

## STATEMENT

Commissioner Robert ATKINSON states:-

I am the Commissioner of the Queensland Police Service (QPS), appointed to this position on 1 November, 2000. I was inducted into the then Queensland Police Force on 30 October, 1968 and have served as a sworn officer continuously since this time.

Prior to holding senior management appointments I served the majority of my operational policing career within criminal investigation areas, both CIB and JAB offices, from 1973 until 1990 when I was appointed as a Commissioned Officer. I performed a broad range of senior police management roles between 1990 until my appointment as Commissioner in 2000.

In addressing the terms of reference for the CMC Operation 'Tesco' public enquiry, and specifically the issues identified by the Commission, I will discuss the historical context of the QPS including the changes resulting from the Commission of Enquiry (Fitzgerald Enquiry) held between 1987-1989 and the ongoing development of increasingly sophisticated operational and management systems that have become embedded into the QPS in recent years.

The issues I will discuss, outlined in précis format, are not exhaustive and I am available to comment broadly on any aspect of the Service, an organisation I feel both privileged to lead, and whose members I have confidence in. My leadership role as the Commissioner is well defined under the *Police Service Administration Act 1990* and I am committed to fulfilling the statutory requirements of my office. I have high expectations for all members of the Service, in particular sworn police officers, who take an oath of office to serve the community. Any failure of professional standards by members

has the real potential to erode public confidence in policing and needs to be addressed in a swift, proportionate and balanced manner.

### **Historical Context**

The Queensland Police Department commenced formally on the 1<sup>st</sup> January 1864 some 5 years after the establishment of the State of Queensland and the associated separation from New South Wales.

By the start of the Fitzgerald Inquiry in 1987 the then Queensland Police Force had a sworn strength of 5072 and 990 staff members. The release of the Fitzgerald Report in 1989 resulted in total and significant change for the Police Department. There is in my view no comparison between the Police Department then and now in terms of the areas of criticism by Fitzgerald. It is also my view that many of the profound observations in the report have ongoing relevance.

As well as the implementation of the Fitzgerald Recommendations the decade following the report (1991-2000) saw significant further changes in the Queensland Police Service. Towards the end of 1992 and into 1993 the then Public Sector Management Commission (PSMC) conducted an extensive review resulting in an associated report with some 150 Recommendations which were accepted by the government and duly implemented.

In 1994 the then Criminal Justice Commission, (CJC) conducted a review of the Implementation of the Fitzgerald Recommendations by the Queensland Police Service. In 1996 following a change in the State Government the then Police Minister Russell Cooper approved a further inquiry of the QPS headed by the inaugural Chairperson of the CJC Sir Max Bingham (generally known as the Bingham Review).

Thus in the nine years between 1987 and 1996 the Police Department was the subject of four major reviews.

The immediate post Fitzgerald period of 1989 and 1990 and the following decade (1991-2000) as indicated saw enormous change for the QPS. This was particularly so in terms of accountability, scrutiny, audit, policies and procedures and governance.

### **The Decade 2001 - 2010**

This decade has seen the progression of that change together with a commitment to operational performance, the emergence of terrorism post September 11, 2001 and the challenge of keeping pace with the population and economic growth throughout Queensland.

As at 31 December, 2000 the QPS had a strength of 7551 sworn officers and 2966 staff members.

The following represents some key aspects of this decade. As at 30 June, 2010 the QPS had a strength of 10458 sworn officers and 4109 staff members, an increase of 2907 sworn officers and 1143 staff members over the period. During this time the QPS recruited a total of 6418 new sworn officers in terms of additional and replacement for attrition.

