Review of the Public Safety Business Agency

Terms of Reference

Purpose

To review the scope, function and structure of the Public Safety Business Agency (PSBA) to ensure that it is effectively supporting public safety service delivery to the community, and transparent administration and decision-making on critical corporate decisions.

Background

The PSBA was created as a result of recommendations from the Police and Community Safety Review (PaCSR), which was released in September 2013.

The PaCSR report identified the role of the PSBA to:

- provide corporate service capabilities for the Queensland Police Service and the Queensland Fire and Rescue Service
- grow business acumen in the executives of the Queensland Police Service and Queensland Fire and Rescue Service
- provide a window for government and other stakeholders on critical corporate decisions such as information and communication technology enterprise architecture and procurement
- reduce waste and duplication across the agencies.

It was created by departmental arrangement notice in November 2013, and was formally established as a public service office through the Public Safety Business Agency Act 2014 (PSBA Act), in May 2014.

In the PSBA Act, the main functions of the PSBA are to:

- provide support services to public safety entities
- hold and maintain infrastructure, fleet and communication technology assets for public safety entities
- develop, in consultation with each public safety entity, performance measures that apply to the entity in carrying out the entity’s functions
- review, assess and report on the performance of public safety entities against their performance measures.

The Government undertook to conduct an official review into the PSBA as part of their 2015 election commitments, and as per the Minister for Police, Fire and Emergency Services and Minister for Corrective Services’ Ministerial Charter letter.

Review objectives

1. To review the PSBA business model, including organisational design, governance, accountability and performance measurement, to determine alignment with government priorities.
2. To review the effectiveness of PSBA functions in contributing to the broader purpose of supporting operational agencies to deliver public safety to the community, and make recommendations for:
   a. functions that should continue to be undertaken in the PSBA
   b. functions that would be better undertaken by (returned to) the operational agencies.
3. To identify any capability gaps in the PSBA and other organisational risks, and recommend strategies to manage these risks.
4. To make recommendations to the Minister on the future role, scope, structure and function of the PSBA, having regard to:
   a. The need to provide effective corporate support services to public safety entities; and
   b. The need to ensure transparent administration and decision-making on critical corporate decisions.
5. To propose a plan for the smooth implementation and change management of any identified machinery-of-government or organisational changes.

Review process
The review will:
- evaluate the current service delivery model in the context of determining a clear scope and role for the PSBA
- undertake an evidence-based assessment of PSBA activities, based on quantitative and qualitative data analysis and benchmarking
- work with frontline staff (including firefighters and police officers) to ensure a full understanding of the impacts of the PACSR implementation, and seek to ameliorate negative aspects as identified
- undertake extensive engagement, consulting both employees within the portfolio (QFES, QPS, PSBA and IGEM) and relevant external stakeholders, to ensure a comprehensive view is determined
- consider interstate and international jurisdictional analysis of similar service delivery models.

The review will be undertaken in the context of Government commitments to:
- return to a Westminster-style model that values and supports a permanent public service
- restore and ensure employment security of all public service employees
- restore fairness in contracting out arrangements of government services.

The review process will be funded from within PSBA existing budget, and designed to ensure minimal impact to service delivery or operations.

Project governance
The review will be undertaken by the Public Service Commission (PSC); the PSC will provide necessary independence to the review process.

The review will be overseen by a Steering Committee, whose membership will include:
- Commission Chief Executive, Public Service Commission (Chair)
- Director-General, Department of the Premier and Cabinet
- Commissioner, Queensland Police Service
- Commissioner, Queensland Fire and Emergency Services
- Chief Executive Officer, Public Safety Business Agency
- Director-General, Department of Energy and Water Supply (critical friend and experienced user of corporate agency services)

The Steering Committee will meet on a monthly basis, or more regularly as required. It will report to the Minister for Police, Fire and Emergency Services

A Senior Officer Group (SOG) will support the Steering Committee, and act as an advisory body to the review team; membership of the SOG will include senior officers from DPC, QPS, QFES, PSBA and the PSC.

The SOG will meet on a weekly basis, or more regularly as required.
The PSBA will resource the review team.
The review team will ensure strong and robust engagement with relevant stakeholders, including employees and employee organisations.

**Timing**

The final report to be provided to the Minister for Police and Emergency Services within six months of project onset.