

Section 3



Organisational Governance Arrangements

Internal Accountability Structures and Processes

ACT Policing's corporate governance arrangements provide accountability for outcomes and a collegiate approach to achieving them through a clearly defined set of management responsibilities, underpinned by appropriate supporting and reporting structures.

The existing governance framework is comprised of the:

Executive Committee

Membership consists of the Chief Police Officer (Chair), Deputy Chief Police Officer, Commander Operations and Director Corporate Services.

The ACT Policing Executive meets weekly to discuss performance, structural issues and to monitor strategic priorities including resource management and budgets. Executive Committee meetings also afford opportunities for senior management to brief the ACT Policing Executive on operational outcomes, major initiatives and emerging issues;

Executive Steering Committee

Membership consists of all Superintendents and Coordinators with the Deputy Chief Police Officer, Commander Operations and Director Corporate Services accorded participant/observer status.

ACT Policing's performance is monitored by the Executive Steering Committee. Output Managers present monthly reports to the Executive Steering Committee outlining performances against the Purchase Agreement and other performance measures, along with information relating to significant events and activities and plans for addressing emerging issues. The Executive Steering Committee also provides senior managers with a forum to test ideas and discuss areas of concern to ACT Policing as a whole; and

Operations Committee

Membership consists of the Superintendent Operations Monitoring and Intelligence Support Group, all Station Officers in Charge and Operations Managers.

The role of this Committee is to facilitate effective communication amongst all ACT Policing business areas and provide a forum for decisions regarding operational resource allocations and priorities.

Specific responsibilities of the Operations Committee include:

- preparing submissions regarding critical issues to be addressed by ACT Policing;
- examining emerging crime trends;
- developing operational strategies to address crime issues;
- prioritising resource allocations to address specific crime issues;
- prioritising applications for participation in training programs across ACT Policing;
- receiving and monitoring status reports of regional operations;
- monitoring progress against the Purchase Agreement at a tactical level;
- seeking the support of other agencies regarding the prevention, detection and investigation of specific targets, groups or operations; and
- addressing issues arising from the Executive Steering Committee.



In October 2000 the ACT Government established the Police Consultative Board. The Board's mission is to promote positive relations between the community and police in the ACT. The Board has no statutory powers and does not exercise executive control over any aspect of ACT Policing. Board members are drawn from the ACT Community Crime Prevention Committee, a broadly based community consultative body.

The Board is a consultative body established to:

- provide a forum for gathering community views on policing in the ACT;
- advise Government on those views;
- maintain a dialogue with senior police in relation to matters affecting community attitudes to policing;
- make recommendations to Government on courses of action which would assist police in carrying out their role in the ACT; and
- respond to references from the Minister for Police and Emergency Services.

Strategic and Organisational Planning

The AFP's Strategic Plan 2001 required staff opinion to be measured in regard to a number of job, organisation, career and management issues. In 2001 and 2003, ACT Policing members participated in the AFP Staff Opinion Analysis and Review surveys. The objective of this survey is to raise employee morale, motivation, communication, productivity and retention.

A key issue raised by ACT Policing staff in the 2003 survey results was the need for better access to information about the strategic direction of ACT Policing and clearer understanding of how their individual roles related to and contributed to ACT Policing's corporate goals.

In response to this issue, ACT Policing has adopted a more structured, consistent and open approach to business planning, including involving staff in business planning processes and ensuring documents about strategic direction are accessible to staff.

In April 2004, the ACT Policing Executive hosted an Executive Planning Retreat, attended by all members of the Executive, Superintendents and Coordinators. That retreat set priorities for the year ahead and developed the outline of two key documents: ACT Policing's Strategic Statement for 2004–2006; and ACT Policing's 2004–2005 Business Plan. These documents will be released to all staff early in 2004–2005.

Risk Management and Internal Audit Arrangements

ACT Policing complies with Risk Management Strategies determined by the ACT Policing Risk Management Committee. The year 2002–2003 strategy was being revised and updated at the time of reporting. The Risk Management Strategy, which has continued pending development of a revised document, seeks to identify the high level strategic, operational, environmental and political issues which impact on ACT Policing's ability to deliver its outcomes. All business areas contribute to drafting and maintenance of the Strategy and to the implementation of associated controls to minimise the impact associated with identified risks.

The AFP maintains an Internal Audit Team supported by a Security and Audit Team. Special internal audits are conducted on facets of ACT Policing operations each year. The internal audits conducted in 2003–2004 covered the management of drugs and property, management of monies received as the result of outstanding warrants and the effectiveness of ACT Policing's response to property crime in the ACT. The last of these audits had not been completed by year's end.