The Operational Performance Review Process was introduced in 2001 and the associated reduction in crime is exemplified by the following:

	<b>2000/2001</b>	<b>2008/2009</b>	<b>REDUCTION</b>
Total - Breaking and Entering offences	77189	44313	00/01 to 08/09: - 32876 or 42.6%
Total - unlawful use of a motor vehicle offences	20653	9525	00/01 to 08/09: - 11128 or 54%
Total - Robbery offences	2492	1871	00/01 to 08/09: - 621 or 25%

In 2001 the Commonwealth Heads of Government meeting was scheduled to be held in Queensland in October of that year. Following September 11 it was postponed. Initially it was believed that due to the threat of terrorism it would not go ahead. It proceeded however at Coolum in March 2002 and was the first such international event involving a gathering of political leader held worldwide post September 11, 2001.

This period also saw ongoing Counter Terrorism activity in terms of planning and preparation in respect to prevention, response and recovery from such activity.

Extensive new legislation and the associated training and policy development was undertaken by the Service to respond to a broad range of government initiatives. For example, Conductive Energy Devices (CEDs – ‘Tasers’) were introduced in recent years with the associated training and policy development required to support the equipment.

The hosting of a number of national and international conferences was undertaken by the Service including:

- International Fraud Crime Symposium (7)
- International FBI Conferences (3)
- International Crime Stoppers Conferences (2)
- Australasian South West Pacific Chiefs of Police conference (1)

The QPS State Crime Operations Command Major Fraud Squad was established and is now a recognised world leader in relation to technology based E-Crime.

The QPS SCOC Task Force ‘Argos’ was established and is a recognised world leader in the investigation of internet child pornography. Associated combined

QPS – FBI operations over several years which resulted in the prosecution of a number of offenders in 11 different countries.

In the years 2004 – 2005 – 2006 the QPS achieved a 100% clear up rate for Homicide with the average clear up rate for the period 2002-2010 being over 96%.

The merger of the Queensland Crime Commission with the CJC to form the Crime and Misconduct Commission (CMC) occurred in 2001. The associated ongoing annual work by the CMC Crime Division and QPS in respect of organised and serious crime has resulted in a number of successful operations.

The Queensland Government Service Delivery and Performance Commission (SDPC) review of the QPS occurred in 2008 and the associated report made 54 recommendations which the Service is currently implementing.

The CMC Report 'Restoring Order' was released in November 2009 and the associated recommendations have been adopted by the Queensland Government with the Service involved in the implementation of a number of these, together with other government departments.

The State Government commitment for a new Police Academy at Wacol has enabled the Service to move toward developing a world-class learning and professional development facility which is planned to be completed in 2014-2015.

In terms of Information Technology the period has also seen the introduction of:

- Secure digital communication in Brisbane
- QPRIME
- Policelink
- A new and replacement CAD system (ongoing)

The extensive progression of DNA in terms of legislation, policy, procedure and a national data base has been established over the past decade.

Road safety and the reduction in the road toll remains a key priority of the Service. The two primary measures being the number of fatalities and rate (number of fatalities per 100,000 population). Statistics for these figures commenced in 1952. In that year the road toll was 251 and the rate was 19.93 fatalities per 100,000 population. The road toll peaked in Queensland in 1973 with 638 deaths at a rate of 32.2 fatalities per 100,000 population. The road toll has only been under 300 once in the last 55 years (1998 – 279).

As at Thursday the 23<sup>rd</sup> September, 2010 the Queensland Road Toll was 177 which is 85 less than for the corresponding period in 2009. For the twelve months 1 September 2009 – 31 August, 2010 a total of 254 people died at a rate of 5.66 per 100,000 population. If these current year-to-date results can be maintained to the 31<sup>st</sup> December 2010 it will result in the lowest road roll and lowest rate since accurate statistics were commenced in 1952.

The QPS has consistently managed major events involving large numbers of people professionally and effectively e.g. 'schoolies', sporting events and natural and man made events such as cyclones, floods, train crashes, sieges and other critical high risk emergency incidents.

### **QPS Statistical Data**

The Queensland Police Service is one of the largest Police Departments in the English speaking western world. Similar size departments include Victoria, New South Wales, Los Angeles, Chicago, Philadelphia and Manchester.

