



Operation Tesco (Gold Coast)

A Co-operative Approach to Misconduct Investigations

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GOLD COAST



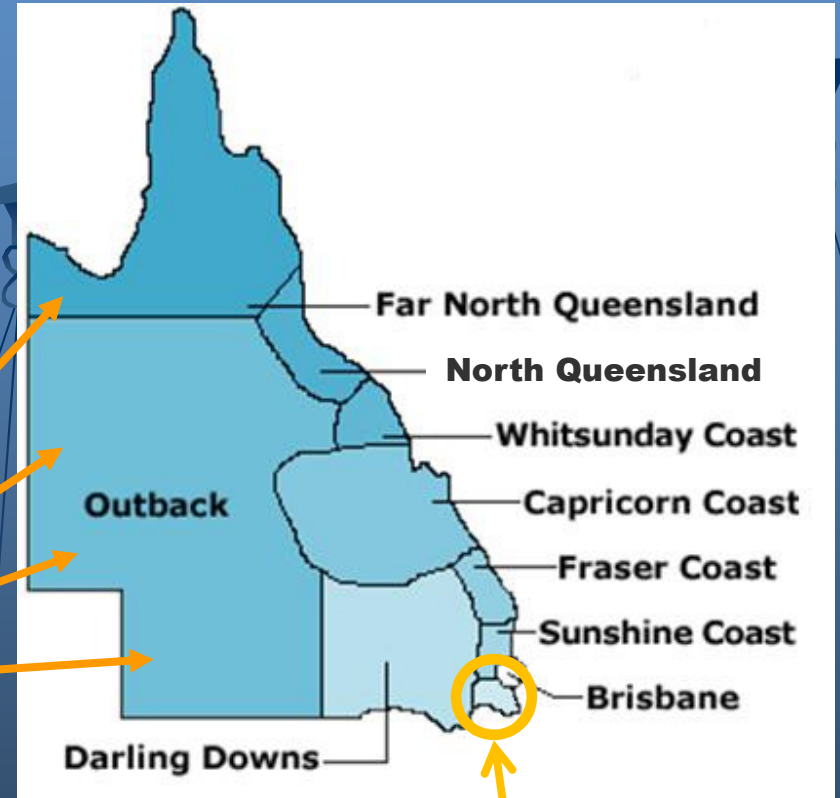


Gold Coast



In 2009:

- Sixth largest city in Australia
- Population: 482,000 residents (approx)
- Visitors: 28,000 per day (approx)



