

# Annual Report 2010–11



Queensland Police Service



Queensland  
Government

# Letter of compliance



31 October 2011

The Honourable Neil Roberts MP  
Minister for Police, Corrective Services and Emergency Services  
PO Box 15195  
City East Qld 4002

Dear Minister

I am pleased to present the Annual Report 2010-11 for the Queensland Police Service.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies.

A checklist outlining the annual reporting requirements can be accessed at [www.police.qld.gov.au](http://www.police.qld.gov.au).

Yours sincerely

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

Bob Atkinson APM  
Commissioner

## Interpreter service statement



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding our annual report, you can contact us on (07) 3364 4533. The QPS may arrange an interpreter to effectively communicate the report to you if necessary.

## Public availability

This annual report is available on the Queensland Police Service website at [www.police.qld.gov.au](http://www.police.qld.gov.au). Alternatively, it can be obtained at: [www.parliament.qld.gov.au/view/legislativeAssembly/tablesPapers/home.asp](http://www.parliament.qld.gov.au/view/legislativeAssembly/tablesPapers/home.asp).

Enquiries for further information can be directed to the Corporate Reporting Unit by:

E-mail: [cru@police.qld.gov.au](mailto:cru@police.qld.gov.au)

Fax: 3364 4941

or

Phone: 3364 4533

## Annual statistical review

The Queensland Police Service has also published the Annual Statistical Review 2010-11, which provides a comprehensive record of crime statistics for Queensland. A copy of the statistical review is also available at [www.police.qld.gov.au](http://www.police.qld.gov.au).

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The State of Queensland (Queensland Police Service) Annual Report 2010-2011.

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Queensland's first Police Commissioner - David Thompson Seymour.  
He served as Commissioner for 31 years (1864 - 1895).



## Commissioner's foreword

Sadly, this year two officers, Sergeant Daniel Arthur Stiller and Detective Senior Constable Damian Leeding, were killed in the line of duty. These tragic losses demonstrate the danger police face every day in safeguarding the community.

### A key role in disaster management

The State's disaster management system was tested to the limit during the summer months with extreme and violent weather conditions affecting most of the State. These disasters closely followed amendments to the *Disaster Management Act 2010* that gave the Queensland Police Service (QPS) new roles in disaster response coordination at both district and State level.

Our people worked long and hard through this period, providing vital disaster responses and coordination, while continuing to uphold law and order.

I extend my thanks and appreciation to all who contributed to the response efforts with the Queensland Police Service. This included all the Emergency Services, the Australian Defence Forces, other federal, State and local government agencies, the media, and individual volunteers and volunteer organisations. I also acknowledge the interstate police contingents from New South Wales, Victoria and South Australia who conducted joint patrols with our members, targeting looting as part of Operation Safeguard. Finally, I thank the Australian Federal Police for their specialist support in the Lockyer Valley and in Far North Queensland.

### Reducing lives lost on our roads

The road toll for 2010 was 249—the lowest fatality rate recorded in any calendar year since accurate records began in 1952. This figure is 82 fatalities, or nearly 25%, fewer than the previous year. It was also very pleasing to see we met the target set by the National Road Safety Strategy, to reduce the road toll rate to less than 5.6 fatalities per 100 000 population by 2010. A few years ago this seemed an almost impossible goal, but it has now been shown that it can be achieved.



Bob Atkinson APM, Commissioner of Police

A range of activities have contributed to this result, including random roadside alcohol and drug testing, vehicle impoundment legislation, traffic camera operations, more stringent licensing requirements of young drivers and partnerships with other agencies. Every road fatality is both a terrible tragedy and almost always avoidable. We must continue to make every effort to reduce the loss of life on our roads.

### Reducing crime

During 2010-11 compared to the previous financial year there was a 6% decrease in the rate of total offences against the person, a 4% increase in the rate of total offences against property and an 11% decrease in the rate of total other offences. The overall crime rate is now significantly lower in many areas than it was 11 years ago in 2000. Over the eleven year period 2000-01 to 2010-11, the State has recorded decreases in the rate of offences against the person (25%) and offences against property (46%) which has resulted in a decrease of 30% in the overall crime rate.

### Improving vital police infrastructure

Work is progressing on the construction of the new Academy at Wacol, with the driver training facility opened during the year. When it is completed, the Academy's state-of-the-art facilities will be key to enabling our people to meet the challenges of policing in the 21st century.

The new Policelink Contact Centre commenced operations in August 2010. Policelink now provides enhanced response management for people reporting non-urgent matters to police.

This financial year also saw the establishment of a permanent telecommunications interception facility, enabling the QPS to monitor a wide range of communications used to facilitate crime. This is an important tool and has already contributed to arrests, seizures of significant amounts of illegal drugs and the identification of proceeds of crime.

### Targeting anti-social behaviour

Amendments to the *Liquor Act 1992* came into force during the year, enabling drink safe precinct trials in Townsville, Fortitude Valley and Surfers Paradise. These trials are a whole of Government initiative, providing a coordinated and focused response to reduce levels of alcohol-related violence and its ramifications.

Legislative changes have also provided the capacity to issue fines for public nuisance offences across Queensland, to improve policing of social order issues. The amendments allow police to write a ticket as a viable alternative to arrest for dealing with public nuisance behaviour. This followed a trial in 2009, which found the use of ticketing was an effective way to divert offenders from the criminal justice system and improve workload efficiencies for both the courts and police service.

### In closing

I would like to take this opportunity to extend my sincere thanks and appreciation to all members of the QPS for their continued hard work, dedication and commitment. While the past year was certainly challenging, we can approach the future confident in our organisation and in our ability to discharge our essential and fundamental role of providing safety, security and support for the people of Queensland.



Bob Atkinson APM  
Commissioner



# About the Queensland Police Service

## Our vision

Queensland is a safe and secure place to live, visit and do business.

## Our mission

To deliver high quality, innovative, progressive and responsive policing services.

## Our role

The Queensland Police Service provides quality policing services 24 hours a day to Queensland residents and visitors.

## What we do

The QPS is responsible for:

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

## QPS values

As an organisation, the Queensland Police Service embraces:

### Professionalism

We provide quality policing services with integrity and accountability for outcomes.

### Performance

We provide efficient and effective services and pursue continuous improvement.

## People

We develop and support our workforce and respond to the needs of our clients, recognising diversity and culture.

## Partnerships

We engage communities and work collaboratively to provide policing services.

## Delivering our services

Policing services are provided to the Queensland community through eight geographical regions which deal with operational and community policing issues.

These regions are then divided into 31 districts and 335 operational police divisions (or stations).

There are also 57 neighbourhood police beats and 45 police beat shopfronts located throughout the State.

Regional policing services are supplemented by three state-wide commands that focus on:

- criminal activities and networks
- providing specialist operational resources
- ensuring professional practice and ethical behaviour.

Support to policing services is provided by the five corporate functions of administration, education and training, finance, human resources and information and communications technology.

The complete QPS organisational structure is shown on page 21. A map outlining the location of the police regions is on page 22 and contact details are provided inside the back cover.

The Police Department was initially established by the *Police Act of 1863*, which took effect on 1 January 1864.

## Our clients

Our clients include:

- the Queensland community (including residents and visitors)
- victims of crime
- anyone requesting police assistance
- suspects and people charged with committing offences.

Other stakeholders include:

- the Queensland Government
- other government agencies
- business, industry and community groups.

## Our staff

As at 30 June 2011, the QPS employed 15 149 personnel, which included 130 Police Liaison Officers and 7 officers employed as Queensland Aboriginal and Torres Strait Islander Police.

The Government committed to increasing police numbers by 600 in the three years to March 2012. Since March 2009, the Police Service has increased by 514 police officers, from 10 043 to 10 557 as at 30 June 2011, including 99 officers for this financial year.

The 2011-12 State Budget includes funding for 150 additional police positions—the final installment of the Government's commitment which will see the number of police officers in Queensland increase to more than 10 600.

	30 June 2011	30 June 2010
Police officers	10 557	10 458
Police recruits	359	244
Staff members	4 233	4 109

Notes:

1. Staffing numbers refer to actual employees, not 'full time equivalent' employees.
2. Staff members are employees other than police officers or police recruits.

[More on page 62](#)

## Our finances

The QPS received \$1 786.4 million in 2010-11 to deliver policing services to the Queensland community.

Key financial data	2010-11 \$M	2009-10 \$M
Total revenue	1 786.4	1 673.9
Total expenses	1 785.1	1 672.1
Total assets	1 926.2	1 911.5
Total liabilities	130.1	132.5
Total equity	1 796.1	1 779.0

[More on page 76](#)

## Legislation we administer

The following legislation was administered by the QPS in 2010-11:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Prostitution Act 1999*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990.*



# Performance highlights

## Professional standards and ethical practices

Developed a *Standard of Practice* to supplement the *Code of Conduct for the Queensland Public Service*.

**More on page 26**

Implemented recommendations from the State Coroner's report on the QPS Safe Driving (Police Pursuits) Policy.

**More on page 29**

Initiatives identified through Operation Tesco have been progressed.

**More on page 29**

Discipline and ethical awareness training has been provided on a state-wide basis.

**More on page 30**

## Personal safety/property security

Highly successful investigations of child abuse, child exploitation, and technology facilitated crimes against children were conducted.

**More on page 34**

Progressed a range of initiatives under the Government's *For our sons and daughters Strategy to Reduce Domestic and Family Violence*.

**More on page 36**

Finalised the establishment of the QPS' own independent telecommunications interception capability.

**More on page 36**

Successfully targeted the production, manufacture, trafficking and distribution of dangerous drugs.

**More on page 37**

## Traffic policing

The road toll was the lowest for a financial year since accurate records began in 1952.

**More on page 42**

The new hoon hotline – 13HOON (13 4666) – was launched on 13 December 2010.

**More on page 43**

Progressed road safety innovations such as the Intelligent Traffic Analysis System, In-Car Camera and Automatic Number Plate Recognition technology.

**More on page 44**

Installed digital camera systems and enhanced the back office infringement processing system.

**More on page 46**

## Public order and safety

The QPS took the lead role during the biggest natural disaster season in recent history.

**More on page 50**

Developed and strengthened QPS counter-terrorism capabilities.

**More on page 50**

Implemented a trial of drink safe precincts.

**More on page 52**

Participated in Operation Unite, a joint initiative of Police Commissioners across Australia and New Zealand to challenge alcohol misuse, crime, violence and anti-social behaviour.

**More on page 54**

## Service delivery support

The new non-urgent contact centre – Policelink was launched.

**More on page 58**

Increased the number of police officers to 10 557 to keep pace with Queensland's population growth.

**More on page 62**

Completed a large number of capital works projects as part of a \$107.4 million program.

**More on page 69**

The Driver Training Centre at the new Police Academy site at Wacol was officially opened.

**More on page 70**

Implemented the first stage of a new Weapons Licensing System.

**More on page 74**



# Toward Q2: Tomorrow's Queensland



*Toward Q2: Tomorrow's Queensland* is the Government's blueprint for the State to the year 2020. *Toward Q2* articulates the Government's vision for Queensland in relation to five ambitions that address current and future challenges:

- Strong** Creating a diverse economy powered by bright ideas
- Green** Protecting our lifestyle and environment
- Smart** Delivering world-class education and training
- Healthy** Making Queenslanders Australia's healthiest people
- Fair** Supporting safe and caring communities

By improving public confidence and feelings of safety, Queensland Police Service strategies support the Government's ambition to be *Fair—Supporting safe and caring communities*. The Queensland Police Service is leading by example in relation to all the ambitions, including:

- Strong**
  - Promoting research and development
  - Encouraging continuous improvement through operational and corporate performance reviews

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- Green**
  - Developing a picture of the Queensland Police Service's carbon footprint
  - Reducing vehicle fleet emissions, energy and water use, and waste

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- Smart**
  - Investing in skills through training and development
  - Developing a new Queensland Police Academy at Wacol

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- Healthy**
  - Providing support for employees through a comprehensive suite of services directed at employee physical and mental health, including education programs, clinical support, and well equipped gymnasiums
  - Supporting participation by members in a range of national and international sporting events

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- Fair**
  - Promoting volunteering through the Volunteers in Policing (VIP) program
  - Encouraging participation in Neighbourhood Watch, Police Citizen Youth Clubs and Blue Light branches

In addition to the Government's objectives for the community stated in *Toward Q2* the QPS also contributes to a range of national, state and local initiatives including Closing the Gap on Indigenous Disadvantage and the National Road Safety Strategy.



## Our services

Under the QPS Strategic Plan 2010-2014, our strategic objectives were to:

- enhance community confidence in, and satisfaction with, policing in Queensland
- reduce the incidence and impact of crime and road trauma in Queensland
- strengthen Queensland’s capacity to plan for, respond to, and recover from disasters and major events.

Our Operational Plan 2010-2011 translated our strategic objectives into the services to be provided to our clients, and the standards of those services. The QPS provides five direct services to the community:

### Professional standards and ethical practices

Activities to promote ethical behaviour, discipline and professional practice to ensure the community and visitors to the community have confidence in, and respect for, the Queensland Police Service.

### Personal safety

Activities to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault and robbery.

### Property security

Activities to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft and other theft.

### Traffic policing

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

### Public order and safety

Activities to maintain public order and safety during major events and natural disasters—from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

In addition, the QPS has four services that support the delivery of these direct policing services:

### Client service

Relates to the level, standard and quality of service given to clients. The goal of the QPS is to maintain and enhance community satisfaction with policing services.

### Strategic positioning and response

Researching and defining the organisation’s direction and making evidence based decisions in pursuing strategic priorities. It involves placing the organisation in a position to take advantage of opportunities and respond to risks identified in environmental scans.

## Human resource management

The management of the people who contribute to the achievement of the organisation's objectives. It means employing people; managing their performance; and using, maintaining and compensating their services in line with organisational requirements awards and legislation.

## Financial management

Financial decisions to maximise corporate value while managing the organisation's financial risks. It includes financial policy, planning, budgeting and resource allocation.

## Key challenges and risks

Each year the QPS identifies significant challenges and risks that may impact on the delivery of policing services:

In 2010-11 these included the potential impact of:

- population ageing and growth, especially in South East Queensland
- global economic volatility and potential increases in property crime
- rising government and community expectations
- continuing over-representation of vulnerable persons in the criminal justice system
- advancements in technology-facilitated crime and growth in transnational crime
- climate change and the risk of more natural disasters and human and animal contagions
- higher use of an expanding Queensland road network and the risk of more road crashes.

## Key strategic priorities

In responding to these challenges and risks, the QPS identifies annual strategic priorities—areas where new emphasis, funding or attention to outcomes will be undertaken in the coming financial year. The priorities do not specifically incorporate the day to day activities performed by the Queensland Police Service, which remain crucial to servicing the Queensland community, 24 hours a day, 7 days a week.

