

ANNUAL REPORT

2017–2018



Queensland
Government

This annual report provides information about the Queensland Police Service's financial and non-financial performance for 2017-18. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Annual report requirements for Queensland Government agencies*.

Enquiries and further information

Telephone No.: (07) 3364 3616

Visit: www.police.qld.gov.au

Email: QPS.Reporting@police.qld.gov.au

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Queensland Police Service



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Letter of compliance



QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: commissioner@police.qld.gov.au



Our Ref:

Your Ref:

17 September 2018

The Honourable Mark Ryan MP
Minister for Police and Minister for Corrective Services
Level 31, 1 William Street
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2017-2018 and financial statements for the Queensland Police Service.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*; and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 123 of this annual report.

Yours sincerely

IAN STEWART APM
COMMISSIONER

QUEENSLAND POLICE SERVICE

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Information about consultancies, overseas travel and the *Queensland Language Services Policy* is available at the Queensland Government Open Data website (www.data.qld.gov.au/).

Commissioner's message



In reflecting on the past year, I feel very proud of the Queensland Police Service's (QPS) ability to meet the many challenges and complexities of a constantly evolving policing environment. We continued to pursue strategies that underpin our organisation's ongoing improvement: pioneering cutting-edge initiatives and technology in delivering world-class frontline police services for the people of Queensland.

I know our success is because of the efforts, skills and commitment of our more than 15,000 members and I take this opportunity to thank each member for their service to the Queensland community.

Many of these members were again at the forefront of a large international event, ensuring the community remained safe and secure during the 2018 Commonwealth Games. With up to 3,700 QPS officers, and the

support of many others from partner agencies, we were well prepared to ensure the safety of more than 6,500 athletes involved in the Games as well as visitors and the public alike.

While delivering a safe and secure Games stands out as a significant success for the QPS, our people delivered many other achievements during the 2017-18 year. Highlights for the year include:

- conducting a number of successful policing operations targeting property crime, illegal firearms and illicit drugs, and reducing the crime rate overall; and undertaking road safety operations and campaigns which saw road crash fatalities reduce
- providing leadership and coordination during two severe weather-related events: Tropical Cyclone Nora and Iris
- leveraging technological advancements to enhance our frontline policing capability including a new world class use of force, weapons and counter-terrorism training facility (due for completion in 2020-21), the development of new functionalities within QLITE (mobile tablet devices) and rolling out a further 2,400 body-worn cameras
- becoming an accredited White Ribbon Workplace, signifying our support and commitment to a future free from any form of violence
- celebrating a wide range of pride events to affirm our support of LGBTI members as well as the LGBTI community
- unveiling an incredible indigenous artwork piece entitled Look to the Stars – a visual reminder of our past, our present, and our future engagements with all Indigenous communities throughout Queensland.

Furthermore, in 2017-18, we farewelled former Deputy Commissioner's Peter Martin and Brett Pointing. Former Deputy Commissioner Peter Martin was appointed to the role of Queensland Corrective Services Commissioner in December 2017, after a long and distinguished career in the QPS spanning 38 years. Former Deputy Commissioner Brett Pointing officially retired from the Service in March 2018, after a long and distinguished career spanning more than 40 years. Both officers have made significant contributions to the QPS and Queensland community, and I wish both Brett and Peter well in their future endeavours.

As always, I was honoured to lead the QPS during the year and remain committed to delivering safe and secure communities through innovation, collaborating and best practice.

A handwritten signature in blue ink, reading 'Ian Stewart', written in a cursive style.

IAN STEWART APM
COMMISSIONER

Honours and Awards

The QPS acknowledges the outstanding efforts of our members and rewards officers who demonstrate exemplary commitment and dedication to their duties and who go above and beyond to protect and serve the community of Queensland. Listed below are some of the awards that were presented to QPS members in recognition of their accomplishments.



The **QPS Valour Award** is awarded to police officers who perform an act of exceptional bravery in hazardous circumstances. In 2017-18, the following QPS officers received the QPS Valour Award:

Senior Constable Stephen Barlow
Senior Constable Clint Drew
Senior Constable Scott Hill

Senior Constable Catherine Nielsen
Constable Dylan Maestri
Constable Brittany Poulton



The **QPS Bravery Medal** is awarded for acts of bravery in hazardous circumstances. In 2017-18, the following QPS members received the QPS Bravery Medal:

Senior Sergeant Mark Sweetnam
Sergeant Andrew Bauer
Sergeant Mark Flynn
Sergeant Gordon Holmes
Sergeant Troy McLachlan
Sergeant Craig Roberts
Senior Constable Luke Andrew
Senior Constable Glen Ayoub
Senior Constable Dale Cook
Detective Senior Constable Stewart Fairgrieve
Senior Constable Daniel Fysh
Senior Constable Michael Grigalius
Senior Constable Wesley Hopper
Senior Constable Peter Low
Senior Constable Zacchary Maloney
Senior Constable Jason McInnes

Senior Constable Gary Roberts
Senior Constable Cain Sims
Senior Constable Adam Tickner
Detective Senior Constable Nicole Tunks
Constable Richard Adderley
Constable Dane Britton
Constable Jeremy Carter
Constable Michael Crawford
Constable Michael Gray
Constable Gary Lee
Constable Ryan Packenham
Mr Gavin Cousens
Mr Fletcher Ericson
Mr Daniel MacFarlane
Mr Peter Steer



The **Australian Police Medal (APM)** is awarded for distinguished police service in an Australian police agency. In 2017-18, the following QPS members received the APM:

Chief Superintendent Kevin Guteridge
Chief Superintendent Brett Schafferius
Superintendent Michael Brady
Superintendent Dale Frieberg
Superintendent Ronald Van Saane
Detective Superintendent Brian Swan
Detective Superintendent Jon Wacker

Detective Inspector Melissa Anderson
Inspector Keiryn Dermody
Inspector Lee Jeffries
Inspector Samantha Sanderson
Senior Sergeant Renee Hanrahan
Detective Senior Sergeant Richard Lacey

NATIONAL POLICE REMEMBRANCE DAY 2017

The QPS celebrated National Police Remembrance Day on 29 September 2017 with marches, church services and candlelight vigils held across the state. On this day, we remembered and honoured Queensland police officers who have been killed in the line of duty.

All police officers and the community at large are encouraged to wear a blue and white chequered ribbon in commemoration of those who have made the ultimate sacrifice to keep the peace and enforce the law. More information on National Police Remembrance Day is available at www.police.qld.gov.au.



WITH HONOUR THEY SERVED

Constable M. Connolly	1861	Constable E. Nugent	1915	Sergeant 2/c S.C. Cupples	1968
Constable P.W. Cahill	1867	Constable J.S.V. Thompson	1916	Detective Senior Constable D.R. Ney	1968
Constable J.F. Power	1867	Constable T. Dedman	1916	Senior Constable C.W. Brown	1969
Constable A. Wood	1872	Constable G. Dewhurst	1916	Constable N.A. Steele	1969
Sub-Inspector 1/c G. Dyas	1881	Constable W.E. Bishop	1916	Constable A.R. Cambage	1969
Sub-Inspector H.P. Kaye	1881	Constable P. Mulvie	1917	Senior Constable R.P. Moore	1970
Constable D.Ryan	1881	Constable A.J. Curvey	1917	Senior Constable J. Rynne	1971
Cadet Sub-Inspector M. Beresford	1883	Constable H.M. McLean	1917	Senior Constable G. Ball	1972
Constable W. Dwyer	1883	Constable J. Graham DCM	1917	Constable 1/c N.A. Green	1974
Constable N. Roberts	1884	Constable O.H. Goodrich	1917	Sergeant 2/c R.J. Harris	1975
Constable J. McMullen	1884	Constable P.J. Devine	1917	Senior Constable L.M. Hoey	1975
Constable J. Stewart	1885	Constable J. Warfield	1918	Inspector J.M. Walsh	1977
Senior Constable H.J. Fetherston	1885	Constable J. Fitzgerald	1918	Constable 1/c R.E. Seefeld	1977
Senior Constable W. Considine	1887	Constable H. Wells	1918	Constable (Technical Officer Grade 1) J.P. Browning	1979
Constable T.J. Callaghan	1888	Constable W.W. Dumbrell	1918	Constable V.J. Hennelly	1980
Senior Constable A. Wavell	1889	Constable F.A. White	1918	Constable T.R. J. Thompson	1981
Constable W. Arundell	1890	Constable D.O' Donoghue	1918	Constable R.A. Wilson	1981
Constable P.J. Curtin	1891	Constable T. McGillicuddy	1918	Plain Clothes Senior Constable R.J. Moody	1982
Constable W.J. Doyle	1891	Constable C.E. Castree	1918	Constable J.M. Sturrock	1984
Constable J. Sangster	1893	Constable J. Herbert	1918	Constable M.L. Low	1984
Constable E. Lanigan	1894	Constable D.J.G. Dodds MID	1918	Plain Clothes Sergeant 2/c J.D. Neideck	1984
Constable B. Ebbitt	1894	Constable E.R. Pastorelli	1918	Senior Constable A.P. Anderson	1987
Constable T.M. Black	1895	Constable J.P. Taylor	1921	Senior Constable P.G.J. Kidd SC	1987
Senior Constable W. Conroy	1895	Constable T. Griffin	1924	Senior Constable P.A. Wegner	1987
Constable W.G. Clarke	1895	Acting Sergeant W. O'Rourke	1926	Plain Clothes Constable B.T. Handran	1989
Constable A. Lowe	1896	Constable R.S.R. Alexander	1930	Constable 1/c A.L. Greaves	1991
Constable J. Quinn	1896	Plain Clothes Constable A.J.L. Crust		Constable M.L. Goodwin	1991
Constable R. Roots	1897	Constable E.J. Dawson	1931	Constable S.N. Lena	1992
Constable P. Cahill	1898	Constable J. Herbert	1931	Constable S.W. J. Gill	1996
Constable J. Cullen	1901	Constable R. Kyle	1933	Detective Sergeant L.J. Hooper	1997
Constable G. Doyle	1902	Constable G.R. Young	1938	Senior Constable N.J. Watt	2000
Acting Sergeant D. Johnson	1903	Constable D. Nicol	1947	Senior Constable D.A. Shean	2001
Constable 1/c C. O' Kearney	1904	Sergeant 1/c A. Neden	1947	Senior Sergeant P.J. Irwin	2003
Constable A.G. Price	1905	Sergeant 1/c T.R. Herman	1950	Constable S.E. Urquhart	2005
Constable R. Orme	1905	Constable H.F. Bidner	1951	Senior Constable C.I. Barwise	2005
Sergeant T.J. Heaney	1906	Constable J.R. Ward	1952	Detective Sergeant S.I. Kerlin	2006
Constable J. Murtagh	1908	Constable 1/c M. J. Howard	1953	Constable B.A. Irwin	2007
Constable P. Ryan	1908	Constable 1/c R. Doyle QPM	1956	Sergeant D.A. Stiller	2010
Constable F. Hoge	1908	Constable K.S. Mason	1956	Detective Senior Constable D. Leeding BM	2011
Sub-Inspector M. Broderick	1909	Senior Constable D. Gregory	1956	Constable C. Blain	2013
Constable W.J. Mercer	1910	Constable B.J. Gabriel	1956	Senior Constable B.A. Forte	2017
Constable P. J. McCabe	1913	Constable 1/c L. Smith	1957		
Constable W. Murray	1913	Constable A.R. Muir	1958		
Constable J.P. Kearney	1914	Constable 1/c G.J. Olive	1962		
Constable W. Quinlan	1914	Constable D.W. Wrembeck	1962		
Constable S. Tierney	1914	Senior Constable C.R. Bagley	1963		
Constable P.J. Moynihan	1915	Senior Constable D. Trannore	1964		
Constable D.C. Bourke	1915	Constable J. Reid	1966		
Constable W.J. Hughes	1915	Senior Constable C.M. Wilson	1966		
Constable J. Johnston	1915	Senior Sergeant J. O'Hara	1967		
Constable R.N. Ritchie	1915	Constable D.G. Gordon	1968		
Constable J.W. Harris	1915	Constable 1/c L.G. McCosh	1968		
Constable J. Christiansen	1915				
Constable P.C. Vowles	1915				

(Honour Roll as at 30 June 2018)

2017-18 at a glance



More than
15,000
full-time
equivalent staff



335
Police Stations

88

Police Neighbourhood
Beats and Shopfronts

58

Police
Watchhouses



300+
Volunteers in
Policing

470+
Local
Neighbourhood
Watch Groups



86%

of Queenslanders
reported police
perform their jobs
professionally



84%

of Queenslanders
were satisfied with
their most recent
contact with police

Crime and Public Order



20,000

pieces of information
collected through Crime
Stoppers Queensland,
leading to:

1,881 people apprehended

5,600+ charges being laid

\$6 million worth of drugs
confiscated

\$310,000+ worth of stolen
property recovered



During 2017-18,
Argos Unit detectives:

contributed to the
removal of

83 children

from sexual harm
nationally and
internationally

200

child sex
offenders
arrested on



1,254

criminal charges

4

homicide cold
cases solved



47,000

documents digitised

389

OMCG members
and associates
arrested on



1,746

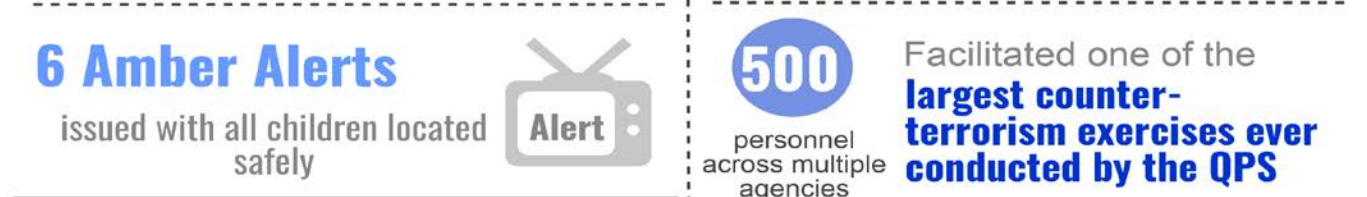
criminal charges

2017-18 at a glance (cont'd)

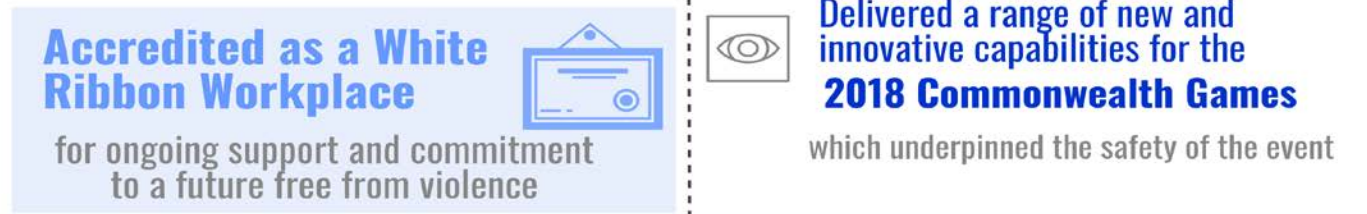
Road Safety



Technology



Recognition



Safer communities



963 offenders located
340 offenders charged as a result of traffic matters
102 missing persons located

About us

The Police Department was established by the *Police Act of 1863*, which took effect on 1 January 1864. Under the *Police Service Administration Act 1990*, the Queensland Police Force became the Queensland Police Service (QPS). The QPS is the primary law enforcement agency for Queensland. It fulfils this role throughout the state, 24 hours a day, seven days a week, upholding the law and providing assistance to the community particularly in times of emergency, disaster and crisis.

The QPS has two service areas as outlined in the 2017-18 Service Delivery Statement (a State Budget Paper): Crime and Public Order, and Road Safety.

The QPS also undertakes a range of activities designed to promote ethical behaviour, discipline and professional practice to ensure Queensland residents and visitors have confidence in, and respect for, the police.

Our Vision

Members of the community work with Queensland police to stop crime and make Queensland safer

Our Mission

To stop crime, make the community safer, including reducing road trauma, and build relationships with the community



Our accountabilities

Under the *Police Service Administration Act 1990*, the QPS is responsible for:

- preserving peace and good order in all areas of Queensland
- protecting and supporting the Queensland community
- preventing and detecting crime
- upholding the law
- administering the law fairly and efficiently
- bringing offenders to justice

Our values

QPS members value:

- **Courage:** by always doing the right thing
- **Fairness:** in making objective, evidence-based, consistent decisions and by treating people with respect
- **Pride:** in themselves, the QPS, the work they do and the community they serve.

The QPS shares the Queensland Public Service values of:



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Our objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services and supporting safe, caring and connected communities. The QPS did this through our focus on:

- stopping crime
- making the community safer
- strengthening relationships with the community
- equipping our workforce for the future so we can meet the challenges of policing as we move forward.

Strategies

Each area of focus was delivered through a number of strategies which are outlined below.

To stop crime, the QPS:

- focused resources to identify and deliver effective, innovative and efficient services to prevent, investigate and disrupt crime
- addressed the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with the community and other law enforcement agencies.

To make the community safer, the QPS:

- fostered collaborative partnerships with government agencies, non-government organisations and community groups to maximise community safety
- worked to improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence.

To strengthen relationships with the community, the QPS:

- worked to preserve the legitimacy of policing through fair and ethical service delivery
- provided timely and professional responses to calls for service to maintain community confidence
- strengthened positive online user and social media experiences to expand options for engagement with police.

To equip the workforce for the future, the QPS:

- pursued opportunities to optimise our workforce to meet current and future challenges through training and development
- worked to deliver world-leading equipment, technology and facilities to support our frontline staff
- supported healthy, safe and inclusive workplaces and promoted a diverse workforce that reflects the community we serve.

The QPS also contributed to a range of local, state and national strategies on matters including drugs and alcohol, domestic and family violence, mental health, child protection, counter-terrorism and road safety.

Queensland Government objectives

The Queensland Government remains committed to meeting the challenges facing Queensland communities, particularly around job creation and a stronger economy, education, health and community safety.

Our Future State

Our Future State: Advancing Queensland's Priorities are the government's objectives for the community. They are designed to confront and tackle the major challenges facing Queensland.

Advancing Queensland's Priorities is part of the Government's long term plan for the future of our state, guided by the Queensland Plan. More information about the plan is available online at www.queenslandplan.qld.gov.au

Community safety is a shared responsibility and the QPS works with other government departments, agencies, community groups and members of the community to support the safety and security of all Queenslanders.

Information about QPS policies, programs and services aimed at keeping our communities safe can be found in 2017-18 Highlights (refer pages 29-58).

Keep Communities Safe

As part of the *Our Future State: Advancing Queensland's Priorities*, the government has identified six priority outcomes for Queensland now and into the future.

The Keep Communities Safe outcome will focus on reducing victimisation and youth crime and youth reoffending, and will build the government's recent effort in key areas such as tackling ice, domestic and family violence, and toughening its serious and organised crime legislation.

The Queensland Government will work to deliver the two key targets of the Keeping Communities Safe outcome:

- a 10% reduction in the rate of crime victims over 10 years
 - more can be done to reduce the number of crime victims—particularly victims of personal and property crime. This means reducing the number of people physically and sexually assaulted, domestic and family violence, as well as reducing break and enters, vehicle thefts and property damage.
- a 5% reduction (by 2020-21) in the rate of youth reoffending over five years (from 2015-16)
 - early intervention activities such as diversionary programs, along with engagement in education, training, employment and sport can have a positive impact on young people before they become ingrained in the criminal justice system.

More information about Keeping Communities Safe is available online at <https://www.ourfuture.qld.gov.au/safe-communities.aspx>.

The QPS will also contribute to the other priority outcomes as part of the *Our Future State: Advancing Queensland's Priorities*.

ADVANCING QUEENSLAND'S PRIORITIES



Our environment

The policing environment in Queensland remains challenging. Our population is increasing, becoming more culturally diverse, more urbanised and a greater proportion of Queenslanders are aged 65 years and over. Shifting community expectations, rapid technological innovation and new modes of offending are impacting traditional approaches to policing and service delivery more broadly. Advances in technology are changing the way people interact with each other and also providing platforms for new modes of criminal offending. Criminal threats, including terrorism, are increasingly borderless and complex. Queensland also remains at risk from natural disasters and severe weather events which present threats to public safety.

In response we will:

- establish a QPS security and counter-terrorism command with counter-terrorism specialists located across the state
- continue to deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies
- continue to support the implementation of the Domestic and Family Violence Prevention Strategy 2016-2026 and the Government response to the report from the Special Taskforce on Domestic and Family Violence in Queensland
- work with other relevant agencies to increase the proportion of offenders, particularly young people, diverted from the criminal justice system
- continue to build an enhanced intelligence, preventative and investigative capability in response to terrorism and unplanned events that impact on safety and security and to target serious and organised crime
- continue to work with the Department of Transport and Main Roads and other key partners to implement the Safer Roads, Safer Queensland – Queensland's Road Safety Action Plan 2017-19 to help Queensland achieve its vision of reducing serious road trauma over the long term
- expand roadside drug testing up to 75,000 tests per year by 2020-21
- increase training for road police officers to enable them to better detect and deter broader criminal activities.

Our challenges and opportunities in 2017-18

Our greatest challenge in 2017-18 was to maintain effective policing in an environment of rising demand. In particular, our focus included delivering a safe and secure 2018 Gold Coast Commonwealth Games and maintaining high level and responsive police services across Queensland.

In addition, we identified the following opportunities to best position the QPS to make Queensland safe. We:

- effectively managed complex and dynamic community safety risks, including the threat of terrorism, serious and organised crime, and technology-enabled crime
- sustained the support and cooperation of the community to work in partnership to address the underlying causes of crime
- future-proofing our workforce to ensure the right people are in the right place with the right support, to maximise community safety.

2018-19 Outlook

The QPS, as an organisation, will be faced with a number of strategic challenges during 2018-19. These include:

- maintaining community satisfaction and confidence in police in an environment of changing expectations
- responding to the ongoing threat of terrorism through low capability attacks which pose unique challenges to our people and safety in the community
- effectively engaging our people in a truly inclusive workplace so they are more likely to contribute to the activities of their workplace and enhance performance
- effectively managing resources to meet the needs of vulnerable people in the community
- maintaining currency with technological developments particularly in relation to platforms for criminal activity.

The QPS also identified opportunities to enhance community safety to address future challenges. These include:

- fostering collaborative partnerships with the community and a wide range of agencies to create opportunities for information sharing and enhanced responses to ensure community safety
- valuing the diversity of our people and investing in their expertise, knowledge and safety to ensure the continued delivery of policing services to our community
- becoming more self-sufficient and identifying ways to encourage new ideas, use existing resources more efficiently and challenge our people to work innovatively
- embracing technological advances and increased global connectivity provide opportunities to change and revolutionise policing
- securing legacies from the Commonwealth Games 2018 to enhance our future capabilities.

To address these challenges and make the most of opportunities, key priorities for 2018-19 include:

- continuing to enhance policing responses to Keep Communities Safe and reduce victimisation
- creating better workplaces to enhance the health, safety and wellbeing of our people, families and workplaces through the Our People Matter strategy
- reducing rates of youth reoffending by intervening early to divert young people at risk
- reviewing processes, systems and automation opportunities to identify and implement new and better ways of doing business
- continuing to implement and support the Government's response to key reports and strategies, including the:
 - Advancing Queensland's Priorities
 - Criminal Justice Reform Framework
 - Youth Justice Strategy
 - Domestic and Family Violence Prevention Strategy 2016-2026
 - Action on Ice Plan
 - Supporting Families Changing Futures – Advancing Queensland's child protection and family support reforms and the Queensland Government response to the Report of the Royal Commission into Institutional Responses to Child Sexual Abuse
 - Queensland Road Safety Action Plan 2017-19.

Legislation administered by the QPS

In accordance with *Administrative Arrangements Order (No. 1) 2018*, the QPS administered the following legislation during 2017-18:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Prostitution Act 1999*
- *Public Safety Preservation Act 1986*
- *State Buildings Protective Security Act 1983*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*

Our partners

The QPS has strong relationships with its partners in the community including Community Policing Boards, Queensland Police-Citizens Youth Welfare Association, Neighbourhood Watch Queensland (NHWQ) and Crime Stoppers Queensland. The QPS works collaboratively with the Department of the Premier and Cabinet, Queensland Treasury and other government departments to deliver efficient and effective services to the Queensland community. These partnerships help Queensland police prevent crime and make the community safer.

- **Community Policing Boards**

Community Policing Boards provide the opportunity for local organisations and individuals to work together with police on strategies to address crime and safety issues in the community. The boards are made up of local police and community representatives such as not-for-profit organisations, local businesses, chamber of commerce and relevant state, local and Australian government agencies, as well as other individuals who can help address specific issues.

The primary objectives of Community Policing Boards are to:

- promote community safety and security
- find strategies to address societal issues associated with crime and community safety
- identify opportunities to integrate services at a local level
- develop partnerships to support government, industry and community working together
- promote evidence-based solutions (utilising statistical data and empirical research).

Community Policing Boards complement existing community crime prevention frameworks including: NHWQ; Crime Stoppers; and Multi-faith, Cultural and Indigenous Community/Police Consultative Groups. As at 30 June 2018, these boards transitioned to a business as usual model and are managed by the local District Officers. Community Policing Boards in each district will continue to convene four meetings per year.

For more information visit www.mypolice.qld.gov.au and follow the links.

- **Queensland Police-Citizens Youth Welfare Association**

Commonly known as the Police-Citizens Youth Club (PCYC), this is a non-government, not-for-profit charity that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices.

Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 with 53 PCYC Branches and more than 60 QPS officers working to manage and coordinate their operations across the state.

For more information or to find a club near you, visit the PCYC website at www.pcy.org.au.

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a joint partnership between the QPS and the Queensland community to reduce crime and improve community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are over 470 local NHWQ groups located throughout Queensland, supporting 169 NHWQ blogs and approximately 11,000 online subscribers.



For more information or to find your local group, visit the NHWQ website at www.nhwq.org.