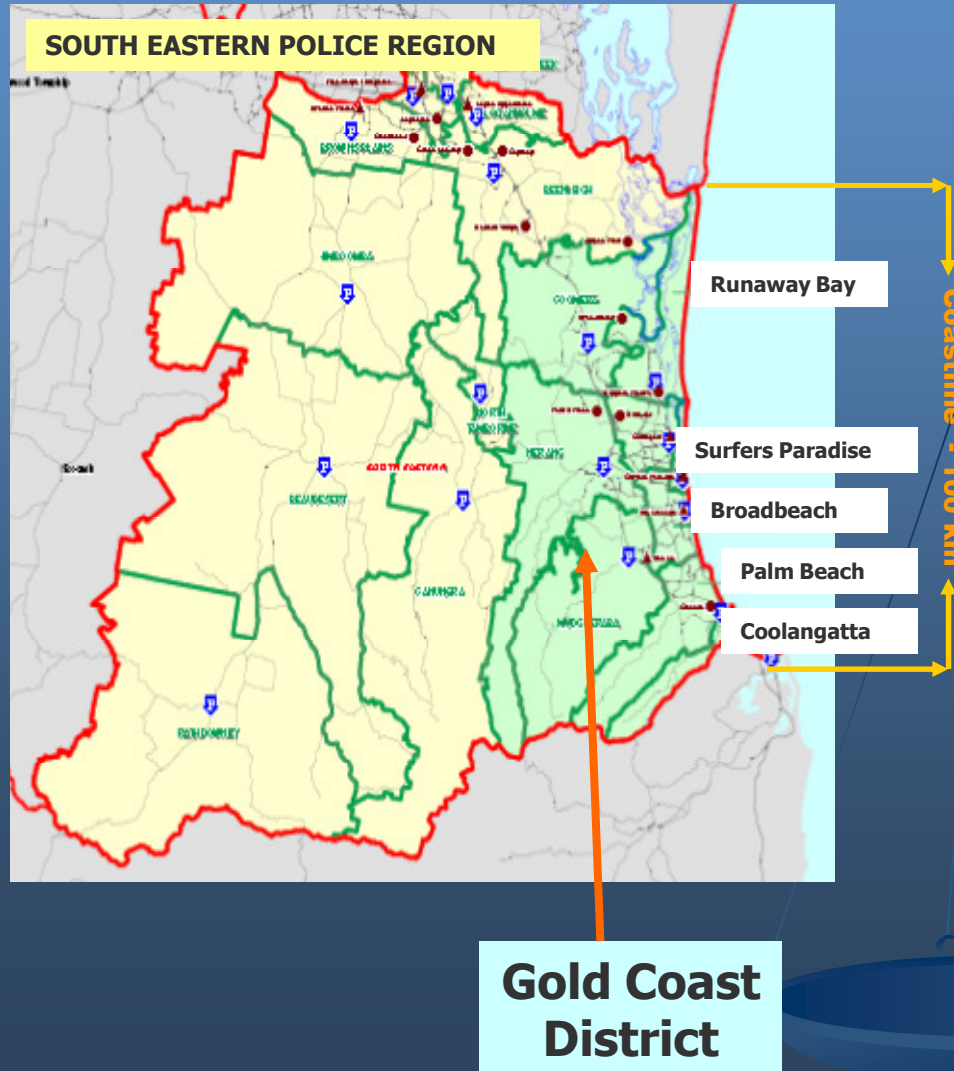
Gold Coast



Gold Coast Police District



January 2009

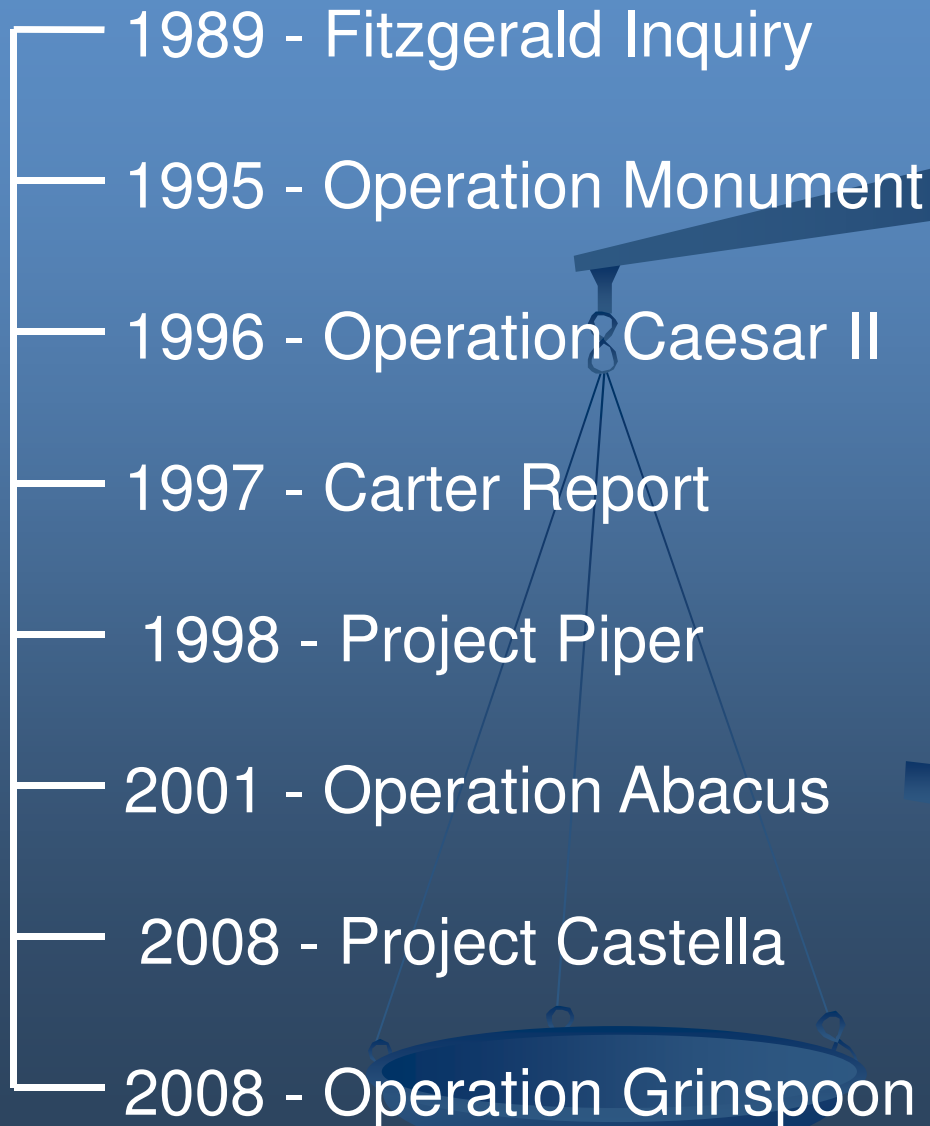


- 843 Sworn Police Officers
- Larger staff numbers than any other police district in Queensland
- 700 licensed premises
- Approx 75 planned major events each year
- Area is extensive with approx 100 km of coastline from north of Runaway Bay extending south to Coolangatta



Past Investigations – Recurring Issues



- 
- A large, faint background image of a pair of scales of justice, symbolizing law and justice.
- 1989 - Fitzgerald Inquiry
 - 1995 - Operation Monument
 - 1996 - Operation Caesar II
 - 1997 - Carter Report
 - 1998 - Project Piper
 - 2001 - Operation Abacus
 - 2008 - Project Castella
 - 2008 - Operation Grinspoon



Operation Tesco - Timeline



- Jan 2009 – CMC Covert investigation
- Jan 2010 – CMC move to Overt investigation
- Feb 2010 – Media coverage of investigation
- Mar 2010 – QPS assistance with investigation
- Aug 2010 – QPS early action on identified problems
- Sep 2010 – CMC Public Hearings
- Jun 2011 – CMC publish Operation Tesco Report



Operation Tesco



- 1st Phase (from January 2009)
 - Covert investigation, focus on three officers
- Investigations revealed long-standing problem behaviours, with implications for QPS beyond the Gold Coast
- January 2010
 - Operation Tesco moves to overt inquiries



Media Reaction

Place
temp

Police crisis

Police service not 'riddled with corruption', says commissioner

Seed
ROCK
Public inquiry tipped into claims

COPS, CLUBS

Police officers' homes raided in drug trafficking probe



How the Glitter Strip narcotics scandal unfolded

- The CMC began investigating allegations of police misconduct on the Gold Coast several months ago
- Senior police sources say the allegations uncovered, including police involvement in drug importation and trafficking through Gold Coast nightclubs, are set to become 'the biggest scandal since the Fitzgerald Inquiry'

and Police Ethical Standards corruption fighters and documents seized

