



QUEENSLAND POLICE SERVICE
STATEMENT OF WITNESS



Occurrence #: _____

Statement no.: 1 of 1 Date: 19/09/2010

Statement of

Name of witness: HASLAM, Neil Anthony

Date of birth: _____ Age: _____ Occupation: Divisional Inspector Gold Coast District

Police officer taking statement

Name of police officer: HASLAM, Neil Anthony

Rank: Inspector Reg. no.: 6108

Region/Command/Division: South Eastern Region - Gold Coast District Station: Surfers Paradise

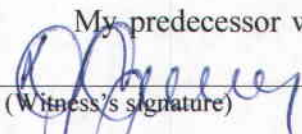
Statement:

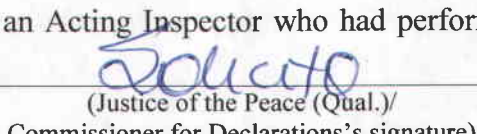
NEIL ANTHONY HASLAM states:

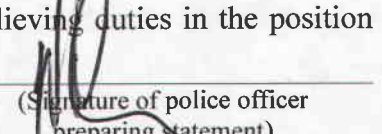
1. I am an Inspector of Police currently stationed at the Gold Coast District, Surfers Paradise. My office is situated within the Surfers Paradise Police Station at 23 Orchid Avenue, Surfers Paradise.
2. I was promoted to the rank of Inspector with effect from 18 October 2004. My first posting upon promotion to Inspector was to Townsville, performing Selection Panel duties fulltime. I was then transferred to the Police Academy Oxley in October 2006, performing duty as the Inspector for the recruit training program. I then commenced duty at the Gold Coast District in November 2008, first performing duty as the Inspector for the Gold Coast Communications Centre. The Gold Coast District is part of the South Eastern Region and, in all matters, I report to my District Officer, who is Superintendent James Keogh.

DUTIES AND RESPONSIBILITIES

3. In late January 2009, my responsibilities as supervising Inspector were changed to Central Divisions, encompassing the Surfers Paradise Police Station and Gold Coast Water Police. My predecessor was an Acting Inspector who had performed relieving duties in the position


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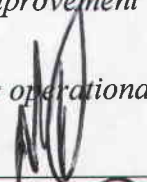
CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

for over two years. However, in October 2009, the Gold Coast Water Police establishment was regionalised leaving my primary work responsibilities associated with the Surfers Paradise Police Station.

4. I now have the additional responsibility of the Gold Coast District Liquor Enforcement Unit made up of two police officers. I provide leadership to this unit and it is highly active in the Surfers Paradise licensed precinct and the Gold Coast District generally.
5. In my role as Inspector, I endeavour at all times to provide strong, quality and ethical leadership. The efficient and effective management of the work unit is obviously required in order to meet organisational and operational objectives and, as such, my role requires the provision of high standard advice, the development of strategies, consultation with a number of internal and external bodies and the management of various projects; all with a view to improving and enhancing the effectiveness of the policing outcomes of the work unit. I also endeavour at all times to maintain a work environment committed to professional standards, ethical practices and discipline.
6. I am committed to the highest professional standards, ethical practices and discipline. This has been demonstrated throughout my service where I have caused the completion of, or personally submitted, complaints against other officers. In mid 2009, following the receipt of information, I submitted a formal report by way of official complaint on matters that may be associated with Operation Tesco.
7. My principal responsibilities as summarised in paragraph 6 above are set out in the job description for QPS Inspector – General Stream (GSO09) and my current duties align with that prescription. They are as follows:
 - *Provide quality leadership of a work unit.*
 - *Manage the functions and resources of an assigned area of responsibility to ensure efficiency and effectiveness consistent with strategic organisational and operational policing objectives.*
 - *Develop and implement strategies to enable continuous improvement in the performance of a work unit or functional area.*
 - *Provide high quality policy advice and support on specific operational and organisational issues.*


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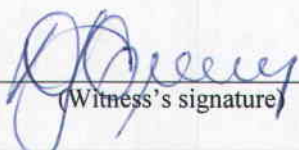
- *Develop and implement appropriate strategies, plans, policies and procedures that support corporate and operational activities.*
- *Consult, liaise and network with appropriate Service, government and nongovernment organisations to ensure the achievement of effective policing outcomes.*
- *Manage and undertake projects on behalf of Regional, Command or Divisional management.*
- *Coordinate or conduct investigations regarding issues of performance and conduct of work units and employees of the Service.*
- *Maintain a work environment committed to professional standards, ethical practices and discipline.*


8. My current role and the principal responsibilities made out in the Inspector – General Stream also align with the nine Priorities and Performance Indicators associated with the QPS Operational Performance Review process. They are as follows:

