



Service Delivery and Performance Commission Review

Implementation Strategy

April 2009

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1 Background

The Service Delivery and Performance Commission (SDPC) undertook a Service Delivery and Performance Management Review (the Review) of the Queensland Police Service between 10 March and 30 June 2008. The Review was part of the 2007–08 SDPC Work Program approved by Premier Beattie. Subsequent to the Review, on 1 July 2008 the SDPC and the Office of the Public Service Commissioner merged to form the Public Service Commission (PSC).

The Review was conducted using SDPC's *Performance Management Review Framework* (framework) which was approved by Cabinet and tabled in Parliament on 22 February 2007. The framework's assessment criteria covered six elements: Planning and Strategy, Resource Management, Performance Management and Monitoring, Governance, Evaluation and Continuous Improvement and Leadership and Capability.

Departmental performance on each element was rated by the SDPC on a four (4) step scale as defined in the framework – beginning, developing competency, embedded and leading. The Review identified the following levels of maturity for each element:

- Performance measurement and monitoring - embedded
- Resource management - developing competency
- Evaluation and continuous improvement - developing competency
- Governance - developing competency
- Leadership and capability - developing competency
- Planning and strategy - beginning

The Review involved analysis of departmental documents, workshops and interviews with staff, a management level staff survey, regional visits, and consultation with relevant stakeholders. Some 130 written submissions were received.

The Review noted significant advances across the QPS in the 20 years since the Fitzgerald Inquiry. It was noted that the Service has a strong service delivery culture, and a strong commitment to training and supporting the health and well-being of officers. The Review also reported that the QPS has made significant progress in raising professionalism and ethical practice and works collaboratively with the Crime and Misconduct Commission to reduce misconduct and the risk of corruption. Further, the operations in DNA matching and analysis and the investigation of online child exploitation are considered best practice. There have been significant advances in information and communications technology, with the Queensland Police Records and Information Management Exchange (QPRIME) consolidating a large number of disparate legacy systems. SDPC reported that stakeholders have generally positive relationships with QPS, especially at the local level.

Opportunities for improvement were also identified which are reflected in the recommendations.

All 54 recommendations are either supported or supported in principle and will be completed at varying points over a three year (approximately) period.

2 Purpose of this document

The purpose of this document is to provide an overview of the Queensland Police Service strategy to implement the 54 recommendations of the Service Delivery and Performance Commission's *Report on the Service Delivery and Performance Management Review of the Queensland Police Service*.

3 Timeframes

Each of the 54 recommendations contained within the Report have specific timeframes. As Cabinet consideration of the Government response to the Report did not occur until April 2009 the original implementation timeframes have been deferred by nine months with Cabinet's approval. The final recommendation is due for implementation by 1 April 2011* and the Public Service Commission is required to review the implementation of all recommendations by 30 June 2011.*As per the Government response, recommendation 3 may need to occur in phases over a three year (approximately) period.

4 SDPC Implementation Project Team

An Implementation Project Team has been established within the Commissioner's Project Office.

5 Government Response and Implementation Project Plan

See attached table.

Government Response and Implementation Project Plan

Note: It is anticipated that the vast majority of recommendations will be implemented within the existing QPS budget. Where internal funding is not available existing government budget processes will be followed.

Key Activity Area	Relevant Recommendations	Government Response	Key Activities	Latest Completion Date
Strategic Direction	2, 41	Supported	<ul style="list-style-type: none"> – Undertake consultation. – Develop vision for future policing services. – Reflect vision in QPS strategic documents. – Revise strategic plan and asset strategic plan. – Communicate change as appropriate. 	1 April 2010
Organisational structure and strategic capability	3, 4, 5, & 6	Supported in principle (Rec 3)	Rec 3 <ul style="list-style-type: none"> – Develop change management plan. – Develop phased approach. – Implement revised organisational structure. 	30 Sep 2009 (as per Government response may be until approx 1 Apr'12)
		Supported (4,5 & 6)	Rec 4 <ul style="list-style-type: none"> – Provide policy skills training. – Evaluate training. 	1 April 2010
			Recs 5 & 6 <ul style="list-style-type: none"> – Develop demand management methodologies. – Develop and implement a communication plan. – Implement response. 	1 April 2010