- **Crime Stoppers Queensland**

Crime Stoppers Queensland is a community volunteer organisation that works closely with local communities to help solve and prevent crime. It provides an avenue for the community to assist police in helping to solve crimes.

Crime Stoppers Queensland provides a telephone hotline and website for members of the community to provide anonymous information about criminal activity. This information is sent electronically to the relevant police establishment in the area where the crime is occurring for investigation.



The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, State Crime Command is on the Board of Directors as the Commissioner's representative
- a dedicated police unit manages the partnership deliverables, administers intelligence reports, handles investigator inquiries and assists Crime Stoppers State Office personnel with promotional displays and presentations as required
- police officers act as partnership representatives on each of the 31 Volunteer Area Committees spread throughout the state.

For more detailed information, visit the Crime Stoppers Queensland website at www.qld.crimestoppers.com.au.

Volunteers

Volunteers are crucial to the successful delivery of frontline services and they support the QPS in keeping communities safe.

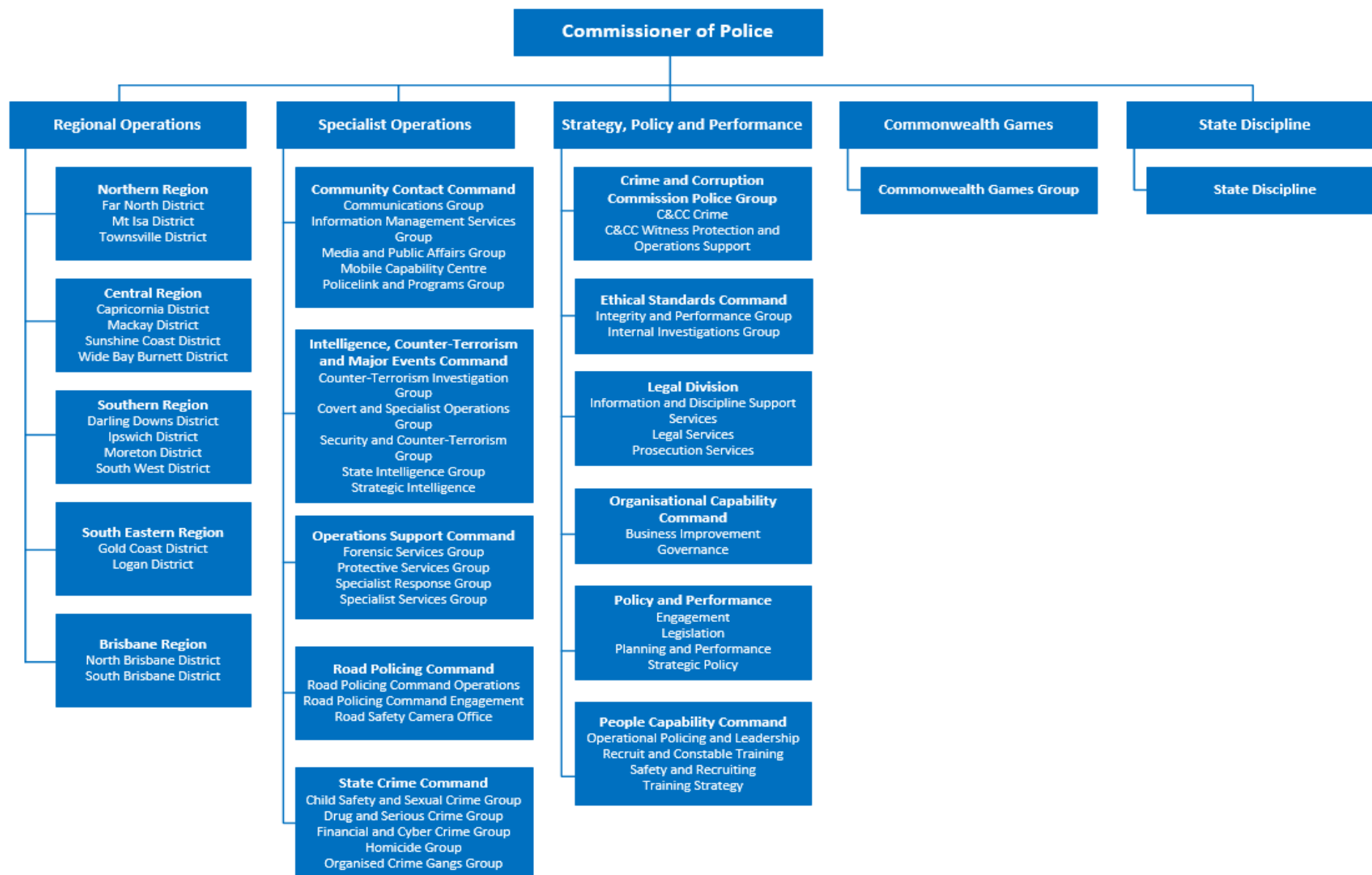
- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to reduce crime and to help people feel safe. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViPs also assist Police Recruiting with the overall recruiting process. There are approximately 350 ViPs throughout the state.

For more information or to become a ViP, visit the QPS website www.police.qld.gov.au/join/vip/default.htm.

Organisational structure

(as at 30 June 2018)



QPS structure

Regional Operations is responsible for the provision of strategic direction, leadership, overview and review of the delivery of policing services to the community across the five regions statewide.

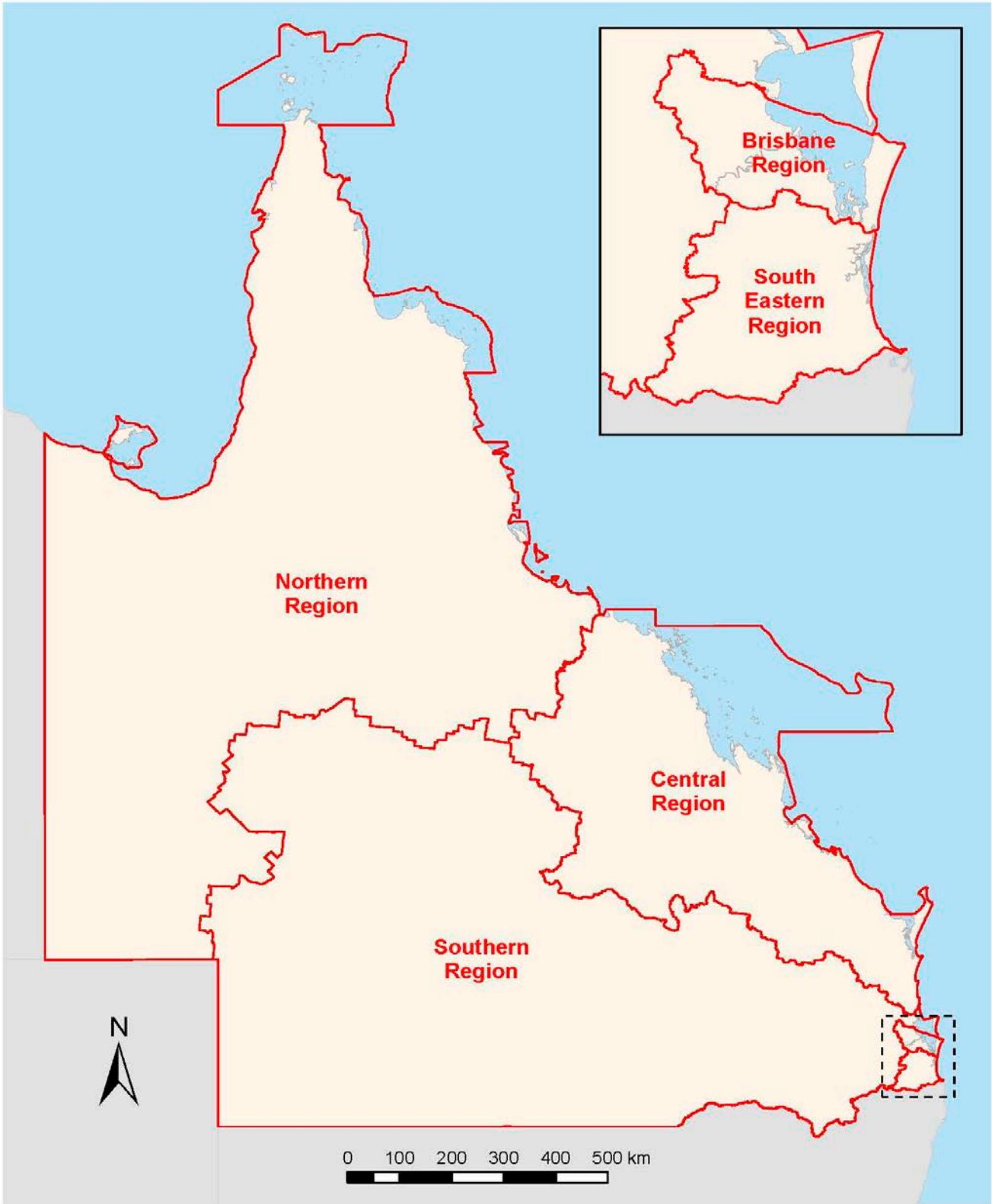
Specialist Operations is responsible for the provision of specialist police services including Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, Operations Support Command, Road Policing Command and State Crime Command.

Strategy, Policy, and Performance is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community.

Commonwealth Games is a temporary establishment that was created to manage the security operations for the 2018 Commonwealth Games.

State Discipline is a new establishment and is responsible for the effective management of the discipline process across the QPS, by providing consistency with Government policy directions and the Service's strategic plan.

QPS Regional Map



Locations

QPS delivers its services from various locations throughout the state including:

• Police stations	335
• Police Watchhouses	58
• Police Neighbourhood Beats and Shopfronts	88
• District offices	15
• Headquarters and Regional offices	6
• Communication Centres	14
• Police Academies located in Brisbane (Oxley and Wacol) and Townsville	3
• Police Assistance Centre (Policelink) located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAP) located at Gold Coast and Townsville	2

In addition, each police district is supported by a range of specialist areas which may include the Child Protection and Investigation Unit, Criminal Investigation Branch, Intelligence Unit, Scenes of Crime and Scientific Units, Dog Squad, Forensic Crash Unit, Road Policing, Prosecutions and Water Police. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state. A list of contacts and key locations for QPS is included in the appendices of this report.

Financial summary

Summary of financial performance

The following table summarises the operating result and financial position for QPS 2017-18 and the previous financial year.

Statement of comprehensive income	2017-18 \$'000	2016-17 \$'000
Total income from continuing operations	2,352,278	2,203,598
Total expenses from continuing operations	2,351,975	2,202,396
Total other comprehensive income	(225)	312
Total comprehensive income	78	1,514
Statement of financial position	2017-18 \$'000	2016-17 \$'000
Total assets	268,188	259,474
Total liabilities	149,315	149,854
Net assets/equity	118,872	109,621

Income and expenses from continuing operations

QPS is funded to deliver timely, high quality and efficient policing services, in collaboration with community, government and non-government partners, to make Queensland safer. Funding for these services is received principally through parliamentary appropriations.

QPS also receives income from other sources including user charges and fees comprising special services, the sale of goods and services, corporate services provided by the PSBA at below fair value and government grants and contributions.

QPS aims to deliver safe and secure communities through innovation, collaboration and best practice. The expenses incurred in the delivery of these services are summarised further below.

For 2017-18, QPS received income from continuing operations totalling \$2,352.278 million and incurred total expenditure from continuing operations of \$2,351.975 million. This was comprised of:

Income

- appropriation revenue for services \$1,921.1 million
- user charges and fees \$95.0 million
- grants and other contributions \$330.0 million (including goods and services provided below fair value from the PSBA totalling \$238.5 million)
- other revenue \$6.2 million.

Expenses

- employee expenses \$1,771.4 million
- supplies and services \$277.5 million

- grants and subsidies \$7.4 million
- depreciation and amortisation \$15.6 million
- impairment losses \$1.0 million
- other expenses \$279.1 million (including goods and services provided below fair value from the PSBA totalling \$238.5 million).

Summary of financial position

QPS was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QPS at the end of 2017-18 was \$118.9 million. This was comprised predominantly of:

Assets

- cash and cash equivalents \$78.2 million
- trade and other receivables \$111.8 million
- intangible assets \$26.2 million
- property, plant and equipment \$43.0 million
- inventory \$5.7 million
- prepayments \$3.4 million.

Liabilities

- trade payables and other payables \$37.0 million
- accrued employee benefits \$94.8 million
- other current liabilities \$17.5 million.

There were no significant events after balance date that could be expected to impact the reported operating result for QPS for the year ended 30 June 2018.

Performance

Key performance measures

The services provided by the QPS focus on reducing and preventing the incidence of crime, public disorder, and road trauma to build safe, caring, and connected communities. These are delivered through two service areas – Crime and Public Order, and Road Safety.

The objective of Crime and Public Order is to uphold the law by working with the community to stop crime and make Queensland safer. A range of services is provided by the QPS to support this and includes:

- protecting personal safety and preventing and detecting related offences including homicide, assault, sexual assault and robbery
- protecting property and preventing and detecting related offences including unlawful entry, other property damage, motor vehicle theft, and other theft
- maintaining public order and safety, including during major events and natural disasters (from planning to recovery); addressing public space enjoyment, street and nuisance offences; liquor licensing issues; and environmental design to reduce crime including alcohol-fuelled violence.

Road Safety's objective is to utilise enforcement strategies, improve technology and other efforts to contribute to the long-term vision of the zero road deaths and serious injury.

The delivery of Crime and Public Order and Road Safety policing services to the community of Queensland is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice.

The following tables provide an overview of the key performance measures for the QPS for 2017-18. Data for 2016-17 is sourced from the Queensland Police Service 2016-17 Annual Report unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2017-18 SDS	RoGS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Percentage of personal safety offences cleared within 30 days:	1, 4	✓	✓				
• Homicide					75%	70-88%	67%
• Assault					63%	55-69%	56%
• Sexual assault					53%	55-69%	50%
• Robbery					60%	55-69%	64%
• Total personal safety					61%	55-69%	55%
Percentage of property security offences cleared within 30 days:	2, 4	✓	✓				
• Unlawful entry					21%	16-20%	20%
• Other property damage					28%	24-30%	26%
• Motor vehicle theft					39%	30-38%	38%
• Other theft (excluding unlawful					28%	25-31%	28%
• Total property security					30%	25-31%	29%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Percentage of good order offences cleared within 30 days	3, 4	✓	✓		84%	≥85%	82%
Rate of complaints against police per 100 sworn (operational) staff	5	✓	✓	✓	11.3	≤9.8	12.0
Public perception of police professionalism and image	6	✓	✓	✓	87.2%	≥85%	86.2%
• Police perform their job professionally				✓	75.0%	≥75%	75.8%
• Police treat people fairly and equally				✓	76.1%	≥75%	75.1%
• Police are honest				✓	88.9%	≥85%	84.3%
• I do have confidence in the police							
Satisfaction of members of the public who had contact with police in the last twelve months	7	✓	✓	✓	86.2%	≥85%	83.7%
Public satisfaction with police dealing with public order problems	7	✓	✓		72.0%	≥70%	75.4%
Public satisfaction with police dealing with emergencies and disasters	7	✓	✓	✓	84.8%	≥85%	82.6%
Percentage of code 1 and code 2 incidents attended within 12 minutes	8		✓		84%	≥80%	84%
Cost of Crime and Public Order per person	9	✓	✓		-	\$377	\$361
Percentage of prosecutions where costs were awarded against the police	10	✓	✓		0.001%	≤0.05%	0.001%

Notes:

1. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
2. The offence categories reported separately are considered high volume property security offences. The total property security offences figure also includes arson, fraud and handling stolen goods.
3. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies often focusing on liquor-related enforcement.
4. The 2017-18 Target/Estimate takes into account recent results and any known factors that are likely to have an impact in the forthcoming 12 months. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end.
5. Sworn operational staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, delivering a police or police-related services to an external customer, and include officers seconded to the Crime and Corruption Commission. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealings with the police.
6. Public perception is measured against the results of the National Survey of Community Satisfaction with Policing. The National Survey of Community Satisfaction with Policing is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
7. Public satisfaction is measured against the results of the National Survey of Community Satisfaction with Policing. The National Survey of Community Satisfaction with Policing is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
8. Data measures the time taken to attend code 1 and code 2 incidents. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police who use similar methodology, business rules and systems.
9. Cost of Crime and Public Order is a new measure for 2017-18. Cost of crime and public order per person is the proportion of the total cost of delivering crime and public order-related policing activities. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.
10. This performance measure represents the sum of all prosecutions where costs were awarded against the QPS, divided by the sum of all prosecutions.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2017-2021*

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2, 3,	✓	✓		5.18	4.7	4.99
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 3	✓	✓		131.46	121	131.98
Cost of Road Safety per person	4	✓	✓		-	\$87	\$83

Notes:

1. Data is sourced from the Department of Transport and Main Roads (DTMR). The 2016-17 Actuals have been updated.
2. The 2017-18 Actual is preliminary and subject to change.
3. There are many factors which can cause or contribute to road crash fatalities and hospitalisations. Key causal factors include drink and drug driving, fatigue, speeding, unrestrained occupants, and distraction and inattention. The 2017-18 Target/Estimate, developed in consultation with DTMR, included consideration of the National Road Safety Strategy target, recent trends, economic indicators and the potential effects of road safety initiatives. Queensland population data is sourced from the ABS Catalogue No. 3101.0 Australian Demographic Statistics.
4. Cost of Road Safety is a new measure for 2017-18. Cost of road safety per person is the proportion of the total cost of delivering traffic-related policing activities. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2017-2021*

2017-18 Highlights

This section reports on the objectives of the QPS Strategic Plan 2017-2021. To drive delivery of its objectives, the QPS focusses on four strategies: to stop crime, make the community safer, strengthen relationships with the community and equip our workforce for the future (refer page 11 for further information).

This is a snapshot of performance highlights from 2017-18 and is not representative of all work undertaken during the reporting period.



OBJECTIVE ONE: **STOP CRIME**

The Queensland Police Service is committed to preventing, investigating and disrupting crime to ensure the safety of all Queenslanders.



What's happening in the regions

Maintaining service delivery across the broad landscape of Queensland, with the changing complexities of different communities, and their needs, can be a challenging exercise for regional police. These challenges are highlighted when mapping demand for service across Queensland. Police officers across Queensland will undertake a range of activities on an average day, not limited to the following:

- approximately 1,930 hours of proactive patrols
- about 2,650 hours of traffic enforcement
- respond to about 3,370 calls for service, with at least 250 of these considered critical
- record about 3,751 incidents, where over 4,401 offences are committed, of which 2,482 are criminal.

The QPS supports and encourages a culture of continuous learning and improvement, and optimising use of available resources to achieve better outcomes for the Queensland community. The police regions continue to examine the dynamic and complex crime drivers to improve policing outcomes for the people of Queensland.

A range of activities was undertaken in 2017-18 to prepare the community for managing major events. During March and April 2018, this culminated in the QPS supporting the Commonwealth Games with over 3,700 personnel from across the Service leading a world-class security operation to ensure the safety of the community. The majority of these members were drawn from regional policing across Queensland. It was a significant challenge for the Service in terms of maintaining core service delivery. This challenge was met across Queensland through high-level planning and the implementation of flexible and agile service delivery models to ensure efficient service delivery was maintained.

Regional police were required to prepare for and respond to disaster events including Tropical Cyclones Nora and Iris, which resulted in 60% of Queensland being subject to a Disaster Declaration. Tropical Cyclone Iris brought flooding rain, which damaged communities in the north of the State. Through well prepared communities, exceptional planning from local, district and state disaster management groups and the ability to rapidly deploy staff across regional Queensland, the QPS was well placed to maintain community safety during these extreme weather events.

During 2017-18, regional police continued to foster strong collaborative relationships with key government and non-government departments to achieve significant milestones. These included:

- supporting activities aimed at addressing youth offending in collaboration with the Department of Child Safety, Youth and Women (DCSYW) to case manage vulnerable children in care who absconded from residential placements. The case management of repeat offenders and linking them with appropriate essential services has proved beneficial
- the establishment of three new Domestic Violence High Risk Teams across Queensland. These teams provide a coordinated and ongoing case management response to high risk Domestic and Family Violence cases allowing exploration of underlying issues, improved engagement and ability to link parties with appropriate support services
- ongoing engagement with external agencies including local government, Queensland Ambulance Service, Probation and Parole, DCSYW and Department of Housing have enabled successful case management of high risk individuals leading to improved connectivity and reductions in calls for service. The Northern Region commenced a trial of a new Child Protection Joint Response Team in 2017-18 to enhance the collaboration and response to child protection concerns by the QPS and the DCSYW

- continued engagement with criminal justice agencies on social issues including mental health, domestic and family violence, youth justice, vulnerable people and communities to improve policing responses to people over-represented in the criminal justice system, as either victims or offenders. The whole-of-government response to Aurukun, led by QPS, saw the collaborative response between QPS and the Department of Aboriginal and Torres Strait Islander Partnerships being highly commended at the 2017 Premier's Awards for Excellence.

The QPS continued to review regional responses to, and preparedness for, incidents of terrorism. The police regions engaged with the Australian Federal Police and Australian Border Force to protect airports and other facilities, as well as critical infrastructure owners to ensure the protection of critical sites and crowded places. The police regions also engaged with vulnerable communities to counter the threat of terrorism and to provide pathways away from radicalisation.

While each of the five police regions responded to local crime demands, all regions conducted operations specific to the disruption of illicit drug supply and demand, particularly methylamphetamine (commonly known as ice). For example:

- Operation Papa Skobeloff targeted the supply and use of ice in Capricornia District. The operation concluded in November 2017 and resulted in 60 people being charged with 517 drug charges. While Operation Papa Bowler targeted the supply and use of ice in Gladstone area in Capricornia District. The operation concluded in March 2018 and resulted in 23 people being charged with 52 drug charges
- Sunshine Coast District conducted Operation Papa Argyle, a major drug trafficking operation which ran from January 2017 and will conclude in July 2018. As at 30 June 2018, the operation resulted in the arrest of local and interstate people, with a total of 25 offenders charged with 131 offences
- \$2.5 million in cash seized, over \$580,000 in property and vehicles seized and the seizure of drugs to the estimated value of approximately \$1.4 million.

During 2017-18, the QPS continued to implement strategies across the state in support of the Government's commitment to 'tackle organised crime and ice' which resulted in the following outcomes:

- over 47kg of ice seized
- 1,968 hours of additional overtime and 957 search warrants executed dedicated to Ice and organised crime focused on regional investigations across the State
- \$4,528,455 cash seized
- value of asset restraining commenced \$45,341,293
- total value of drugs seized: \$111,457,380.

The QPS is committed to strengthening relationships with the community and was engaged in a number of summits held by regional communities to develop solutions with communities affected by ice. Summits were held in Rockhampton, Moreton Bay and Caboolture, and roundtable was held in Townsville.

The Our People Matter Strategy is being embedded across all areas of the QPS. The strategy underpins changing organisational culture to focus on the health and wellbeing of our people. The appointment of workplace champions across all workplaces will continue to drive and promote healthy workplaces.

Our Specialist Commands

The QPS has specialist commands comprised of highly skilled groups providing quality services to the Queensland community and the QPS. These services include expert specialist, investigative, technical and logistical support and advice in all areas of crime and the specialist operations portfolio.

The breadth of activities undertaken by State Crime Command, Intelligence, Counter-Terrorism and Major Events Command, Road Policing Command, Operations Support Command and Community Contact Command impact upon and support all levels of policing in Queensland.

Sexual Crimes Unit

The Sexual Crimes Unit (SCU) targets sexual offenders who pose the highest risk to the community, by disrupting and preventing serious and repeat offending. The Unit also provides investigative expertise to regional investigators. Operation Papa Clarinet highlighted the Unit's relationship with regional investigators by collaboratively identifying a serious historical offender leading to the identification of 25 victims and the arrest of the offender for 63 charges of child sexual abuse.

The SCU is responsible for managing all referrals received from the Royal Commission into Institutional Responses to Child Sexual Abuse, and continues to investigate these matters after the Inquiry's closure on 15 December 2017. The Commission released a number of comprehensive reports with recommendations to improve a range of system issues and make institutions safer for children. The SCU managed 544 referrals received from the Royal Commission under Operation Lima Fortress. In 2017-18, 501 referrals were finalised with 31 statewide prosecutions. The remaining 43 matters are still being managed.

The Royal Commission recommended agencies implement processes to encourage vulnerable members of the community to report allegations of sexual assault. The QPS has initiated a project to establish online reporting of sexual assault crimes. Online reporting will provide an avenue to assist a victim of sexual assault to report a matter without the need to attend or phone a police station. Online reporting will be in addition to the current Alternative Reporting Options (ARO) process which provides an alternative option to making a formal complaint, yet providing valuable information to police that may assist in solving other crimes. The SCU continues to develop and implement processes designed to improve responses to victims of sexual assault.

Child Trauma Unit

The Child Trauma Unit (CTU) continued to provide high-level specialist investigative and operational assistance to regional investigators on sudden, unexplained deaths of children, and serious injuries and deaths resulting from suspected child abuse and neglect.

This group of highly trained investigators is experienced in child abuse and suspicious death investigations. The CTU is often deployed across the state to assist regional and metropolitan investigations. The CTU uses diverse investigative techniques and has developed networks with a range of government and non-government experts in the field of child trauma to provide additional capability to these complex investigations. During 2017-18, the CTU was engaged in 22 cases of significant injury and child death, which resulted in seven persons being charged with serious offences including murder.

The CTU provides specialist training to regional investigators associated with child death investigations, and actively participates in the facilitation of lectures to tertiary education establishments and external government departments on child homicide.

Child Protection Offender Registry

The *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* requires people convicted of committing serious offences against children (Reportable Offenders) to register their personal details and inform police of their whereabouts. Reportable Offender details are recorded on, and administratively managed, using the Queensland Child Protection Offender Register (CPOR). Reportable Offenders are required to make ongoing reports of their personal details.

