

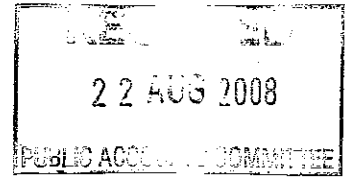


QUEENSLAND POLICE SERVICE

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18 August 2008



The Research Director
Public Accounts Committee
Parliament House
BRISBANE QLD 4000

For attention: Ms Deborah Jeffrey

Dear Ms Jeffrey

Subject: Inquiry into an evaluation of the effectiveness of the performance management systems (PMS) audit mandate in terms of Parliament's previously expressed position

Thank you for the opportunity to provide a submission to this Public Accounts Committee inquiry.

Please find attached the Queensland Police Service submission to the inquiry, addressing the terms of reference provided by the committee.

Should you require further assistance please contact Anthony Cipa, Strategic Planning Unit, Office of the Commissioner on telephone number 3364 3778.

Yours faithfully

PAUL J BROWN
DEPUTY CHIEF EXECUTIVE
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IN CONFIDENCE

Queensland Police Service Submission to an Inquiry into an evaluation of the effectiveness of the PMS audit mandate

1. What is the role of the Performance Management Systems (PMS) audit mandate? Does it fulfil its function in the overall accountability process for the Parliament? What improvements has the mandate brought to the accountability systems?

- 1.1. It is the view of the Queensland Police Service (QPS) that the PMS audit mandate has the role of assessing whether agency performance management systems ensure objectives are being achieved economically, efficiently and effectively. This includes the assessment of the relevance and representativeness of agency performance measures.
- 1.2. The PMS audit mandate is a valuable accountability measure. In particular, the PMS audits regarding output performance reporting (3/2005 and 5/2005, in which the QPS was an auditee), capital works (5/2006), workforce planning (6/2006), output performance measures (4/2007), risk management (6/2007) and annual reporting (1/2008) are valuable resources for the QPS.
- 1.3. There is a need for greater clarity regarding the function of the PMS audit mandate in the overall accountability process. In particular, it is important to differentiate between a PMS audit undertaken by QAO, the Service Delivery and Performance Management reviews undertaken by the former Service Delivery and Performance Commission (SDPC), and the 'focused program reviews' to be conducted by the Public Service Commission.

It appears the function of the former SDPC reviews was somewhat broader than the PMS audit mandate, encompassing not only how well agency performance management systems enable monitoring of performance—as in a PMS audit—but also involving an assessment of how well the agency is actually performing. The QPS is of the view that it is appropriate to have these complementary accountability processes in place.

With the establishment of the Public Service Commission, it is not yet known what the 'focussed program reviews' will entail and how they will complement the current PMS audit mandate.

2. Is the concept of PMS auditing understood by both the auditor and auditee?

- 2.1. The experience of the QPS from the 2005 output performance reporting audit was a positive one. Notably, the approach taken by the Queensland Audit Office was constructive and collaborative, involving a comprehensive briefing at the commencement and finalisation of the audit and regular progress reports throughout its duration.

IN CONFIDENCE

3. Is the PMS audit mandate being used effectively by QAO?

- 3.1. QAO has conducted PMS audits into a range of important aspects of performance management. As stated previously, the audits regarding output performance reporting, capital works, workforce planning, output performance measures, risk management and annual reporting have been of particular relevance to the QPS.
- 3.2. It should be noted that the QPS considers it important to ensure consistency of advice regarding performance management from QAO through PMS audit reports, from Queensland Treasury, and from the Public Service Commission.

4. How does QAO assess if individual PMS audits have been effective?

- 4.1. In 2007, QAO conducted a follow-up audit to assess the progress of the QPS's implementation of recommendations arising from the 2005 PMS audit of output performance reporting. It should be noted the QPS performed strongly in the initial 2005 audit, resulting in only three recommendations to be implemented. At the time of the follow-up, the QPS had partially implemented two recommendations while the third recommendation had not yet been implemented.
- 4.2. In this regard, it is important to note that the implementation of recommendations arising from PMS audits can be dependent on a range of factors; most notably in the case of the QPS, the development of significant new Information and Communication Technology capabilities with operational functions given priority over corporate functions. This needs to be acknowledged when following up on the progress of implementing recommendations from PMS audits.

5. How could the effectiveness of the PMS audit mandate be improved?

- 5.1. Overall, it is the view of the QPS that the current PMS audit mandate performs a valuable accountability function, with several particularly significant audit reports produced that have been of direct relevance to the operation of the QPS.
- 5.2. The QPS does not consider there is a need to expand the PMS audit mandate to include provision for the conduct of full performance audits. At present, the QPS has in place robust performance management systems to enable the optimal performance of the organisation. These systems are monitored on an ongoing basis through the internal Operational Performance Reviews conducted in each police district across Queensland, and other internal and whole-of-Government accountability processes.