- Allegations almost \$20,000 worth of cocaine went missing from a Gold Coast police station
- Nearly a kilo of almost pure cocaine was sent away for testing from the police station but came back 30 grams 'light', according to a complaint lodged with the CMC

manner'. It says the investigation is 'likely to be continued for some time' and criminal charges are not yet being considered

- Queensland Police Union says it is supporting accused officers and those who have implicated allegedly crooked colleagues
- The latest allegations follow last year's release of the

This will be the biggest corruption scandal since Fitzgerald ... It will unfortunately drag down the reputation of the police service once again.

A senior police source

- More than 20 officers hauled before secret CMC 'star chamber' hearings to answer questions or give evidence against allegedly crooked colleagues. A public inquiry is tipped
- Surfers Paradise and one other police station raided by CMC

- Claims off-duty police enjoy free drinks in Gold Coast nightclubs while drugs are dealt and consumed in toilets
- CMC says investigation is ongoing and, until Sunday when the raids became public, 'was being progressed in a covert

CMC's damning Dangerous Liaisons report. The 130-page report implicated 25 police in misconduct and detailed cases of informants being rewarded with cash, sex and unsupervised leave in return for evidence and confessions





Operation Tesco



- February 2010
 - QPS/CMC engagement commences.
 - Need for a new approach.





Operation Tesco



QPS Assistance:

- The QPS demonstrated support for the CMC investigation via the provision of:
 - 8 senior investigators;
 - 3 vehicles;
 - additional staff as required for station audits/inspections
 - additional staff as required for execution of search warrants, interviews, etc.
- Officers were seconded to the CMC from 01 March 2010 until 30 July 2010 (1 x Inspector remained until December 2010 to assist with finalisation).



