

Queensland Police Service



ANNUAL REPORT

2024-2025



DELIVERING
FOR QUEENSLAND



Queensland
Government

This annual report provides information about the Queensland Police Services' financial and non-financial performance information for 2024-25. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the Annual report requirements for Queensland Government agencies.

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Letter of compliance

26 September 2025

The Honourable Dan Purdie MP
Minister for Police and Emergency Services
Level 35, 1 William Street
BRISBANE QLD 4000

Dear Minister,

I am pleased to submit for presentation to the Parliament the Annual Report 2024-2025 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 2019*, and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is provided at page 122 of this annual report.

Yours sincerely



Steve Gollischewski APM
COMMISSIONER

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Information about overseas travel, consultancies, the *Queensland Language Services Policy* and the Victims' Charter complaints for 2024-25 is available on the Queensland Government Open Data Portal (www.data.qld.gov.au).

Acknowledgement of Country

The Queensland Police Service respectfully acknowledge First Nations peoples as the Traditional Owners and Custodians of Queensland. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their Elders, past, present and emerging.

Commissioner's message

The Queensland Police Service (QPS) continues to operate in an evolving environment, requiring us to adapt and reshape frontline policing to reflect and serve our community. We remain firmly future-focused, addressing emerging needs while upholding the enduring values of integrity, respect and courage.

As Commissioner, my focus is resolute: ***to keep our community safe and feeling safe, and to ensure our workforce is supported and feels supported.***

In February 2025, I announced that I had been unexpectedly diagnosed with cancer and took immediate leave to undergo treatment. I am deeply grateful for the expert care I received and, following treatment, am honoured to return to duty as Commissioner. I extend my heartfelt sympathies and support to all who are, or who have loved ones, affected by cancer.

During my absence, Deputy Commissioner Shane Chelepy assumed the role of Acting Commissioner. I express my sincere thanks to him for his strong and steady leadership, ensuring the QPS remained focused on delivering a safer, more resilient Queensland.

The year also brought significant challenges with severe weather impacting the north and west of Queensland and Tropical Cyclone Alfred causing widespread damage in the southeast, resulting in destructive winds, prolonged power outages, flooding and severe coastal erosion. The QPS activated the State Disaster Coordination Centre and the State Police Operations Centre, undertaking extensive planning and coordination in response to the event to ensure communities were supported.

This year also marked 12 months since Marine Rescue Queensland (MRQ) and the State Emergency Service (SES) formally became services within the QPS in June 2024. MRQ and SES employees and volunteers continue to provide an essential emergency response capability to all Queenslanders.

In February 2025 I announced a 100-Day Review of the QPS, which commenced in March 2025. The review focused on four key objectives:

- Supporting our frontline – addressing resource, capability and wellbeing needs, and ensuring efforts remain aligned to QPS priorities
- Improving organisational efficiency – strengthening leadership, knowledge management and governance so the Service can draw fully on the skills and experience of its workforce
- Rebuilding workforce morale – fostering trust and engagement between QPS leadership at all levels and the frontline
- Enhancing accountability – establishing mechanisms to ensure transparency and alignment with organisational objectives.

The final report, released in July 2025, provided a clear path for reform. An implementation program, sponsored by Acting Deputy Commissioner Mark Kelly, has been established to deliver the recommendations. Implementing the changes put forward in the Review will be a long-term journey that requires strategic alignment across all levels of QPS, supported by clear structures, accountability, transparency and measurable outcomes.

Another area of priority has been addressing long-standing challenges in relation to watchhouses. In August 2024, I announced a comprehensive review, into the design, provision and operation of watchhouses. The final report, published in July 2025, is informing ongoing reforms, with an implementation team now established to action the recommendations.

Throughout 2024-25, the QPS continued to deliver frontline and specialist policing services across Queensland. This included crime-targeted surge policing, co-response models with partner agencies, and operations addressing youth crime, domestic and family violence, and road safety through campaigns targeting the Fatal Five. Importantly, we also celebrated 60 years of women in policing – a milestone that highlighted the Service's history and evolution.

Between 1 July 2024 and 30 June 2025, QPS crime data reflected a positive impact of the Service's operational approach, with an overall reduction in crime of two per cent compared to the previous year. The number of unique offenders also continued to decline, recording a two per cent decrease.

While increases were recorded in drug, weapons and domestic and family violence related offences, these were largely driven by proactive enforcement, targeted operations and improved reporting. Notwithstanding these efforts, domestic and family violence, sexual offending and coercive control remain significant challenges and will continue to be major policing priorities.

These outcomes reflect the commitment and dedication of QPS officers and staff. They also underscore the need for ongoing, targeted strategies to protect vulnerable Queenslanders, disrupt serious offenders, to build safer communities across the state.

As I look ahead, I remain committed to leading the QPS into the future by harnessing innovation and insight, supported by a committed, resilient and future-ready workforce of police officers, staff members and volunteers. I am privileged to serve alongside them.

I also acknowledge and thank our partners, stakeholders and support networks. Their continued collaboration ensures the QPS can deliver on its mission to keep Queensland safe.



Steve Gollschewski APM
COMMISSIONER

September 2025

About the QPS

The QPS is the primary law enforcement and community safety agency for Queensland. It fulfils this role throughout the state, 24 hours a day, seven days a week, 365 days a year, upholding the law and assisting the community, particularly in times of emergency, disaster and crisis.

The QPS is responsible for the functions of policing and community safety, State Emergency Service (SES) and Marine Rescue Queensland (MRQ).

Our Vision: A safer and more resilient Queensland.

Our Purpose: To keep the people, places and communities of Queensland safe through excellence in policing and community safety services.

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

Consistent with the QPS Strategic Plan 2024-2028, QPS members value:

- *Integrity:* We are honest, trustworthy and serve the community with the highest standards of professional conduct at all times.
- *Respect:* We treat everyone fairly and with dignity, embrace diversity, and consider and value all perspectives.
- *Courage:* We hold each other to account and serve in the face of adversity.

The QPS also 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

Queensland Government objectives

The QPS supports the government's objectives for the community which are structured around building future prosperity and growth across the state.

Safety where you live – Making Queensland safer with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support and taking critical action to arrest skyrocketing rates of domestic and family violence.

Health services where you need them – Restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they're needed most, improving our EDs, reopening regional maternity wards, fast-tracking access to elective surgeries and helping patients to be seen faster.

A better lifestyle through a stronger economy – Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland's vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women's economic security.

A plan for Queensland's future – Planning for Queensland's future, by building the roads and infrastructure needed for a growing population – including a safer Bruce Highway, putting more teachers in safer schools and preparing young Queenslanders for the future, conserving our pristine environment that draws visitors from across the world, improving water security and delivering a world-class Olympic and Paralympic Games that leaves a positive legacy for Queenslanders.

Our Objectives

- **Healthy and engaged workforce** to build an engaged and capable workforce with health, safety and wellbeing of our people a priority
- **Community safety** to deliver effective and responsive policing and community safety services, ensuring our communities are safe and feel safe
- **Engaged and trusted relationships** to provide better services through connected and trusted relationships
- **Effective and efficient service delivery** to deliver transformational reform, informed by insights, to innovate and strengthen our capability to deliver community safety services.

To build an engaged and capable workforce with health, safety and wellbeing of our people a priority, the QPS:

- keeps our people safe and feeling supported

- grows a capable workforce that represents and understands the community we serve
- develops authentic leaders who empower and engage our people
- supports a connected workforce who are collaborative, innovative and resilient
- strengthens our culture to better reflect our values.

To deliver effective and responsive policing and community safety services, ensuring our communities are safe and feel safe, the QPS:

- provides culturally safe, victim-centric and trauma-informed practices to support victims
- prevents harm, builds resilience and reduces demand through contemporary problem solving approaches
- targets serious and repeat offending behaviours
- leverages our volunteers to deliver community safety responses that complement and build on existing capability.

To provide better services through connected and trusted relationships, the QPS:

- builds and enhances partnerships to develop new ways of preventing crime, reducing harm, building resilience and delivering services
- delivers community safety through strong and trusted partnerships
- nurtures and strengthens relationships with Queensland communities.

To deliver transformational reform, informed by insights, to innovate and strengthen our capability to deliver community safety services, the QPS:

- enhances our capability and capacity to ensure the right resources are in the right place, at the right time
- accelerates the adoption of digital, alongside other innovative approaches, to improve service delivery
- optimises business processes to support the delivery of contemporary community safety services.

Our environment

The QPS operates in an environment of accelerating complexity, marked by interconnected political, economic, social, technological, environmental and legal shifts. Each year, we examine these external drivers in depth to better understand how they shape our communities, influence behaviours and trends and impact the delivery of policing and community safety services.

Queensland's vast geography demands flexible and innovative strategies to maintain community safety. The QPS faces increasing pressure to meet the evolving demands of its services, driven by changing community expectations, population growth and rapid technological advancements that are reshaping service delivery.

Technological innovation is transforming the QPS, bringing new capabilities that enhance our ability to forecast emergencies, deploy resources, prevent and investigate crime, and improve service delivery.

Our partnerships with government, industry, non-government organisations, and the community are more vital than ever. These collaborations are enabling the Service to co-design integrated responses to complex social challenges such as domestic and family violence, mental health, and youth justice.

As Australia's most disaster-prone state, we face increasingly frequent and severe floods, fires, storms, and heatwaves. These climate extremes are stretching traditional emergency response

frameworks and driving us to rethink how we approach disaster preparedness, workforce resilience, and community recovery.

Within our challenging operating environment, the QPS views the future as an opportunity to innovate and remains steadfast in its commitment to community safety.

Our challenges and opportunities in 2024-25

The QPS acknowledges the importance of addressing a range of potential strategic challenges to ensure we keep our community safe and feeling safe. The Service identified these challenges and opportunities to respond to in 2024-25, linking them to the strategic objectives.

Key challenges for the QPS during 2024-25 included:

- delivering contemporary services in the context of growing demand, changing priorities and evolving community needs
- responding to extreme weather events and ability to prepare for the broader impacts of a changing climate
- declining community trust and confidence in the integrity and professionalism of police
- threats posed by the rapid advancement of technology enabled crime
- addressing complex issues impacting our workforce including safety, wellbeing and mental health matters.

To address these challenges, the following opportunities were identified to best position the QPS to make our community safer:

- leveraging integrated service responses, innovative partnerships and co-design solutions to solve complex community issues
- optimising recommendations to drive reform and build an inclusive and diverse culture
- delivering evidence-based services to support our community with a focus on victim-centric and trauma-informed responses
- embracing innovative digital solutions, while balancing community expectations around transparency, privacy and ethics
- building a highly skilled, resilient workforce enhancing our capabilities to meet future demand.

2025-26 Outlook

The QPS in 2025-26 will work towards:

- meeting growing service demands and evolving community needs
- meeting the needs of the QPS workforce including health, safety and wellbeing of our people
- building community trust and confidence in the integrity and professionalism of policing
- staying ahead of the rapidly evolving landscape of online and technology-enabled crime
- effectively preparing for disasters, unpredictable extreme weather events and addressing the broader impacts of climate change.

For 2025-26, the QPS identified the following opportunities, including:

- supporting our community and vulnerable groups through evidence-based integrated service responses
- developing a skilled and resilient workforce to respond to future challenges and evolving demands
- harnessing data driven insights and decision making to drive policing excellence and efficiency

- leveraging government, private and voluntary sector partnerships to support improved system delivery
- adopting digital innovation with ethical and transparent practices.

Human Rights Act 2019

On 1 January 2020, the *Human Rights Act 2019* (Qld) (the Act) came into effect, creating obligations for public entities to act and make decisions in a way that is compatible with human rights and to properly consider human rights when making a decision. The QPS has made a commitment to respect, protect and promote human rights in our decision making and actions.

In 2024-25, the QPS received 2,399 distinct complaints to identify if human rights may have been limited, which resulted in:

- 3,511 individual human rights limitations connected to those complaints (one complaint can include more than one human rights limitation)
- 659 instances where there were no human rights limitation identified
- 36 instances where human rights were unreasonably limited resulting in:
 - 5 apologies
 - 3 managerial resolutions
 - 9 explanations
 - 19 disciplinary actions
- 1,621 (of the 2,399) distinct complaints were finalised as at 30 June 2025 (778 remain open).

Each time the QPS received a complaint, human rights limitations were assessed to determine if any rights were unreasonably limited. The human rights aspect of each complaint was investigated along with the allegation/s, which assisted in determining the appropriate resolution. Of the 2,399 distinct complaints received, in most cases there was no further action taken as no human rights limitations were detected, or an explanation was provided to the complainant as the officers' actions were identified as being proportionate, lawful and reasonable, accountable and necessary.

The increase in individual human rights limitations is largely attributable to enhanced data collection and reporting mechanisms, coupled with a heightened awareness and understanding of the scope and nature of these limitations.

Notes:

1. A human rights complaint is a complaint about an alleged contravention of Section 58(1) of the Act by a public entity in relation to an act or decision of the public entity (i.e. that an act or decision is not compatible with human rights and/or that a decision did not properly consider relevant human rights).
2. It is expected that sometimes a complainant will not identify human rights matters within a complaint they make to the QPS. Where the QPS identifies that the complaint may include a contravention of Section 58(1) of the Act, the QPS will record this and respond appropriately.
3. The total number of human rights complaints includes all those identified by a complainant and the QPS. A human rights complaint is counted as one regardless of the number of alleged acts, decisions or human rights limited within a complaint made to the QPS.
4. The total number of complaints where one or more human rights were allegedly unreasonably limited relates to all complaints made to the QPS by both internal and external complainants.

Information security attestation

During the mandatory annual Information Security reporting process, the Commissioner of Police attested to the appropriateness of the information security risk management within the QPS to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the QPS information security risk position.

Our partners

The QPS continued to foster strong relationships with its partners in the community throughout 2024-25.

- **Queensland Police-Citizens Youth Welfare Association (QPCYWA)**

The QPCYWA, known as Police-Citizens Youth Club (PCYC) Queensland, is a non-government, not-for-profit organisation, delivering appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices. Operating across urban, rural and remote communities, each PCYC is led by a QPS Sergeant, fostering meaningful engagement between police and young Queenslanders. Since its establishment in 1948, PCYC has grown to 53 clubs supported by 75 police officers and four staff members, providing a vital platform for community connection, early intervention and youth empowerment. For more information or to find a club near you, visit the PCYC Queensland website at www.pcyq.org.au.

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a partnership between the QPS and local communities, aimed at enhancing community safety. Operating across 14 out of the 15 police districts, NHWQ supports approximately 252 active groups that promote home security, reduce fear of crime and encourage the reporting of suspicious activity to police. By fostering informal networks among residents, NHWQ strengthens community resilience and complements QPS's broader crime prevention strategies. 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 encourages the community to help make a difference in solving and preventing crime, providing an avenue for the community to assist police.

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

The QPS assists Crime Stoppers Queensland through the following:

- the Assistant Commissioner, Crime and Intelligence Command is on the Board of Directors as the Commissioner's representative
- the Officer in Charge of the QPS Crime Stoppers Unit represents Queensland on the National State and Territory Police Coordinators Group
- 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 in many of the 19 Volunteer Area Committees spread throughout the state.

During 2024-25, the QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, received over 22,440 phone and more than 37,200 digital contacts from members of the public resulting in:

- the apprehension of 277 people
- more than 1,200 charges laid
- the confiscation of more than \$1.6 million worth of drugs
- the seizure of approximately \$271,500 in proceeds of crime.

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

- **Queensland Homicide Victims Support Group (QHVSG)**

The QHVSG delivers services to people who have lost a loved one to homicide and offers a truly unique service. For many living in the aftermath of homicide, healing is often accelerated by speaking with others who have 'been there too'. Each year, QHVSG provides support and guidance to over 250 family members that experience first-hand the devastating effects of homicide. The Commissioner is the Patron of the QHVSG and the group works closely with the QPS, liaising with families and providing first responder practical and emotional support, as well as long term case management.

- **Volunteers in Policing (ViP)**

The ViP program is a community engagement initiative that recruits and trains local community volunteers to support police in delivering non-operational services that enhance community safety. ViPs assist with tasks such as victim support, crime prevention messaging and home and business security assessments. They also contribute to Police Recruiting and specialist unit support. As at 30 June 2025, there were 185 ViPs working across 35 police establishments in 15 districts and two specialist units. For more information or to become a ViP, visit the QPS website at <https://www.police.qld.gov.au/careers-with-the-qps/volunteers-in-policing>.

- **Jack Beasley Foundation (JBF)**

The JBF is a registered not-for-profit community-based organisation based on the Gold Coast, dedicated to reducing youth violence through knife crime education. JBF delivers the One Moment Education Program to schools across the state, raising awareness about the dangers of carrying knives and the long-term impacts on offenders, victims and indirect parties including friends and families. JBF has played a pivotal role in advocating for legislative reform, including the enactment of Jack's Law and continues to support community engagement through education, media outreach and operational activities. For more information, visit the JBF website at <https://www.jackbeasleyfoundation.org/>.

- **Balin Stewart Foundation (BSF)**

The BSF is a not-for-profit community organisation committed to preventing harm caused by knife-related violence. Through a three-pronged approach – education, awareness and events – BSF engages schools and communities to promote peaceful conflict resolution and discourage the carrying of edged weapons. Its grassroots campaign, #BinTheBladeForBalin, fosters safer environments by addressing the root causes of youth violence and advocating for legislative reform. For more information, visit the BSF website at <https://www.balinstewartfoundation.org.au/>.

- **Queensland Blue Light Association Incorporated (QBLAI)**

The QBLAI is a not-for-profit charity that has partnered with the QPS for over 40 years to deliver evidence-based early intervention and primary prevention programs for young people, particularly those at risk. While widely recognised for its iconic Blue Light discos, QBLAI now delivers a suite of flexible programs – including Blue Edge and ELEVATE – that promote healthy life choices, resilience and respectful relationships. These programs are facilitated by police officers and can be delivered in any community, including rural and remote areas, without the need for designated facilities. The QPS supports QBLAI through the allocation of a full-time Sergeant as Blue Light Policing Coordinator and the Commissioner serves as the association's Patron. For more information, visit the QBLAI website at <https://bluelightqld.org/>.

- **National Retail Association (NRA)**

The NRA is a key industry partner supporting the QPS in educating retailers and quick service restaurants about their obligations under the *Summary Offences (Prevention of Knife Crime) and Other Legislation Amendment Act 2024*. Through policy advocacy, legal support and direct engagement, the NRA helps inform and protect retail operators while

contributing to the development of measures that address retail crime and violence. For further information, visit the NRA website at <https://www.nationalretail.org.au/>.

- **Top Blokes**

Top Blokes Youth Program is a targeted initiative supporting young men aged 13-17 in the Redlands area. Delivered by the Top Blokes Foundation, the program promotes resilience, emotional maturity and positive decision making through structured mentoring and education. For further information, visit the Top Bokes Foundation website at <https://www.topblokes.org.au/>.

- **Trek2Health**

Trek2Health is a not-for-profit organisation supporting the mental and physical wellbeing of emergency services personnel and veterans through nature-based resilience programs. Trek2Health delivers team-orientated treks and wellness activities that foster recovery, connection and long-term resilience. As part of the Framing the Future program, Trek2Health collaborates with QPS Youth Programs to engage Project Booyah graduates in activities such as surfboard construction and guided treks, promoting personal growth and community reintegration. For further information, visit the Trek2Health website at <https://www.trek2health.org.au/>.

- **SES volunteers**

The SES has around 5,000 volunteers operating across Queensland. Volunteers bring with them a broad range of professions, skills, experience and backgrounds, all drawn together by a common purpose – to support our communities.

Up-to-date training provides our people with real life skills and knowledge that is used during emergencies and throughout life. Uniforms and equipment including personal protective equipment, are provided to support the role of SES.

- **Marine Rescue volunteers**

Marine Rescue volunteers undertake more than 12,000 rescue activations each year, operating across 47 units along Queensland's coast. Plans are in place to transition existing units into one integrated statewide service MRQ. Prior to transition, existing units including Volunteer Marine Rescue Association Queensland (VMRAQ) and Australian Volunteer Coast Guard Association's (AVCGA) will continue to provide lifesaving marine rescue services to their communities, in the same way they always have. Importantly, marine rescue services will continue to be available to the community throughout transition, enhancing responses and community safety.

AVCGA is a marine search and rescue organisation operating under state and territory emergency management frameworks. The distinct yellow vessels respond to a variety of marine incident types, rescuing thousands of people each year. AVCGA also works in support of other agencies in response to events such as marine fire and medical evacuation.

VMRAQ is dedicated to assisting with the preservation of life at sea. VMRAQ comprises 25 units throughout Queensland, from the busy waterways of the Gold Coast and Brisbane, through Far Northern Queensland, across the Torres Strait and through some of Queensland's most remote waterways in the Gulf of Carpentaria. VMRAQ volunteers train and take roles in administration, radio watch keeping, maintenance, fundraising, rescue vessel crew and being the skipper of a rescue vessel.

- **Surf Life Saving Queensland (SLSQ)**

Built on tradition, forged out of passion and focused on the future, SLSQ is recognised as the leading authority on coastal and aquatic safety. SLSQ is a volunteer-led, professionally managed organisation. SLSQ was formally established in 1930 and has developed into a ground-breaking and highly innovative organisation with their vision of zero preventable deaths in Queensland public waters. Working towards achieving this they have 58

established surf lifesaving clubs patrolling 8,000 kilometres of Queensland coastline and more than 37,000 volunteer members. SLSQ's purpose is to equip, develop, empower and support their members to deliver vital aquatic rescue and safety services to Queensland communities.

- **Royal Life Saving Society Queensland**

Royal Life Saving is the peak body for water safety in Queensland and the states leader in drowning prevention and water safety education. Royal Life Saving was the first lifesaving organisation in Australia, originating in 1894. For over 125 years Royal Life Saving has delivered services and saved lives in the community through education programs, vocational training, health promotion initiatives, aquatic risk management services, community development and participation in sport. Royal Life Saving has a wider partner network comprising professional suppliers, training partners, professional staff and volunteer examiners, who deliver services to the community of Queensland and beyond.

- **PCYC Emergency Services Cadets**

The Emergency Services Cadets program is delivered in partnership with PCYC Queensland and Queensland's emergency services. The program is offered to young people aged 12 to 17 and usually operates out of an emergency service facility (such as a local SES and Rural Fire Brigade facilities). The Cadet Unit is managed under the leadership and guidance of volunteer adult leaders, many of whom are current or former service personnel, with mentoring and activities from other emergency services as well as the host organisation. The aim of the program is to provide young people with a safe, fun and inclusive environment that offers them practical skills and leadership opportunities. Participation in the program is free, running concurrently with the school year, where cadets meet once a week during the school term, with volunteering opportunities on the weekend. There are currently 22 active units across Queensland.

Action plans and strategies

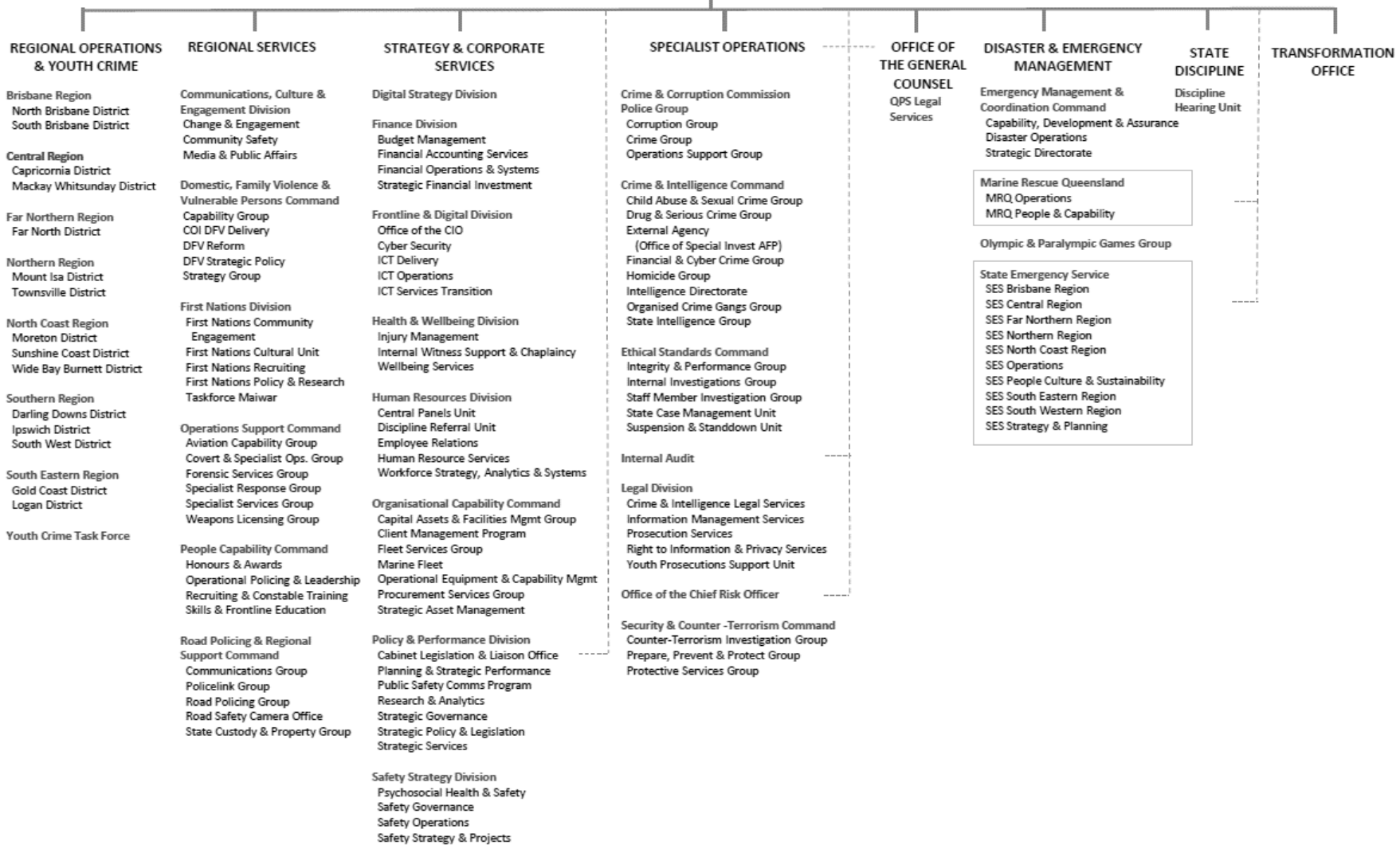
The QPS works collaboratively with various government departments, including the Department of the Premier and Cabinet, Queensland Treasury, Department of Justice, non-government and not-for-profit organisations and private sectors, to lead and/or contribute to whole-of-government action plans and strategies and various other bodies of work. The QPS provides regular input into Queensland Government action plans and strategies which can be viewed online at www.police.qld.gov.au.

The QPS also continued working with partner agencies to progress recommendations from Royal Commissions and/or Commissions of Inquiry including:

- *Women's Safety Justice Taskforce Report 1 – Hear her voice and Report 2 - Women and girls' experiences across the criminal justice system*
- *Royal Commission into Institutional Responses to Child Sexual Abuse*
- *Independent Commission of Inquiry into QPS responses to domestic and family violence*
- *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland report*
- *Commissions of Inquiry into Forensic DNA Testing in Queensland*
- *Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.*

QPS organisational chart

COMMISSIONER OF POLICE



100-Day Review of the QPS

In March 2025, the Commissioner launched a 100-Day Review of the QPS to evaluate the organisation's alignment with its legislative mandate under the *Police Service Administration Act 1990*. The review aims to provide a roadmap for realigning QPS functions, structures and culture to better support frontline policing and enhance community safety.

The review is guided by four key objectives:

- supporting our frontline by identifying and addressing resource, capability and wellbeing deficits, as well as ensuring our efforts are kept focused on QPS priorities
- improving organisational efficiency through enhanced leadership, knowledge management and governance structures to ensure the QPS benefits from the skills, experience, and knowledge of its workforce
- rebuilding workforce morale by fostering engagement and trust between QPS leadership at all levels and our frontline
- enhancing accountability by establishing mechanisms to ensure transparency and alignment with organisational processes.

The scope of the review covers all areas of QPS operations that directly or indirectly impact frontline service delivery, with a particular focus on resourcing, wellbeing, attrition and organisational structure.

The review, which offers a crucial opportunity to modernise the QPS, reaffirm its core mission and establish a resilient, responsive and community-focused policing organisation for the future, concluded on 24 June 2025.

Watch-house Review

In August 2024, the Commissioner announced a review into watch-houses, acknowledging significant systemic issues and pressures. Led by Deputy Commissioner Cameron Harlsey, the review aims to improve the safety and management of watch-houses for both those in custody and QPS staff, with a focus on ongoing reform and long-term systematic improvements.

The review will address three key areas:

1. People: ensuring QPS staff are appropriately recruited and trained and ensuring the health and safety of both individuals in custody and staff working in watch-houses
2. Processes: ensuring the efficiency and effectiveness of systems and processes for watch-house custody operations
3. Places: examining of the infrastructure and facilities (including technology) to identify improvement opportunities to better support operations.

Health and safety considerations will be prioritised, with efforts directed at achieving the best outcomes for all stakeholders involved in custody activities.

Locations

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

| | |
|---|-----|
| Police facilities | 340 |
| Police Watchhouses | 63 |
| Police neighbourhood beats, shopfront and mobile police beat | 49 |
| Mobile Police Beats | 25 |
| Headquarters and regional offices | 8 |
| District offices | 15 |
| Communication centres | 13 |
| Police academies | 2 |
| Policelink | 1 |
| Rapid Action and Patrol Groups located at Gold Coast and Townsville | 2 |
| MRQ bases and support centres | 47 |
| SES depots and offices | 305 |

Each police district is further supported by a range of specialist units, including the Child Protection and Investigation Units, Criminal Investigation Branches, Intelligence Units, Scenes of Crime and Scientific Units, Dog Squad Units, Forensic Crash Units, Road Policing Units, Prosecutions Corp and Water Police Units. Additionally, purpose-built investigation centres are strategically located at various stations and district offices across the state to respond to major incidents.