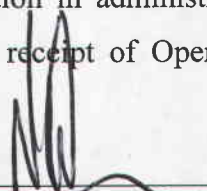
- *Personal Safety – that focuses attention on all Offences Against the Person and Domestic Violence;*
- *Traffic Policing*
- *Property Offences – with specific attention being directed towards Break and Enter offences and Unlawful Use of Motor Vehicle offences;*
- *Client Service;*
- *Public Order and Safety;*
- *Strategic Positioning and Response;*
- *Human Resource Management – that focuses attention on select areas including attention to unfilled vacancies, sick leave management, leadership and other strategies to enhance levels of job satisfaction and job commitment;*
- *Financial Management – with specific attention being directed towards variations in budget expenditure and allocations and current budget monitoring/management processes; and*
- *Professional Standards and Ethical Practices – focussing attention on unfinalised complaints and existing audit processes in place to monitor complaints management.*

SURFERS PARADISE STATION

9. The Surfers Paradise Police Station has an established strength of 126 police officers. A number of staff members are also employed at the police station in administration duties. There is a Senior Sergeant, Officer-In-Charge, who is not in receipt of Operational Shift


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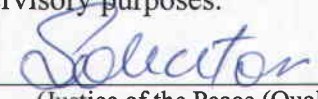
Allowance. A second Senior Sergeant is employed at the station as an Operations Coordinator. He is in receipt of Operational Shift Allowance and works rotational shifts.

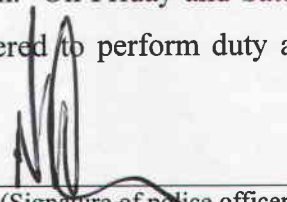
10. The station has a number of Sergeants, while the remainder of the police staff is made up of Senior Constables and Constables. The operational police are broken into six teams each containing a number of Sergeants, Senior Constables and Constables. The teams are rostered equitably on a rolling six week roster.
11. The station is at the centre of a number of highly publicised and patronised major events in the Gold Coast District, including "Schoolies", a National Motor Racing event and New Year's Eve celebrations. The Surfers Paradise Division is also at the hub of Gold Coast Tourism activity, receiving widespread patronage, nationally and internationally throughout the year.
12. The station also includes one of the largest property offices in the Gold Coast District. It is managed by a Sergeant, an administration officer (staff member) and a senior constable who assists when not required in operational functions with her work team.

SUPERVISION

13. The Surfers Paradise Division is dynamic. Numerous critical incidents can occur at any given time that may require the immediate attention of supervisors. Numerous planned operations that require shift supervisor management and command are also part of supervisor responsibilities. These operations are co-ordinated by the Operations Coordinator, Senior Sergeant and are often inter-jurisdictional where Department of Transport officers, Office of Liquor Gaming and Racing officers and other police specialist units may assist from time to time. This operational environment obviously requires the supervisors to interact with those other enforcement bodies in cooperative enforcement activities.
14. Currently supervision is provided at the Surfers Paradise Police Station through Sergeant team leaders, Senior Sergeants and me. External to the work unit are District Duty Officers and Regional Duty Officers who provide after hours senior supervision. On Friday and Saturday nights between the hours of 10pm and 6am, an Inspector is rostered to perform duty at the station for enhanced supervisory purposes.


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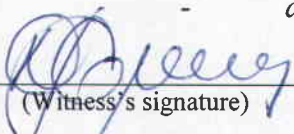

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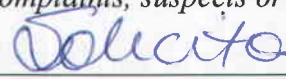

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15. The Surfers Paradise Police Station roster is structured into six teams. Each team is led by an average of two sergeants. This varies occasionally due to leave, transfers and course attendance. Team members are rotated throughout teams regularly. The team leaders are encouraged to develop close supervisory relationships with their team members. This structure allows for the timely detection of problems with the team individuals as they arise. This can be so for both on duty and off duty behaviour.

16. The generic duties of a shift supervisor are set out in Section 1.4 of the QPS Operational Procedures Manual. They are as follows:

- *the security and allocation of station or establishment resources;*
- *monitoring and reporting to the officer in charge on the operational activities of staff;*
- *monitoring staff movements and absences;*
- *ensuring that all messages and demands for police action during the shift receive an appropriate response and effective action;*
- *setting objectives, monitoring outcomes, activity logs, reports and any other documentation set out in accordance with any relevant operational plans;*
- *ensuring that information or intelligence is effectively evaluated and disseminated;*
- *recording the outcomes of the operational plan, the policing activity undertaken during the period and any other matters as directed by the officer in charge;*
- *ensuring the security and proper storage of property coming into the possession of members in the course of the shift;*
- *the management of correspondence;*
- *monitoring/supervising standards of conduct and appearance of members during the course of the shift;*
- *taking disciplinary action, or causing disciplinary action to be taken if necessary; and*
- *in the case of significant events, as outlined in s. 1.4.6: 'Responsibilities of regional duty officers, district duty officers and shift supervisors' of this chapter, cause a significant event message to be completed and submitted. The information in the message should include:*
 - *a summary of the event;*
 - *action taken or pending;*
 - *details of any complaints, suspects or offenders; and*


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- the name, station and telephone number of the officer responsible for investigation of the event.

