the Taskforce include:

- to establish and model the standards expected of PSBA as an exemplar of a diverse, inclusive workplace, the staff of which reflect the diversity of the broader community
- provide leadership to ensure communication to staff reflects the principles of privacy, confidentiality and safety in raising issues to management
- collect and examine data to assist in establishing an accurate picture of the cultural health of the PSBA and identify any opportunities for improvement
- set the direction on the recruitment and training policies of the PSBA to ensure the agency provides access to employment, delivers proactive recruitment options and reinforces the values required to support a diverse workforce
- set the direction on policies and procedures in regard to inclusion, anti-discrimination, sexual harassment, workplace bullying or structural barriers faced by an individual or a staff grouping.
Members of the Taskforce include:
- Chief Executive Officer (Chair)
- Deputy Chief Executive Officer
- General Manager, Human Resources
- Executive Director, Ministerial and Executive Services
- Chief Superintendent, QPS Academy
- Chief Superintendent, School of Fire and Emergency Services Training
- representatives from PSBA HR Division and the Office of the Chief Executive Officer.

The Taskforce also includes external representatives from the Anti-Discrimination Commission Queensland and the Office of the IGEM.

The Taskforce meets monthly unless otherwise determined by the Chair.

QFES and QPS are also working on their individual inclusion plans and strategies with the assistance of the PSBA and work is progressing on a portfolio-wide approach.

**Q-Balance**

Q-Balance is a program designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:
- awareness of leadership strengths and how to use them to drive organisational performance
- ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

Q-Balance involves two residential workshops linked by three months of workplace development support. The first workshop commenced in June 2015 at the QPS Academy at Oxley. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

A large number of applications were received which resulted in 21 successful portfolio nominations and an additional six nominations from the Australian Federal Police and QAS. The program has been so well supported that future courses are scheduled to commence in August 2015 with more planned for 2016.

**QFES firefighter recruitment**

The PSBA closely monitors QFES staffing levels, the age profiles of operational staff and current and projected attrition rates to identify accurate recruitment targets.

Six firefighter training courses for permanent firefighting staff were conducted at the School of Fire and Emergency Services Training in 2014-15 with 103 recruit firefighters appointed, of which 18 are female. In addition to this, 196 Auxiliary Firefighters completed Auxiliary Recruit Program Pre-operational Training during 2014-15 of which 33 are female. The training courses were conducted by PSBA on behalf of QFES.

Future strategies aimed to address targeted gender based recruitment include the development and implementation of a dedicated marketing strategy to attract female applicants. The outcomes of the *Independent review of an incident involving QFES employees*, as well as the extensive review of the current QFES recruitment process, will be considered in the development of the strategy in order to maximise its effectiveness.
QPS academies
The PSBA manages Training and Development (Police) which delivers services through the three QPS major training centres at Oxley, Townsville and Wacol campuses. The QPS Academy continues to play a vital role in ensuring quality initial training for recruits and the ongoing training and development of frontline police officers.

QPS alcohol and drug testing
The PSBA and QPS continue to conduct alcohol and drug testing in support of the QPS’s commitment to enhance police wellbeing, safety and integrity within the workplace. As at 30 June 2015, a total of 1,270 ‘relevant members’ had undergone a random alcohol breath test with nil positive results (‘relevant member’ refers to an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, police radio and electronics technicians and recruits). Following critical incidents, 51 alcohol breath tests and 41 urine drug tests were conducted. While three positive drug results were detected, these were found to be because of medical treatment or lawful use of over the counter medication.

QPS Healthy Workplaces Project
The Healthy Workplaces Project is a monitoring program to improve the health, performance and management of QPS employees working within potentially high-stress work environments. In conjunction with Griffith University, monitoring is conducted by way of an online employee survey which was conducted in 2008, 2010, 2011 and 2014.

The results of the 2014 survey will be used by the PSBA (in units where police officers have been seconded) and QPS to plan for new initiatives and priorities to improve the health, performance and management of QPS employees.

QPS performance review and development process
A fully revised performance review and development process, based on the QPS Leadership Framework/Capability Leadership Framework and featuring Employee Self Service and reporting capability, was delivered by PSBA to the QPS on 1 September 2014. The performance review and development policy and guidelines will become effective from 1 July 2015. This will coincide with the implementation of the employee capability frameworks, which apply to recruitment and selection processes as well as performance management.