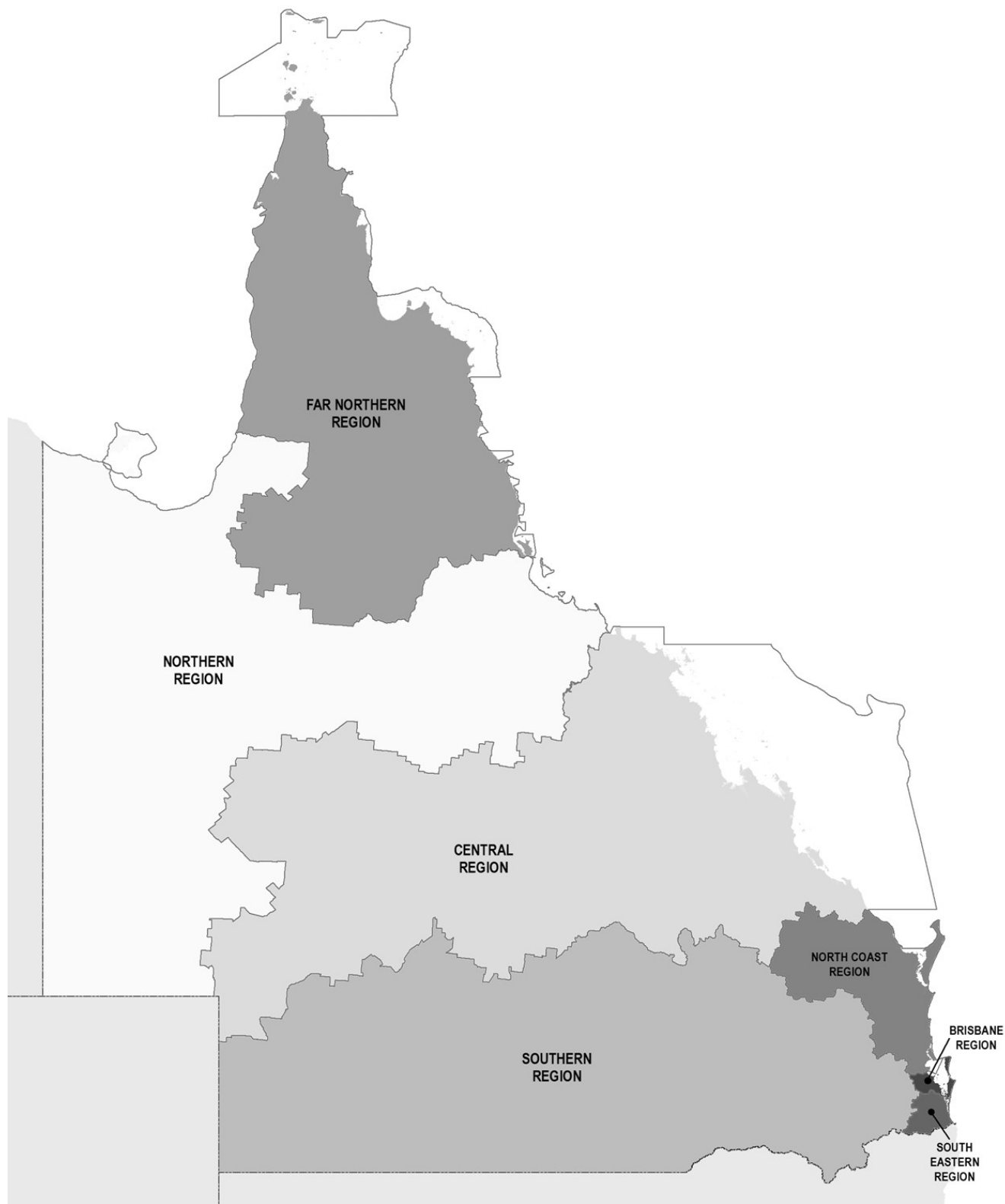
In 2024-25, the QPS delivered minor and medium capital works and major capital investment projects, including:

- Cairns police facility upgrade
- Caloundra South new police facility
- Clermont replacement police facility
- Cooroy replacement police facility
- Dayboro replacement police facility
- Rosewood replacement police facility
- Wacol Youth Remand Facility
- Warwick police facility upgrade.

In addition, the following capital works projects were under construction during the reporting period:

- Kirwan replacement police facility
- Maryborough police facility upgrade
- Mount Isa new residential accommodation
- Ripley new police facility.

Police regions map



Financial Summary

Summary of financial performance

The following table summarises the operating result and financial position for QPS 2024-25 and the previous financial year.

| Statement of comprehensive income | 2024-25 \$'000 | 2023-24 \$'000 |
|---|---------------------------|---------------------------|
| Total income from continuing operations | 3,743,556 | 3,509,691 |
| Total expenses from continuing operations | 3,873,740 | 3,509,691 |
| Total other comprehensive income | 99,697 | 115,877 |
| Total comprehensive income | (30,486) | 115,877 |
| Statement of financial position | 2024-25 \$'000 | 2023-24 \$'000 |
| Total assets | 3,228,763 | 2,728,948 |
| Total liabilities | 552,834 | 249,293 |
| Net assets/equity | 2,675,929 | 2,479,655 |

Income and expenses from continuing operations

The QPS is committed to safeguarding the people, places and communities of Queensland through excellence in policing and community safety. The recent machinery-of-government (MoG) changes are intended to strengthen Queensland's emergency response capability by integrating the SES and establishing MRQ within the QPS. This transition aims to deliver a more unified emergency response capability across the state by aligning policing, disaster preparedness and maritime rescue under a single, coordinated framework. By embedding these critical services within QPS, it supports the strengthening of the State's disaster and emergency management arrangements, ensuring that when events occur, we are best placed to protect and serve Queensland communities.

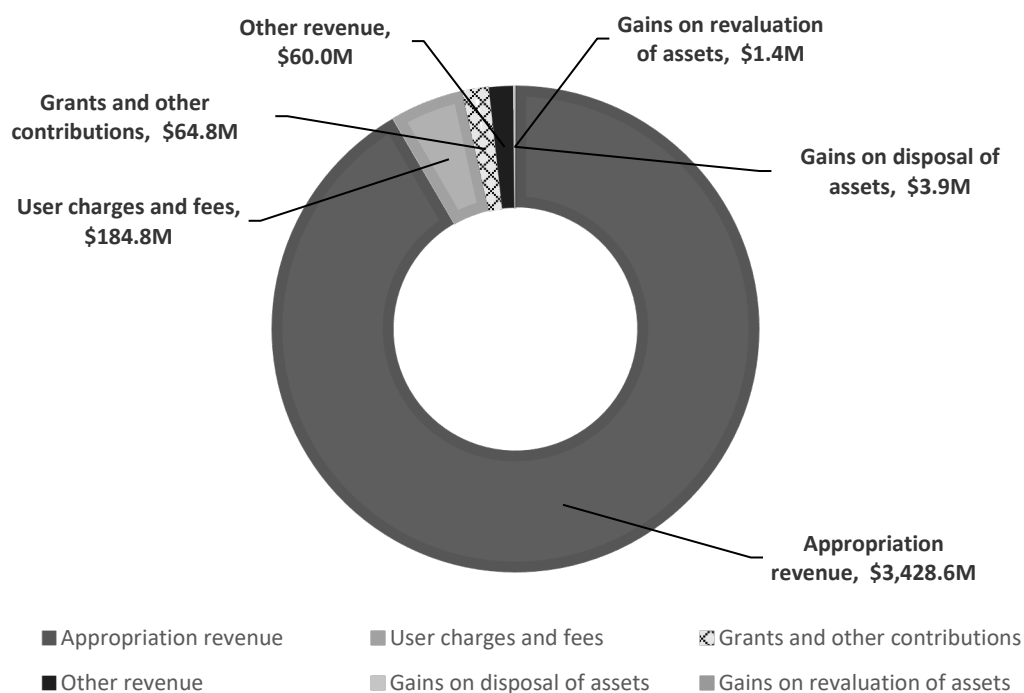
Funding for these services is primarily provided through parliamentary appropriations.

In 2024-25, QPS recorded a deficit of \$130.183 million.

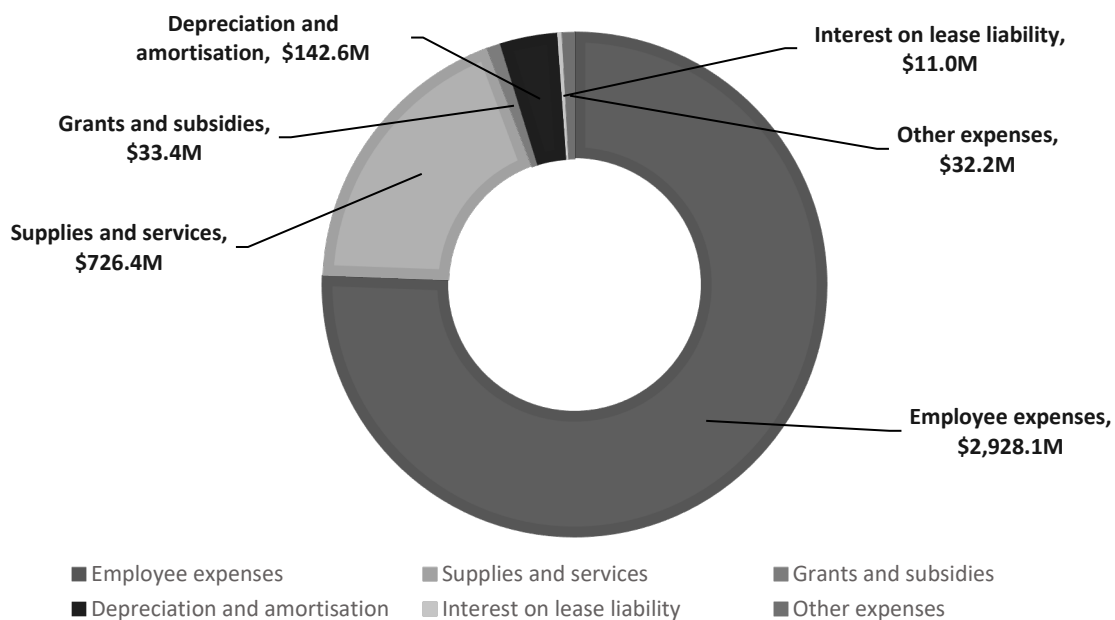
QPS remains committed to delivering safe and secure communities through innovation, collaboration and best practice. A summary of expenses incurred in delivering these services is provided below.

For 2024-25, QPS received income from continuing operations totalling \$3,743.556 million and incurred total expenditure from continuing operations of \$3,873.740 million. This was comprised of:

Income



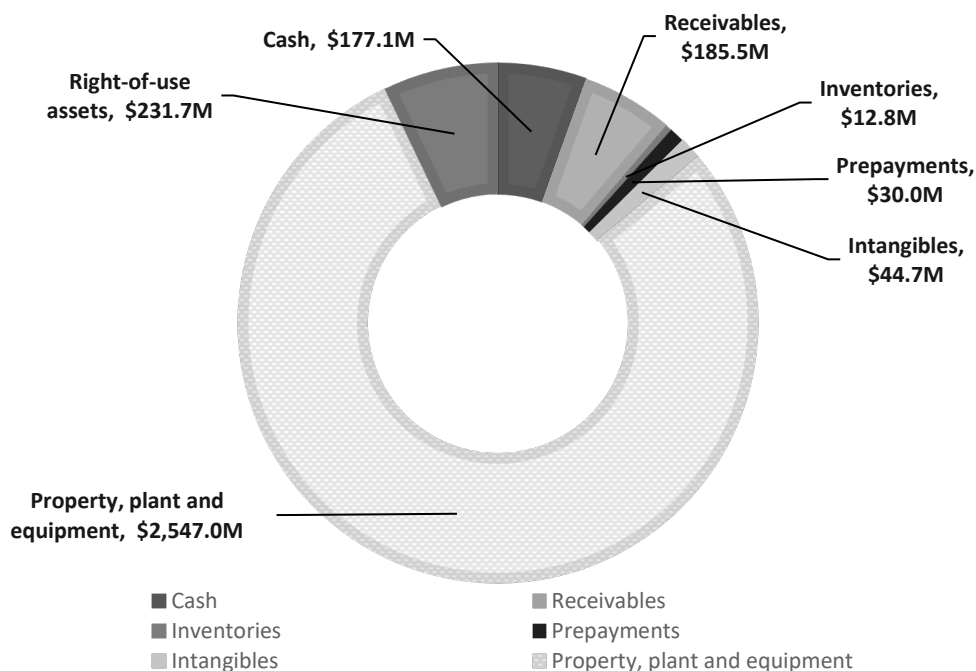
Expenses



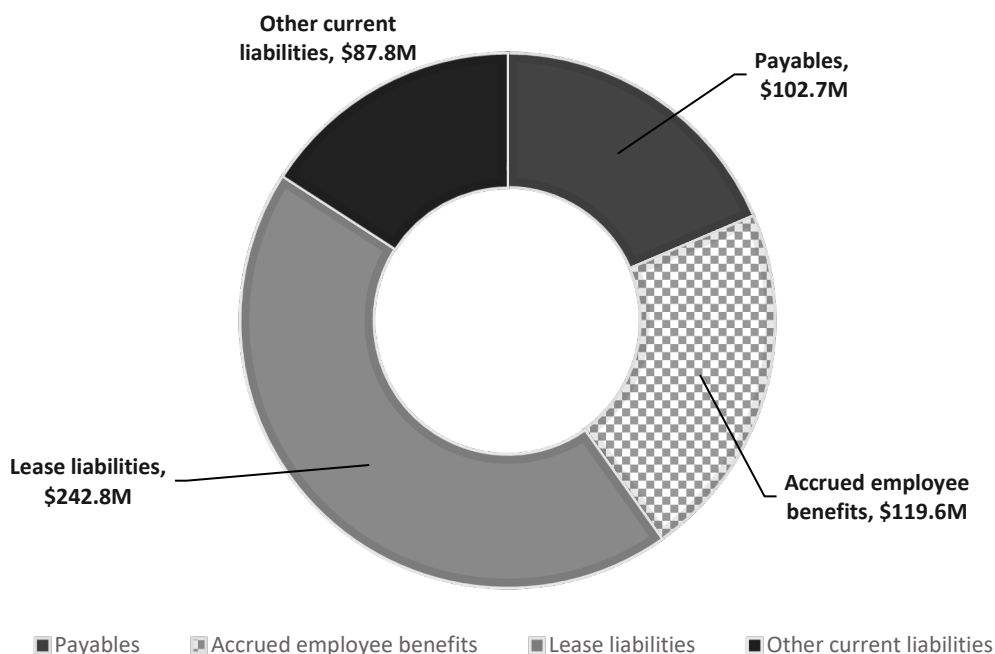
Summary of financial position

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 2024-25 was \$2,675.929 million. This is an increase from 2023-24 \$2,479.655 million which includes \$99.697 million increase in asset revaluation surplus. This was comprised predominantly of:

Assets



Liabilities



Events occurring after balance date

Following the completion of Tranche 1, which transferred specific Frontline and Digital Division (FDD) functions (that supported other departments) from QPS to Queensland Fire Department (QFD) and Queensland Ambulance Service (QAS) in 2024-25, it is anticipated that the transfer of the remaining FDD functions related to QFD and QAS will be progressed in the 2025-26 financial year or later.

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

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 ensure our communities are safe and feel safe. The services the QPS provides to the community are reported under three service areas – Police Services, SES and MRQ.

The QPS provides services to the Queensland community designed to uphold and administer the law responsibly, fairly and efficiently; to preserve peace and good order; to protect and support the community; to prioritise the safety of victims of domestic and family violence (DFV) and other serious offences; to prevent and investigate crime; promote road safety and to work towards fair, just and lasting outcomes for both victims and offenders.

This includes, but is not limited to:

- responding to victims of DFV other serious offences through a victim-centric, trauma-informed and culturally safe approach and working with partners to ensure perpetrators are held to account
- protecting property and personal safety
- maintaining public order and safety, including during major events and disasters
- working with partners to reduce demand on the criminal justice system
- addressing over-representation of vulnerable groups, including First Nations people
- working with partner agencies and stakeholders to minimise the impact of disaster events
- preventing and responding to driver behaviours contributing to road trauma.

The SES provides a community-based, volunteer, all hazards response capability that prepares for and responds to disaster events and emergencies that affect Queensland communities.

MRQ prepares for, and responds to, maritime search and rescue incidents and disaster events at sea. It provides and supports locally led community-based volunteer search and rescue capabilities to those in, near or on blue water environments across Queensland.

The following tables provide an overview of the key performance measures for the QPS for 2024-25. Data for 2023-24 is sourced from the QPS 2023-24 Annual Report unless otherwise stated in the Notes.

| Service Area: Police Services | | | | | | | |
|--|---------|----------------|-------------|------|----------------|--------------------------|----------------|
| Performance measures | Notes | Strategic Plan | 2024-25 SDS | RoGS | 2023-24 Actual | 2024-25 Target/ Estimate | 2024-25 Actual |
| Percentage of personal safety offences cleared within 30 days: | 1, 2, 3 | ✓ | ✓ | | | | |
| • Homicide | | | | | 66.4% | 70-83% | 73.6% |
| • Assault | | | | | 56.1% | 54-63% | 54.6% |
| • Sexual assault | | | | | 34.5% | 48-57% | 32.4% |
| • Robbery | | | | | 60.3% | 60-68% | 55.3% |
| • Total personal safety | | | | | 51.8% | 54-61% | 50.0% |
| Percentage of property security offences cleared within 30 days: | 1, 4 | ✓ | ✓ | | | | |
| • Unlawful entry | | | | | 23.6% | 18-21% | 22.1% |

| | | | | | | | |
|---|------|---|---|---|-------|--------|-------|
| • Other property damage | | | | | 36.3% | 25-27% | 35.1% |
| • Motor vehicle theft | | | | | 41.6% | 36-40% | 37.8% |
| • Other theft (excluding unlawful entry) | | | | | 29.5% | 26-28% | 27.4% |
| • Total property security | | | | | 30.7% | 28-30% | 29.3% |
| Percentage of good order offences cleared within 30 days | 1, 5 | ✓ | ✓ | | 76.2% | 80-85% | 72.0% |
| Rate of Domestic & Family Violence related offences per 1,000 population | 1,6 | ✓ | ✓ | | | | |
| • Total person offences | | | | | 7.7 | 6-7 | 7.5 |
| • Total property offences | | | | | 3.0 | 2-3 | 2.8 |
| Rate of crime victimisation per 1,000 population | 6, 7 | ✓ | ✓ | | | | |
| • Total person offences | | | | | 15.1 | <12.0 | 15.0 |
| • Total property offences | | | | | 50.2 | <44.0 | 46.2 |
| Rate of repeat victimisation per 1,000 population | 6, 7 | ✓ | ✓ | | | | |
| • Total person offences | | | | | 3.7 | <2.4 | 3.8 |
| • Total property offences | | | | | 26.5 | <21.7 | 25.3 |
| Percentage of disaster management training participants with enhanced capability | | | | | 93% | 80% | 91% |
| Public perception of safety | 8, 9 | ✓ | ✓ | ✓ | | | |
| • Feelings of safety walking alone in neighbourhood during the night | | | | | 42.6% | >50% | 43.6% |
| • Feelings of safety travelling alone on public transport during the night | | | | | 27.6% | >30% | 27.3% |
| Satisfaction of members of the public who had contact with police in the last twelve months | 10 | ✓ | ✓ | ✓ | 67.2% | >85% | 69.2% |
| Public satisfaction with police dealing with emergencies and disasters | 10 | ✓ | ✓ | ✓ | 68.5% | >85% | 67.8% |
| Public confidence to contact the police to report domestic and family violence | 10 | ✓ | ✓ | | 61.1% | >75% | 60.1% |
| Public perception of police integrity | 10 | ✓ | ✓ | | | | |
| • Police perform their job professionally | | | | ✓ | 68.3% | >85% | 68.3% |
| • Police treat people fairly and equally | | | | ✓ | 51.4% | >75% | 51.4% |

| | | | | | | | |
|--|------------|---|---|---|-------------|-------|--------|
| • Police are honest | | | | ✓ | 56.2% | >75% | 56.1% |
| • I do have confidence in the police | | | | | 63.9% | >85% | 64.5% |
| • I trust the police | | | | | 65.9% | >75% | 66.1% |
| Rate (per 100,000 people) of road crash fatalities | 11 | ✓ | ✓ | | 5.35 | 4.28 | 5.27 |
| Rate (per 100,000 people) of people hospitalised following a road crash | 11, 12 | ✓ | ✓ | | 150.37 | 110.0 | 150.81 |
| Percentage of code 1 and code 2 incidents attended within 12 minutes (Triple Zero calls only) | 13 | ✓ | ✓ | | 74.3% | >80% | 74.5% |
| Rate of complaints against police per 100 sworn staff | 14 | ✓ | ✓ | ✓ | New Measure | <9.8 | 13.1 |
| Cost of police services per person | 15 | ✓ | ✓ | ✓ | \$577 | \$610 | \$628 |
| Agency engagement | 16, 17 | ✓ | | | 45% | >55% | 48% |
| Culture/Integrity | 16, 18 | ✓ | | | 72% | >72% | 73% |
| Innovation/Continuous improvement | 16, 19 | ✓ | | | 53% | >53% | 54% |
| Health, Safety and Wellbeing | 16, 20 | ✓ | | | New Measure | >46% | 52% |
| Organisational Leadership | 16, 21 | ✓ | | | | | |
| • Senior Managers | | | | | 37% | >38% | 41% |
| • Executive Group | | | | | 30% | >30% | 36% |
| Workforce diversity | | ✓ | | | | | |
| • Women in Senior Officer, Senior Executive Service positions and above | 22, 23 | | | | 30.6% | 30.0% | 32.1% |
| • First Nations | 22, 23 | | | | 2.5% | 4.0% | 2.6% |
| • People with Disability | 22, 23, 24 | | | | 4.8% | 6.0% | 4.8% |
| • People who speak a language other than English at Home | 22, 23 | | | | 3.2% | 8.0% | 3.9% |
| Discontinued measures | | | | | | | |
| Percentage of proceedings where young offenders were offered and accepted a diversion option | 25, 26 | ✓ | ✓ | ✓ | 40.5% | >40% | 46.2% |
| Proportion of young offenders who have another charged offence or are referred by the QPS to a Restorative Justice Conference within 12 months of an initial finalisation for a proven offence | 27, 28, 29 | ✓ | ✓ | | 69% | 69% | - |

| | | | | | | | |
|--|--------|---|--|--|-------|------|-------|
| Percentage of proceedings where all offenders were offered and accepted a diversion option | 25, 27 | ✓ | | | 14.6% | >10% | 18.2% |
|--|--------|---|--|--|-------|------|-------|

Notes:

- Performance is reported against a range rather than a single figure. The target ranges for 2024-25 consider recent results and any known factors that are likely to have an impact in the reporting period. Upper and lower values account for past variation from the recent historical average.
- 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.
- The variance from the 2024-25 target may be due to a combination of higher volumes of offences in this category and unique characteristics of reported offences regarding quality and availability of evidence or evidentiary requirements affecting the investigation and finalisation of these offences. In recent years, the QPS has implemented a more victim-centric, trauma-informed approach to managing personal offences, particularly sexual offences.
- 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.
- 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.
- Rates of crime victimisation, repeat crime victimisation and DFV-related offending are above their respective targets mostly due to various societal influences.
- The measure counts the number of people or addresses classed as a 'victim' of a personal or property offence in the preceding 12-month period and represents this as a rate per 1,000 population. The figure is separate and distinct from the rates of offending. It is possible to have a reduction of the number of victims without a reduction in offences.
- Public perception of safety is secured from the National Survey of Community Satisfaction with Policing (NSCSP). The figure refers to the percentage of Queensland survey respondents who selected "very safe" or "safe" for each of the following activities:
 - walking alone in your neighbourhood during the night
 - travelling alone on public transport during the night.
- The measures for feelings of safety on public transport are based on the entire survey population and includes those participants who have not used public transport. The figure is reported to match the existing Report on Government Services (RoGS) standard.
- Public satisfaction with police and perceptions of police are sourced from the results of the NSCSP. The NSCSP is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
- The variance between the 2024-25 Target/Estimate and 2024-25 Actual is due to a number of societal influences and increased high-risk behaviours like drink and drug driving, distraction, failure to wear a seatbelt, speeding and aggression, and fatigue that can vary throughout the year resulting in changes in numbers of road crashes.

12. The actual result for 2023-24 is amended from 153.70 hospitalisations published in the 2023-24 Annual Report as, at the time, figures were only available to 30 September 2023. The most recent data received is for the 12-month period ending 30 September 2024, where the preliminary number of hospitalised road casualties is 8367 which equates to a rate of 150.81 hospitalised casualties per 100,000 population.
13. 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.
14. '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 or involuntary dealings with the police. Sworn 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 service to an external customer.
15. Cost of police services per person is the total cost of delivering policing services divided by the estimated population of Queensland. This measure is reported in line with the RoGS methodology. Supplies and services costs have increased mainly due to inflationary pressures in relation to plant and equipment, ICT software and hardware maintenance and property related costs including escalating lease costs.
16. Data for this measure is taken from responses of QPS employees to the whole-of-government Working for Queensland survey, conducted annually.
17. The measure describes employees' level of engagement with the organisation in relation to motivation, inspiration and pride.
18. The measure describes the extent to which employees feel confident about how unethical behaviour and discussions about ethical behaviours are managed in the workplace.
19. The measure describes the extent to which employees feel the QPS is capable of creating and/or adopting new ideas which result in more effective products, processes and services.
20. The measure describes the extent to which employees feel the QPS places a value on health, safety and wellbeing of its employees.
21. The measure describes employee perceptions that senior leadership have the ability to lead the organisation to achieve its objectives with particular focus on performance and quality. Leadership also relates to senior leaders' ability to model appropriate workplace behaviours.
22. From 1 July 2023, revised sector-wide diversity targets were adopted. Data is based on substantive placements and includes paid and unpaid employees, excluding staff members engaged on a casual relief basis. Figures are based on self-reported data that is not mandatory which may result in under-reporting on at least some of the diversity categories included.
23. The QPS workforce generally changes at a slower rate compared to other agencies and generally police officer positions are filled internally only. Consequently, it is challenging to achieve changes to the workforce except over an extended period.
24. Due to the operational requirements of police, the target is based on non-operational staff members only.
25. The term 'diversion' includes diversions of all offenders away from the courts by way of community conference, cautioning by police, intoxication diversion, drug diversion or graffiti diversion. For adult offenders, only infringement notices (excluding traffic infringement notices) are included in the count of 'diversions'.
26. This service standard has been discontinued. Percentage of proceedings where young offenders were offered and accepted a diversion option will continue to be reported nationally in the RoGS.
27. Offender Diversions refers to the number of diversion proceedings against offenders

(young offenders or adult offenders) as a proportion of all proceedings.

28. This discontinued service standard is presented in the Department of Youth Justice and Victim Support Service Delivery Statements.
29. This service standard has been discontinued for the 2025-26 year and is to be replaced with 'Proportion of young offenders subject of a diversion who did not reoffend within the following 24 months', which measures services of police involving a larger cohort of offenders and is a better indicator of our objective to reduce youth crime.

| Service Area: State Emergency Services | | | | | | | |
|---|-------|----------------|-------------|------|----------------|--------------------------|----------------|
| Performance measures | Notes | Strategic Plan | 2024-25 SDS | RoGS | 2023-24 Actual | 2024-25 Target/ Estimate | 2024-25 Actual |
| Engagement levels for volunteers from the State Emergency Services | 1 | ✓ | ✓ | | New Measure | 80% | 80% |
| Percentage of statewide State Emergency Services volunteers that meet minimal operational training requirements | 2 | ✓ | ✓ | | New Measure | 65% | 80% |

Notes:

1. The service standard is sourced from the Volunteering for Queensland Survey conducted annually that is run concurrently with the whole-of-government Working for Queensland Survey of Queensland public sector employees.
2. This measure represents the percentage of active SES volunteers who have completed the most common minimum training competency of Storm Damage Operations and have a current Storm Damage Operator appointment.

| Service Area: Marine Rescue Queensland | | | | | | | |
|---|-------|----------------|-------------|------|----------------|--------------------------|----------------|
| Performance measures | Notes | Strategic Plan | 2024-25 SDS | RoGS | 2023-24 Actual | 2024-25 Target /Estimate | 2024-25 Actual |
| Percentage of statewide Marine Rescue Queensland volunteers that meet the minimum training requirements | 1 | ✓ | ✓ | | New Measure | 65% | 79% |

Notes

1. This measure represents the percentage of active MRQ volunteers who have completed national operational qualifications and training (to meet Australian Maritime Safety Authority requirements) and the minimum training requirements to performance legislative functions noted in the *Marine Rescue Queensland Act 2024*.

Key

2. RoGS – Report on Government Services
3. SDS – Service Delivery Statement
4. Strategic Plan – Queensland Police Service Strategic Plan 2024-2028

Jack's Law

On 2 April 2023, the *Police Powers and Responsibilities (Jack's Law) Amendment Act 2023* commenced. Jack's Law is an extension of the 12-month trial on the Gold Coast that provided police with the power to stop and scan persons for knives using a handheld metal detector.

In June 2025, Parliament passed the landmark *Making Jack's Law Permanent Bill*, allowing police to search for weapons beyond designated precincts to any public area, enabling faster, intelligence-led interventions wherever the need arises. The law empowers police to use handheld metal detectors (wanding devices) to detect and seize concealed weapons in public places. The *Police Powers and Responsibilities (Making Jack's Law Permanent) and Other Legislation Amendment Act 2025* will commence on 18 July 2025.

Under the new legislation, officers will be able to use a handheld scanner in a "relevant place" without the need to seek authorisation from a senior officer. A "relevant place" is defined as a licensed premises, public transport station, public transport vehicle, retail premises, safe night precinct, shopping centre, sporting or entertainment venue.

