EXECUTIVE LEADERSHIP TEAM

22 JUNE 2021

AGENDA ITEM 1.3

MINUTES OF PREVIOUS MEETING

QUEENSLAND POLICE SERVICE

Executive Leadership Team Meeting

[redacted]

Meeting Date:	11-12 May 2021
Location:	Commissioners Large Conference Room, Level 7 PHQ
Time:	7:30am – 3:30pm
Members:	Commissioner Katarina Carroll A/Deputy Commissioner Shane Chelepy, Southern Queensland Deputy Commissioner Tracy Linford, Crime, Counter-Terrorism and Specialist Operations Deputy Commissioner Doug Smith, Strategy & Corporate Services Deputy Commissioner Paul Taylor, Regional Queensland Louise Barrett, Executive Director, Commissioners Strategic Group Assistant Commissioner Brian Codd, Domestic, Family Violence and Vulnerable Persons Command Mike Condon, A/Chief Operational Officer, Public Safety Business Agency A/Assistant Commissioner Steve Dabinett, Operations Support Command Paul Friedman, A/Executive Director, Policy and Performance Assistant Commissioner Kevin Guteridge, Central Region Carolyn Harrison, Executive Director Legal Division Assistant Commissioner Cameron Harsley, Service Alignment Program A/Assistant Commissioner Glenn Horton, State Discipline Assistant Commissioner Katherine Innes, People Capability Command Chief Superintendent Daryl Johnson, Crime & Corruption Commission A/Assistant Commissioner Mark Kelly, Southern Region Assistant Commissioner Ben Marcus, Road Policing & Regional Support Command Assistant Commissioner Debbie Platz, Security & Counter-Terrorism Command Assistant Commissioner Charysse Pond, People Capability Command A/Assistant Commissioner Virginia Nelson, Ethical Standards Command Assistant Commissioner Cheryl Scanlon, Youth Justice Taskforce Assistant Commissioner Brett Schafferius, Far Northern Region Assistant Commissioner Brian Swan, Brisbane Region Michelle Tayler, Executive Director, Communications, Culture and Engagement Division A/Assistant Commissioner Matthew Vanderbyl, Organisational Capability Command Assistant Commissioner Mark Wheeler, Northern Region Assistant Commissioner Brian Wilkins, South Eastern Region
Invited Attendees:	Superintendent Marcus Hill, Chief of Staff Simon Kelly, Director, Media and Public Affairs Wayne Brummer, Chief Financial Officer, Finance Cameron Allen, Chief Information Officer, ICT Deb Paterson, A/General Manager, Human Resources Superintendent Joe Jaramazovic, People Capability Command Superintendent Andrew Pilotto, Brisbane Region Superintendent Brian Connors, Operations Support Command (day 2) Superintendent Amanda Brownhill, Legal Division (day 2)
Guest Presenters:	[redacted]

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Tony Christie, Crime and Intelligence Command (item 10.2b)
Julianne Webster Organisational Capability Command (item 10.2c)
Nick Moss, Organisational Capability Command (item 10.2c)
Inspector Tony Horan, Ethical Standards Command (item 11)
Kristy Wilson, Project Manager, PIPS Project (item 11)
A/Inspector Lester Brooks, Communications, Culture and Engagement (item 12)
Charmaine Meiklejohn, Communications, Culture and Engagement (item 12)
Inspector Sharee Cumming, People Capability Command (item 13)

Board Secretary: A/Inspector David Flynn, Governance Unit
Kristie Rose, Governance Officer

Apologies: Deputy Commissioner Paul Taylor, Regional Queensland (Day 1 only)
Carolyn Harrison, Executive Director, Legal Division (Day 2 only)

	ITEM	ACTION
	Tuesday 11 May 2021	
1.1	**Opening and Welcome** The Chair opened the meeting at 8:00am and: • welcomed ELT members and invited attendees; • noted apologies; and • acknowledged that May is Domestic Violence awareness month. [redacted]	
1.2	**Confirmation of Agenda** The Chair asked if there were any amendments required to the agenda. There were no changes requested by members.	
1.3	**Minutes of Previous Meeting** The minutes of the previous meeting held on 28 April 2021 were accepted as an accurate record by the ELT. The Commissioner signed the minutes.	
1.4	**Action Item Register** The Chair advised the action register had been distributed with the papers. Chair spoke to the following actions: Action item – *DFV & VP Policing Service Delivery – Transition staffing model from AO6 to a Sergeant position, work through prevention hubs*: This action item is to be withdrawn and closed. Action item – *Commence the drafting of a strategy doctrine for DFV to inform further discussion at the next ELT meeting*: This is on tomorrow's agenda at ELT for feedback from members and can be completed. Action item – *Formulate and distribute key talking points on the QPS position on DFV and distribute to ELT*: An Operational Advisory Note has been distributed and this item can be completed. There were no further comments regarding action items from ELT Members.	