The Queensland Police Service Annual Strategic Priorities for 2010-11 were to:

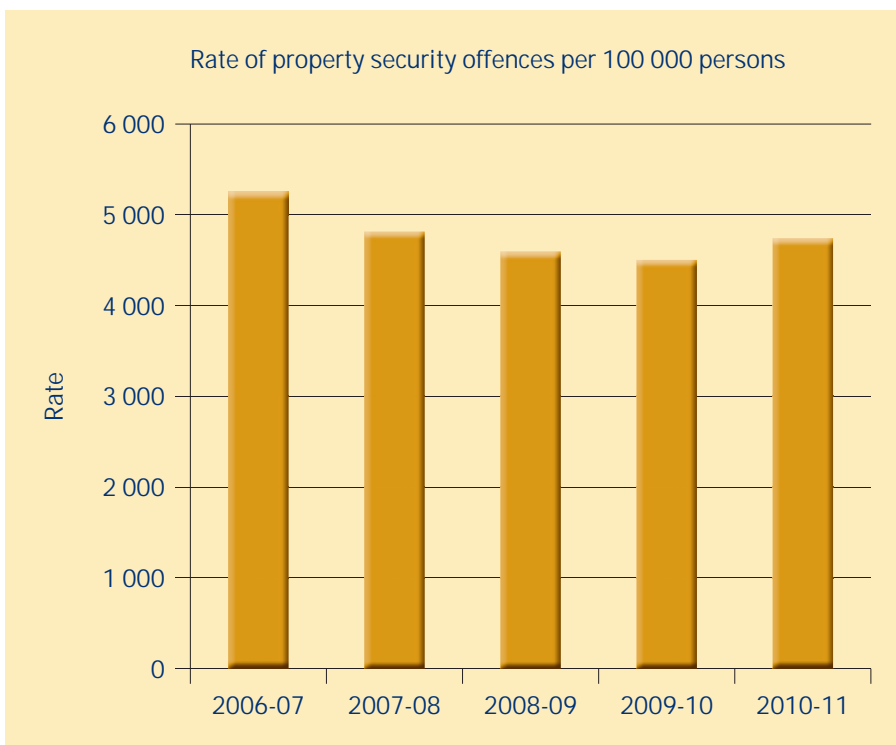
- encourage QPS members to behave professionally and ethically at all times
- improve disaster planning, recovery and response across agencies and regions
- reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing
- improve public safety, including by reducing alcohol and/or drug fuelled violence and disorder
- reduce major and organised crime including serious drug crime, youth and other gang related violence
- recognise and promote the paramount importance of minimising harm to officers, offenders and the community
- encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes
- provide police with the infrastructure, technology, equipment and powers they need to perform effectively
- encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment
- improve client satisfaction and confidence with policing services.

**Progress against our strategic priorities for 2010-11 is discussed in Appendix 2.**

## Key performance indicators

Several performance indicators were included in the Strategic Plan 2010-2014:

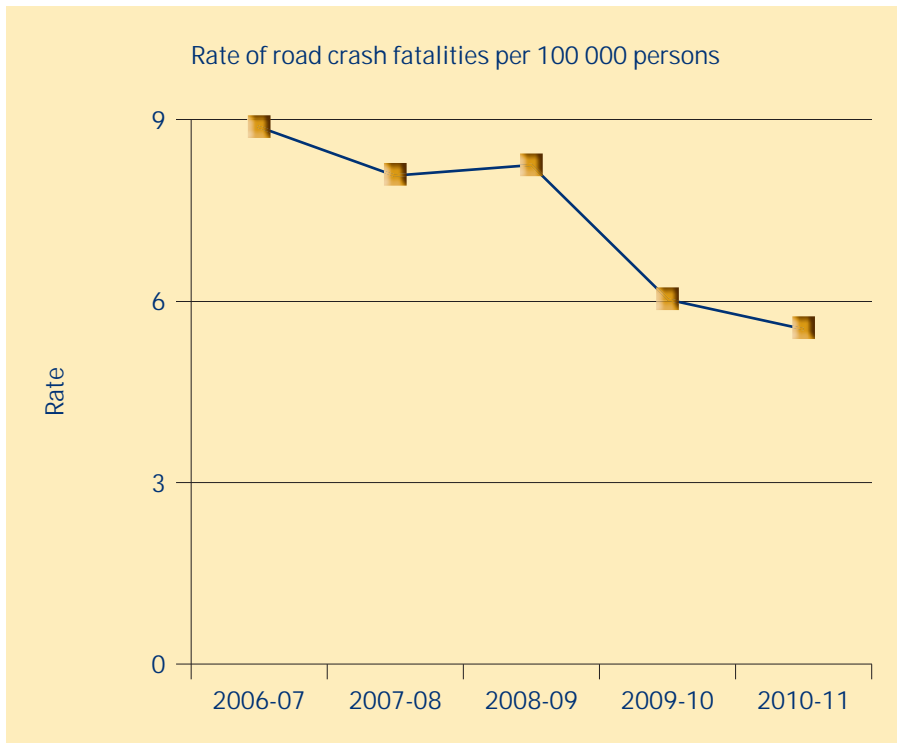
### Rate of recorded offences against people and involving property



In 2010-11, there was a 6% decrease in the rate of personal safety offences reported for every 100 000 persons in Queensland and a 4% increase in the rate of reported offences involving property. Looking at the broader picture, over the last ten years the rate of offences against the person has decreased by 25% and the rate of offences against property have dropped by 41%.

## Rate of road crash fatalities

	2006-07	2007-08	2008-09	2009-10	2010-11
Rate of road crash fatalities per 100 000 persons	8.84	7.79	8.03	6.01	5.52

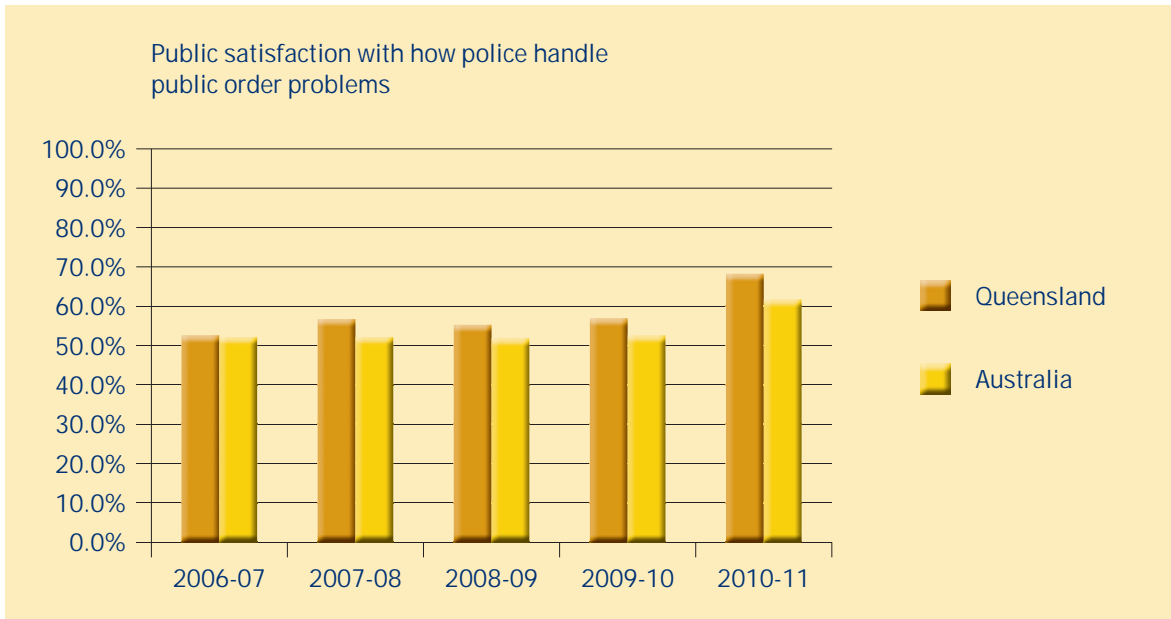


The Queensland Police Service remains committed to combating the needless loss of life on Queensland roads.

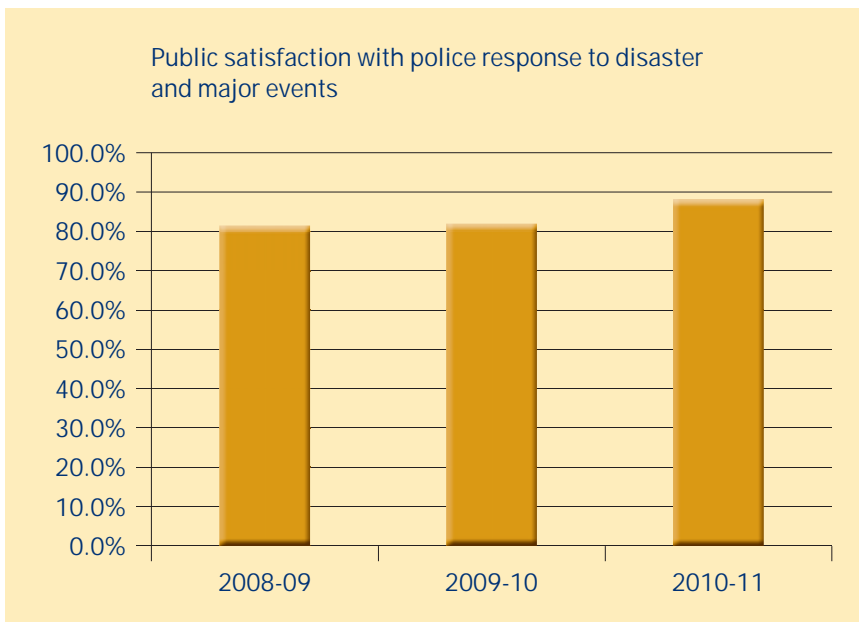
- Between 2006 and 2010, Queensland experienced an increase of more than 16% in vehicle registrations. This equates to an additional 607 546 vehicles on our roads.
- In 2010, Queensland's population growth represented over 23% of the national increase. As well, Queensland had some 5 million interstate and 2 million overseas visitors.
- During 2010-11, the QPS dedicated 600 000 hours to traffic operations.

Percentage of people satisfied or very satisfied with:

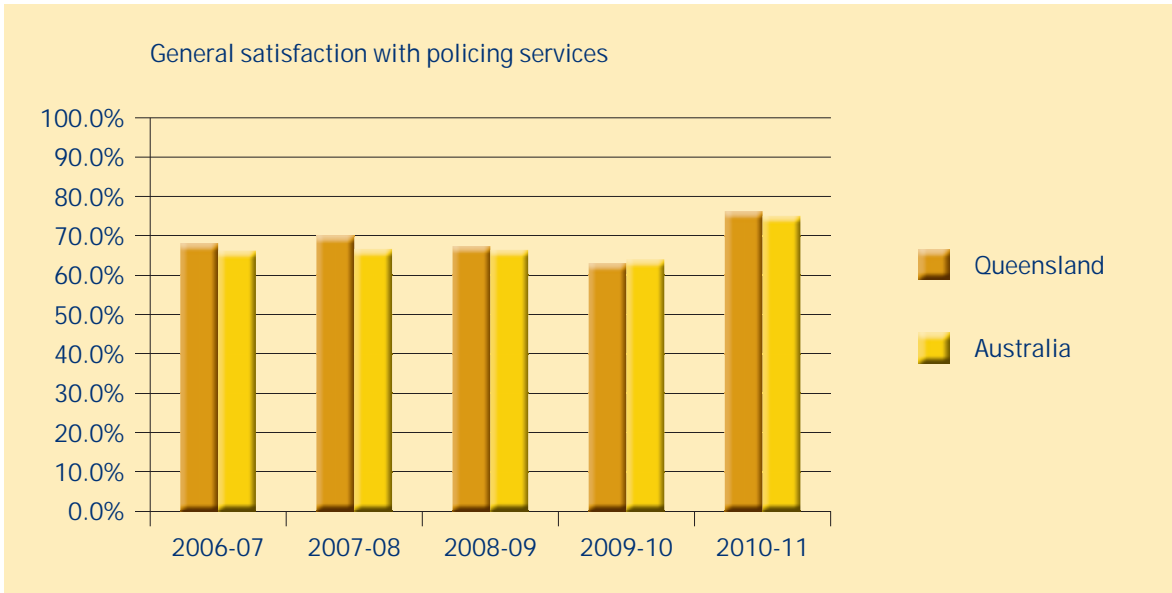
- police dealing with public order problems
- police dealing with disasters and major events
- police services



Community satisfaction with how police handle public order problems in Queensland increased during this reporting year.

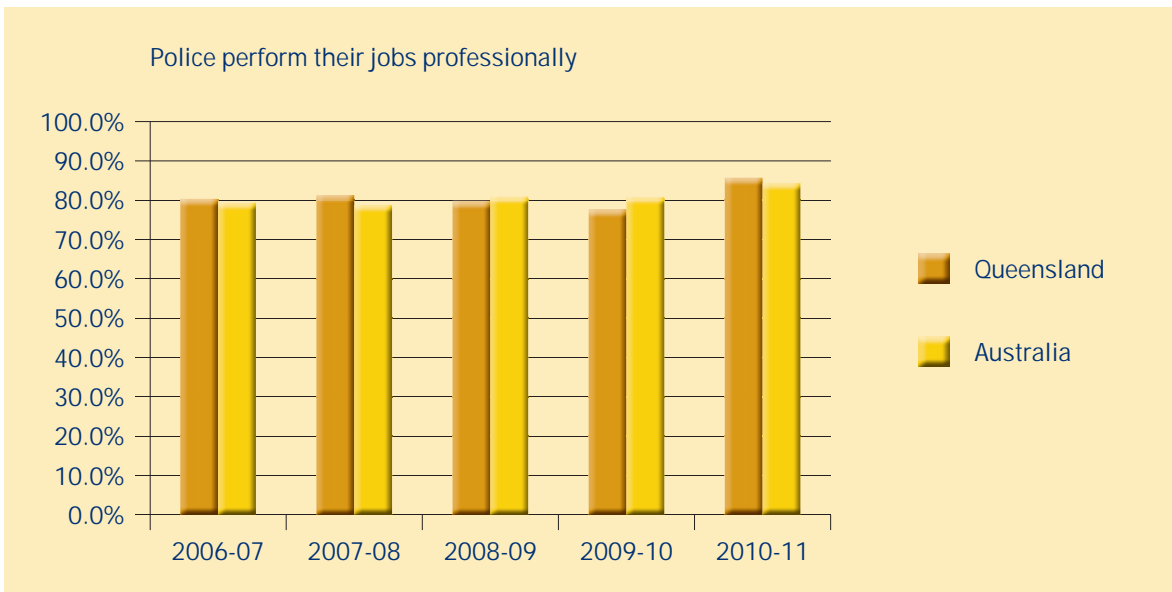


Queensland is the only state in Australia to measure public satisfaction with the policing response to disasters and major events in the *National Survey of Community Satisfaction with Policing*. Results have been positive.



While the general level of satisfaction with policing in Queensland is comparable to the national average, it is interesting to note that according to the *National Survey of Community Satisfaction with Policing*, people who have actually had contact with police in the last 12 months, consistently rate their level of satisfaction much higher at over 80%.

#### Public perception of police professionalism



The percentage of Queenslanders who believe police perform their jobs professionally rose in 2010-11.

## Operational Performance Reviews

The QPS' nine services for 2010-11 align with the Operational Performance Review (OPR) priorities. The OPR Program is part of the QPS' Performance Management Framework which is committed to promoting continuous improvement and identifying best practice policing strategies in a contemporary policing environment.

The OPR Program allows the opportunity to hold regular, performance-focused meetings to review each of the 31 districts' activities with regional and district managers and other members of the Senior Executive, in a formal but positive environment. Review meetings are conducted with individual districts on an annual basis.

A comprehensive suite of statistical and qualitative data is used to generate rigorous discussion centred upon the effectiveness of strategies, learning from past experiences and anticipated forthcoming issues.