During the reporting period from 1 July 2024 to 30 June 2025, the QPS recorded the following information:

- number of handheld scanner authorities issued: 5,949
- number of people who were required to submit to the use of handheld scanners under the authorities: 55,322
- number of knives or other weapons that were detected using handheld scanners under the authorities: 454
- number of times a power to search a person without a warrant was exercised under chapter 2, part 2, division 2 as a result of the use of handheld scanners under the authorities: 8,461
- number and type of charges made against persons as a result of the use of handheld scanners under the authorities: 2,514
 - *Weapons Act 1990*:
 - section 67 – Possessing and acquiring restricted items: 4
 - section 51 – Possession of a knife in a public place or a school: 348
 - section 50 – Possession of weapons: 24
 - *Drugs Misuse Act 1986*:
 - Other (drugs misuse): 1,309
 - section 9 – Possessing dangerous drugs: 533
 - *Police Powers and Responsibilities Act 2000*: 104
 - *Bail Act 1980*: 32
 - Other Legislation: 641

** the variation between the number and type of charges can result from multiple charges against a person.*

The safe night precincts, licensed premises, public transport stations, shopping centres and retail and sporting locations in which the authorities were issued were:

Safe night precincts

Airlie Beach
Brisbane
Broadbeach
Bundaberg
Cairns
Caloundra
Fortitude Valley

Gladstone
Inner West Brisbane
Ipswich
Mackay
Maroochydore

Mooloolaba
Rockhampton
Surfers Paradise
Toowoomba

Public transport stations

| | | |
|----------------------------------|------------------------------------|---------------------------------|
| Altandi Railway Station | Loganholme Bus Station | Roma Street Railway Station |
| Banoon Railway Station | Loganlea Railway Station | Rosewood Railway Station |
| Beenleigh Railway Station | Lytton Road Boat Ramp | Russell Island Boat Ramp |
| Birkdale Railway Station | Mango Hill Railway Station | Sherwood Railway Station |
| Booval Fair | Manly Railway Station | Shorncliffe Railway Station |
| Bowen Hills Railway Station | Middle Street Bus Station | South Bank Bus Station |
| Broadbeach Railway Station | Milton Railway Station | South Bank Railway Station |
| Browns Plains Bus Station | Mitchelton Railway Station | Southbank Parklands |
| Caboolture Railway Station | Moorooka Railway Station | Southport Bus Station |
| Calamvale Hotel Bus Stop | Morayfield Railway Station | Southport Railway Station |
| Capalaba Bus Exchange | Murrumba Downs Railway Station | Springfield Railway Station |
| Central Plaza Bus Station | Nambour Railway Station | Stones Corner Bus Station |
| Central Railway Station | Narangba Railway Station | Sunnybank Hotel |
| Fortitude Valley Railway Station | Nerang Railway Station | Upper Mount Gravatt Bus Station |
| Fruitgrove Railway Station | North Lakes Bus Station | Varsity Lakes Railway Station |
| Goodna Railway Station | Northgate Railway Station | Victoria Point Bus Station |
| Grand Plaza Bus Station | Nundah Railway Station | Woodridge Railway Station |
| Hastings Street Bus Station | Ormeau Railway Station | Woolloongabba Bus Station |
| Helensvale Railway Station | Oxley Railway Station | Wynnum Central Railway Station |
| Inala Bus Terminal | Park Road Railway Station | Yeronga Railway Station |
| Inala Plaza Bus Station | Petrie Railway Station | |
| Indooroopilly Railway Station | Queen Street Light Railway Station | |
| Ipswich Railway Station | Redbank Railway Station | |
| Kingston Railway Station | Redland Bay Marina Bus Station | |
| Kippa Ring Railway Station | Robina Bus Station | |
| Landsborough Railway Station | Robina Railway Station | |
| Logan Central Bus Station | Rocklea Railway Station | |
| Logan Hyperdome Bus Station | Roma Street Bus Station | |

Shopping centres

| | | |
|-----------------------------------|------------------------------------|--------------------------------|
| Alexandra Hills Shopping Centre | Hinkler Central Shopping Centre | Stockland Cairns |
| Australia Fair Shopping Centre | Inala Town Centre | Strathpine Centre |
| Booval Fair Shopping Centre | Indooroopilly Shopping Town | Sunnybank Hills Shopping Town |
| Brookside Shopping Centre | Kawana Shopping World | Sunnybank Plaza |
| Burpengary Plaza | Kingaroy Shopping World Centre | The Pines Shopping Centre |
| Caboolture Square Shopping Centre | Kippa Ring Village Shopping Centre | Toowong Village |
| Cairns Central Shopping Centre | Logan Central Plaza | Toowoomba Kmart Plaza |
| Caneland Central | Lutwyche Central | Toowoomba Plaza |
| Capalaba Park Shopping Centre | Marsden Park Shopping Centre | Victoria Point Shopping Centre |

| | | |
|---------------------------------|-------------------------------|---------------------------------------|
| Carindale Shopping Centre | Miami One shopping centre | Westcourt Plaza Shopping Centre |
| Clifford Garden shopping centre | Morayfield Shopping Centre | Westfield Chermside Shopping Centre |
| Deception Bay Market Place | Mount Isa Kmart Plaza | Westfield Coomera Shopping Centre |
| Earlville Shopping Town | Raintrees Shopping Centre | Westfield Garden City Shopping Centre |
| Forest Lake shopping village | Redbank Plaza | Westfield Helensvale |
| Forest Lake Village | Redland Bay Shopping Centre | Westfield North Lakes |
| Gladstone Shopping Centre | Riverlink Shopping Centre | Willows Shopping Centre |
| Grand Central shopping centre | Robina Town Centre | Wilsonton Shopping Centre |
| Grand Plaza | Rose City Shopping World | Wyalla Plaza Shopping Centre |
| Harbour Town Shopping Centre | Smithfield Shopping Centre | |
| Hinkler Central Shopping Centre | Stafford City Shopping Centre | |
| Inala Town Centre | Stockland Rockhampton | |

Licensed premises

| | | |
|---|--|----------------------------------|
| Acacia Ridge Hotel | Carpentaria Buffalo Club | Sunnybank Hotel |
| Barkly Hotel | Isa Hotel | The Cecil Hotel |
| Beaudesert Hotel | Leichhardt Hotel Motel | The Grand Hotel |
| Brown Plans Hotel | Overlander Hotel | Wagon Wheels licensed restaurant |
| Burleigh Beach Club Pavilion restaurant | Rocky Glen Hotel | |
| Burleigh Heads Hotel | Southport Australian Rules Football Club | |

Retail location

Commercial Tavern

Sporting location

Suncorp Stadium

Key highlights for 2024-25

This section reports on the objectives of the QPS Strategic Plan 2024-2028:

- **Healthy and engaged workforce** to build an engaged and capable workforce with health, safety and wellbeing of our people a priority
- **Engaged and trusted relationships** to provide better services through connected and trusted relationships
- **Community Safety** to deliver effective and responsive policing and community safety services, ensuring our communities are safe and feel safe
- **Effective and efficient service delivery** to deliver transformational reform, informed by insights, to innovate and strengthen our capability to deliver community safety services.

The below is a snapshot of the key performance highlights from 2024-25 and is not representative of all work undertaken during the reporting period. For more information and to keep up to date with QPS news, follow QPS on social media or Mypolice blog (refer to page 1).

Protecting victims of DFV

The QPS is committed to embracing new ideas and innovation to strengthen its capability to prevent, respond to and investigate DFV. In 2024-25, the QPS Domestic, Family Violence and Vulnerable Persons Command (DFVNPC) commenced several initiatives including:

- enhancing the Mental Health Liaison Service at the Brisbane Police Communications Centre, which sees embedded mental health clinicians provide real-time clinical support to frontline officers responding to mental health crises
- continuing to support the Department of Families, Seniors, Disability Services and Child Safety, with the implementation of the DFV co-response model
- continuing to collaborate with key sector partners, including the Queensland Council of Social Service and the Queensland Domestic Violence Services Network, a collective of regional DFV services and advocacy organisations
- in May 2025, the DFVNPC in recognition of Domestic and Family Violence Prevention Month (DFVPM) maintained a central role in raising awareness through community engagement and supporting internal stakeholders, including High Risk Teams, DFV Coordinators and Domestic, Family Violence and Vulnerable Persons Units in delivering local DFVPM initiatives. Throughout the month, activities included participation in candlelight vigils, supporting LGBTQ+ Domestic Violence Awareness Foundation, Red Bench ceremonies, hosting appreciation events, execution of joint initiatives with other government agencies, as well as awareness walks, sporting events and other community events.

Referral services to support vulnerable persons

The QPS has been connecting at risk and vulnerable community members with external support services across Queensland for over a decade. Police officers use every engagement with community members to identify support needs and offer referrals to external service providers. Using a semi-automated process, police referrals are sent to a network of over 500 service providers for a broad range of social and lifestyle issues captured by 21 overarching categories and more than 60 sub-categories. Approximately 110 Service Providers provide support for DFV.

During 2024-25:

- frontline officers submitted over 155,000 referrals, addressing a wide range of social and lifestyle issues including DFV, mental health support, homelessness, aged support, parenting and youth support. This included:
 - 47,940 referrals for DFV aggrieved individuals and 17,638 for DFV respondents.

- 12,328 referrals for mental health support
- 5,453 for homelessness
- 1,405 for aged support
- 9,083 for parenting support
- 1,273 for youth support
- in partnership with the Department of Justice, QPS strengthened referral pathways in First Nations communities to ensure culturally responsive support for vulnerable individuals
- the introduction of a new plug-in within the Queensland Police Records Information Management Exchange system, enabling officers to refer vulnerable individuals to a broader range of support services beyond the standard referral network. This enhancement has improved reporting and expanded access to providers not previously available through formal partnerships, strengthening support pathways for those most at risk
- developed tailored resources, including visual guides and educational materials, to support officers in delivering consistent, informed responses to community members, with training resources co-developed and complemented by regular engagement with the Queensland Domestic Violence Services Network. These tools have enhanced referral processes by improving the quality and clarity of recorded information, enabling more effective service delivery across partner agencies.

Expanding Domestic, Family Violence and Vulnerable Persons Units to all police districts

The QPS expanded its Domestic, Family Violence and Vulnerable Persons Units (DFVVPUs) to be available across all 15 police districts, further demonstrating the organisation's commitment to building safer communities.

The DFVVPUs work to address high-risk DFV incidents and offer ongoing support to those affected and most importantly keeping people and families safe.

The expansion of DFVVPUs represents an increase of dedicated officers working at local levels to provide specialist assistance, connect victims with support services and intervene early to prevent repeat offending. DFV is not just a policing issue, it is an issue impacting people and communities globally.

Embedded DFV specialist practitioners help break down barriers to reporting DFV

The placement of embedded DFV specialist practitioners in QPS stations is helping to break down barriers and provide more trauma-informed support for victims. Led by the Department of Families, Seniors, Disability Services and Child Safety, the initiative continues to be operationalised and integrated into frontline policing with the support of QPS.

The collaboration between police and embedded DFV specialist practitioners is about connecting victims with experts who can provide advice, guidance and resources from the outset. These specialists provide trauma-informed support through crisis intervention and safety planning, while also strengthening information sharing and perpetrator accountability.

Closure of the DFV and DNA Delivery and Reform Project Office

The DFV and DNA Delivery and Reform Project Office was established in 2023 to implement the suite of recommendations arising from the Commission of Inquiry into QPS responses to DFV and the Women's Safety and Justice Taskforce Reports One and Two.

On 30 June 2025, the Office officially closed with the remaining bodies of work effectively streamlined into business-as-usual processes and current work priorities.

Since its inception to 30 June 2025, the DFV and DNA Delivery and Reform Project Office delivered:

- increased capability in service areas that deal with DFV across the state as well as our frontline policing response

- established Vulnerable Persons Units in every police district and High-Risk Teams in 11 locations across Queensland to provide integrated, culturally appropriate responses to at high-risk of harm victims and children of DFV
- increased engagement and partnership with vulnerable groups and sector agencies to improve relationships and the whole-of-sector response
- focused our efforts on First Nations, LGBTIQ+, culturally and linguistically diverse groups, elder abuse and those living with a disability, as well as those in rural and remote areas
- developed targeted DFV training to support our officers in dealing with complex DFV cases
- reviewed and updated our policies, practices and procedures and implemented tools to support our frontline officers when responding to DFV incidents
- created private, safe and secure areas at police stations for victims to engage with police
- embedded DFV specialist practitioners into stations to provide a collaborative response with victims and perpetrators at the point of crisis. Now rolled out across Queensland in 46 locations
- established a unit of DFV Coordinators in the Brisbane Police Communications Centre who provide near 24/7 specialist support and advice to frontline and communications staff
- established specialist capabilities to build cultural safety and capability across the organisation, so that we can provide a service that is trusted to respond to the complex needs of our First Nations communities.

State Flying Squad focuses on crime hot spots

In January 2025, QPS launched an enhanced State Flying Squad (SFS) to focus on crime hotspots across the state.

The SFS, which comprises 59 specialist officers, is the largest rapid response unit in Queensland Police history. It supports frontline officers across Queensland in targeting high-risk domestic and family violence offenders, property crime, road safety and anti-social behaviour.

Since its commencement in January 2025 to 30 June 2025, the SFS have been deployed on 49 occasions resulting in:

- 295 adults charged with 919 offences
- 799 young persons charged with 2,341 offences
- 360 young persons diverted from the Criminal Justice System.

Youth Crime Taskforce to be made permanent

The temporary Youth Crime Taskforce will transition to a permanent Youth Crime Group (YCG) on 1 July 2025. The transition from a temporary taskforce to a permanent group reflects a long-term commitment to responding to youth crime as a core policing responsibility, embedded within the broader QPS crime response. The permanent YCG will be aligned with other specialist capabilities within the Crime and Intelligence Command.

Dedicated youth intervention teams launch

The Sunshine Coast and South West Youth Co-Responder Teams (YCRT) were the 14th and 15th YCRT to launch across Queensland when they commenced operations in September 2024 and November 2024 respectively. YCRTs are now active and operating in all police districts across the state.

The YCRTs are a joint initiative between the QPS and the Department of Youth Justice and Victim Support. The dedicated teams of police and youth justice workers provide a targeted and coordinated response to young people who have contact, or are at risk of contact, with the criminal justice system. Working across the continuum of youth offending, YCRTs make a positive difference to their communities by reducing rates of youth offending and supporting young people and their families.

Celebrating 60 years of women in policing

In March 2025, the QPS celebrated 60 years since the induction of its first sworn female officers on 31 March 1965, marking a pivotal moment in the journey towards gender equality. This milestone followed decades of progress, beginning in 1931 with the appointment of the first two women in the QPS.

The induction of eight sworn female officers in 1965, followed by the first uniformed female officers in June of that year, signalled a significant shift. By 1976, the number of sworn female officers had grown to 308 and by the 1990s, women had achieved senior leadership roles.

The QPS remains committed to fostering a diverse workforce, with women holding over 35 per cent of executive leadership positions, reflecting the community QPS serves.

Supporting the frontline with new operational equipment

The QPS is committed to ensuring the safety of our frontline officers and the community with the latest technology in officer safety equipment including body worn cameras (BWC) and Integrated Load-Bearing Vests (ILBV).

In 2024-25, the QPS commenced the expansion of its BWC fleet. This upgrade introduced enhanced functionality compared to the previous model, including extended battery life, bi-directional communication capabilities and continued support for live streaming real-time information.

These improved features align with the evolving demands of contemporary policing. In 2024-25, an initial 250 devices were allocated to road policing and selected specialist units. A broader rollout is scheduled to begin in late-2025 to progressively replace the remaining BWC fleet as devices reach the end of their serviceable life. Additionally, in 2024-25 the QPS completed its first ever distribution of BWCs to Assistant Watchhouse Officers.

The roll out of next generation ILBVs is underway, providing a significant safety enhancement for frontline police officers. ILBVs provide combined ballistic and edged weapon protection as part of the standard operational uniform. Designed with advanced textile technology and ergonomic improvements, the new vests offer increased safety and comfort for frontline officers. As at 30 June 2025, a total of 13,532 vests have been fitted, with 11,114 issued to frontline officers statewide.

Enhancing Dog Squad capability

The QPS Dog Squad is a specialist service that supports and enhances frontline policing with resources, training, development and readiness programs for general purpose and specialist services.

The QPS continues to enhance and build its canine capability across Queensland. During 2024-25 this included three additional general purpose dog teams being deployed to Brisbane, Townsville and Cairns. The QPS also enhanced its specialist detection capabilities with the addition of two new technology-detection dogs that can be deployed across Queensland.

Community engagement through the Mounted Police Unit

The Mounted Police Unit provides a capability that supports frontline policing and is one of the longest serving units in the history of the QPS.

During 2024-25, the Mounted Police Unit:

- provided effective and responsive mounted support to frontline policing across Queensland, including on the Gold Coast, Brisbane, Ipswich, Logan, Toowoomba, Townsville, Mackay, Mt Isa, Longreach, Western Downs (Tara and Chinchilla) and the Sunshine Coast
- enhanced community engagement through high-visibility patrols, leveraging the approachable nature of police horses to support meaningful and proactive policing. Regular patrol locations included busy public areas such as train stations, bus interchanges, shopping centres and nightlife precincts

- undertook targeted community safety patrols in high-pedestrian traffic outdoor areas such as Mt Coot-Tha, Sandgate and Kedron Brook.

POLAIR – QPS's eye in the sky

POLAIR Queensland provides tactical aerial support to police operations, enhancing officer safety, community protection and situational awareness during major events and critical incidents. Whether tracking offenders, conducting search and rescue missions, or providing live intelligence during emergencies, police aircraft play a key role in supporting frontline officers and maintaining community safety across the state.

In July 2024, POLAIR welcomed three new Bell 429 helicopters into service across South East Queensland. The new helicopters replaced the previous two helicopters, significantly enhancing the fleet's aerial capabilities. In October 2024, POLAIR commenced operations in Townsville, providing North Queensland with increased aerial assistance in tracking stolen vehicles, arresting offenders and locating missing persons. POLAIR introduced one new Bell 429 helicopter in North Queensland, with another two planned for 2025-26.

With advanced safety systems, cutting-edge technology, high performance cameras and superior night vision capabilities, the new helicopters ensure Tactical Flight Officers are equipped with the latest state-of-the art tools to support crime prevention, offender tracking and rapid response to critical incidents.

During 2024-25, POLAIR Queensland:

- responded to 4,790 calls for service and were the first QPS response on scene for 1,856 incidents to provide situational awareness and support operational decision making
- maintained safer communities by responding to 1,077 priority code 1 and 2 jobs in under 12 minutes
- assisted with 207 searches, including for missing persons
- minimised the impact to victims of crime through the recovery of 463 stolen vehicles
- employed airborne law enforcement tactics, techniques and procedures to support the frontline through the apprehension of 1,712 offenders, including 393 young offenders
- attended 590 serious DFV incidents as a first response capability and have been involved in containing or locating 347 respondents.

In addition, the QPS utilise the Remotely Piloted Aircraft Systems capability for investigations, intelligence gathering and incident response. During 2024-25, POLAIR authorised the deployment of remotely piloted aircraft within Civil Aviation Safety Authority guidelines for 2,188 operational flights.

Protecting Queensland's waterways

The QPS maintains a strong policing presence not only on our roads and in the air, but also across the state's waterways at sea, on rivers and in coastal areas. The Queensland Water Police provides specialist maritime support focusing on incidents and operations, as well as maintaining a dedicated Dive Unit, which delivers expert underwater capabilities to assist with policing operations and investigations throughout the state.

Some of the key functions of the Queensland Water Police include:

- maritime safety, education and enforcement activity on our coastal and inland waterways to 200 nautical miles offshore
- drug and alcohol enforcement activity and intelligence gathering
- flood operations, community safety patrols and logistical tasking in disaster events
- search and rescue with over 1,000 operations (land and marine) undertaken annually
- underwater crime scene filming and evidence recovery investigations

- a dedicated statewide Dive Unit with over 100 operational deployments each year
- conducting marine enforcement patrols of numerous inland dams, lakes and waterways.

The Queensland Water Police operates from 11 main water police bases across Queensland and has a fleet of 64 vessels to ensure the safety of the marine community.

During 2024-25, the Queensland Water Police:

- led a statewide water response during Tropical Cyclone Alfred which involved establishing a water police-based command to coordinate the deployment of assets across Queensland
- supported community safety and the Australian Defence Force by providing waterborne support to military events
- provided security operations across major strategic infrastructure ports throughout the state, including proactive responses to threats
- partnered with Queensland Health and QFD to coordinate a joint agency response to ensure safe waterways and a contingency rescue response during the 2024 Pacific Airshow
- provided marine training to regional and remote police to support community safety
- supported Australian Federal Police through the Queensland Joint Organised Crime Task Force, Operation Tyrrendor, which resulted in Australia's largest cocaine seizure of 2.34 tonnes
- assisted with Queensland major events, security enforcement of military exclusion zones during planned exercises and international ship security during port visits
- provided a policing response to members of the community in remote locations including Torres Strait, Yarrabah, Palm Island and Mornington Island
- participated in joint operations with marine partner agencies including Maritime Safety Queensland, Australian Maritime Safety Authority, Australian Border Force, Waterways Authorities, Great Barrier Reef Marine Park Authority, Queensland Boating and Fishing Patrol and Queensland Parks and Wildlife Service
- worked in partnership and supported our volunteer marine partners in the transition to MRQ.

Road Policing and the Fatal Five

The QPS remains committed to safeguarding all road users and pedestrians by actively reducing road trauma and fatalities across the state. Through targeted engagement and enforcement operations, both covert and high-visibility, QPS continues to address the most dangerous driving behaviours known as the Fatal Five, which include speeding, drink and drug driving, not wearing a seat belt, driving while fatigued and driver distraction and inattention.

In early 2025, the QPS rolled out a series of targeted operations and public safety messaging aimed at raising awareness and promoting behavioural change, through a combination of community engagement, high-visibility enforcement and the strategic use of crash data to inform patrol deployments.

In 2024-25, the QPS conducted:

- over 2.1 million Roadside Breath Tests, leading to the detection of approximately 16,000 drink drivers
- more than 70,000 Roadside Drug Tests, resulting in approximately 12,500 drug driving offences.

These sustained enforcement activities are part of QPS's broader strategy to reduce high risk behaviours on Queensland roads. High-volume testing and data-driven patrols are essential strategies in encouraging safer driver choices and reducing crashes caused by impaired driving.

QPS continues to deter hooning behaviour

The QPS continues to investigate and deter hooning behaviour as part of the broader commitment to reducing road trauma and enhancing community safety.

In 2024-25, enforcement activities have resulted in:

- 174 vehicles being impounded (47 of which were forfeited)
- 191 vehicles being immobilised
- 76 persons charged with offences relating to unlawful participation, spectating or promoting a group hooning event.

QPS Road Safety Strategy 2024-25

The QPS Road Safety Strategy 2024–25 is a targeted initiative aimed at reducing road trauma and enhancing community safety across the state. The strategy is designed to deliver measurable road safety outcomes through a combination of high-visibility policing, strategic enforcement and strengthened partnerships with key stakeholders. It leverages technology and innovation, while empowering regional and district capabilities to conduct targeted operations.

The strategy also emphasises consistent and impactful messaging to influence safer road user behaviour, aligning with a whole-of-government approach to saving lives and reducing trauma on Queensland roads, reinforcing QPS's commitment to evidence-based, collaborative road safety solutions.

QPS participates in World Day of Remembrance for Road Traffic Victims

On the 15 November 2024, the QPS participated in the globally recognised World Day of Remembrance for Road Traffic Victims to honour lives lost and raise awareness of road trauma.

As a powerful visual tribute, 259 life size cut outs were displayed in King George Square, each representing a life lost on Queensland roads in 2024.

The initiative was supported by a highly successful media campaign, which generated 137 pieces of content published across national and state media outlets, strengthening the message of road safety and remembrance.

Organised Crime Gangs Group (OCGG)

During 2024-25, the OCGG, including Taskforce Maxima Units based in Brisbane and Coomera, served as the operational face of the QPS in policing Outlaw Motorcycle Gang (OMCG) events.

Working in close partnership with police districts, interstate policing jurisdictions and Commonwealth agencies, the OCGG targeted criminal activity linked to organised crime gangs, to protect Queensland's people, places and communities. During 2024-25, this resulted in:

- 149 OMCG participants arrested on 812 charges
- 88 official consorting notices issued to deter the expansion of criminal networks
- 35 individuals charged for wearing gang related prohibited items.

Protecting our children

The specialist Argos Unit is dedicated to investigating organised child exploitation, including technology-facilitated offences. Argos investigators proactively and reactively target a broad range of websites and mobile applications used by child sex offenders to engage with and offend against children.

The QPS continues to foster national and international partnerships to prevent and investigate child exploitation. Argos members, including covert online investigators, victim identification specialists and intelligence analysts are located at the Australian Centre to Counter Child Exploitation. This collaboration strengthens alignment between the QPS and the Australian Federal Police, enhancing national capability and community safety.

The Argos Unit is also a key contributor to global law enforcement forums, including the INTERPOL Specialist Group on Crimes Against Children and the Europol European Multidisciplinary Platform Against Criminal Threats on Global Covert Internet Investigations.

During 2024-25, Argos investigators:

- contributed to the identification of 319 children in circumstances of sexual harm (nationally and internationally)
- arrested 68 child sex offenders on 436 criminal charges
- referred 513 cases to law enforcement agencies nationally and internationally.

In August 2024, the Argos Unit hosted its annual Youth, Technology and Virtual Communities Conference on the Gold Coast under the theme 'Prevent, Protect, Prosecute' with a focus on 'Technology: Threats and Opportunities'. The event attracted 465 delegates from 111 different organisations and 15 countries, featuring 68 national and international guest speakers.

Amber Alerts protecting vulnerable children

The QPS values the information and assistance provided by Queensland communities and remains committed to fostering stronger partnerships to achieve better outcomes for both police and community members.

Amber Alerts are a critical tool used by police to seek urgent community member assistance in locating abducted or high-risk missing children who are believed to be at imminent risk of death or serious harm. These alerts are broadcast to the community through a wide network of secondary alerting partners, including media outlets, commercial billboard providers, community organisations, other government departments, public transport messaging systems, a national emergency alerting company and various social media platforms. The Amber Alert branding has become widely recognised across Queensland communities as an urgent 'call to action', prompting swift and widespread community engagement.

In 2024-25, five Amber Alerts were issued resulting in the safe recovery of all children. Evidence indicates that the Amber Alert system played a significant role in these successful outcomes, demonstrating the power of community collaboration in protecting vulnerable children.

Project Booyah supporting young people

Project Booyah is a QPS-led intervention and youth mentoring program supporting young people aged 14 to 17 who are at risk of disengagement or offending. The 16-week program provides mentorship, leadership, education, adventure-based learning and vocational pathways. In June 2025, 82 participants graduated from the program.

Following graduation, participants progress to the Framing the Future program, receiving up to 18 months of continued support as they pursue education or employment. Since inception in 2016 to 30 June 2025, more than 900 young people have graduated from Project Booyah.

QPS partners with Australian MedicAlert Foundation to launch Safe & Found initiative

The QPS has partnered with the not-for-profit organisation Australian MedicAlert Foundation to launch the Safe & Found initiative in Queensland in February 2025. This initiative assists people living with dementia, autism or a cognitive impairment who may be at risk of becoming lost and reported as missing, by having information from MedicAlert at hand about possible locations or specific behaviour of the person should they go wandering.

This partnership will significantly enhance QPS's capability to support missing person investigations and search and rescue operations.

The QPS and MedicAlert have been working together to identify vulnerable members of the community who could benefit from Safe & Found membership.

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 2024-25.

QPS hosts Protective Security Forums across Queensland

In support of Australia's Strategy for Protecting Crowded Places from Terrorism, the Security Counter Terrorism Command via the Security and Counter-Terrorism Network hosted 12 Protective Security Forums between February and May 2025. The forums were delivered in North Brisbane, South Brisbane, Gold Coast, Ipswich, Toowoomba, Moreton Bay, Sunshine Coast, Wide Bay Burnett, Rockhampton, Townsville, Cairns and Mount Isa, covering all seven QPS regions.

A total of 588 key owners, operators and managers of crowded places and critical infrastructure attended and received advice on the contemporary security environment and protective security strategies. These forums aimed to build resilience in the community against potential security and terrorism threats and enable engagement across government, industry and community sectors.

Queensland Police Pipes and Drums (QPP&D) embarks on country-themed community outreach tour

The QPP&D, established in 1958, undertook their largest regional tour since the COVID-19 pandemic, travelling over 2,000km across Queensland to engage with rural communities. The five-day country-themed tour supported local police in raising awareness about DFV prevention and rural crime, while also strengthening community trust and inclusion through music.

As part of the tour, QPP&D delivered their Rock-Yah program to at-risk youth in Hervey Bay, where participants learned to play a rock song and performed in a jam session to showcase their new skills. Since its inception in 2023, Rock-Yah has engaged more than 60 young people, offering a creative and supportive outlet for personal development.

QPP&D plays a vital role in community engagement, delivering crime prevention messaging through music and fostering positive relationships between police and Queensland communities.

Strengthening community voice and decision making

The QPS established the Mayors Working Group to bring together representatives from discrete communities across Queensland. This initiative was designed to enable collaborative development of safety priorities that are specifically tailored to the unique needs of remote areas. By facilitating open dialogue and shared planning, the Working Group ensures that community voices inform the direction of local policing strategies.

In addition to this targeted approach, broader engagement with mayors from across the state has fostered more inclusive and robust partnerships. These collaborations have played a pivotal role in enhancing the annual First Nations Summit, ensuring that it reflects a diverse range of perspectives and priorities. Furthermore, ongoing engagement has supported the continuous development of community-led safety initiatives, reinforcing the commitment to locally driven solutions and strengthening community ownership in public safety efforts. These collaborative efforts laid a strong foundation for further advancements in cultural capability and service delivery.

The re-formed Police First Nations Advisory Group, comprising ten diverse members, endorsed updated Terms of Reference and an Action Plan, embedding community perspectives into QPS decision making. The group also contributed to strategic initiatives such as the QPS Watch-house review and the Cultural Safety Framework.

Through genuine partnerships, shared decision-making, cultural safety frameworks, and inclusive recruitment, QPS First Nations Division is empowering communities, enhancing frontline service delivery, and reducing victimisation. These reforms continue to build trust, safety, and lasting confidence for First Nations peoples across Queensland.