Queensland is the second largest and most decentralized state in Australia. The distance, in a straight line, from the Queensland / NSW border at Coolangatta to our most northerly populated islands in the Torres Strait (Saibai and Boigu Islands in the Torres Straits) is 2380 Klms. The size and

decentralised nature of the State necessitates police working across large distances, often with limited support or direct senior supervision.

Some statistical data relating to the QPS also includes:

- 10458 Sworn members (@ 30/06/10)
- An operating budget of \$1.706 Billion
- A Geographical Area of 1,734,000 square Klms
- Eight Police Regions
- Thirty One Districts
- 337 Police Stations
- 1638 Buildings
- 2342 Vehicles
- 70 Vessels
- Six Aircraft

In the course of a financial year QPS officers will:

- Have in excess of 5 million interactions with members of the community;
- Conduct 85,000 arrests
- Issue 125,000 Notices to Appear
- Report 407,000 offences

The following is a breakdown of average calls received at three Communication Centres at peak times between 6pm and 6am:

<b>Location</b>	<b>Avg No: of Calls</b>	<b>Avg No: of Jobs entered</b>
Gold Coast	900 calls	300 jobs
Maroochydore	900 calls	300 jobs
Brisbane PCC	1100 calls	600 jobs

## **QPS Oversight**

The QPS is subject to the most extensive oversight in its history. The oversight is essentially in two areas formal with a legislative or policy basis and informal but with the capacity for influence.

The formal oversight areas include:

- The Minister for Police Corrective Services and Emergency Services
- The State government through policy and cabinet decisions
- The Crime and Misconduct Commission
- CMC Review Commissioners
- The Privacy Commissioner
- The Ombudsman
- The Integrity Commissioner
- The Auditor General
- The Public Service Commission
- The Children's Commissioner
- The State Coroner
- The Director of Public Prosecutions
- The Right to Information regimes and associated appellant mechanisms.
- MATCAD – Media access to computer aided despatch (as the result of CMC Public Hearing and associated recommendations)
- Parliamentary Estimates Committee Hearings
- Children's, Magistrates, Districts and Supreme Courts
- The Office of the Adult Guardian
- The Public Interest Monitor
- The Queensland Civil and Administration Tribunal (QCAT)
- The Queensland Industrial Relations Commission (QIRC)
- The Human Rights and Equal Opportunities Commission (HREOC)
- State government reviews (eg. The recent state government review into Alcohol Related Violence)

- Federal Senate Hearings (3 this year where the QPS has given evidence)
- The Audit / Reporting Regime to the Federal Attorney General in relation to Telephone Interception.
- The Organised Criminal Enterprise legislation specific Public Interest Monitor (Organised Crime PIM)
- Annual Australian Government Productivity Commissioner 'Report on Government Services' (ROGS)

Whilst not formal in the sense of a legislative basis and the associated capacity to make recommendations or give directions or rulings, there are also a range of significant informal bodies that in terms of their role, functions, commentary and influence can be regarded as having an oversight capacity.

These include:

- The print and electronic Media
- Industrial Unions
- The Law Society
- The Council for Civil Liberties
- The National Crime Statistics Unit as part of the Australian Bureau of Statistics.
- ATSILS and Legal Aid Bodies
- Tertiary Institutions, Academics and Criminologists (eg. The innocence project group at Griffith University)
- Special Interest group and Individuals
- Amnesty International

## Operation 'Tesco' Identified Issues

### Supervision

<b>Police Officers as at 30 June 2010</b>	
<b>Senior Executive Officers</b>	<b>15</b>
Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	12
<b>Commissioned Officers</b>	<b>375</b>
Chief Superintendent	13
Superintendent	53
Inspector	309
<b>Non-Commissioned Officers</b>	<b>3100</b>
Senior Sergeant	772
Sergeant	2328
<b>Constables</b>	<b>6968</b>
Senior Constable	3616
Constable	3352
<b>Total Police Officers</b>	<b>10458</b>

The Office of Constable requires a police officer to conduct themselves according to law regardless of whether they are on and off duty. It imposes obligations on the officer to act ethically and the QPS Code of Conduct mandates a similar requirement. The oath of office acknowledges an officer's independence in exercising the powers and duties of an officer.