It is intended that managers and practitioners will engage in a wide-ranging and open discussion about district performance with senior members of the organisation. The process not only gives the Senior Executive an opportunity to remain informed in real time about the performance of the organisation and the challenges being faced at the practitioner and field level, but also the opportunity to disseminate strategic themes and intentions directly into the workplace and drive necessary change in a timely manner. The process is continually refined and refreshed to ensure the inclusion and consideration of contemporary policing issues and trends.

A new Corporate Performance Review Program is being progressively implemented to enable regular analysis of the central corporate functions and aligns with the philosophy of continuous improvement.

Since 2008, the QPS has instigated a program of 'themed' OPRs which allows contemporary issues identified by Government and the Senior Executive to be examined in detail. This style of OPR often involves the attendance and participation of other government and non-government agencies who may be stakeholders in the delivery or support of these specific issues. The attendance and participation of external agencies in this process has enhanced interagency collaboration and operational policing practice.

The Queensland Police Service OPR program has attracted attention from other Queensland Government Departments as well as interstate police agencies looking to develop or enhance their own agency specific performance review processes.



# Corporate governance



In 2008, the Service Delivery and Performance Commission (SDPC) reviewed, amongst other things, the Queensland Police Service corporate governance arrangements. The SDPC report recommended committees have:

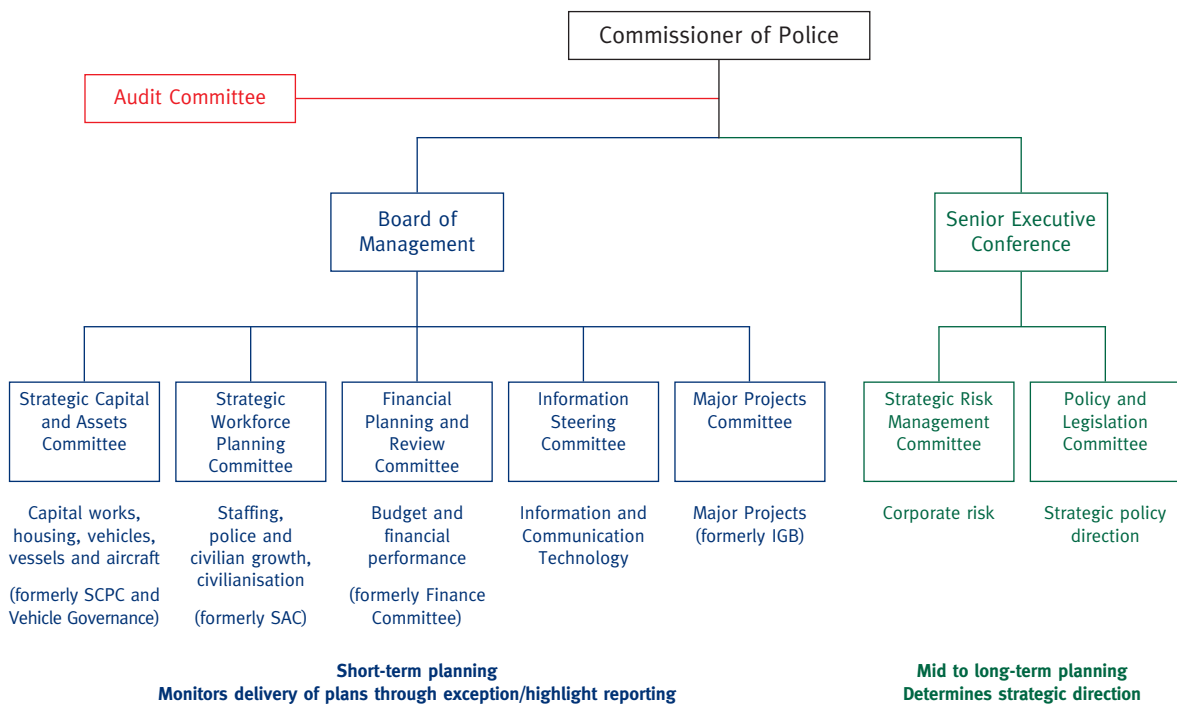
- clear roles, responsibilities and procedures and that these are communicated across the organisation
- objective and transparent criteria and adequate information for decision making
- a process to communicate key decisions across the organisation.

A new Queensland Police Service corporate governance structure was approved by the Board of Management in August 2010. The new structure is progressively being implemented with the new structures fully operating from July 2012.

There are two main areas to corporate governance in the QPS under the new structure:

- Board of Management – which makes determinations at the corporate level concerning QPS resource allocation, management and performance. Governance committees are established to attend to the detailed work, provide advice and refer relevant issues for the Board’s consideration.
- Senior Executive Conference – which governs mid to long-term planning and determines strategic direction.

## Endorsed QPS Corporate Governance Hierarchy



Note: a range of management committees, project teams, working groups, and formal and informal networks continue to support portfolio management functions outside the 'corporate governance' structure.

## Board of Management

The QPS Board of Management assists the Commissioner in making strategic decisions about the prioritisation, resourcing and management of QPS:

- finances
- personnel
- assets
- information and communications technology
- major projects.

Board meetings are held on a monthly basis.

Membership of the Board of Management consists of the:

- Commissioner
- Deputy Commissioner (Regional Operations)
- Deputy Commissioner (Specialist Operations)
- Deputy Chief Executive (Resource Management)
- Executive Director, Office of the Commissioner.

## Senior Executive Conference

The functions of the Senior Executive Conference include:

- determining the key emerging risks and issues likely to impact on delivery of policing services for Queensland
- providing guidance and direction on QPS:
  - medium to long-term planning
  - strategic policy
  - strategic performance
  - strategic priorities
  - service delivery models
- authorising strategic initiatives and/or referring them to other governance committees as appropriate.

Meetings of the Senior Executive Conference are held approximately every three months.

Membership of the Senior Executive Conference consists of the:

- Commissioner
- Deputy Commissioner (Regional Operations)
- Deputy Commissioner (Specialist Operations)
- Deputy Chief Executive (Resource Management)
- all Assistant Commissioners and Executive Directors.



Members of the 2010-11 Senior Executive Conference

## Committees

Several strategic committees aligned to particular governance portfolios support the Senior Executive Conference and the Board of Management.

Strategic Capital and Assets Committee	Chair: Deputy Commissioner (Regional Operations)
<p>The Strategic Capital and Assets Committee assists the Board of Management in ensuring the QPS effectively manages physical assets in line with the <i>Police Service Administration Act 1990</i>, <i>Financial Accountability Act 2009</i> and other legislation.</p> <p>The Committee develops annual plans for consideration by the Board of Management regarding significant asset programs, regularly prepares reports on performance against the annual plans, provides advice to the Senior Executive Conference about the medium to long-term strategic focus and direction of physical assets; and identifies any significant physical asset-related policy, legislative, risk or other issues for referral to other committees as appropriate.</p> <p>Committee meetings are convened on a quarterly basis.</p>	<p>In 2010-11, the Committee achieved the following milestones:</p> <ul style="list-style-type: none"> <li>• established a sub-committee structure designed to assist in the formulation of draft annual plans</li> <li>• developed and approved meeting, reporting and planning schedules for four asset management plans</li> <li>• developed planning processes for the QPS vehicle fleet, major capital works, minor capital works and housing.</li> </ul>

Strategic Workforce Planning Committee	Chair: Deputy Commissioner (Regional Operations)
<p>The Strategic Workforce Planning Committee (SWPC) assists the Board of Management in ensuring optimal alignment of the QPS' human resources and its organisational goals consistent with the <i>Police Service Administration Act 1990</i>, <i>Financial Accountability Act 2009</i> and other legislation.</p> <p>The Committee makes recommendations and determinations concerning resource allocation, management and performance of human resource positions, structures and capabilities.</p> <p>Committee meetings are convened on a quarterly basis.</p>	<p>In 2010-11, the Committee met on two occasions. Key activities included:</p> <ul style="list-style-type: none"> <li>• implementation of approved staff changes across the QPS</li> <li>• strategic HR planning for 2011-12.</li> </ul> <p>The precursor to the SWPC, the Staffing Advisory Committee convened six meetings between January 2010 and March 2011, with an additional staffing matter considered 'out-of-session' in March 2011.</p>

Policy and Legislation Committee	Chair: Deputy Commissioner (Specialist Operations)
<p>The QPS Policy and Legislation Committee is responsible for promoting alignment of policy and legislation with the strategic direction of the QPS.</p> <p>The Committee provides advice and direction on strategic policy and legislation administered by the QPS and any local, State, national or international policy and legislation developments that could impact on the capacity of the organisation to achieve its strategic priorities.</p> <p>Committee meetings are convened every six months.</p>	<p>In 2010-11, the Committee met on two occasions and considered a range of matters including:</p> <ul style="list-style-type: none"> <li>• demand reduction strategies and business optimisation strategies for police attending traffic accidents</li> <li>• options to strengthen responses to improve the identification and registration of marine vessels and to reduce marine theft and boat re-birthing</li> <li>• a scoping paper for a trial of police cautioning of adult offenders</li> <li>• extending the issue of infringement notices to additional simple offences.</li> </ul>

Information Steering Committee	Chair: Deputy Commissioner (Regional Operations)
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The Information Steering Committee assists the Board of Management with the overall governance of QPS ICT resources and activities encompassing QPS ICT resources operations, strategy, architecture and policy, in line with QPS and Whole-of-Government direction (e.g. *Information Standard 2 – ICT Resources Strategic Planning*) and the *Police Service Administration Act 1990*, *Financial Accountability Act 2009* and other legislation.

Committee meetings are convened quarterly or as required.

In 2010-11, the Committee was convened on seven occasions. Key activities included:

- endorsing the QPS ICT Work Plan and priorities in light of budget planning for 2011-12 and the three subsequent years
- monitoring the implementation of projects and other activities against the QPS ICT Work Plan
- resolving policy and architecture issues relating to the management and use of the QPS' ICT resources.

Major Projects Committee	Deputy Commissioner (Regional Operations)
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The Major Projects Committee assists the Board of Management in ensuring the QPS effectively manages major projects in line with the requirements of Queensland Government methodologies, the *Police Service Administration Act 1990*, *Financial Accountability Act 2009*, and other legislation.

The Committee makes recommendations and determinations concerning major project-related resource allocation, management and performance.

Projects (excluding capital works, asset management, technology refresh and business as usual) that meet specific criteria are included in the Major Projects Portfolio.

Committee meetings are convened on a monthly basis with additional meetings held as required.

In 2010-11, the Committee met on 15 occasions. Key activities included:

- assessing and prioritising proposals for potential new major projects requiring funding in 2011-12
- making specific recommendations to the Board of Management about the prioritisation and progression of major projects
- monitoring the progress and performance of approved major projects in terms of budget, schedule, issues and risks
- proactively monitoring and managing major projects' scope, timeframes, expenditures, risks and issues, to achieve the promised benefits.

Strategic Risk Management Committee	Chair: Deputy Chief Executive (Resource Management)
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The Strategic Risk Management Committee ensures that risk management is adopted by the QPS as a robust internal process to coordinate, oversee and model the interrelationships of key risk factors.

In 2010-11, the Committee met on six occasions during which the following issues, amongst others, were considered:

- contingent liability insurance
- psychometric testing
- QPS disaster management arrangements
- business continuity planning
- local policy development
- ethical standards and practices
- use of force
- information security risks and data ownership
- fatigue management.

**Financial Planning and Review Committee**      **Chair: Deputy Chief Executive (Resource Management)**

The Financial Planning and Review Committee assists the Board of Management in ensuring the QPS effectively manages its finances in line with the *Police Service Administration Act 1990*, *Financial Accountability Act 2009* and other legislation.

The Committee makes recommendations and determinations concerning financial resource allocation, planning and performance.

Committee meetings are convened on a monthly basis or as required.

In 2010-11, the Committee met on 15 occasions and:

- reviewed and made recommendations for Board of Management consideration on financial aspects of:
  - annual internal budget allocations
  - budget matters for consideration by Cabinet Budget Review Committee
  - changes to approved allocations resulting from the outcomes of any periodic reviews
  - significant highlights or exceptions to approved allocations
  - critical issues or emerging priorities impacting on the QPS' financial position
  - any other matters deemed to be of relevance by the Committee.
- provided financial management advice on any significant policy, legislative, risk or other issues for referral to other corporate governance committees as appropriate.

A third discrete area of corporate governance concerns conformance to current legislation, policies, procedures and applicable standards. This function is performed by the QPS Audit Committee. The Audit Committee is established in accordance with s35 of the *Financial and Performance Management Standard 2009* and reflects the 'Audit Committee guidelines - improving accountability and performance' published by Queensland Treasury. Those guidelines cover issues of role, conduct and membership. The Audit Committee reports directly to the Commissioner and operates under a separate Charter.

**Audit Committee**      **Chair: Mr G Carpenter, Independent Accountant**

The Audit Committee assists the Commissioner in meeting obligations imposed under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. It reviews internal audit reports and monitors the implementation of audit recommendations, reviews annual financial statements, and liaises between the external auditor and the Commissioner.

In 2010-11, the Committee met on four occasions and conducted the following activities:

- reviewing audit reports and other papers including those related to the production of the annual report
- monitoring the progress of the implementation of audit recommendations
- reviewing the adequacy of the Audit Committee Charter and the Charters of Internal Audit and the Inspectorate and Evaluation Branch
- monitoring the review of the Financial Management Practice Manual
- endorsing the annual financial statements
- reviewing committee activities, performance of committee members and providing feedback to Commissioner.

## Executive management changes

A number of significant executive management changes were made during the year.

Assistant Commissioner Ross Barnett was appointed to the position of Deputy Commissioner (Specialist Operations) and commenced on 4 October 2010.

Deputy Commissioner Ian Stewart was re-assigned from Deputy Commissioner (Specialist Operations) to Deputy Commissioner (Regional Operations) and took up duty on 3 October 2010.

Chief Superintendent Katarina Carroll was appointed as Assistant Commissioner, Far Northern Region and took up duty on 1 November 2010.

Chief Superintendent Mike Condon was appointed as Assistant Commissioner, State Crime Operations Command and took up duty on 11 October 2010.

Chief Superintendent Paul Doyle was appointed as Assistant Commissioner, Ethical Standards Command and took up duty on 25 October 2010.

Chief Superintendent Stephan Gollschewski was appointed as Assistant Commissioner, Southern Region and took up duty on 13 December 2010.

Chief Superintendent Tony Wright was appointed as Assistant Commissioner, responsible for the newly created Education and Training Command and took up duty on 13 December 2010.

Assistant Commissioner Peter Martin was re-assigned from Ethical Standards Command to Metropolitan North Region and took up duty on 25 October 2010.