Fraud Prevention Arrangements

ACT Policing reported on issues identified in the 2001–2003 Fraud and Corruption Risk Assessment to AFP National during the year. All control measures identified in the strategy, which spanned a broad range of potential vulnerabilities, have been effectively implemented. Areas covered by the Strategy include:

- information technology;
- e-commerce and outsourcing;
- services provided to the community;
- use of government credit cards; and
- physical security and client/strategic partner relationships.

At the time of reporting, work was commencing on development and implementation of the 2004–2007 Fraud and Corruption Risk Assessment. A Risk Management Committee comprising the ACT Policing Executive and relevant business area representatives was formed to monitor compliance with the new strategy.

Culture and Values

AFP Professional Standards

To perform effectively, the AFP must secure and maintain the community's confidence, both in the integrity of individual employees and in the ability of the organisation to prevent and counter internal corruption and misconduct.

The AFP considers values to be important because they provide the foundation for building professional competence that is the key to high performance in an organisation. The AFP has identified its core values to be:

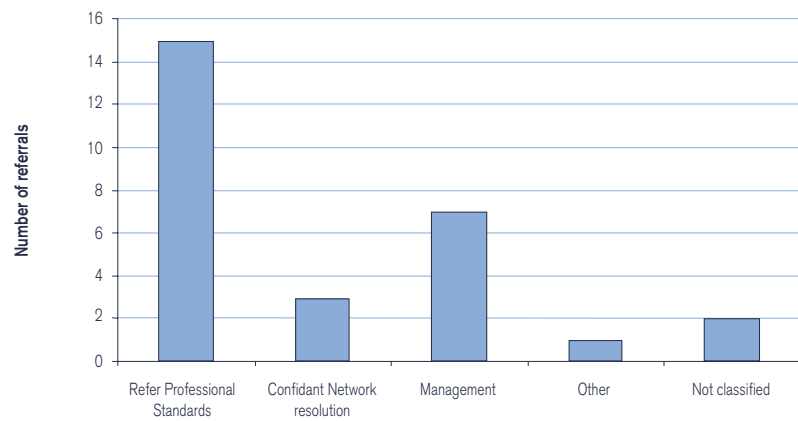
- integrity;
- commitment;
- excellence;
- accountability;
- fairness; and
- trust.

Mindful of these values, AFP employees are required to exercise their powers and otherwise conduct themselves at all times in accordance with their legal obligations and the professional standards properly expected of them by Government and the wider community.

The AFP fulfils the expectations of Government by:

- ensuring the ongoing integrity of AFP employees through initiatives such as comprehensive screening of recruits and pursuing a drug free workplace;
- ensuring the organisation's values of integrity and ethical conduct are incorporated in all AFP training programs, practices and procedures;
- maintaining an effective regime for monitoring integrity and ethical conduct by employees;
- encouraging employees to report and address conduct that breaches required standards; and
- pursuing and resolving situations where corruption or misconduct has been alleged, reported or is suspected.

Figure 3.1: AFP Confidant Network – ACT Policing Statistics Method of Management 2003–2004



Source: Confidant Network

Confidant Network

The Confidant Network is designed to provide support and assistance to AFP employees in dealing with behaviour that is contrary to AFP core values. The Network ensures the AFP continues to embrace and foster a culture that has no tolerance of corruption and unethical or inappropriate behaviour.

Confidants are volunteers from all levels, including sworn and unsworn employees. Confidants are available to offer support to employees who fulfil their obligation to report misbehaviour. The Confidants act as a 'conduit' for information between the reporting member (client) and the organisation. Confidants may also provide support to those who are the subject of a professional standards or managerial inquiry themselves.

Confidants receive training to ensure they perform the role in accordance with AFP guidelines and with respect to the principles of confidentiality and procedural fairness for all parties concerned. There are currently 248 fully trained Confidants within the AFP. In addition, 21 new Confidants have received introductory half day training and can act in the Confidant role with additional supervisory support from the Confidant Network Coordination Team. At the time of reporting, 77 applicants were being vetted or completing an on-line information pack provided through Learning and Development's on-line learning system to undertake training to participate in the Network.

There were 113 matters referred to the Network through Confidants for the 2003–2004 financial year. This figure can be broken down into the following categories: criminal allegations 17 per cent; inappropriate behaviour 12 per cent; workplace conflict 23 per cent; harassment/discrimination eight per cent; failure to comply with information technology policy one per cent; disagreement with policy or management 14 per cent; and support or advice 25 per cent.