The majority of police officers exercise supervision at some level on a daily basis. It may be a formal, recognised role such as an officer in charge or shift supervisor, or perhaps the more senior of two constables in a patrol car. The service employs a variety of mechanisms to direct and guide the performance of officers. Supervision within policing is unlike many other industries, with officers often working remotely from their direct supervisor. In addition,

rotating rosters result in different supervisors and officer partnerships adding a degree of complexity on monitoring for management.

The existing Performance Planning and Assessment (PPA) system provides for the establishment of work-related goals that are aligned with Service strategy and business requirements. Supervisors meet with staff and agree upon objectives to be achieved for a 12 month cycle. The planning discussion should include a consideration of individual development needs.

Service policy promotes regular engagement by the supervisor with the member on issues of performance and requires that formal review meetings are held at six-monthly intervals.

The Service Delivery and Performance Commission, however in a review of various Service business activities found that the existing PPA and EPPA process used to administer the performance management of officers was not meeting the expectations of officers or their supervisors. A project team has been established in my office to develop processes that reflects organisational need. We have and will continue to consult with the CMC in relation to this activity. I anticipate that a new process will be in place by 1 July 2011.

In terms of risk analysis and assessment of at-risk officers and work units, the QPS Risk Analysis and Intelligence Section (RAIS), Ethical Standards Command is tasked with identifying individuals or work units that are at risk. An at-risk matrix is employed, which enables the identification of individuals. Individual interventions are employed subject to the rating assigned by the risk matrix. The RAIS continue to develop new methods of identifying best practice.

Service policy requires that significant operational events are communicated to the most senior members of the Service and there is a dedicated governance oversight body established to review those events – the

Significant Events Review Panel (SERP). SERP processes were recently reviewed and improvements made. These include the establishment of a SERP Quality Control Committee reporting to the Deputy Commissioner (Regional Operations), extending the scope of the matters that will be reviewed under SERP policy, standardising SERP documentation and improving linkages between SERP matters and ESC/CMC investigations. These changes will be reviewed in 12 months.

Officer secondments, both internal and external to the QPS, are another means of professionally developing officers and building their leadership capability and strengthening ties between partner organisations. We currently provide officers with the opportunity to visit the Australian Institute of Police Management (both as students and Visiting Fellows), the FBI National Academy, the Australian Federal Police (in various positions), the Australian Crime Commission, the Crime and Misconduct Commission and other government agencies.

There are a number of opportunities for officers to participate in developmental activities, including tertiary study. The QPS maintains strong links to external organisations such as the Centre for Excellence in Policing and Security, the Australian Institute of Police Management, the Australian and New Zealand Police Advisory Agency (ANZPAA) and the Australian and New Zealand School of Government (ANZSOG). Our partnership arrangements with Queensland and interstate tertiary institutions provide recognition of QPS experience and internal courses towards their tertiary programs.

There are various governance bodies within the Service that facilitate the sharing of best practice amongst senior executive officers (e.g. Operational Performance Review, Senior Executive Conference, Board of Management etc).

My office commences at 6am daily. Each morning we review for the previous 24 hours the significant event messages state-wide, the road toll, police injuries, complaints against police and media reporting.

I meet frequently with the three deputies i.e. Deputy Commissioners for Regions and Specialist Operations and the Deputy Chief Executive for Resource Management. I also meet frequently with other members of the Senior Executive.

My primary formal forums for which I am the Chair are the Board of Management (Monthly), Senior Executive Conference (3 Monthly), and the regular Operational Performance Review forums at Police Headquarters and throughout the State.

#### Inappropriate Associations

Whilst no specific separate policy currently exists the current Queensland Police Service Code of Conduct and Conflict of Interest policy can effectively be applied to this matter.