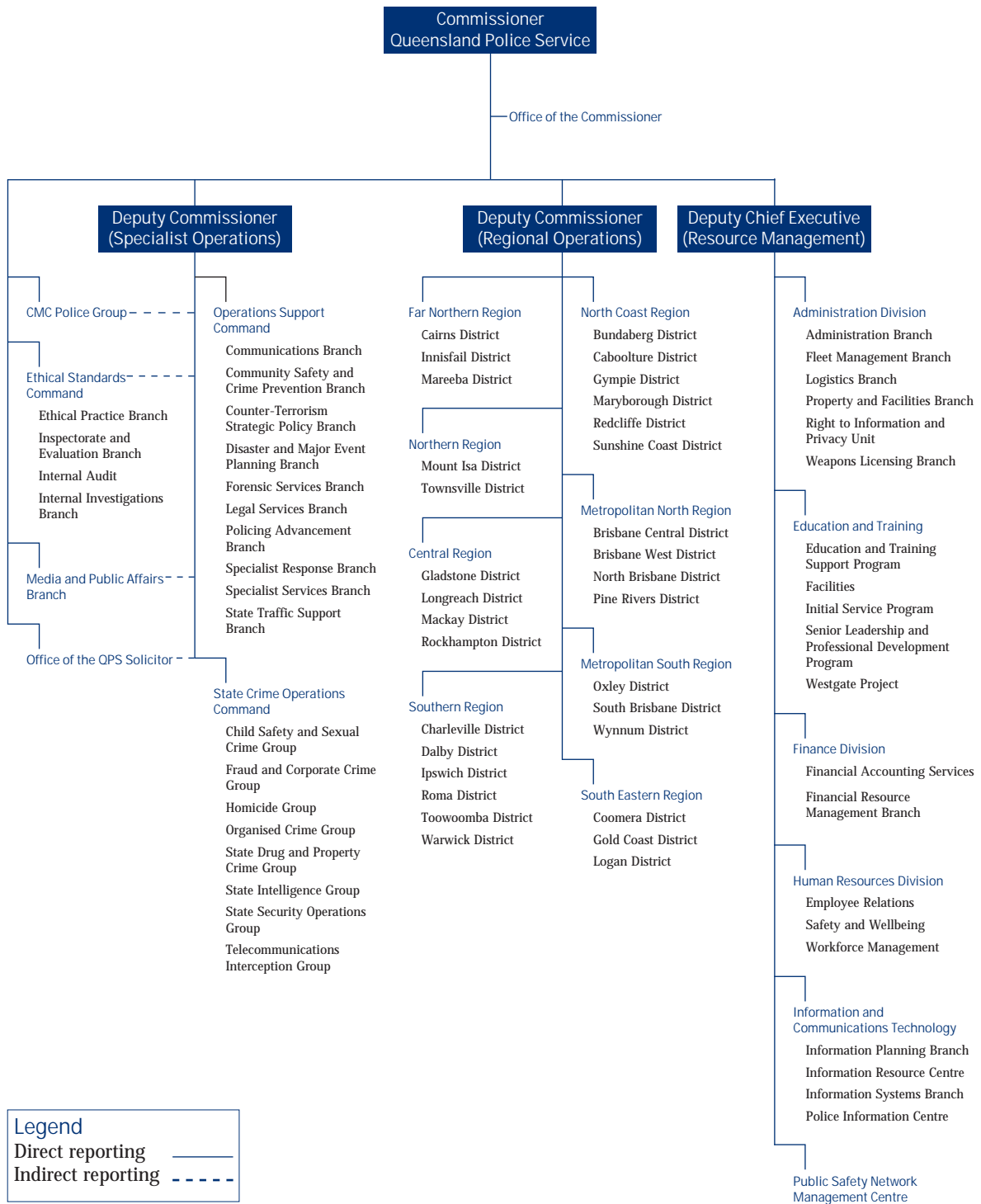
Assistant Commissioner Andrew Henderson was re-assigned from Far Northern Region to the Commissioner's Office and took up duty on 23 October 2010.

Ms Kathy Rynders, former Deputy Commissioner (Regional Operations), retired on 14 January 2011.

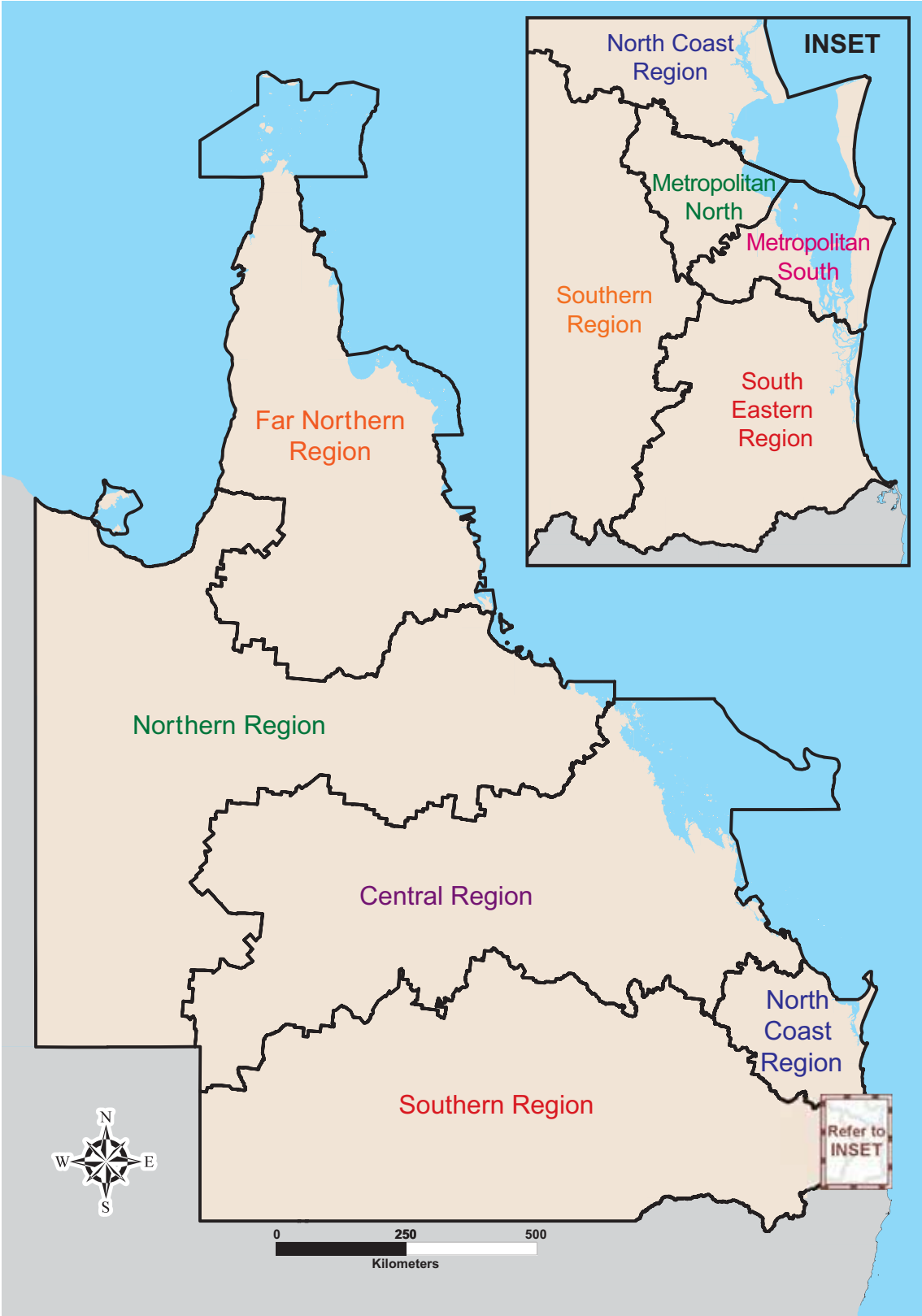
Mr Jim Hardie, former Executive Director, Human Resources Division, retired on 16 March 2011.

The position title of Director was redesignated to Executive Director effective from 28 February 2011 for consistency across Senior Executive Service Officer positions within public service agencies.

# Organisational structure



Our police regions





## Commissioner

Commissioner: Bob Atkinson

The Crime and Misconduct Commission (CMC) Police Group, Ethical Standards Command, Media and Public Affairs Branch, Office of the Commissioner and Office of the QPS Solicitor report to the Commissioner.

With the exception of the Office of the Commissioner, all the areas above maintain an indirect reporting relationship with the Deputy Commissioner (Specialist Operations) for the purpose of routine day-to-day overview and management support.

## Deputy Commissioner (Regional Operations)

Deputy Commissioner: Ian Stewart

The Deputy Commissioner (Regional Operations) is responsible for the provision of policing services across the eight regions state-wide. This involves dealing with everyday and long term strategic issues.

An Assistant Commissioner is responsible for the overall management of each region in a manner consistent with the strategic direction, objectives and policies of the QPS.

## Deputy Commissioner (Specialist Operations)

Deputy Commissioner: Ross Barnett

The Deputy Commissioner (Specialist Operations) is responsible for the provision of specialist police services including State Crime Operations Command and Operations Support Command. The Deputy Commissioner (Specialist Operations) is also responsible for overseeing the Crime and Misconduct (CMC) Police Group, Ethical Standards Command, Media and Public Affairs Branch, and the Office of the QPS Solicitor. Nationally, Deputy Commissioner Barnett is the QPS representative of the Investigation Support Capability Coordination Sub Committee of the National Counter-Terrorism Committee (NCTC).

## Deputy Chief Executive (Resource Management)

Deputy Chief Executive: Paul Brown

Under the Deputy Chief Executive (Resource Management) there are five corporate service functions namely Administration, Education and Training, Finance, Human Resources and Information and Communications Technology. The Public Safety Network Management Centre also reports to the Deputy Chief Executive (Resource Management).



Commissioner  
Bob Atkinson



Deputy Commissioner  
Ian Stewart



Deputy Commissioner  
Ross Barnett



Deputy Chief Executive  
Paul Brown

## Shared services

During 2010-11, the Shared Service Agency provided a range of corporate services to the Queensland Police Service. Some examples of the services provided include payroll processing, accounts payable and mail services. The activities of the Shared Service Agency and CorpTech are reported in the annual report of the Department of Public Works.

## Performance report

The QPS Strategic Plan 2010-2014 outlines the QPS' contribution to the Government's *Toward Q2: Tomorrow's Queensland* vision. In this next section,

we review our progress in 2010-11 in delivering our services to ensure Queensland is a safe and secure place to live, visit and do business.

### Services

Professional standards and ethical practices	Pages 25-31
Personal safety and property security	Pages 33-39
Traffic policing	Pages 41-47
Public order and safety	Pages 49-55
Service delivery support	Pages 57-75



# Service: Professional standards and ethical practices



## Strategic objective

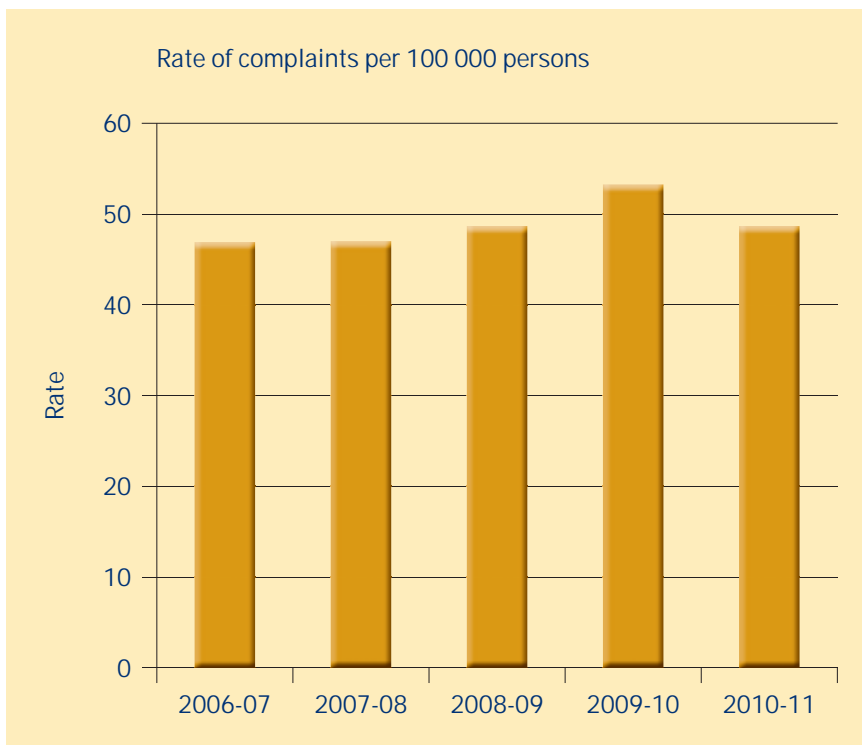
### Enhance community confidence in, and satisfaction with, policing in Queensland.

This section outlines activities undertaken during 2010-11 to promote ethical behaviour, discipline and professional practice to ensure the community have confidence in, and respect for, the Queensland Police Service.

## 2010-11 priorities

Encourage QPS members to behave professionally and ethically at all times.

Recognise and promote the importance of minimising harm to officers, offenders and the community.



The rate of complaints per 100 000 population was 48.5 in 2010-11.

## Key strategic priority—professional and ethical conduct

The QPS is committed to the promotion and maintenance of the highest standard of ethical behaviour.

For the period 1 July 2010 to 31 December 2010 the *QPS Code of Conduct* gave effect to the requirements of the *Public Sector Ethics Act 1994*, by articulating the ethical responsibilities and identifying appropriate workplace conduct for all QPS employees.

Amendments to the *Public Sector Ethics Act 1994* introduced the *Code of Conduct for the Queensland Public Service* across the Queensland public sector on 1 January 2011.

In accordance with the Act, the Queensland Police Service has developed a *Standard of Practice* to supplement the Code of Conduct to address the particular responsibilities and accountabilities placed on members of the QPS.

The Standard will form part of the framework to preserve discipline within the QPS to the extent the new Code of Conduct does not address the unique circumstances of policing. The standard will apply to all employees, (sworn members, staff members, contractors and volunteers) engaged by the QPS.

The Standard will be monitored, reviewed and evaluated by Ethical Standards Command. There is a legislative requirement for the standard to be reviewed after 12 months and a number of current policy initiatives will impact on that review.

The Standard has been included in the Human Resource Management Manual and all QPS personnel are required to complete the Ethics and Ethical Decision-making online training product on an annual basis.

Ethical Standards Command manages the internal complaint system and promotes ethical behaviour and professional practice within the QPS. The work of Ethical Standards Command is supported by a strong partnership with the Crime and Misconduct Commission and Professional Practice Managers in each region and command. The QPS also addresses this commitment to promoting ethical behaviour through training and education programs.

## Complaints management

One of the functions of the Ethical Standards Command is to manage the internal complaint system within the QPS. The monitoring of complaints against members of the QPS is done in partnership with the Crime and Misconduct Commission.

In 2010-11, the QPS received 2 208 complaints using the national standard for counting complaints. In past annual reports the definition of 'complaints' used by the QPS is much broader than the definition used in the nationally comparative *Report on Government Services*. However, as a matter of good practice the QPS records complaints made against all employees (both staff members and police officers) either on or off duty. This definition is used for internal complaint reporting.

The number of complaints reported needs to be seen in context. The QPS records over 5 million interactions with the public each year. This means that only one in approximately every 2 200 of our interactions with the public result in a complaint about police conduct.

The QPS constantly monitors the number and nature of complaints received, and reviews and examines all aspects of reported complaints to identify the primary contributing factors. Every complaint is taken seriously, and every complaint is investigated.

In March this year, the Premier appointed a panel of independent experts to conduct a review into the Queensland Police complaints, discipline and misconduct system and to provide a report to Government with advice on a model system.

The *Simple Effective Transparent Strong Report* was tabled in Parliament on 24 March 2011 and recommended wide reaching changes.

The report builds on the work done for the CMC review and contains 57 recommendations for change to the QPS discipline system.

The report is currently being considered by Government.

## Internal Witness Support Program

The Internal Witness Support Program is integral in promoting a climate where employees are prepared to report the suspected inappropriate behaviour of their peers. Under the *Police Service Administration Act 1990*, members have a mandatory obligation to report matters of suspected misconduct or breaches of discipline.