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	ITEM	ACTION
2	**Commissioners Briefing** Commissioner Carroll addressed ELT and highlighted the importance of the matters listed for discussion over the next two days. ELT members will need to engage in some tough discussions regarding Domestic and Family Violence processes and culture. Commissioner Carroll provided an overview of a recent meeting with Margaret McMurdo, head of the Women's Safety and Justice Taskforce, and insight into the activities of the taskforce. Deputy Commissioner Linford provided an overview of themes from a draft paper by the Women's Safety and Justice Taskforce which will be published on the Taskforce website. Commissioner Carroll noted a need to carefully consider, at the conclusion of this meeting, the priorities of the organisation.	
3	**Leadership in the Spotlight** Commissioner Carroll introduced Dr Neryl East who presented to ELT on leading in the spotlight and her work with leaders to help communicate publicly with clarity and confidence. **Resolution** The ELT noted the presentation by Dr East on Leadership in the Spotlight.	
4	**Police Mental Health – Dr Jacqueline Drew** The Chair introduced Dr Jacqueline Drew from Griffith University to present on this matter. Dr Drew provided an overview of current research with the QPS on an early warning system for police workplace health and performance. The research project highlights the importance of focusing on reducing organisational harm by gaining an understanding of what creates and perpetuates these types of harm, and a leadership performance tool which operationalises this knowledge into action. The ELT discussed: • comparison against other Government departments; • the importance of embedding this into leadership training and recruit training; • challenge in how we address this issue within the organisation quickly; and • the opportunity to identify issues early through an effective performance management system. **Resolution** The ELT noted the presentation by Dr Jacqueline Drew on police mental health.	

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	ITEM	ACTION
5	[redacted]	

	ITEM	ACTION
6	[redacted]	
7	[redacted]	
8.1	**Closing Comments** The Chair thanked members for their engagement in today's presentations. The Commissioner thanked all members for attending and participating in discussions and looked forward to further discussions on Domestic and Family Violence tomorrow.	

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	ITEM	ACTION
8.2	**Meeting Close** The meeting was closed at 3:44pm	
	Wednesday 12 May 2021	
9	**Opening and Welcome** The Chair opened the meeting at 8:00am and: • welcomed ELT members and invited attendees and noted apologies; and • acknowledged the attendance of members from the DFVVPC and the role they will play in today's discussions on DFV.	
10.1	**Domestic and Family Violence – District Perspective** Assistant Commissioner Wilkins welcomed A/Chief Superintendent Mel Adams, Sergeant Maria Oresganin and Senior Constable Megan Holly from Logan District. Sergeant Maria Oresganin, Logan District Vulnerable Persons Unit (VPU) provided an overview of identified issues in the Logan District in regard to how frontline police are managing Domestic and Family Violence (DFV) related incidents. Sergeant Oresganin further outlined potential strategies to improve these issues. The ELT requested feedback from Sergeant Oresganin on her top three suggested improvements on how QPS responds to DFV matters: 1. Staffing – not enough dedicated staff in DFV and VPUs. 2. Education/training – senior staff and supervisors need updated training, junior staff are defaulting to VPU for assistance. 3. Challenges with the legislation, primarily DV orders being incredibly time consuming. Senior Constable Megan Holly, Logan Central Station provided the perspective of a general duties officer in responding to DFV matters and challenges experienced in the current processes and training opportunities. The ELT requested feedback from Senior Constable Holly on her top three suggested improvements in how QPS responds to DFV matters: 1. Clarity of priorities – Is DV a priority? Needs to be clearly articulated to frontline who are being told that everything is a priority. 2. Training. 3. Streamline processes. ELT discussed: • Culture issues in middle management. • Lack of standardisation across the organisation. • The importance of ensuring the right resourcing in District based DFV and Vulnerable Persons Units (e.g. Investigators in the Logan VPU) • Important role SDRP is playing in process redesign. • Challenge for ELT in balancing priorities and providing clarity to the frontline on what the priorities of the organisation are. • Co-responder models and opportunities.	

