

CONFIDENTIAL

MINISTERIAL TASKFORCE  
ON THE  
ROLE & FUNCTION  
OF  
FORENSIC & SCIENTIFIC  
SERVICES  
IN THE  
QUEENSLAND GOVERNMENT

*April 2005*

*Overarching Proposal,  
Ministerial Taskforce,  
Forensic & Scientific Services.*

## **1.0 BACKGROUND**

The Minister for Health announced in Parliament on 22 March 2005, that a Ministerial Taskforce on the Role & Function of Forensic & Scientific Services in the Queensland Government would be established as a matter of urgency. Establishment of the Taskforce is a Whole of Government response to address issues surrounding the demand for and provision of services from Forensic & Scientific Services in Queensland Health to the Criminal Justice System.

## **2.0 OBJECTIVES**

The objectives of the Ministerial Taskforce are:

- to examine the systems & processes of government between the Queensland Police Service, the Forensic & Scientific Services provided by Queensland Health and the Justice System, in particular the Court System, with a view to developing strategies for improvement and enhancement to the services provided;
- to position Forensic & Scientific Services in Government to address current & future demands & technologies, particularly as it relates to the Criminal Justice System;
- to identify improvements in the systems, processes, legal & legislative requirements in the Queensland Police Service and the Criminal Justice System;
- to assist the Queensland Government to maintain & sustain public confidence in its ability to deliver Forensic & Scientific Services to, and within the Criminal Justice System.

## **3.0 SCOPE**

The Ministerial Taskforce will have the authority to examine policy, procedures, practices & legislative requirements in the Queensland Police Service, Queensland Health & the Department of Justice & Attorney-General as they relate to Forensic & Scientific Services provided to the Criminal Justice System. The Taskforce will examine the existing approaches adopted by each agency, with a view to developing strategies & making recommendations to the Ministerial Oversight Committee for endorsement or otherwise.

## **4.0 METHODOLOGY**

The Ministerial Taskforce will utilise the following approach in addressing the objectives specified in 2.0 above:

**I. Review Phase**

- Full Organisational Review of Forensic & Scientific Services in Queensland Health, particularly in relation to services provided to the Criminal Justice System.
- Analysis & evaluation of the nature, type & quantum of current and future demand for services & technologies from Forensic & Scientific Services in Queensland Health by the Queensland Police Service.
- Analysis & evaluation of the legal and legislative requirements of the Court system for services provided by Forensic and Scientific Services in Queensland Health.
- Analysis & evaluation of alternative models of service delivery for the provision of forensic and scientific services to the Criminal Justice System.

**II. Strategy Development Phase**

- Development of key strategies for change and reform across the portfolios in question.

**III. The Implementation Planning Phase**

- Development of an Implementation Plan that will provide the Blueprint to ensure the strategies and recommendations proposed are implemented, and benefits are realised as soon as possible.

**IV. The Implementation Phase**

- Commencement of the rollout of the strategies and recommendations for change and reform across the portfolios as agreed in the Implementation Plan

It is proposed the Taskforce would be in existence for all aspects of Phases I to III inclusive. The Ministerial Oversight Committee will need to consider in Phase III, the appropriate approach/mechanisms to enable the Implementation Plan to be managed on an ongoing basis.

Each of the four elements of work in the Review Phase I will have a separate review proposal provided by the Ministerial Taskforce to the Ministerial Oversight Committee.

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## 5.0 RESOURCE REQUIREMENTS

As a result of recent correspondence from the Minister for Health to the Premier & Minister for Trade, the Attorney-General & Minister for Justice, and the Minister for Police & Corrective Services, the following officers have been nominated to establish the Ministerial Taskforce:

- Mr Tony Hayes, Senior Executive Director, Resource Management, Queensland Health (Executive Director, Ministerial Taskforce).
- Ms Kathy Rynders, Assistant Commissioner of Police (Metro South).
- Mr Jim McGowan, Deputy Director-General, Department of Justice & Attorney General.
- Ms Kate Callaghan, Executive Director, Business Services, Department of Premier & Cabinet.
- Mr Paul Sheehy, Director, Legislative Projects Unit, Queensland Health.
- Mr Neville Schulz, Manager, (Operational/Efficiency Audit), Audit & Operational Review Unit, Queensland Health.