During 2010-11, the Internal Witness Support Unit contacted 736 QPS personnel about internal witness issues. During the year 95 members were placed on the Witness Support Program.

### Corruption prevention

The QPS takes a 'zero tolerance' stance against corruption and unethical practice and is committed to providing policing services to the community based on honesty, integrity, fairness, equity, professionalism and accountability.

To assist members of the organisation in managing ethical behaviour and appropriate decision making, the QPS has a *Corruption Prevention Plan 2009-2013* which identifies four foundation pillars (themes):

1. the QPS corporate governance framework for corruption prevention
2. a strategic framework to ensure that the QPS remains a corruption resistant organisation
3. individual commitment: 'integrity is everyone's business'
4. education and ethical awareness.

### Public interest disclosures

With the repeal of the *Whistleblowers Protection Act 1994* and the introduction of the *Public Interest Disclosure Act 2010* on 1 January 2011, the way in which public interest disclosures are to be publicly reported has changed. From 1 January 2011 agencies are no longer required to report public interest disclosures in annual reports.

Under the *Whistleblowers' Protection Act 1994*, for the period 1 July 2010 to 31 December 2010, 35 public interest disclosures were received by the QPS.

### Audit Committee

The QPS Audit Committee assists the Commissioner in the review of the internal audit function and annual financial statements. During the year, the Audit Committee has observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

Membership of the Audit Committee at 30 June 2011 included:

- Mr G Carpenter, Consultant (Chair)
- Assistant Commissioner, Ethical Standards Command
- Assistant Commissioner, Metropolitan South Region
- Executive Director, Administration Division.

Activities of the Audit Committee in the financial period 2010-11 are detailed on page 19.

### Audits, inspections and reviews

Internal Audit is an independent function established within the QPS to assist the Commissioner discharge his responsibilities under the *Financial Accountability Act 2009*. Internal Audit has due regard to Queensland Treasury's *Audit Committee Guidelines*.

The Internal Audit function was performed in accordance with the provisions of the Internal Audit and Inspectorate and Evaluation Branch Charter (October 2009), which was approved by the Audit Committee and the Commissioner.

Plans for each inspection/audit are submitted to the Assistant Commissioner, Ethical Standards Command, for approval prior to each inspection/audit.

In 2010-11, Internal Audit continued with its reviews of organisational activities supporting service delivery, making recommendations for improvement in the areas of corporate governance, including the management of physical, intellectual, financial and human resources.

The Inspectorate and Evaluation Branch of Ethical Standards Command, works with Internal Audit, and also conducts inspections and evaluations of a range of operational functions, duties and establishments. These complement the activities undertaken by Internal Audit. During 2010-11, the Inspectorate and Evaluation Branch conducted ten district/establishment audits and a range of inspections focussing on issues of Service-wide significance including work on police communication centres, Gold Coast and Coomera District Property Offices and search warrants.

Other major reviews/evaluations were conducted on:

- Removal of prisoners from correctional facilities
- Management of conducted energy weapons and oleoresin capsicum spray
- Station/Establishment issued firearms records.

### Strategic Risk Management Committee

The QPS Strategic Risk Management Committee ensures that risk management is adopted by the QPS as a robust internal process to coordinate, oversee and model the interrelationships of key risk factors.

The Deputy Chief Executive (Resource Management) is the Chair of the Committee. The Committee consists of:

- Assistant Commissioner, Ethical Standards Command (Deputy Chair)
- Command Assistant Commissioner (24 month rotation)
- Regional Assistant Commissioner (24 month rotation)
- Corporate Services Executive Director/Assistant Commissioner (24 month rotation)
- QPS Solicitor
- Risk Management Coordinator, Ethical Standards Command.

Activities of the committee are included on page 18.

## Risk management

Risk management plans are a readily available resource for members to establish strategies, minimise foreseeable risk and identify opportunities. They enable managers and members to rapidly respond to a changing policing environment by actioning behaviour intended to reduce identified risk without the need for creating extensive written records.

As part of the QPS' commitment to best practice in risk management, key activities conducted during the year included:

- over the horizon scanning to ensure future and emerging risks are identified and treated in a timely manner
- the application of appropriate contemporary corporate governance practices to continuous improvement through the principles of Risk Management ISO 31000.

## External scrutiny

### Review of service delivery and performance management

Between March and June 2008, the Service Delivery and Performance Commission (SDPC) conducted a review of performance and services delivered by the QPS.

The review identified a number of opportunities for improvement and made 54 recommendations across the following broad areas:

- demand measurement and analysis
- strategic planning
- analysis and management of trends in ethical slippage
- human resource management
- information and communications technology management and planning
- policy analysis and development.

As at 30 June 2011, 48 of the 54 recommendations (89%) had been implemented by the QPS.

Achievements during 2010-11 included:

- the continued review and updating of the QPS Human Resource Management Manual
- the development of tools to assist police districts with resource planning
- a review of and improvements to QPS evaluation processes
- the continued review of the QPS suite of position descriptions to ensure they accurately describe roles and responsibilities
- the consolidation of the QPS Corporate Governance Boards.

### Police disciplinary system

In December 2010, the CMC produced '*Setting the Standard*' – a report which reviewed the current processes for the management of police discipline and misconduct matters. This report put forward 11 recommendations for a better, faster and fairer police disciplinary system. Recommendation 3 suggested that further work be undertaken to overhaul the current model by which the QPS and CMC manage police complaints and disciplinary processes.

This resulted in an independent panel being established to undertake the body of work. The Review Panel report ('*Simple, Effective, Transparent, Strong*') was released in May 2011. It builds on the work done for the CMC review and contains 57 recommendations for change to the QPS discipline system.

The complaint model proposed by the Independent Review focused significantly on the resolution of complaint matters through remedial intervention and the application of restorative justice principles (i.e. apology or acknowledgement).

The recommendations contained within the Independent Review report and CMC '*Setting the Standard*' are currently being considered by Government.

## Police pursuits

On 31 March 2010, the State Coroner delivered his findings into the QPS Safe Driving (Police Pursuits) Policy, which included 13 recommendations. In response, the QPS announced it would support all of the recommendations contained in the State Coroner's report by implementing an even more restrictive QPS police pursuits policy and associated training by the end of 2011.

The QPS immediately implemented two recommendations by reinforcing existing policy and implementing additional training for Police Communications Centre Pursuit Controllers and continuing to investigate new technologies that can be applied as an alternative to pursuits. Examples of these new technologies include the use of in-car cameras and GPS tracking devices.

The revised policy will be communicated through a state-wide training program to be delivered between July and December 2011. This will involve over 10 300 officers being provided a full day's training. This is a significant commitment of resources (over 82 000 hours of police time) which the QPS sees as an investment in public safety.

In 2010-11, there were 302 pursuits. Over the trial period for the current policy (2008 – present), the average number of pursuits has decreased 48 percent when compared to the previous seven-year average (2000 – 2007).

## Operation Tesco

The Crime and Misconduct Commission (CMC) has conducted Operation Tesco, an investigation into police misconduct and associated ethical issues.

In August 2010, the Commissioner of Police outlined 31 initiatives in response to the issues identified during the investigation.

18 initiatives were successfully completed by the required deadline of 31 December 2010. A number of these will require on-going evaluation during 2011.

A further 13 initiatives are required to be completed by 31 December 2011.

## Review of legislation

During 2010-11, the QPS progressed a range of legislative amendments.

The review of the Police *Powers and Responsibilities Act 2000* continued in 2011, with a draft Bill released for public consultation between 21 March 2011 and 6 May 2011. The *Police Powers and*

*Responsibilities Act 2000* is a significant piece of legislation that details the powers of police officers and provides safeguards for the exercise of those powers. The purpose of the review is to ensure the legislation keeps pace with developments in society and provides police with appropriate powers while safeguarding the rights of the community.

Key areas of proposed change include:

- the introduction of a power to search minors and their property where a police officer reasonably suspects they are in possession of alcohol
- allowing analysis of DNA samples to take place at an accredited forensic laboratory that is not a government laboratory
- ensuring community service orders imposed as an alternative to vehicle impoundments are enforceable
- an expansion of the circumstances in which a disease test order can be obtained
- an expansion of the time frame over which noise abatement directions can be given.

The *Prostitution and Other Acts Amendment Bill 2010* amended the *Prostitution Act 1999* to create a framework to regulate the manner in which social escort services can advertise for business and amended the Criminal Code to create new offences for carrying on the business of enabling illegal prostitution.

A review of the *Weapons Act 1990* has been underway since early 2008. In May 2010 the review was separated into two stages. Stage one culminated in a Bill being introduced into Parliament in the May 2011 sittings, with amendments including:

- increased penalties for behavioural offences
- regulation of possession of hand-held, battery-operated lasers
- a requirement for weapons licence applicants to complete an approved firearms safety course
- expansion of the current definition of bladed weapons in line with a national approach
- tighter regulation of rifles designed to use high capacity magazines
- clarifying that a person may possess a knife in a public place for genuine religious reasons
- removing the requirements for RSLs to licence and register permanently deactivated public monuments.

Stage two will focus on the more contentious policy issues, such as the regulation of imitation weapons, which attracted substantial community debate last year.

New child sex offender laws were passed by State Parliament in April 2011. The *Child Protection (Offender Reporting) Amendment Bill 2010* amended the *Child Protection (Offender Reporting) Act 2004*, and will result in stricter reporting requirements and tougher penalties for offenders who fail to comply with their reporting obligations. The new laws expand the list of matters offenders now need to report to police and the range of offences that require automatic listing on the Child Sex Offender Register. The Bill was to commence by proclamation on 1 July 2011.

## Training and professional development

The Queensland Police Service has an extensive training program available to its employees through the Education and Training Command.

QPS training is organised into three major programs:

**Initial Service Program** - Major training programs include the Police Recruit Operational Vocational Education (PROVE) Program, First Year Constable Program, Policing Skills Program, Operational Skills and Tactics Program and Driver Training Unit.

**Senior Leadership and Professional Development Program** - The QPS Senior Leadership Development Model provides a framework for the development of senior leaders in the organisation, both police and staff members. Major areas of the program include the Executive Development Unit, Leadership Development Unit, Supervisor Development Unit, Incident Command Development Unit, Investigations and Intelligence Training Unit, and the Staff Member Training and Development Unit. Senior Leadership and Professional Development Program products are delivered through internal and external courses and on-line packages.

**Education and Training Support Program** - This program includes the Curriculum Development and Review Unit, Project Coordination Unit and the Flexible Learning and Support Unit. The role of the program is to provide leadership, support and advice for the full range of education and training initiatives within the QPS.

## Ethical conduct and integrity training

Discipline and ethical awareness training has been provided on a state-wide basis. This proactive education and training emphasises self-regulation and ethical decision-making. During the year 131 courses and sessions were delivered to 2 328 participants.

Ethical awareness sessions were included in the Staff Members Induction Course, Police Liaison Officers Induction Course, Queensland Police Union of Employees Branch Officials Course, the Liquor Licensing Train the Trainer Course and the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Course.

In addition, during recruit training, ethics, integrity and the associated decision making framework is integrated throughout the curriculum.

## Ethics themed leadership conference

Ethical Standards Command, in partnership with the Leadership Development Unit, presented an Executive Leadership Conference, *Ethical Leadership: Leading ethically and managing professionally*, in November 2010. Approximately 100 participants representing 17 overseas, national and state government agencies attended.

## Minimising harm

The Queensland Police Service promotes both proactive and reactive measures to support officer and community safety.

Training is one of the most important means the QPS utilises to support officer safety. This includes a range of training modules for recruits and First Year Constables and skills training for sworn police officers. Training includes a focus on threat (risk) assessments, arrest and control techniques, negotiation skills and dealing with emergencies. In addition, a comprehensive suite of services supporting employee physical and mental health are available to all QPS employees.

**More on page 63**



## Key future initiatives

### Enhancing the discipline and misconduct system

The QPS will begin a staged implementation of supported recommendations arising from the CMC report *Setting the Standard* and the independent review of the Queensland Police complaints, discipline and misconduct system to provide a simpler, more effective police discipline system and to improve public confidence in police misconduct investigations.

### Declarable associations

Inappropriate associations between police and certain members of the community have been identified as a possible risk factor for the QPS and its members.

The QPS has developed a draft policy titled 'Declarable Associations' which will be trialled for six months.

### Gratuities Policy

In response to the CMC Operation Tesco, the QPS will progress implementation of a gratuities policy which will provide direction to members on soliciting and accepting gratuities.

## National Police Remembrance Day

On September 29, a number of ceremonies were held throughout Queensland for National Police Remembrance Day. For us it is the most important day of the year, where we honour the memory of our colleagues who have made the ultimate sacrifice and lost their lives in the line of duty.

In Brisbane, members of the QPS and Australian Federal Police participated in a commemorative march from Police Headquarters to St Stephen's Cathedral where a memorial service was held. The service was well attended by colleagues, family and friends. The day was preceded by the candlelight vigil at the Police Wall of Remembrance in George Street.

Candlelight vigils, marches and memorial services are held throughout the State.



# Service: Personal safety / property security



## Strategic objective

Reduce the incidence and impact of crime and road trauma in Queensland.

## 2010-11 priorities

Reduce major and organised crime including serious drug crime, youth and other gang related violence.

This section focuses on policing activities to protect personal safety and property security as well as preventing and detecting related offences.



## Key strategic priority—major and organised crime

The Queensland Police Service has continued to target offences involving personal safety. Over the last 10 years, the rate of personal offences per 100 000 people has decreased by 25%.

### Child protection

Through Task Force Argos, the QPS has maintained its position nationally as the lead law enforcement agency in the investigation of the sexual abuse and exploitation of children.

During 2010-11, Task Force Argos detectives identified and prosecuted 87 offenders on 310 charges including procuring and grooming children via the Internet, making and distributing child exploitation material, and the sexual assault of children. Thirty-two children were identified and removed from harm. The task force also self-generated and referred a further 138 international and interstate targets to partner law enforcement agencies. During this same period, detectives also seized over 466 750 child exploitation images and 600 hours of child exploitation video.

In January 2011, Task Force Argos was named the winner of the annual International Law Enforcement Cybercrime Award 2011 (Gold award) by the Society for the Policing of Cyberspace (POLCYB), a Canadian-based organisation committed to enhancing partnerships in order to prevent and combat crimes in cyberspace.

Task Force Argos continued to identify, initiate and maintain products that educate the community and reduce the risk posed to children by the Internet and related technologies.

Some of the ongoing Argos generated Internet safety initiatives include the 'Who's chatting to your kids?' and the 'Surf Safely' campaigns. Web pages on these initiatives can be viewed at: [www.police.qld.gov.au/programs/personalSafety/](http://www.police.qld.gov.au/programs/personalSafety/).

### Child Protection Offender Registry

The Child Protection Offender Registry in State Crime Operations Command manages the Queensland Child Protection Register and provides specialist investigative resources. Under the *Child Protection (Offender Reporting) Act 2004* (CPOR), offenders who have committed serious offences against children are required to register their personal details and whereabouts with police.

As at 30 June 2011, Queensland's Register contained the details of 3 813 offenders.

The Queensland Police Service's role is to ensure offenders comply with their reporting obligations under the Act. Compliance monitoring is undertaken at a district police level, with reportable offenders reporting to specified local officers.