The Child Protection Offender Registry comprises specialist investigators and dedicated administrative resources trained in the investigation, administration and management of Reportable Offenders in Queensland. To fulfil their specialist role, CPOR officers undergo specialist training and participate in ongoing professional development opportunities. In May 2018, CPOR officers from across Queensland were provided training in the use of a SHARP assessment tool that aides in the identification of Reportable Offenders who pose a greater risk to the community. This tool will assist in the strategic application of investigative and compliance management resources.

Child Protection Offender Registry officers work in partnership with Queensland Corrective Services to improve the efficiency and effectiveness of the management of reportable offenders including those subject to supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003*. During the reporting period, QPS preferred a total of 40 charges against persons under this act, and 11 children and one adult female were identified and removed from being at risk of harm.

From November 2017, under the new *Passports Legislation Amendment (Overseas Travel by Child Sex Offenders) Act (Cth)* Reportable Offenders are required to seek permission from the State Child Protection Offender Registry to undertake international travel. As of 30 June 2018, 52 applications for international travel have been received from 45 Reportable Offenders, of which eight were approved, 27 denied, four withdrawn, 13 are under assessment and one application is under Judicial Review). As a result, 22 Queensland offenders have been restricted from travelling overseas and have been denied the opportunity to have unrestricted access to vulnerable children in countries where activities are not regulated as stringently as Australia.

Argos Unit

The world-leading Argos Unit is principally responsible for the investigation of organised paedophilia and child exploitation, including computer-facilitated offences. Investigators proactively and reactively target a broad range of websites and mobile applications used by child sex offenders to prey on children. Argos staff also identify and implement new strategies to combat computer-facilitated crimes against children.

The Unit works with national and international law enforcement agencies, prosecutors, technology providers, non-government agencies and child protection advocates in a collaborative effort to protect children.

During the reporting period, Argos detectives:

- contributed to the removal of 83 children from sexual harm nationally and internationally
- arrested 200 child sex offenders on 1,254 criminal charges
- finalised one major international operation targeting child sexual exploitation
- referred 309 cases to law enforcement agencies nationally and internationally.

During the last 12 months, the Victim Identification Manager for Argos and chair of the INTERPOL Specialist Group on Crimes Against Children, Mr Paul Griffiths, was invited by EUROPOL to participate in a taskforce in The Hague, focussing on international efforts to identify children depicted in abuse images and video.

The Officer in Charge, Detective Inspector Jon Rouse, continued in his role as the chair of the INTERPOL Covert Online Investigators Group in Lyon, France. Detective Inspector Jon Rouse, received an international award for his dedication to fighting and investigating crimes against children for more than 20 years. Detective Inspector Jon Rouse was recently honoured in New York with the prestigious Champion for Children Award at the International Centre for Missing and Exploited Children's 2018 Gala in May 2018.

The QPS continues, with the adoption of the Kent Internet Risk Assessment Tool (KIRAT) (recommendation 4.13, Queensland Organised Crime Commission of Inquiry), to assist investigators in prioritising online child exploitation investigations to manage risk. The KIRAT system provides investigators with a framework to support decision making in triaging investigations and focusing resources.

Drug and Serious Crime Group

The Drug and Serious Crime Group (DSCG) provides a high level investigative capacity to disrupt and dismantle organised criminal networks involved in drug trafficking and production, firearms trafficking, and major and organised crime more generally.

The DSCG engages with other law enforcement agencies to build relationships and enhance a collaborative and cooperative approach to targeting serious unlawful criminal activities.

Significant achievements for the DSCG in 2017-18 include:

- 2,161 offenders charged with 7,013 offences
- an estimated \$145,378,423 worth of drugs were seized
- 139 illicit drug labs were located and seized
- 107 asset restraint matters commenced, valued at \$36.6 million
- 109 asset forfeiture matters finalised with \$23.8 million forfeited to the State.

In February 2018, the DSCG managed a statewide strategy known as Operation Quebec Camouflage to reduce the number of unlicensed firearms within the community in Queensland. The operation resulted in 1,038 weapons being recovered.

In 2017, a member of the DSCG was awarded the Courier Mail Police Scholarship. The member travelled to the USA, Singapore, Sydney and Canberra and conducted research into the Darknet market places targeting online drug trafficking and the seizure of crypto currency as evidence or proceeds of crime. This research has enabled the DSCG to obtain a global understanding of the Darknet market and how to seize evidence under encryption. In collaboration with key stakeholders, the DSCG has developed investigative strategies and guidelines for the seizure of crypto currency to manage this emerging crime trend. In 2018, these guidelines were adopted as the national standard for the seizure of crypto currency.

Financial and Cyber Crime Group

The Financial and Cyber Crime Group (FCCG) has responsibility for conducting investigations into and disrupting major and serious fraud, identity theft, money laundering and cyber related crime. During the reporting period, the group investigated numerous protracted cases of serious and organised fraud, with a value in excess of \$11 million. This resulted in 51 offenders being charged with serious criminal offences including major fraud, corruption, money laundering, cold call investment fraud and cybercrime.

In November 2017, Detective Inspector Peter Brewer and Detective Senior Constable Dale Caulfield from FCCG were awarded a Suncorp Scholarship to develop a systematic approach to investigate cold call investment fraud. These members travelled to New Zealand, USA, United Kingdom, Netherlands

and Hong Kong to research strategies and initiatives on international best practice for investigating and disrupting serious and organised crime. The FCCG are currently trialling new investigative and prevention strategies based on international best practice standards. An evaluation of the trial is expected to be finalised in 2018-19.

Cold Case Investigation Team

The Cold Case Investigation Team (CCIT) was established in July 2017 to examine unsolved homicide and long term suspicious missing person investigations. The CCIT utilises advances in technology, forensic science and contemporary investigative techniques to identify and convict offenders responsible for serious violent crimes.

As at 30 June 2018, the CCIT had approximately 216 cold cases under review or investigation. Since inception, the unit has resolved six cold cases, of which four were solved and resulted in arrests in 2017-18.

The CCIT initiated a project to repack and digitise the historical documentation held by the team to mitigate the risk of historical evidence deteriorating. The digitised records are being converted into 'searchable' records to support modern contemporary case management practices. As at 30 June 2018, approximately 47,000 documents have been completely digitised.

Organised Crime Gangs Group

The aim of Taskforce Maxima is to disrupt, dismantle and target the criminality associated with Outlaw Motorcycle Gangs (OMCGs) and reduce the risk of harm to the Queensland community.

In May 2017, the Organised Crime Gangs Group (OCGG) was established as a permanent group in SCC, with Taskforce Maxima incorporated as the tactical capability. While OMCGs remain a high priority for the OCGG, the focus was broadened to encompass all organised crime and emerging crime gangs.

The National Anti-Gang Squad Queensland Strike Team is a partnership between the QPS, Australian Federal Police and the Australian Taxation Office, providing a cooperative approach to the prevention and investigation of cross-jurisdictional gang related crime.

Key achievements for OCGG include:

- combined operations resulting in a total of 389 OMCG participants arrested on 1,746 charges
- over 700 official consorting warning notices have been issued deterring recognised offenders from establishing, maintaining and expanding criminal networks
- 25 persons charged with wearing gang related prohibited items
- since 2013, in partnership with the Crime and Corruption Commission, 36 restraining orders have been obtained over property to the value of \$9 million. In addition, a number of Australian Taxation Office tax assessments have been levied from operations identifying unexplained income
- a Rebels OMCG clubhouse was closed through the exercise of the new restricted premises search powers
- 190 members formally disassociated from declared criminal organisations from October 2013 to 30 June 2018.

OCGG continues to have a statewide focus with operations in all 15 police districts resulting in the disruption of criminal activity linked to OMCGs.

Putting an end to domestic and family violence

During 2017-18, the QPS continued to implement the Second Action Plan deliverables of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026. The QPS made enhancements to systems, policy and procedures through ongoing investment in business improvement initiatives (including partnerships with other agencies and the community) and training and education products to ensure the policing response to domestic and family violence remains contemporary and responsive to emerging issues.

In 2017-18, the QPS:

- became an accredited White Ribbon Workplace
- facilitated the QPS Domestic and Family Violence Prevention Awards to recognise the outstanding work of QPS members
- worked collaboratively with other police and court jurisdictions to deliver the National Domestic Violence Order Scheme that automatically recognises and enforces domestic violence orders made in any state or territory of Australia. The new scheme, which commenced on 25 November 2017, streamlines the existing service process
- established three new High Risk Team sites in Brisbane, Ipswich (Urban), and Cairns (Regional)
- continued to explore options to enhance the Service's frontline policing capability related to domestic and family violence through the development of new functionalities within the QLiTE device (mobile tablet devices)
- continued to invest in training/education and awareness activities, through the enhancement of existing and/or development of new products, including:
 - development of a new specialist in-house Domestic and Family Violence Investigations Course
 - delivery of specialist strangulation prevention training (in partnership with the Red Rose Foundation).

Elder abuse

Elder abuse can often be defined as domestic violence, as the perpetrator is usually a family member and it frequently takes the form of financial abuse, threats, intimidation and sometimes assaults. Elder abuse may be difficult to recognise as older people are often unable or unwilling to speak up.

Key achievements during the reporting period include:

- collaborating with government and non-government agencies and senior's groups to develop strategies to address elder abuse and to improve referral pathways that protect vulnerable and at risk persons receiving aged care
- expanding the scope of the QPS Elder Abuse Project Officer to incorporate disabilities, in recognition that patterns of abuse committed by carers or organisations paid to care for elderly persons, are often also detected in abuse of persons with a disability
- promoting the Queensland Government's 2018 Elder Abuse Awareness Campaign 'There's No Excuse For Elder Abuse' through a variety of communication channels including the myPolice blog.

OBJECTIVE TWO: **MAKE THE COMMUNITY SAFER**

The Queensland Police Service is committed to the safety of all Queenslanders and delivers this through policing operations conducted on the road, in the sky and on the water.



Road safety and the Fatal Five

The Queensland road toll for the 2017-18 financial year was 247 (which equates to 4.97 fatalities per 100,000 population) down from 2016-17 when 251 fatalities were recorded (5.14 fatalities per 100,000 population).

Many road crashes are a result of at least one of the 'Fatal Five' high-risk road user behaviours which include speeding, drink and drug driving, not wearing a seat belt, driving while fatigued, and driver distraction and inattention. The responsibility for road safety rests with Everybody – Everyday.

To make Queensland's roads safer, the QPS works in partnership with the community and other road safety stakeholders. In 2017-18, multiple statewide road policing enforcement campaigns were coordinated by the QPS. These activities were intensive and highly visible to act as a deterrent to unsafe road user behaviours and to create positive changes in driver behaviour.

Key high visibility road safety campaigns focused on:

- periods of peak road usage across school and public holiday periods
- random breath testing
- providing education and enforcement activities concentrating on pedestrians and motorcycle riders to increase safety awareness for all road users across Queensland
- Operation Northmore, a heavy vehicle road safety compliance and enforcement operation, undertaken through a collaborative multi-agency and multi-jurisdictional approach
- Queensland Road Safety Week, another multi-agency campaign which aimed to encourage the community to 'Speak up for road safety'
- Automatic Number Plate Recognition (ANPR) operations involving the strategic deployment of vehicles equipped with ANPR along major transport corridors. ANPR enhances road safety by identifying unregistered and unlicensed drivers, groups who are over-represented in crash statistics.

In 2017-18, the various road safety operations conducted by the QPS resulted in:

- over 176,000 speeding infringement notices (excluding camera detected offences) issued
- more than 9,200 infringement notices issued for not wearing seat belts
- nearly 14,250 infringement notices issued for using mobile phones
- over 2.6 million random breath tests which detected approximately 16,500 drink driving offences
- nearly 66,000 roadside saliva tests undertaken, with approximately 12,700 drivers testing positive for one or more relevant drugs.



Roadside Drug Testing

During the reporting period, the QPS has continued to expand its roadside drug testing capability by increasing the number of officers trained to perform testing to 624. This is a significant increase from 276 in 2015-16 and 510 officers in 2016-17. The QPS also increased the number of roadside drug tests conducted by 17.5% to over 65,993 roadside drug tests, with approximately one in five drivers testing positive.

With additional funding allocated to the roadside drug testing from the Government's Action on Ice plan, the QPS will expand roadside drug testing up to 75,000 tests per year by 2020-21.

CATCH

As at 30 June 2018, more than 2,450 police had attended Crime and Traffic Connecting on Highways (CATCH) workshops. The CATCH workshops train officers to observe situations and behaviours that may indicate criminal activity by offenders who are initially detected committing a road safety offence.

POLAIR Queensland

The QPS has two helicopters, POLAIR 1 and POLAIR 2, based on the Gold Coast and Brisbane respectively and are available for tasking 24 hours a day, every day of the year. The helicopter service is provided under a contractual arrangement with Surf Life Saving Queensland. Surf Life Saving is responsible for providing the helicopters, associated equipment and pilots and the QPS provides police tactical flight officers who direct the operations.

POLAIR Queensland provides tactical aerial support to police operations, improving officer and community safety and situational awareness of major events and critical incidents. While routine operations are limited to the south-east corner of the state, the aircraft are capable of deployment statewide for major incidents and disaster events.

In June 2018, the QPS helicopter, based out of Brisbane, was formally named 'Brett A Forte' in honour of the late Senior Constable Forte who was tragically shot and killed by an armed offender while executing his duties with the Toowoomba Tactical Crime Squad in May 2017.

During 2017-18, the two helicopters undertook:

- 2,151 flight hours
- 1,594 proactive tasks (planned)
- 1,694 reactive tasks (in response to Police Communication Centre requests)

From tracking offenders, to search and rescue, and providing real time situational awareness of major incidents, police helicopters help keep the community safe by providing quality support to frontline police.

In 767 instances during the reporting period, POLAIR was the first police resource on scene to reported incidents. This capability enhances officer and community safety as the helicopter crews provide information to the attending police about what to expect at the incident including best access points, number of persons observed and any movement around the location, vehicles at the incident location and perceived threats.

The helicopters are fitted with state-of-the-art equipment which allows them to identify, track and record vision of offenders in a range of operational contexts. In 2017-18, POLAIR proactively identified 340 traffic-related matters which resulted in offenders being charged with offences including unlawful use of motor vehicles, dangerous operation of motor vehicles and evading police.



Both helicopters are fitted with state-of-the-art night-vision and infra-red technology and are used extensively in search and rescue operations. This technology has enabled POLAIR to locate 102 missing persons during 2017-18.

During the same period, POLAIR helicopters have been responsible for locating 963 offenders. The offenders located by POLAIR were wanted for a wide range of offences including murder and attempted murder, rape, armed robbery, kidnapping, stalking, domestic violence, property offences and serious traffic offences.

POLAIR has also been involved in 383 counter terrorism and covert surveillance operations in addition to making a significant contribution to the security of the 2018 Commonwealth Games.

POLAIR prides itself on its commitment to continuous improvement and innovation. Innovations include the ability to downlink encrypted live-footage from the helicopter to Police Communication and State Disaster Coordination Centres, as well as to iPads used by general duties officers.

This downlink capability greatly improves the situational awareness of police commanders and enhances their ability to make informed, tactical decisions during police operations. This, in turn, underpins the safety of police officers and the community. This capability has also assisted Queensland Fire and Emergency Services in managing bushfires where people and property were threatened.

Assistance was also provided to interstate policing jurisdictions, including 32 incidents assisting the NSW Police Force during 2017-18. These incidents have included search and rescue operations, high risk offender searches, domestic violence incidents, organised crime investigations and police pursuits.

Public Safety Response Team

In 2017-18, a new partnership to support public safety was established between the QPS's Public Safety Response Team (PSRT) and Queensland Ambulance Service's High Acuity Response Unit (HARU).

The HARU works in conjunction with the QPS to provide high level first aid capability at critical incidents. HARU medics operate in the greater Brisbane Region as well as the Logan/Gold Coast Region. The HARU work closely with the PSRT's Mobile Response Capability in a first response capacity, and assists the Special Emergency Response Team (SERT) in tactically dangerous situations.

In preparation for the 2018 Commonwealth Games, the HARU attended incident command training with members of the PSRT as well as a series of exercises specifically involving critical incident stress training.

QPS Dog Squad

The QPS Dog Squad operates in every region with general purpose handlers based in most police districts. The QPS has 95 dogs including general purpose, drug detection, urban search and rescue, cadaver and blood detection dogs. The demand for operational handler/dog teams is rising in response to the specialist services available through the squad.

In 2017-18, the QPS Dog Squad Units:

- attended 32,810 calls for service
- attended 5,190 tracking deployments
- located 5,857 persons
- located 1,119 items of property
- attended 1,255 search warrants
- attended 1,288 drug locations.

Water Police

The QPS Water Police supports a safer Queensland by delivering an integrated specialist policing resource focused on enforcement and educational activities on our waterways.

The Water Police has a staff of 97 and operates a fleet of 65 vessels from eleven main Water Police bases 24/7 across Queensland. Water Police staff include a full time Dive Unit of eight permanent staff and seven part-time divers; a State Search and Rescue Coordinator and Trainer; and the State Marine Training Section. The fleet is managed and maintained by seven Public Safety Business Agency staff at the Marine Technical Section, Lytton.

The primary role of the Water Police is to provide statewide specialist support focusing on maritime incidents and operations. This activity includes:

- maritime safety and enforcement activity on our coastal and inland waterways to a distance of 200 nautical miles offshore
- drug and alcohol enforcement activity and intelligence gathering
- search and rescue with approximately 1,200 operations undertaken annually
- providing a statewide Dive Unit response with approximately 150 deployments each year.

In performing their roles, the Water Police rely on their partnerships and relationships with other agencies, including:

- Maritime Safety Queensland
- Australian Maritime Safety Authority
- Queensland National Parks and Wildlife Service
- Queensland Fisheries
- Australian Border Force
- Maritime Border Command
- Australian Navy & visiting foreign naval forces
- Australian Federal Police
- Queensland Volunteer Marine Rescue
- Australian Volunteer Coast Guard
- numerous recreational and commercial boating organisations and committees.



In October 2017, the Water Police, in conjunction with partner agencies, provided a search and rescue, recovery and investigation response to one of Queensland's largest maritime incidents involving the FV Dianne. The FV Dianne sank off the coast near the Town of Seventeen Seventy with the loss of six lives. The cooperation between the QPS and external agencies resulted in the location and recovery of the vessel and involved Water Police vessels from Gladstone, Yeppoon, Brisbane and Hervey Bay in addition to personnel from the Dive Unit and Search and Rescue coordinators.

During 2017-18, the QPS received 18 replacement vessels including seven jetskis to deliver enhanced water safety capabilities, eight vessels for use in remote Cape and Gulf communities and two 12 metre rigid inflatable boats and one 10 metre rigid hull inflatable boat to support water safety and tactical operations in the Brisbane River and South East Queensland waterways.

Queensland Strategy for Disaster Resilience

The Queensland Strategy for Disaster Resilience was developed with the objective of building resilience against all hazards, to ensure activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

Key QPS achievements in support of the strategy during 2017-18 include:

- supporting Queensland Fire and Rescue Service with the Queensland Emergency Risk Management Framework across 22 District Disaster Management Groups, promoting the practice of disaster risk reduction
- supporting 78 Local Government Authorities with risk reduction in disaster management planning
- providing statewide Executive Officer and District Disaster Coordinator training to enhance disaster response capacity and capability to build better resilience and preparedness.

Firearms Amnesty

The QPS participated in a National Firearms Amnesty that was conducted from 1 July to 30 September 2017. The purpose of the amnesty was to improve public safety by reducing the number of unregistered firearms in the community.

This initiative resulted in over 52,000 weapons being surrendered nationwide with 16,126 unregistered firearms being surrendered for either registration or destruction in Queensland, including fully automatic firearms and a rocket launcher.

The QPS contributed to the success of the amnesty through effective marketing and continuous engagement with firearm dealers and key industry stakeholders. Further, Queensland implemented an initiative during the amnesty which allowed members of the community to surrender firearms to firearm dealers in addition to police stations, reducing the administrative impost on frontline police. Additionally, to promote greater registrations of firearms, fees usually associated with registering unregistered firearms were waived during the amnesty. As a result, over 12,900 firearms were registered and more than 3,400 firearms were destroyed.

Building and improving police facilities

PSBA has responsibility for delivering most new and ongoing capital initiatives to support the operational capability of the QPS. This includes new or upgraded police stations across the state, new and replacement police vehicles, and a range of information and technology initiatives.

Significant capital initiatives delivered during 2017-18 included:

- completion of QPS headquarters Level 3 (Stage 1) renewal project
- completion of the refurbished Technical Surveillance Unit facility at Wacol
- completion of stage 1 and 2 works for the replacement station and watchhouse at Bowen.

In addition, several capital initiatives planned for completion in 2018-19 include:

- the replacement police station at Kilcoy
- the replacement Gordonvale Police Station
- the new Woree (Cairns) Police Facility
- the replacement police station at Howard.

Counter-Terrorism

During 2017-18, the QPS continued to conduct simulated counter-terrorism exercises to test emergency response capabilities. The Security and Capability Development Unit (SCDU) conducted 28 discussion exercises, four deployment exercises and six functional exercises. Two exercises are of note:

- Exercise Jarvis was conducted over three days with approximately 500 personnel participating across multiple agencies, currently one of the largest counter-terrorism exercises ever conducted by the QPS. The exercise focused on testing and validating existing procedures, policies and plans guiding the response to rapidly evolving multiple terrorist threats
- Exercise Matrix was conducted targeting both urban and remote locations throughout Queensland. Twenty discussion exercises were conducted to explore and validate the QPS response to an armed terrorist attack. The series of exercises encompassed responding officers transitioning from engaging an offender, to rendering medical aid, witness and crime scene management, compliance with critical incident protocols and subsequent investigations. Similar discussion exercises will continue as part of the QPS Incident Command Course.

The Security and Counter-Terrorism Network continued in 2017-18. The Network, which is unique in national law enforcement, was developed to strengthen QPS' capacity and capability statewide by delivering an agile approach to security in the contemporary risk environment. The Network provides frontline officers with awareness training and a framework for enhanced community engagement, reporting, investigations and intelligence-sharing. The QPS also increased intelligence and investigation resources to the Joint Counter-Terrorism Team and Security Operations Unit.

The QPS has trained a further 144 regionally based frontline police to strengthen the Security and Counter-Terrorism Network, taking the total number of police trained in this program to over 670. The training focussed on contemporary counter-terrorism techniques, cultural awareness and the importance of early responses to radicalisation. Through the Security and Counter-Terrorism Network program, the QPS has facilitated several counter-terrorism forums for government, private industries and the owners and operators of crowded places. These forums focussed on the importance of understanding the threat environment through greater information sharing, emergency management planning, protective security overlays and reporting suspicious behaviour to ensure these industries and the owners and operators are equipped to prepare for, prevent, respond and recover from terrorism.

The Security and Counter-Terrorism Group continued to conduct vulnerability assessments on a number of significant 'crowded public places' in Queensland, working collaboratively with local councils and industry partners to minimise the risk of vehicle-based attacks.

The Security and Counter-Terrorism Group in partnership with the Commonwealth Games Group implemented the Counter-Terrorism Security Coordinator (CT SecCo) capability across the QPS. The CT SecCo undergo intense training to enable the development of protective security plans to mitigate the risk of terrorism at major events. These plans have been implemented at numerous major events across Queensland including Anzac Day 2017, State of Origin, Riverfire, New Year's Eve and the Commonwealth Games 2018. The Group is also expanding its investigative, intelligence and behavioural consultant position to provide an improved response capability as well as assist with the ongoing management of any associated risks to the community.

The QPS developed and implemented the Queensland Police Security Alert Level System (QPSAL), a scalable threat notification system designed to raise awareness of potential threats and allow for effective planning to minimise or mitigate threats to police buildings and employees. The QPSAL guides and instructs officers in charge and supervisors on appropriate steps to be taken if there is a credible threat to police buildings or employees. The system enables the QPS to prepare for and respond to threats to ensure the safety of our members and the community.

The Queensland Fixated Threat Assessment Centre (QFTAC), an Australian first joint QPS and Queensland Health initiative, continued nation leading work assessing fixated persons who pose a risk to public office holders and members of the judiciary, who predominantly suffer from untreated mental illness. Recent expansion into the assessment of grievance-fuelled violence, including lone-actor terrorism, provides further enhancement to community safety reassurance.

Counter Terrorism Investigation Group

The investigations and intelligence portfolios are critical to the prevention of, preparation for, and response to terrorism. In January 2018, the Counter Terrorism Investigation Group (CTIG) was established to enhance the QPS' capability to investigate, prevent and deter terrorism, and respond to politically motivated violence and security threats through collaborative and intelligence driven methodologies. The CTIG works in partnership with the Australian Federal Police and the Attorney-General's Department (Commonwealth) to address and combat the threat of terrorism in Queensland and nationally.

This capability has been further enhanced by the delivery of a nationally accredited Counter-Terrorism Investigations Program (CTIP). In 2017-18, more than 165 officers across the state completed the CTIP, with more officers expected to complete the training in 2018-19.

Authorisations made relating to a terrorist act or threat

In terms of the *Police Service Administration Act 1990* section 5.17(15) Authorisation of non-State police officers, no authorisations were made relating to a terrorist act or threat during 2017-18.

OBJECTIVE THREE: **STRENGTHEN RELATIONSHIPS WITH THE COMMUNITY**

The Queensland Police Service values the assistance provided by the public in reporting crimes, sharing social media posts to locate missing persons and locate offenders, and participating in QPS-led events.



LGBTI Network

In 2015, the QPS established a dedicated Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Network (the Network) to promote LGBTI pride and to provide a support framework to service members statewide. The Network is driven by police and staff members from various ranks and classifications across the organisation. While the Network focuses on providing informal support within the QPS for our people, it recognises that this can also be achieved through supporting events and organisations within the community that celebrate LGBTI pride. Many of these events are also supported by QPS LGBTI liaison officers.