	ITEM	ACTION
11	**PIPS Project** Assistant Commissioner Innes acknowledged all of the staff who have contributed to this project and welcomed Inspector Tony Horan, Project Owner and Kristy Wilson, Project Manager who provided an overview of the benefits of the new system including, reduced risks, increased data quality, improved efficiencies, early intervention capabilities, increased reporting capability and improved business intelligence. The ELT discussed these benefits with particular note to the improved access to data for managers and the standardisation which will be achieved across the service. **Resolution** The ELT noted the PIPS system as the new corporate ICT platform for compliments and complaints.	
12	[redacted]	
10.2	**Domestic and Family Violence – Deep Dive** Assistant Commissioner Codd led this session and welcomed A/Superintendent Martain and A/Inspector Dwyer from the DFV and Vulnerable Persons Unit and James Hinchliffe and Inspector Paul Hart from the Research and Analytics Unit. The following presentations were delivered to provide context to DFV discussions by ELT. a) QLiTE NextGen DV feature enhancements Sergeant Andrew Tracey and Inspector Jac Feather spoke to this matter and provided an outline of NextGen DV enhancement features which would provide clear information and improve decision making for frontline officers responding to DFV matters. b) THReT tool Inspector Sarah Aitken and Tony Christie provided an overview of the Total Harm Ranking and Evaluation Tool developed for CPOR and its application to the DFV environment. Assistant Commissioner Codd advised the DFV application of this tool is currently being developed for trial in a number of locations. When appropriate this tool will become part of a suite of tools available to police DFV.	

ITEM	ACTION
c) Recidivism Predictive Model (DV-RPM) Julianne Webster and Nick Moss provided an overview of the DV-RPM which uses current relationship history, past relationship history and individual and criminal history to predict the probability of a DV incident in a prediction window. The ELT discussed the importance of consistent language in every tool to ensure alignment with the Commissioner's intent around policing DFV. ELT discussed the presentations on the QLiTE NextGen DV enhancement features, THReT tool and DV-RPM and noted: • Operational and strategic uses for the models/tools. • The need for a consistent approach to how we are determining high risk across the State. • These tools will lessen the risk and give consistency across all regions. • This is an important first step in managing the risk and providing a level of assurance to regional Assistant Commissioners. • Ability to rely on tools that have academic rigour to them. • The tools/models which have been developed target both the needs of the tactical workforce level (clear, readily accessible up to date information to inform decision making) and operational level (predictive analysis for case management) of the organisation. The ELT agreed on the importance of implementing these tools across all Districts and adopting a consistent approach to policing DFV. d) DFV Statistics Superintendent Martain provided an overview of current DV occurrence statistics and projected increases and also outlined statistics relevant to DV related homicide. e) DFV Discussion Assistant Commissioner Codd requested feedback on the options presented for a DFV Doctrine. The ELT agreed on the second, concise 1 page, option presented and provided further feedback for incorporation. Assistant Commissioner Codd led a discussion on the role of the ELT and QPS in preventing, disrupting, responding to and investigating DFV and associated offences. ELT debated these matters and made a number of recommendations following these discussions. **Resolution** The ELT: • Endorsed the Preventing, Disrupting, Responding and Investigating DFV QPS Process Improvement Program and immediate, short, medium and longer-term action plan. • Committed to a partnership model between Commands and Districts. • Approved the establishment and implementation DFV&VP Units capability (which is adaptable to different regional needs) in all 15 Districts with principles to be developed by AC Codd and communicated to members. • Supported the Assistant Commissioner DFVVPC developing a	

	ITEM	ACTION
	consistent district operating platform and resource model. • Supported clarifying job code allocation for DFV in some circumstances is best to be allocated a code 4 (negotiated response), provided there is an approved Risk Assessment Model in place, and recommended the Assistant Commissioner DFVVPC draft email under the hand of the Commissioner to communicate out to the Service. • supported option 2 of the DFV Doctrine with feedback to be incorporated as discussed and recommended the AC DFVVPC provide the updated document to the Governance Unit to circulate to ELT members out of session for approval. • Endorsed the transition of current DFV&VPU temporary positions to permanent positions and recommended referral to the People Committee for necessary action. • Committed to drive District led cultural interventions with the Assistant Commissioner DFVVPC to conduct further work and report back. • Internal Audit Program to commence an audit on DFV as a matter of priority and recommended the Assistant Commissioner ESC action this and report back on a scope and plan out of session. • Supported the continuation of the cultural change and training program already underway. • Agreed to a standard approach requiring recording criminal offences related to DFV and for the AC DFVVPC to develop communique as informed by members. • Noted the need to obligate officers to refer persons for referrals with follow up offer (e.g. 72 hrs) with the AC DFVVPC to develop communique as informed by members. • Noted the need to develop tiered DFV training framework encompassing coercive control, holistic approach, transition from incident focus to future focussed protection approach and recommended the AC DFVVPC an AC PCAP address this.	
2	**Commissioners Briefing** Commissioner Carroll noted her attendance with Deputy Commissioner Linford at the DFV Protection Month Breakfast at Parliament House this morning which was well attended by leaders and advocates in DFV. [redacted]	