Operation Tesco - Issues Identified during investigation



- Inadequate Supervision
- Inappropriate Associations
- Gratuities (including free drinks at licensed premises)
- Inappropriate transport (Blue Light Taxis)
- Inappropriate access to/use of confidential information
- Organisational culture: reluctance to report misconduct
- Workforce and human resource management issues:
 - Alcohol and other drug abuse
 - Recruitment practices

Co-operation between QPS & CMC allowed the QPS to take early action



Commissioner's Response

Delivered Aug 2010
prior to Tesco
Public Hearings

1. What the QPS has done to improve the police response



Fact Sheet 1

What the QPS has done to improve the police response:

There has already been a significant amount of work done to address the challenges of policing on the Gold Coast. This body of work has included:

- **Higher level supervision** during identified risk times, using District and Regional Inspectors
- **Independent senior officer reviews of CCTV footage** of the Surfers Paradise Police Station
- Violent prisoners being **transported directly to Southport Watchhouse**
- A focus by division management on developing proactive supervisor attitudes aimed at **reducing incidents of assault and use of force**
- Daily read-outs and training sessions **emphasising the minimum use of force**
- **A proactive strategy for transfer/secondment** of at risk officers into other divisions
- **Installation of an additional six CCTV** cameras and signage within the Surfers Paradise Police Station bringing the total coverage within the police station to 26 cameras
- **A Strategic Criminal Intelligence Assessment of the Gold Coast District**, subject to ongoing review
- **New Crime Investigative Partnerships** between the Gold Coast Division (GCD) and State Crime Operations Command, the Crime and Misconduct Commission, Australian Federal Police, NSW Police and the Australian Crime Commission
- **Three new commissioned officers positions within the South Eastern Region**, including a Detective Superintendent as Regional Crime Co-ordinator
- Project ABEO – **a review of the organisational structures and investigative practices** of the GCD and the Criminal Investigation Branches
- A review of the Gold Coast CIB and CPIU **work performance**
- Reviews of the South Eastern Region's **Risk Management and Financial Management Systems**
- A new system providing **greater accountability, work performance monitoring and record management** for plain clothes officers
- **Training packages aimed at enhancing integrity** for specific ranks have been developed are being delivered
- The Assistant Commissioner, South Eastern Region has addressed officers and staff members in the region regarding **integrity and operational professionalism**.





2. What the QPS will do within one month



Fact Sheet 2

What the QPS will do within one month:

- **Inappropriate Transport (blue light taxis) policy** to be developed and implemented to ensure police vehicles are used only for operational purposes
- **Upgrade of the Officer in Charge position** at the Surfers Paradise Division to be upgraded to Inspector, with an evaluation to see if a similar upgrade should be considered for other similar-sized establishments
- **Increase of District Duty Officer (DDO) supervision**, by doubling the number of DDOs in the Gold Coast District from five to 10
- **Two additional Professional Practice Manager positions** (Senior Sergeants) to support the regional PPM Inspector
- Conduct a review of **recruitment policy, procedure and practices** (statewide).
- Adopt **'Strengthening Ethical Practices and Behaviours within police agencies operating in Australia and New Zealand'** a QPS commissioned ANZSOG report. (statewide)





3. What the QPS will do by the end of 2010



Fact Sheet 3

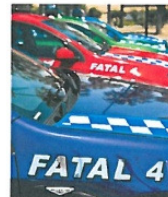
What the QPS will do by the end of the year:

By the end of the year on the Gold Coast:

- Endeavour to **complete and finalise all current internal investigations** relating to Surfers Paradise Division
- **Closely monitor, investigate and review all complaints** in the Surfers Paradise Division with a view to better overall management and a reduction in complaints
- **Closely monitor injuries to police**, work performance, public safety and officer morale
- **A range of HR actions** to identify at-risk officers and provide flexible staffing solutions to meet the service needs of the community
- **Review all Gold Coast District personnel secondary employment** to ensure compliance with QPS policy
- **Trial of Assistant watch House Officers** at Surfers Paradise Division on Friday and Saturday nights.