On 26 August, 2010 as part of a range of initiatives relating to professional and ethical behaviour and supervision, I announced that by the end of this year the QPS will finalise policy on inappropriate associations with individuals or entities, including financial aspects where there is an actual or potential conflict of interest.

There is work happening nationally in this area with the QPS contributing to ANZPAA which is considering declarable associations as part of its eight strategic priorities. It is my intention that the QPS will examine such policies in other policing jurisdictions and their effectiveness and also work in conjunction with the CMC in regard to this matter.

### Gifts, Benefits and Gratuities

Current Service Police in relation to this topic is set out at 17.1.10.7 'Gifts and Benefits' of the QPS HR Manual.

Essentially, in my view, there are three primary areas requiring attention. The first is free entry into licensed premises where a fee is normally charged and /or provision of free alcohol. I have previously stated and reaffirm that this is not appropriate or acceptable for the local or visiting police, where the supply of liquor is linked to their identification as police officers.

The second issue is that of discounted food and coffee generally at fast food outlets. There are arguments for and against this practise. I have committed to revising QPS policy on gratuities by the end of this year and in relation to this aspect intend to consult across a range of areas and issues prior to doing so.

The third area is that of free public transport, generally rail travel. I have no difficulty with that issue and believe that it adds to the safety and security of civilian passengers. QRAIL support this view. It will also be canvassed however in the revised policy.

### Organisational Culture

The Fitzgerald Inquiry 20 years ago highlighted that the institutional culture of a police agency is of vital importance to a community, dedicating a chapter describing the cultural weaknesses then in evidence within the Qld Police. The consideration and understanding of organisational culture is now embedded within QPS management practices and regularly discussed across the Service.

The culture was deliberately realigned post-Fitzgerald during the organisational change process and has continued to be actively shaped by QPS management since this time. Upon my appointment as Commissioner in 2000 I introduced the four 'P' values of *People, Professionalism, Partnerships,*

and *Performance*. In addition to a mature and contemporary regime of policies, procedures and orders (rules), the QPS has a strong commitment to continuous improvement, best practice and evidence based change. The Operational Performance and Review (OPR) has been particularly effective in driving these positive cultural changes.

I recognise the actuality and potential for aberrant or corrupt behaviour to influence culture, both by individuals and within workplaces. A broad range of measures is designed to mitigate the risks associated with this, including for example the ongoing reinforcement of ethical considerations (the SELF test); in depth supervisory oversight; ongoing management development from pre-service training through to senior management appointments; and the use of risk management and proactive identification practices to target at risk areas.

The Service has a number of formal strategic plans which specifically reference professional and ethical behaviour, including:

- The QPS strategic plan 2010 - 2014
- Corruption Prevention Plan 2009-2013
- State Crime Operations Strategic Direction & Activities 2009-2010

#### QPS Workforce and Human Resource Management Issues

In the mid years of this decade recruitment and retention was arguably the major issue confronting the Service. The drivers for that were the economic boom and QPS officers leaving the organisation for positions offering better pay and conditions.

Whilst that is now not as critical an issue it could easily re-emerge. The QPS has engaged an external consultant to review our recruitment practices which is almost complete. The CMC have been consulted during the course of this review. Clearly we need to do all we can to minimise the risk of selecting and inducting unsuitable people.

HR Management in today's world is a complex and challenging issue. One course of action to resolve an issue may create problems elsewhere.

Substance abuse, whether it be alcohol, prescribed medication or illegal drugs is an important matter in terms of both organisational performance and issues and the well being of the individual concerned. I do not believe that the consumption of alcohol on duty, or officers commencing duty whilst alcohol affected (albeit potentially serious), is an issue for the Service at present.

In my view there has to be no tolerance for any officer where there is evidence relating to an officer involving illegal drugs. I believe that the current Service random alcohol and targeted drug testing regime is appropriate but needs to be continuously monitored.

### **Recent Initiatives**

On 26 August, 2010 I announced thirty one initiatives focused both on the Gold Coast District and State-wide.