Celebrating National Reconciliation Week (NRW) 2025 and NAIDOC Week 2024

The QPS celebrated NRW from 27 May to 3 June 2025, supporting this year's national theme of 'Bridging Now to Next'. This theme emphasises the ongoing journey of reconciliation, encourages reflection on the past, present and future and focuses on building strong, respectful relationships based on truth and shared intent. The theme acknowledges the importance of understanding Australia's shared history, while also looking ahead to the future and the work that needs to be done. It is a call to action for all Australians to step forward together, to look ahead and continue to push forward as past lessons guide us.

The QPS celebrated NAIDOC Week 2024 from 7 to 14 July 2024, supporting the national theme of 'Keep the Fire Burning, Blak, Loud and Proud'. The theme honoured the enduring strength and vitality of First Nations culture – with fire a symbol of connection to Country, to each other and to the rich tapestry of traditions that define Aboriginal and Torres Strait Islander peoples.

QPS marked National Reconciliation Week 2025 and NAIDOC Week 2024 with inclusive celebrations, promoting cultural strength and respectful engagement.

Largest recruit graduation ceremony

In March 2025, QPS welcomed 155 new police officers into the ranks during the largest graduation ceremony in 33 years.

The graduating cohort included both recruits new to policing and those with prior policing experience, each contributing to the service with a dynamic and diverse set of skills and backgrounds.

Even before graduating, the officers applied their intensive 34 weeks of training as part of QPS's efforts to bolster community safety during the preparation for and recovery from TC Alfred. Following this, the officers moved on to their designated deployments throughout the state.

Police Abridged Competency Education program

QPS welcomed the largest cohort of interstate and international officer transfers in October 2024 as 78 officers graduated from the QPS Academy through the Police Abridged Competency Education (PACE) program.

The 20-week PACE program is tailored for eligible applicants who are currently serving or have previous frontline policing experience outside of QPS within the last five years. The program combines theory with skills-based training and assessment, designed to build upon existing policing expertise.

These officers bring valuable experience, diverse perspectives and a broad range of skills, enhancing the capability and strength of the QPS.

MRQ marks 12 months since establishment

The *Marine Rescue Queensland Act 2024* (the Act), established in June 2024, saw MRQ join SES colleagues to become members of Queensland's disaster and emergency response services, operating under the management of QPS.

The Act, which provided support and funding for Queensland's community disaster and emergency response, enabled marine rescue services across the state to unite, offering a robust and vital support service for anyone needing help when they are out on the water.

The Act also made it possible for units from the Volunteer Marine Rescue (VMR) service to transition into MRQ, with the first units joining the service in early July 2024.

As at 30 June 2025, MRQ has transitioned 13 units and 530 volunteers into the service.

MRQ supports emergency service response in North Queensland

In February 2025, MRQ provided support to flood affected communities as part of Queensland's emergency services' response in North Queensland.

Six volunteers from Mackay and Jacobs Well, travelled north on two MRQ vessels to assist with the transport of emergency services personnel, food, water and other essential supplies around the Townsville and Hinchinbrook areas. The team transported personnel from the Queensland SES and New South Wales Rural Fire Service to isolated communities and assisted in packing and transporting vital equipment and goods to flood-affected areas.

A second deployment of five volunteers from Gladstone, Jacobs Well and Currumbin were flown to Townsville to relieve the team and continue on-water support in the region alongside local emergency services crews.

As Queensland's first statewide volunteer marine rescue service, MRQ was proud to be able to deploy crews to where they are needed most and provide support to our emergency services colleagues in North Queensland.

QPS response to Tropical Cyclone Alfred

Tropical Cyclone (TC) Alfred was a major weather event causing significant damage to South East Queensland and North Eastern New South Wales through damaging winds causing widespread power outages and some structural damage, widespread heavy rainfall with associated flooding impacts and severe coastal erosion of beaches.

TC Alfred formed in the Coral Sea, reaching Category 1 strength on 23 February 2025 and peaking to a Category 4 (Severe) on 27 February before weakening and fluctuating between Category 1 and Category 2 as it tracked south-eastwards. By Sunday 9 March 2025, Ex-TC Alfred had weakened to a tropical low, but was still producing significant wind, rain and flash flooding across South East Queensland as it tracked inland.

The QPS responded immediately to the threat of TC Alfred with relevant districts, the State Disaster Coordination Centre and the State Police Operations Centre (SPOC) undertaking extensive planning and preparation for the severe weather event. On 6 March 2025, the SPOC coordinated the deployment of 658 personnel, including 412 police recruits, to support districts with doorknocking and community reassurance activities.

SES Week

SES Week ran from 24 to 31 August 2024 and brought Queenslanders together to celebrate the outstanding SES volunteers for their passion, hard work and commitment to serving the community. SES volunteers respond to a range of disasters and emergencies including floods, storms, searches, road crash rescues and more, with their outstanding efforts honoured at awards ceremonies across the state.

In August 2024, celebrations and award ceremonies occurred across the state culminating in the State Award Ceremony in Brisbane on 31 August 2024. Awards this year included Regional Young Member of the Year, Member of the Year, Trainer of the Year, Unit or Group of the Year and Operational Response of the Year.

The special family-friendly event included a Vertical Rescue Demonstration from the Confined Space Training Facility, drone demonstrations plus a range of SES fleet and equipment on display, including flood boat, all-terrain and operational vehicles and Mobile Operations Centre.

Get Ready Queensland Week

The SES supported Get Ready Queensland Week activities across the state in October 2024. In Lockyer Valley, SES joined QPS and over 20 other government, non-government and not-for-profit agencies to facilitate a range of workshops including sandbagging, emergency kit preparation and animals in emergencies.

The event aimed to raise awareness of the importance of being prepared, while empowering and supporting the community to manage disaster risks, respond to events and be more resilient. It served as an opportunity to build capacity, skills and knowledge around risk and the actions to take.

The SES also supported Get Ready Queensland activities at Bunnings stores across the state, sharing expert tips on preparedness and demonstrating techniques to protect homes during severe weather events.

The SES and QPS work closely alongside other emergency services during times of disaster to provide support such as search and rescue, evacuations, delivering supplies to affected communities, washouts and much more.

Safer Together expansion

Following a successful pilot in Rockhampton, the QPS expanded the Safer Together initiative during 2024-25. As part of this initiative, the QPS engage with community members to understand their concerns and priorities and work collaboratively with local organisations to promote community safety, resilience and stronger connections.

The Safer Together initiative empowers residents with knowledge and resources to reduce fear of crime and increase feelings of safety within the community. This initiative is part of QPS's ongoing commitment to ensuring Queensland is a safe place to live, work and play, focusing on place-based crime prevention and community safety activities.

Governance

Executive Management profiles

The QPS Senior Executive Team is comprised of the following members (as at 30 June 2025):

Steve Gollschewski APM

Commissioner (July 2024 to February 2025)

Shane Chelepy APM

Acting Commissioner (from March 2025)

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

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 boards, committees and professional organisations. He also performs the role of Patron and Ambassador for a number of police and community groups.

Significantly, the Commissioner is a representative on the Australian Criminal Intelligence Commission, Australia New Zealand Policing Advisory Agency and Australian Institute of Police Management Boards.

Cheryl Scanlon APM

Deputy Commissioner, Specialist Operations

The Office of the Deputy Commissioner Specialist Operations (DCSO) is responsible for expert specialist and investigative support, advice and direction in all areas of crime, counter-terrorism, ethical standards, intelligence and other specialist operations.

Portfolios within the DCSO responsibility include the Crime & Corruption Commission (Police Group), Crime and Intelligence Command, Ethical Standards Command, Legal Division, Office of the Chief Risk Officer and Security and Counter Terrorism Command. Each portfolio provides expert specialist, technical, logistical and operational support and advice to policing activities statewide to prevent, disrupt and investigate crime.

Cameron Harsley APM

Deputy Commissioner, Regional Services

The Deputy Commissioner Regional Services portfolio is responsible for the coordination and delivery of policing services attributed to Operations Support Command, Road Policing and Regional Support Command, Domestic, Family Violence and Vulnerable Persons Command, People Capability Command, Communications, Culture and Engagement Division, First Nations Division and the DFV and DNA Reform Program Office.

These portfolios deliver a range of specialist expertise, technical support, training, logistics and operational advice to strengthen and enhance frontline policing activities statewide.

Mark Kelly APM

Acting Deputy Commissioner, Regional Operations and Youth Crime

The Deputy Commissioner Regional Operations and Youth Crime (DCRO&YC) portfolio oversees operations associated with all regions (Far Northern Region, Northern Region, Central Region, North Coast Region, Brisbane Region, Southern Region and South Eastern Region) and the Youth Crime Taskforce.

The Deputy Commissioner Regional Operations portfolio transitioned to DCRO&YC portfolio on 30 October 2023. The portfolio transition sought to amalgamate the entity of Youth Crime related operations with frontline Regional Operations. The new portfolio unites resources to ensure greater collaboration and planning to address future demand, including youth crime.

The Regional Operations and Youth Crime portfolio oversees policing priorities, not limited to youth crime, road safety, domestic and family violence and mental health; and a broad cross-section of policing environments, including rural, remote, metropolitan and First Nations communities, industry and mining, agriculture and tourism.

Commencing 1 July 2025, the title will change to Deputy Commissioner, Regional Operations.

Deb Paterson

Acting Deputy Chief Executive, Strategy and Corporate Services

The Deputy Chief Executive, Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community. The Strategy and Corporate Services portfolio has direct responsibility for Policy and Performance Division, Organisational Capability Command, Finance Division, Frontline and Digital Division, Digital Strategy Division, Human Resources Division, Health, Safety and Wellbeing Division and the Safety Strategy Division.

The Deputy Chief Executive performs key governance roles on Boards and Committees including QPS Board of Management, QPS Audit, Risk and Compliance Committee, Executive Leadership Team and the QPS Assets Subcommittee. In addition to roles within these committees, the Deputy Chief Executive performs the function as chair of the Health, Safety and Wellbeing Steering Committee Meeting and the Workplace Health and Safety Subcommittee.

Deputy Chief Executive Paterson also represents the QPS on several state intergovernmental committees.

Chris Stream APM

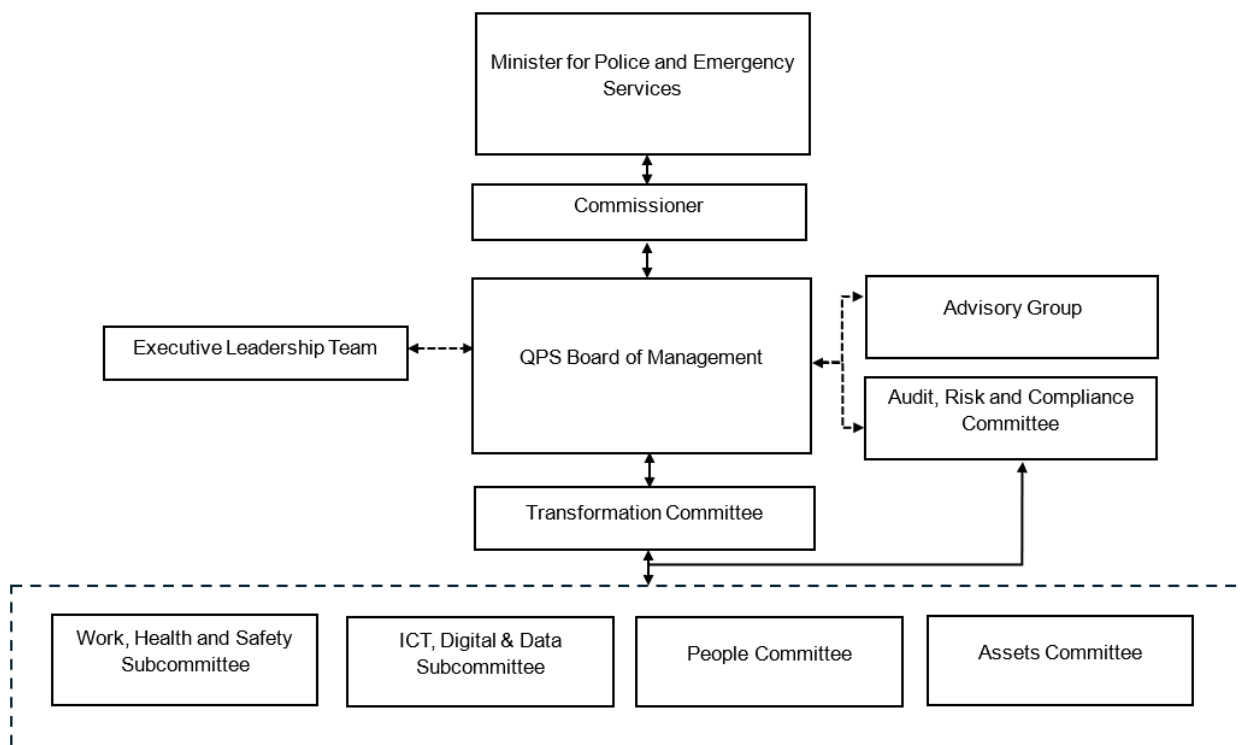
Acting Deputy Commissioner, Disaster and Emergency Management

The Deputy Commissioner, Disaster and Emergency Management is responsible for overseeing the operations for disaster response in Queensland through the Emergency Management Coordination Command. The Deputy also oversees the Olympics and Paralympic Games Group, the SES and the MRQ.

Deputy Commissioner Chelepy is the appointed State Disaster Coordinator along with performing other key governance roles including board member of the Queensland Reconstruction Authority and other state and national committees.

Boards and Committees

The QPS Governance Framework as at 30 June 2025:



QPS Board of Management (BoM)

The purpose of the BoM is to set strategy, vision, tone, culture and risk appetite and drive performance for the Service.

The role of the BoM is to support and provide expert advice and endorsement to the Commissioner in making key decisions that deliver strategic or Service-wide impact. In doing so, the BoM advises on and oversees performance against strategic and organisational priorities.

The BoM meetings are chaired by the QPS Commissioner.

The BoM meets once a month or as determined by the Chair. In 2024-25, the BoM met on eight occasions and considered six matters out-of-session.

Board members

- Steve Gollschewski, Commissioner (Chair from 1 July 2024 to 28 February 2025)
- Shane Chelepy, A/Commissioner (Chair from 1 March 2025 to 30 June 2025)
- Cameron Harsley, Deputy Commissioner, Regional Services
- Mark Kelly, A/Deputy Commissioner, Regional Operations and Youth Crime
- Deb Paterson, A/Deputy Chief Executive, Strategy and Corporate Services
- Cheryl Scanlon, Deputy Commissioner, Specialist Operations
- Chris Stream, A/Deputy Commissioner, Disaster and Emergency Management

Key outcomes for 2024-25

During 2024-25, the BoM considered a number of significant matters including:

- Commissioner's priorities and the QPS 100 Day Review
- Future governance framework and operating model for the Board
- Proposed QPS Corporate Governance Framework and Implementation Plan
- Board Charter and Work Plan
- Corporate governance manual
- Government Election Commitments and Charter Letter Commitments
- QPS Strategic Plan 2025-2029
- QPS quarterly reporting
- 2024-25 operating and capital budget allocations
- Finance performance reporting and budget discussions
- Olympic Games
- Integration of IT Systems
- Total Asset Management Plan
- Work Health and Safety Management System (WHSMS) Refresh Project.

QPS Transformation Committee

The QPS Transformation Committee was established on 4 February 2025 to provide:

- oversight governance of the portfolio of improvement work that the QPS is undertaking to support successful delivery of the Transformation Portfolio
- prioritise the key project work that is required for the delivery of benefits to the frontline and the communities we serve
- support fiscal sustainability of the QPS
- ensure horizontal integration across subcommittees to foster collaboration in strategic efforts.

The committee meets weekly or as determined by the Chair. During 2024-25, the Committee met on 17 occasions.

Committee members (4 February 2025 to 30 June 2025)

- Clare Miller, Executive Director, Transformation Office (Chair)
- Cameron Harsley, Deputy Commissioner, Regional Services
- Mark Kelly, A/Deputy Commissioner, Regional Operations and Youth Crime
- Deb Paterson, A/Deputy Chief Executive, Strategy and Corporate Services
- Cheryl Scanlon, Deputy Commissioner, Specialist Operations
- Chris Stream, A/Deputy Commissioner, Disaster and Emergency Management

Standing attendees:

- Helen Spencer, Executive Director, Policy and Performance Division
- Malcolm Wilson, Chief Finance Officer, Finance Division

Achievements

In 2024-25, the Committee discussed matters related to its role and purpose and established the Transformation Roadmap and Program.

QPS Audit and Risk and Compliance Committee (ARCC)

The purpose of the ARCC is to scrutinise, challenge and oversee the Commissioners legislated management responsibilities under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

The ARCC provides assurance to the Commissioner and BoM through scrutiny of QPS risk management, review of internal control and compliance, confirmation of financial compliance, necessary review of appropriate audit, fraud and corruption control and regular and necessary engagements.

The Committee meets quarterly or as determined by the Chair. During 2024-25, the Committee met on five occasions. The independent members collectively received \$23,525 in remuneration.

Committee members

- Geoff Waite, Independent Member (Chair)
- Dallas Stower, Independent Member
- Deb Paterson, Acting Deputy Chief Executive, Strategy and Corporate Services

- Chris Jory, Assistant Commissioner, Ethical Standards Command
- Matthew Vanderbyl, Assistant Commissioner, Organisational Capability Command

Standing attendees:

- Warren Dries, Director, Internal Audit Unit
- Michelle Holland, Chief Risk Officer
- Helen Spencer, Executive Director, Policy and Performance Division
- Malcolm Wilson, Chief Finance Officer, Finance Division
- Representative from Queensland Audit Office

Achievements

During 2024-25, the ARCC provided strategic advice and support to the BoM by considering matters of risk management, internal control and compliance, financial compliance and auditing and reporting. The ARCC considered significant matters including:

- ARCC work plan
- review strategic risks and opportunities
- significant organisational risks
- MRQ and SES risk reporting
- Cyber Security Committee update
- Fraud and Corruption Policy and Plan
- compliance and inspections findings
- Internal Audit 2024-25 Annual Internal Audit Plan and 2025-28 Strategic Internal Audit Plan
- status of the internal audit program
- internal audit reviews
- internal audit and the global auditing standards changes
- 2025 QAO External Audit Plan
- QAO audit and closing report
- annual financial statements
- update on financial accounting and compliance
- fraud and losses reporting.

QPS Executive Leadership Team (ELT)

The purpose of the ELT is to inform and operationalise strategy and monitor organisation wide risk and performance through coordinating effort in alignment of our values to achieve more together.

The role of the ELT is to share strategic level information, problem solve through identification, investigation and analysis of strategic issues and risks, operationalise decisions through a coordinated approach and inform decision makers by operating as a consultative forum.

In 2024-25, the ELT met on six occasions with meetings taking place in Police Headquarters in Brisbane, Oxley Academy, Fortitude Valley and South Eastern Region.

Between July 2024 and April 2025, the ELT also conducted a weekly virtual meeting. From May 2025, the frequency of these meetings changed to monthly.

ELT members

The following were ELT members as at 30 June 2025, noting there were periods of time during 2024-25 that these positions were filled by another member:

- Steve Gollschewski, Commissioner (Chair from 1 July 2024 to 28 February 2025)
- Shane Chelepy, A/Commissioner (Chair from 1 March 2025 to 30 June 2025)
- Cameron Harsley, Deputy Commissioner, Regional Services
- Mark Kelly, A/Deputy Commissioner, Regional Operations and Youth Crime
- Deb Paterson, A/Deputy Chief Executive, Strategy and Corporate Services
- Cheryl Scanlon, Deputy Commissioner, Specialist Operations
- Chris Stream, A/Deputy Commissioner, Disaster and Emergency Management

Regions

- Melissa Adams, A/Assistant Commissioner, South Eastern Region
- Chris Hodgman, Assistant Commissioner, Central Region
- Kerry Johnson, A/Assistant Commissioner, Southern Region
- Glenn Morris, Assistant Commissioner, North Coast Region
- Virginia Nelson, Assistant Commissioner, Northern Region
- Brett Schafferius, Assistant Commissioner, Far Northern Region
- Rhys Wildman, A/Assistant Commissioner, Brisbane Region

Commands

- John Bosnjak, A/Assistant Commissioner, Emergency Management Coordination Command
- Brian Connors, Assistant Commissioner, Crime and Intelligence Command
- Kevin Guteridge, Assistant Commissioner, People Capability Command
- Shane Holmes, A/Assistant Commissioner, Road Policing and Regional Support Command
- Katherine Innes, Assistant Commissioner, Domestic, Family Violence and Vulnerable Persons Command
- Joe Jaramazovic, A/Assistant Commissioner, Operations Support Command
- Darryl Johnson, Assistant Commissioner, State Discipline
- Chris Jory, Assistant Commissioner, Ethical Standards Command
- Stephen Loth, Chief Superintendent, Crime and Corruption Commission
- Andrew Massingham, A/Assistant Commissioner, Youth Crime Taskforce
- Charysse Pond, Assistant Commissioner, Security and Counter Terrorism Command
- Brian Swan, Assistant Commissioner, QPS 100 Day Review
- Matthew Vanderbyl, Assistant Commissioner, Organisational Capability Command

Divisions

- Cameron Allen, Chief Information Officer, Frontline and Digital Division
- Mark Armstrong, Chief Officer, State Emergency Services

- Cathy Chee, A/Executive Director, Safety Strategy Division
- Graham Coleman, Executive Director, Olympic and Paralympic Games Group
- Alan Dewis, Executive Director, First Nations Division
- Belinda Dryden, Executive Director, Health, Safety and Wellbeing Division
- Stephanie Elwin, Executive Director, Communications, Culture and Engagement Division
- Beth Gordon, A/Executive Director, Human Resources Division
- Carolyn Harrison, Executive Director, Legal Division
- Michelle Holland, Chief Risk Officer
- Clare Miller, Executive Director, Transformation Office
- Kristyn Miller, Executive Director, DFV and DNA Reform Project Office
- Greg Obst, General Counsel
- Laura Poidevin, Chief Digital Officer, Digital Strategy Division
- Helen Spencer, Executive Director, Policy and Performance Division
- Malcolm Wilson, Chief Finance Officer, Finance Division
- Tony Wulff, Chief Officer, Marine Rescue Queensland

Standing attendees:

- Acting Superintendent Don Baillie, Chief of Staff, Commissioner's Office

Achievements

During 2024-25, the ELT considered a number of significant matters, including:

- new government priorities and government election commitments
- strategic futures
- QPS 100-Day Review
- QPS Strategic Plan 2025-2029
- QPS corporate governance framework
- QPS Transformation Roadmap
- organisational performance
- youth crime and road safety
- crime statistics
- illicit firearms strategy
- domestic and family violence and reform opportunities
- budget and restoring fiscal responsibility
- work health and safety capability
- integrity and discipline board and discipline reform
- training rollout for safe driving and coercive control
- panels and promotions process
- Information Privacy Act changes
- developing and embedding volunteerism

- National Survey of Community Satisfaction with Policing results
- Working for Queensland Survey results
- ethical health scorecard
- State Police Operations Centre preparedness.

QPS Demand and Capability Committee (DCC)

The purpose of the DCC was to resolve resourcing against fiscal sustainability.

The Committee considered finance, demand, workforce, assets, ICT, the QPS portfolio of projects and programs and procurement.

The Committee met monthly or as determined by the Chair.

The DCC met on three occasions and considered four matters out-of-session in 2024-25 before it was disestablished on 30 January 2025.

Committee members (1 July 2024 to 30 January 2025)

- Cameron Harsley, Deputy Commissioner, Regional Services (Chair)
- Cheryl Scanlon, Deputy Commissioner, Specialist Operations
- Deb Paterson, A/Deputy Chief Executive, Strategy and Corporate Services
- Chris Stream, A/Deputy Commissioner, Disaster and Emergency Management
- Mark Kelly, A/Deputy Commissioner, Regional Operations and Youth Crime

Standing attendees:

- Cameron Allen, Chief Information Officer, Frontline and Digital Division
- Beth Gordon, A/Executive Director, Human Resources Division
- Michelle Holland, Chief Risk Officer
- Laura Poidevin, Chief Digital Officer, Digital Strategy Division
- Helen Spencer, Executive Director, Policy and Performance Division
- Matthew Vanderbyl, Assistant Commissioner, Organisational Capability Command
- Malcolm Wilson, Chief Finance Officer, Finance Division

Achievements

From 1 July 2024 to 30 January 2025, the DCC overviewed matters relating to finance, performance, human resources, ICT, assets, demand, crime, procurement and projects. The DCC considered significant matters including:

- workforce change resource allocations
- QPS Portfolio Insights Report
- unfunded resourcing and asset requests including Capital Works and Leasing, Fleet and Operational Equipment
- Strategic Management Framework and ICT Strategic Investment Roadmap Plan
- people dashboard reporting
- Strategic Workforce Action Plan
- assets reporting

- procurement services reporting
- analysis of operational travel and accommodation costs
- Total Asset Management Plan.

QPS Subcommittees

On 30 January 2025, the BoM approved the new Corporate Governance Framework which included the establishment of four subcommittees:

- Assets Subcommittee
- ICT, Digital and Data Subcommittee
- People Subcommittee
- Work, Health & Safety Subcommittee.

The Subcommittees each met on two occasions in 2024-25 and discussed key matters to establish the forums including Terms of Reference and Key Performance Indicators.

Government bodies

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

For further information about the Government Bodies refer to page 115 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 Integrity Framework and Standard of Professional Practice supplement the Queensland Government values and the Code of Conduct for the Queensland Public Service and outlines the standards of conduct and professional practice expected of all QPS employees.

Members of the QPS operate under the Service's Integrity Framework that promotes the principles of Values, Leadership and Accountability which underpin integrity and ethics in the QPS. The framework seeks to ensure the integrity of the organisation is maintained through four key actions that apply to all levels of the organisation. These actions are: Know what is expected, Educate and guide others, Ensure we do the right thing and Protect our standards. 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.

The purpose of ESC is to protect the high standards of integrity and professionalism necessary to maintain the trust and support of our community. In 2024-25, ESC continued to promote, monitor and enforce ethical behaviour, integrity and professional practice through education, deterrence and systems improvements. ESC continued to be the conduit 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 2024-25, the QPS received 1,642 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 every year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of police facilities including their functions and duties. During 2024-25, ESC undertook a review of the inspections process to validate the appropriateness of existing compliance processes. ESC also analysed the compliance inspections conducted independently by regions and commands to determine key compliance issues and trends across the state. The outcomes of the inspections are reported to the ELT and the ARCC.

Discipline outcomes

ESC is responsible for the management of all complaints of misconduct and disciplinable conduct reported to the QPS. All complaints are considered, actioned and investigated as required.

In 2024-25, the QPS recorded 2,399 complaints containing 7,068 allegations from internal QPS members and members of the public. A complaint is an expression of dissatisfaction made to or about the Service, related to the conduct of members or provision of services, where a response or resolution is reasonably expected. A complaint can contain multiple allegations depending on the specific nature of dissatisfaction as outlined in the complaint.

A breakdown of the complaint categories and discipline outcomes is included in the below table. In 2024-25, Local Management Resolution (LMR) was used as an outcome on 394 occasions across 13 allegation categories.

| Allegation Category | Total number of Allegations | Allegation outcome finalised as at 30 June 2025 |
|---|------------------------------------|--|
| Failure of Duty | 2,489 | No further Action: 1,904 Local Management Action: 168 Hearing: 17 Abbreviated Discipline Process: 0 |
| Unprofessional Conduct (excluding QPS members involved in DFV) | 966 | No further Action: 649 Local Management Action: 82 Hearing: 18 Abbreviated Discipline Process: 2 |
| Unprofessional Conduct (QPS members involved in DFV only) | 73 | No further Action: 22 Local Management Action: 0 Hearing: 3 Abbreviated Discipline Process: 0 |
| Misuse Authority | 796 | No further Action: 582 Local Management Action: 16 Hearing: 5 Abbreviated Discipline Process: 0 |
| Assault/Use Excessive Force | 663 | No further Action: 559 Local Management Action: 13 Hearing: 3 Abbreviated Discipline Process: 0 |
| Interfere with or undermine an investigation, legal process or conduct matter | 330 | No further Action: 255 Local Management Action: 4 Hearing: 5 Abbreviated Discipline Process: 0 |
| Misuse Information | 347 | No further Action: 202 Local Management Action: 29 Hearing: 7 Abbreviated Discipline Process: 0 |
| Inappropriate exercise of operational discretion | 462 | No further Action: 407 Local Management Action: 24 Hearing: 2 Abbreviated Discipline Process: 0 |
| Unlawful or Unauthorised Operational Practice | 313 | No further Action: 232 Local Management Action: 26 Hearing: 4 Abbreviated Discipline Process: 0 |
| Other Offence | 154 | No further Action: 84 Local Management Action: 1 Hearing: 4 Abbreviated Discipline Process: 0 |
| Discrimination/Sexual Harassment | 136 | No further Action: 98 Local Management Action: 5 Hearing: 8 Abbreviated Discipline Process: 0 |

| Allegation Category | Total number of Allegations | Allegation outcome finalised as at 30 June 2025 |
|---|------------------------------------|---|
| Professional Conduct | 146 | No further Action: 87 Local Management Action: 20 Hearing: 6 Abbreviated Discipline Process: 1 |
| Misappropriation or unauthorised use of resources | 81 | No further Action: 37 Local Management Action: 4 Hearing: 2 Abbreviated Discipline Process: 0 |
| Drug related offence | 37 | No further Action: 20 Local Management Action: 0 Hearing: 0 Abbreviated Discipline Process: 0 |
| Sexual Offence | 55 | No further Action: 35 Local Management Action: 0 Hearing: 0 Abbreviated Discipline Process: 0 |
| Bribery/Secret Commissions | 10 | No further Action: 7 Local Management Action: 0 Hearing: 1 Abbreviated Discipline Process: 0 |
| Extortion | 3 | No further Action: 2 Local Management Action: 0 Hearing: 1 Abbreviated Discipline Process: 0 |
| Significant Event | 3 | No further Action: 0 Local Management Action: 2 Hearing: 0 Abbreviated Discipline Process: 0 |
| Police related death | 0 | No further Action: 0 Local Management Action: 0 Hearing: 0 Abbreviated Discipline Process: 0 |
| False complaint | 4 | No further action: 2 Local Management Action: 0 Hearing: 0 Abbreviated Discipline Process: 0 |

Notes:

1. The object of the Act is to improve performance and provide a system which focuses on guiding, correcting, rehabilitating and, if necessary, disciplining officers. This is essential to protect the public; uphold ethical standards within the service; and promote and maintain public confidence and officers' confidence in the service.
2. The total number of complaints recorded includes complaints against sworn and unsworn members received internally or from members of the public.
3. Upon assessment of an incident/complaint, the actions of members are reviewed and distilled into individual allegations for assessment inquiries, investigation or possible 'no further action' if the actions were considered lawful and reasonable. The review process can result in multiple allegations for assessment.
4. LMR refers to a resolution process where professional development strategies are formulated and implemented to address inappropriate conduct. The purpose of implementing an LMR plan will be to improve performance by providing appropriate training and guidance to the member whose conduct has come into question due to an identified underlying issue. LMR is a remedial approach which recognises members will make

genuine mistakes and provides a learning and development approach to improve performance and align the member's behaviour with the organisation's principles. LMR should not merely default to the delivery of managerial guidance or chastisement as a tool to address behaviour, but rather genuine engagement by a supervisor with the member or complainant, where a raft of management options are explored.