New child sex offender laws passed by State Parliament in April will result in stricter reporting requirements and tougher penalties for offenders who fail to comply with their reporting obligations. The new laws expand the list of matters offenders now need to report to police and the range of offences that require automatic listing on the Child Sex Offender Register. The new laws were enacted on 1 July 2011.

### The Australian National Victim Image Library

In July 2010, the Ministerial Council for Police and Emergency Management – Police, approved the nation-wide implementation of the Australian National Victim Image Library (ANVIL), a project being led by the QPS Child Safety and Sexual Crime Group in conjunction with the Australian Federal Police and CrimTrac.

ANVIL utilises a Microsoft product, the Child Exploitation Tracking System (CETS), to effectively manage child exploitation material investigations.

The database assists police to identify child victims and has automated and significantly optimised the process of reviewing images of children who are being sexually abused.

Stage one of the ANVIL implementation, central deployment of the CETS application within CrimTrac, has been completed, with the stage two business case currently being prepared. Stage two will provide jurisdictional network connectivity to the national database. It is anticipated that stage two will be completed during 2012.

### Child safety reforms

The QPS, in conjunction with the Department of Communities, Queensland Health and the Department of Education and Training, implemented and completed a staged rollout of a revised Suspected Child Abuse and Neglect (SCAN) Team System. The purpose of the SCAN Team System is to enable a coordinated, multi-agency response to children where statutory intervention is required to assess and meet their protection needs.

Training of all QPS SCAN team representatives was achieved through the delivery of joint agency information sessions, release of a new manual, and the development of a range of training and education resources.

## Youth suicide prevention

'Youth suicide contagion', or 'imitative suicide', is a growing trend of concern within the Queensland community. In 2010, the QPS implemented the 'Impacted Children' initiative, led by the Child Safety and Sexual Crime Group in collaboration with the Commission for Children and Young People and Child Guardian and a range of government and non-government health, education and community services stakeholder agencies. Its aim is to provide a structured coordination framework for information exchange, in order to identify and respond to children and young people at risk of suicide due to contagion at a local, community-based level.

The initiative was implemented in the regional communities of Mackay and Toowoomba.

The 'Impacted Children' initiative was evaluated by the Australian Institute for Suicide Research and Prevention, which confirmed the need for education, awareness and timely information exchange to combat the issue of contagion, in the context of a transferable model of coordinated, multi-disciplinary good practice in local service delivery. In particular, the evaluation highlighted the importance of proactive professional networks and their role in addressing the goals of prevention and postvention within the local community context.

The contribution of the project to enhancing community partnerships and collaboration was recognised by being awarded a Certificate of Commendation in the Problem-Oriented and Partnership Policing category of the 2011 QPS Awards for Excellence.

## Child Protection Week

Child Protection Week 2010 was held from 5-12 September 2010. This annual event is designed to increase public recognition of the importance of child protection and to improve community awareness that child protection is everyone's business.

All regional police supported Child Protection Week through participation in local events throughout the State.

## Adopt a Cop Program

Adopt-a-Cops perform an important role in building better relationships between police officers and school students. Based predominately in primary schools, Adopt-a-Cops are police officers who volunteer their time to help children gain a better understanding about the role of police within the community. By being a familiar face in schools, children may feel more confident to seek help from them. Adopt-a-Cops also educate school children about the law and deliver talks about topics on personal safety, bullying and road safety.

An annual awards program has been established to recognise the good work performed by QPS Adopt-a-Cops. A police dog Cluedo and police horse Connie have been adopted as the Adopt-a-Cop Program mascots. A naming competition held in early 2011 resulted in the selected names. A range of educational resources featuring the mascots have been produced for distribution by Adopt-a-Cops.

There are currently 853 Adopt-a-Cops performing duties in over 1 050 primary and secondary schools, and to a lesser extent, in early childhood centres, special schools, retirement villages and community groups.

In addition to Adopt-a-Cops there are 35 **School Based Police Officer** positions in 47 Queensland state secondary schools.

## Investigation of missing people

The Missing Persons Unit (MPU) continued to overview and provide assistance to almost 6 000 missing persons cases reported in Queensland this year. The MPU is also responsible for providing assistance to interstate and international requests for assistance as well as providing assistance where appropriate to external agencies. For 2010-11, the recovery rate for missing persons in Queensland remains in excess of 99%.

The MPU this year entered into a partnership with reverse charge call provider 1800 Reverse. The aim of the partnership is to encourage missing people, in particular youth, to make contact with family and friends.

## Case Management Unit

In June 2010, the State Crime Operations Command established the Case Management Unit (CMU) within the Homicide Group. The prime purpose of the CMU is to provide expert policing consultancy and support in relation to the use of Information and Communications Technology in the management of major criminal investigations.

The major focus for the CMU in its first year was the continued support of major investigations by providing instruction and advice in the use of the Investigation Management and Control (IMAC) system for both task and information management during Major Incident Room operations.

In February 2011, the CMU embarked on a pilot to establish protocols for the digitisation of cold case homicide files and their eventual loading into IMAC. The CMU has worked closely with the Cold Case Unit, as part of Operation Resolution, to identify and eventually digitise each of the 140 plus cold case investigations.

## Domestic violence

The QPS established a permanent Domestic and Family Violence Unit in September 2009 following a two year trial.

As part of the QPS' continuing commitment to addressing domestic violence in the community, there are now 25 full-time substantive and seven non-substantive District Domestic Violence Liaison Officer (DVLO) positions established in police districts throughout Queensland.

Under the Queensland Government *For our sons and daughters Strategy to Reduce Domestic and Family Violence 2009 – 2014*, the QPS is continuing its involvement in a number of individual and joint initiatives relevant to the achievement of the yearly program of action.

These initiatives include:

- involvement in various strategies to reduce domestic and family violence in Indigenous communities using collaborative approaches both within the QPS and other government stakeholders
- testing of an integrated response model in Rockhampton, which aims to reduce the risk of ongoing harm through integrating human service and justice systems for victims of domestic and family violence
- commencement of a project to develop and implement a risk assessment framework. This framework will aid first response officers to best identify those in need of protection at domestic and family violence incidents.

The QPS is also:

- commencing a project to examine under-reporting of domestic and family violence within culturally and linguistically diverse communities (in particular migrant and refugee women)
- continuing consultation in regard to a national process of registering all domestic violence orders taken out in each jurisdiction
- developing effective benchmarks to ensure the policing of domestic and family violence is appropriately measured and evaluated by the Operational Performance Review process.

## Improvements in DNA analysis

The DNA Improvement Strategy is a joint initiative of the Queensland Police Service Forensic Services Branch and Queensland Health Forensic and Scientific Services. It is aimed at reducing DNA analysis turnaround times.

The DNA Improvement Strategy was the winner of the 2010 IPAA (Queensland Division) award for excellence in public administration at the state level. It went on to win a Silver Award at the 2010 IPAA Prime Minister's Awards for Excellence in Public Sector Management.

Prior to the initiative, prioritised DNA samples took 13 to 16 weeks to be analysed. This delay gave opportunity for offenders to commit further crimes and harm more victims.

As a result of the initiative, most samples are now analysed within two to three weeks. Police are now able to use DNA results to direct investigations. The DNA Improvement Strategy has created a safer community by preventing crime through rapid identification of offenders.

## Working with the community

### Crime Stoppers

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland Limited, has continued to receive information from the public on a range of crimes and criminal related activity with information leading to the arrest of suspects. Since commencing operation in 1989, Crime Stoppers Queensland has collected over 138 000 pieces of information from members of the public. This has resulted in:

- 20 943 people being apprehended
- more than 54 800 charges being laid
- 21 murders being solved
- 19 attempted murders being solved
- more than \$581 million worth of drugs being confiscated
- \$2.9 million in proceeds of crime being seized
- more than \$9.9 million worth of stolen property being recovered.

## Fighting organised crime

### Telecommunications interceptions

During 2010-11, the QPS established its own independent telecommunications interception (TI) capability, including the procurement of a contemporary TI system and establishing a permanent Telecommunications Interception Group of 45 staff. This milestone has significantly enhanced the organisation's capability to support the investigation of serious, major and organised crime throughout the State.

TI is a dynamic investigative tool which is very useful in the investigation of major and serious crime investigations. It has been successfully utilised in the investigation of murders, including historic

cold case homicides; drug trafficking; high volume property crime; complex fraud; serious assaults including grievous bodily harm; offences committed upon young children, and other major crime categories.

The use of TI has also been very effective in enhancing operational intelligence and identifying opportunities to aggressively pursue the proceeds of crime accumulated by criminal targets.

#### Targeting outlaw motor cycle gangs

Outlaw motor cycle gangs (OMCGs) are an ongoing investigative and intelligence priority for the QPS. This is based on their known involvement in criminal activity and propensity for violence. OMCG Task Force Hydra was established in 2006 to direct QPS strategies aimed at disrupting and dismantling OMCGs in Queensland.

Since then, Task Force Hydra has worked in cooperation with regions, interstate jurisdictions, the Crime and Misconduct Commission and the Australian Crime Commission in targeting organised criminal activity associated with OMCGs.

During the 2010-11 year, 205 people were arrested on 432 charges, which included serious drug and property related offences as well as crimes of violence.

As a result of Operation Hotel Barrow, drugs with an estimated street value in excess of \$1.8 million were seized, five persons were charged with serious drug related offences including trafficking and are presently before the courts, and some \$14 million in assets were restrained.

In July 2010, a cache of 39 firearms including semi automatic weapons and hand guns were forfeited to the crown. These firearms were seized from industrial premises in a targeted activity against members of an OMCG in late 2009. The occupant of the premises was sentenced to a term of 18 months imprisonment.

Task Force Hydra also works collaboratively with regional police to target high profile OMCG activities such as bike runs, poker runs and bike shows.

The new *Criminal Organisation Act* allows the QPS to have an organisation declared as criminal, obtain control orders against the members of the organisation and prevent further recruitment to the organisation.

Other powers will improve public safety by preventing organisations or their members attending certain events and enabling the removal of fortifications from premises.

This new legislation offers the opportunity to further disrupt the activities of organised crime syndicates.

#### Fraud and corporate crime

The QPS has continued its proactive approach to fraud prevention and transnational crime. Project Synergy, an initiative of the Fraud and Corporate Crime Group, is aimed at increasing public awareness and building the capacity of Queensland Government agencies and industry groups to combat fraud.

Under this initiative, the QPS hosted the *2010 National Identity Crime Symposium* which focused on identity crime and hi tech crime, reported as the fastest growing crime types globally. With the theme of *Identity Crime in a Hi Tech World*, the symposium attracted over 100 delegates from Australian and international law enforcement agencies and industry groups. Presentations and discussions included ATM card and EFTPOS skimming, managing your identity in a cyber world, social networking, fraud prevention for children, and identity theft and identity restoration.

An Identity Crime Forum, led by the Fraud and Corporate Crime Group's Identity Crime Unit, was reinstated to assist in information sharing and to combat future offences after a significant increase in identify theft offences involving a number of important stakeholders including Queensland Transport, Department of Births Deaths and Marriages, Department of Foreign Affairs and Trade and Department of Immigration.

Operation Ice Hailstone concluded in November 2010 and involved a joint QPS and New South Wales Police investigation into two Australian citizens linked to importing skimming devices for use in local businesses in Queensland and New South Wales. A third person, a foreign national, was arrested shortly after entering the country in possession of skimming equipment. A total of six devices were seized, three offenders were arrested and one foreign national was deported.

#### Combating drugs

The QPS commits significant resources and effort to targeting those criminals involved in the production, manufacture, trafficking and distribution of dangerous drugs. This involves a range of strategies, from investigation to diversion and education.

A number of significant operations have been undertaken by the State Drug Investigation Unit in 2010-11. For example:

- Operation Hotel Landsman resulted in 25 people being charged with 81 offences including 16 people with trafficking offences.
- Operation Hotel Enzyme led to the arrest of 5 people and seizure of 2.5 tonnes of chemicals.

- In another operation of significance, codenamed Operation Ice Electron, 49 people were charged with 168 offences including 19 offences of trafficking dangerous drugs. During the course of these operations, drugs to the value of over \$2.3 million and \$3.3 million in property and assets were seized and/or restrained.

A total of 290 clandestine illicit drug laboratories were located and seized by police in 2010-11 as a result of proactive investigative strategies targeting illicit drug production throughout Queensland.

### Initiatives

Initiatives being undertaken to fight the illegal production of drugs have included:

- Project Stop, which has enabled pharmacists to assist the police by recording the details of people purchasing pseudoephedrine (a key ingredient used in the manufacture of the illicit drug methylamphetamine). In 2010-11, information gleaned from the Project Stop database led to the inception of 190 investigations.
- Project RX, a National Drug Strategy Law Enforcement Funding Committee project. This project informs QPS activities targeting prescription drug misuse and the diversion of these drugs back to the illicit black market in Queensland.
- Restriction on the importation of pill or tablet presses into Australia. A licensing system for lawful possession of these presses was introduced in 2010. As part of the process, state police now carry out background criminal history and intelligence information checks on those seeking to import the presses.
- Continued education and liaison with industry and other external agencies such as the Real Estate Institute of Queensland, resulting in increased illicit laboratory awareness and intelligence gathering.

The QPS Dog Squad has proven to be effective in detecting amphetamines, cocaine, heroin and other powder drugs.

During this financial year, the drug dog teams have attended 597 warrant executions. Dangerous drugs or associated paraphernalia have been located in 283 instances. A total of 16 547 persons have been searched in passive deployments. Dangerous drugs or associated paraphernalia have been located in 206 instances.

As a direct result of information from Crime Stoppers between 1 July 2010 and 30 June 2011 drugs worth more than \$6.35 million were seized; and prosecutions were conducted on 2 673 drug related charges.

Random Roadside Drug testing is another area where the QPS has made inroads in the fight

against drugs. Since inception in December 2007 up to 30 June 2011, 58 424 roadside saliva tests have been conducted, resulting in 1 289 drivers testing positive for a relevant drug (i.e. cannabis, methylamphetamine and/or MDMA) with a detection rate of approximately 2.2%.

Education and prevention also play a key role in combating drugs. The QPS is involved in a number of innovative whole-of-Government programs which attempt to address the underlying cause of offending including substance misuse.

The Drug Court, Queensland Magistrates Early Referral into Treatment Program (QMERIT), Illicit Drug Court Diversion Program and Police Diversion Program all specifically target offenders who misuse dangerous drugs.

Since the commencement of Drug Courts in 2000, 1 538 offenders have been subject to an Intensive Drug Rehabilitation Order (IDRO). Since its inception in 2006, 764 offenders have participated in QMERIT. The Illicit Drug Court Diversion Program has diverted 28 062 offenders since being introduced in 2003.

The Police Diversion Program, which permits a police officer to refer a person for a minor drug offence to a drug assessment and education program, has referred 71 949 offenders for assessment between 24 June 2001 and 30 June 2011, of whom 27 555 have been connected with services under this program.

In addition, there are 35 dedicated School Based Police Officer positions and 853 Adopt-A-Cop volunteer police officers throughout the State that take every opportunity to raise awareness about the danger of drugs.

### Marine crime

Project NEMO commenced in December 2010 to enhance the QPS' capacity to investigate marine crime and recover stolen vessels.

NEMO is a multi-faceted approach to the investigation and identification of emerging marine crime trends which provides specialist support to regional police.

Since December 2010, the QPS' Organised Crime Group has had some great successes in the investigation of marine crime. Whilst prosecutions are ongoing, eight stolen and 're-birthed' vessels with a total value of in excess of \$160 000 have been recovered.