All members of the Taskforce are fulltime with the exception of Ms Rynders & Mr McGowan who are part-time. Accordingly these officers will be assisted by Superintendent Paul Stewart, Head of Forensic Services, Queensland Police Service and Mr David Groth, Director, Court Strategy, Department of Justice & Attorney General respectively. These latter two officers and the other fulltime members of the Taskforce will make up the core team who will undertake the activities in and across each of the agencies with the assistance and support of the most senior officer in each agency.

Salaries for each member of the Taskforce will be funded by their respective agencies. Accommodation, travel & all other non labour costs will be provided by Queensland Health.

The Taskforce will also be supported by a number of independent technical & scientific experts from the Institute of Environmental Science & Research Ltd. in Auckland, New Zealand, with additional support provided by the National Institute of Forensic Sciences in Melbourne, Victoria. Funding for this assistance will be provided by Queensland Health.

## 6.0 TIMEFRAMES

The Final Report of the Ministerial Taskforce including strategies for improvement and the provision of an Implementation Plan will be provided to the Ministerial Oversight Committee by the end of July 2005. A number of interim reports & briefings will be provided at key milestones during the period leading up to this time.

It is anticipated that the Ministerial Oversight Committee will meet up to four times to consider key deliverables & milestones as listed in Appendix "A".

## **7.0 REPORTING RELATIONSHIPS/GOVERNANCE**

The Ministerial Taskforce will report to the Ministerial Oversight Committee which will be chaired by the Minister for Health. The Attorney-General & Minister for Justice, and the Minister for Police & Corrective Services will be members of the Ministerial Oversight Committee. It is anticipated that the Ministerial Oversight Committee will meet monthly in the first week of each month commencing May 2005.

At various other times, the Taskforce will report to the Directors-General Committee made up of the same departments as the Ministerial Oversight Committee, plus the Department of Premier & Cabinet.

All members of the Taskforce will report to Mr Tony Hayes, Executive Director, Ministerial Taskforce, Forensic & Scientific Services. Appendix "B" provides further information on the reporting relationships mentioned above.

## **8.0 COMMUNICATION**

Communication strategies managed by the Ministerial Taskforce will be supported by the Public Affairs Branch in Queensland Health, who in turn will liaise with the Office of the Minister for Health, and as necessary, other Ministers' Offices represented on the Ministerial Oversight Committee.

The Taskforce will also utilise various communication strategies as it progresses through the various phases of work. Staff meetings, Forums, Question & Answer sheets & Email will be the common mediums utilised as well as regular Union briefings.

As the Taskforce progresses with its work, the Public Affairs Branch will liaise with other Agencies to ensure external stakeholders are kept informed and to establish open channels of communication and information sharing.

## **9.0 RISK MANAGEMENT**

The following have been identified as the key risks for the work of the Ministerial Taskforce:

<b>Risk</b>	<b>Rating</b>	<b>Strategy</b>
1. Union disruption due to other unrelated investigations occurring in Forensic and Scientific Services.	HIGH	Briefings & discussions with Union officials at the most senior level of the QPSU.

2. Non participation of key scientific & technical staff in Review Phase.	MEDIUM	Line Managers, Supervisors & Union representatives to encourage staff participation.
3. External stakeholders not participating or given the opportunity to have input into the review process.	MEDIUM	Taskforce to contact key stakeholders for input into the review process. All correspondence received is responded to by the Taskforce.
4. Non participation of key stakeholder departments such as Qld Police Service & Justice & Attorney-General.	LOW	Senior officers from these agencies on the Taskforce to assist with any emerging issues identified.
5. No scientific & technical expert on the Ministerial Taskforce.	LOW	Expert advisors & support established in NZ & Victoria to assist the Taskforce.

#### **10.0 REVIEW APPRAISAL**

It is proposed that the Ministerial Taskforce will be successful if each of the objectives established in 2.0 above are achieved, and the recommendations to the Ministerial Oversight Committee are endorsed for implementation.

#### **PROPOSAL ENDORSED**



Dr Steve Buckland  
Director-General

20 04/2005

#### **PROPOSAL APPROVED**



GORDON NUTTALL MP  
Minister for Health  
Member for Sandgate

20 4/2005