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## **19.0 IMPLEMENTATION**

### **19.1 Governance Arrangements**

Given the Whole-of-Government nature of the Ministerial Taskforce, it is essential that key agencies continue to be involved in the implementation of the Taskforce's recommendations.

However, as with the Taskforce itself, the implementation process will be led by Queensland Health.

As outlined in Section 4, the implementation of the Taskforce's recommendations will be overseen by the Council for the Institute which will comprise the Directors-General of Queensland Health (Chair), the Department of the Premier and Cabinet and the Department of Justice and Attorney-General, the Commissioner for the Queensland Police Service, the Under-Treasurer, Queensland Treasury and the Chief Executive Officer of the Institute.

The Queensland Police Service and the Department of Justice and Attorney-General will each appoint a senior officer to lead the implementation of the recommendations within their agency and provide reports to the Director of the Implementation Team.

Each agency will be accountable and responsible for the implementation of recommendations pertaining to their agency including associated resourcing.

### **19.2 Implementation Team**

An Implementation Team will be established at the Kessels Road campus immediately after the reforms are announced. The Implementation Team will:

- Comprise officers with change management, human resource, financial and other relevant skills;
- Be in place for up to 12 months; and
- Be funded by Queensland Health.

The Director, Implementation Team will report to the Chief Executive Officer of the Institute. The role of the Implementation Team will be to:

- Support the CEO of the Institute in implementing recommendations for which the CEO of the Institute is responsible;
- Proactively monitor the implementation of all recommendations;
- Co-ordinate all reporting on the Implementation Plan; and
- Communicate progress in the implementation of the Taskforce's recommendations to Institute staff and key stakeholders

### **19.3 Reporting Arrangements**

The Implementation Team will report against the Implementation Plan (see Appendix 15) on a monthly basis to the Chief Executive Officer of the Institute and on a quarterly basis to Council members. Council members will brief their respective Ministers on key issues as needed.

In addition, the Minister for Health will provide an Information Paper to Cabinet on the implementation of the Taskforce's recommendations 6 months and 12 months after the establishment of the Implementation Team.

### **19.4 Communication**

Immediately after the reforms are announced, forums will be convened with Queensland Health Scientific Services staff to inform them of the reforms to Queensland Health Scientific Services.

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A meeting will be arranged with union representatives, and key stakeholder briefings will be held.

A media release will also be distributed at this time.

Regular newsletters and briefings of Institute staff will occur throughout the implementation process.

Queensland Health's Public Affairs Unit will be involved in the planning and, as necessary, the implementation of the communication strategy.

The Implementation Team will liaise with the Commissioner of the Queensland Police Service and the Director-General of the Department of Justice and Attorney-General in relation to a communications strategy within their agencies to ensure there is consistency across government.

## **19.5 Transition Issues**

The new senior management team of the Institute will progressively be put in place immediately after the Taskforce's recommendations are announced.

This will be led by the Chief Executive Officer of the Institute, who will be appointed for a period of 12 months. Given the specific issues identified by the Taskforce with Forensic Biology, an Acting Manager of Forensic Biology will also commence duties at this time. This position will also be advertised immediately.

The Chief Pathologist will continue in his position, but take on management of all mortuary, histology and coronial counselling, at this time. The four Laboratory Manager positions will be filled on an acting basis. The new positions of Chief Scientist and Director, Business Services need not commence immediately, but work will commence on finalising the duties of these positions, with a view to advertising them within 3 months.

### **Recommendation 62:**

*It is recommended that the Director-General of Queensland Health establish an Implementation Team to be based at the Kessels Road campus for up to 12 months **immediately** to:*

- (i) Support the Chief Executive Officer of the Institute in implementing recommendations for which the Chief Executive Officer of the Institute is responsible;*
- (ii) Proactively monitor the implementation of all recommendations;*
- (iii) Co-ordinate all reporting on the Implementation Plan; and*
- (iv) Communicate progress in the implementation of the Taskforce's recommendations to Institute staff and key stakeholders.*

### **Recommendation 63:**

*It is recommended that the Commissioner, Queensland Police Service **immediately**:*