5. The allegation of 'Unprofessional Conduct' has been split into two categories. QPS members involved as a respondent in a DFV matter is recorded separately in response to recommendation 31 of the Women's Safety and Justice Taskforce Report One.
6. The above table provides data on allegations that have been determined. The variation between the total number of allegations and outcomes are those that are still under investigation or awaiting assessment as at 30 June 2025.

Discipline Hearing outcomes – State Discipline

State Discipline, led by an Assistant Commissioner, is an independent central unit responsible for conducting disciplinary proceedings (police officers) and show cause proceedings (staff members) for the QPS, and is separate and distinct from ESC.

Under the *Police Service Administration Act 1990* (the Act) the Assistant Commissioner, State Discipline, is conferred the sanctioning powers of a Deputy Commissioner to impose any disciplinary sanction provided for by the Act including dismissal, suspension without pay (up to 12 months), probation (up to 12 months) and the comprehensive transfer of a member. The Chief Superintendent, State Discipline, is assigned the sanctioning powers of an Assistant Commissioner. State Discipline also carries a Superintendent to make decisions on less serious grounds for a disciplinary action.

Disciplinary Hearings for police officers can include a full disciplinary proceeding (under the Act), an Abbreviated Disciplinary Proceeding (ADP), and where members have separated from the service, there is provision under Part 7A of the Act for a Disciplinary Declaration to be made.

A Director level position also operates within State Discipline to undertake show cause proceedings (*Public Sector Act 2002* (PSA)) involving staff members and to consider disciplinary declarations where a staff member's employment ends prior to any disciplinary action being finalised.

It should be noted, where a member resigns prior to the completion of an investigation, the decision to progress the consideration of a Disciplinary Declaration by State Discipline is made by ESC.

| Discipline matter breakdown – hearings and outcomes 2024-25 | | | |
|---|-----------------------|--|------------|
| Proceeding Type | Quantity | Sanction Types per subset | |
| Hearing (PSAA) Police officers | 80 Matters considered | Community Service | 16 |
| | | Demotion (permanent) | 11 |
| | | Demotion (temporary) | 9 |
| | | Discontinued | 9 |
| | | Dismissal | 6 |
| | | Fine | 2 |
| | | Local transfer | 3 |
| | | Professional Development Strategy only | 2 |
| | | Probation | 7 |
| | | Reprimand | 7 |
| | | Suspension from duty | 3 |
| | | Unsubstantiated | 5 |
| | | Total: | 80* |
| *Of those 80 matters considered, the total number of Professional Development Strategies imposed in addition to a disciplinary sanction: 39 | | | |

| Proceeding Type | Quantity | Sanction Types per subset | |
|---|--------------------------------------|--------------------------------------|------------|
| ADP (PSAA) Police officers | 18 matters considered in total | Community service | 5 |
| | | Demotion (temporary) | 4 |
| | | Fine | 2 |
| | | Professional Development Strategy | 2 |
| | | Reprimand | 3 |
| | | Suspension from duty | 2 |
| | | Total: | 18* |
| *Of those 18 matters considered, the total number of Professional Development Strategies imposed in addition to a disciplinary sanction: 10 | | | |

| Proceeding Type | Quantity | Sanction Types per subset | |
|--------------------------------|--------------------------------|---|-----------|
| Hearing (PSA) Staff members | 21 matters considered in total | Deferment of remuneration | 2 |
| | | Demotion (temporary) | 5 |
| | | Discontinued | 4 |
| | | Substantiated, no disciplinary action imposed | 1 |
| | | Reprimand | 8 |
| | | Unsubstantiated | 1 |
| | | Total: | 21 |

| Proceeding Type | Quantity | Sanction Types per subset | |
|--|-----------------------|---------------------------|-----------|
| Post separation declaration (7A PSAA) Police officers | 21 matters considered | Declaration – Demotion | 3 |
| | | Declaration – Dismissal | 6 |
| | | Declaration – Probation | 1 |
| | | Discontinued | 7 |
| | | No declaration | 4 |
| | | Total: | 21 |

| Proceeding Type | Quantity | Sanction Types per subset | |
|--|----------------------|---------------------------|----------|
| Post separation declaration (s95 PSA) Staff members | 3 matters considered | Declaration – Demotion | 1 |
| | | Discontinued | 2 |
| | | Total: | 3 |

Notes:

- 1) Section 7.34 of the Act outlines the disciplinary sanctions available for police officers. These are presented in a 'hierarchical order' from most serious sanction of 'dismissal' to least serious sanction of 'reprimand'. Section 7.35(4) provides that more than one disciplinary sanction can be imposed on a subject officer. Where more than one disciplinary sanction has been imposed on an officer, only the more serious disciplinary sanction has been recorded in the sanction types' 'total' count.
- 2) Section 7.42 of the Act provides that professional development strategies can be imposed instead of, or in addition to, a disciplinary sanction. Where professional development strategies have been imposed in addition to a disciplinary sanction, this has been noted separately in the tables capturing proceedings: 'Hearing (PSAA), ADP (PSAA).

Charter of Victims' Rights

The Charter of Victims' Rights (the Charter) describes the way a victim should be treated, as far as practicable and appropriate, by government and non-government entities that receive government funding and those that work in these entities.

The Charter sets out the general rights of victims and specific rights relating to the criminal justice system. When dealing with a victim of crime, officers are to comply with the provisions of the Charter which places an onus on agencies to provide information to victims. Victims have the right to make a complaint if this charter is not followed. The complaints data for 2024-25 is available on the Open Data Portal at www.data.qld.gov.au.

Risk management and accountability

Enterprise risk management

The Commissioner and Senior Executives are committed to the management of internal and external risks which may influence strategic or operational objectives. Risk management is integral to management of functions and is a requirement of all Queensland Government departments, including the QPS under section 61(b) of the *Financial Accountability Act 2009*. The QPS has implemented an Enterprise Risk Management Framework, adopting the principles and processes outlined in Australian Standard ISO 31000:2018 Risk Management – Guidelines. This approach integrates risk-based decision making into the management processes of the organisation and articulates governance and accountability for risk management activities.

Risk management supports the QPS strategic and operational plans, aligning the achievement of organisational objectives to consideration of risks within the context of the QPS Risk Appetite Statement (the Statement). The Statement provides clarity and sets the tone around acceptable and unacceptable risks to the organisation, supporting policy and investment decision making at all levels. Risk Reports provide an overview of strategic and operational risks impacting the achievement of QPS objectives. The BoM establishes the mandate and commitment set by the QPS executives that underpins the risk management framework. The ARCC is responsible for reviewing the adequacy and application of the QPS risk management framework.

Responsibilities for risk management are maintained through executive portfolios across operational and strategic levels of the Service. The Office of the Chief Risk Officer sets the framework, promotes best practice, scans for emerging risk trends and provides advice and support for risk management.

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, the QPS:

Queensland Audit Office (QAO)

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 www.qao.qld.gov.au/reports-resources/parliament. The QPS remains committed to identifying opportunities for efficiencies in all areas of service delivery.

The QPS is continuing to implement recommendations from previous audit reports.

Crime and Corruption Commission (CCC)

The CCC is Queensland's anti-corruption body, investigating the most serious or systemic corruption allegations. Their jurisdiction includes state government departments, QPS, local governments, government-owned corporations, universities, prisons, courts, tribunals and elected officials. CCC reports are available online at <https://www.ccc.qld.gov.au/publications>.

- **Searching places for high-risk missing persons – Review of Chapter 7, Part 3A of the Police Powers and Responsibilities Act 2000 (Qld)**

In 2018, Queensland granted police officers new powers to conduct searches for missing individuals and/or to gather information that could aid in their recovery. These authorities, outlined in the *Police Powers and Responsibilities Act 2000 (Qld)* (PPRA), were unprecedented in Australia and Queensland continues to be the sole Australian jurisdiction possessing these powers to this day. The report was published in October 2024 and made two recommendations for QPS. The QPS is currently in the process of implementing the recommendations from the report.

Queensland Ombudsman (QO)

Under the *Ombudsman Act 2001* (Ombudsman Act), the QO is an independent body that investigate complaints about the actions and decisions of Queensland state government departments, local councils and public authorities. QO reports are available online at <http://www.ombudsman.qld.gov.au/publications/all-publications>.

- **Cairns and Murgon watch-houses inspection report: Focus on detention of children**

Police watch-houses are intended for the temporary detention of individuals for a duration of a day or longer. However, in Queensland, these facilities are being utilised to hold children for extended periods. This report examines essential elements of watch-house detention that are pertinent to guaranteeing the safety and well-being of children while they are held there. The report was published in September 2024 and made 19 recommendations for QPS. The QPS is currently in the process of implementing the recommendations from the report.

Queensland Human Rights Commission (QHRC)

The QHRC undertakes significant reviews and initiatives aimed at bringing about systemic change to work towards the protection of human rights and prevent discrimination. QHRC reviews are available online at <http://www.qhrc.qld.gov.au/about-us/reviews>.

- **Strengthening the Service: Independent review of workplace equality in the Queensland Police Service**

This review was initiated based on a recommendation from the Commission of Inquiry regarding the response of the QPS to DFV. This report looks at the cultural factors adversely impacting QPS's responses to DFV.

In March 2025, the QPS published a response to the recommendations which is available online at <https://www.police.qld.gov.au/sites/default/files/2025-03/QPS%20response%20to%20QHRC%20recommendations.pdf>.

Sentencing of Sexual Assault and Rape: The Ripple Effect

In May 2023, the Sentencing Advisory Council was provided with Terms of Reference to conduct a review of sentencing related to sexual assault and rape offences, alongside a distinct review concerning the aggravating factors associated with domestic and family violence offences. The *Sentencing of Sexual Assault and Rape: The Ripple Effect* report outlines the findings and recommendations of the Council regarding the initial segment of its review focused on sentencing practices for sexual assault and rape offences. This report was published in December 2024 and made three recommendations for QPS. The QPS is currently in the process of implementing the recommendations from the report.

Queensland Coroner

During 2024-25, seven recommendations arising from two coronial inquests were directed to the QPS as either a lead or supporting agency. The Findings of Inquest and the government's responses are available at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

The QPS Internal Audit Unit operates under a portfolio service delivery model providing internal audit services to QPS and the Office of the Inspector-General Emergency Management (IGEM).

The Internal Audit Unit continues to provide advice across a wide range of disciplines including risk, assurance, information technology, finance and compliance as well as general consulting activities for the QPS and IGEM. The Head of Internal Audit for QPS is also the nominated Head of Internal Audit for the Office of the IGEM in accordance with the *Financial Accountability Act 2009*.

In accordance with the *Financial and Performance Management Standard 2019*, an annual internal audit plan and three-year strategic audit plan sets the direction of the unit. A detailed audit planning and risk assessment process was completed in devising this plan. The Annual Internal Audit Plan 2024-25 and Strategic Internal Audit Plan 2025-28 was endorsed by the ARCC and approved by the Commissioner on 4 July 2024. The Internal Audit Unit reports regularly to the ARCC which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

Under the approved charter, the unit reviews compliance (effectiveness), performance (efficiency), financial management and information technology to identify areas of risk and to improve outcomes for the Service. The unit has systems in place to ensure the effective, efficient and economic operation of the audit function.

In 2024-25, the unit delivered the activities in the approved Annual Internal Audit Plan 2024-25 using in-house and sourced delivery methods including the engagement of Ernst and Young. Internal audit services are undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter consistent with relevant audit and ethical standards.

Internal Audit achievements for the period 1 July 2024 to 30 June 2025 included:

- preparing a program of work which considered risk assessments, materiality and contractual and statutory obligations
- delivering internal audit reviews in accordance with the Internal Audit Plan and reporting results of these internal audits to the ARCC and the Commissioner
- monitoring and reporting on the implementation status of internal audit recommendations to the ARCC (management is responsible for implementation of audit recommendations)
- liaising with QAO to ensure there was no duplication of audit effort
- supporting management by providing advice on corporate governance and related issues.

Information systems and recordkeeping

During 2024-25, the Records Management Unit administered and maintained recordkeeping systems for the QPS, QFD, IGEM, QAS and Queensland Shared Services.

During the reporting period, the Records Management Unit delivered strategic recordkeeping advice, assistance and training, leading to improved efficiencies including:

- ongoing personnel training to enhance staff proficiency in capturing and managing records, both generally and through the Objective electronic Document Records and Management System (eDRMS). This training ensures compliance with legislative requirements and broader recordkeeping obligations, including those under the *Public Records Act 2023*. During this period, more than 300 QPS members attended training sessions facilitated by Records Management Unit
- proactive engagement with police stations across the state to evaluate and review current record keeping practices. This initiative is a key part of the roadmap to enhance recordkeeping compliance across the QPS
- collaboration with various QPS units to develop strategies for minimising the use of hardcopy documents and transitioning to fully electronic processes, thereby improving business efficiency
- facilitating the creation of over 100,000 files related to Weapons Licensing functions, more than 11,800 general administrative files and over 100,000 electronic documents within the Objective eDRMS
- providing guidance to entities involved in Machinery of Government changes, as well as other administrative and organisational restructures, to ensure recordkeeping responsibilities are fully understood and effectively integrated into decision making processes
- recordkeeping guidance and training provided to SES and MRQ personnel during their integration into QPS in 2024

A small volume of QPS personnel records were transferred to Queensland State Archives (QSA) in 2024-25. The QPS is continuing to consult with QSA to review the updated QPS Retention and Disposal Schedule and obtain preliminary endorsement. Formal approval and implementation of the revised schedule are anticipated in 2025-26.

There were no known breaches of information security concerning records managed within the Objective eDRMS during the reporting period.

Records submitted for disposal through the Corporate Records Retention and Disposal Program, managed by Records Management, were processed in accordance with retention periods specified in the QPS or Whole of Government Retention and Disposal Schedules.

Human Resources

Strategic workforce planning and performance

Workforce profile

The QPS workforce comprises more than 19,000 paid employees including police officers and staff members.

QPS workforce data below is presented by headcount. Substantive headcount equals the number of employees engaged by the QPS at a particular point in time regardless of the hours of employment, based on Aurion Human Resource Information System data.

The Minimum Obligatory Human Resource Information (MOHRI) Full Time Equivalent (FTE) aligns with workforce information that is provided quarterly to the Public Sector Commission by all Queensland Government agencies to inform the annual State of the Sector report.

Workforce profile data (June 2025 reporting quarter)

| Total workforce | |
|--|-----------|
| Substantive Headcount | 19,579 |
| MOHRI paid FTE | 18,703.23 |
| Occupation Type by Substantive HC – reported as a % of total substantive workforce | |
| Corporate | 6.9% |
| Frontline and Frontline Support | 93.1% |
| Appointment Type by Substantive HC – reported as a % of total substantive workforce | |
| Permanent | 91.1% |
| Temporary | 4.2% |
| Casual | 0.8% |
| Contract | 3.9% |
| Employment Status by Substantive HC – reported as a % of total substantive workforce | |
| Full-time | 93.6% |
| Part-time | 5.6% |
| Casual | 0.8% |

Target group data*

| Gender Identity** | Number (Headcount) | Percentage of total workforce (Calculated on headcount) |
|-------------------|-----------------------|--|
| Woman | 7,544 | 38.5% |
| Man | 11,883 | 60.7% |
| Non-binary | 35 | 0.2% |
| Another term | <5 | 0% |
| Not disclosed | 116 | 0.6% |

| Diversity Groups* | Number (Headcount) | Percentage of total workforce (Calculated on headcount) |
|---|-----------------------|--|
| Aboriginal Peoples and Torres Strait Islander Peoples | 517 | 2.6% |
| Non-operational people with disability [^] | 253 | 4.8% |
| Culturally and Linguistically Diverse – Speak a language other than English at home ^{^^} | 771 | 3.9% |

Diversity figures are based on actual placements including relieving arrangements and includes paid and unpaid employees.

To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers are replaced by <5.

** All diversity figures rely on employees self-identifying through a voluntary questionnaire, where they have the option to select they prefer not to disclose across any or all questions.*

*** Where data available.*

[^] Disability data is based on non-operational workforce only and excludes Police Officers, Watchhouse Officers, Protective Services Officers, Police Liaison and Torres Strait Islander Liaison Officers, Recruits and Police Pipes and Drums.

^{^^} This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

| Women in Leadership Roles* | Women (Headcount) | Women as percentage of total leadership cohort (Calculated on headcount) |
|--|----------------------|--|
| Senior Officers (classified, s122 and s155 combined) | 178 | 32.1% |
| Senior Executive Service, high-level senior executives and Chief Executives (classified, s122 and s155 combined) | 17 | 34.7% |

** Women in leadership are defined as those in classified roles or on s122 or s155 contracts, salary equivalency data is excluded.*

Strategic workforce planning and performance

The QPS Strategic Workforce Plan 2024-2028 supports the development of a healthy and engaged workforce focusing on our work, workforce and workplace to deliver excellence in policing and community safety services.

This year we focused on a variety of initiatives including:

- strengthening our recruitment and retention strategies to attract and support diverse talent and expertise including reinvigoration of the QPS First Nations Recruit Preparation Program and Multicultural Recruit Preparation Program
- developing and embedding cultural training to enhance cultural safety and capability, including:
 - developing bespoke Cultural Induction Packages with local protocols respected to ensure officers are culturally prepared for work in remote communities
- growing our workforce planning capability to prepare for the future by continuously improving how we integrate data, analytics and modelling to support better planning, forecasting and decision making

- strengthening our partnerships across the QPS, other government agencies, the private sector and the community by delivering the Queensland Government Authorised Training and Engagement Program
- supporting the integration of the SES and MRQ including the establishment of 'people hubs' which provide support services to volunteers and staff
- reforming health and wellbeing services to enhance our capability and capacity to ensure our people receive the right support, at the right time and in the right way.

Health and Wellbeing Services

Health and Wellbeing Division (HWD) supports our people through providing evidence-based and integrated health and wellbeing services. It is through these services, and in partnership with people capability owners across the Service, that we drive the strategic objective to build an engaged and capable workforce with the health, safety and wellbeing of our people a priority.

In 2024-25, HWDs strategic focus was embedding and maturing the integrated model of wellbeing, recognising the interconnectedness of biological, psychological, social and spiritual wellbeing. This resulted in enhancements across the range of internal and external support options available to members, former members and their loved ones to ensure they are supported and feel supported. These include:

- the Support Management Team (SMT) provides support to members following critical incidents or the sudden death of serving members and intervenes early to ensure appropriate support and referrals are provided for individuals based on their needs. The team is also proactively contacting members at known high-risk touchpoints during their career to intervene early prior to a possible psychological injury occurring. Through the support of the State Coroner, SMT is an embedded resource for QPS witnesses in all upcoming Coronial Inquests. Further, SMT is engaged in disciplinary processes for support of members at early phases of the process to deliver timely support
- a broader and more inclusive range of services available through our external programs, emphasising the diversity of our workforce and the nexus between work and other life-domains
- delivery of the career transition program for members approaching medical or mandatory age retirement
- the Peer Support Coordination Unit undertook significant reform of the Peer Support Officer (PSO) Program including delivery of refreshed foundation training and upskilling of current PSOs to facilitate meaningful social support systems at all levels
- Chaplaincy Services were enhanced within the realm of Trauma-Informed Care and Understanding Trauma Focused Cognitive Behavioural Therapy, enabling enriched provision of pastoral care following critical incidents and potentially traumatic events
- convened an expert, multidisciplinary working group to review the wellbeing and support response following critical incidents and high impact events
- the Psychological Assessment Unit participated in a broader review of current medical standards for recruitment
- HealthStart facilitated an early engagement initiative with recruits to foster a health-aware culture and individual responsibility for positive physical health.

The QPS also offers a SelfRefer Program that allows current employees to anonymously access up to six free QPS-funded sessions with external psychological services.

The SelfRefer Program is completely voluntary and confidential. The SelfRefer Providers are all qualified health professionals in the mental health field with experience in dealing with first responders and the illnesses and injuries that first responders may experience. The network of

providers includes psychologists, social workers and counsellors who are bound by their own professional code of ethics regarding confidentiality.

Inclusion and diversity

The QPS continues to demonstrate its commitment to fostering an inclusive and diverse workplace where all employees feel valued, respected and empowered to access equal opportunities. This is managed by the Inclusion, Diversity and Human Rights (IDHR) Unit.

During 2024-25, the QPS:

- strengthened governance and support structures for QPS employee networks through the development of draft frameworks, improved coordination processes and strategic guidance to ensure alignment with QPS priorities and inclusion objectives
- continued implementation of the QPS Inclusion and Diversity Strategy 2020–2025, including the promotion of the *Human Rights Act 2019 (Qld)* and the completion of updates to the Human Rights Online Learning Product (OLP) to support workforce awareness and compliance
- delivered targeted support and capacity-building for employee networks via regular consultation, funding advice, action plan reviews and facilitation of the Inclusion and Diversity Community of Practice to promote shared learning and peer collaboration
- actively represented and engaged across the organisation, with IDHR team members presenting on inclusion, diversity and human rights at leadership forums, network events and divisional training days to embed inclusive practices and foster cultural change.

Workforce Culture

The establishment of the Workforce Support and Engagement Group (WSEG) in 2024 represents a pivotal advancement by the QPS in its commitment to fostering a proactive and preventative approach to workplace standards and behaviours.

During the reporting period, the QPS:

- established the WSEG as a centralised capability to lead proactive and preventative approaches to workplace standards and behaviours across the QPS
- delivered integrated support services including Service Connect, Workplace Assessment Support Team, Conflict Management Services and SES/MRQ People Hubs, ensuring consistent and equitable service delivery
- strengthened leadership capability through targeted education, training and early intervention strategies aimed at reducing workplace conflict and improving behavioural outcomes
- responded to key recommendations from the Commission of Inquiry into DFV and the Women's Safety and Justice Taskforce, embedding reforms that support safer and more inclusive workplaces
- promoted inclusive leadership and cultural change by building trust and objectivity across the workforce
- advanced gender equity by supporting leadership development and retention strategies that empower women and foster inclusive workplace practices
- delivered specialist training and awareness initiatives to enhance organisational understanding of respectful behaviours, early intervention and performance management.

Community Supporting Police and Helping Hand

Community Supporting Police is a community driven charitable organisation which operates with the support of the QPS to provide comfort and support to families of police suffering from illness or distress in crisis situations. This includes welfare housing located at key points near

hospitals across Queensland. Community Supporting Police has been in place for over 30 years and mostly fundraises money through the sale of merchandise.

Helping Hand was established in 2004 in response to an increasing need for assistance by QPS members and their families in times of crisis such as serious or terminal illness, injury or personal trauma.

In 2024-25, Helping Hand provided support to families ranging from the provision of professional medical services, equipment, transportation and child-care. Helping Hand has been able to support families with an average of \$130,000 each year thanks to ongoing donations from QPS staff.

Working for Queensland

The annual Working for Queensland (WfQ) survey, administered by the Public Service Commission, serves as a vital tool for the QPS to assess employee perceptions of their work environment, leadership, team dynamics and organisational culture. The results from the WfQ survey directly inform workplace reforms and support the QPS's strategic objective to build a connected, engaged and job-ready workforce where the health, wellbeing and safety of all members are prioritised. The survey contributes to monitoring progress on gender equity by highlighting employee experiences and perceptions related to fairness, representation and leadership.

Key outcomes for 2024-25 include:

- successfully promoted and administered the 2024 WfQ survey
- downloaded and disseminated 540 highlight reports and 60 supplementary reports at regional, command and divisional levels to assist QPS managers in identifying key focus areas and workplace trends
- distributed 52 work group comment packs to support deeper understanding of workplace sentiment and drive targeted, positive change
- provided tailored support to regions, divisions and commands in the development of their 2024–25 WfQ action plans
- offered guidance on the 2025 WfQ survey hierarchy build to ensure accurate representation and meaningful data collection across organisational levels
- conducted reviews of action planning processes and accountability frameworks, incorporating research and development tools to support innovation and workforce improvements based on 2024 WfQ results
- continued monthly Key Point of Contact (KPOC) Community of Practice meetings and delivered training resources to strengthen KPOC capability across all aspects of WfQ responsibilities
- managed and upgraded a suite of customised training products to support data analysis, interpretation and application
- provided 22 comprehensive data packages and specialised presentations to regions, divisions, commands and work groups to support interpretation and implementation of survey outcomes and promote positive workplace change.

QPS Pride Network

The QPS Pride Network continues to play a vital role in championing inclusion and advocating for LGBTQIA+ members across the organisation. Comprising dedicated volunteers, the Network provides statewide support, resources and guidance to ensure that LGBTQIA+ individuals within the QPS feel valued, respected and included.

In April 2025, the Pride Network launched a refreshed purpose and vision, reaffirming its commitment to driving cultural and organisational change. Its purpose—to foster equity and inclusion for LGBTQIA+ members by influencing systemic transformation—and its vision of a

QPS where LGBTQIA+ individuals are welcomed and embraced, reflect a broader commitment to equity across all dimensions, including gender.

QPS Leading Women Network

The QPS Leading Women Network (LWN) plays a central role in advancing gender equality and fostering inclusive leadership across the organisation. Operating under the broader QPS Equity, Diversity and Inclusion Plan, the LWN is committed to cultivating a workplace culture where women are empowered to fully participate, progress and thrive at every level.

The LWN continues to address both structural and cultural barriers to gender equity by promoting solutions to systemic challenges, creating opportunities for personal and professional development and offering a supportive network for women to share experiences and build capability.

Key achievements for 2024-25 include:

- advanced representation of women in leadership across the QPS
- developed the LWN Action Plan to guide strategic priorities and embed gender equity across all levels of the organisation
- strengthened executive accountability for gender equality through targeted engagement and leadership commitments
- delivered professional development opportunities and increased visibility for women through structured programs and events
- hosted the inaugural QPS centric International Women's Day event, celebrating women's contributions and reinforcing the organisation's commitment to gender equity
- facilitated a monthly lunchtime leadership series featuring senior leaders such as the Queensland Integrity Commissioner, QPS Chief Risk Officer and Assistant Commissioners to inspire and inform future women leaders
- delivered a major networking and wellbeing event, 'Working Women and Wellbeing', in August 2024 to support connection, resilience and holistic development for women across the QPS.

Attraction and retention

The QPS's People Capability Command (PCAP) is primarily responsible for the police academies in Oxley and Townsville (with Wacol facility as an extension of the Oxley Academy), education and training throughout the State and police recruiting. During 2024-25, PCAP delivered key outcomes for the Service, including:

- targeted professional marketing campaigns to drive police recruitment within diverse communities, regional and remote areas and broad demographic groups
- targeted First Nations recruitment through community events, expos, and partnerships, such as with Queensland Rugby League has increased visibility and fostered participation
- dedicated pathways support aspiring First Nations recruits, strengthening workforce diversity
- a revised Recruit Training Program which extended academy training from 27 to 34 weeks with renewed focus on youth justice, mental health, cultural capability, prevention and disruption and DFV holistic response applying a victim-centric approach. The program now features co-facilitation of DFV and cultural training using industry experts, persons from culturally diverse backgrounds and lived-experience
- personal issue of laptops to recruits completing the new Recruit Training Program to maximise flexibility, applied learning and training modality
- modification to training facilities at the Oxley and Townsville academies to increase capacity and support greater recruit numbers

- recruitment of serving and recently served international police officers under a new labour agreement between the Queensland and Commonwealth governments. The QPS is able to recruit 500 internationals each year for five years without the prerequisite of being an Australian citizen or permanent resident. Depending on compatibility and recency of policing experience, these recruits either undertake the PACE program or the mainstream Recruit Training Program to ensure that they can achieve the high standards for QPS entry
- recruitment of Special Constables (state officers) to boost frontline policing in times of demand and at short notice throughout Queensland. Special Constables are former QPS officers who have recently resigned or retired and are willing to continue ad-hoc casual employment as a police officer. Special Constables have full police powers and perform frontline duty where needed, particularly during times of peak demand or to support disaster response and major events. Boosted payments, free accommodation during training, HECS debt support, relocation bonuses and no application fees are some of the attractive incentives to join the QPS under the Challenging, Rewarding, Policing recruitment campaign.

The campaign seeks to engage community members with diverse life experiences who ordinarily may not consider a career path in the QPS. It also aims to attract applicants who are ready to take on both the challenges and rewards of a fulfilling career as a police officer and reflecting QPS's commitment to creating a safer and more secure Queensland.

During 2024-25, 946 new police officers graduated from the Brisbane and Townsville police academies. In addition, as at 30 June 2025, there were 681 recruits across the Oxley and Townsville academies and over 1,800 applications in the recruiting pipeline.