17. On a daily basis, numerous additional duties are expected of a shift supervisor at Surfers Paradise. These include:

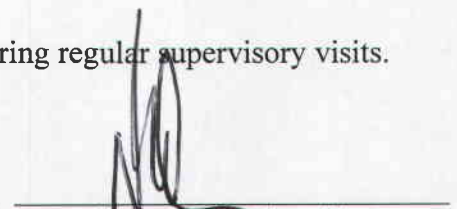
- (a) Completing portfolio responsibilities;
- (b) Completing internal investigations when they are assigned;
- (c) Team briefings;
- (d) Tasking their staff for respective duties during the shift;
- (e) Tasks associated with their shift supervisor check list;
- (f) QPrime supervisor checks and QPrime taskings completed;
- (g) Monitoring of staff performance during their shifts, including Station Client Service officers;
- (h) Monitoring the discipline, conduct and professionalism of their staff;
- (i) Dealing with and reporting on breaches of discipline or misconduct when required;
- (j) Responding to calls for service when received at the police station;
- (k) Operational command at incidents as they arise;
- (l) Any other tasks provided to them by supervisors as they arise during any particular rostered shift; and
- (m) Briefings to superior officers on incidents and during regular supervisory visits.



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18. Regular meetings are held with the station sergeants via structured Sergeant meetings where various issues are discussed. Standing agenda items at these meetings are appropriate use of force, professionalism and compliance with the Code of Conduct generally. The general tenet of discussions regarding the Code of Conduct is also reinforced during informal discussions I hold with all officers attached to the station, including Constables and Senior Constables from time to time. It is mandatory for these topics to be included in operational briefings for major events and locally run operations.

19. Upon taking up my current position I undertook a progressive review of systems and processes associated with the management of the Surfers Paradise Police Station. A number of systems and processes existed and continue, with a view to monitoring the performance, behaviour and associations of individuals, teams and the work unit as a whole. These include:

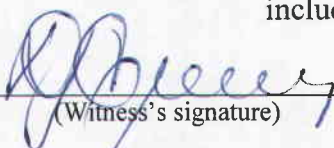
- (a) Individual Performance Planning and Assessment. It is a QPS performance management policy that each officer participates in the Performance Planning and Assessment process. For Constables and Senior Constables, this is undertaken by the Sergeant team leaders and Senior Sergeant Officer In Charge.

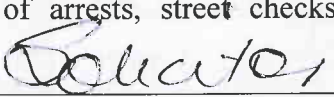
I am able to produce a copy of the document utilised within the Surfers Paradise Police Station for this purpose.


- (b) Shift supervisor checks lists. During each shift the designated shift supervisor is required to complete the shift supervisor checklist as part of their shift responsibilities. These are then stored for review when required or desired as part of the ongoing monitoring purposes.

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- (c) Team Compliance/Performance reporting. Each month or six weeks, team leaders are required to report to the Officer In Charge of Surfers Paradise Station on various aspects of the team performance and compliance matters. These aspects include statistics of arrests, street checks and the like, plus correspondence,


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accoutrements checking, property and exhibits on hand, risk management portfolios and Human Resource issues. These matters are discussed with the team leaders by the Officer In Charge and I am often present for a number of these reports. If any issues arise in consequence of these reviews, the Officer In Charge is expected to take appropriate action, which action will always commence via a discussion with the relevant individual.

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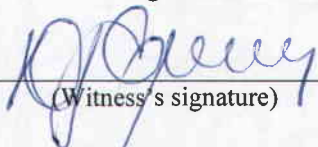
- (d) Station Portfolio Responsibilities. A checklist of the numerous risk management and station portfolio responsibilities is kept as part of the ingoing supervisory function. This applies to all personnel at the station and is continually under review. The checklist was last updated on 4 August 2010.


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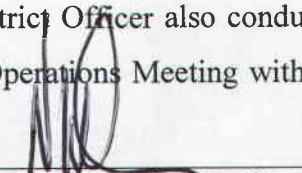
- (e) Numerous Standing Operating Procedure documents. These documents set out procedural responsibilities for the various aspects of operations associated with the conduct of a very large police station.

20. In addition to these Divisional/station management and supervisory tools, the Gold Coast District employs a Professional Practices Manager to monitor the conduct and completion of investigations into allegations against police. The Professional Practices Manager also monitors trends associated with the type of complaint and individuals. As part of this role, station portfolio responsibilities and Standing Operating Procedures are reviewed and updated when required.

21. I attend a weekly meeting conducted by the Gold Coast District Officer where operational and management matters are discussed between Inspectors. The District Officer also conducts a regular District Executive Management Meeting and a District Operations Meeting with unit


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