The PSBA and QPS partnered with the Australian Institute of Management (AIM) in the delivery of training relating to Workplace Conversations in the prelude to the implementation of the new performance review and development process. A total of 1,422 police were trained in 78 workshops during the period from March to July 2014 and a further 449 police were trained in 29 workshops between May and 30 June 2015. The Workplace Conversations workshops will continue to be rolled out to support performance management and encourage timely, open, honest and constructive performance discussions.

Working for Queensland Employee Opinion Survey
The Working for Queensland Employee Opinion Survey is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The survey explores employee perceptions of matters impacting three key outcomes: Agency engagement, Job engagement and Satisfaction, and Intention to leave, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance.
The 2015 survey was conducted from 27 April to 15 May. The results for each public safety portfolio agency are:

<table>
<thead>
<tr>
<th></th>
<th>Response Rate</th>
<th>Agency engagement</th>
<th>Job engagement and Satisfaction</th>
<th>Intention to (not) leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSBA</td>
<td>62% 38%</td>
<td>38% 40%</td>
<td>70% 70%</td>
<td>50% 54%</td>
</tr>
<tr>
<td>QPS</td>
<td>35% 56%</td>
<td>57% 52%</td>
<td>78% 76%</td>
<td>75% 73%</td>
</tr>
<tr>
<td>QFES</td>
<td>30% 36%</td>
<td>70% 68%</td>
<td>85% 83%</td>
<td>76% 74%</td>
</tr>
<tr>
<td>OFFICE OF THE IGEM</td>
<td>100% -</td>
<td>71% -</td>
<td>73% -</td>
<td>32% -</td>
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</table>

Since the 2014 survey, the PSBA, QFES and QPS finalised organisational restructures which may have had some impact on results.

These results will be used by each agency to monitor progress against business improvement actions taken to date and to inform new business initiatives and priorities for the coming year.

**Workplace Health and Safety**

Workplace health and safety is a priority for PSBA and its portfolio partners including QFES and QPS. During 2014-15, the Safety and Wellbeing Branch within the PSBA HR Division received 4,159 reports of work related incidents (QPS 3,183, PSBA 143 and QFES 833). A total of 1,842 of these incidents resulted in an accepted WorkCover Queensland claim for compensation (QPS 1,196, PSBA 93 and QFES 553). Of these accepted WorkCover Queensland claims, 695 injuries resulted in a work absence of one or more days (QPS 506, PSBA 28 and QFES 161).

The three most common injury types were:
- QFES: sprains and strains (27.5%), trauma to muscle (15%) and back pain (12%)
- QPS: strains and sprains (21%), bruising/contusion (12%), and traumatic joint/ligament and muscle/tendon (9%).

The most common injury mechanisms being:
- PSBA: manual handling (27%), falls (20%) and sustained/static posture (7%)
- QFES: manual handling (31%), slips/trips/falls (21%) and hit by/contact with object (14%)
- QPS: interactions with non-compliant persons (39%) and falls (16%).

The Lost Time Injury Frequency Rates (LTIFR) for 2014-15 for the QPS and QFES were 18.9 and 18.5 respectively. A reduction and improvement when compared to the 2013-14 rates of 21.3 and 20.3.

Throughout 2014-15 two Injury Management Centres for QPS and QFES/PSBA, created in 2013 and 2014 respectively, continued to consolidate the improved and integrated business processes of injury management. As at 30 June 2015, the number of cases under management of the Injury Management Centres totalled 1,236 (QPS 1,010, QFES 160 and PSBA 66).

Significant priority and an allocation of resources have been given to a renewed approach to the prevention and management of psychological injury within the public safety portfolio agencies. The goal of this approach is to de-stigmatise psychological illness and encourage employees to seek assistance.

In addition, Regional Health and Safety Advisers have commenced providing services to the portfolio agencies including Rural Fire Service Queensland, QPS and SES.
Early retirement, redundancy and retrenchment

During 2014-15, five employees within PSBA received redundancy packages at a cost of $505,898.23. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.