By the end of the year Statewide:

- Develop a suite of **supervisor training programs** focusing on expectations, communications, professional and ethical standards, supportive leadership, performance and education
- Reinforce **recognition for good work**, leadership, professional and ethical practice and consistent performance
- Expand, develop and formalise electronic and documented **practical ethical case studies**
- Finalise the development of the residential two week **Supervisors course**
- Finalise the QPS **revised policy on gratuities**, with focus on benefits at licenced premises
- Finalise QPS **policy on inappropriate associations** with individuals or entities, including financial disclosure aspects where there is an actual or potential conflict of interest.





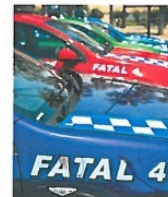
4. What the QPS will do by 2011 and into the future.



Fact Sheet 4

What the QPS will do by 2011 and into the future:

- Assess and develop a response to the recommendations of Project ABEO, a review of the current **organisational structures and investigative practices** within the Gold Coast Police District.
- Examine ways to **enhance and improve community engagement** and police legitimacy in the Gold Coast District
- Review policy in conjunction with the CMC in relation to **access and use of confidential information**
- Finalise the **revised policy on search warrants**
- **Review the future use of notebooks and diaries**, and explore advancing technologies
- Increase the size of **Ethical Standards Command (ESC)**
- Provide additional **research and administrative officers** to ESC
- Consider the outcomes of the current **CMC review of the police disciplinary and misconduct matters**
- Develop a holistic **annual organisation performance evaluation report card** in conjunction with stakeholder entities and agencies
- Progression of the **Healthy Workplaces Project**
- Research on **police legitimacy**
- **A review of district and regional boundaries**
- Progression of the Service Delivery and Productivity Review recommendations relating to **individual performance assessment reporting**
- **Evaluation** where timely and appropriate.





Operation Tesco



- September 2010 – Public Hearing phase
- Why public hearings?
 - Public confidence
 - What we investigated, the importance of the issues raised, and further exploration
 - An opportunity for QPS to communicate its strategies and further respond to major issues



Operation Tesco - Public Hearings



Evidence provided by Senior Executive and high-ranking Gold Coast Officers:

- Commissioner Robert Atkinson
- Executive Director Patricia Jones (HR)
- Assistant Commissioner Peter Martin (Ethical Standards)
- Assistant Commissioner Paul Wilson (South East Region)
- Superintendent James Keogh (Gold Coast District)
- Inspector Neil Haslam (District Inspector – Gold Coast)
- Senior Sergeant Bruce Dimond (OIC - Surfers Paradise Station)
- Detective Inspector Michael Dowie (Gold Coast CIB)



Operation Tesco - Outcomes



■ Organisational changes:

- Review of current organisational structures and investigative practices within the Gold Coast District
- Increased supervision
- Development of state-wide supervisor training programs
- Policy development in relation to:
 - gratuities
 - inappropriate associations.
 - Inappropriate transport (“blue light taxis”)
- Review of recruitment.



Operation Tesco - Outcomes (cont'd)



■ Complaint Management:

- Review of all complaints in the Surfers Paradise Division
- Two additional Professional Practice Manager (PPM) positions to support the PPM Inspector within the South Eastern Police Region.
- Increase to staffing of the Ethical Standards Command.





Policy Development



- **Gratuities Policy**
 - Policy drafted (yet to be implemented)
- **Declarable Associations Policy**
 - Policy developed
 - Trial being conducted in two police regions.
- **Inappropriate Transport Policy**
 - Interim policy introduced (September 2010)