**I tender four (4) 'Fact' sheets publicly released on 26 August, 2010 outlining these initiatives, attached to my statement.**

### **Conclusion**

Whilst the public knowledge of Operation 'Tesco' arose in January 2010 it appears that it had been in train for some 18 months and has been both extensive and comprehensive.

It also appears likely that the availability of telephone interception has enabled the exposure of both criminal and misconduct behaviour. As well there has been extensive use of the CMC's coercive hearing powers. The QPS provided eight experienced investigators at the level of Inspector for five months to support the CMC investigation.

Whilst the extent of criminal activity and misconduct as set out in the opening address is of significant concern it is also helpful in hopefully establishing the scope and scale of wrongdoing and that a sense of confidence that the system is working in this regard.

As part of the way forward from here, regular meetings at senior levels of CMC and QPS, and more timely communication on identified issues, would enhance the effective progression of the issues raised in this hearing.

I acknowledge and recognise the fundamental importance of maintaining public confidence in members of the QPS.

The QPS is committed to empirical, evidence based responses to crime, community safety and professional standards to ensure Queensland continues to have the best possible policing service.

Overall in my view the QPS has performed well in this decade. The Service is and should be committed to continuous improvement across all areas. That should be an ongoing value.

This coming decade 2011-2020 will see many challenges. I am committed to the QPS providing the best possible service to the people of Queensland and for the QPS and its members at individual, unit and organisational levels to have and maintain the highest of professional standards and ethical practices.

Dated: 24 September 2010



Robert ATKINSON  
COMMISSIONER

<b>CRIME &amp; MISCONDUCT COMMISSION</b>	
No: <u>06/2009</u>	Date: <u>24.9.10</u>
IN THE MATTER OF:	
OP TESCO	
EXHIBIT No: <u>137</u>	<u>M. LETONDEUR</u> CLERK



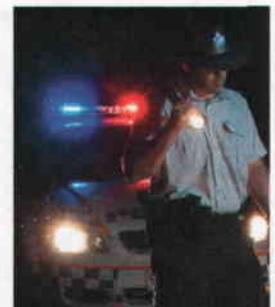
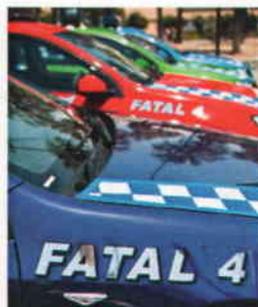
# Fact Sheet 1

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## What the QPS has done to improve the police response:

There has already been a significant amount of work done to address the challenges of policing on the Gold Coast. This body of work has included:

- **Higher level supervision** during identified risk times, using District and Regional Inspectors
- **Independent senior officer reviews of CCTV footage** of the Surfers Paradise Police Station
- Violent prisoners being **transported directly to Southport Watchhouse**
- A focus by division management on developing proactive supervisor attitudes aimed at **reducing incidents of assault and use of force**
- Daily read-outs and training sessions **emphasising the minimum use of force**
- **A proactive strategy for transfer/secondment** of at risk officers into other divisions
- **Installation of an additional six CCTV** cameras and signage within the Surfers Paradise Police Station bringing the total coverage within the police station to 26 cameras
- **A Strategic Criminal Intelligence Assessment of the Gold Coast District**, subject to ongoing review
- **New Crime Investigative Partnerships** between the Gold Coast Division (GCD) and State Crime Operations Command, the Crime and Misconduct Commission, Australian Federal Police, NSW Police and the Australian Crime Commission
- **Three new commissioned officers positions within the South Eastern Region**, including a Detective Superintendent as Regional Crime Co-ordinator
- Project ABEO – **a review of the organisational structures and investigative practices** of the GCD and the Criminal Investigation Branches
- A review of the Gold Coast CIB and CPIU **work performance**
- Reviews of the South Eastern Region's **Risk Management and Financial Management Systems**
- A new system providing **greater accountability, work performance monitoring and record management** for plain clothes officers
- **Training packages aimed at enhancing integrity** for specific ranks have been developed are being delivered
- The Assistant Commissioner, South Eastern Region has addressed officers and staff members in the region regarding **integrity and operational professionalism**.