During the reporting period, the Network undertook a range of activities to support and promote LGBTI pride, including:

- developing and producing a video entitled 'It Get's Better' which highlights to young people positive messages about coming out, overcoming bullying and mental wellness. The video was broadcast across various social media platforms and received more than one million views
- QPS members marched in uniform in the Brisbane Pride March on 23 September 2017 and were supported by staff from the Queensland Police Pipes and Drums
- the Network was a finalist for the LGBTI Employee Network Award at the Australian LGBTI Awards. This nomination demonstrates the significant progress the QPS has made in bridging the gap between police and the wider LGBTI community
- participating in the International Day Against Homophobia and Transphobia (IDAHOT) to show support for the LGBTI community. The rainbow flag was flown at Police Headquarters in Brisbane and at specific IDAHOT events in Cairns, Caboolture and Southport
- creating a LGBTI patch for load bearing vests which can be worn by operational police officers at LGBTI events including Wear it Purple and IDAHOT day and the Pride March. The patch is a clear symbol to the community of building relationships with the LGBTI community and supporting our staff who identify with that community
- supporting LGBTI liaison officers and other staff to undertake professional development opportunities both in Queensland and interstate.

In addition, Network representatives achieved significant milestones in support of LGBTI inclusion, including:

- a Network representative was awarded a Churchill Fellowship to undertake a study on Domestic Violence in LGBTI relationships. The member has been invited to present at various engagements to highlight this challenging issue
- a Network representative, who chairs the whole-of-government LGBTIQ+ Steering Committee, is collaborating with other government agencies to support, promote and better integrate the Queensland Public Sector LGBTIQ+ Inclusion Strategy in our workplaces.

Improving communications with the community

The QPS has established award-winning and best practice examples of social media use by government agencies during crisis situations, including disaster management. The QPS has embraced the use of social media as a community engagement strategy.

During 2017-18, the QPS Media Unit launched or managed a number of media and social media campaigns including:

- the 'Disappearing Person Alerts' on Snapchat which was recognised internationally as being an innovative approach to target young people to assist in missing persons cases
- the 'Don't Drop the Ball' crime prevention campaign which contained a series of short videos on social media to promote vehicle security
- the 'Phone Down, Eyes Up' personal security campaign in Logan District with Logan City Council – a multi-platform community awareness program in a high-risk area

- assisting and developing material for the launch of the QPS indigenous artwork, Look to the Stars, including a vehicle wrap and website (see page 49 for more details)
- producing the 'It Gets Better' video for the QPS LGBTI Network which was launched on 'Wear it Purple' Day. The video was extremely well received and reached more than one million people on Facebook (see page 47 for more details).

The QPS Media Unit continues to provide operational support and advice 24 hours a day, seven days a week. During the reporting period, the Unit:

- received over 66,000 calls (approximately 5,500 per month)
- issued more than 3,840 media releases
- issued approximately 600 written media responses
- held over 312 press conferences.

Amber Alert System

The QPS Media Unit continues to manage the Amber Alert public messaging system to help locate abducted or high-risk missing children in imminent danger.

Amber Alerts are issued by police when they need urgent public assistance in time critical cases of missing children who are at imminent risk of death or serious harm. Amber Alerts are broadcast to the public through the media, commercial billboard companies, community groups and other government agency shared messaging, public transport messaging systems, a national emergency alerting company and social media. The Amber Alert branding is now widely recognised by the community as an urgent 'call to action'.

In 2017-18, there were six Amber Alerts issued. In each of these cases, the children were located safely, with evidence showing the Amber Alert directly led to the safe recovery of the children in four of these cases.

NAIDOC Week 2017

The National Aboriginal and Islander Day Observance Committee (NAIDOC) Week 2017 was held nationally in July to celebrate the history, culture and achievements of Aboriginal peoples and Torres Strait Islander peoples. The national theme for 2017 was 'Our Languages Matter'.

The QPS acknowledged this important occasion with flag raising ceremonies at police establishments throughout Queensland. Additionally, the Commissioner continued the tradition of hosting a celebratory NAIDOC breakfast to bring together representatives from Aboriginal and Torres Strait Islander communities, Queensland Government and the QPS.

This breakfast, which has been an annual event since 2011, is attended by approximately 100 community members along with government representatives and QPS senior executives. In 2017, Reverend/Aunty Alex Gator performed the opening prayer and Acknowledgement of Country with enthusiasm, passion and pride. The audience was also fortunate to hear Kyesha Stewart sing the Australian National Anthem in the 'Yugambeh' language.



Artwork created by Gilimbaa artist Jenna Lee of the Larrakia people

Look to the Star's artwork 2018

On 25 May 2018, the QPS launched the 'Look to the Stars' bespoke artwork at Police Headquarters in Brisbane as part of Reconciliation Week 'Don't keep history a mystery'. The artwork was designed as a contemporary piece that will be used for generations of QPS members to build stronger, meaningful relationships based on mutual trust and respect with all diverse communities.

The artwork adorns a police vehicle based at Aurukun, and the entrance ceiling and Level 1 Cultural Forecourt of Police Headquarters in Brisbane.

Indigenous artist Jenna Lee from Gilimbaa produced Look to the Stars in collaboration with a working group representing a cross section of Aboriginal and Torres Strait Islander communities and the QPS. Sharing stories, experiences and perspectives, the artwork is a visual reminder of our past, our present and our future engagements with all Indigenous communities throughout Queensland. The artwork has stories within stories and every element is critical to the overall story. The artwork also incorporated Sir Robert Peel's nine principles of policing as stars.



Queensland Police Pipes and Drums

The Queensland Police Pipes and Drums (QPP&D) was first established in March 1958 by a keen and committed group of police officers, with the inaugural performance of the QPP&D at the RNA showgrounds in August 1958. Since then, the QPP&D has grown in size and stature and has become an integral part of the QPS. In 2018, the QPP&D celebrates its 60th anniversary and commemorated this significant milestone with a 60-year anniversary neck tie worn by band members on formal occasions.

The QPP&D performs at official engagements such as police inductions, National Police Remembrance Day, ANZAC Day and Government House events where they provide a spectacular addition to formal procedures. In addition, QPP&D serves the community by regularly performing at charity and community events, festivals, shows and conferences throughout the state. Band members also visit hospitals, nursing homes, retirement villages, schools and youth clubs. QPP&D is dedicated to strengthening and maintaining relationships between police and the people of Queensland through musical performance and community engagement.

The QPP&D facilitates interactive youth programs as part of its community engagement, which include:

- the Kops in Kilts program, tailored to suit primary school children. This interactive program gives students the opportunity to play percussion instruments and is comprised of traditional and modern pipe band music
- the Queensland Police Juvenile Pipes and Drums which is a competing pipe band with members aged between eight and 17 years. The members not only learn valuable music skills, but also develop discipline, respect, commitment, teamwork and a sense of achievement.



Youth justice system

Queensland's youth justice system has been undergoing a series of changes designed to better support young people in the system. On 12 February 2018, legal reform came into effect to transition 17-year olds into the youth justice system. This brought Queensland into line with all other Australian jurisdictions and ensured consistency with the United Nations Convention on the Rights of the Child.

In order to support the Childrens Court's expanded jurisdiction, 17 additional prosecutor positions were created in 2017-18 to support police prosecutions statewide. In partnership with the Department of Child Safety, Youth and Women, the QPS is enhancing policing practices for dealing with young offenders, with an emphasis on addressing the causes of offending behaviour. By building more robust processes for diverting young people away from the criminal justice system at a pre-court stage in appropriate circumstances, children and young people will be supported with opportunities to break the offending cycle at an early stage, avoid entering the criminal justice system and discourage recidivism.

Crimestoppers Queensland

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2017-18, Crime Stoppers Queensland collected over 19,900 pieces of information and received over 61,400 contacts from members of the public. As at 30 June 2018, this had resulted in:

- the apprehension of 1,881 people
- more than 5,600 charges being laid
- the confiscation of more than \$6 million worth of drugs
- the seizure of approximately \$650,000 in proceeds of crime
- the recovery of more than \$310,000 worth of stolen property.

Volunteers in Policing celebrate 20th anniversary

The Volunteers in Policing Program (VIP) supports approximately 315 VIPs statewide. These VIPs work in partnership with police to deliver services designed to reduce crime and enhance community safety. In 2018, the QPS celebrated 20 years of the VIP program in Queensland. To acknowledge and celebrate this milestone, a 20 year VIP lapel pin has been designed for distribution to all VIPs across the state.

Commencing October 2018, police districts will host a ceremony to celebrate the 20 year milestone and to present all VIPs with a lapel pin, together with a letter of thanks from the Commissioner.

OBJECTIVE FOUR: EQUIP OUR WORKFORCE FOR THE FUTURE

The Queensland Police Service is committed to ensuring its officers are equipped to deal with emerging issues and trends, now and into the future.



Senior Women's Collective

The QPS Senior Women's Collective (SWC) is a consultative forum for issues relevant to improving the working environment for women in the QPS. It is chaired by Deputy Commissioner Tracy Linford and meets on a quarterly basis. The forum, established in 2016-17, provides opportunities to develop and share initiatives and learning opportunities through guest presentations and panel discussions. SWC membership is open to all QPS female police officers at the rank of Inspector and above and staff members at the Administration Officer (AO) level eight and above. An invitation has also been extended to Queensland Fire and Emergency Services commissioned officers to participate.

The objectives of the SWC are to:

- assist the QPS to increase the diversity of the organisation at all ranks and levels
- improve opportunities available to women in the QPS
- provide advice to the QPS executive regarding the development or modification of standards, policy and procedures
- promote and act on initiatives that will enhance the working environment for women in the QPS.

Key themes discussed in 2017-18 included:

- QPS Inclusion and Diversity Strategy and Action Plan
- Flexible Working Arrangements
- Safe workplaces
- Leadership
- Mentoring
- Achieving cultural change.

2017 International Women and Law Enforcement Conference

In September 2017, the ACWAP co-hosted the conference and awards ceremony with the QPS and the International Association of Women in Policing (IAWP) in Cairns. The theme "Global Networks: Local Law Enforcement" was chosen to highlight the importance of partnerships and celebrate the cooperation between law enforcement agencies and the community around the globe.

The conference had over 1,000 delegates from across 60 nations come together for five days of keynote speakers, educational sessions and workshops. The conference highlighted the importance of partnerships and celebrated the cooperation between law enforcement agencies and the community, nationally and internationally.

The conference explored key issues including Indigenous policing, the changing role of women in law enforcement, managing domestic and family violence, modern day slavery and police women in peacekeeping. It also provided conference delegates with an opportunity to share knowledge and experience across international policing jurisdictions as well as develop and foster inter-agency partnerships.

ACWAP and IAP are renowned for delivering world class events to promote women in law enforcement. The 2018 IWLEC also incorporated the 55th IAWP Annual Training Conference and Award and Recognition programs, together with the 10th Biennial ACWAP Conference and the 19th ACWAP Excellence in Policing Awards.

The Most Outstanding Female Practitioner was awarded to Senior Constable Kelly Chamberlain. Senior Constable Chamberlain constantly strives to promote the lives of 'at risk' young women by breaking down barriers between young people and the police.

The Most Outstanding Female Investigator was awarded to Detective Sergeant Virginia Gray for her dedication, determination and professionalism to achieve convictions for the murders and rape of Barbara McCulkin and her daughters Barbara 'Leanne' and Vicky some 43 years after their disappearance in January 1974.

Complaints Reform Project

During the reporting period, the QPS continued to progress the Complaints Reform Project, led by the QPS Ethical Standards Command (ESC). A working group, which included members from ESC, the Crime and Corruption Commission, Queensland Police Union of Employees, Queensland Police Commissioned Officers Union of Employees and other government departments, collaborated to develop the key principles of the new QPS discipline system, which was approved in October 2017.

The QPS will commence the trial of the new discipline system from 1 July 2018. The new system will provide improved timelines and increase consistency and fairness for the public and police officers. The focus will be on improving officer behaviour and encouraging officers to take responsibility for their actions, while maintaining high standards of integrity. A broader range of sanctions will also be introduced when proposed legislation is enacted in mid 2019, in conjunction with management strategies, to provide a holistic response to allegations of police misconduct. In addition, a new State Discipline entity, being led by a Deputy Commissioner, commenced on 25 June 2018. The new entity will ensure the effective management of the discipline process across the Service, by providing consistency with Government policy directions.

A new and improved Police Integrity and Professional Standards (PIPS) information technology system will expedite movement of complaint files, provide advanced analytics including early identification and be flexible to meet any complaint reform in the future. The new system is expected to be implemented in early 2020.

Our People Matter Strategy

The QPS, together with the Queensland Police Union of Employees, Queensland Police Commissioned Officers Union and Together Union, created the Our People Matter Strategy. This strategy, which was informed by the needs of employees and their families, sets a direction and standard for the organisation and its workforce in creating working environments that improve support to police employees and their families.

The QPS also placed a significant focus on building an inclusive and diverse workplace in which all employees feel valued, included and welcome, and have equal access to opportunities. In addition to the Our People Matter Strategy, the QPS released the *Inclusion and Diversity Plan for Action 2016 – 2018*. This plan complements the *Queensland Public Sector Inclusion and Diversity Strategy 2015-2020*. For more information about the Our People Matter Strategy and inclusion and diversity, refer to pages 77-78.

Health, safety and wellbeing initiatives

The QPS supports the health and safety of its employee and their families. During 2017-18, the Health and Wellbeing Section continued to provide health and safety support services including:

- two 10,000 Steps Challenges were coordinated to encourage employees and their families to become more active by increasing their daily incidental activity. A total of 139 teams and 715 employees and families participated in the challenge
- six editions of the Our People Matter e-newsletter (formerly Wellness Connect) were published. A total of 1,832 people have subscribed to the e-newsletter
- 4,760 employees across the state received free influenza vaccinations to reduce the spread of colds and flu during the winter season
- delivery of 15 statewide *Emotional Survival for Law Enforcement* workshops by Dr Kevin Gilmartin attended by 2,203 employees and partners
- coordination of 45 statewide Critical Stress Training workshops delivered by former QPS officer Shaun O'Gorman. The workshop was attended by 929 employees and partners
- delivery of 11 statewide prostate cancer awareness seminars attended by 293 employees and partners to raise awareness of prostate cancer and encourage early detection

- a Movember campaign was held to raise awareness of men's health issues – prostate cancer, testicular cancer, mental health and suicide. \$35,341 was raised by 131 employees and families.

Responding to the diverse culture needs of our communities

The Queensland Police Service's cultural capability within communities commences at the recruit level, when all new members are required to complete a 'Diversity in Australian Society: Race Relations' online learning product, prior to induction. Additional specific programs and strategies have been introduced to attract and support people from Aboriginal and Torres Strait Islander backgrounds and people from culturally diverse backgrounds to a career in policing.

The QPS Academy, North Queensland Campus at Townsville offers an Indigenous Recruit Preparation Program (IRPP). This is a 10 week program that prepares Aboriginal and Torres Strait Islander participants for the QPS Recruit Training Program. Thirty-six participants have undertaken the IRPP since September 2014, with nine in the last financial year.

The QPS Academy, Oxley Campus, offers the Culturally and Linguistically Diverse (CALD) program. This is also a 10 week program that prepares participants from culturally or linguistically diverse backgrounds for entry into the Recruit Training Program. Participants originate from a diverse range of geographical backgrounds which have included Belgium, China, Columbia, Croatia, Germany, India, Morocco, Philippines, Serbia, South Africa, Ukraine, Taiwan and New Zealand. The program has been conducted four times since 2016 with 76 participants progressing into recruit training and 56 graduating as Queensland Police officers.

The QPS Cultural Engagement Unit provides advice and support to members in relation to cultural issues, and together with District Cross Cultural Liaison Officers establish and maintain liaison with Aboriginal and Torres Strait Islander communities, and other multi-cultural communities.

Furthermore, the Cultural Engagement Unit facilitates meetings of the Police Indigenous Reference Group and the Police Ethnic Advisory Group to ensure that QPS practices and policies are culturally appropriate.

New Counter-Terrorism Facility

The Queensland Government committed to invest \$46.7 million over three years, starting in 2017-18, for a world-class use of force, weapons and counter-terrorism training facility at Wacol. When complete, this facility will include indoor firearms' ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents. Its co-location with the police driving skills section will enhance training on the growing issue of vehicles being used in attacks on public safety. Another advantage of the site is officers will be able to update their operational training at the one location and return to duties much sooner. For example, the provision of indoor firearms' ranges will enable police to train day or night in any weather, and the facility will enable first response officers to practice for emerging trends such as active shooter incidents.

QPS Innovation Unit

The QPS Innovation Unit is committed to driving and enabling innovation within the QPS and being an active contributor to the broader Queensland Government innovation strategy. In 2017-18, the Innovation Unit successfully piloted a web-based, interactive, transparent ideas management system called iCOP (ideas connecting our people). The iCOP system provides a mechanism for all QPS members to collaborate on ideas, share knowledge and problem solve together. Following a successful pilot in Townsville District in September 2017, the Innovation Unit launched iCOP as a statewide pilot in October 2017. The pilot concluded in May 2018 and remains an opt-in communication channel embedded within the organisation, accessible by QPS members anywhere, anytime, on any networked QPS device.

All QPS members are encouraged to actively participate in the QPS innovation process by submitting and voting on ideas, providing constructive comments on the ideas generated by others and sharing solutions that have (or have not) worked. As at 30 June 2018, 5,212 members had registered with iCOP which represents 33.2% of the workforce. In addition, members generated 471 ideas, contributed 3,214

comments and cast over 27,000 votes (as at 30 June 2018). The open interactions enabled by iCOP have been the catalyst to prioritise, investigate and implement solutions around legislative and policy amendments and provide positive operational equipment enhancements for our people.

A QPS network of district innovation champions was established with representatives from each of the 15 police districts. The innovation champions act as positive role models and inspire others to participate in the innovation process through iCOP.

In addition, the Innovation Unit continued to work with internal and external stakeholders to develop better ways of doing business. Some key achievements for 2017-18 included:

- supporting regions and commands to develop their approach to addressing business problems with potential impact across the QPS and where appropriate, exploring opportunities for engagement with private industry
- testing emerging facial recognition and biometrics technology
- participating in the electric and alternative power vehicles sub-committee to inform future investment decisions for the QPS
- coordinating QPS contribution to the inaugural World of Drones Congress hosted in Brisbane by the Queensland Government to cover topics including safety, smart cities and emergency response
- participating in the Queensland Government Innovation Champions Network to strengthen relationships and collaborate with other government departments
- participating in Advance Queensland's Testing within Government (TWiG) program to collaborate with small to medium enterprises to produce innovative digital solutions to real-world problems. The challenge QPS presented to the marketplace via TWiG was to create a practical software solution to harness registered CCTV and other vision sources to improve public safety. The solution would assist QPS in commanding critical incidents, coordinating emergency responses during natural disasters and solving crimes
- conducting an email-to-SMS capability proof of concept trial within the South Brisbane and Gladstone areas, which will conclude at the end of July 2018. The capability has improved the ability for QPS members to make timely contact with the community.

Body worn video cameras

During the reporting period, QPS continued implementing the government's commitment to provide enhanced safety equipment for police including body-worn cameras (BWC), with \$6.03 million in funding provided over three years (2015-16 to 2017-18).

The rollout has delivered BWCs to frontline areas, enhancing the quality of policing in our community and an evidence management system for BWC footage and associated software applications for smart devices.

The total number of BWCs delivered to frontline police during the reporting period was 2,400, bringing the total number of cameras deployed to 5,100.

GPS Tracking technology

On 31 March 2018, amendments to the *Bail Act 1980* gave Queensland Courts the option to impose conditions where a defendant granted bail could be electronically monitored through the use of GPS technology.

The monitoring of GPS devices for court bailed defendants is undertaken by a designated monitoring centre and is conducted in real-time (live) on a 24 hours a day, 7 day a week basis. The program monitors persons locations in regard to inclusion, exclusion and curfew areas and generates a real time alert should the device impinge on one of these areas.

Between 31 March 2018 and 30 June 2018, 15 persons had an electronic monitoring (GPS tracking) device requirement imposed by the court.

2018 COMMONWEALTH GAMES

The Games were the **biggest security contingent ever deployed** to keep Queenslanders, athletes, team officials and our visitors safe.

The security operation consisted of a workforce of

more than 9,500 personnel



This included more than **3,700** police personnel from around the state

+ 4,200 security providers, **1,500**

Defence Force personnel, Australian Federal Police, police from other state jurisdictions and Commonwealth intelligence agencies

The QPS ensured the **safe carriage of the Queens Baton** through all nations and territories of the Commonwealth



388 day journey

The Behaviour Observation and Suspicious Activity Recognition (BOSAR) capability was introduced



Enhanced capacity of police to **detect, deter, prevent and apprehend people intent on causing harm in crowded places**



An approved budget of \$85,070 million for QPS to **plan and deliver Games security**

Final actual expenditure was well under the budget allocation

= approx. \$81,750 million

QPS and PSBA in-kind contribution estimated to be \$64 million

over 400 police officers completed BOSAR training in 2017



A **high-volume background checking solution** was developed to identify criminal or intelligence concerns on applicants as part of the Games workforce accreditation process



Over 68,000 checks conducted



More than 80,000 people monitored over the period of the Games for safety and security concerns



A lasting legacy of the 2018 Games is the **Joint Emergency Services Coordination Centre** at Surfers Paradise



2018 Commonwealth Games

The QPS worked closely with the Office of Commonwealth Games, the Gold Coast 2018 Commonwealth Games (GC2018), the Commonwealth Games Corporation (GOLDOC) and Australian Government Security Agencies to deliver the safe and secure celebration of the Commonwealth Games. It was the biggest security contingent ever deployed in Queensland to keep athletes, team officials, residents and our visitors safe.

The QPS ensured the safe carriage of the Queens Baton on its 388 day journey from Buckingham Palace on 13 March 2017, through all nations and territories of the Commonwealth, cumulating in the delivery of the baton to the opening ceremony on the Gold Coast on 4 April 2018.

The Games security operation had a workforce of more than 9,500 personnel from various State and Commonwealth agencies, all working together to ensure the safe celebration of the Games. This included more than 3,700 QPS personnel, 4,200 security providers, 1,500 Defence Force personnel, Australian Federal Police officers, police from other state jurisdictions and Commonwealth intelligence agencies. A complex workforce planning model was implemented allowing the QPS to meet the Games staffing requirements whilst supporting the capacity of regions and commands to maintain 'business as usual' policing services across the state.

The safety of the community was enhanced by the development of a high-volume background checking solution to identify criminal or intelligence concerns on applicants as part of the Games workforce accreditation process. The system went live on 31 July 2017. At the conclusion of the Games on 15 April 2018, more than 68,000 checks had been conducted, with more than 80,000 people monitored over the period of the Games to maintain safety and security.

The Joint Emergency Services Security Co-ordination Centre (JESCC) at Surfers Paradise was activated from 5 March to 18 April 2018 in support of the Games. The Centre is a lasting legacy of the Games and will remain as the coordination point for emergency services response to major events and incidents on the Gold Coast.

The QPS gave operational effect to an integrated safety and security strategy that included the use of specific police powers in prescribed protective security zones at the Gold Coast, Brisbane, Cairns and Townsville under legislation introduced for the Games to protect crowded places.

The development and implementation of the Comparative Risk Assessment Methodology and Counter Terrorism Security Coordinators provided consistency and assurance in assessing any vulnerability of Games venues and inform ongoing security mitigations during the Games.

Sentinel UNITE was employed as a three part strategy encompassing:

- introduction of the Behaviour Observation and Suspicious Activity Recognition (BOSAR) capability to enhance the capacity of police to detect, deter, prevent and apprehend people intent on causing harm in crowded places. Over 400 QPS officers completed the BOSAR training in 2017
- a community safety awareness project aimed at increasing community vigilance and reporting of suspicious behaviour (Project Unite)
- a targeted communications campaign with games partners aimed at providing businesses with key security information (Unified Response).

Through key partnerships and the use of innovative strategies, the QPS delivered a safe and secure Games.

Governance

Executive management

Board of Management profiles

Ian Stewart APM

Commissioner



The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS in accordance with law.

The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions. The Commissioner is a Chairperson, Council Member and Board Member on numerous national and international boards, committees and professional organisations; and performs the role of Patron and Ambassador for a number of police and community groups.

Stephan Gollschewski APM

Deputy Commissioner, Specialist Operations



The Deputy Commissioner, Specialist Operations is responsible for the provision of specialist police services including Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, Operations Support Command, Road Policing Command, State Crime Command.

Nationally, the Deputy Commissioner is the QPS representative on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and Chair of the Public Information Sub-Committee of ANZCTC.

The Deputy Commissioner is the Domestic and Family Violence champion for QPS and on the State Domestic and Family Violence Implementation Council as well as the Inclusion and Diversity champion for the QPS and the Chair of the QPS Mobile Services Program.

Bob Gee APM

Deputy Commissioner, Regional Operations



The Deputy Commissioner, Regional Operations is responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services to the community of Queensland across the five regions statewide.

The Deputy Commissioner provides leadership to Regional Assistant Commissioners to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.

Deputy Commissioner Gee is the State Disaster Coordinator for Queensland. He performs key governance roles within the QPS and he is also the Indigenous Champion for the QPS.

Tracy Linford APM

Deputy Commissioner, Strategy, Policy and Performance



The Deputy Commissioner Strategy, Policy and Performance has direct responsibility for a diverse portfolio including People Capability Command, Organisational Capability Command, Policy and Performance, Ethical Standards Command, Legal Division and the Crime and Corruption Commission (Police Group). She also has direct engagement with the Public Safety Business Agency.

The Deputy Commissioner is responsible for achieving efficiencies and continuous improvement to provide enhanced service delivery to the Queensland community. This is achieved by harnessing technology and innovation within the complexity of modern policing to create an agile and flexible organisation.

The Deputy Commissioner performs key governance roles on Boards and Committees and chairs the Our People Matter Steering Committee, State Honours & Awards Committee, Cyber Security Committee and the Senior Women's Collective and is the QPS representative on the National Police Memorial Coordination Committee. She also represents the QPS on several intergovernmental committees including the Criminal Justice Reform Framework and Streamlining Criminal Justice Committees.