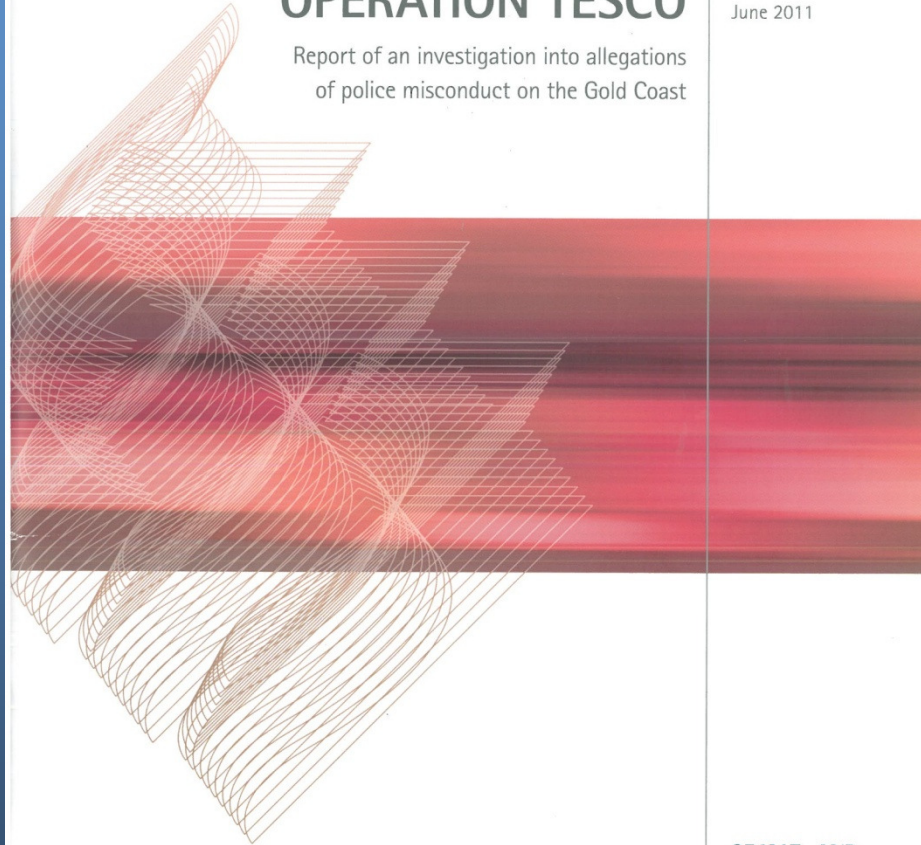
CMC Report (June 2011)



OPERATION TESCO

Report of an investigation into allegations
of police misconduct on the Gold Coast