Between 27 February and 1 March 2011, the QPS hosted a National Marine Crime Conference. Delegates representing New Zealand and national law enforcement agencies, and federal and state government departments attended the conference.



With a theme of Drop Anchor on Marine Crime, the conference addressed issues such as vessel identification, emerging trends in vessel re-birthing and insurance fraud.

## Crime prevention

### Review of Crime Prevention Strategy

In response to recommendations contained in the CMC Restoring Order Report, the QPS agreed to undertake a review of the Queensland Crime Prevention Strategy by 31 December 2010.

The review considered the 1999 Queensland Crime Prevention Strategy and its alignment with current accepted good crime prevention practice and the policy frameworks of the Queensland Government.

Options for the future of the 1999 Queensland Crime Prevention Strategy are currently being considered.

### Crime Prevention in Indigenous Communities

The QPS delivers a wide range of crime prevention initiatives in Indigenous communities in partnership with the community and other agencies.

The Indigenous Policing Reference Group (IPRG) is developing an action plan to strengthen crime prevention and policing in Indigenous Communities.

The QPS is also working in partnership with Aboriginal and Torres Strait Islander Services and other government departments to promote the implementation of Community Safety Planning to better coordinate community safety and crime prevention initiatives at a local level.

Community Safety Plans are one way in which individual communities and the State Government are working together to address local issues and improve community safety.

Three communities have commenced development of community safety plans: Mornington Island, Doomadgee and Hope Vale.

### Crime victimisation

The Crime Victims' Survey 2010 was conducted by the Office of the Government Statistician within the Office of Economic and Statistical Research on behalf of the QPS, between 20 September 2010 and 17 December 2010.

#### Key state-wide findings:

73.6% of victims of personal and property offences in Queensland were satisfied or very satisfied with the service provided by the police. Another 11.5% of victims were neither satisfied nor dissatisfied.

- The percentage of victims who were satisfied with the police response time was 82.6%.

- Survey respondents were asked to rate the level of concern/ helpfulness/ respect/ professional conduct shown by police. The following is the 2010 breakdown:

Crime Victims' Survey 2010		
How crime victims rated aspects of the service provided to them by Queensland police		
	Good/Very Good	Poor/Very Poor
Level of concern	73.6%	11.5%
Helpfulness	73.3%	12.9%
Respect	83.3%	6.6%
Professional conduct	84.5%	6.4%

The full report can be viewed at <http://www.police.qld.gov.au/programs/cvs/>

## Key future initiatives

### Symposiums

The Fraud and Corporate Crime Group will be hosting a number of national and international symposiums:

- National Seniors Fraud Protection Symposium in Brisbane on 30-31 August, 2011. This is the first event of its kind in Australia specifically examining fraud perpetrated on the senior members of the community
- International Organised Fraud Symposium on the Gold Coast on 27-28 September 2011. The conference will aim to increase government, business and consumer awareness in relation to scams originating from overseas and look at developing proactive strategies to better combat what has become a global pandemic
- National Identity and Hi-Tech Crime Symposium 2011 on the Gold Coast from 4-6 October 2011. The theme of this year's event is 'Identity Crime and the Digital Economy'.

The State Drug Investigation Unit will be conducting a Drug Seminar in Brisbane in the latter half of 2011. The seminar will focus on current and emerging drug trends and issues. Delegates attending will include drug investigators and managers from throughout Queensland, interstate and other law enforcement agencies.

### Introduction of the Community Grant Scheme (Road Safety and Crime Prevention)

A partnership with Suncorp Insurance will provide access to project funds for community groups and police to respond to local road safety and crime prevention concerns. Over \$300 000 will be provided by Suncorp Insurance over two financial years, commencing in 2011-12 for worthwhile projects.



# Service: Traffic policing



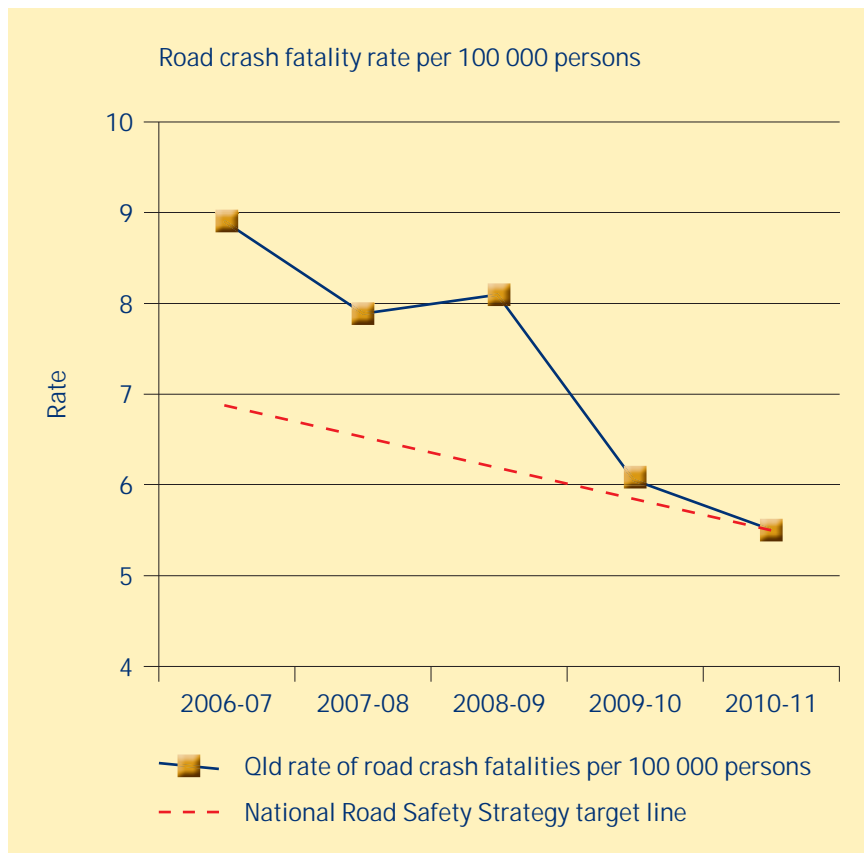
## Strategic objective

**Reduce the incidence and impact of crime and road trauma in Queensland.**

This section outlines activities undertaken to enforce traffic law and reduce road trauma. This is underpinned by proactive and reactive policing strategies including the prevention and detection of speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued, and not wearing seatbelts.

## 2010-11 priorities

Reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing.



The rate of 5.52 fatalities per 100 000 population in 2010-11 was the lowest road fatality rate recorded for a financial year for the State since records began in 1952.

## Key strategic priority—Reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing

The increasing road usage across the State brings the risk of more road crashes. This is a key challenge for the QPS and one that will be combated through innovative, evidence and intelligence based traffic policing.

High visibility police vehicles along with Q-Cars, random drug testing, random breath testing, speed cameras, static and mobile speed detection and an increased presence from marked and unmarked vehicles monitor our roads anytime, anywhere throughout the State.

The 2010 Queensland road toll of 249 fatalities was the lowest annual road toll since accurate records began in 1952. The road fatality rate for 2010 was 5.52 fatalities per 100 000 population. Queensland met the target set by the National Road Safety Strategy 2001-2010 of less than 5.6 fatalities per 100 000 population by 2010. As at 30 June 2011, Queensland is also meeting the Queensland Road Safety Strategy (2004-2011) target which has the same target of 5.6 fatalities per 100 000 population. The Queensland Road Safety Strategy (2004-2011) commenced in 2004 and concludes later than the National Strategy (end of 2011).

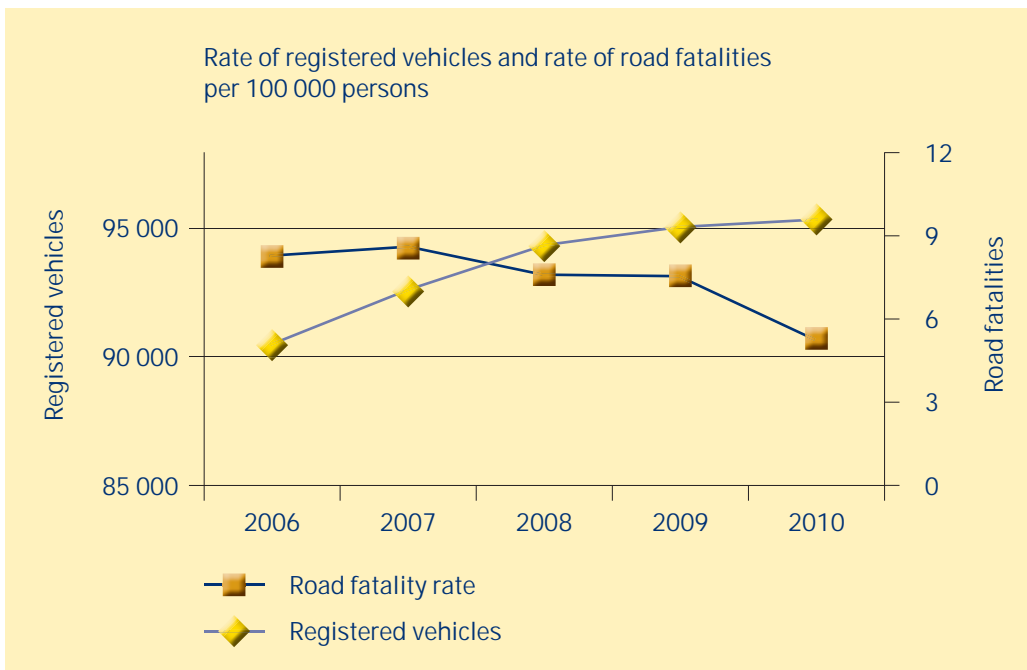
On 20 May 2011, the Australian Transport Council released the new National Road Safety Strategy for 2011-2020. The National Road Safety Strategy 2011-2020 is based on Safe System principles and framed by the guiding vision that no person should be killed or seriously injured on Australia's roads.

The strategy presents a 10-year plan to reduce the annual numbers of both deaths and serious injuries on Australian roads by at least 30%.

The QPS campaign to reduce the number of deaths on Queensland roads is underpinned by a continuing focus on road safety initiatives as well as enforcement of both traffic and criminal offences committed by road users.

It is generally recognised that factors such as strong economic activity, population growth and the increasing number of vehicles on our roads have an influence on road trauma trends.

Between 2003 and 2010 for example, Queensland's population increased by 18%, or over 704 000 people, and the number of registered vehicles increased by 35% over that time. This equates to more than 1 million extra vehicles on the road. The graph below charts this increase for the past five years in vehicle numbers along with the road fatality rate (by calendar year).



While it is good to see the rate of road fatalities has decreased even though there are more vehicles on our roads than ever before, the QPS remains committed to reducing it further, in line with the national target.

## Road safety

The QPS is committed to reducing road trauma and increasing safety for all road users and is working with other government agencies and road safety professionals to achieve this goal.

Over recent years the QPS along with its road safety partners have introduced a broad range of initiatives as part of the Queensland Government's strategy to improve road safety. These include introducing additional specialist traffic officer positions, new vehicle impoundment laws, roadside drug driving detection, fixed speed cameras, covert speed enforcement, alcohol ignition interlocks, new technologies and a relentless media campaign.

### Increasing specialist traffic police positions

The Government announced in November 2008 that 106 traffic police officer positions would be delivered over two years.

As at 30 June 2011, all but four of the 106 additional traffic positions were occupied. The unoccupied positions are subject to ongoing recruitment processes.

At 30 June 2011, there were 583 dedicated specialist traffic officer positions across the State.

### Vehicle impoundment

Queensland vehicle impoundment legislation applies to 'hoon' offences such as burn outs, street races and speed trials as well as repeat offences in any one of the following categories:

- driving a vehicle that is unregistered and uninsured
- driving while unlicensed or disqualified
- drink driving over the high alcohol limit
- failing to provide a specimen of breath or blood or driving while under a 24 hour licence suspension
- driving an illegally modified vehicle.

During 2010-11, 7 586 vehicles were impounded and 2 794 of these were also eligible for application to a court for further sanction of either a three month impoundment or forfeiture. Unlicensed or disqualified driving constitutes 80% of repeat offences under these laws. During 2010-11, 9.2% of road fatalities involved unlicensed drivers or riders.

### Hoon hotline

The QPS' new hoon hotline – 13HOON (13 4666) – was launched on 13 December 2010 to provide Queenslanders with an easy to remember central contact point to report drivers performing dangerous,

reckless or anti-social behaviour on our roads. Calls to 13HOON are answered at the new Policelink Contact Centre.

As at 30 June 2011, a total of 2 976 calls had been received via this service since it was activated.

### Roadside drug testing

Drugs, as well as alcohol, can significantly affect drivers' skills and reaction times, reducing their ability to drive safely. The specialist Roadside Drug Testing Unit travels the State testing drivers for the presence of cannabis, MDMA (the active ingredient in ecstasy) and methylamphetamine (also known as speed or ice). The detection of drug affected drivers is an important step in lowering the road toll in Queensland and preventing injuries caused by crashes.

During 2010-11, 23 961 roadside blood or saliva tests were conducted, resulting in 598 drivers testing positive for a relevant drug. This is a 'detection rate' of one offender per 40 tests. The most commonly detected drug was methylamphetamine. The graph below details the number of drug driving offenders and the drugs detected.

Drivers who test positive have their licences suspended for 24 hours to allow their bodies to flush out the drugs. They face similar penalties in court to drink drivers. Twenty-one repeat offenders were detected in the year under review.

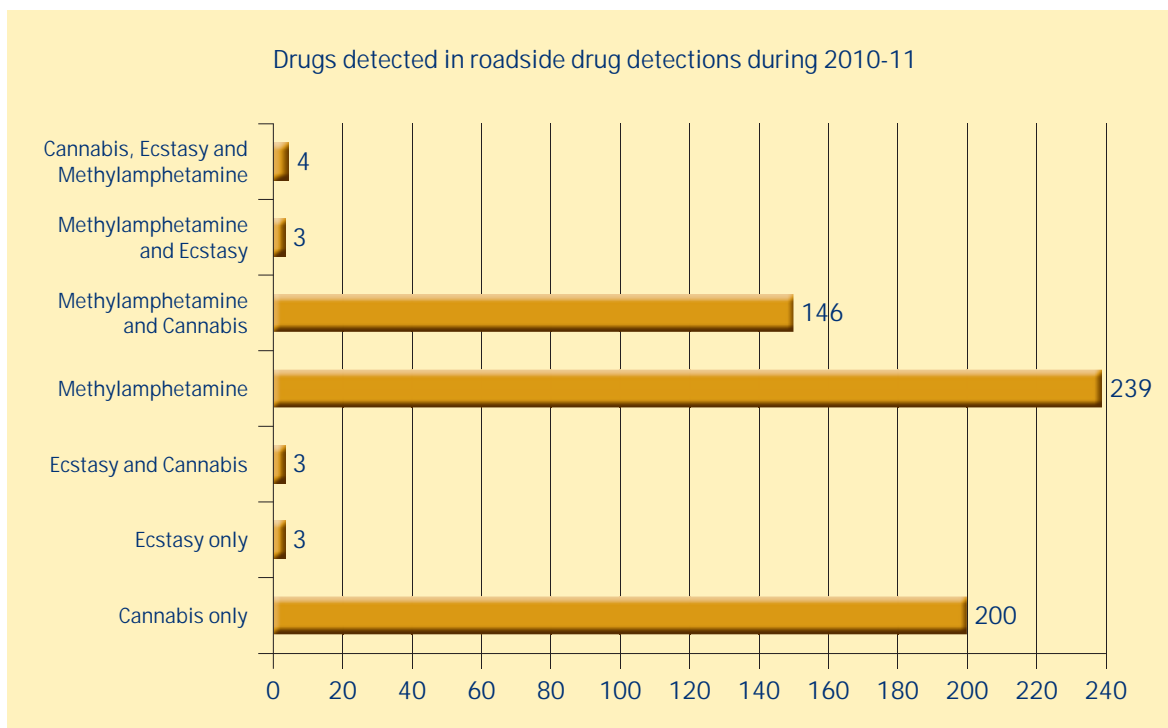
Roadside Drug Testing Unit officers in conjunction with police from State Crime Operations Command and regions, have conducted intelligence driven operations throughout the State. This has also led to the identification of stolen property, drug and other offences.