Margaret Allison

External member



Margaret has over 35 years' experience in the Queensland and New South Wales public sector, holding such roles as the Chief Executive of the Public Service Commission (Queensland) and Director-General of the former Department of Communities, Child Safety and Disability Services (Queensland).

In 25 years of holding a range of senior executive positions, her responsibilities included service delivery reform, social policy and planning, program development, legislative reform, organisational review, resource management and planning, strategic management, and oversight of major change activities with a whole-of-government and broader community focus.

Ms Allison has a great interest in, and commitment to, work in the non-government sector and has worked as a volunteer, board member and consultant to a number of non-government organisations. In recent years, she has engaged in voluntary work in Cambodia and returns there regularly.

Ms Allison has previously been selected as the winner of the Telstra Business Woman of the Year, Queensland, in the Corporate and Government Category. She is the past President of the Institute of Public Administration Australia (IPAA) Queensland. Margaret was appointed as a Fellow of IPAA in 2008 and is an appointed Adjunct Professor in the School of Government and International Relations at Griffith University. Margaret now works as a consultant in her own business.

Elizabeth Jameson

External member



Ms Elizabeth Jameson worked for almost 15 years as a corporate/commercial lawyer, including as a partner of a national law firm and 10 years as a practicing director. In 2002, Ms Jameson founded Board Matters Pty Ltd where she is the Managing Director and Principal Consultant. Ms Jameson currently heads up a team of five specialist governance, legal and strategy consultants and delivers corporate, legal and governance assistance and advice.

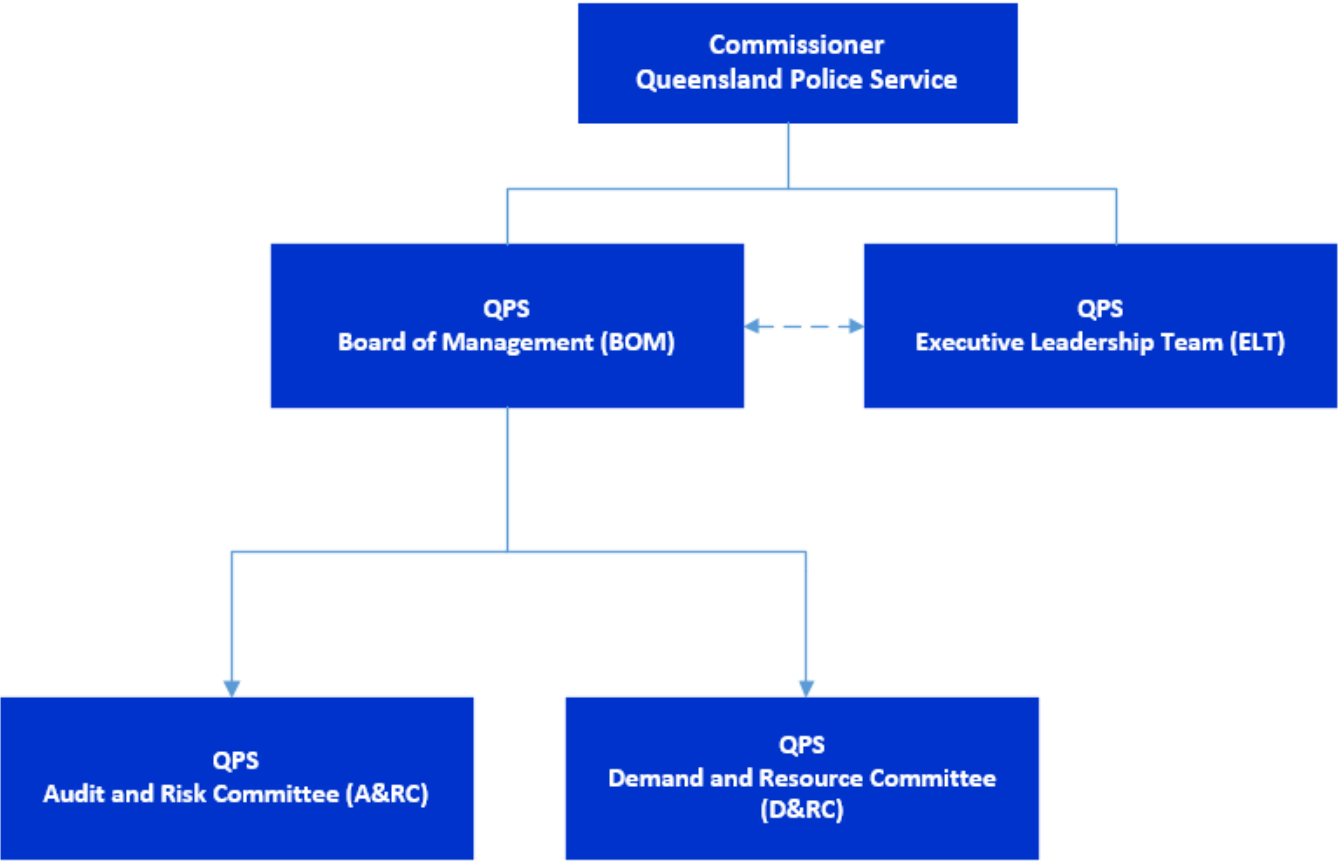
Ms Jameson also maintains an active portfolio of directorships, presently with RACQ and Chairs the Board of Brisbane Girls' Grammar School and Queensland Theatre Company. Her past directorships have also included the boards of over 20 organisations, for-profit and not-for-profit, including private companies, a Federal Government advisory board and Queensland Government-Owned Corporations.

Ms Jameson's aim is to help build great governance for better boards, through the integration of her extensive practical experience over twenty years as both a corporate/commercial lawyer and a practising director. Her work has focused on creating and implementing tailored board development programs and developing and conducting board evaluations.

In 2016, Ms Jameson joined the QPS Board of Management and has led reinvigoration and redesign of QPS governance.

Board and committees

The QPS governance framework is as follows:



As at 30 June 2018

QPS Board of Management

The QPS Board of Management (BoM) supports and advises the Commissioner on strategy, direction and setting the tone of the Service. As such, the Board provides support and expert advice to the Commissioner in making key decisions that deliver a strategic or Service-wide impact. BoM meetings are chaired by the QPS Commissioner (or acting Commissioner).

The BoM also requests and relies on Executive Leadership Team (ELT) recommendations and advices. This is achieved by frequent engagement methods including a rotational standing invitation of two ELT members at each BoM meeting.

The BoM meets quarterly or as determined by the Chair. In 2017-18, the Board met on five occasions and considered 19 matters out-of-session.

The independent external members collectively received \$9,500 in remuneration. There were no other on-costs.

Board members

- Ian Stewart APM, Commissioner (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner, Regional Operations
- Margaret Allison (external member)
- Elizabeth Jameson (external member)

Achievements

In 2017-18 the BoM approved a number of significant matters including:

- the QPS Strategy for the Prevention and Resolution of Policing involvement in Mental Health
- the dissolution of the Program Management Committee (PMC) and incorporation of functions into the Demand and Resource Committee (D&RC)
- the 2018 QPS Environmental Scan
- the Integrity and Performance Group Inspections Plan 2018-19
- the Integrity and Performance Group Internal Audit Function Charter
- the Annual Internal Audit Plan 2018-19 and the Strategic Internal Audit Plan 2019-2022
- the QPS Enterprise Risk Management Framework
- the appointments of independent Board and Committee members
- the implementation of a new schedule of QPS Independent Board and Committee Chair/Member Remuneration Rates.

The Board engaged in a series of themed strategic discussions on the following topics:

- Workforce Strategy
 - Innovation
 - Complaints
 - Counter-Terrorism
 - Future Capital Investment strategies.
-

QPS Demand and Resource Committee

The Demand and Resource Committee (D&RC) delivers oversight to the organisational prioritisation of resources.

The D&RC assists the Commissioner and BoM by ensuring effective processes are used relating to direction and control of finances, people, assets and ICT. The D&RC also monitors the appropriate development and implementation of the QPS Program.

The Chair of the Committee is rotated among the Deputy Commissioners on an annual basis.

The Committee meets monthly or as determined by the Chair.

During 2017-18, the committee met on 13 occasions and considered nine urgent matters out-of-session.

Committee members

- Bob Gee APM, Deputy Commissioner, Regional Operations (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance

Achievements

In 2017-18, the committee approved a number of significant resolutions including:

- the creation and funding arrangements of the Aurion 11 Upgrade project and Governance arrangements
- the QPS 10 year Total Asset Management Plan and 5-year Operational Asset Management Plan
- the 10 year Purchasing and Replacement Schedule for Tactical First Aid Kits
- the conversion of Seaforth Residential Beat to a single officer station
- the commencement of a pilot for the new travel allowance system via Freedom
- the formation of a Vulnerable Persons Unit in North Brisbane District on a trial basis for 12 months
- the establishment of an Operational Review Unit for a 12 month period
- the exploration of a centrally managed digital data storage and funding model
- funding for the implementation of the Police Integrity and Professional Standards Project.

Following the dissolution of the Program Management Committee (PMC) in February 2018, the Committee approved the following project inclusions to the QPS Program:

- GPS Tracking (Bail) Project
- Security and Counter Terrorism Command (SCTC) and Intelligence and Covert Services Command (ICSC) Implementation Project.

The Committee further approved a number of staffing matters including, creation and allocation of permanent positions, position reclassifications, position upgrades and position reallocations which enabled appropriate resource allocation across the Service.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*; the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee governs audit and risk matters for the member agencies and risk matters for the PSBA. It provides independent assurance and assistance through prompt and constructive reports to accountable officers from the member agencies, particularly when issues identified present material risk or threat to those entities.

The committee is chaired by an independent external expert appointed to the role. Each public safety agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on five occasions during 2017-18. A special meeting was held in July 2017 to close outstanding PSBA audit recommendations. The independent external Chair received \$9,622.75 (including GST) in remuneration for services provided in 2017-18. The second external member received \$4,812.50 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (external member)
- Marita Corbett (external member)
- Ian Stewart APM, Commissioner, QPS represented by Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner, Strategy and Corporate Services and Chief Strategy Officer, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Peter Griffin, Chief Operating Officer, PSBA

Achievements

During 2017-18, the committee's achievements include:

- overseeing progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
- considering all audit reports and providing direction regarding implementation of report recommendations/actions
- monitoring compliance with the Annual Internal Audit Plan 2017-18 and Strategic Internal Audit Plan 2018-2021 and overseeing the status of open recommendations
- contributing to the development of the PSBA Enterprise Risk Management Policy
- endorsing the:
 - PSBA Financial Statements 2017-18
 - Annual Internal Audit Plan 2018-19
 - Strategic Internal Audit Plan 2019-20
 - PSBA Fraud and Corruption Prevention and Control Policy
 - PSBA Fraud and Corruption Prevention and Control Plan
 - IGEM Risk Management Framework and Guide.

QPS Audit and Risk Committee

The QPS Audit and Risk Committee (A&RC) scrutinises, challenges and delivers oversight of the management responsibilities imposed on the Commissioner under legislation. Relevant legislation includes the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other legislation.

The A&RC delivers independent oversight and assistance to the Commissioner and BoM on:

- external financial accountability responsibilities
- quality of the internal audit and I&P functions provided by the Ethical Standards Command
- risk management policy/framework
- compliance policy and framework, including financial compliance.

The Committee meets quarterly or as determined by the Chair. During 2017-18, the committee met on four occasions.

The two independent external members collectively received \$9,750 in remuneration. There were no other on-costs.

Committee Members

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command

Achievements

In 2017-18, the committee provided strategic advice and support to the BoM by considering matters including:

- the QPS Statement of Assurance of the 2016-17 financial statements for the Commissioner's certification
- the current strategic and operational risk practices and processes having regard to the future improvement of these
- the draft Risk Management Framework
- the draft Risk Appetite Statement
- the strategic challenges and opportunities for inclusion in the QPS Strategic Plan 2020-21
- the Integrity and Performance Group Inspections Plan
- the Integrity and Performance Group Internal Audit Function Charter
- the appointment of the Head of Internal Audit
- the Annual Internal Audit Plan 2018-19 and the Strategic Internal Audit Plan 2019-2022.

The committee's terms of reference have due regard to Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

The committee also considered the progress of audits undertaken by the QAO and Internal Audit, PSBA and any recommendations provided.

QPS Program Management Committee

The Program Management Committee (PMC) monitored the appropriate development and implementation of the QPS Program. The QPS Program encompasses the significant projects and bodies of work under four main subprograms: Processes and Systems, Frontline Services, Regulatory, and People and Culture.

The PMC assisted the BoM through the provision of accountable decision making, delivery of appropriate and timely advice/assurance on product delivery and program/project performance, and by serving as a point of escalation for any constituent program/project performance issues.

The Committee met monthly or as determined by the Chair.

During 2017-18, the PMC met on eight occasions and considered two urgent matters out-of-session.

On 22 February 2018, the BoM approved the dissolution of the PMC and the incorporation of its functions into the D&RC.

Committee Members

- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Bob Gee APM, Deputy Commissioner, Regional Operations

Achievements

During the period 1 July 2017 to February 2018, the Committee considered a number of significant matters which included approving the inclusion of the following projects on the QPS Program:

- Counter-Terrorism and Community Safety Training Centre Project
 - Communications Capability Development Program
 - Enhanced Organised Crime Capability Project and Increasing Counter-Terrorism Capability Project
 - QPS Internet Website Redevelopment
 - PCYC Project.
-

QPS Executive Leadership Team

The QPS Executive Leadership Team (ELT) supports and advises the Commissioner in operational execution of decisions. The QPS BoM requests and relies on ELT recommendations and advice. As such, the ELT supports the BoM, D&RC and A&RC by influencing and driving standards and direction across the QPS.

The ELT is effectively the QPS 'think tank' assisting the Commissioner and the BoM by leading and driving standards and direction and routinely enabling improved Service capability through progression of solution identifications.

The ELT meets via video conference each week and in person on a monthly basis, or as determined by the Chair.

During 2017-18, the ELT met on 14 occasions (in-person) including meetings at Mackay (Central Region), Zillmere and Inala (Brisbane Region).

ELT Members

- Ian Stewart APM, Commissioner (Chair)
- Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner, Regional Operations
- Brian Codd APM, Assistant Commissioner, State Crime Command
- Alistair Dawson APM, Assistant Commissioner, Community Contact Command
- Brian Wilkins APM, Assistant Commissioner, South Eastern Region
- Allan McCarthy APM, Assistant Commissioner, Operations Support Command
- Peter Crawford APM, Assistant Commissioner, Commonwealth Games Group
- Clem O'Regan APM, Assistant Commissioner, Central Region
- Mike Keating APM, Assistant Commissioner, Road Policing Command
- Peter Fleming APM, A/Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Shane Chelepy APM, Assistant Commissioner, Organisational Capability Command
- Sharon Cowden APM, Assistant Commissioner, Ethical Standards Command
- Paul Stewart APM, Assistant Commissioner, People Capability Command
- Paul Taylor APM, Assistant Commissioner, Northern Region
- Mike Condon APM, Assistant Commissioner, Southern Region
- Tony Wright APM, Assistant Commissioner, Queensland Police Service
- Maurice Carless APM, Assistant Commissioner, Queensland Police Service
- Cheryl Scanlon APM, Chief Superintendent, Crime and Corruption Commission – Police Group
- Anthony Crack, Executive Director, Policy and Performance
- Carolyn Harrison, A/Executive Director, Legal Division
- Jenson Spencer, Chief Digital Officer

Achievements

In 2017-18, the ELT discussed significant matters including:

- Crime drivers and ways to gain greater context and clarity as to why crime is moving in certain directions
- Business processes/interoperability with the Department of Communities, Child Safety and Disability Services
- Police Involvement in Mental Health – Prevention and Resolution
- Planning and preparations for the 2018 Commonwealth Games
- Working for Queensland 2017 survey results
- Future of Policing Symposium
- Our People Matter Strategy
- Flexible Working Arrangements Policy
- Inclusion and Diversity Plan for Action 2016-2018
- QPS Workforce Strategy
- Changing face of the Brisbane CBD towards 2020 and impact on Policing
- Benefits to the development of a Crime Harm Index, an evidence based tool to help prioritise police resources based on harm caused to the community
- QPS Indigenous Artwork
- Strategic Challenges and Opportunities and the 2018 Environmental Scan
- Youth Justice and the role of Project Booyah (an early intervention youth program).

The QPS engaged the following people/organisations to participate in the ELT meetings and provide further insight into some of the significant matters that were discussed in 2017-18:

- Public Service Commission
 - Lachlan Heywood, Editor, Courier Mail
 - Professor Tom Kirchmaier, London School of Economics
 - Department of Aboriginal and Torres Strait Islander Partnerships
 - Katherine Van Gurp, CEO, ANZPAA
 - Department of Communities, Child Safety and Disability Services
 - Department of Tourism, Major Events, Small Business and the Commonwealth Games
 - Assistant Commissioner Luke Cornelius, Victoria Police
 - Department of Transport and Main Roads
 - Queensland Ambulance Service
 - Australian Institute of Company Directors.
-

Government bodies

- Commissioner for Police Service Reviews
- Controlled Operations Committee
- Public Interest Monitor.

For further information about the Government Bodies refer to pages 117-120 within the appendices.

Ethics and code of conduct

The delivery of professional policing services must be underpinned by ethical decisions and actions. These ethical decisions and actions provide the QPS with its most valuable asset, namely its reputation and the confidence and trust that such a reputation inspires in the community. The QPS has a broad range of programs, policies and initiatives that support professional and ethical practice including a robust internal complaints system, policies on declarable associations, gifts and benefits, as well as discipline and ethical awareness training. The QPS Values, Standard of Practice and Procedural Guidelines for Professional Conduct supplement the Queensland Government values and the Code of Conduct for the Queensland Public Service, and outline appropriate behaviour for all QPS staff.

Members of the QPS continue to operate under the organisation's Integrity Framework. This framework approach allows specific issues to be brought into focus more clearly by highlighting the principles that drive integrity and ethics management in the Service. The framework seeks to promote an actionable process of thinking about integrity and then integrating that thinking into all planning, implementation, monitoring and evaluation processes across the QPS.

During 2017-18, ESC continued to promote, monitor and enforce ethical behaviour, discipline and professional practice across the QPS through education, deterrence and systems improvements. ESC is the principal work unit for communication between QPS and oversight bodies such as the Crime and Corruption Commission.

Reported complaints are continually monitored and reviewed by the QPS to identify primary contributing factors and/or trends which may arise from complaint types and/or the complaint data more generally. All complaints are considered, actioned and investigated as required. In 2017-18, the QPS received 1,351 complaints by members of the public against officers on or off duty. This figure counts the number of distinct individuals who have either lodged a complaint, or lodged a complaint on behalf of another person even if it relates to the same incident. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of the monitoring role ESC plays with regard to enforcing ethical behaviour, it also undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2017-18, ESC performed rostering and leave audits for 91 units and conducted compliance inspections of 56 stations and establishments.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2017-18, 1,036 'relevant persons' as defined in part 5A.3 of the *Police Service Administration Act 1990* to include an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, recruits, etc., underwent a random alcohol breath test. 163 recruits were subject to random alcohol testing with nil positive alcohol test results. 327 recruits were subject to drug testing with 16 positive results. All positive results were consistent with information provided by recruits on the appropriate disclosure forms and required no further action.

During the reporting period, 56 alcohol breath tests and 56 urine drug tests were conducted following critical incidents. Nil positive drug results were detected post the occurrence of a critical incident.

Risk management and accountability

Risk management

The QPS has adopted an Enterprise Risk Management approach, where risk is fully integrated into the management processes of the organisation. The Commissioner and Senior Executive are committed to the management of risk. The QPS has an Enterprise Risk Management Framework in compliance with Queensland Government standards, which provides a process for managing risk in the QPS.

The QPS produces a yearly Risk Appetite Statement which outlines the key risk categories and the QPS risk approach to those risks. The QPS embeds risk management into all planning processes and activities. Risk management planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges.

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 66). The Chief Risk Officer, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and support on risk management practices. International Standard ISO 31000:2009 Risk management – Principles and guidelines has been applied to the QPS risk management framework and elements of the policy are drawn from this standard.

External scrutiny

This section provides information about external agencies and processes which examined the operations of QPS or other agencies with findings/issues requiring consideration by, or impacting on, QPS:

- **Crime and Corruption Commission**

The Crime and Corruption Commission is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The Commission investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

Crime and Corruption Commission reports are available online at <http://www.ccc.qld.gov.au/research-and-publications>

- **Police use of force in Queensland watchhouses**

Investigating allegations of assault or excessive use of force by officers of the QPS is a key focus area for the Crime and Corruption Commission. In 2017, the Commission undertook research with a view to understanding the nature and frequency of force being used by officers in Queensland watchhouses, examine any detainee's injuries resulting from the use of force while in a watchhouse, and assess QPS' compliance with reporting requirements relating to the use of force and injuries.

As a result of this research, the Commission made six recommendations to the QPS. In relation to recommendations 2 & 3, the QPS continues to develop the recommendations from the Violent Confrontations Review and Task Force Bletchley to implement an improved use of force reporting structure. This work is being undertaken by ESC who are working with the QPS Digital and Frontline Services (F&DS) Unit to improve the use of force reporting structure within the QPRIME database as part of Recommendation 24 from the Violent Confrontations Review. A new Use of Force Reporting Framework was considered by the QPS Executive Leadership Team in April 2018 and endorsed. This framework seeks to broaden the capture of use of force by members of the QPS, including lowering reporting thresholds.

ESC and F&DS will continue to progress the approved framework with the aim of implementing a revised digital QPRIME solution in early 2019.

The provision of audio recording in all watchhouses has been supported, with all new watchhouses fitted with constant audio recording. Older watchhouses are progressively being considered for upgrades. A further recommendation relating to instruction provided to watchhouse staff regarding CCTV has also been addressed, through the provision of instructions to fault fix CCTV. These instructions are also contained in staff induction packages.

The final recommendation of the report, relating to a review of operational procedures and instructions with respect to use of force, has been finalised with the relevant sections updated to reflect the changes made as a result of these recommendations.

– **Improper access to public sector databases**

The Information Privacy Act 2009 requires public agencies, including the QPS, to ensure personal information is protected against unauthorised access, use, modification or disclosure. Officers who access a work database for reasons not related to their official duties may be subject to criminal proceedings, or at the very least disciplinary action. Several Queensland police officers have been prosecuted as a result of improper use and/or disclosure of information. This paper prepared by the Crime and Corruption Commission identifies vulnerabilities for agencies and suggests a number of prevention measures.

It is expected that members of the QPS, both sworn and unsworn, will act in a professional manner at all times. Allegations of improper or unauthorised access of information by QPS personnel is treated seriously and all breaches of this nature are fully investigated. While the vast majority of QPS members act in accordance with the professional standards the community expect of us, members are reminded of this responsibility when accessing confidential information regularly.

– **The potential cost of failing to perform duties as a police officer**

In May 2018, the Crime and Corruption Commission reported that recent investigations have identified the behaviour of some Queensland police officers has been well below the standard expected by the public and the QPS. A police officer has many statutory obligations as well as responsibilities to comply with specific policies both on and off duty. This includes a responsibility to declare identified associations which may lead to a potential conflict of interest.

The QPS noted the report and has in place policies dealing with access to information, conflicts of interest and declarable associations. A breach of these policies can result in discipline action taken against these officers as demonstrated in the Crime and Corruption Commission Prevention in Focus report.

• **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at <https://www.qao.qld.gov.au/reports-resources/parliament?fy%5B0%5D=FY2017-18&page=1>

– **Report to Parliament 2: *Managing the mental health of Queensland Police employees***

The inherent nature of law enforcement work means all police officers and many police employees face a heightened risk of exposure to psychologically harmful incidents and interactions which can affect their mental health and wellbeing. The Queensland Audit Office conducted an audit to determine whether the QPS is effective in preventing mental illness and monitoring and managing the mental health of its employees. The effectiveness of the QPS in this regard was assessed against three measures, promoting and monitoring mental health; preventing mental illness; and managing mental illness when it does occur. The audit encompassed all members of the QPS, including recruits, sworn police officers and unsworn (civilian) staff.

The QPS has continued to refine and develop its services and policies for enhanced employee psychological health and wellbeing. This includes assistance in coping with, and response to, difficult and challenging work environments and post incident response. The same level of services and support is provided to QPS employees for non-work related issues causing them emotional or psychological distress. Counselling services have also been extended to the partners and children of serving police employees and to retired staff and police officers for some time.

The Queensland Audit Office made six recommendations for improvements to the psychological wellbeing program that the QPS has developed and invested considerable resources in over the past two decades. The Audit recommendations align to the direction and broader program of work underway in 2018 as part of the Our People Matter Strategy and the Healthy Minds priority. The Police Commissioner has committed to all recommendations being finalised by December 2018.

– Report to Parliament 6: *Fraud risk management*

The need for effective fraud control measures in the Queensland public sector has been recently highlighted by a number of fraud attempts. Agencies are required by legislation to implement risk management systems to mitigate the risk of unacceptable losses, and to manage those risks that affect the agency's ability to deliver government services. The Queensland Audit Office assessed five agency risk management plans to determine if the plans effectively targeted and addressed fraud risks and if there were any obvious omissions from risk registers. The QPS was one of the agencies audited.

As identified at the beginning of this section, the QPS has implemented a new Enterprise Risk Management (ERM) approach and Framework that aligns to the required Queensland Government standards. The QPS will commence the ERM approach on 1 July 2018. The ERM approach specifically identifies a risk category of "Fraud and Corruption". Further, "Fraud and Corruption" is identified within the QPS' Risk Appetite Statement. An Enterprise Risk Register is maintained and reviewed once a quarter by the QPS A&RC, who provide expert advice on the Services' risk profile and report to the BoM as required on risk that are outside of tolerance.

The QPS will conduct regular risk assessments, including Fraud and Risk assessments, monthly with any emerging or identified risk to be recorded, evidenced, managed and escalated as required.

The QPS has worked in partnership with Ernest Young to improve Risk Management maturity through attendance at workshops, information sessions, presentations and Risk Assessment walk throughs. The QPS has developed and implemented a Fraud and Corruption Prevention and Control Policy and Plan which has been approved by the Commissioner and disseminated to the organisation.