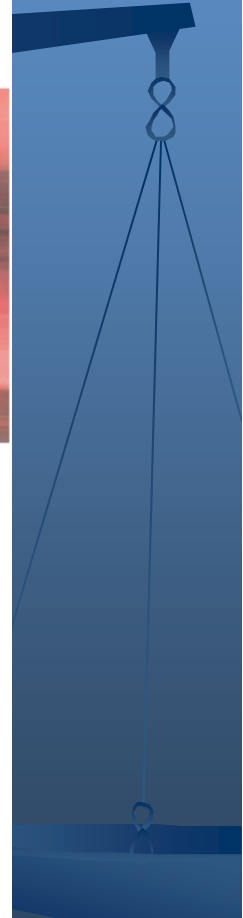
June 2011



CRIME AND
MISCONDUCT
COMMISSION



QUEENSLAND





Operation Tesco - Action Taken

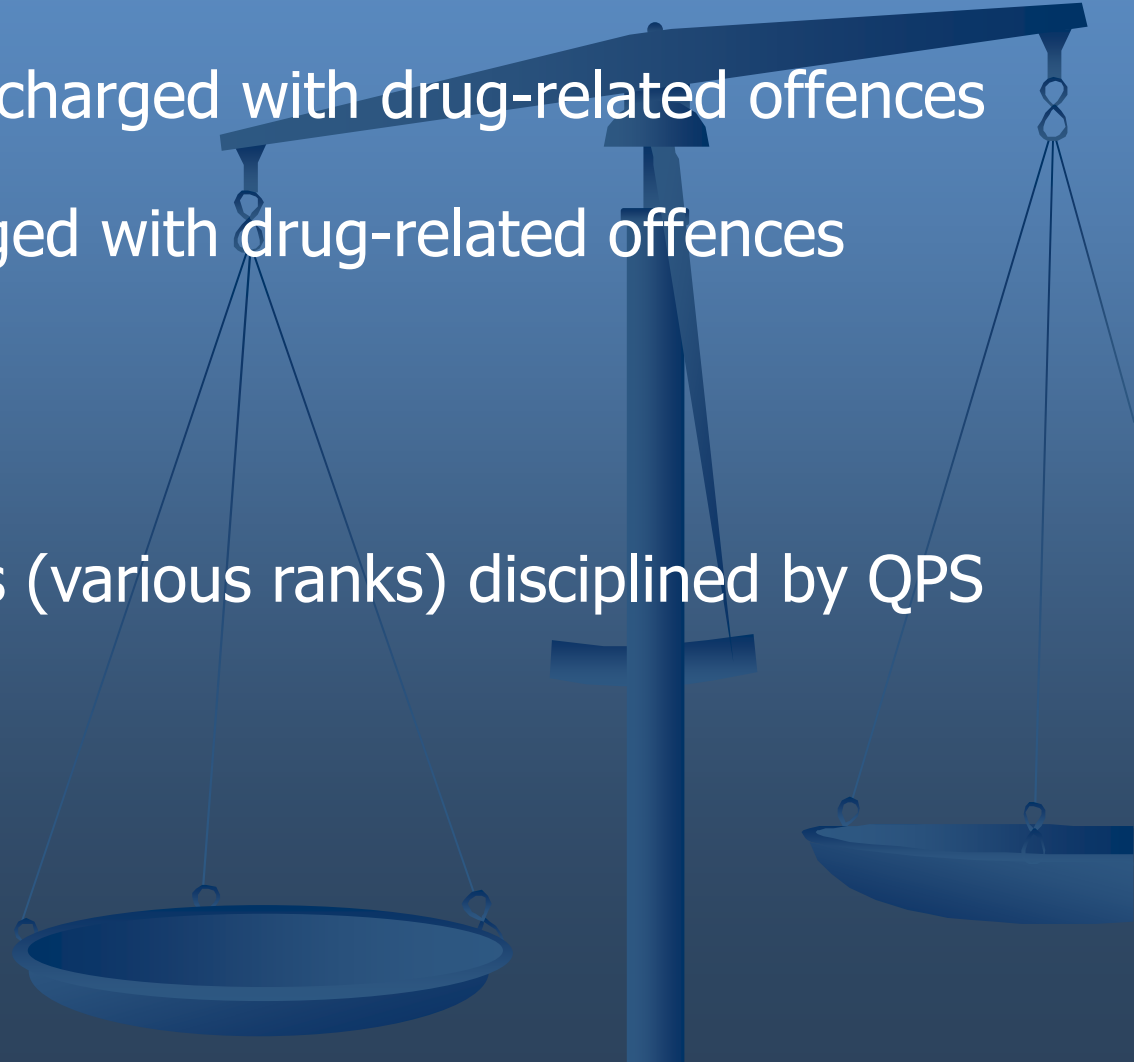


Criminal Charges:

- 1 x police officer charged with drug-related offences
- 4 x civilians charged with drug-related offences

Discipline Action:

- 5 x police officers (various ranks) disciplined by QPS





Operation Tesco - Action Taken (cont'd)



Constable "G 7"



- **Charged** by CMC with unlawful possession of amphetamine and ecstasy.
- **Suspended** from duty January 2010.
- **Resigned** from QPS January 2011.
- Court Outcome: **Convicted and fined \$4000**
(22 February 2011 - Plea of Guilty)



Operation Tesco - Action Taken (cont'd)



Discipline Action by QPS:

- 1 x Constable (Plainclothes)
(Allegations: Improper access/disclosure of information, improper use of QPS resources, public nuisance, failure of standards and victimisation of a suspected whistleblower)
 - **Suspended** September 2010
 - Awaiting discipline hearing

- 1 x Constable (Uniformed)
(Allegations: Dishonest and fraudulent conduct)
 - **Resigned** from QPS in July 2010

..... Cont'd



Operation Tesco - Action Taken (cont'd)



Discipline Action by QPS (cont'd):

- 1 x Detective Sergeant
(Allegation: Victimisation of a suspected whistleblower)
 - Provided with **Managerial Guidance**
- 1 x Detective Senior Constable
(Allegation: Public nuisance)
 - **Chastised**
- 1 x Inspector
(Allegation: Discussion of CMC investigation with officer)
 - **Chastised**



Benefits of a Co-operative Approach to Misconduct Investigations



- Joint QPS/CMC discussion of issues and development of appropriate resolution strategies
- Increased QPS understanding of CMC position & requirements
- QPS able to assume early ownership of issues requiring attention
- Allows early planning/action on difficult policy reforms
- Increased public confidence in the discipline process
- Organisational improvement achieved via improved processes and cultural change.