The number of referrals in 2002–2003 was 152. The decrease in this year's figures may be due to employees having a greater understanding as to what constitutes acceptable behaviour in accordance with AFP core values and governance.

Of the 113 matters reported, 28 referrals to the Network originated in ACT Policing.

The Year Ahead

Growth in the organisation is reflected by growth in the Confidant Network Coordination Team and the Confidant Network as a whole. A second case officer will commence duties with the Team on 12 July 2004. This will assist the Team in responding to referrals in a more timely manner and better identify trends in behaviours of concern. The second case officer will also be responsible for exploring research and marketing opportunities to generate greater awareness of the Confidant Network among all AFP employees.

The support of ACT Policing's Chief Police Officer is also vital. This support will allow the Confidant Network to continue exploring and promoting ways to support employees of ACT Policing who may:

- be a witness to behaviour contrary to AFP core values;
- be the subject of a Professional Standards inquiry; or
- require assistance from AFP welfare services (either for themselves or for a colleague).

Complaints

During the reporting period, the Commonwealth Ombudsman received 503 complaints concerning ACT Policing personnel, a two per cent decrease on the 2002–2003 figure of 513. These 503 complaints referred to a total of 645 separate issues. The Ombudsman records complaints based on the actual number of complaint issues rather than the number of persons making complaints.

Of the 645 issues relating to ACT Policing, 455 were conciliated through workplace resolution. Cases that were resolved this way included matters that might have otherwise been substantiated had they not followed this process.

From the total number of complaint issues raised this year, 77 were investigated by the AFP. From the 77 issues subject to investigative action, 70 were investigated by the AFP and reviewed by the Ombudsman's office. Of these issues:

- 11 (13 per cent) were substantiated;
- four (six per cent) were incapable of being determined;
- 40 (57 per cent) were unsubstantiated;
- five (seven per cent) were withdrawn by the complainant; and
- 12 (17 per cent) were declined by the Ombudsman's office.

The Ombudsman's office declined to investigate 113 matters further, for reasons including the ability of the complainant to raise the matter with a court or a tribunal, the matter being out of jurisdiction or due to other factors.

The Ombudsman conducted special investigations into three complaints about AFP matters. Two of the investigations were finalised during the year; the other investigation will be finalised in 2004–2005.

Procurement Contracting Principles and Processes

Purchasing

The Commissioner's Financial Instructions and the AFP's National Guideline on Procurement, Commercialisation and Contracting, and associated practical guides, detail the organisational guidance to ensure that AFP purchasing processes comply with the Commonwealth Procurement Guidelines, in particular, obtaining value for money.

Tender documents and the AFP's procurement processes continue to be reviewed to ensure they reflect best practice in relation to confidentiality, transparency and privacy, and the Commonwealth Procurement Guidelines.

The AFP continues to liaise with the Australian Protective Service vis-à-vis procurement-related activities where organisational synergies exist.

Competitive Tendering and Contracting

Work continued during 2003–2004 on ensuring delivery of services in accordance with the core procurement principle of value for money.

Recommendations from a consultant's report on the outsource arrangements for Records Management Services were implemented, resulting in the AFP exercising its option to extend its outsourcing contract.

During 2003–2004, the AFP conducted competitive tendering processes for a range of goods and services, including the following:

- Tape Transcription Services;
- Construction of boats for Solomon Islands and ACT Policing; and
- Preferred Accommodation (Hotels and Apartments).

Consultancy Services

The AFP as a whole let 21 consultancy service contracts during 2003–2004. Total expenditure on consultancy services was \$1 004 987. Included in the consultancy services provided were:

- development of E-records and document management strategy;
- review of current service delivery model in respect of Records Management Services;
- a review of the adequacy of the AFP's general insurance and workers' compensation coverage;
- Strategic Accommodation Planning for AFP and Australian Protective Service; and
- development of a master plan for the Wanggirrali Ngurrumbai Centre for the AFP.

External Scrutiny

There has been no judicial or administrative tribunal decisions during the reporting period which are likely to have a strategic impact on the operations of ACT Policing.

The Auditor-General did review the Department of Justice and Community Safety's administration of the Policing Arrangement during the reporting period. This was not an audit of ACT Policing and inquiries in relation to this matter should be referred to the Department of Justice and Community Safety.

The Ombudsman did review various facets of policing in the ACT and these are covered in Section 8 of this report.

ACT Policing contributed substantial information to various Commonwealth agencies during the year including the Productivity Commission and the Australian Bureau of Statistics. This information was provided as part of existing reporting regimes.

Legislative Assembly Committee Inquiries are dealt with in Section 8 of the Report.