Leadership and professional development opportunities

The QPS offered a range of opportunities and pathways to access professional development to police officers and staff members in 2024-25, including:

- the Leadership Capability Program (LCP), a three-stage distance education program designed to develop members at their current rank/level, as well as those who aspire to be promoted. The LCP is designed to equip leaders to meet the challenges of policing in an ever-changing environment
- Next Level Workshops delivered to newly promoted Sergeants and Senior Sergeants who are promoted via the LCP pathway. This workshop is a practical extension of the distance education component and provides opportunities for leadership topics to be analysed, evaluated and practiced
- the Leadership Essentials Workshop, delivered to staff members AO3-AO6, Police Liaison Officers, Assistant Watchhouse Officers and Protective Services Officers. Participants gain foundational skills in being a leader through topics including, self-awareness, managing relationships, ethical culture and reflection on own leadership journey. This is a two-day workshop delivered face to face across the state
- the Leadership, Engagement and Development (LEAD) workshop, targeted at Constables, Senior Constables and staff members at AO3-AO4 (or equivalent) and provides foundational skills in leadership, problem solving, conflict management, change management, mental health and resilience. The LEAD program is a two-day, face-to-face workshop that is offered across the state
- staff members (up to OO6/AO4) may undertake external qualification studies in leadership and management at Certificate IV, Diploma and Advanced Diploma levels, depending on their eligibility. Staff member training also offer bespoke courses for all QPS members on topics such as leadership, communication, problem solving, team building and difficult conversations
- self-paced online learning delivered via the Q-Learn digital education platform which offers blended learning resources focused on leadership, professional development and wellbeing
- professional development opportunities for senior leaders including the Australian Institute

of Police Management, Australian and New Zealand School of Government, Australian Institute of Management and Australian Institute of Company Directors

- the Inspector and Senior Leaders Development Course for Inspectors/AO8 (or equivalent) designed on the development of professional skills drawn from discursive leadership, critical thinking, leading with integrity, collaborative reasoning, leading through complexity, decision making, root cause analysis and psychological safety.

Prosecutor training

In October 2023, QPS Prosecution Services released a DFV OLP they developed specifically for prosecutors. The training was designed to enhance the victim-centred, trauma-informed prosecution response to victims of DFV, up-skill prosecutors in DFV law generally and highlight recent legislative changes that are relevant to domestic violence orders and the prosecution of DFV-related offenders. As at 30 June 2025, the majority of prosecutors had completed the training.

In October 2024, QPS Prosecution Services released an OLP that was developed specifically for prosecutors in relation to sexual violence and gendered issues. The training was designed to provide prosecutors with an awareness of best-practice methods for communicating with victims of sexual violence (with a focus on First Nations women and girls) and responding to evidence of trauma and abuse histories within the context of the law and policies governing prosecutors' work in sexual violence matters. Participants also gain an awareness of gendered issues for women and girls who are accused persons and offenders and how trauma and abuse can contribute to women's offending behaviour. The training encompasses:

- the nature and impact of sexual violence upon victims
- how the gendered nature of sexual violence impacts victims
- key aspects of the law (including recent reforms) in relation to sexual violence
- victim-centric and trauma-informed practices and legislative and policy provisions that prosecutors can utilise to support victims during court processes
- best-practice communication skills for First Nations women and girls who are victims of sexual violence and/or accused persons and offenders
- how a history of trauma and abuse may contribute to women and girls' offending behaviour
- the support services that are available for victims of sexual violence and how prosecutors can assist with referrals to appropriate services.

As at 30 June 2025, the majority of prosecutors had completed the training.

QPS Disability Service Plan 2023-2026

The QPS is dedicated to working with the community to build resilience, prevent crime and make Queensland safer and the QPS Disability Service Plan 2023-2026 reflects our commitment to work with Queenslanders with disability to ensure fairness and inclusion in the delivery of our services and within our organisation.

Actions under the Disability Service Plan are focused on our service users, which include all people who come into contact with the QPS, our paid workforce and volunteers, the places and spaces where we operate and the community we serve.

Enterprise Bargaining Agreement

The QPS Certified Agreement 2022 and QPS Protective Services Officer Agreement 2022 both nominally expired on 30 June 2025. In early 2025, the QPS established an Enterprise Bargaining Team to provide dedicated expertise in support of enterprise bargaining processes. The team will also take a proactive approach to ensure the smooth and effective implementation of agreed terms and conditions.

The QPS are currently negotiating with the Queensland Police Union of Employees and the Queensland Police Commissioned Officer Union for a replacement of QPS Certified Agreement

and with the Together Union for a replacement of the QPS Protective Services Officers Agreement in accordance with government approvals.

The QPS Staff Members Certified Agreement 2023 was certified by the Queensland Industrial Relations Commission on 22 March 2024 and nominally expires on 30 June 2026. Negotiations to replace the agreement for staff members will commence in early 2026.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the reporting period.

Financial statements

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Queensland Police Service
Statement of comprehensive income
For the year ended 30 June 2025

| | Notes | 2025 \$'000 | 2024 \$'000 |
|---|-------|------------------|------------------|
| Income from continuing operations | | | |
| Appropriation revenue | 4 | 3,428,609 | 3,212,816 |
| User charges and fees | 5 | 184,809 | 226,483 |
| Grants and other contributions | 6 | 64,783 | 38,603 |
| Other revenue | | 60,030 | 28,059 |
| Total revenue | | 3,738,231 | 3,505,961 |
| Gains on disposal | | 3,900 | 3,730 |
| Gains on revaluation of assets | 13 | 1,425 | - |
| Total income from continuing operations | | 3,743,556 | 3,509,691 |
| Expenses from continuing operations | | | |
| Employee expenses | 7 | 2,928,085 | 2,654,126 |
| Supplies and services | 9 | 726,444 | 660,599 |
| Grants and subsidies | | 33,436 | 34,454 |
| Depreciation and amortisation | 12-14 | 142,568 | 127,533 |
| Impairment losses/(gains) | | 45 | 182 |
| Revaluation decrement | 13 | - | 1,704 |
| Interest on lease liability | | 11,041 | 234 |
| Other expenses | 10 | 32,122 | 30,859 |
| Total expenses from continuing operations | | 3,873,740 | 3,509,691 |
| Operating result for the year | | (130,183) | - |
| Other comprehensive income not reclassified subsequently to operating result | | | |
| Increase/(decrease) in asset revaluation surplus | | 99,697 | 115,877 |
| Total other comprehensive income | | 99,697 | 115,877 |
| Total comprehensive income | | (30,486) | 115,877 |

The accompanying notes form part of these statements.

Queensland Police Service
Statement of financial position
For the year ended 30 June 2025

| | Notes | 2025 \$'000 | 2024 \$'000 |
|--|-------|------------------|------------------|
| Assets | | | |
| Current assets | | | |
| Cash | | 177,108 | 181,647 |
| Receivables | 11 | 185,527 | 186,599 |
| Inventories | | 12,807 | 8,032 |
| Prepayments | | 29,964 | 26,898 |
| Non-current assets classified as held for sale | | 1,664 | 1,823 |
| Total current assets | | 407,070 | 404,999 |
| Non-current assets | | | |
| Intangible assets | 12 | 44,682 | 38,920 |
| Property, plant and equipment | 13 | 2,545,331 | 2,277,462 |
| Right-of-use assets | 14 | 231,679 | 7,567 |
| Total non-current assets | | 2,821,693 | 2,323,949 |
| Total assets | | 3,228,763 | 2,728,948 |
| Liabilities | | | |
| Current liabilities | | | |
| Payables | 15 | 102,666 | 138,820 |
| Accrued employee benefits | 16 | 119,586 | 96,854 |
| Lease liabilities | 14 | 12,537 | 1,872 |
| Other current liabilities | 17 | 87,829 | 5,005 |
| Total current liabilities | | 322,618 | 242,552 |
| Non-current liabilities | | | |
| Lease liabilities | 14 | 230,216 | 6,741 |
| Total non-current liabilities | | 230,216 | 6,741 |
| Total liabilities | | 552,834 | 249,293 |
| Net assets | | 2,675,929 | 2,479,655 |
| Equity | | | |
| Contributed equity | | 2,389,917 | 2,163,157 |
| Accumulated surplus/(deficit) | | (134,233) | (4,050) |
| Asset revaluation surplus | | 420,245 | 320,548 |
| Total equity | | 2,675,929 | 2,479,655 |

The accompanying notes form part of these statements.

Queensland Police Service
Statement of changes in equity
For the year ended 30 June 2025

| | Notes | 2025 \$'000 | 2024 \$'000 |
|---|-------|-------------------------|-------------------------|
| Contributed equity | | | |
| Opening balance | | 2,163,157 | 2,011,588 |
| Transactions with owners as owners: | | | |
| Appropriated equity adjustment | 4 | 296,431 | 148,690 |
| Net transfers from Machinery-of-Government (MoG) changes - SES from QFD | 3 | 6,607 | - |
| Net transfers from MoG changes - RSCO to DTMR | 3 | (34,583) | - |
| Net transfers from MoG changes - PSN to DTMR | 3 | (46,564) | - |
| Net transfers from MoG changes - FDD to QFD | 3 | (1,211) | - |
| Net transfers from MoG changes - FDD to QH | 3 | (839) | - |
| Other net transfers from other Government entities | | 7,435 | 2,951 |
| Other net transfers to other Government entities | | (516) | (72) |
| Closing balance | | <u>2,389,917</u> | <u>2,163,157</u> |
| Accumulated surplus/(deficit) | | | |
| Opening balance | | (4,050) | (4,050) |
| Operating result | | (130,183) | - |
| Closing balance | | <u>(134,233)</u> | <u>(4,050)</u> |
| Asset revaluation surplus | | | |
| Opening balance | | 320,548 | 204,671 |
| Increase/(decrease) in asset revaluation surplus | | 99,697 | 115,877 |
| Closing balance * | | <u>420,245</u> | <u>320,548</u> |
| Total equity | | <u>2,675,929</u> | <u>2,479,655</u> |

* Asset revaluation surplus balance by class - Major plant and equipment \$35.388m (2023-24: \$28.690m), Land \$102.346m (2023-24: \$75.823m), Buildings \$278.458m (2023-24: \$212.298m) and Infrastructure \$4.053m (2023-24: \$3.737m).

The accompanying notes form part of these statements.

Queensland Police Service
Statement of cash flows
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|---|------------------|------------------|
| Cash flows from operating activities | | |
| <i>Inflows:</i> | | |
| Service appropriation receipts | 3,558,610 | 3,306,907 |
| User charges and fees | 142,560 | 221,283 |
| Grants and other contributions | 40,987 | 13,912 |
| GST input tax credits from ATO | 125,017 | 91,201 |
| GST collected from customers | 19,587 | 20,407 |
| Other | 59,600 | 27,858 |
| <i>Outflows:</i> | | |
| Employee expenses | (2,910,876) | (2,742,888) |
| Supplies and services | (740,521) | (584,104) |
| Grants and subsidies | (33,436) | (34,454) |
| GST paid to suppliers | (122,963) | (92,957) |
| GST remitted to ATO | (19,587) | (20,407) |
| Other | (12,085) | (10,563) |
| Net cash provided by/(used in) operating activities | 106,894 | 196,195 |
| Cash flows from investing activities | | |
| <i>Inflows:</i> | | |
| Sales of property, plant and equipment | 15,782 | 21,089 |
| <i>Outflows:</i> | | |
| Payments for property, plant and equipment | (343,836) | (223,312) |
| Payments for intangibles | (11,170) | (6,221) |
| Net cash provided by/(used in) investing activities | (339,224) | (208,444) |
| Cash flows from financing activities | | |
| <i>Inflows:</i> | | |
| Equity injections | 353,031 | 207,424 |
| <i>Outflows:</i> | | |
| Equity withdrawals | (56,055) | (56,248) |
| Lease payments | (22,841) | (8,410) |
| Net cash provided by/(used in) financing activities | 274,135 | 142,766 |
| Net increase/(decrease) in cash | 41,805 | 130,519 |
| Decrease in cash from transfers between Government entities | (46,343) | - |
| Cash at beginning of financial year | 181,647 | 51,128 |
| Cash at end of financial year | 177,108 | 181,647 |

The accompanying notes form part of these statements.

Queensland Police Service
Notes to the statement of cash flows
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|---|----------------|----------------|
| Reconciliation of operating result to net cash from operating activities | | |
| Operating result | (130,183) | - |
| Non-cash items included in operating result: | | |
| Depreciation and amortisation | 142,568 | 127,533 |
| Contributed assets | 1 | (11) |
| Net gain/loss on sale of property, plant and equipment | (695) | (3,103) |
| Grants and other contributions | (5,962) | (3,447) |
| Impairment losses (gains) | 45 | 182 |
| Revaluation decrement | - | 1,704 |
| Gains on revaluation of assets | (1,425) | - |
| Interest expense | 11,041 | 234 |
| Other | (141) | - |
| Change in assets and liabilities: | | |
| Increase/(decrease) in accrued employee benefits | 22,732 | (83,007) |
| (Increase)/decrease in annual leave reimbursement receivable | (5,049) | (4,735) |
| (Increase)/decrease in appropriation revenue receivable | 49,733 | 94,091 |
| (Increase)/decrease in GST receivable | 2,054 | (1,756) |
| (Increase)/decrease in inventories | (4,775) | 657 |
| (Increase)/decrease in long service leave reimbursement receivable | (491) | (1,015) |
| (Increase)/decrease in other receivables | (53) | (273) |
| (Increase)/decrease in other current assets | 7,548 | 2,428 |
| Increase/(decrease) in payables | (16,356) | 72,416 |
| (Increase)/decrease in trade receivables | (45,123) | (4,261) |
| Increase/(decrease) in unearned revenue | 1,157 | (1,442) |
| Increase/(decrease) in appropriation revenue payable | 80,268 | - |
| Net cash from operating activities | 106,894 | 196,195 |

Accounting Policy - Cash

Cash assets include 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*. For 2024-25 the QPS operated with an approved overdraft limit of \$130m. This facility remained fully undrawn at 30 June 2025 and is available for use in the next reporting period.

Reconciliation of lease liabilities arising from financing activities

| | | |
|--------------------------------------|----------------|--------------|
| Opening balance as at 1 July | 8,613 | 16,200 |
| Acquisitions: | | |
| Acquisitions | 246,529 | 589 |
| Non-cash changes: | | |
| Interest | 11,041 | 234 |
| Cash flows: | | |
| Lease liability repayments | (23,429) | (8,410) |
| Closing balance as at 30 June | 242,753 | 8,613 |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

1 Basis of financial statement preparation

(a) General information

The Queensland Police Service (QPS) is a Queensland Government department established under the *Public Sector Act 2022*. 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 38 of the *Financial and Performance Management Standard 2019*.

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 2024 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 13
- Depreciation - Note 13
- Amortisation - Note 12
- Services received below fair value - Notes 6 and 10.

(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

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 is effective for not-for-profit entities from 1 January 2028 (2028-29 financial year). The changes will only affect presentation and disclosure - predominantly through revisions to the layout of the income statement - it will not affect the recognition or measurement of any reported amounts.

Other standards and interpretations

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

1 Basis of financial statement preparation (continued)

(h) Accounting standards applied for the first time

The department did not voluntarily change any of its accounting policies during 2024-25.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit (NFP) Public Sector Entities

AASB 2022-10 amends AASB 13 *Fair Value Measurement* with new requirements and implementation guidance for fair value measurement of non-financial assets of NFP public sector entities not held primarily for cash-generating purposes, particularly those assets that are rarely if ever sold as operating assets.

The amendments standard commences from the financial year beginning on or after 1 January 2024 (that is, 1 July 2024 for entities with a 30 June balance date), and are to be applied prospectively.

The department has had no material changes to its valuation methods and/or asset fair values as a result of the amendments as existing *Non-Current Asset Policies for the Queensland Public Sector* which is upheld by the department are generally aligned with AASB 2022-10 and no changes to current policies are anticipated to arise.

2 Objectives and principal activities of the department

The purpose of the QPS in 2024-25 is:

- to keep the people, places and communities of Queensland safe through excellence in policing and community safety services, and
- with the transitioning of the State Emergency Service (SES), to prepare for and respond to disaster events and emergencies ensuring the safety of all individuals and communities affected, and
- with the establishment of Marine Rescue Queensland (MRQ), to deliver community safety in Queensland by preparing for and responding to maritime search and rescue incidents and disaster events at sea, ensuring the safety of all individuals and communities.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

3 Machinery-of-Government changes

2025

Transfers in

• **State Emergency Services (SES)** - As a result of the *Public Service Departmental Arrangements Notice (No. 2) 2024*, effective 1 July 2024, assets of the State Emergency Service (SES) were transferred from Queensland Fire Department (QFD) to QPS.

| | |
|-----------------------------|----------|
| Assets | |
| Cash | \$0.815m |
| Inventory | \$1.320m |
| Property, plant & equipment | \$4.472m |

Transfers out

• **Road Safety Camera Office (RSCO)** - Effective 15 July 2024, the RSCO functions were transferred to the Department of Transport and Main Roads (DTMR), as per the *Public Service Departmental Arrangements Notice (No. 1) 2024*. The effective transfer date for financial reporting purposes was 1 August 2024, with the following transfer out to DTMR:

| | |
|-----------------------------|-----------|
| Assets | |
| Cash | \$29.059m |
| Property, plant & equipment | \$5.524m |

• **Public Safety Network (PSN)** - Effective 19 August 2024, PSN functions were transferred from QPS to the Centre for Information Technology and Communication (CITEC) under DTMR, as per the *Public Service Departmental Arrangements Notice (No. 6) 2024*. The effective transfer date for financial reporting purposes was 1 September 2024, with the following transfer out to DTMR:

| | |
|-----------------------------|-----------|
| Assets | |
| Cash | \$18.098m |
| Receivable | \$3.542m |
| Other current assets | \$0.968m |
| Property, plant & equipment | \$27.049m |
| Liabilities | |
| Payables | \$3.090m |
| Accrued employee benefits | \$0.006m |

• **Certain functions of Frontline & Digital Division (FDD)** - Effective 19 August 2024, specific functions within the QPS Frontline & Digital Division (FDD) that directly support other departments were transferred from QPS to QFD and Queensland Ambulance Service (QAS), Queensland Health (QH), as outlined in the *Public Service Departmental Arrangements Notice (No. 6) 2024*. This transfer involves two phases:

- Tranche 1: The effective transfer date for financial reporting purposes was 1 September 2024.

- Tranche 2: The transfer date is yet to be confirmed and is anticipated for completion in the 2025-26 financial year or later.

| | | |
|-----------------------------|------------|-----------|
| | QFD | QH |
| Assets | | |
| Other current assets | \$0.911m | \$0.839m |
| Property, plant & equipment | \$0.300m | - |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

3 Machinery-of-Government changes (continued)
2024

Transfers in

Pursuant to the Queensland Government's announcement on 26 October 2022, in response to the reform measures recommended from the independent review of Queensland Fire and Emergency Services (QFES), the transfer of the following functions from QFES to QPS were effected:

• **Disaster Management (DM)** - As a result of the *Public Service Departmental Arrangements Notice (No. 4) 2023*, the Queensland Government's DM functions were transferred from QFES to QPS effective 1 November 2023.

• **Marine Rescue Queensland (MRQ)** - The Marine Rescue Implementation Program (MRIP) that was transferred from QFES to QPS on 1 May 2023 is responsible for the establishment of MRQ through the *Marine Rescue Queensland Act 2024*, a new marine rescue service which commenced operation within QPS effective 1 July 2024.

As part of the DM and MRQ functions transfer, State-funded appropriation totalling \$8.403m was transferred from QFES to QPS on 1 October 2023 in relation to the transfer of the following Service Level Agreements (SLAs) to QPS:

| SLAs | Disaster \$'000 | Marine Rescue \$'000 | Total \$'000 |
|---|--------------------|-------------------------|-----------------|
| Surf Life Saving Queensland (SLSQ) | 3,864 | - | 3,864 |
| Royal Life Saving Society Queensland (RLSSQ) | 39 | - | 39 |
| Australian Volunteer Coast Guard Association (AVCGA) | - | 1,810 | 1,810 |
| Volunteer Marine Rescue Association Queensland (VMRAQ) | - | 2,690 | 2,690 |
| Total State-funded Appropriation for Supplies & Services | 3,903 | 4,500 | 8,403 |

• **State Emergency Services (SES)** - Effective 3 June 2024, the SES functions were transferred to QPS, as per the *Public Service Departmental Arrangements Notice (No. 2) 2024*. The effective transfer date for financial reporting purposes was 1 July 2024 (FY2024-25), with the following transfer in from QFES:

| | |
|--|----------|
| Appropriation for departmental services - state funded | \$4.536m |
| Appropriated equity injection - state funded | \$2.816m |
| Assets | |
| Cash | \$0.815m |
| Inventory | \$1.320m |
| Property, plant & equipment | \$4.472m |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|---|------------------|------------------|
| 4 Appropriation revenue | | |
| Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in statement of comprehensive income | | |
| Original budgeted appropriation revenue | 3,446,270 | 3,118,097 |
| Transfers from/(to) other departments | (51,124) | - |
| Transfers from/(to) other headings | 49,404 | - |
| Unforeseen expenditure | 114,060 | 188,810 |
| Total appropriation receipts (cash) | 3,558,610 | 3,306,907 |
| Less: Opening balance of appropriation revenue receivable | (49,733) | (143,824) |
| Plus: Closing balance of appropriation revenue receivable | - | 49,733 |
| Less: Closing balance of appropriation revenue payable | (80,268) | - |
| Appropriation revenue recognised in statement of comprehensive income | 3,428,609 | 3,212,816 |
| Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity | | |
| Budgeted equity adjustment appropriation | 343,184 | 144,001 |
| Transfers from other departments | 3,196 | - |
| Unforeseen expenditure | - | 7,175 |
| Equity adjustment receipts (payments) | 296,976 | 151,176 |
| Plus: Opening balance of equity adjustment payable | 2,675 | 189 |
| Less: Closing balance of equity adjustment payable | (3,220) | (2,675) |
| Equity adjustment recognised in contributed equity | 296,431 | 148,690 |

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriation Act 2024* 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.

5 User charges and fees

| | | |
|----------------------------|----------------|----------------|
| Special services | 49,891 | 52,787 |
| Incident reporting | 1,670 | 1,620 |
| Criminal history checks | 19,325 | 16,537 |
| Aviation user charges | 983 | 583 |
| Service level agreements * | 34,368 | 79,750 |
| Security services | 78,572 | 75,205 |
| Total | 184,809 | 226,483 |

* Revenue received under Service Level Agreements (SLA's) primarily comprises of revenue received for ICT support and innovation services to other Queensland government entities. This consists of \$15.8m (2023-24: \$43.7m) from QFD, \$16.8m (2023-24: \$28.1m) from QH and \$1.8m (2023-24: \$8.0m) from other Queensland government entities. Certain ICT functions were transferred from QPS to QFD and QH in 2024-25 (refer to Note 3).

Accounting Policy - User charges and fees

User charges and fees are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|---|----------------|----------------|
| 6 Grants and other contributions | | |
| Grants and contributions | 38,769 | 18,391 |
| Donations, gifts and services received below fair value * | 26,013 | 20,212 |
| Total | 64,783 | 38,603 |

* Included in the 2024-25 services received below fair value figure is \$19.2m (2023-24: \$19.5m) representing costs for services mainly incurred by QH and the Queensland Government Wireless Network (GWN) provided to the QPS. The cost of services provided are materially represented at fair value.

Accounting Policy - Grants and contributions

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred and recognised as or when the performance obligations are satisfied. Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

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.

7 Employee expenses

Employee benefits

| | | |
|---------------------------------------|-----------|-----------|
| Wages and salaries | 2,077,833 | 1,907,991 |
| Employer superannuation contributions | 371,822 | 335,841 |
| Long service leave levy | 60,949 | 56,024 |
| Annual leave levy | 272,624 | 243,427 |
| Other employee benefits | 22,477 | 26,211 |

Employee related expenses

| | | |
|-------------------------------|------------------|------------------|
| Workers' compensation premium | 122,379 | 84,632 |
| Total | 2,928,085 | 2,654,126 |

The number of employees as at 30 June including both full-time employees and part-time employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

| | | |
|--|---------------|---------------|
| Full-Time equivalent employees (number) | 18,703 | 18,022 |
|--|---------------|---------------|

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 (LSLCS). 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

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - 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*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

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.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

8 Key Management Personnel disclosures

(a) Details of Key Management Personnel (KMP)

Key management personnel include those positions that had direct or indirect authority and responsibility for planning, directing and controlling the activities of the department during 2024-25. The department's responsible Minister is the Minister for Police and Emergency Services and is identified as part of the department's KMP.

Further information on non-Ministerial KMP personnel can be found in the body of the Annual Report under the section relating to Executive Management.

| Position | Position Responsibility |
|---|--|
| Commissioner (*) | Responsible for the overall efficient and proper administration, management and functioning of the department |
| Deputy Commissioner - Regional Services | Responsible for the coordination and delivery of a range of expert specialist, technical, training, logistical and operational support, and advice to enhance frontline policing activities state-wide |
| Deputy Commissioner - Regional Operations and Youth Crime | Responsible for the operations associated with all regions and frontline policing services to ensure greater collaboration and planning to address future demand |
| Deputy Commissioner - Specialist Operations | Responsible for the provision of specialist police services within the department |
| Deputy Chief Executive - Strategy and Corporate Services | Responsible for continuous improvement and review, organisational efficiencies, and better service provision to the community |
| Deputy Commissioner - Disaster and Emergency Management | Responsible for the operations for disaster response and coordination in Queensland, Marine Rescue Queensland (MRQ), State Emergency Service (SES) and policing services attributed to Emergency Management and Coordination Command (EMCC) and the Olympic and Paralympic Games Group |

(*) The incumbent for the Commissioner position took long-term leave from 1 March 2025. The Acting Commissioner commenced on 1 March 2025.

No independent external members were appointed to the QPS Board of Management during 2024-25. For 2023-24, two external members received \$4,140 and \$6,484 in remuneration respectively.

(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 Sector Commission as provided for under the *Public Sector Act 2022*. 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.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

8 Key Management Personnel disclosures (continued)

(c) Remuneration expenses

1 July 2024 – 30 June 2025

| 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 (1 July 2024 - 28 February 2025, on leave from 1 March 2025) | 368 | 4 | 10 | 72 | - | 454 |
| A/Commissioner (Acting 1 March 2025 - 30 June 2025) | 216 | - | 6 | 35 | - | 257 |
| A/Deputy Commissioner - Regional Operations and Youth Crime (Acting 1 July 2024 - 30 June 2025) | 321 | 23 | 8 | 55 | - | 408 |
| Deputy Commissioner - Regional Services | 331 | 13 | 9 | 59 | - | 412 |
| Deputy Commissioner - Specialist Operations | 311 | 28 | 8 | 54 | - | 401 |
| Deputy Chief Executive - Strategy and Corporate Services (1 July 2024 - 5 November 2024, on extended leave from 6 November 2024) | 105 | - | 3 | 13 | - | 121 |
| A/Deputy Chief Executive - Strategy and Corporate Services (Acting 11 November 2024 - 30 June 2025) | 179 | 1 | 5 | 23 | - | 208 |
| Deputy Commissioner - Disaster and Emergency Management (1 July 2024 - 28 February 2025) | 252 | 4 | 7 | 45 | - | 308 |
| A/Deputy Commissioner - Disaster and Emergency Management (Acting 28 February 2025 - 30 June 2025) | 117 | - | 3 | 19 | - | 139 |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

8 Key Management Personnel disclosures (continued)

1 July 2023 – 30 June 2024

| 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 (1 July 2023 - 1 March 2024) | 379 | 4 | 10 | 56 | 182 | 631 |
| Commissioner (Acting 2 March 2024 - 21 April 2024, Appointed 22 April 2024) | 195 | - | 5 | 24 | - | 224 |
| Deputy Commissioner - Regional Operations and Youth Crime (Acting 26 August 2023 - 13 October 2023, 22 January 2024 - 8 March 2024) | 85 | 17 | 2 | 14 | - | 118 |
| Deputy Commissioner - Regional Operations and Youth Crime (Acting 9 March 2024 - 2 April 2024, 4 May 2024 - 30 June 2024) | 69 | 5 | 2 | 11 | - | 87 |
| Deputy Commissioner - Regional Services (Appointed 17 July 2023) | 284 | 21 | 7 | 54 | - | 366 |
| Deputy Commissioner - Specialist Operations (1 July 2023 - 1 January 2024, on extended leave from 2 January 2024) | 170 | 15 | 4 | 29 | - | 218 |
| Deputy Commissioner - Specialist Operations (Acting 30 December 2023 - 24 January 2024, Appointed 25 January 2024) | 127 | 6 | 3 | 27 | - | 163 |
| Deputy Chief Executive - Strategy and Corporate Services | 267 | - | 7 | 34 | - | 308 |
| Deputy Commissioner - Disaster and Emergency Management | 343 | 4 | 9 | 67 | - | 423 |

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

There were no material related party transactions associated with the department's KMP during 2024-25 (2023-24: nil).

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|--------------------------------------|----------------|----------------|
| 9 Supplies and services | | |
| Contractors | 72,253 | 89,968 |
| Materials | 67,753 | 65,226 |
| Repairs and maintenance | 137,150 | 119,714 |
| Transfer costs | 11,547 | 11,749 |
| Travel | 55,411 | 37,257 |
| Communications | 86,274 | 97,193 |
| Accommodation and public utilities * | 22,371 | 22,878 |
| Minor equipment purchases | 8,693 | 11,655 |
| Lease expenses ** | 43,239 | 34,436 |
| Crimtrac search fees | 11,473 | 9,706 |
| Aircraft hire | 29,163 | 14,229 |
| Outsourced works | 51,717 | 41,713 |
| Computing facilities management | 4,361 | 6,204 |
| Postage | 1,570 | 1,344 |
| Management fees | 25,423 | 25,426 |
| Computer external databases | 14,715 | 11,271 |
| Service level agreement charges | 17,728 | 189 |
| Other | 65,604 | 60,439 |
| Total | 726,444 | 660,599 |

* Office accommodation and employee housing payments for non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework and residential accommodation properties under the Government Employee Housing (GEH) program arise from non-lease arrangements with the Department of Housing and Public Works (DHPW), who has substantive substitution rights over the assets used within these schemes. Payments are expensed as incurred.

** Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments (refer to Note 14 for breakdown of lease expenses).

10 Other expenses

| | | |
|--|---------------|---------------|
| Audit fees * | 471 | 337 |
| Insurance premiums-QGIF | 10,863 | 9,699 |
| Insurance premiums-other | 199 | 234 |
| Special payments ** | 532 | 366 |
| Services received below fair value *** | 20,056 | 20,223 |
| Total | 32,122 | 30,859 |

* Total audit fees to the Queensland Audit Office relating to the 2024-25 financial statements are estimated to be \$405,000 (2023-24: \$375,000).