# Fact Sheet 2

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## What the QPS will do within one month:

- **Inappropriate Transport (blue light taxis) policy** to be developed and implemented to ensure police vehicles are used only for operational purposes
- **Upgrade of the Officer in Charge position** at the Surfers Paradise Division to be upgraded to Inspector, with an evaluation to see if a similar upgrade should be considered for other similar-sized establishments
- **Increase of District Duty Officer (DDO) supervision**, by doubling the number of DDOs in the Gold Coast District from five to 10
- **Two additional Professional Practice Manager positions** (Senior Sergeants) to support the regional PPM Inspector
- Conduct a review of **recruitment policy, procedure and practices** (statewide).
- Adopt **'Strengthening Ethical Practices and Behaviours within police agencies operating in Australia and New Zealand'** a QPS commissioned ANZSOG report. (statewide)





# Fact Sheet 3

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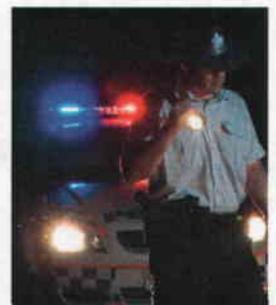
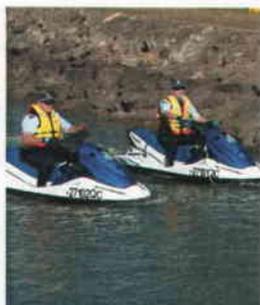
## What the QPS will do by the end of the year:

### *By the end of the year on the Gold Coast:*

- Endeavour to **complete and finalise all current internal investigations** relating to Surfers Paradise Division
- **Closely monitor, investigate and review all complaints** in the Surfers Paradise Division with a view to better overall management and a reduction in complaints
- **Closely monitor injuries to police**, work performance, public safety and officer morale
- **A range of HR actions** to identify at-risk officers and provide flexible staffing solutions to meet the service needs of the community
- **Review all Gold Coast District personnel secondary employment** to ensure compliance with QPS policy
- **Trial of Assistant watch House Officers** at Surfers Paradise Division on Friday and Saturday nights.

### *By the end of the year Statewide:*

- Develop a suite of **supervisor training programs** focusing on expectations, communications, professional and ethical standards, supportive leadership, performance and education
- Reinforce **recognition for good work**, leadership, professional and ethical practice and consistent performance
- Expand, develop and formalise electronic and documented **practical ethical case studies**
- Finalise the development of the residential **Supervisors course**
- Finalise the QPS **revised policy on gratuities**, with focus on benefits at licenced premises
- Finalise QPS **policy on inappropriate associations** with individuals or entities, including financial disclosure aspects where there is an actual or potential conflict of interest.





# Fact Sheet 4

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## What the QPS will do by 2011 and into the future:

- Assess and develop a response to the recommendations of Project ABEO, a review of the current **organisational structures and investigative practices** within the Gold Coast Police District.
- Examine ways to **enhance and improve community engagement** and police legitimacy in the Gold Coast District
- Review policy in conjunction with the CMC in relation to **access and use of confidential information**
- Finalise the **revised policy on search warrants**
- **Review the future use of notebooks and diaries**, and explore advancing technologies
- Increase the size of **Ethical Standards Command (ESC)**
- Provide additional **research and administrative officers** to ESC
- Consider the outcomes of the current **CMC review of the police disciplinary and misconduct matters**
- Develop a holistic **annual organisation performance evaluation report card** in conjunction with stakeholder entities and agencies
- Progression of the **Healthy Workplaces Project**
- Research on **police legitimacy**
- **A review of district and regional boundaries**
- Progression of the Service Delivery and Productivity Review recommendations relating to **individual performance assessment reporting**
- **Evaluation** where timely and appropriate.