– Report to Parliament 10: *Finalising unpaid fines*

The QPS, along with other public sector entities, issue fines to people who deliberately or inadvertently break the law for the purpose of changing future behaviour and deterring reoffending. However, the effectiveness of this deterrent mechanism is diminished by delays in issuing or enforcing such fines. Further, unpaid fines contribute to the debt owed to the State, estimated to be \$1.2 billion at 30 June 2017. The Queensland Audit Office assessed the effectiveness and efficiency of public sector entities, including the QPS, in finalising unpaid fines. The audit assessed whether entities collect sufficient, relevant and accurate debtor data; are effectively managing their unpaid fines; work together to effectively finalise unpaid fines; and use efficient practices and processes that prioritise timely finalisation.

The report did not make any specific recommendations for the QPS as a fine issuing agency, however, four recommendations were directed at all entities to action. The QPS is represented on the Penalty Debt Management Council (PDMC) by the Deputy Commissioner, Strategy,

Policy and Performance, which is leading the response to an improved end-to-end fines collection process. The QPS is working to automate processes through the rollout of QLITE mobile tablet devices to frontline police and developed the QNotice mobile application for these devices which supports the electronic issuing of infringement notices and enables real-time data input to the Department of Transport and Main Roads (DTMR) Transport Registration and Integrated Licensing System and police information systems. Whilst presently limited the QPS is looking to expand the range of offences that can be dealt with by electronic infringement notices. Further work will be required to consider cost implications associated with implementing a central point of reference and further integration of entity systems.

The QPS in conjunction with DTMR, is also exploring the feasibility of electronic reminders being sent to infringement notice recipients when their fine is nearing its due date to improve penalty debt finalisation and reduce infringement notice defaults being referred to SPER. The QPS is also examining the possibility of expanding alternative disposition options, such as adult cautioning and diversion, to give police more options to more appropriately deal with offenders for whom a monetary penalty would not be the most effective sanction.

The QPS has been actively involved in the PDMC sub-council and Fines Recovery Working Group. The PDMC sub-council has commenced a body of work exploring options for dealing with recidivist offenders, involving collaboration between the QPS, SPER, Queensland Corrective Services, Department of Justice and Attorney-General, DTMR and other relevant stakeholders.

– Report to Parliament 11: *Queensland state government: 2016-17 results of financial audits*

The Queensland State Government deliver services and good to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all Government Departments must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of Government Departments.

The audit assesses the position, performance and financial stability of the state government based on the assessment of financial statements. The QAO issues comments on the timeliness and quality of financial reporting and explains how QAO assessed the key audit matters disclosed by Queensland Government Departments.

The report refers to the QPS as meeting the statutory date for certification of the 2016-17 financial statements and acknowledges that no adjustments were required.

Queensland Coroner

In accordance with the *Coroner's Act 2003*, the State Coroner is responsible for investigating reportable deaths including deaths that were violent or unnatural, such as accidents, falls or suicides, or where the death occurred in custody or as a result of police operations.

The Queensland Government's coronial reporting requirements, implemented on 1 January 2015, require departments to provide minister-approved responses to coronial recommendations and/or comments within six months of the coroner handing down the findings of inquest to the Attorney-General and Minister for Justice and Minister for Training and Skills.

Departments provide updates until implementation of the recommendations/comments are delivered. These arrangements provide a timely response to the next of kin of the deceased, the community and Coroner of the measures being taken in response to coronial recommendations/comments.

During 2017-18, the State Coroner delivered findings requiring consideration by QPS relating to five Coronial Inquests with 36 recommendations. The QPS continued to provide responses for four Coronial Inquests with four recommendations for findings that were delivered prior to 2017-18. The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the QPS, Office of the IGEM, PSBA and QFES.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for the QPS, Office of the IGEM and QFES in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter consistent with relevant audit and ethical standards.

In accordance with the Financial and Performance Management Standard 2009, an annual internal audit plan and three year strategic audit plan sets the direction of the Unit. The Public Safety Business Agency Annual Internal Audit Plan 2017–2018 and Strategic Internal Audit Plan 2018-21 was endorsed by the QPS A&RC and approved by the Chair of the PSBA BoM on 25 September 2017.

The Unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the Unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Full delivery of the approved Annual Internal Audit Plan 2017-2018 will be achieved through a combination of in-house and co-sourced delivery. At 30 June 2018, all fieldwork was completed and all audit reports are expected to be finalised by the end of September 2018. Achievements specific to QPS for 2017-18 include:

- Third Party Receipting
- Home Garaging
- Evidence.com
- QPS Regional Office and Command
- 2018 Commonwealth Games
- VicRoads Information Protection Agreement.

The planned police exhibits and receiving property reviews were combined and Internal Audit developed an interactive dashboard for use within QPS in the monitoring and reporting of property. An audit report was not prepared for this body of work. The dashboard was handed over to QPS in June 2018.

Coverage also included the following public safety entities corporate activities that had a direct impact on QPS operations:

- Cybercrime prevention – all entities
- Open source intelligence – all entities
- Social Engineering – all entities
- Delegations – all entities
- Fraud risk assessment workshop – QPS, QFES and IGEM.

Information systems and recordkeeping

The PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio agencies including QPS, is responsible for recordkeeping and information systems across the portfolio. PSBA has a dedicated records management team, Information Management Unit (IMU), which provided advice and assistance to QPS during the reporting period resulting in improved efficiencies.

In the previous reporting period, all regions and commands were given access to the full version of the electronic document and records management system (eDRMS), enabling the capture of electronic content. Following this roll-out, IMU provided refresher training as required, and ensured new eDRMS users were made aware of, and understood, their broader recordkeeping responsibilities.

A prototype 'workflow' correspondence tracking tool, developed in the previous reporting period, was successfully implemented during 2017-18. While initially deployed in Crime Command, it is anticipated this tracking tool will be deployed to additional regions and commands in the next reporting period.

Development of an advanced workflow to manage the Recruiting Process, was completed for People Capability Command during the reporting period. It will be piloted in the production version of eDRMS, and used in parallel with the existing 'hardcopy' process, early in the next reporting period.

Access to eDRMS, and use of workflow technology, has facilitated the capture and management of electronic documents in QPS. IMU continued working with QPS business units, to identify how eDRMS, and application of the whole-of-government (WoG) Source Records Policy (for digitising paper records), can be used to reduce duplication of records, and minimise reliance on hardcopy documents.

Consultation with QPS business units regarding amendments and simplifications to the QPS Retention and Disposal Schedule continued in 2017-18. Feedback from units, and the ability to utilise the recently released WoG General Retention and Disposal Schedule (GRDS), led to the scope of changes to the QPS schedule being revised. A final version of the QPS schedule, designed to be used in conjunction with the GRDS, will be submitted to State Archives in the next reporting period. Application of these resources in unison will significantly simplify the Retention and Disposal process for QPS business units.

No permanent records were transferred to Queensland State Archives during 2017-18.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent staff in QPS was 15,163.04 as at 30 June 2018.

Between 1 July 2017 and 30 June 2018, the QPS permanent separation rate was 2.9% for police officers and 7.1% for staff members.

The PSBA Human Resources Division has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are reviewed periodically to ensure they meet the needs of the Service and its employees.

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 79 for more information).

Our People Matter Strategy

The QPS is committed to ensuring the safety and wellbeing of all employees, as well as their families.

The QPS, together with the Queensland Police Union of Employees, Together Union and the Queensland Police Commissioned Officers' Union, launched the 'Our People Matter' Strategy on 27 February 2018 at the Queensland Police Service Academy in Oxley.

The Strategy sets a direction and standard for the QPS executive and workforce in creating working environments that improve support to police employees and their families.

Employees and family members contributed to the Strategy's development via an organisational wide survey and 30 face-to-face statewide workshops. This consultation provided more than 20,000 ideas and suggestions for activities, services, business processes and practices that could be changed or implemented to better support employees and their family members.

The Strategy has four priority areas (fair and positive workplaces; safer workplaces; healthy minds; and healthy bodies).

A list of immediate organisational deliverables was developed to provide knowledge and new services to employees and their families, based directly on the consultation responses. These deliverables included the release on 1 June 2018 of the new Flexible Working Arrangements Policy in line with the *Industrial Relations Act 2016* and relevant industrial provisions. To assist supervisors in applying the policy, workshops are currently being delivered across the state.

Flexible Working Policy

The QPS is committed to providing supportive work environments for its employees and their families. As part of the Our People Matter Strategy consultation process, it was identified that one of the greatest issues impacting on members was the need for flexible work arrangements in the workplace.

The Service instigated a Part-time Employment Review focusing predominantly on sworn officers. The Review made 26 recommendations focusing on the need for greater flexibility in work arrangements. These recommendations formed the basis for the Flexible Working Arrangements Policy that was released on the 1 June 2018, in line with the *Industrial Relations Act 2016* and relevant industrial provisions.

This Policy focuses on three primary areas, namely:

- a concentration on joint problem solving and compromise to deliver acceptable outcomes for both applicants and managers
- a more effective, efficient and streamlined business process that delivers timely outcomes for applicants

- reducing bureaucracy and process by devolving decision making responsibility to managers and Officers in Charge.

The Flexible Working Arrangements Policy is focused on achieving a balance for the wellbeing of QPS employees and their families, with a focus on identifying and promoting ways the QPS can enhance organisational efficiency and effectiveness.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. The QPS released the Inclusion and Diversity Plan for Action 2016 – 2018 to complement the Queensland public sector inclusion and diversity strategy 2015-2020. The Plan for Action contains nine priorities and 28 actions to be delivered to enhance the culture of the QPS. In January 2018, the first bi-annual report was completed which established the QPS had successfully progressed towards the achievement of the action items. In addition to the successful implementation of action items, the Inclusion and Diversity team has developed several tools and resources now available to all members through the QPS intranet. Further, the team has undertaken statewide consultation to directly assist employees at all levels to understand inclusion and diversity and identify ways to enhance it.

To ensure that the QPS remains focused on inclusion and diversity, considerable work was undertaken to establish the QPS Inclusion and Diversity Restorative Engagement and Cultural Reform Program. Commencing July 2018, this program will consist of two distinct bodies of work: Cultural Reform and Restorative Engagement. Cultural Reform activities will be focused on the establishment and continuation of Service wide actions and activities to bring about cultural change. To date, the QPS has implemented recruitment practices to enhance its diversity by establishing a multi-cultural recruitment team, formalising Cultural and Linguistic Diverse (CALD) and Indigenous preparation programs and specialist education frameworks. Accompanying the work in recruiting, staff at all levels have had, and will continue to have, the opportunity to enhance their understanding of inclusion. Investment has also been made in training programs, including the women's leadership pipeline, by providing future leaders with the opportunity to attend training specifically designed to enhance the skills and knowledge of women leaders.

An aspirational recruitment target of 50% female recruit appointments was announced by QPS Commissioner Stewart on International Women's Day 2016. To assist in achieving this target, a recruitment marketing strategy entitled 'That Could Be Me' was implemented in 2016, showcasing the 'stories' of successful female QPS police officers from diverse backgrounds and policing roles. In mid-2018, a new marketing strategy 'My Story' will be launched, this time not only to specifically attract female applicants, but also applicants from CALD and Aboriginal and Torres Strait Islander backgrounds.

Working for Queensland

The Working for Queensland survey (WFQ survey) is an annual survey that measures employee perceptions of their work, manager, team and the QPS. The survey is administered by the Public Service Commission and it explores our people's perceptions of their workplace climate in three key areas:

- Employee engagement
- Job satisfaction
- Leadership within the QPS

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS' strategic objective to Equip Our People for the Future. During 2017-18, the QPS focused on helping local leaders better engage with the Working for Queensland results and develop effective people-focussed strategies that improve how our people experience work. A key focus of the Working for Queensland leadership workshops was integration of the survey results into existing strategies such as Our People Matter, and Inclusion and Diversity Plan

for Action. The introduction of a Flexible Work Arrangements policy and a review and upgrade of the QPS Leadership Strategy are critical enablers that will help leaders continue to enhance engagement within the QPS.

In 2017 results for Working for Queensland Strategic Objectives were:

- Agency engagement 50%
- Organisational leadership 39%
- Innovation 46%

The full 2017 Working for Queensland survey results are available to view at <https://www.forgov.qld.gov.au/2017-working-queensland-survey-results>.

The 2018 Working for Queensland survey will be conducted across Queensland Government agencies from 3 to 24 September.

Leadership and professional development opportunities

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels. A Leadership Review was conducted with recommendations that will actively advance the Our People Matter Strategy, the Inclusion and Diversity Plan for Action and address the Working for Queensland metrics such as engagement and trust.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. A mentoring framework has also been established and reflective practices such as 360 feedback and individual development plans have been offered as development strategies. Enhanced leadership for women was delivered through the Women & Leadership Australia online program and Q-Balance.

During the reporting period, the QPS offered a myriad of professional development opportunities to police and civilian employees. This includes:

- Management Studies in Policing 3 was delivered to Senior Sergeants across the State to enhance their ability to lead, influence, improve their strengths and identify areas for development, both personally and professionally. The Management Development Program, under the auspices of the Leadership Centre, continues to develop the leadership abilities of members from front line to middle management. The development is a combination of post graduate distance education requirements and face-to-face residential components. Senior Sergeant residential programs consist of a diverse mix of participants including international police and other Queensland government agencies
- Management Studies in Policing 2 was delivered to Sergeants to assist participants in transferring the theoretical knowledge gained through the distance education process into practical management and leadership practices. Supporting this is a two-day Frontline Leaders Workshop that has been run within Southern Region, Operations Support Command and People Capability Command. The workshop integrates aspects of the Management 2 workshop with input from the Region/Command to tailor the learnings to the specific group
- the Senior Leaders Course was delivered in November 2017 and January 2018. This course was designed to assist senior leaders with their transition to their new and/or expanding role and the expectations within the QPS. All recently promoted QPS Inspectors attended. The course is made available to Administration Officer (AO) levels seven and eight (AO7/8), as well as equivalent personnel from other public safety organisations, and is designed to support the transition to this level, as well as promote confidence and motivation. Participants have the opportunity to network with peers and other senior leaders
- the inaugural Superintendent Orientation Course was delivered in 2017-18 and assisted newly appointed Superintendents to gain a shared understanding of the QPS' strategic issues, strategies and associated expectations.

Police Recruiting

The online application and initial online assessment of general cognitive ability that was implemented on 1 July 2016, has continued over the last 12 months. The online application and initial online assessment provides greater accessibility for remote and regional applicants and minimises costs incurred by applicants. In the past 12 months, QPS Recruiting has received 12,400 applications (approximately 11% less than the previous 12 months) with 432 applicants receiving appointments as Recruits during this period. Applications continue to be finalised within an average of 84 days from the commencement of the selection process. In the years prior to 1 July 2016, an average application was processed in approximately 475 days.

The implementation of the online processes enables the QPS to respond to strategic organisational and government priorities while maintaining a high-quality applicant pool. Additionally, the QPS is more accessible and expects to deliver more appointments of inclusive and diverse recruit intakes to the QPS Academies. This includes intakes of recruits to the 'mainstream' Recruit Training Program, as well as recruits undertaking the CALD Recruit Preparation Program and the Indigenous Recruit Preparation Program.

Safety, Injury Management and Wellbeing Services

The QPS has a comprehensive management system for the identification and management of risks and hazards. This includes a strong consultative framework for health and safety which includes the QPS Safety and Wellbeing Coordinating Committee, and over 30 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are also 153 elected Health & Safety Representatives who provide representation for all workers within their elected group on health and safety matters. These committees and representatives are complemented by 200 Trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations.

The Lost Time Injury Frequency Rate has decreased from 4.3 injuries per 100 officers in 2012-13 to a rate of 3.7 in 2017-18.

The QPS Injury Management Centre managed more than 4,328 injuries in 2017-18 with 2,617 injuries being unrelated to work. Of the injury management cases closed in 2017-18, 96.4% resulted in a return to work outcome. This high return to work rate has been achieved via a coordinated case management approach involving police management, treating practitioners, and specialist injury management advisers, utilising early intervention treatment programs, allied health assessments and, where required, a career transition program. The career transition program focusses on enabling workers to remain within the QPS when they are unable to return to their original duties and there is an existing vacant position and a skills match.

The QPS continues to focus efforts on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the Service. The number of police accessing free counselling services through external providers has increased from 394 in 2016-17 to 515 this year which is a positive and pleasing trend. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2017-18 remains stable at 10%.

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues.

1800 ASSIST, established for QPS members and their partners in 2014, is a free, 24 hours a day, seven days a week, confidential, short-term counselling service, provided by independent, qualified, experienced professionals.

The Psychological Wellbeing Steering Committee comprising joint Union and QPS Executive members, continued to meet quarterly in 2017-18 to identify and drive improvements to support the wellbeing of employees. In 2017-18, the Steering Committee had significant input into the development of the Our

People Matter Strategy. External free and confidential counselling services have been extended to the partners of police employees and to their children as well as retired police.

White Ribbon accreditation

In November 2017, the QPS became a White Ribbon Accredited Workplace. The White Ribbon Program fosters and encourages male leadership in the prevention of violence against women, based on the understanding that most men are not violent. To achieve White Ribbon Accreditation, the QPS was required to submit evidence to White Ribbon Australia, of how it has implemented mandatory criteria:

- Leadership and commitment
- Prevention of violence against women
- Response to violence against women.

To maintain accreditation, the QPS is required to demonstrate its ongoing support and commitment to a future free from any form of violence. This will be driven through the QPS White Ribbon Operational Plan 2017-20. More specifically, it builds on the work that has already been done in this space through the 'Not Now, Not Ever' Report recommendations and other legislative changes, ensuring the QPS is at the forefront of addressing domestic and family violence, and more broadly violence against women.

From a whole-of-government perspective, the QPS continues to participate in the Multi-Agency Implementation Group, which provides a forum to collaborate on achieving an integrated approach to domestic and family violence workplace reform; and coordinate activities and events such as the Darkness to Daylight Event, and the Flagship Evaluation and reporting. Accredited agencies have also been requested to provide coaching/mentoring to departments undertaking the accreditation program in 2018-19.

Domestic and family violence support package

From a workplace perspective, domestic and family violence can impact a person's safety, wellbeing, attendance and performance. Creating workplaces that are aware and supportive of staff affected by domestic and family violence presents a major opportunity to influence cultural change in line with the 'Now Not, Now Ever' Report recommendations.

On 25 November 2015, the Public Service Commission released a whole-of-government domestic and family violence support package detailing options available in the workplace including:

- a minimum of 10 days paid special leave
- flexible working arrangements
- reasonable workplace adjustments
- counselling support services.

It also outlines the roles and responsibilities of managers and employees.

To support the implementation of this whole-of-government initiative, the PSBA, in conjunction with the Office of the IGEM, QFES and QPS, developed the Supporting Employees Affected by Domestic and Family Violence Policy in 2015-16. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence. This includes, specialised domestic and family violence counselling support, referrals and assistance for QPS members via a dedicated direct domestic and family violence line 1800 4 QPS DFV (1800 4 777 338). Managers can also access the services to seek advice on supporting staff affected by domestic and family violence. The 'Recognise, Respond, Refer' online learning product to improve awareness of domestic and family violence issues, is compulsory for all QPS employees. In addition, a change pathway framework and supporting toolkit for frontline leadership and middle management levels commenced roll-out in late 2017, to continue education and awareness around how individuals and the organisation, can improve responses and attitudes towards violence in the workplace.

Enterprise Bargaining Agreement

The Queensland Police Service Certified Agreement 2016 was certified on 11 November 2016 and provided police officers and staff members covered by the agreement, an annual 2.5% salary increases with additional increase of 0.5% per annum in recognition of the national threat level assessment, counter-terrorism, and security overlay for the 2018 Commonwealth Games. The Agreement has an expiry date of 30 June 2019 and negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement will commence no earlier than 31 January 2019.

The State Government Entities Certified Agreement 2015 was finalised on 1 June 2016 and provided for a three-year agreement with wage increases for public sector employees of 2.5% per annum operative from 1 September 2015. An additional one-off payment of \$1,300 for all public sector employees employed under the agreement as at 1 April 2016 was made in recognition of the period that wage increases were not awarded.

The State Government Security Certified Agreement 2016 was certified on 30 September 2016 and has an expiry date of 30 April 2019. The agreement provides for annual wage increases of 2.5% operative from 1 May 2016.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2017-18.

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Statement of comprehensive income for the year ended 30 June 2018

Queensland Police Service
Statement of comprehensive income
For the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
Income from continuing operations			
Appropriation revenue	3	1,921,090	1,855,348
User charges and fees	4	94,996	85,052
Grants and other contributions	5	329,985	257,870
Other revenue		6,179	5,315
Total revenue		2,352,250	2,203,585
Gains on disposal/remeasurement of assets		28	13
Total income from continuing operations		2,352,278	2,203,598
Expenses from continuing operations			
Employee expenses	6	1,771,404	1,671,809
Supplies and services	8	277,498	246,606
Grants and subsidies		7,402	6,742
Depreciation and amortisation	11,12	15,637	13,194
Impairment losses		929	1,243
Other expenses	9	279,105	262,802
Total expenses from continuing operations		2,351,975	2,202,396
Operating result from continuing operations		303	1,202
Other comprehensive income not reclassified subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		(225)	312
Total other comprehensive income		(225)	312
Total comprehensive income		78	1,514

The accompanying notes form part of these statements.

Statement of financial position as at 30 June 2018

Queensland Police Service
Statement of financial position
As at 30 June 2018

	Notes	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents		78,150	102,077
Receivables	10	111,738	72,172
Inventories		5,699	3,864
Prepayments		3,436	6,582
Total current assets		199,022	184,695
Non-current assets			
Intangible assets	11	26,157	25,177
Property, plant and equipment	12	43,008	49,602
Total non-current assets		69,166	74,779
Total assets		268,188	259,474
Liabilities			
Current liabilities			
Payables	13	37,020	47,393
Accrued employee benefits	14	94,814	86,269
Other current liabilities	15	17,481	16,192
Total current liabilities		149,315	149,854
Total liabilities		149,315	149,854
Net assets		118,872	109,621
Equity			
Contributed equity		9,311	137
Accumulated surplus		108,870	108,568
Asset revaluation surplus		689	914
Total equity		118,872	109,621

The accompanying notes form part of these statements.

Statement of changes in equity for the year ended 30 June 2018

Queensland Police Service Statement of changes in equity For the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
Contributed equity			
Opening balance		137	-
Transactions with owners as owners:			
Appropriated equity adjustment	3	9,174	2,912
Net transfers in/(out) via machinery-of-government change		-	4,875
Transfers between classes		-	(7,650)
Closing balance		<u>9,311</u>	<u>137</u>
Accumulated surplus/(deficit)			
Opening balance		108,568	99,717
Operating result		303	1,202
Transactions with owners as owners:			
Transfers between classes		-	7,650
Closing balance		<u>108,870</u>	<u>108,568</u>
Asset revaluation surplus			
Opening balance		914	602
Increase/(decrease) in asset revaluation surplus		(225)	312
Closing balance *		<u>689</u>	<u>914</u>
Total equity		<u>118,872</u>	<u>109,621</u>

* Asset revaluation surplus balance by class - Major plant and equipment \$0.689m (2017: \$0.914m)

The accompanying notes form part of these statements.

Statement of cash flows for the year ended 30 June 2018

Queensland Police Service
Statement of cash flows
For the year ended 30 June 2018

	2018	2017
	\$'000	\$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	1,937,027	1,854,643
User charges and fees	96,758	80,329
Grants and other contributions	17,671	12,815
GST input tax credits from ATO	25,301	26,997
GST collected from customers	11,691	8,986
Other	5,963	5,962
<i>Outflows:</i>		
Employee expenses	(1,753,580)	(1,658,067)
Supplies and services	(285,010)	(241,052)
Grants and subsidies	(7,402)	(6,742)
GST paid to suppliers	(23,689)	(28,451)
GST remitted to ATO	(11,691)	(8,981)
Other	(36,504)	(18,150)
Net cash provided by/(used in) operating activities	(23,465)	28,287
Cash flows from investing activities		
<i>Outflows:</i>		
Payments for property, plant and equipment	(3,052)	(13,766)
Payments for intangibles	(6,860)	(9,555)
Net cash provided by/(used in) investing activities	(9,911)	(23,322)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	11,380	1,940
<i>Outflows:</i>		
Equity withdrawals	(1,930)	(71)
Net cash provided by/(used in) financing activities	9,450	1,869
Net increase/(decrease) in cash	(23,926)	6,835
Cash at beginning of financial year	102,077	95,242
Cash at end of financial year	78,150	102,077

Notes to the statement of cash flows for the year ended 30 June 2018

Queensland Police Service
Notes to the statement of cash flows
For the year ended 30 June 2018

	2018 \$'000	2017 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	303	1,202
Non-cash items included in operating result:		
Depreciation and amortisation	15,637	13,194
Donations	(108)	(259)
Net gain/loss on sale of property, plant and equipment	94	162
Impairment losses	775	215
Change in assets and liabilities:		
Increase/(decrease) in accrued employee benefits	8,545	17,187
(Increase)/decrease in annual leave reimbursement receivable	8,468	(2,267)
(Increase)/decrease in GST receivable	785	(1,458)
(Increase)/decrease in inventories	(1,835)	1,602
(Increase)/decrease in long service leave reimbursement receivable	810	(1,179)
(Increase)/decrease in other receivables	(215)	648
(Increase)/decrease in other current assets	3,146	(3,553)
Increase/(decrease) in payables	(10,649)	21,150
(Increase)/decrease in trade receivables	(50,344)	(4,448)
Increase/(decrease) in unearned revenue	(411)	(702)
Increase/(decrease) in other current liabilities	1,532	(13,214)
Net cash from operating activities	(23,465)	28,287

Accounting Policy - Cash and cash equivalents

Cash assets includes cash on hand and all cash and cheques receipted but not banked as at 30 June.