** The department made 6 ex-gratia payments exceeding \$5,000 each to individuals and private entities in relation to the department's policing operations and settlement of other matters.

*** Included in the 2024-25 Services received below fair value figure is \$19.2m (2023-24: \$19.5m) representing costs for services mainly incurred by QH and the Queensland GWN provided to the QPS (refer to Note 6).

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. The department privately insures its Air-wing pilots.

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 has no contingent liabilities which would have a material impact on the information disclosed in the 2024-25 financial statements (refer to Note 20).

Accounting Policy - Special payments

Special payments represent ex-gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties.

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.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$'000 | 2024 \$'000 |
|-------------------------------------|-----------------------|-----------------------|
| 11 Receivables | | |
| Current | | |
| Trade debtors | 93,541 | 48,374 |
| Less: Allowance for impairment loss | (266) | (221) |
| | <u>93,275</u> | <u>48,153</u> |
| GST receivable | 7,691 | 9,746 |
| | <u>7,691</u> | <u>9,746</u> |
| Annual leave reimbursements | 69,278 | 64,228 |
| Long service leave reimbursements | 13,382 | 12,891 |
| Appropriation revenue receivable | - | 49,733 |
| Loans and advances | 9 | 9 |
| Other | 1,892 | 1,839 |
| | <u>84,561</u> | <u>128,700</u> |
| Total | <u>185,527</u> | <u>186,599</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 department has calculated the allowance for impairment based on AASB 9 *Financial Instruments* and has used historical data to calculate historical loss rates and the lifetime expected credit losses which provides the basis for the calculation for the allowance for impairment loss. The allowance for impairment reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. Economic changes impacting the department's debtors and relevant industry data also form part of the department's impairment assessment.

Where the department determines that an amount owing by a debtor becomes uncollectible (after the appropriate debt recovery actions have occurred), the debt is written-off by directly reducing the receivable against the loss allowance. Where the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Accounting Policy - Credit risk exposure of receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets.

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during a 10 year period. The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes in macroeconomic indicators that affect the future recovery of those receivables. For the department, a change in the CPI rate is determined to be the most relevant forward-looking indicator for trade and other debtors. The historical default rates are adjusted based on expected changes to that indicator.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

12 Intangible assets

| | Software purchased | Software internally generated | Software work in progress | Total |
|--|-----------------------|-------------------------------------|------------------------------|----------------|
| | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 |
| Gross value | 3,431 | 201,175 | 4,156 | 208,762 |
| Less: Accumulated amortisation | (3,351) | (160,729) | - | (164,080) |
| | <u>80</u> | <u>40,447</u> | <u>4,156</u> | <u>44,682</u> |
| Reconciliation | | | | |
| Opening balance | 265 | 22,782 | 15,873 | 38,920 |
| Acquisitions | - | 11,163 | 7 | 11,170 |
| Transfers out to other Government agencies | - | (469) | - | (469) |
| Transfers between classes | 93 | 11,631 | (11,724) | - |
| Amortisation | (278) | (4,661) | - | (4,939) |
| Closing balance | <u>80</u> | <u>40,447</u> | <u>4,156</u> | <u>44,682</u> |

| | Software purchased | Software internally generated | Software work in progress | Total |
|--------------------------------|-----------------------|-------------------------------------|------------------------------|----------------|
| | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 |
| Gross value | 4,250 | 183,374 | 15,873 | 203,497 |
| Less: Accumulated amortisation | (3,985) | (160,592) | - | (164,577) |
| | <u>265</u> | <u>22,782</u> | <u>15,873</u> | <u>38,920</u> |
| Reconciliation | | | | |
| Opening balance | 625 | 22,434 | 10,748 | 33,807 |
| Acquisitions | - | 1,990 | 7,678 | 9,667 |
| Transfers between classes | - | 2,553 | (2,553) | - |
| Amortisation | (359) | (4,194) | - | (4,554) |
| Closing balance | <u>265</u> | <u>22,782</u> | <u>15,873</u> | <u>38,920</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. Any training costs are expensed as incurred.

Accounting Policy - Amortisation of intangible assets

All intangible assets are amortised on a straight line basis over their 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. There were no impairments identified for the 2024-25 financial year.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment

| | Land | Buildings | Heritage and cultural | Plant and equipment | Major plant and equipment | Infrastructure | Work in progress | Total |
|--------------------------------|----------------|------------------|-----------------------|---------------------|---------------------------|----------------|------------------|------------------|
| | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 | 2025 \$'000 |
| Gross value | 565,822 | 2,524,368 | 51,494 | 607,539 | 130,659 | 15,330 | 121,374 | 4,016,585 |
| Less: Accumulated depreciation | - | (1,038,787) | (30,310) | (395,800) | (1,851) | (4,507) | - | (1,471,254) |
| | <u>565,822</u> | <u>1,485,580</u> | <u>21,184</u> | <u>211,740</u> | <u>128,808</u> | <u>10,823</u> | <u>121,374</u> | <u>2,545,331</u> |

Reconciliation

| | | | | | | | | |
|--|----------------|------------------|---------------|----------------|----------------|---------------|----------------|------------------|
| Opening balance | 560,675 | 1,174,431 | 20,184 | 242,507 | 68,924 | 10,745 | 199,996 | 2,277,463 |
| Acquisitions | (968) | 1,465 | 23 | 41,467 | 5,291 | - | 278,172 | 325,450 |
| Net revaluation increments in operating surplus | - | - | 1,425 | - | - | - | - | 1,425 |
| Net revaluation increments recognised in asset revaluation surplus | 26,523 | 66,160 | - | - | 6,699 | 315 | - | 99,697 |
| Transfers between classes | (17,667) | 293,710 | 473 | 15,433 | 61,953 | 79 | (353,980) | - |
| Disposals | (4,074) | (153) | - | (13,924) | (1,182) | - | (2,814) | (22,147) |
| Transfers in from other Government entities | 1,521 | 1,137 | - | 1,935 | - | - | - | 4,592 |
| Transfers out to other Government entities | - | (509) | - | (25,223) | - | - | - | (25,733) |
| Donations made | (188) | (3) | - | (74) | - | - | - | (265) |
| Depreciation | - | (50,658) | (921) | (50,381) | (12,877) | (316) | - | (115,153) |
| Closing balance | <u>565,822</u> | <u>1,485,580</u> | <u>21,184</u> | <u>211,740</u> | <u>128,808</u> | <u>10,823</u> | <u>121,374</u> | <u>2,545,331</u> |

| | Land | Buildings | Heritage and cultural | Plant and equipment | Major plant and equipment | Infrastructure | Work in progress | Total |
|--------------------------------|----------------|------------------|-----------------------|---------------------|---------------------------|----------------|------------------|------------------|
| | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 | 2024 \$'000 |
| Gross value | 560,675 | 2,098,774 | 48,184 | 702,345 | 70,074 | 14,807 | 199,996 | 3,694,854 |
| Less: Accumulated depreciation | - | (924,343) | (28,000) | (459,838) | (1,150) | (4,062) | - | (1,417,392) |
| | <u>560,675</u> | <u>1,174,431</u> | <u>20,184</u> | <u>242,507</u> | <u>68,924</u> | <u>10,745</u> | <u>199,996</u> | <u>2,277,462</u> |

Reconciliation

| | | | | | | | | |
|---|----------------|------------------|---------------|----------------|---------------|---------------|----------------|------------------|
| Opening balance | 480,857 | 1,139,770 | 22,703 | 233,845 | 55,709 | 8,600 | 104,469 | 2,045,954 |
| Acquisitions | 10,847 | 1,755 | - | 56,524 | 832 | - | 176,358 | 246,315 |
| Donations received | - | - | - | 8 | - | - | - | 8 |
| Net revaluation decrements in operating surplus | - | - | (1,704) | - | - | - | - | (1,704) |
| Net revaluation increments recognised in asset revaluation surplus | 47,813 | 60,169 | - | - | 5,491 | 2,403 | - | 115,877 |
| Transfers between classes | 18,332 | 17,033 | 197 | 19,804 | 20,270 | - | (75,636) | - |
| Transfers to operating surplus | - | - | - | - | - | - | (5,194) | (5,194) |
| Assets reclassified between held for sale and property, plant and equipment | 1,406 | 107 | - | 192 | (4,278) | - | - | (2,574) |
| Disposals | (1,294) | (459) | - | (7,778) | (43) | - | - | (9,575) |
| Transfers in from other Government entities | 2,778 | 173 | - | - | - | - | - | 2,951 |
| Transfers out to other Government entities | (4) | (68) | - | - | - | - | - | (72) |
| Donations made | (60) | - | - | - | - | - | - | (60) |
| Depreciation | - | (44,048) | (1,012) | (60,089) | (9,056) | (258) | - | (114,463) |
| Closing balance | <u>560,675</u> | <u>1,174,431</u> | <u>20,184</u> | <u>242,507</u> | <u>68,924</u> | <u>10,745</u> | <u>199,996</u> | <u>2,277,462</u> |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment (continued)

Accounting Policy - Ownership and acquisitions of assets

Historical cost is used for the initial recording of all non-current physical 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. However, any training costs are expensed as incurred.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland government department, are recognised at their fair value at the date of acquisition in accordance with AASB 116 *Property, Plant and Equipment*.

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.

Assets under construction are recorded as capital work in progress until the date of practical completion, at which time they are transferred to the appropriate asset class.

Accounting Policy - Recognition thresholds for property, plant and equipment

Items of property, plant and equipment, with a historical 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 (\$) |
|---------------------------|----------------|
| Land | 1 |
| Buildings | 10,000 |
| Heritage and cultural | 5,000 |
| Plant and equipment | 5,000 |
| Major plant and equipment | 5,000 |
| Infrastructure | 10,000 |

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

Land improvements undertaken by the department are included with buildings.

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) is 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's aircraft are categorised as complex assets.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment (continued)

Accounting Policy - Measurement of property, plant and equipment using fair value

Land, buildings, infrastructure, major plant and equipment, and heritage and cultural assets are measured at fair value as required by Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable.

The cost of items acquired during the financial year has been judged by management of the department to materially represent their fair value at the end of the reporting period.

Accounting Policy - Measurement of property, plant and equipment using cost

Plant and equipment, (that is not classified as major plant and equipment) is measured at cost in accordance with AASB 116 *Property, Plant and Equipment*. The carrying amounts for such plant and equipment at cost has been assessed as not materially different from their fair value.

Accounting Policy - Revaluation of property, plant and equipment measured at fair value

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by appraisals undertaken by an independent professional valuer, internal experts or by the use of appropriate and relevant indices.

Revaluations for land, buildings, infrastructure and heritage and cultural assets using an independent professional valuer are undertaken on a rolling basis over a four year period. However, if a particular asset class experiences significant or volatile changes in fair value, that class is subject to specific appraisals in the current reporting period, where practicable, regardless of the timing of the last specific appraisal. Major plant and equipment assets (aircraft) are independently revalued on an annual basis.

The fair values reported are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs.

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. Jones Lang LaSalle (JLL) supplies the indices used for the land, buildings, infrastructure and heritage and cultural assets. Such indices are either publicly available, or are derived from market information available. JLL provides assurance of their robustness, validity and appropriateness for application to the relevant assets. Indices used are also tested for reasonableness by applying the indices to a sample of assets, comparing the results to similar assets that have been valued by an independent professional valuer or internal expert, and analysing the trend of changes in values over time. Through this process, which is undertaken annually, management assesses and confirms the relevance and suitability of indices provided by JLL based on the department's own particular circumstances.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

Revaluation methodology

All revaluations were performed by JLL as at 31 March 2025. The fair value as at 30 June 2025 is materially the same as the valuation completed as at 31 March 2025.

Land

Independent revaluations were performed for land in the QPS Central Region as at 30 June 2025, as part of the four year rolling program, by JLL.

Land not subject to market specific appraisal were revalued using indices supplied by JLL based on individual factor changes for each property as derived from a review of market transactions and having regard to the review of land values undertaken for local government locations.

Buildings and Heritage and cultural assets

Independent revaluations were performed for buildings in the QPS Central Region as at 30 June 2025, as part of the four year rolling program, by JLL.

The process involved data collected by desktop and external inspection and was based on current replacement cost, unless a market price in an active and liquid market existed.

Buildings and Heritage and cultural assets not subject to market specific appraisal were revalued using the most appropriate method of indexation, determined by the type of asset, as provided by JLL. JLL calculates the indices by a weighted matrix based on various sources for both a cost approach and market approach. The indices data for the built asset classes are based on construction movements as well as other factors intrinsic to the construction process. These indices were determined to be the most appropriate when considering the department's asset types and were accepted and applied by management on the basis they resulted in a materially accurate representation of the fair value of buildings as at 30 June 2025.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment (continued)

Infrastructure

Independent revaluations were performed for infrastructure assets in the QPS Central Region as at 30 June 2025, as part of the four year rolling program, by JLL.

Infrastructure assets not subject to market specific appraisal were revalued using the most appropriate method of indexation, determined by the type of asset, as provided by JLL. JLL calculates the indices by a weighted matrix based on various sources for both a cost approach and market approach.

Major plant and equipment

Fourteen aircraft were independently revalued by JLL as at 31 March 2025. The revaluations were determined using current market values. As a result of the volatility of the exchange rate, the fair value of aircraft was reassessed at balance date. No material change was noted as the impacts are expected to be temporary in nature, with recovery expected in the short to medium term. The revaluations were determined using current market values 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.

Accounting Policy - Fair value measurement

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets being valued. Significant unobservable inputs used by the department include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the department's assets, internal records of recent construction costs (and/or estimates of such costs), assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

Fair Value Measurement Hierarchy

All assets of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets;
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets are eligible for categorisation into level 1 of the fair value hierarchy.

Categorisation of fair values recognised as at 30 June

| | Level 2 \$'000 | | Level 3 \$'000 | | Total \$'000 | |
|---------------------------|-------------------|---------|-------------------|---------|-----------------|-----------|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Land | 565,822 | 560,675 | - | - | 565,822 | 560,675 |
| Buildings | 203,466 | 201,703 | 1,282,114 | 972,728 | 1,485,580 | 1,174,431 |
| Heritage and cultural | 1,943 | 1,930 | 19,241 | 18,254 | 21,184 | 20,184 |
| Infrastructure | 76 | - | 10,747 | 10,745 | 10,823 | 10,745 |
| Major plant and equipment | 128,808 | 68,924 | - | - | 128,808 | 68,924 |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment (continued)

Level 3 fair value reconciliation

| | Buildings | | Heritage and cultural | | Infrastructure | | Total Level 3 assets | |
|--|------------------|----------------|-----------------------|----------------|----------------|----------------|-------------------------|------------------|
| | 2025 \$'000 | 2024 \$'000 | 2025 \$'000 | 2024 \$'000 | 2025 \$'000 | 2024 \$'000 | 2025 \$'000 | 2024 \$'000 |
| Carrying amount as at 1 July | 972,728 | 939,658 | 18,254 | 20,802 | 10,745 | 8,600 | 1,001,726 | 969,060 |
| Acquisitions | 19,392 | 1,403 | 23 | - | - | - | 19,415 | 1,403 |
| Net Transfers in from other Queensland Government entities | 1,137 | - | - | - | - | - | 1,137 | - |
| Net Transfers out to other Queensland Government entities | (509) | - | - | - | - | - | (509) | - |
| Disposals | (255) | (105) | - | - | - | - | (255) | (105) |
| Donations made | (3) | - | - | - | - | - | (3) | - |
| Transfer between classes | 272,632 | 15,472 | 473 | 197 | - | - | 273,105 | 15,669 |
| Net revaluation increments / (decrements) in operating surplus | - | - | 1,368 | (1,777) | - | - | 1,368 | (1,777) |
| Net revaluation increments in asset revaluation surplus | 59,127 | 52,312 | - | - | 315 | 2,403 | 59,442 | 54,716 |
| Depreciation | (42,134) | (36,011) | (876) | (969) | (313) | (258) | (43,323) | (37,239) |
| Carrying amount as at 30 June | 1,282,114 | 972,728 | 19,241 | 18,254 | 10,747 | 10,745 | 1,312,103 | 1,001,726 |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment (continued)

Accounting Policy - Depreciation of property, plant and equipment

Land is not depreciated as it has an unlimited useful life.

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 its estimated residual value, progressively over its estimated useful life to the department.

Assets under construction (work-in-progress) are not depreciated until they have reached their 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 classes within property, plant and equipment.

Where assets have significant separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly. At reporting date only major plant and equipment are componentised.

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.

Major spares purchased specifically for particular assets are capitalised and depreciated on the same basis as the asset to which they relate.

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

| Class | Depreciation rate (%) |
|---------------------------|------------------------------|
| Buildings | 1 to 10 |
| Heritage and cultural | 1 to 3 |
| Plant and equipment | 2 to 50 |
| Major plant and equipment | 2 to 16 |
| Infrastructure | 2 to 6 |

Accounting Policy - Impairment of property, plant and equipment

All property, plant and equipment assets which are carried at cost are assessed for indicators of impairment on an annual basis. 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.

Where assets are measured at fair value, they are reviewed for indicators of a change in fair value/service potential since the last valuation was completed. Where there are indicators of movement in fair value, this is assessed and recorded as a revaluation movement.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

14 Right-of-use assets and lease liabilities

Right-of-use assets

| | Buildings | Major plant and equipment | Total |
|--------------------------------|------------------|----------------------------------|----------------|
| | 2025 | 2025 | 2025 |
| | \$'000 | \$'000 | \$'000 |
| Gross value | 110,241 | 149,335 | 259,576 |
| Less: Accumulated amortisation | (14,380) | (13,516) | (27,896) |
| | 95,861 | 135,818 | 231,679 |

Reconciliation

| | | | |
|------------------------|---------------|----------------|----------------|
| Opening balance | 7,489 | 78 | 7,567 |
| Acquisitions | 97,194 | 149,335 | 246,529 |
| Amortisation | (8,823) | (13,595) | (22,417) |
| Closing balance | 95,861 | 135,818 | 231,679 |

| | Buildings | Major plant and equipment | Total |
|--------------------------------|------------------|----------------------------------|---------------|
| | 2024 | 2024 | 2024 |
| | \$'000 | \$'000 | \$'000 |
| Gross value | 13,047 | 30,435 | 43,482 |
| Less: Accumulated amortisation | (5,558) | (30,357) | (35,915) |
| | 7,489 | 78 | 7,567 |

Reconciliation

| | | | |
|------------------------|--------------|-----------|--------------|
| Opening balance | 8,272 | 7,225 | 15,497 |
| Acquisitions | 589 | - | 589 |
| Amortisation | (1,372) | (7,147) | (8,519) |
| Closing balance | 7,489 | 78 | 7,567 |

| | 2025 | 2024 |
|--------------------------|----------------|---------------|
| | \$'000 | \$'000 |
| Lease liabilities | | |
| Current | | |
| Lease liabilities | 12,537 | 1,872 |
| Non-current | | |
| Lease liabilities | 230,216 | 6,741 |
| Total | 242,753 | 8,613 |

Accounting Policy - Recognition of right-of-use assets

Right-of-use (RoU) assets with a lease term greater than 12 months and with a value equal to or in excess of \$10,000 are capitalised. Items for a short term period of 12 months or less or for a lesser value are expensed.

The right-of-use asset will initially be recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

Right-of-use assets are recognised and carried at their cost less accumulated depreciation and any accumulated impairment losses, adjusted for any re-measurement of the lease liability in certain circumstances.

Accounting Policy - Amortisation of right-of-use assets

Right-of-use assets are amortised on a straight line basis from the commencement date of the lease to the end of the lease term.

Accounting Policy - Impairment of right-of-use assets

All right-of-use assets are assessed for indicators of impairment. 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. There were no impairments identified for 2023-24 or for 2024-25 financial years.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

14 Right-of-use assets and lease liabilities (continued)

Accounting Policy - Lease liability

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. Lease payments include fixed payments, variable lease payments that depend on an index or rate, option payments (if reasonably certain) and expected residual value guarantees. The present value of lease payments are discounted using the Queensland Treasury Corporation (QTC) fixed rate applicable to the term of the lease. Subsequently, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments.

Disclosures - Leases as lessee

(i) Details of leasing arrangements as lessee

| | |
|---------------------------|--|
| Major plant and equipment | The department has entered into a contract with Surf Life Saving Queensland to provide three helicopters and pilots (fully serviced) for a period of 10 years from 4 July 2024. Also, the department has entered into a contract with NQ Heli-Worx Pty Ltd trading as Meridian Helicopters to provide two helicopters and pilots (fully serviced) for a period of 10 years from 1 October 2024. These assets have been recognised as both ROU assets and lease liabilities. |
| Buildings | The department routinely enters into leases for buildings and office accommodation. Some of these leases are short-term leases or leases of low value assets. Lease terms for buildings and office space that are recognised on balance sheet can range from 3 to 25 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the RoU asset or lease liability unless the department is reasonably certain it will renew the lease. |

| | 2025 \$'000 | 2024 \$'000 |
|--|----------------|----------------|
| (ii) Amounts recognised in profit and loss | | |
| Interest expense on lease liabilities | 11,041 | 234 |
| Breakdown of 'Lease expenses' included in Note 9 | | |
| - Expenses relating to short term leases | 5,047 | 2,746 |
| - Expenses relating to leases of low value assets | 61 | 62 |
| - Expenses relating to office accommodation provided by DHPW | 38,131 | 31,629 |
| (iii) Total cash outflow for leases - Note 9 | 43,239 | 34,436 |

Cash flows of lease payments for lease liabilities is in the Statement of cash flows.

15 Payables

Current

| | | |
|-----------------|----------------|----------------|
| Trade creditors | 101,008 | 136,923 |
| Other | 1,658 | 1,897 |
| Total | 102,666 | 138,820 |

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. The department's standard payment terms are 30 days from vendor invoice date where the business is not a registered small business. Amounts owing are paid within 20 calendar days for eligible invoices for small business as per the Queensland Government On-Time Payment Policy.

16 Accrued employee benefits

Current

| | | |
|---------------------------------|----------------|---------------|
| Annual leave levy payable | 70,888 | 61,970 |
| Long service leave levy payable | 15,611 | 14,963 |
| Salaries and wages outstanding | 29,311 | 16,985 |
| Accrued allowances | 3,743 | 2,939 |
| Other | 33 | (2) |
| Total | 119,586 | 96,854 |

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*.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | Notes | 2025 \$'000 | 2024 \$'000 |
|-------------------------------------|-------|----------------|----------------|
| 17 Other current liabilities | | | |
| Current | | | |
| Unearned revenue | | 3,488 | 2,330 |
| Departmental services appropriation | | 80,268 | - |
| Equity adjustment payable | | 3,220 | 2,675 |
| Other | | 854 | - |
| Total | | 87,829 | 5,005 |

18 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 of which are provided in cash via Queensland Treasury.

The department has received below fair value services as disclosed in Notes 6 and 10 which includes \$6.046m and \$11.932m for the GWN managed by the DTMR and the Department of Customer Services, Open Data and Small and Family Business (DCSODSFB) (2023-24: \$18.139m by DTMR only), \$1.203m from QH (2023-24: \$1.334m) and \$0.298m for services provided by Queensland State Archives, Department of Justice (2023-24: \$0.303m).

19 Commitments

Capital expenditure commitments

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

| | | | |
|--|--|----------------|----------------|
| Buildings | | | |
| Not later than 1 year | | 50,250 | 50,796 |
| Total | | 50,250 | 50,796 |
| Plant and equipment | | | |
| Not later than 1 year | | 36,063 | 30,597 |
| Later than 1 year but not later than 5 years | | 5,026 | 1,534 |
| Total | | 41,088 | 32,131 |
| Major plant and equipment | | | |
| Not later than 1 year | | 4,195 | 18,279 |
| Total | | 4,195 | 18,279 |
| Intangibles | | | |
| Not later than 1 year | | 46 | 5,672 |
| Total | | 46 | 5,672 |
| RoU Buildings | | | |
| Later than 1 year but not later than 5 years | | 12,789 | - |
| Later than five years | | 96,558 | - |
| Total | | 109,347 | - |
| RoU major plant and equipment | | | |
| Not later than 1 year | | - | 13,151 |
| Later than 1 year but not later than 5 years | | - | 57,241 |
| Later than five years | | - | 81,911 |
| Total | | - | 152,303 |

20 Contingencies

Contingent liabilities

The department has 149 Queensland Government Insurance Fund (QGIF) and Personal Injuries Proceedings Act (PIPA) files outstanding as at balance date. Each of these files will likely attract a potential \$10,000 excess payment, if liability for the claim is accepted or the matters are finalised.

Following the judgment delivered by the Queensland Supreme Court in February 2024 in relation to the COVID-19 vaccination directions issued by the then Commissioner, the Queensland Police Service is reviewing disciplinary actions previously taken against affected employees. On 25 October 2024, a civil claim was filed in the Supreme Court of Queensland as part of a class action concerning the directions. The State of Queensland acting through the Queensland Police Service, and the then Commissioner, have been named as defendants.

Both the internal review of these matters and legal proceedings are ongoing. As at the reporting date, the financial impact, if any, arising from these matters cannot be reliably or practically estimated.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

| | Notes | 2025 \$'000 | 2024 \$'000 |
|--|-------|----------------|----------------|
| 21 Financial instruments | | | |
| Financial instrument categories | | | |
| The department has the following categories of financial assets and financial liabilities: | | | |
| Financial assets | | | |
| Cash | | 177,108 | 181,647 |
| Receivables at amortised cost: | | | |
| Receivables | 11 | 185,527 | 186,599 |
| Total | | 362,635 | 368,246 |
| Financial liabilities | | | |
| Financial liabilities at amortised cost: | | | |
| Payables | 15 | 102,666 | 138,820 |
| Total | | 102,666 | 138,820 |

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.

The department has not entered into transactions for speculative or hedging purposes. The department holds no financial assets classified at fair value through the profit or loss.

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 11). |
| 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 15). |
| 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 is exposed to risk through future acquisitions in foreign currency including aircraft. The department is exposed to interest rate risk through its leases and 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 | Measurement method | Risk management strategies |
|----------------|------------------------------------|---|
| 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 rate risk and manages its risk as part of the department's overall liquidity management strategy. |
| Market risk | Exchange rate sensitivity analysis | The department undertakes hedging to mitigate exchange rate risk as part of the department's overall liquidity management strategy. The department will continue to explore hedging options in partnership with Queensland Treasury where it is commercially beneficial to do so. |

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

21 Financial instruments (continued)

(c) 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 | 2025 Payable in | | | |
|-----------------------|------|-------------------|---------------------|--------------------|-----------------|
| | | <1 year \$'000 | 1-5 years \$'000 | >5 years \$'000 | Total \$'000 |
| Payables | 15 | 102,666 | - | - | 102,666 |
| Lease liabilities | | 25,955 | 145,445 | 153,655 | 325,056 |
| Total | | 128,621 | 145,445 | 153,655 | 427,722 |

| Financial liabilities | Note | 2024 Payable in | | | |
|-----------------------|------|-------------------|---------------------|--------------------|-----------------|
| | | <1 year \$'000 | 1-5 years \$'000 | >5 years \$'000 | Total \$'000 |
| Payables | 15 | 138,820 | - | - | 138,820 |
| Lease liabilities | | 1,997 | 4,412 | 2,933 | 9,343 |
| Total | | 140,818 | 4,412 | 2,933 | 148,163 |

| | | |
|--|---------------|---------------|
| | 2025 | 2024 |
| | \$'000 | \$'000 |

22 Schedule of administered items

Administered revenues

| | | |
|-----------------------|---------------|---------------|
| Taxes, fees and fines | 19,132 | 18,569 |
| Other | 255 | 591 |
| Total | 19,388 | 19,160 |

Administered expenses

| | | |
|--|---------------|---------------|
| Transfers of administered income to Government * | 19,388 | 19,160 |
| Total | 19,388 | 19,160 |

Administered assets

| | | |
|-----------------------------|--------------|--------------|
| <i>Current</i> | | |
| Cash | 1,918 | 1,797 |
| Receivables | (9) | (3) |
| Total current assets | 1,909 | 1,794 |

Administered liabilities

| | | |
|---------------------------------------|--------------|--------------|
| <i>Current</i> | | |
| Unclaimed monies to remit to Treasury | 1,212 | 1,077 |
| Payable to Government | 697 | 712 |
| Other | - | 5 |
| Total current liabilities | 1,909 | 1,794 |

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

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.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

23 Trust transactions and balances

| | 2025 \$'000 | 2024 \$'000 |
|----------------------------------|----------------|----------------|
| Trust assets | | |
| <i>Current</i> | | |
| Cash | 45,632 | 40,132 |
| Total current assets | 45,632 | 40,132 |
| Trust liabilities | | |
| <i>Current</i> | | |
| Payables | 45,632 | 40,132 |
| Total current liabilities | 45,632 | 40,132 |

The trust activities are included in the audit performed by the Auditor-General of Queensland.

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.

24 Climate risk disclosure

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the department, provides information and resources on climate related strategies and actions accessible at <https://www.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate/>.

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report/>.

Departmental accounting estimates and judgements — climate-related risks

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department. The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from Government or Queensland Treasury.

25 Events occurring after balance date

Following the completion of Tranche 1, which transferred specific FDD functions (that supported other departments) from QPS to QFD and QAS in 2024-25, it is anticipated that the transfer of the remaining FDD functions related to QFD and QAS will be progressed in the 2025-26 financial year or later.