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Key Activity Area	Relevant Recommendations	Government Response	Key Activities	Latest Completion Date
Enhanced operational policing practices	7,8, 9,10,11	Supported	<ul style="list-style-type: none"> – Develop framework for service delivery response – Develop project implementation plan. – Analyse options for trial of operational staff members, mobile responses and court process improvements. – Develop response implementation plan. – Develop communication strategy. – Implement response. 	1 April 2011
Civilianisation	12, 13, 14	Supported	<ul style="list-style-type: none"> – Develop project implementation plan. – Analyse the existing civilianisation program. – Research potential options for expanding staff member roles in the operational environment. – Develop a longer term civilianisation plan. – Monitor and report achievement against civilianisation plan. 	1 April 2010
Accountability	15, 16, 17	Supported	<ul style="list-style-type: none"> – Develop project implementation plan. – Consult with Crime and Misconduct Commission. – Analyse the existing policies, procedures and training. – Develop response implementation plan. – Implement response. 	30 September 2010

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Key Activity Area	Relevant Recommendations	Government Response	Key Activities	Latest Completion Date
Improving service delivery through technology	18, 19, 20, 21, 22	Supported	<ul style="list-style-type: none"> – Develop a project implementation plan. – Develop range of ICT plans. – Communicate QPS position regarding previous ICT reviews. – Undertake audit of data input impact and training needs regarding QPrime. – Identify response regarding skill requirements for senior ICT managers. – Implement response. 	1 April 2010
Enhancing workforce planning	23, 24	Supported (23) Supported in principle (24)	<ul style="list-style-type: none"> – Develop a project implementation plan. – Establish plan to enable the analysis of workforce needs and workforce modelling. – Implement plan. 	1 April 2010
Workforce planning tools	25, 26, 27, 28	Supported	<ul style="list-style-type: none"> – Develop a project implementation plan. – Analyse options for full time equivalency reporting, tools to aid workforce planning, communicating unfilled job sharing opportunities and exit interviews. – Develop a response implementation plan. – Implement response. 	1 April 2011

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Key Activity Area	Relevant Recommendations	Government Response	Key Activities	Latest Completion Date
Police recruiting	29, 30, 31, 32	Supported.	<ul style="list-style-type: none"> – Develop a project implementation plan. – Assess current arrangements regarding recruiting benchmarking, recruiting younger persons, recruiting business plans and expansion of recruiting roles. – Analyse alternatives to meet review recommendations and develop a response implementation plan. – Implement response. 	1 April 2010
Police training and development	33, 34, 39, 40	Supported.	<ul style="list-style-type: none"> – Develop a project implementation plan. – Review and revise arrangements regarding initial service training. – Finalise development of performance planning and assessment system. – Finalise senior officer development strategy. – Implement response. 	1 October 2010
Human resource policy and procedures	35, 36, 37, 38, 47	Supported	<ul style="list-style-type: none"> – Develop a project implementation plan. – Review and revise current human resource policies, procedures and documentation generally as well as those relating to review, transfer and position descriptions. – Revise human resource manual. 	1 April 2010

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Key Activity Area	Relevant Recommendations	Government Response	Key Activities	Latest Completion Date
Organisational Performance systems	1, 42, 43, 44, 45, 46, 48, 49, 50, 51	Supported Supported in principle (44)	<ul style="list-style-type: none"> – Develop a project implementation plan. – Review existing performance indicators. – Modify / amend performance data as necessary including development of performance standards for the client service charter. – Incorporate change into reporting. – Develop consolidated strategic performance report for Senior Executive conference. – Review existing arrangements with respect to capital works contracting, operational performance reviews of corporate functions, corporate governance boards, the corporate risk register, document tracking system, and evaluation processes. – Undertake consultation as necessary. – Identify change required to meet review recommendations. – Develop a response implementation plan. – Implement the responses. 	1 October 2010
Implementation and monitoring	52, 53, 54	Supported (52, 53) Supported in principle (54)	<ul style="list-style-type: none"> – Establish governance and reporting arrangements. – Monitor and report progress on regular basis. 	Ongoing until finalisation of implementation.