The department has authorisation to operate in overdraft within a specified limit in accordance with the *Financial Accountability Act 2009*. The approved overdraft limit is \$70m.

Statement of comprehensive income by major departmental services for the year ended 30 June 2018

Queensland Police Service
Statement of comprehensive income by major departmental services
for the year ended 30 June 2018

	Crime and public order		Road safety		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Income from continuing operations						
Appropriation revenue	1,561,779	1,508,333	359,311	347,015	1,921,090	1,855,348
User charges and fees	77,228	69,145	17,768	15,908	94,996	85,052
Grants and other contributions	268,266	209,639	61,719	48,231	329,985	257,870
Other revenue	5,023	4,321	1,156	994	6,179	5,315
Total revenue	1,912,297	1,791,438	439,953	412,148	2,352,250	2,203,585
Gain on sale/remeasurement of assets	23	11	5	2	28	13
Total income from continuing operations	1,912,320	1,791,448	439,958	412,150	2,352,278	2,203,598
Expenses from continuing operations						
Employee expenses	1,440,089	1,359,122	331,315	312,687	1,771,404	1,671,809
Supplies and services	225,596	200,482	51,902	46,124	277,498	246,606
Grants and subsidies	6,017	5,481	1,384	1,261	7,402	6,742
Depreciation and amortisation	12,712	10,726	2,925	2,468	15,637	13,194
Impairment losses	755	1,011	174	233	929	1,243
Other expenses	226,903	213,649	52,202	49,153	279,105	262,802
Total expenses from continuing operations	1,912,074	1,790,471	439,902	411,925	2,351,974	2,202,396
Operating result for the year	246	977	57	225	303	1,202
Other comprehensive income not reclassified subsequently to operating result						
Increase/(decrease) in asset revaluation surplus	(183)	254	(42)	58	(225)	312
Total other comprehensive income	(183)	254	(42)	58	(225)	312
Total comprehensive income	63	1,231	16	284	78	1,514

Accounting Policy - Allocation of revenues and expenses from ordinary activities to corporate services

The department discloses income and expenses attributable to service delivery support in the Statement of comprehensive income by major departmental services.

The expenses attributable to service delivery support includes information and technology costs, property and transport related operating and maintenance costs and cost of services received below fair value.

Statement of assets and liabilities by major departmental services as at 30 June 2018

Queensland Police Service
Statement of assets and liabilities by major departmental services
as at 30 June 2018

	Crime and public order		Road safety		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Assets						
Current assets						
Cash and Cash equivalents	63,533	82,985	14,617	19,092	78,150	102,077
Receivables	90,839	58,673	20,899	13,499	111,738	72,172
Inventories	4,633	3,141	1,066	723	5,699	3,864
Prepayments	2,793	5,351	643	1,231	3,436	6,582
Total current assets	161,798	150,151	37,224	34,545	199,022	184,695
Non-current assets						
Intangible assets	21,265	20,468	4,892	4,709	26,157	25,177
Property, plant and equipment	34,964	40,324	8,044	9,277	43,008	49,602
Total non-current assets	56,229	60,792	12,936	13,986	69,166	74,779
Total assets	218,027	210,943	50,160	48,531	268,188	259,474
Liabilities						
Current liabilities						
Payables	30,096	38,529	6,924	8,864	37,020	47,393
Accrued employee benefits	77,080	70,134	17,734	16,135	94,814	86,269
Other current liabilities	14,212	13,163	3,270	3,028	17,481	16,192
Total current liabilities	121,388	121,826	27,927	28,028	149,315	149,854
Total liabilities	121,388	121,826	27,927	28,028	149,315	149,854

Crime and public order includes service standards related to personal safety, property security and public order and safety. Road safety includes service standards related to traffic policing.

Notes to and forming part of the financial statements 2017-18

Queensland Police Service

Notes to and forming part of the financial statements 2017-18

1 Basis of financial statement preparation

(a) General information

The Queensland Police Service (QPS) is a Queensland Government department established under the *Public Service Act 2008*. The department was first established by the *Police Act of 1863*.

The QPS is a not-for-profit entity and has no controlled entities.

(b) Statement of compliance

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the year beginning 1 July 2017 and other authoritative pronouncements.

(c) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936 (Cwth)* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

(d) Basis of measurement

The historical cost convention is used unless fair value is stated as the measurement basis.

(e) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential effect on the financial statements are outlined in the following financial statement notes:

- Valuation of property, plant and equipment - Note 12
- Depreciation - Note 12
- Services received below fair value - Notes 5 and 9.

(f) Presentation matters

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is less than \$500, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current year reporting period. Where such restatements have occurred, they are not material to the financial statements.

(g) Future impact of accounting standards not yet effective

The department did not voluntarily change any of its accounting policies during 2017-18. As at the date of authorisation of the financial report, the following accounting standards and interpretations have future commencement dates. The impact of these on the financial statements is set out below.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)

This standard will become effective from reporting periods beginning on or after 1 January 2018 and addresses recognition, classification, measurement and de-recognition of financial assets and financial liabilities and impairment of financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value. AASB 9 will also apply to statutory receivables, with guidance available in AASB 2016-8.

The department has reviewed the impact of AASB 9 on the classification and measurement of its financial assets. The following summarises the estimated impact (or ranges of estimates) of AASB 9 with regards to the categorisation and valuation of the amounts reported in Note 18:

- There will be no change to either the classification or valuation of the cash and cash equivalent item.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

1 Basis of financial statement preparation (continued)

(g) Future impact of accounting standards not yet effective (continued)

-Trade receivables will be classified and measured at amortised cost, similar to the current classification of loans and receivables. However, new impairment requirements will result in a provision being applied to all receivables rather than only on those receivables that are credit impaired. The department has assessed the impact of changes in the provision for impairment of trade debtors by applying the new methodology to 30 June 2018 trade debtor category balances. The assessment results indicate that the revised provision would not be sufficient to reflect management's future planned actions in relation to bad debt assessments and write-offs.

- All financial liabilities listed in Note 18 will continue to be measured at amortised cost.

Management has determined that the existing methodology of calculating the impairment of receivables is more appropriate as at 30 June 2018. This will be assessed on continual basis and the new methodology will be applied as appropriate.

AASB 15 Revenue from Contracts with Customers

This standard will become effective from reporting periods beginning on or after 1 January 2019.

The department has commenced analysing the new revenue recognition requirements under this standard and potential future impacts identifiable at the date of this report are as follows:

Under this standard, grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as the monies are received by the department. Grants received whereby specific performance obligations exist under a contract will be initially recognised as a liability, and subsequently recognised progressively as revenue as the department satisfies its performance obligations under the grant.

Depending on the specific contractual terms, the new requirements may result in a change to the timing of revenue recognition such that some revenue may need to be deferred to a later reporting period to the extent that the department has received cash but has not met its associated obligations. Such amounts would be reported as a liability being unearned revenue. The department is yet to complete its analysis of current grant arrangements, but as at 30 June 2018 does not expect a significant impact on its present accounting treatment for grants revenue.

AASB 1058 - Income of Not-for-Profit Entities

This Standard will become effective from reporting periods beginning on or after 1 January 2019 and contains detailed requirements for the accounting for certain types of revenue from customers.

AASB 1058 amends AASB 16 Leases so that the right-of-use assets arising from 'peppercorn leases' are measured at fair value (instead of cost under AASB 16 paragraphs 23-24). This amendment applies to all leases with significantly below-market terms and conditions principally to enable the lessee entity to further its objectives. Fair value of the right-of-use asset will need to be established on initial recognition or transition but will not need to be measured on an ongoing basis. The department is currently reviewing any contracts with a material impact for the period after 1 July 2018. The department will monitor the impact of any contracts subsequently entered into before the new standard takes effect.

AASB 16 Leases

This standard will become effective from reporting periods beginning on or after 1 January 2019.

Under this standard, lessees will be required to recognise a right-of-use asset representing rights to use the underlying leased asset and a liability representing the obligation to make lease payments for all leases with a term of more than 12 months, unless the underlying asset is of low value.

The accounting treatment for operating leases that meet the definition of AASB 16 will change from being recognised as an expense to recognising a right-of-use asset and associated liability, interest and depreciation expense, resulting in a financial reporting impact to the financial statements from 2019-20.

The department has analysed its existing operating lease commitments by type of lessor and type of lease to estimate the expected impacts on transition based on information available at 30 June 2018.

The current assessment of operating leases indicates that approximately 38% of the department's current lease arrangements are provided at no cost or at below fair value. In addition and as disclosed in Note 17, approximately 61% of leases relate to Queensland Government Office Accommodation. These arrangements are being assessed at a whole of government level to determine the disclosure requirements for departments under AASB 16.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

1 Basis of financial statement preparation (continued)

(g) Future impact of accounting standards not yet effective (continued)

The additional impact of the standard is currently being assessed, including the discount rate to be used.

Other standards and interpretations

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department or have no material impact.

(h) Accounting standards applied for the first time

AASB 2016-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 107 became effective in 2017-18 and requires the disclosure of information that will allow users to understand changes in liabilities arising from financing activities.

2 Objectives and principal activities of the department

The role of the QPS is to provide timely, high quality and efficient policing services, in collaboration with community, government and non-government partners, to make Queensland safer. The department's vision is to deliver safety and secure communities through innovation, collaboration and best practice.

The identity and purpose of the major departmental services undertaken by the department during the year are as follows:

Crime and Public Order

- protect personal safety and prevent, detect and solve offences including homicide, assault, sexual assault and robbery
- protect property and prevent, detect and solve offences including unlawful entry, other property damage, motor vehicle theft and other theft
- maintain public order and safety including during major events and natural disasters and address public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

Road Safety

Activities to enforce traffic law and reduce road trauma through targeting the prevention and detection of speeding, red light offences, driving while distracted, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts.

The department is funded for the departmental services it delivers principally by parliamentary appropriations. The department also cost recovers on a fee for service basis for special services including:

- heavy vehicle road escorts
- traffic control at road works
- additional policing services at large sporting, entertainment and public events.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

	2018 \$'000	2017 \$'000
3 Appropriation revenue		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	1,915,871	1,783,627
Transfers from/(to) other departments	-	60,810
Transfers from/(to) other headings	(1,518)	-
Lapsed appropriation revenue	(6,510)	(10,388)
Total appropriation receipts (cash)	1,907,843	1,834,049
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(15,937)	(13,247)
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	13,247	21,299
Net appropriation revenue	1,905,153	1,842,101
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	15,937	13,247
Appropriation revenue recognised in Statement of comprehensive income	1,921,090	1,855,348
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	7,932	19,903
Transfers from/(to) other headings	1,518	-
Lapsed equity adjustment	-	(19,184)
Equity adjustment receipts (payments)	9,450	719
Plus: Opening balance of equity adjustment payable	25	2,218
Less: Closing balance of equity adjustment payable	(301)	(25)
Equity adjustment recognised in contributed equity	9,174	2,912

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriations Act 2017* are recognised as revenue when received or receivable. Where approved, appropriation revenue is recorded as a receivable, if the approved amounts are not received at the end of the reporting period.

4 User charges and fees

Special services	37,643	30,042
Incident reporting	1,284	1,185
Criminal history checks	11,781	11,463
Security services	44,287	42,363
Total	94,996	85,052

Accounting Policy - User charges and fees

User charges and fees controlled by the department are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty.

5 Grants and other contributions

Grants and contributions	71,348	12,814
Services received below fair value *	258,637	245,056
Total	329,985	257,870

* 2017-18 includes \$238.519m (2016-17: \$217.751m) of services received below fair value, representing costs for services incurred by the Public Safety Business Agency (PSBA) provided to the QPS. This amount is calculated using a cost attribution model that attributes the costs of services provided by the PSBA to its client agencies. The services provided includes information and communication services, financial and procurement services, fleet services, property and facilities management, Queensland Government air services, human resource services and other corporate services. The cost of services provided are materially represented at fair value.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

5 Grants and other contributions (continued)

Accounting Policy - Grants and contributions

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them (control is generally obtained at the time of receipt). Where grants are received that are reciprocal in nature, revenue is recognised over the term of the funding arrangements as it is earned.

Accounting Policy - Services received free of charge, below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense in the Statement of comprehensive income.

A number of corporate service functions within the department were transferred to the PSBA on 1 July 2014. The department has continued to receive these services at below fair value from the PSBA since that date.

6 Employee expenses

Employee benefits

Wages and salaries

Employer superannuation contributions

Long service leave levy

Annual leave levy

Other employee benefits

Employee related expenses

Workers' compensation premium

Total

	2018 \$'000	2017 \$'000
Wages and salaries	1,332,828	1,250,507
Employer superannuation contributions	201,016	192,745
Long service leave levy	31,161	29,195
Annual leave levy	168,715	158,816
Other employee benefits	8,287	10,183
Employee related expenses		
Workers' compensation premium	29,398	30,363
Total	1,771,404	1,671,809
Full-Time equivalent employees (number)	15,163	14,980

Accounting Policy - Employee expenses

Wages, salaries and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of financial position at the current salary rates.

For unpaid entitlements expected to be paid within 12 months of the reporting date, the liabilities are recognised at their undiscounted values.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual leave and long service leave

The department is a member of the Queensland Government's Annual Leave Central Scheme (ALCS) and Long Service Leave Central Scheme. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

Superannuation

The QSuper scheme has defined benefits and defined contribution categories. Employer superannuation contributions are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary for the defined benefit plan, and at rates per the enterprise bargaining agreements or conditions of employment for the defined contribution plan. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

The liability for defined benefits is held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. Amounts payable to superannuation funds are recognised in the Statement of Financial Position.

Workers' compensation premium

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

7 Key Management Personnel disclosures

(a) Details of Key Management Personnel (KMP)

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of *AASB 124 Related Party Disclosures*. That Minister is the Minister for Police and Minister for Corrective Services.

The non-Ministerial KMP personnel, being the members of the QPS Board of Management are those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2017-18. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

There were two external members appointed to the QPS Board of Management commencing 1 July 2016. For 2017-18 the independent external members received \$9,000 (2016-17: \$9,000) in remuneration. There were no other on-costs.

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment for the KMP are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

- Short term employee expenses including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee was a KMP; and
 - non-monetary benefits - may include provision of a motor vehicle and fringe benefits tax applicable to benefits.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

No KMP remuneration packages provide for performance or bonus payments.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

7 Key Management Personnel disclosures (continued)

(c) Remuneration expenses

1 July 2017 – 30 June 2018

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$,000	\$'000
Commissioner	508	38	11	58	-	614
Deputy Commissioner - Strategy, Policy & Performance (Resigned 02/03/2018)	184	-	4	33	-	221
Deputy Commissioner - Strategy, Policy & Performance (Appointed 22/12/2017)	151	-	3	25	-	180
Deputy Commissioner - Strategy, Policy & Performance (Acting 05/05/2018 - 17/06/2018)	49	-	1	7	-	57
Deputy Commissioner - Specialist Operations	126	-	3	19	-	147
Deputy Commissioner - Commonwealth Games (02/10/2017 - 04/05/2018)	180	-	4	27	-	211
Deputy Commissioner - Specialist Operations (Acting 08/09/2017 - 21/12/2017)	85	-	2	10	-	96
Deputy Commissioner - Specialist Operations (Acting 15/01/2018 - 13/03/2018)	43	-	1	6	-	50
Deputy Commissioner - Specialist Operations (Acting 14/03/2018 - 01/06/2018)	52	-	1	13	-	66
Deputy Commissioner - Regional Operations (Resigned 22/12/2017)	119	-	2	18	-	139
Deputy Commissioner - Regional Operations (Appointed 22/12/2017)	167	-	4	21	-	191
Deputy Commissioner - Regional Operations (Acting 13/11/2017 - 14/01/2018)	51	-	1	6	-	58

1 July 2016 – 30 June 2017

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$,000	\$'000
Commissioner	458	45	10	62	-	575
Deputy Commissioner - Strategy, Policy & Performance	267	-	6	44	-	317
Deputy Commissioner - Specialist Operations	281	-	6	44	-	331
Deputy Commissioner - Regional Operations	245	-	5	34	-	284

(d) Related party transactions with people/entities related to KMP

There were no material related party transactions associated with the department's KMP during 2017-18 (2016-18: nil).

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

	2018 \$'000	2017 \$'000
8 Supplies and services		
Contractors	14,063	22,937
Materials	48,138	47,319
Repairs and maintenance	37,455	38,400
Transfer costs	5,716	6,677
Travel	41,760	17,261
Communications	24,199	24,030
Accommodation and public utilities	20,056	19,162
Minor Equipment Purchases	6,712	8,388
Operating lease rentals	23,165	22,486
Crimtrac search fees	10,367	7,651
Aircraft Hire	5,093	4,998
Outsourced works	13,458	7,752
Computing Facilities Management	3,192	2,701
Other	24,123	16,843
Total	277,498	246,606

Accounting Policy - Operating lease rentals

Operating lease payments are representative of the pattern of benefits derived for the leased assets and are expensed in the periods in which they are incurred. Material incentives received on entering into an operating lease are recognised as liabilities.

9 Other expenses

Audit fees *	329	268
Insurance premiums-QGIF	4,228	4,412
Insurance premiums-other	64	73
Services received below fair value **	258,547	244,803
Departmental services appropriation	15,937	13,247
Total	279,105	262,802

* Total audit fees quoted by the Queensland Audit Office for the 2017-18 financial statements are estimated to be \$302,375 (2016-17: \$295,000).

** Included in the 2017-18 Services received below fair value figure is \$238.519m (2016-17: \$217.751m) representing corporate services provided by the PSBA to the QPS (refer Note 5).

Accounting Policy - Insurance

The majority of the department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) with premiums being paid on a risk assessment basis. For litigation purposes, under the QGIF policy, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. The department privately insures its Air-wing pilots.

Accounting Policy - Services received free of charge, below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

A number of corporate service functions within the department were transferred to the PSBA on 1 July 2014. The department has continued to receive these services at below fair value from the PSBA since that date.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

	2018 \$'000	2017 \$'000
10 Receivables		
Current		
Trade debtors	74,655	24,311
Less: Allowance for impairment loss	(2,258)	(1,329)
	<u>72,397</u>	<u>22,982</u>
GST receivable	2,352	3,137
	<u>2,352</u>	<u>3,137</u>
Annual leave reimbursements	30,850	39,318
Long service leave reimbursements	5,203	6,013
Loans and advances	44	60
Other	893	662
	<u>36,989</u>	<u>46,053</u>
Total	<u>111,738</u>	<u>72,172</u>

Accounting Policy - Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. The department's standard settlement terms is 30 days from the invoice date.

Other receivables generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values.

Accounting Policy - Impairment of receivables

The allowance for impairment reflects the occurrence of loss events. The most readily identifiable loss event is where a debtor is overdue in paying a debt to the department according to the due date (normally terms of 30 days). Economic changes impacting the department's debtors and relevant industry data also form part of the department's documented risk analysis.

If no loss events have arisen in respect of a particular debtor or group of debtors, no allowance for impairment is made in respect of that debt/group of debtors. If the department determines that an amount owing by such a debtor does become uncollectible (after an appropriate range of debt recovery actions), that amount is recognised as a bad debt expense and written-off directly against receivables. In other cases where a debt becomes uncollectible but the uncollectible amount exceeds the amount already allowed for impairment of that debt, the excess is recognised directly as a bad debt expense and written-off directly against receivables.

11 Intangible assets

	Software purchased	Software internally generated	Software work in progress	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	2,068	54,561	299	56,929
Less: Accumulated amortisation	(1,367)	(29,404)	-	(30,771)
	<u>701</u>	<u>25,157</u>	<u>299</u>	<u>26,157</u>
Reconciliation				
Opening balance	324	18,733	6,120	25,177
Acquisitions	500	1,953	1,042	3,495
Transfers between classes *	-	10,099	(6,863)	3,236
Amortisation	(123)	(5,628)	-	(5,751)
Closing balance	<u>701</u>	<u>25,157</u>	<u>299</u>	<u>26,157</u>

* Transfer between classes include transfers from Property, plant and equipment to Intangible assets. Refer to Note 12 Property, plant and equipment.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service Notes to and forming part of the financial statements 2017-18 (continued)

11 Intangible assets (continued)

	Software purchased	Software internally generated	Software work in progress	Total
	2017	2017	2017	2017
	\$'000	\$'000	\$'000	\$'000
Gross value	1,568	42,509	6,120	50,197
Less: Accumulated amortisation	(1,244)	(23,776)	-	(25,020)
	<u>324</u>	<u>18,733</u>	<u>6,120</u>	<u>25,177</u>
Reconciliation				
Opening balance	237	19,427	425	20,089
Acquisitions	137	827	4,657	5,621
Transfers in from other Government agencies	-	2,224	2,415	4,639
Transfers out to other Government agencies	-	(706)	-	(706)
Transfers between classes	-	1,378	(1,378)	-
Amortisation	(50)	(4,417)	-	(4,467)
Closing balance	<u>324</u>	<u>18,733</u>	<u>6,120</u>	<u>25,177</u>

Accounting Policy - Recognition thresholds for intangible assets

Intangible assets with a cost or other value equal to or in excess of \$100,000 are capitalised for financial reporting purposes in the year of acquisition. Items purchased or acquired for a lesser value are expensed in the year of acquisition.

Accounting Policy - Amortisation of intangible assets

All intangible assets are amortised on a straight line basis over its estimated useful life against an 8% - 20% amortisation rate.

Accounting Policy - Impairment of intangible assets

All intangible assets are assessed for indicators of impairment on an annual basis in accordance with *AASB 136 Impairment of Assets*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

12 Property, plant and equipment

	Buildings	Plant and equipment	Major plant and equipment	Work in progress	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	26	97,335	1,495	1,324	100,180
Less: Accumulated depreciation	(1)	(56,948)	(223)	-	(57,171)
	25	40,387	1,272	1,324	43,008
Reconciliation					
Opening balance	26	44,234	2,053	3,289	49,602
Acquisitions	-	5,588	-	1,271	6,859
Donations received	-	105	-	-	105
Revaluation increments/(decrements)	-	-	(225)	-	(225)
Transfers between classes *	-	-	-	(3,236)	(3,236)
Disposals	-	(210)	-	-	(210)
Depreciation	(1)	(9,330)	(555)	-	(9,886)
Closing balance	25	40,387	1,272	1,324	43,008

* Transfer between classes include transfers from Property, plant and equipment to Intangible assets. Refer to Note 11 Intangible assets.

	Buildings	Plant and equipment	Major plant and equipment	Work in progress	Total
	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Gross value	26	96,972	4,822	3,289	105,108
Less: Accumulated depreciation	-	(52,738)	(2,769)	-	(55,507)
	26	44,234	2,053	3,289	49,602
Reconciliation					
Opening balance	40	39,226	1,600	-	40,866
Acquisitions	26	12,931	436	1,814	15,207
Donations received	-	266	-	-	266
Revaluation increments/(decrements)	-	-	312	-	312
Disposals	-	(208)	-	-	(208)
Transfers in from other Government agencies	-	451	-	1,475	1,926
Transfers out to other Government agencies	(40)	-	-	-	(40)
Depreciation	-	(8,432)	(295)	-	(8,727)
Closing balance	26	44,234	2,053	3,289	49,602

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

12 Property, plant and equipment (continued)

Accounting Policy - Ownership and acquisitions of assets

The PSBA was established on 1 November 2013 to provide corporate services to the QPS and other public safety entities. These services includes holding and maintaining non-current assets such as land, buildings, fleet assets, information and communications assets and aircraft (except one aircraft that has remained on the QPS asset register). Aircraft are classified as major plant and equipment in both PSBA and QPS asset registers.

The current net book value (NBV) of assets owned and managed on behalf of the QPS and recognised in the PSBA asset register is as follows:

Class	NBV (\$'000)
Land	459,060
Buildings	952,920
Infrastructure	7,719
Heritage and cultural assets	12,775
Major plant and equipment	10,007
Plant and equipment	136,881
Software - internally generated	10,687
Software - purchased	31

Historical cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Historical cost is determined as the value provided as consideration plus costs incidental to the acquisition and costs incurred in getting the asset ready for use.

Where assets are received free of charge from another Queensland Government department (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the accounts of the transferor immediately prior to the transfer together with any accumulated depreciation.

Accounting Policy - Recognition thresholds for property, plant and equipment

Items of property, plant and equipment, with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Class	Threshold (\$)
Buildings	10,000
Plant and equipment	5,000
Major plant and equipment	5,000

Items purchased or acquired for a lesser value are expensed in the year of acquisition.

Accounting Policy - Componentisation of complex assets

Complex assets comprise separately identifiable components (or groups of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded when their value is significant relative to the total cost of the complex asset.

When a separately identifiable component (or groups of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) are capitalised when it is probable that future economic benefits from the significant component will flow to the department in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed.

Components are valued on the same basis as the asset class to which they relate.

The department has one aircraft which is categorised as a complex asset.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

12 Property, plant and equipment (continued)

Accounting Policy - Depreciation of property, plant and equipment

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant asset classes within property, plant and equipment.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

For each class of depreciable asset the following depreciation and amortisation rates are used:

Class	Depreciation rate (%)
Buildings	2
Plant and equipment	2.5 to 50
Major plant and equipment	4 to 10

Accounting Policy - Revaluations of property, plant and equipment

Major plant and equipment is measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. These assets are reported at their revalued amounts, being fair value at date of valuation, less any subsequent accumulated depreciation and subsequent impairment losses where applicable.

All other assets are measured at cost in accordance with the Non-Current Asset Policies.

Major plant and equipment is revalued on an annual basis by appraisals undertaken by an independent professional valuer.

Details of how fair value was determined as at 30 June 2018 are reported below.

Revaluation methodology

Major plant and equipment

Major plant and equipment was independently revalued by Bruce A McKenzie (AVAA Practicing Valuer Number: 464) of JD Dodds Plant & Machinery Valuers as at 31 March 2018. The revaluations were determined using current market values.