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

26 Budgetary reporting

| Statement of comprehensive income | Variance note | Budget 2025 \$'000 | Actual 2025 \$'000 | Variance \$'000 |
|--|------------------|--------------------------|--------------------------|--------------------|
| Income from continuing operations | | | | |
| Appropriation revenue | | 3,395,860 | 3,428,609 | 32,749 |
| User charges and fees | | 174,083 | 184,809 | 10,726 |
| Grants and other contributions | 26(a) | 31,801 | 64,783 | 32,982 |
| Other revenue | 26(b) | 3,964 | 60,030 | 56,066 |
| Total revenue | | 3,605,708 | 3,738,231 | 132,523 |
| Gains on disposal | 26(c) | - | 3,900 | 3,900 |
| Gains on revaluation of assets | | 2,000 | 1,425 | (575) |
| Total income from continuing operations | | 3,607,708 | 3,743,556 | 135,848 |
| Expenses from continuing operations | | | | |
| Employee expenses | | 2,856,077 | 2,928,085 | 72,008 |
| Supplies and services | 26(d) | 552,166 | 726,444 | 174,278 |
| Grants and subsidies | 26(e) | 53,852 | 33,436 | (20,416) |
| Depreciation and amortisation | 26(f) | 112,299 | 142,568 | 30,269 |
| Impairment losses/(gains) | | - | 45 | 45 |
| Finance costs | 26(g) | 4,920 | 11,041 | 6,121 |
| Other expenses | 26(h) | 28,394 | 32,122 | 3,728 |
| Total expenses from continuing operations | | 3,607,708 | 3,873,740 | 266,032 |
| Operating result from continuing operations | | - | (130,183) | (130,183) |
| Operating result for the year | | - | (130,183) | (130,183) |
| Total other comprehensive income | | - | 99,697 | 99,697 |
| Total comprehensive income | | - | (30,486) | (30,486) |

Explanation of major variances

- 26(a) The variance in Grants and other contributions is mainly due to increase in Disaster Recovery Funding Arrangements (DRFA) funding.
- 26(b) The variance in other revenue is predominantly due to cost recovery from the Camera Detected Offences Program, following its transfer to DTMR.
- 26(c) Gains on disposal includes gains from the sale of motor vehicles and aircraft.
- 26(d) The increase in supplies and services reflects several key operational enhancements. This includes operating lease expenses for new helicopter aerial support services in Cairns and the Sunshine Coast Wide Bay and implementation costs to establish the helicopter leases in South East Queensland and Townsville to strengthen aerial capabilities. Property lease and maintenance expenses have also risen, driven by staffing growth and the need to address ageing infrastructure. Furthermore, travel, motor vehicle, and communication costs have increased to support the delivery of community safety outcomes. The overall rise also incorporates new service level agreement payments to CITEC for network and data support services.
- 26(e) The change in Grants and subsidies reflects the transfer of capital grant funding to the former Department of Tourism and Sport (DTS) comprising \$2 million for the upgrade of the Police-Citizens Youth Club (PCYC) at Redcliffe and \$15 million for the construction of a new PCYC at Caloundra.
- 26(f) The increase in depreciation and amortisation is due to timing relating to capitalisation of the Wacol Remand Centre and other police establishments including Dalby Upgrade, Woree Police Facility, expansion of Cooroy Replacement station, Rosewood Police facility, Clermont Replacement Police Facility and the new police station at Caloundra South, as well as the new RoU assets including lease contracts entered into with SLSQ and Meridian Helicopters to provide helicopters and pilots (fully serviced) for a period of 10 years, and additional lease contracts for building accommodation at various locations.
- 26(g) Finance costs are primarily due to interest expenses related to the recognition of RoU assets, including new lease contracts entered into in 2024-25 with SLSQ and Meridian Helicopters to provide aerial support services for a period of 10 years. Also, the department has entered into additional lease contracts for building accommodation at Greenslopes, Charleville, Mackay, Maroochydore, Nundah and Pelican Waters.
- 26(h) Variance in Other expenses relates to increased Queensland Government Insurance Fund premiums.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

26 Budgetary reporting (continued)

| Statement of financial position | Variance note | Budget 2025 \$'000 | Actual 2025 \$'000 | Variance \$'000 |
|--|------------------|--------------------------|--------------------------|--------------------|
| Assets | | | | |
| Current assets | | | | |
| Cash | 26(i) | (28,928) | 177,108 | 206,036 |
| Receivables | 26(j) | 116,894 | 185,527 | 68,633 |
| Inventories | | 10,009 | 12,807 | 2,798 |
| Other current assets | 26(k) | 19,456 | 29,964 | 10,508 |
| Non-current assets classified as held for sale | 26(l) | 7,887 | 1,664 | (6,223) |
| Total current assets | | 125,318 | 407,070 | 281,752 |
| Non-current assets | | | | |
| Intangible assets | 26(m) | 31,809 | 44,682 | 12,873 |
| Property, plant and equipment | | 2,605,672 | 2,545,331 | (60,341) |
| Right-of-use assets | 26(n) | 126,130 | 231,679 | 105,549 |
| Total non-current assets | | 2,763,611 | 2,821,693 | 58,082 |
| Total assets | | 2,888,929 | 3,228,763 | 339,834 |
| Liabilities | | | | |
| Current liabilities | | | | |
| Payables | 26(o) | 39,134 | 102,666 | 63,532 |
| Accrued employee benefits | 26(p) | 79,073 | 119,586 | 40,513 |
| Lease liabilities | 26(q) | 124,200 | 12,537 | (111,663) |
| Other current liabilities | 26(r) | 3,674 | 87,829 | 84,155 |
| Total current liabilities | | 246,081 | 322,618 | 76,537 |
| Non-current liabilities | | | | |
| Lease liabilities | 26(s) | 7,095 | 230,216 | 223,121 |
| Total non-current liabilities | | 7,095 | 230,216 | 223,121 |
| Total liabilities | | 253,176 | 552,834 | 299,658 |
| Net assets | | 2,635,753 | 2,675,929 | 40,176 |
| Equity | | | | |
| Total equity | | 2,635,753 | 2,675,929 | 40,176 |

Explanation of major variances

- 26(i) The cash variance is attributable to increased payables resulting from the timing of payments including capital acquisitions.
- 26(j) Receivables variance is mainly due to the timing of the receipt of appropriation revenues and cost recoveries for services provided to other agencies.
- 26(k) The variance in other current assets is primarily attributable to timing differences in the capitalisation of prepayments.
- 26(l) The variance for assets held for sale at year-end compared to budget is primarily due to timing differences in the disposal process.
- 26(m) Intangible assets variance is mainly due to the additional development expenditure related to the QLITE mobile apps.
- 26(n) RoU assets variance is mainly due to the recognition and capitalisation of RoU assets including lease contracts entered into with SLSQ and Meridian Helicopters to provide helicopters and pilots (fully serviced) for a period of 10 years, and additional lease contracts for building accommodation at various locations.
- 26(o) Payable variances is mainly due to the timing of invoice and payments relating to supplies and services.
- 26(p) The variance in accrued employee benefits aligns with broader workforce expansion and increased salary base, in addition to timing difference in the payroll cycle.
- 26(q) The variance in current lease liabilities primarily reflects differences in lease classification assumptions. The budget anticipated that most leases would be classified as current; however, the actual lease portfolio includes a higher proportion of leases with terms exceeding 12 months, hence has been classified as non-current.
- 26(r) The other current liabilities variance is mainly due to the timing of appropriation and equity withdrawal payable adjustments at year end.
- 26(s) The non-current lease liabilities variance aligns with the corresponding recognition and capitalisation of RoU assets including lease contracts entered into with SLSQ and Meridian Helicopters to provide helicopters and pilots (fully serviced) for a period of 10 years, and additional lease contracts for building accommodation at various locations.

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Notes to the financial statements
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26 Budgetary reporting (continued)

| Statement of cash flows | Variance note | Budget 2025 \$'000 | Actual 2025 \$'000 | Variance \$'000 |
|--|------------------|--------------------------|--------------------------|--------------------|
| Cash flows from operating activities | | | | |
| <i>Inflows:</i> | | | | |
| Service appropriation receipts | | 3,395,146 | 3,558,610 | 163,464 |
| User charges and fees | 26(t) | 186,715 | 142,560 | (44,155) |
| Grants and other contributions | 26(u) | 12,197 | 40,987 | 28,790 |
| GST input tax credits from ATO | | - | 125,017 | 125,017 |
| GST collected from customers | | - | 19,587 | 19,587 |
| Other | 26(v) | 39,077 | 59,600 | 20,523 |
| <i>Outflows:</i> | | | | |
| Employee expenses | | (2,856,080) | (2,910,876) | (54,796) |
| Supplies and services | 26(w) | (589,560) | (740,521) | (150,961) |
| Grants and subsidies | 26(x) | (53,852) | (33,436) | 20,416 |
| GST paid to suppliers | | - | (122,963) | (122,963) |
| GST remitted to ATO | | - | (19,587) | (19,587) |
| Other | | (18,835) | (12,085) | 6,750 |
| Net cash provided by/(used in) operating activities | | 114,808 | 106,894 | (7,914) |
| Cash flows from investing activities | | | | |
| <i>Inflows:</i> | | | | |
| Sales of property, plant and equipment | | 13,710 | 15,782 | 2,072 |
| <i>Outflows:</i> | | | | |
| Payments for property, plant and equipment | 26(y) | (510,232) | (343,836) | 166,396 |
| Payments for intangibles | 26(z) | - | (11,170) | (11,170) |
| Net cash provided by/(used in) investing activities | | (496,522) | (339,224) | 157,298 |
| Cash flows from financing activities | | | | |
| <i>Inflows:</i> | | | | |
| Equity injections | 26(aa) | 399,522 | 353,031 | (46,491) |
| <i>Outflows:</i> | | | | |
| Equity withdrawals | | (53,142) | (56,055) | (2,913) |
| Lease payments | | (13,803) | (22,841) | (9,038) |
| Net cash provided by/(used in) financing activities | | 332,577 | 274,135 | (58,442) |
| Net increase/(decrease) in cash | | (49,137) | 41,805 | 90,942 |
| Cash at beginning of financial year | | 57,308 | 181,647 | 124,339 |
| Cash transfers from restructure | | (37,099) | (46,343) | (9,244) |
| Cash at end of financial year | | (28,928) | 177,108 | 206,036 |

Explanation of major variances

- 26(t) The variance in User charges and fees primarily due to timing of receipts for special services and protective services.
- 26(u) The variance in Grants and other contributions is mainly due to increase in Disaster Recovery Funding Arrangements (DRFA) funding.
- 26(v) The variance in other revenue is predominantly due to cost recovery from the Camera Detected Offences Program, following its transfer to DTMR.
- 26(w) The increase in supplies and services reflects several key operational enhancements. This includes operating lease expenses for new helicopter aerial support services in Cairns and the Sunshine Coast Wide Bay and implementation costs to establish the helicopter leases in South East Queensland and Townsville to strengthen aerial capabilities. Property lease and maintenance expenses have also risen, driven by staffing growth and the need to address ageing infrastructure. Furthermore, travel, motor vehicle, and communication costs have increased to support the delivery of community safety outcomes. The overall rise also incorporates new service level agreement payments to CITEC for network and data support services.
- 26(x) The change in Grants and subsidies reflects the transfer of capital grant funding to the former DTS for the upgrade of the Police Citizens Youth Club (PCYC) at Redcliffe and the construction of a new club at Caloundra.
- 26(y) Payments for property, plant and equipment variance is mainly due to the revised QGAir Fixed Wing Aircraft Acquisition Program and changes to the timing of the capital works program.
- 26(z) Payments for intangibles were budgeted against property, plant and equipment (see note 26(y)).
- 26(aa) Variance is due to transfer from equity to appropriation.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2025

26 Budgetary reporting (continued)

| Schedule of administered items | Variance note | Budget 2025 \$'000 | Actual 2025 \$'000 | Variance \$'000 |
|---|------------------|--------------------------|--------------------------|--------------------|
| Administered revenues | | | | |
| Taxes, fees and fines | 26(ab) | 11,594 | 19,132 | 7,538 |
| Other | 26(ab) | 2,532 | 255 | (2,277) |
| Total revenue | | <u>14,126</u> | <u>19,388</u> | <u>5,262</u> |
| Administered expenses | | | | |
| Transfers of administered revenue to Government | | 14,126 | 19,388 | 5,262 |
| Total expenses | | <u>14,126</u> | <u>19,388</u> | <u>5,262</u> |
| Administered assets | | | | |
| <i>Current</i> | | | | |
| Cash | | 1,423 | 1,918 | 495 |
| Receivables | | (9) | (9) | - |
| Total current assets | | <u>1,414</u> | <u>1,909</u> | <u>495</u> |
| Administered liabilities | | | | |
| <i>Current</i> | | | | |
| Payables | | 880 | 1,212 | 332 |
| Transfers to Government payable | | 534 | 697 | 163 |
| Total current liabilities | | <u>1,414</u> | <u>1,909</u> | <u>495</u> |

Explanation of major variances

26(ab) Taxes, fees and fines variance is predominantly due to increased weapons licences and permits.

27 Non-compliance with prescribed requirements – lease at Stones Corner

QPS became legally bound to a long-term lease arrangement for a property at Stones Corner in October 2023. Lease payments started in August 2024. The lease commitment of \$116.3 million was not disclosed in the 2023–24 financial statements. The value of this lease at 30 June 2025 is reported as a right-of-use asset of \$65.0 million and lease liability of \$68.5 million within Note 14.

QPS is required under section 20(3) of the *Financial and Performance Management Standard 2019* to comply with the Queensland Leasing Approval Policy for Public Sector Entities issued by Queensland Treasury. QPS did not obtain the necessary approvals prior to becoming legally bound to the lease arrangement in October 2023. By not obtaining the necessary approvals, QPS had not complied with these prescribed requirements.

During 2024–25, QPS has implemented a revised governance structure and commenced a project to improve its policies and procedures for procurement and leasing.

Queensland Police Service
Management Certificate
For the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* 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, except for the matter disclosed in Note 27 where in the 2023-24 financial year the QPS did not obtain the necessary approvals prior to committing to a lease arrangement; and

(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 2025 and of the financial position of the department at the end of that year; and

The Commissioner as the Accountable Officer of the department acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period."

C Scanlon APM

Accountable Officer
A/Commissioner



Date 29/8/2025



M Wilson
B.Sc. (Hons), B.Com., FCPA, GAICD

Chief Finance Officer

Date 29/8/2025

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Police Service

Qualified Opinion

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

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025, except for the matter referred to in the Basis for Qualified Opinion:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i) gives a true and fair view of the Queensland Police Service's financial position as at 30 June 2025, and its financial performance for the year then ended; and
 - ii) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for Qualified Opinion

As disclosed in Note 27 and in the management certificate, in October 2023 the Queensland Police Service became legally bound to an arrangement in relation to a long-term lease on a property without obtaining the necessary approvals.

QPS did not disclose this lease arrangement to me during my 2023–24 audit. Consequently, I now do not believe that I received all the information and explanations I required during my 2023–24 audit. Had I known about this matter in 2023–24, I would have qualified my 2023–24 audit opinion on this basis.

In my opinion, by not obtaining the necessary approvals prior to entering into the lease arrangement, the Queensland Police Service has not complied with the prescribed requirements for the establishment and keeping of accounts. These prescribed requirements are contained in the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019. My opinion is therefore qualified for the 2024–25 year.

The applicable requirements include those for keeping financial records that correctly record and explain the Queensland Police Service's transactions and account balances to enable the preparation of a true and fair financial report.

I conducted my audit in accordance with the *Auditor-General 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 Queensland Police Service in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 Auditing Standards*.

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

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Right-of-use assets (\$231.679 million) and lease liabilities (\$242.753 million)

Refer to note 14 in the financial report.

| Key audit matter | How my audit addressed the key audit matter |
|---|---|
| <p>QPS has various lease arrangements for buildings and major plant and equipment. These leases are recognised as right-of-use assets and lease liabilities. They were material at balance date.</p> <p>QPS must comply with certain prescribed requirements including establishing an effective system of internal controls covering leases. This includes ensuring compliance with the Queensland leasing approval policy for public sector entities published by Queensland Treasury.</p> <p>In applying AASB 16 <i>Leases</i>, QPS is required to make a number of judgements and estimates including:</p> <ul style="list-style-type: none"> determining whether the transaction is a lease calculating the lease term including judgements associated with lease renewal options determining an appropriate incremental borrowing rate to apply to the measurement of right of use assets and lease liabilities upon initial recognition of a lease and for certain lease modifications. | <p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> obtaining an understanding and evaluating the QPS processes for the accounting for leases. assessing the completeness of leases through inquiries with management, review of relevant committee meeting minutes, and review of expense transactions. testing a sample of new leases for appropriate approvals and compliance under the relevant prescribed requirements and the delegation framework established by QPS. testing a sample of new and existing leases by: <ul style="list-style-type: none"> evaluating the lease term used by management including the probability of exercising renewal options assessing the appropriateness of the incremental borrowing rate used recalculating the right of use assets and lease liabilities, and the associated depreciation and interest expense. |

Specialised building valuation (\$1,282.114 million) and depreciation expense (\$42.134 million)

Refer to note 13 in the financial report.

| Key audit matter | How my audit addressed the key audit matter |
|--|--|
| <p>Buildings were material to Queensland Police Service (QPS) at balance date and were measured at fair value using the current replacement cost method except in rare circumstances where a market price in an active market exists.</p> <p>The QPS values its buildings each year through a combination of specific appraisals for selected regions on a rolling basis, with the remainder of buildings revalued by applying relevant indices in the years between specific appraisals.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> Gross replacement cost, less Accumulated depreciation <p>The QPS derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> identifying the components of buildings with separately identifiable replacement costs developing a unit rate for each of these components, including: <ul style="list-style-type: none"> estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit (e.g. \$/square metre) identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference. <p>The measurement of accumulated depreciation involved significant judgements for determining condition and forecasting the remaining useful lives of building components.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant judgements for calculating annual depreciation expense.</p> <p>Using indexation required:</p> <ul style="list-style-type: none"> significant judgement in determining changes in cost and design factors for each asset type since the previous revaluation reviewing previous assumptions and judgements used in the last comprehensive valuation to ensure ongoing validity of assumptions and judgements used. | <p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> assessing the adequacy of management's review of the valuation process and results reviewing the scope and instructions provided to the valuer assessing the appropriateness of the valuation methodology and the underlying assumptions with reference to common industry practices assessing the appropriateness of the components of buildings used for measuring gross replacement cost with reference to common industry practices assessing the competence, capabilities and objectivity of the experts used to develop the models for unit rates, on a sample basis, evaluating the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> modern substitute (including locality factors and oncosts) adjustment for excess quality or obsolescence evaluating the relevance and appropriateness of the indices used for changes in cost inputs by comparing to other relevant external indices evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> reviewing management's annual assessment of useful lives at an aggregated level, reviewing asset management plans for consistency between renewal budgets and the gross replacement cost of assets testing that no building asset still in use has reached or exceeded its useful life enquiring of management about their plans for assets that are nearing the end of their useful life reviewing assets with an inconsistent relationship between condition and remaining useful life where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence. |

Responsibilities of the accountable officer 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 2019 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.

The Accountable Officer is also responsible for assessing the Queensland Police Service'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 Queensland Police Service 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar6.pdf

This description forms part of my auditor's report.



Rachel Vagg
Auditor-General

29 August 2025

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 Regulation 2016</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 implement the recommendation, reasons must be provided to the Review Commissioner and the parties to review.</p> <p>The Crime and Corruption Commission provides secretariat support to 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 Controlled Operations 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/taled-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. |

| Remuneration | | | | | |
|---|---|------------------------------------|--------------|-----------------------------|----------------------|
| Position | Name | Meetings | Approved fee | Approved sub-committee fees | Actual fees received |
| Independent Member and Chairperson | The Honourable Roslyn Atkinson AO | 15 (Includes annual inspection) | \$520 | n/a | \$3,120.00* |
| Acting Independent Member and Chairperson | Manus Boyce KC | 1 | \$520 | n/a | \$520.00 |
| Member (Commissioner's nominee) | Acting Detective Chief Superintendent Craig Morrow | 10 | n/a | n/a | n/a |
| Member (Commissioner's nominee) | Acting Detective Chief Superintendent Colin Briggs | 2 | n/a | n/a | n/a |
| Member (Commissioner's nominee) | Acting Detective Chief Superintendent Craig McGrath | 2 | n/a | n/a | n/a |
| Member (Commissioner's nominee) | Acting Detective Chief Superintendent Denzil Clark | 1 | n/a | n/a | n/a |
| Member (CCC Chairperson) | Bruce Barbour | 15 | n/a | n/a | n/a |
| No. of scheduled meetings | 16 (Includes annual inspection) | | | | |
| Total out of pocket expenses | \$3,640 | | | | |

* No fees were payable to the Independent Member between 1 July 2024 and 12 December 2024 during engagement as a member on the Truth-Telling and Healing Inquiry.

| 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 Corruption 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> <ol style="list-style-type: none"> 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 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 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— <ol style="list-style-type: none"> present questions for the applicant to answer and examine or cross-examine any witness make submissions on the appropriateness of granting the application 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 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 to gather statistical information about the use and effectiveness of covert search warrants, surveillance device warrants, control orders, preventative detention orders, official warnings for consorting and public safety orders. to report as required by the Act on any matter about which the Act expressly requires the Public Interest Monitor to report whenever the Public Interest Monitor considers it appropriate <ol style="list-style-type: none"> to give to the Commissioner a report on noncompliance by police officers with Chapter 9 of the Act; or 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. <p>The Public Interest Monitor also has the following functions:</p> <ol style="list-style-type: none"> under the <i>Criminal Code 1995</i> (Cth), to exercise the power conferred on the monitor under the following sections – <ul style="list-style-type: none"> 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) |

| | |
|--|---|
| | <p>b) under the <i>Terrorism (Preventative Detention) Act 2005</i>, to exercise the power conferred on the monitor under the following sections –</p> <ul style="list-style-type: none"> • 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). <p>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)</p> <p>d) whenever the Public Interest Monitor considers it appropriate – to give to the Commissioner a report on noncompliance by police officers with the <i>Terrorism (Preventative Detention) Act 2005</i>.</p> <p>The Public Interest Monitor must also report in relation to:</p> <ul style="list-style-type: none"> • official warnings for consorting (“OWFC”) issued by QPS officers; and • public safety orders made by QPS commissioned officers under the <i>Peace and Good Behaviour Act 1982</i>. <p>The Public Interest Monitor is required to report on the following matters:</p> <ul style="list-style-type: none"> • the number of OWFC given during the year; • the number of times the giving of an OWFC led to a person committing an offence against: <ul style="list-style-type: none"> ○ section 790 PPRA (assault or obstruct police officer); or ○ section 791 PPRA (contravene direction or requirement of police officer); • the extent of compliance by the QPS with chapter 2, part 6A of the PPRA; and • the use of OWFC generally. <p>The Public Interest Monitor is responsible for the recording, reporting and inspection regime for telecommunications interception in accordance with the <i>Telecommunications Interception Act 2009</i> 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.</p> <p>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 –</p> <ol style="list-style-type: none"> ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member; and make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following matters – <ol style="list-style-type: none"> in relation to an application for a warrant in relation to a telecommunications service in relation to an application for a warrant in relation to a person. <p>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>.</p> <p>As the inspecting entity for the QPS, the Public Interest Monitor:</p> <ol style="list-style-type: none"> 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 must report in writing to the Minister about the results of the inspections 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 | Financial transactions made with the Public Interest Monitor are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland. | | | |
| Remuneration | | | | |
| Position | Meetings* | Approved fee | Approved sub-committee fees | Actual fees received** |
| Public Interest Monitor David Adsett | 90 | A service fee of \$450 per hour to a maximum of \$2,250 per day | n/a | \$230,501.25 |
| Deputy Public Interest Monitor Gavin Rebetzke | 49 | A service fee of \$450 per hour to a maximum of \$2,250 per day | n/a | \$81,458.75 |
| Deputy Public Interest Monitor Gail Hartridge (resigned 31 December 2024) | 7 | A service fee of \$450 per hour to a maximum of \$2,250 per day | n/a | \$10,716.75 |
| No. of scheduled meetings | 146 | | | |
| Total out of pocket expenses | \$322,676.75 | | | |

* Number of meetings refers to the number of court/tribunal appearances (where there may be one or multiple applications) and excludes inspections and incidental meetings.

** Actual fees received includes all fees related to the Public Interest Monitor functions including applications, inspections, incidental meetings and report preparation incurred during the 2024-25 period. Some fees included in this total have been paid outside of the 2024-25 reporting period.

Acronyms

| | | | |
|---------|--|-------|---|
| ARCC | Audit, Risk and Compliance Committee | KPOC | Key Point of Contact |
| AVCGA | Australian Volunteer Coast Guard Association | LCP | Leadership Capability Program |
| BoM | Board of Management | LEAD | Leadership, Engagement and Development |
| BWC | Body Worn Camera | LWN | Leading Women Network |
| CCC | Crime and Corruption Commission | MOHRI | Minimum Obligatory Human Rights Information |
| DCC | Demand and Capacity Committee | MRQ | Marine Rescue Queensland |
| DCRO&YC | Deputy Commissioner Regional Operations and Youth Crime | NHWQ | Neighbourhood Watch Queensland |
| DFV | Domestic and Family Violence | NRA | National Retail Association |
| DFVPM | Domestic, Family Violence Prevention Month | NRW | National Reconciliation Week |
| DFVVPC | Domestic, Family Violence and Vulnerable Persons Command | NSCSP | National Survey of Community Satisfaction with Policing |
| DFVVPU | Domestic, Family Violence and Vulnerable Persons Unit | OCGG | Organised Crime Gangs Group |
| DTMR | Department of Transport and Main Roads | OLP | Online Learning Product |
| eDRMS | Electronic Document Records Management System | OMCG | Outlaw Motorcycle Gangs |
| ELT | Executive Leadership Team | OWFC | Official warnings for consorting |
| ESC | Ethical Standards Command | PACE | Police Abridged Competency Education |
| FTE | Full Time Employee | PCAP | People Capability Command |
| IDHR | Inclusion, Diversity and Human Rights | PCYC | Police-Citizens Youth Club |
| JBF | Jack Beasley Foundation | PFNAG | Police First Nations Advisory Group |

| | | | |
|--------|--|-------|--|
| PSO | Peer Support Officer | SDS | Service Delivery Statement |
| QAO | Queensland Audit Office | SES | State Emergency Service |
| QBLAI | Queensland Blue Light Association Incorporate | SFS | State Flying Squad |
| QFD | Queensland Fire Department | SMT | Support Management Team |
| QHRC | Queensland Human Rights Commission | TC | Tropical Cyclone |
| QHVSG | Queensland Homicide Victims Support Group | ViP | Volunteer in Policing |
| QO | Queensland Ombudsman | VMR | Volunteer Marine Rescue |
| QPCYWA | Queensland Police-Citizens Youth Welfare Association | VMRAQ | Volunteer Marine Rescue Association Queensland |
| QPP&D | Queensland Police Pipes and Drums | WfQ | Working for Queensland |
| QPS | Queensland Police Service | WSEG | Workforce Support and Engagement Group |
| QSA | Queensland State Archives | YCG | Youth Crime Group |
| RoGS | Report on Government Services | YCRT | Youth Co-Responder Teams |
| SCTC | Security & Counter-Terrorism Command | | |

Compliance checklist

| Summary of requirement | | Basis for requirement | Annual report 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 7 | 2 |
| Accessibility | <ul style="list-style-type: none"> Table of contents Glossary | ARRs – section 9.1 | 3, 120-121 |
| | <ul style="list-style-type: none"> Public availability | ARRs – section 9.2 | 1 |
| | <ul style="list-style-type: none"> Interpreter service statement | Queensland Government Language Services Policy ARRs – section 9.3 | 1 |
| | <ul style="list-style-type: none"> Copyright notice | Copyright Act 1968 ARRs – section 9.4 | 1 |
| | <ul style="list-style-type: none"> Information Licensing | QGEA – Information Licensing ARRs – section 9.5 | 1 |
| General information | <ul style="list-style-type: none"> Introductory Information | ARRs – section 10 | 1, 5-20 |
| Non-financial performance | <ul style="list-style-type: none"> Government's objectives for the community and whole-of-government plans/specific actions | ARRs – section 11.1 | 8, 16 |
| | <ul style="list-style-type: none"> Agency objectives and performance indicators | ARRs – section 11.2 | 7-11, 25-30 |
| | <ul style="list-style-type: none"> Agency service areas and service standards | ARRs – section 11.3 | 25-30 |
| Financial performance | <ul style="list-style-type: none"> Summary of financial performance | ARRs – section 12.1 | 21-24 |
| Governance – management and structure | <ul style="list-style-type: none"> Organisational structure | ARRs – section 13.1 | 17 |
| | <ul style="list-style-type: none"> Executive management | ARRs – section 13.2 | 46-47 |
| | <ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) | ARRs – section 13.3 | 56, |
| | <ul style="list-style-type: none"> Public Sector Ethics | Public Sector Ethics Act 1994 ARRs – section 13.4 | 56 |
| | <ul style="list-style-type: none"> Human Rights | Human Rights Act 2019 ARRs – section 13.5 | 11 |
| | <ul style="list-style-type: none"> Queensland public service values | ARRs – section 13.6 | 7-8 |
| Governance – risk management and accountability | <ul style="list-style-type: none"> Risk management | ARRs – section 14.1 | 62 |
| | <ul style="list-style-type: none"> Audit committee | ARRs – section 14.2 | 50-51 |
| | <ul style="list-style-type: none"> Internal audit | ARRs – section 14.3 | 65 |
| | <ul style="list-style-type: none"> External scrutiny | ARRs – section 14.4 | 63-64 |

| Summary of requirement | | Basis for requirement | Annual report reference |
|-------------------------------------|--|--|--|
| | • Information systems and recordkeeping | ARRs – section 14.5 | 66 |
| | • Information Security attestation | ARRs – section 14.6 | 12 |
| Governance – human resources | • Strategic workforce planning and performance | ARRs – section 15.1 | 67-75 |
| | • Early retirement, redundancy and retrenchment | Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2 | 75 |
| Open Data | • Statement advising publication of information | ARRs – section 16 | 1 |
| | • Consultancies | ARRs – section 31.1 | www.data.qld.gov.au |
| | • Overseas travel | ARRs – section 31.2 | www.data.qld.gov.au |
| | • Queensland Language Services Policy | ARRs – section 31.3 | www.data.qld.gov.au |
| | • Charter of Victims' Rights | VCSVRB Act 2024 ARRs – section 31.4 | www.data.qld.gov.au |
| Financial statements | • Certification of financial statements | FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1 | 110 |
| | • Independent Auditor's Report | FAA – section 62 FPMS – section 46 ARRs – section 17.2 | 111-114 |

FAA – *Financial Accountability Act 2009*

FPMS – *Financial and Performance Management Standard 2019*

ARRs – Annual report requirements for Queensland Government agencies