- (i) Appoint a senior officer to lead the implementation of the recommendations within the Queensland Police Service and provide reports to the Director of the Implementation Team; and*
- (ii) Provide sufficient resourcing for the process of implementing the recommendations pertaining to the Queensland Police Service.*

### **Recommendation 64:**

*It is recommended that the Director-General, Justice and Attorney-General **immediately**:*

- (i) Appoint a senior officer to lead the implementation of the recommendations within Department of Justice and Attorney-General and provide reports to the Director of the Implementation Team; and*
- (ii) Provide sufficient resourcing for the process of implementing the recommendations pertaining to the Department of Justice and Attorney-General.*

## 19.6 Establishing the Institute “Brand-Name”

Consistent with the reforms contained in this report and the subsequent change management agenda to establish the Queensland Institute of Forensic and Scientific Services, it is viewed that the naming of the Kessels Road campus will be an important element of moving forward. Although symbolic in some respects, the new name will provide a tangible “line in the sand” for staff and external clients of the campus.

As previously indicated, the full title of the Kessels Road campus would be known as the Queensland Institute of Forensic and Scientific Services, with the short title being the “Institute”. The John Tonge Centre is a name that is only associated with Block 6 on the Kessels Road campus. However, it is inaccurately used by staff and clients when referring to the entire campus. The Taskforce believes that the John Tonge Centre title should remain for Block 6 and over time, as deemed necessary and appropriate, other buildings could also be named consistent with the Queensland Health asset naming policy. Each of the buildings (independent of their name) would be a part of the Institute which encompasses all buildings that are currently on the campus. This naming convention would need to be revisited once the KBRB buildings are established on campus and the review referred to in Section 4.3.2 is completed.

### **Recommendation 65:**

*It is recommended that the Chief Executive Officer of the Institute:*

- (i) *Develop and implement a communication strategy to promote the full title of the Kessels Road campus to be known as the “Queensland Institute of Forensic and Scientific Services” with a short title of the “Institute” as deemed necessary by 31 January 2006; and*
- (ii) *Re-visit the naming convention for the Kessels Road campus once Knowledge-Based Research and Business buildings are established by 31 December 2007.*

## 19.7 Funding Implications

Support for the allocation of additional funds to the proposed Institute is critical to the rollout of these recommendations. The funding implications resulting from this review require an additional \$2.4M recurrent and \$3.9M non-recurrent which is made up as follows:

Rec	Estimated Costs		Comments
	Recurrent	Non-Recurrent	
4	194,000		Competency-based progression strategy
4	373,000		Proposed management structure
16	1,000,000		Additional staff for ongoing work in Forensic Biology
16		1,000,000	Additional staff and consumables for outsourcing of DNA samples
27	205,000		Additional 2 scientists – clan lab site call-outs
30	133,000		Additional 2 staff – clan lab analysis
37		161,000	Additional equipment – CBR emergency triage facility
42		100,000	Review of AusLab
42		50,000	Enhancements to QWIC
46	60,000		DPP Court liaison – continuation of funding is dependent on the outcome of a 12 month trial
54	(80,000)		Savings from Food Services

55	(25,000)		Savings from motor vehicles
57	500,000		Governance arrangements for research
60		200,000	Professional engineering advice
60		200,000	Refurbishment of Block 6, Level 1 admin area
60		150,000	Provision of demountable office accommodation for EnTox
60		1,837,000	Refurbishment of Block 2, Level 2 to Chemistry lab
60		200,000	Provision of demountable for clan lab sampling
60		40,000	Refurbishment of office accommodation for Director, EnTox
	<b>\$2,360,000</b>	<b>\$3,938,000</b>	

Potential additional costs are itemised below:

<b>Rec</b>	<b>Recurrent</b>	<b>Non- Recurrent</b>	<b>Comments</b>
16	1,000,000		Additional staff and consumables for Forensic Biology for ongoing work, subject to outcome of Business Enhancement Project
16		2,000,000	Additional staff and consumables for outsourcing of DNA samples, subject to prioritisation of cases and data cleansing
60	1,150,000	5,000,000	Infrastructure and maintenance, subject to professional engineering assessment
	<b>\$2,150,000</b>	<b>\$7,000,000</b>	

The cost of the Implementation Team to be based at the Institute, estimated at \$400,000 will be borne by Queensland Health.