Level 2 significant valuation inputs and relationship to fair value

Major plant and equipment categorises as Level 2. Major plant and equipment including aircraft are valued using the direct comparison valuation method. Aircraft have been valued with regard to the amount considered achievable (fair market) if sold on the open market, after investigating and analysing the sale prices of similar second-hand aircraft. Particular regard has been given to the aircraft's general appearance, condition and remaining useful life on all major components.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

	2018 \$'000	2017 \$'000
13 Payables		
Current		
Trade creditors	36,550	44,239
Equity Adjustment Payable	301	25
Other	169	3,129
Total	37,020	47,393

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

14 Accrued employee benefits

Current		
Annual leave levy payable	37,238	36,195
Long service leave levy payable	8,148	7,584
Salaries and wages outstanding	36,459	37,983
Accrued allowances	12,958	4,502
Other	10	5
Total	94,814	86,269

Accounting Policy - Accrued employee benefits

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

15 Other current liabilities

Unearned revenue general	44	455
Departmental services appropriation	15,937	13,247
Provision for claims	1,500	-
Intercompany creditors	-	2,490
Total	17,481	16,192

Accounting Policy - Unearned revenue

Revenue that has been received in advance of services being provided is recognised as unearned revenue.

16 Related party transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue and equity injections, both which are provided in cash via Queensland Treasury.

The department has received below fair value services as disclosed in Notes 5 and 9 which include an estimate the Government Wireless Network (GWN) managed by the Department of Science, Information Technology and Innovation until 12 December 2017 and the Department of Housing and Public Works after 12 December 2017. Refer to the Administrative Arrangements Order (No. 3) 2017.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

17 Commitments

(a) Non-cancellable operating lease commitments

Operating lease commitments inclusive of non-recoverable GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	Notes	2018 \$'000	2017 \$'000
Payable			
Not later than one year		17,069	13,471
Later than one year and not later than five years		56,795	32,617
Later than five years		48,469	1,589
Total		122,332	47,680

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined. The department has entered into significant leasing arrangements for office accommodation at 85 George Street and 30 Makerston Street, Brisbane.

(b) Capital expenditure commitments

Material classes of capital expenditure commitments inclusive of non-recoverable GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

Class of asset			
Buildings		-	246
Plant and equipment		56	185
Work in progress		931	-
Total		987	431
Not later than one year		987	431
Total		987	431

18 Financial instruments

Financial instrument categories

The department has the following categories of financial assets and financial liabilities:

Financial assets

Cash and cash equivalents		78,150	102,077
Receivables at amortised cost:			
Receivables	10	111,738	72,172
Total		189,888	174,250

Financial liabilities

Financial liabilities at amortised cost:			
Payables	13	37,020	47,393
Total		37,020	47,393

No financial assets or financial liabilities have been offset and presented net in the Statement of financial position.

Accounting Policy - Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value
- Receivables - held at amortised cost
- Payables - held at amortised cost.

The department has not entered into transactions for speculative or hedging purposes in 2017-18. Apart from cash and cash equivalents, the department holds no financial assets classified at fair value through the profit or loss.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

18 Financial instruments (continued)

Financial risk management

(a) Risk exposure

Financial risk management is implemented pursuant to Government and QPS policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department's activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (refer Note 10).
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (refer Note 13).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices. The department is exposed to interest rate risk through its cash deposited in interest bearing accounts.

(b) Risk measurement and management strategies

The department measures risk exposure using a variety of methods as follows:

Risk exposure	Definition	Exposure
Credit risk	Ageing analysis, earnings at risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity risk	Sensitivity analysis	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market risk	Interest rate sensitivity analysis	The department does not undertake any hedging in relation to interest risk and manages its risk as per the department's liquidity risk management strategy articulated in the department's Financial Management Practice Manual.

(c) Maximum credit risk exposure where carrying amounts do not equal contractual amounts

Certain contractual obligations expose the department to credit risk in excess of the carrying amount of any asset or liability recognised from entering the transaction.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment (refer Note 10).

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

18 Financial instruments (continued)

(d) Liquidity risk - contractual maturity of financial liabilities

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date.

Financial liabilities	Note	2018 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	13	37,020	-	-	37,020
Total		37,020	-	-	37,020

Financial liabilities	Note	2017 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	13	47,393	-	-	47,393
Total		47,393	-	-	47,393

19 Schedule of administered items

Administered revenues

Taxes, fees and fines

Other

Total

2018 \$'000	2017 \$'000
15,666	10,465
210	207
15,876	10,672

Administered expenses

Transfers of Administered Income to Government *

Total

15,876	10,672
15,876	10,672

Administered assets

Current

Cash

Receivables

Total current assets

1,525	1,816
(5)	(7)
1,520	1,808

Administered liabilities

Current

Unclaimed Monies to Remit to Treasury

Payable to Government

Other

Total current liabilities

656	1,214
859	
5	594
1,520	1,808

* The department periodically transfers to the Queensland Government the amount of all cash collected in respect of Administered revenue.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

19 Schedule of administered items (continued)

The responsibility for the administration of the grant funding for the Prostitution Licensing Authority (PLA) was transferred from the Department of Justice and Attorney-General (DJAG) to QPS from 1 January 2018 as set out in Administrative Arrangements Order (No. 4) 2017. The 2017-18 grant payment was made by DJAG and therefore not reported in the QPS administered note.

Accounting Policy - Administered transactions and balances

The department administers, but does not control, certain resources on behalf of the Government. In doing so, it has responsibility and is accountable for administering related transactions and items, but does not have the discretion to deploy the resources for the achievement of the department's objectives.

Administered transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless otherwise stated.

20 Trust transactions and balances

	2018 \$'000	2017 \$'000
Trust assets		
<i>Current</i>		
Cash	25,290	19,206
Total current assets	25,290	19,206
Trust liabilities		
<i>Current</i>		
Payables	25,290	19,206
Total current liabilities	25,290	19,206

The Queensland Audit Office has performed an audit of the department's trust transactions for 2017-18.

Accounting Policy - Trust transactions and balances

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties (e.g. exhibits or funds seized from alleged illicit activities, held pending determination by a court as well as unclaimed and returned QPS cheques).

As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements but are disclosed in these notes for the information of users.

21 Events occurring after balance date

There were no events occurring after balance date that management considers would have a material impact on the information disclosed in these financial statements.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

22 Budgetary reporting

Statement of comprehensive income	Variance note	Budget 2018 \$'000	Actual 2018 \$'000	Variance \$'000
Income from continuing operations				
Appropriation revenue		1,915,871	1,921,090	5,219
User charges and fees	22(a)	80,612	94,996	14,384
Grants and other contributions	22(b)	370,952	329,985	(40,967)
Other revenue		2,756	6,179	3,423
Total revenue		2,370,191	2,352,250	(17,941)
Gains on disposal/remeasurement of assets		-	28	28
Total income from continuing operations		2,370,191	2,352,278	(17,913)
Expenses from continuing operations				
Employee expenses	22(c)	1,735,470	1,771,404	35,934
Supplies and services	22(d)	314,033	277,498	(36,535)
Grants and subsidies		3,515	7,402	3,887
Depreciation and amortisation		15,773	15,637	(136)
Impairment losses		-	929	929
Other expenses	22(e)	301,400	279,105	(22,295)
Total expenses from continuing operations		2,370,191	2,351,975	(18,216)
Operating result from continuing operations		-	303	303
Operating result for the year		-	303	303
Total other comprehensive income		-	(225)	(225)
Total comprehensive income		-	78	78

Explanation of major variances

- 22(a) User charges and fees variation is mainly due to revenue from Special Services (\$6.4m), Protective Services (\$4.1m) and Criminal History Checks (\$1.1m) being higher than anticipated.
- 22(b) Grants and other contributions variation is mainly due to a reduction in goods and services provided below fair value to the QPS by the PSBA compared to the 2017-18 budget (\$20m) and reduced Gold Coast 2018 Commonwealth Games funding due to QPS costs being lower than estimated (\$18.1m).
- 22(c) Employee expenses variation is mainly due to additional funding for Counter Terrorism capability and Safe Night Precincts (\$9.7m), increases in overtime for special services (\$3.3m), increased annual leave balances as a result of the Gold Coast 2018 Commonwealth Games leave restrictions (\$10.9m) and the transfer of Frontline Integration and Analytics Data Services unit from PSBA to QPS from 1 September 2017 (\$1.9m).
- 22(d) Supplies and services variation is mainly due to QPS Gold Coast 2018 Commonwealth Games costs being less than estimated (\$18.1m) and additional reprioritisation measures (\$14.1m).
- 22(e) Other expenses variation is mainly due to a reduction in goods and services provided below fair value to the QPS by the PSBA compared to the 2017-18 budget (\$20m).

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

22 Budgetary reporting (continued)

Statement of financial position	Variance note	Budget 2018 \$'000	Actual 2018 \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	22(f)	71,839	78,150	6,311
Receivables	22(g)	59,006	111,738	52,732
Inventories		5,466	5,699	233
Other current assets		2,413	3,436	1,023
Total current assets		138,724	199,022	60,298
Non-current assets				
Intangible assets	22(h)	19,919	26,157	6,238
Property, plant and equipment	22(i)	58,470	43,008	(15,462)
Total non-current assets		78,389	69,166	(9,223)
Total assets		217,113	268,188	51,075
Liabilities				
Current liabilities				
Payables	22(k)	23,425	37,020	13,595
Accrued employee benefits	22(l)	69,080	94,814	25,734
Other current liabilities		6,855	17,481	10,626
Total current liabilities		99,360	149,315	49,955
Total liabilities		99,360	149,315	49,955
Net assets		117,753	118,872	1,119
Total equity		117,753	118,872	1,119

Explanation of major variances

- 22(f) Cash and cash equivalents variation is mainly due to movements in receivables, prepayments, accrued employee benefits, and payables.
- 22(g) Receivables variation is mainly due to funding for the Gold Coast 2018 Commonwealth Games which will be received in 2018-19 (\$54m).
- 22(h) Intangible variation is mainly due to transfers from property, plant and equipment work in progress and acquisitions that were budgeted for as property, plant and equipment (\$6m).
- 22(i) Property, plant and equipment variation is mainly due to planned acquisitions that are deferred to 2018-19 and higher than anticipated acquisition of intangibles (refer note 22h).
- 22(k) Payables variation is mainly due to timing of payments to creditors.
- 22(l) Accrued employee benefits variation is mainly due to timing of payments for salaries and wages and related costs.

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

22 Budgetary reporting (continued)

Statement of cash flows	Variance note	Budget 2018 \$'000	Actual 2018 \$'000	Variance \$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts		1,915,871	1,937,027	21,156
User charges and fees		80,612	96,758	16,146
Grants and other contributions	22(m)	75,575	17,671	(57,904)
GST input tax credits from ATO		-	25,301	25,301
GST collected from customers		-	11,691	11,691
Other		2,756	5,963	3,207
<i>Outflows:</i>				
Employee expenses		(1,735,470)	(1,753,580)	(18,110)
Supplies and services		(314,033)	(285,010)	29,023
Grants and subsidies		(3,515)	(7,402)	(3,887)
GST paid to suppliers		-	(23,689)	(23,689)
GST remitted to ATO		-	(11,691)	(11,691)
Other		(6,023)	(36,504)	(30,481)
Net cash provided by/(used in) operating activities		15,773	(23,465)	(39,238)
Cash flows from investing activities				
<i>Outflows:</i>				
Payments for property, plant and equipment	22(r)	(23,705)	(3,052)	20,653
Payments for intangibles		-	(6,860)	(6,860)
Net cash provided by/(used in) investing activities		(23,705)	(9,911)	13,794
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections		9,862	11,380	1,518
<i>Outflows:</i>				
Equity withdrawals		(1,930)	(1,930)	-
Net cash provided by/(used in) financing activities		7,932	9,450	1,518
Net increase/(decrease) in cash		-	(23,926)	(23,926)
Cash at beginning of financial year		71,839	102,077	30,238
Cash at end of financial year		71,839	78,150	6,311

Explanation of major variances

22(m) Grants and other contributions variation is mainly due to funding for the Gold Coast 2018 Commonwealth Games which will be received in 2018-19 (\$54m).

22(r) Property, plant and equipment variation is mainly due to planned acquisitions that are deferred to 2018-19 and higher than anticipated acquisition of intangibles (refer note 22h).

Notes to and forming part of the financial statements 2017-18 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2017-18 (continued)

22 Budgetary reporting (continued)

Schedule of administered items	Variance note	Budget 2018 \$'000	Actual 2018 \$'000	Variance \$'000
Administered revenues				
Taxes, fees and fines	22(t)	11,162	15,666	4,504
Other	22(u)	2,421	210	(2,211)
Total		13,583	15,876	2,293
Administered expenses				
Transfers of administered revenue to government	22(v)	13,583	15,876	2,293
Total		13,583	15,876	2,293
Administered assets				
<i>Current</i>				
Cash		1,550	1,525	(25)
Receivables		(1)	(5)	(4)
Total current assets		1,549	1,520	(29)
Administered liabilities				
<i>Current</i>				
Payables		1,549	1,515	(34)
Other		-	5	5
Total current liabilities		1,549	1,520	(29)

Explanation of major variances

- 22(t) Taxes, fees and fines variation is mainly due to an increase in fees raised under the *Weapons Act 1990*.
- 22(u) Other revenue variation is mainly due to a decrease in fines and forfeitures received in 2017-18.
- 22(v) Variation in transfers to government is mainly due to an increase in fines and forfeitures received in 2017-18, partly offset by a decrease in fees raised under the *Weapons Act 1990*.

Management Certificate for the year ended 30 June 2018

Queensland Police Service

Management Certificate for the year ended 30 June 2018

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

(a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year ended 30 June 2018 and of the financial position of the department at the end of that year; and

(c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



I Stewart APM

Accountable Officer
Commissioner



W Brummer
B.Bus (Acctg), Grad Cert Prof Acctg, MIPA, GAICD

Chief Finance Officer

Date 27/8/18

Date 27/8/18

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Police Service

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Queensland Police Service.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2018, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2018, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

I have determined that there are no key audit matters to communicate in our report.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Independent Auditor's Report (cont'd)



The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Independent Auditor's Report (cont'd)



In accordance with s.40 of the *Auditor-General Act 2009*, for the year 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

A handwritten signature in blue ink, appearing to read 'George'.

30 August 2018

Nick George
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Appendices

Government bodies

Commissioner for Police Service Reviews

Act /instrument	The Commissioner for Police Service Reviews is established under the <i>Police Service Administration Act 1990</i> and <i>Police Service Administration (Review of Decisions) Regulation 1990</i> .
Functions	<p>The Review Commissioner is responsible for hearing grievances from police officers relating to appointments, promotions, transfers or disciplinary actions made under the Act.</p> <p>Appeals are heard before a Review Commissioner nominated by the Crime and Corruption Commission yet otherwise independent of the Crime and Corruption Commission and the QPS. Where a matter progresses to a hearing, the Review Commissioner will consider the material presented and prepare written recommendations for the Police Commissioner who will make the final decision. Where the Police Commissioner does not accept the recommendation, reasons must be provided to the Review Commissioner.</p> <p>The Crime and Corruption Commission provides a secretariat to support the review function.</p>
Further information about the Commissioner for Police Service Reviews is available at: www.ccc.qld.gov.au/ .	

Controlled Operations Committee

Act	The Controlled Operations Committee is established under the <i>Police Powers and Responsibilities Act 2000</i> .
Functions	The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the <i>Police Powers and Responsibilities Act 2000</i> .
Achievements	<p>The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 <i>Controlled operations</i> of the Act for the preceding 12 months.</p> <p>The committee's annual report is available online at www.parliament.qld.gov.au/work-of-assembly/tailed-papers.</p>
Financial reporting	Records are inspected by the Chairperson of the Controlled Operations Committee. Transactions of the entity are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland.

Controlled Operations Committee (cont'd)

Remuneration

Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Independent Member	John Jerrard	12	\$167.00 per meeting	N/A	\$2,004.00 (as Chair for 12 meetings)
Chairperson (QPS)	Jon Wacker	5	N/A	N/A	N/A
A/Chairperson (QPS)	Roger Lowe	2	N/A	N/A	N/A
	Michael Dowie	2			
	Mark Slater	1			
	Stephen Blanchfield	1			
	Terry Lawrence	1			
Member (CCC)	Alan MacSporran	12	N/A	N/A	N/A
No. of scheduled meetings	12				
Total out of pocket expenses	N/A				

Public Interest Monitor

Act	The Public Interest Monitor is appointed under the <i>Police Powers and Responsibilities Act 2000</i> and the <i>Crime and Misconduct Act 2001</i> .
Functions	<p>The Public Interest Monitor has the following functions for surveillance device warrants, retrieval warrants, approvals of the use of surveillance devices under emergency authorisations, and covert search warrants:</p> <ul style="list-style-type: none"> a) to monitor compliance by police officers with chapter 9 of the <i>Police Powers and Responsibilities Act 2000</i> (the Act) in relation to matters concerning applications for covert search warrants b) to monitor compliance by law enforcement officers with chapter 13 of the Act in relation to matters concerning applications for surveillance device warrants, retrieval warrants and approvals of the use of surveillance devices under emergency authorisations c) to appear at any hearing of an application to a Supreme Court judge for a warrant or approval mentioned in paragraph a) or b), or to a magistrate for a warrant mentioned in paragraph b), to test the validity of the application, and for that purpose at the hearing, to – <ul style="list-style-type: none"> (i) present questions for the applicant to answer and examine or cross-examine any witness (ii) make submissions on the appropriateness of granting the application d) to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act

Public Interest Monitor (cont'd)

Functions (cont'd)

- e) to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act
- f) to gather statistical information about the use and effectiveness of covert search warrants and surveillance device warrants
- g) to report as required by this Act on any matter about which this Act expressly requires the Public Interest Monitor to report
- h) whenever the public interest monitor considers it appropriate
- i) to give to the Commissioner a report on noncompliance by police officers with chapter 9 of the Act; or
- j) to give to the chief executive officer of a law enforcement agency a report on noncompliance by law enforcement officers of the law enforcement agency with chapter 13 of the Act.

The Public Interest Monitor also has the following functions:

- a) under the Criminal Code of the Commonwealth, to exercise the power conferred on the monitor under the following sections –
 - section 104.12 (Service, explanation and notification of an interim control order)
 - section 104.12A (Election to confirm control order)
 - section 104.14 (Confirming an interim control order)
 - section 104.18 (Application by the person for a revocation or variation of a control order)
 - section 104.17 (Service of a declaration, or a revocation, variation or confirmation of a control order)
 - section 104.19 (Application by the Australian Federal Police Commissioner for a revocation or variation of a control order)
 - section 104.23 (Application by the Australian Federal Police Commissioner for addition of obligations, prohibitions or restrictions)
- b) under the *Terrorism (Preventative Detention) Act 2005*, to exercise the power conferred on the monitor under the following sections –
 - section 14 (General provisions that apply if the Public Interest Monitor must be notified about an application to the issuing authority)
 - section 73 (Supreme Court hearing and decision)
- c) to gather statistical information about the use and effectiveness of control orders and preventative detention orders under the Acts mentioned in paragraphs a) and b)
- d) whenever the Public Interest Monitor considers it appropriate – to give to the Commissioner a report on noncompliance by police officers with the *Terrorism (Preventative Detention) Act 2005*.

The Public Interest Monitor is responsible for the recording, reporting and inspection regime for telecommunications interception in accordance with the *Telecommunications Interception Act 2009* which enables the use by the QPS and the Crime and Corruption Commission of Commonwealth telecommunications interception powers as a tool for the investigation of serious offences.

The Public Interest Monitor is entitled to appear at the hearing of the application for a telecommunications interception warrant to test the validity of the application and, for that purpose at the hearing, to –

- a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member; and
- b) make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following matters –
 - (i) in relation to an application for a warrant in relation to a telecommunications service
 - (ii) in relation to an application for a warrant in relation to a person.

Public Interest Monitor (cont'd)

Functions (cont'd)	In addition, the Public Interest Monitor has record-keeping oversight to ensure eligible authorities keep documents connected with the issue of warrants in accordance with the <i>Telecommunications Interception Act 2009</i> . As the inspecting entity for the QPS, the Public Interest Monitor: a) must inspect the eligible authority's records as required under section 23 of the legislation to ascertain the extent of compliance by the authority's officers b) must report in writing to the Minister about the results of the inspections c) may do anything necessary or convenient for the performance of the functions mentioned in (a) and (b).				
Achievements	The annual report of the Public Interest Monitor is available at www.parliament.qld.gov.au/work-of-assembly/tabled-papers .				
Financial reporting	c				
Remuneration					
Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Public Interest Monitor	Peter Lyons	298	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$276,024.29
Deputy Public Interest Monitor	Nathan Jarro	25	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$34,920.00
Deputy Public Interest Monitor	Patricia Kirkman-Scroope	9	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$25,680.00
No of scheduled meetings	332				
Total out of pocket expenses	N/A				

Acronyms

AO	Administration Officer	DTMR	Department of Transport and Main Roads
ARO	Alternative Reporting Options	DSCG	Drug and Serious Crime Group
A&RC	Audit and Risk Committee	eDRMS	Electronic Document and Records Management System
APM	Australian Police Medal	ESC	Ethical Standards Command
ANZCTC	Australian-New Zealand Counter-Terrorism Committee	ELT	Executive Leadership Team
ANPR	Automatic Number Plate Recognition	FAA	<i>Financial Accountability Act 2009</i>
BOSAR	Behaviour Observation and Suspicious Activity Recognition	FCCG	Financial and Cyber Crime Group
BOM	Board of Management	FPMS	<i>Financial and Performance Management Standard 2009</i>
CPOR	Child Protection Offender Registry	F&DS	Frontline and Digital Services
CTU	Child Trauma Unit	GRDS	General Retention and Disposal Schedule
CCIT	Cold Case Investigation Team	GC2018	Gold Coast 2018
CPB	Community Policing Boards	GOLDOC	Gold Coast 2018 Commonwealth Games Corporation
CTIG	Counter-Terrorism Investigation Group	HARU	High Acuity Response Unit
CTIP	Counter-Terrorism Investigators Program	IRPP	Indigenous Recruit Preparation Program
CTSC	Counter-Terrorism Security Coordinator	IMU	Information Management Unit
CATCH	Crime and Traffic Connecting on Highways	IPAA	Institute of Public Administration Australia
CALD	Culturally and Linguistically Diverse Program	ICSC	Intelligence and Covert Services Command
D&RC	Demand and Resource Committee	IDAHOT	International Day Against Homophobia and Transphobia

Acronyms (cont'd)

JESCC	Joint Emergency Services Security Co-ordination Centre	QFTAC	Queensland Fixated Threat Assessment Centre
KIRAT	Kent Internet Risk Assessment Tool	QPP&D	Queensland Police Pipes and Drums
LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex	QPSAL	Queensland Police Security Alert Level System
LBGTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer	QPS	Queensland Police Service
NAIDOC	National Aboriginal and Islander Day Observance Committee	QPCYWA	Queensland Police-Citizens Youth Welfare Association
NHWQ	Neighbourhood Watch Queensland	RAP	Rapid Action and Patrols
OCGG	Organised Crime Gangs Group	ROGS	Report on Government Services
OMCG	Outlaw Motorcycle Gangs	SCDU	Security and Capability Development Unit
PDMC	Penalty Debt Management Council	SCTC	Security and Counter-Terrorism Command
PIPS	Police Integrity and Professional Standards	SWC	Senior Women's Collective
PCYC	Police-Citizens Youth Club	SDS	Service Delivery Statement
PMC	Program Management Committee	SCU	Sexual Crimes Unit
PSBA	Public Safety Business Agency	SERT	Special Emergency Response Team
PSRT	Public Safety Response Team	ViP	Volunteers in Policing
QAO	Queensland Audit Office	WOG	Whole-of-government

Compliance checklist

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 8	2
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	3 121-122
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	i
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	i
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	i
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	i
General information	<ul style="list-style-type: none"> Introductory information 	ARRs – section 10.1	9-16
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	9-11, 21-22, 125
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	14
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 11.1	12-13
	<ul style="list-style-type: none"> Other whole-of-government plans/specific initiatives 	ARRs – section 11.2	29-58
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	25-58
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	25-28
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	23-24
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	19-20
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	59-61
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	117-120
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	70
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.5	10

Compliance checklist (cont'd)

Summary of requirement		Basis for requirement	Page reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	71
	• Audit committee	ARRs – section 14.2	65-66
	• Internal audit	ARRs – section 14.3	75
	• External Scrutiny	ARRs – section 14.4	71-74
	• Information systems and recordkeeping	ARRs – section 14.5	76
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	77-82
	• Early retirement, redundancy and retrenchment	Directive No. 11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No. 16/16 <i>Early Retirement, Redundancy and Retrenchment (from 20 May 2016)</i> ARRs 15.2	82
Open data	• Statement advising publication of information	ARRs – section 16	3
	• Consultancies	ARRs – section 17 ARRs – section 34.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 17 ARRs – section 34.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	113
	• Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	114-116

Contacts and key locations

Queensland Police Headquarters	200 Roma Street Brisbane Qld 4000	GPO Box 1440 Brisbane Qld 4001	(07) 3364 6464
Central Region	Rockhampton Police Complex 161 Bolsover Street Rockhampton Qld 4700	PO Box 221 Rockhampton Qld 4700	(07) 4932 3400
Brisbane Region	20 Pickering Street Alderley Qld 4051	GPO Box 1440 Brisbane Qld 4001	(07) 3354 5005
Northern Region	Mundingburra Police Complex 244-246 Charters Towers Road Hermit Park Townsville Qld 4812	PO Box 3737 Hermit Park Qld 4812	(07) 4726 8777
South Eastern Region	Surfers Paradise Police Complex 68 Ferny Avenue Surfers Paradise Qld 4217	PO Box 561 Surfers Paradise Qld 4217	(07) 5570 7924
Southern Region	52 Neil Street Toowoomba Qld 4350	PO Box 144 Toowoomba Qld 4350	(07) 4631 6777

QPS stations are located throughout Queensland. You can locate or contact your nearest station by calling the regional office or 13 QGOV (13 74 68). Alternatively refer to the online station locator accessible at www.police.qld.gov.au/apps/stationlocator/.