Catalysts for Change

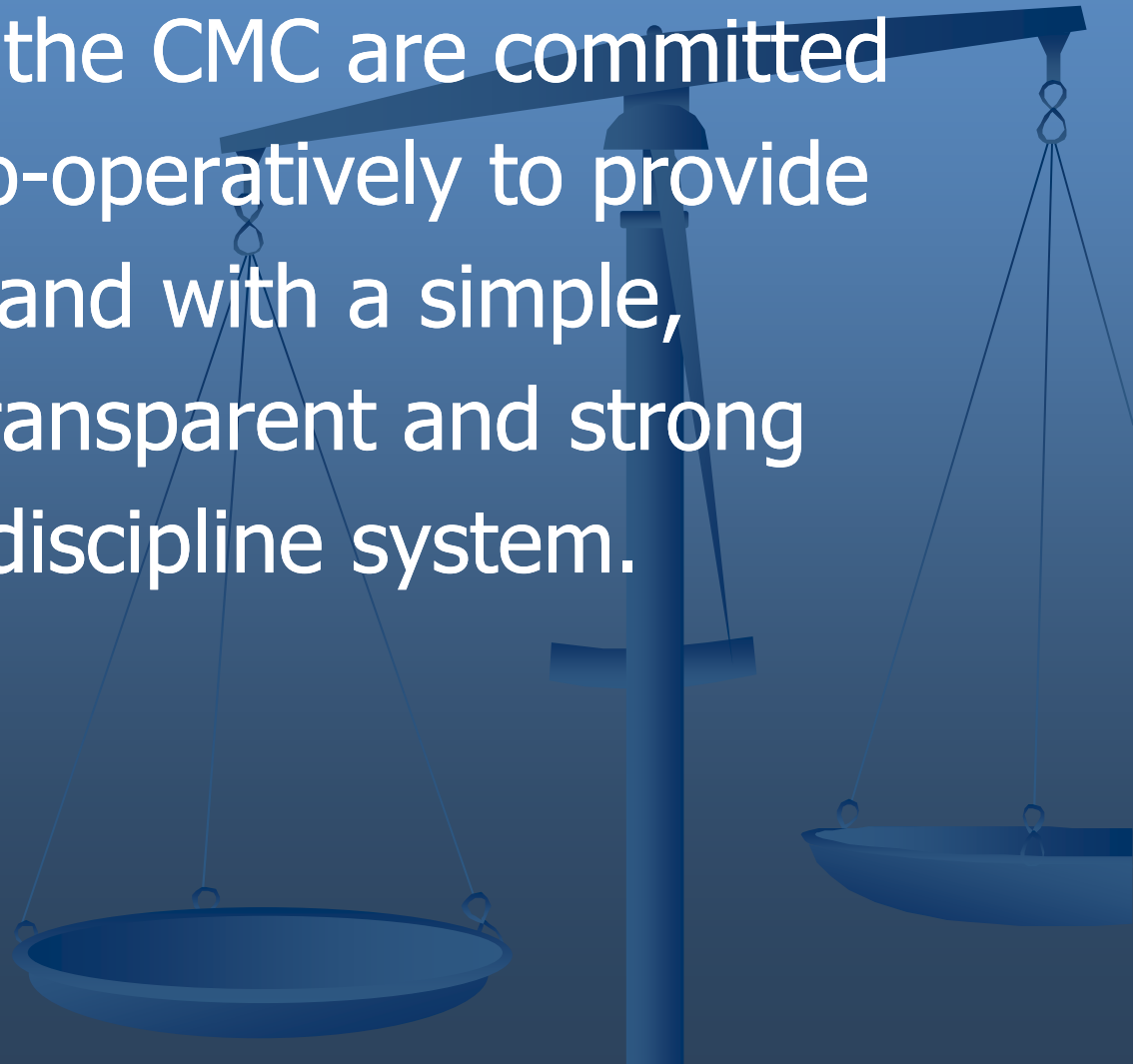


- Operation Tesco
- CMC report "Setting the Standard"
 - Identified the need for a simple, effective, transparent and strong police discipline system.
- Independent Review of QPS Discipline System
 - Consideration of submissions from:
 - Public
 - QPS
 - CMC
 - Government Agencies
 - Unions
 - Government acceptance of most recommendations.



The Future

The QPS and the CMC are committed to working co-operatively to provide Queensland with a simple, effective, transparent and strong police discipline system.





Operation Tesco

QUESTIONS ?