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13	**Leadership Competencies** Assistant Commissioner Pond introduced Inspector Sharee Cumming to speak to this matter who outlined the leadership competencies for QPS derived from the Leadership Competencies for Queensland are the dominant component of the QPS Leadership Blueprint which outlines the rationale, aims and drivers for the leadership competencies and how they will be utilised across the QPS. Inspector Cumming noted the Leadership Blueprint was previously provided to ELT seeking feedback. All feedback has been collated with minor amendments made and incorporated into the latest version. **Resolution** The ELT approved the QPS Leadership Blueprint (including Leadership Competencies for QPS).	
14	[redacted]	
10.6	**Domestic and Family Violence - Employee** A/Assistant Commissioner Nelson spoke to this matter and outlined that domestic and violence matters involving police personnel as both respondents and aggrieved continues to be a key focus for the Service. The ELT discussed the issues and options raised and agreed consultation and exploration of this issue is required before a determination can be made on this matter. The ELT further discussed challenges regarding the placement of members who cannot perform operational duties or duties in their substantive position for various reasons and requested the General Manger HR conduct further work on this matter. ELT noted the importance of adopting a preventative framework within the organisation. **Resolution** The ELT: • Noted the contents of the submission; • Discussed the following options to establish a service wide position for managing domestic violence involving police personnel: o Continue to approach each DV incident on a case by case basis with respect to; DV Orders issued and Discipline. o Members directed to take/exhaust leave and then be placed on LWOP for duration of order.	

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	○ Suspension without pay for duration of order (PSAA s. 6.1 (1) (a) (iii) the efficient & proper discharge of responsibility might be prejudiced if employment continued – this may be the only part that may relate and would require some legal advice). ○ Transfer to non-operational role (i.e. via a management initiated transfer or amendment to the TAC factors). ○ Explore dismissal by way of common law termination of contract. ○ Transition police officers to staff members (PSAA s. 8.3 (5) transition to staff member is based on medical grounds of section – may require some legal advice or legislation amendment to effect or broaden use of the section). • Did not agree with amending legislation enabling officers to possess weapons whilst on duty. • Recommended the Assistant Commissioner ESC: ○ explores option of a DFV matrix which provides thresholds for action; ○ consults with the General Manager, Human Resources and a QC (external) to consider and provide industrial options available and those which can be pursued; ○ consults with the Executive Director, Legal Division for further advice on options 2-6; ○ consults with the Executive Director, Legal Division for further advice on court versus discipline proceedings for DFV matters; and ○ reports back to the ELT once these matters have been explored. • Recommended the General Manager, HR prepare a discussion for a future ELT regarding the impact of members who cannot perform operational duties or duties in their substantive position for various reasons (e.g. performance management, negative workplace behaviours, members subject to matters of misconduct) in light of upcoming EB negotiations.	

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	ITEM	ACTION
15	[redacted]	
16	[redacted]	

	ITEM	ACTION
	[redacted] Assistant Commissioner Codd advised the Vulnerable Persons Conference is scheduled for 14-15 June. Commissioner Carroll spoke to the recent Crime and Corruption Commission (CCC) report on recruitment and provided an overview of the media interview with Alan MacSporran, Chairperson of CCC which was conducted at 2pm today. Some of the key messages included robustness of the current processes, internal culture and lack of reporting, support for members who were part of that process and advice for people who make a complaint due to not being recruited.	
17.1	[redacted]	
17.2	**Closing Comments** The Commissioner thanked all members for attending and participating in discussions.	
17.3	**Meeting Close** The meeting was closed at 4:27pm	

Submitted by Secretary

Confirmed by the Commissioner on 11 May 2021

A/Inspector
Board Secretary

Commissioner
Queensland Police Service