### Deterring drink driving

Of the 3 217 290 breath tests conducted during the year, 0.9% were positive. In the previous year (2009-10) 1% were positive.

The QPS' Drink Rite program promotes a responsible attitude towards alcohol consumption and drink driving. The program demonstrates to the public how few drinks it may take to exceed the legal limits set for driving and reinforces the message that attempting to estimate breath alcohol concentration levels is difficult and not recommended. The program also demonstrates the benefits of drinking low versus high alcohol beverages.

There were 18 Drink Rite events facilitated by Police during 2010-11.



### Alcohol ignition interlocks

Legislation was proclaimed on 6 August 2010 for the introduction of the Department of Transport and Main Roads Alcohol Ignition Interlock Program for high risk drink driving offenders. The QPS is responsible for the enforcement and prosecution of a number of alcohol ignition interlock related offences committed in Queensland.

An alcohol ignition interlock is a breath testing device connected to the ignition system of the person's nominated vehicle and requires the driver to provide a breath sample every time an attempt is made to start the vehicle. If alcohol is detected over a specified level, the vehicle will not start.

### Automatic Number Plate Recognition (ANPR)

ANPR, the latest strategy in road safety, was introduced during this year's Easter Road Safety Campaign. ANPR enhances the capability for police to detect a range of traffic offences. The technology targets safety critical road rules, including unregistered and uninsured vehicles, unlicensed and disqualified driving and stolen vehicles and number plates.

Since its commencement, up to 30 June 2011, the ANPR system has checked a total of 36 120 vehicle plates, resulting in 426 'alerts' (approximately 1 alert for every 85 plates, or 1.18 %). Of those 426 alerts a total of 396 vehicles were intercepted resulting in 164 enforcement actions.

ANPR will be progressively rolled out to the regions during 2011-12.

### In-Car Camera Project

This project is a traffic related component of the Mobile Services strategy the QPS is developing to deliver services in the future.

The QPS has undertaken an initial trial of In-Car Camera (ICC) technology to determine its operational effectiveness in gathering evidence for 'evade police' offences and, therefore, reducing the necessity to pursue vehicles when drivers disobey a direction to stop.

The trial identified that the introduction of ICC technology would:

- reduce the need for pursuits
- improve officer accountability and compliance with policy
- enhance community and officer safety
- provide independent real time evidence of any captured incident
- reduce complaints against police
- streamline investigation and prosecution processes
- reduce court time with offenders because direct evidence would negate any attempt to challenge the charge.

The ICC trial has identified that it is possible to provide the QPS with a single In-Vehicle Computing Platform in the rear of a police vehicle that will not only deliver ICC but will integrate other peripheral 'mobile' technologies such as computer aided dispatch digital tasking, global positioning, automatic vehicle location, mobile data and automatic number plate recognition.

Any future application would seek to incorporate the establishment of a single in-vehicle computing platform capable of integrating the full suite of mobile technologies.

### Intelligent Traffic Analysis System (I-TAS)

I-TAS is an integrated state-wide traffic returns system that enables operational police to plan and record all traffic related activities. It also facilitates the capture and allocation of resourcing to manage traffic related enforcement activities (including hours worked and identified measurable key performance indicators) and enables managers to plan and target traffic operations/initiatives more effectively.

I-TAS will equip managers with a tool to plan, schedule and task resources for traffic related duties and enable managers to develop effective traffic enforcement strategies, based on the analysis of 'real time' data.

By using data intelligently, the capacity to plan, resource and deploy targeted special traffic operations will be improved. The QPS will be able to more effectively identify and improve the safety of at-risk road user groups and road use behaviours.

The I-TAS implementation commenced in June 2011 and is being progressively rolled out state-wide and will be fully implemented by the end of 2011.

### Congestion management

The QPS is working with the Department of Transport and Main Roads, the Brisbane City Council and other stakeholders to provide a coordinated approach to congestion management issues.

In 2010-11, congestion on South East Queensland roads continued to be managed through the deployment of police officers to the Brisbane Metropolitan Transport Management Centre during peak travel times and through dedicated congestion management motorcycle patrols. Police officers performed more than 5 780 hours of dedicated congestion management motorcycle patrols, travelling 265 800 kilometres on major arterial roads in SEQ during peak travel periods.

### Road safety awareness media campaigns

QPS has again joined forces with *The Courier-Mail* for its annual road safety campaign; this year titled 'What's The Rush'.

What's The Rush asks motorists to show more courtesy as they travel the State's roads as well as sticking to the speed limit.

The aim of this campaign was to increase awareness of common causes of road crashes, promote safe driving behaviours and attitudes and, ultimately, result in a reduction in road trauma on Queensland roads.

QPS and The Courier-Mail also combined for the Brake the Habit campaign, which aimed to remind drivers of the dangers of speed.

During the year, a number of major road safety campaigns such as the Christmas and Easter Road Safety Campaigns, Operation Austrans, Operation Cold Snap and Safeway operations were conducted.

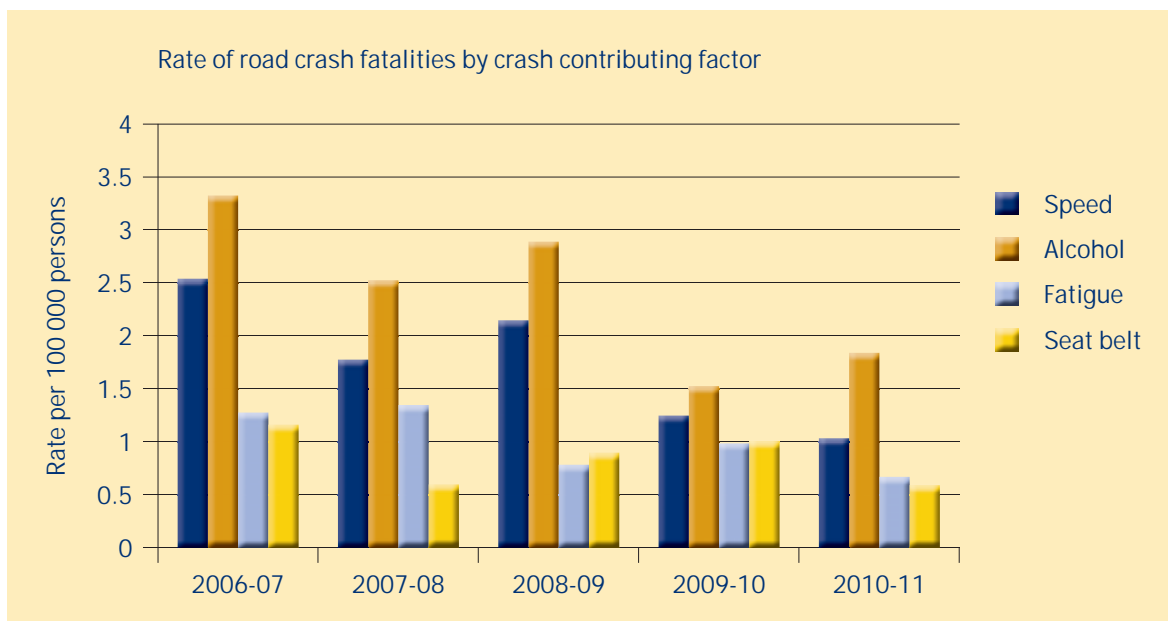
These campaigns focused on speeding, seat belt infringements, drug and alcohol drivers, heavy vehicles and general traffic patrols.

### Road policing activities

Enforcing the road rules is a core part of QPS business. This is reflected in our organisational structure, which includes permanent traffic branches in most of our police districts and in our regular Operational Performance Reviews, which consider the performance of regions and districts in traffic enforcement and other priority areas. On any given day, police officers are conducting breath tests, operating speed detection devices, patrolling our highways and responding to traffic complaints reported by members of the public.

In addition to these duties, the QPS directs extra attention to particular problems and risk areas as they arise. At the state-wide level, this may mean putting extra police on the roads during school holidays and long weekends when we know more people are travelling longer distances. At a local level, police may conduct targeted operations to reduce a particular behaviour such as drink driving or driving when fatigued.

Traffic infringement notices or 'tickets' are an on-the-spot fine that can be issued for a variety of traffic offences such as failing to wear a seatbelt, failing to stop at a stop sign, driving a vehicle that is unroadworthy, speeding and driving unaccompanied as a learner driver.



The rate of road crash fatalities in 2010-11 caused by the crash contributing factors of speed, fatigue and not wearing seat belts decreased compared to 2009-10. However, 33% of the road fatalities in 2010-11 were alcohol related (see explanation in Glossary), equating to one in every three road deaths.

Between July 2010 and June 2011, QPS issued 598 549 tickets for traffic offences in Queensland (excluding camera detected offences and double demerit point offences). Over the same period, 421 654 camera detected infringements were issued.

### Speed management

Speed management is an important area of road policing because evidence clearly shows reducing the travel speed reduces both the number and the severity of road crashes.

The Department of Transport and Main Roads in partnership with the Queensland Police Service and the Department of Justice and Attorney-General manages the Camera Detected Offence Program. Speed and red light camera operations are aimed at improving driver behaviour and reducing the frequency and severity of crashes.

In 2010, it is estimated that road fatalities cost the Queensland community over \$675 million. Fewer and less severe road crashes will result in savings for the community in terms of hospital occupancy, medical care and associated rehabilitation treatments, lost productivity, lower insurance premiums, less property damage, and most importantly of all, fewer people killed on our roads.

### Intelligent Traffic Camera System (ITCS)

The Queensland Camera Detected Offence Program is an important road safety initiative aimed at reducing road trauma through improved enforcement capability.

The Integrated Traffic Camera System (I-TCS) Project is an initiative of the program and includes the installation of digital camera systems and an enhanced back office infringement processing system.

The new digital camera systems have undergone comprehensive evaluation and testing processes as part of the I-TCS Project to ensure their accuracy, operability and reliability for enforcement purposes.

Different types of cameras have been installed at various sites across South East Queensland. They include combined red light and speed, point to point, fixed speed and mobile speed cameras.

In conjunction with this phase, a back office infringement processing system that supports the integration of wet-film and digital technologies has been installed.

The new back office infringement processing system was released into production on 27 June 2011. The digital cameras will be activated for operational enforcement on 2 August 2011 and the new back office system is now issuing infringement notices from a range of sites. The new back office infringement processing system underwent successful testing and acceptance by the QPS.

### Point-to-point cameras (P2P)

The I-TCS Project is currently trialling an Average Speed (Point-to-Point) camera system on the Bruce Highway. Infringement notices are currently issued from these digital cameras operating as individual fixed speed cameras.



No infringements will be issued from the average speed mode until the satisfactory completion of the Point-to-Point proof-of-concept phase of the I-TCS Project.

#### CLEM7 Tunnel digital cameras

The CLEM7 digital camera system was the first of its kind in Queensland when installed in 2010 by the I-TCS Project and operates with fixed speed cameras and variable speed limit signs.

#### Mobile speed cameras

The Speed Camera Program has been part of the Queensland Speed Management Strategy since 1997. In 2010-11 the QPS operated mobile speed cameras at 5 280 approved sites state-wide with 21 416 deployments made. During that period, marked speed camera vehicles recorded 4.15 detections per hour and 7.06 detections were made for every 1 000 vehicles monitored.

Speeding on high volume narrow suburban streets has raised significant community concerns. Mobile speed camera operations were expanded by deploying covert and marked speed camera vehicles in 40km/h and 50km/h speed zones. This initiative has a positive influence on speeding on high volume narrow suburban streets and has a positive influence in reducing road trauma.

The mobile speed cameras for the State were funded to deliver 74 580 hours for mobile speed camera deployments in the 2010-11 financial year. The QPS undertook and deployed mobile speed cameras for 75 621 hours across the State.

#### Covert speed camera operations

During 2010-11 the QPS continued to progress this initiative as part of a concerted and integrated approach aimed at improving compliance with speed limits, enhancing road safety and reducing the number of road fatalities on Queensland roads.

Between April 2010 (when covert speed camera vehicles were first trialled) and June 2011, covert speed camera vehicles were deployed on 4 126 occasions across the State for a total of 14 281 hours of operation.

Offence rates from covert speed camera deployments reduced from about 24 offences per 1 000 vehicles in April 2010 to about 18 offences per 1 000 vehicles for the 12-month period ending June 2011. This is a positive outcome as reduced vehicle speeds reduce the severity and frequency of crashes.

#### Fixed speed cameras

Fixed speed cameras have the benefit of operating 24 hours a day, 365 days a year. Fixed cameras are set up in areas where it may be difficult to enforce using

mobile speed cameras or hand held devices. These cameras continue to reinforce speed compliance for driver awareness.

Fixed speed cameras operated approximately 70 000 hours in 2010-11, with a 14.9% reduction of detected vehicles between the 2009-10 and 2010-11 period.

#### Red light cameras and combined red light/speed cameras

During 2010-11, the Red Light Camera Refresh Project delivered 40 digital red light cameras into the Red Light Camera Program. These cameras are operating at 80 upgraded sites, with infringement notices being issued from sites within Metropolitan North, Metropolitan South, Southern and South Eastern Regions.

### Key future initiatives

#### Digital red light cameras

Red Light Camera sites located in regional and South East Queensland will be upgraded to digital technology, which will enable remote management and data transfer direct to the Traffic Camera Office.

#### Portable photographic detection devices

New portable photographic detection devices (LTI20-20 TruCAM) will commence operations throughout the State on 2 August 2011. Ten devices will be deployed in each of the eight police regions. Advantages of this technology include target identification, use in sites where it is difficult or dangerous to set up mobile speed cameras or areas where reduced speed limits have been applied such as school zones, or road works where there is a higher risk to vehicle or pedestrian traffic.

#### Incentives to reduce the road toll

A Community Grant Scheme (Road Safety and Crime Prevention), a joint initiative between QPS and Suncorp Insurance will fund projects that aim to reduce the road toll and road related trauma. Suncorp Insurance will invest over \$300 000 in road safety and crime prevention grants for the next two years starting in 2011-12.

#### Speed enforcement cameras in Airport Link

The Airport Link Tunnel (Airport Link) is under construction to improve travel across the inner north eastern suburbs of Brisbane to the Brisbane Airport. Deploying speed enforcement cameras in Airport Link will be an effective enforcement strategy for reducing casualty crash frequency, crash severity and associated social costs. Cameras are expected to be operational for the opening of Airport Link, which is currently scheduled for June 2012.



# Service: Public order and safety



## Strategic objective

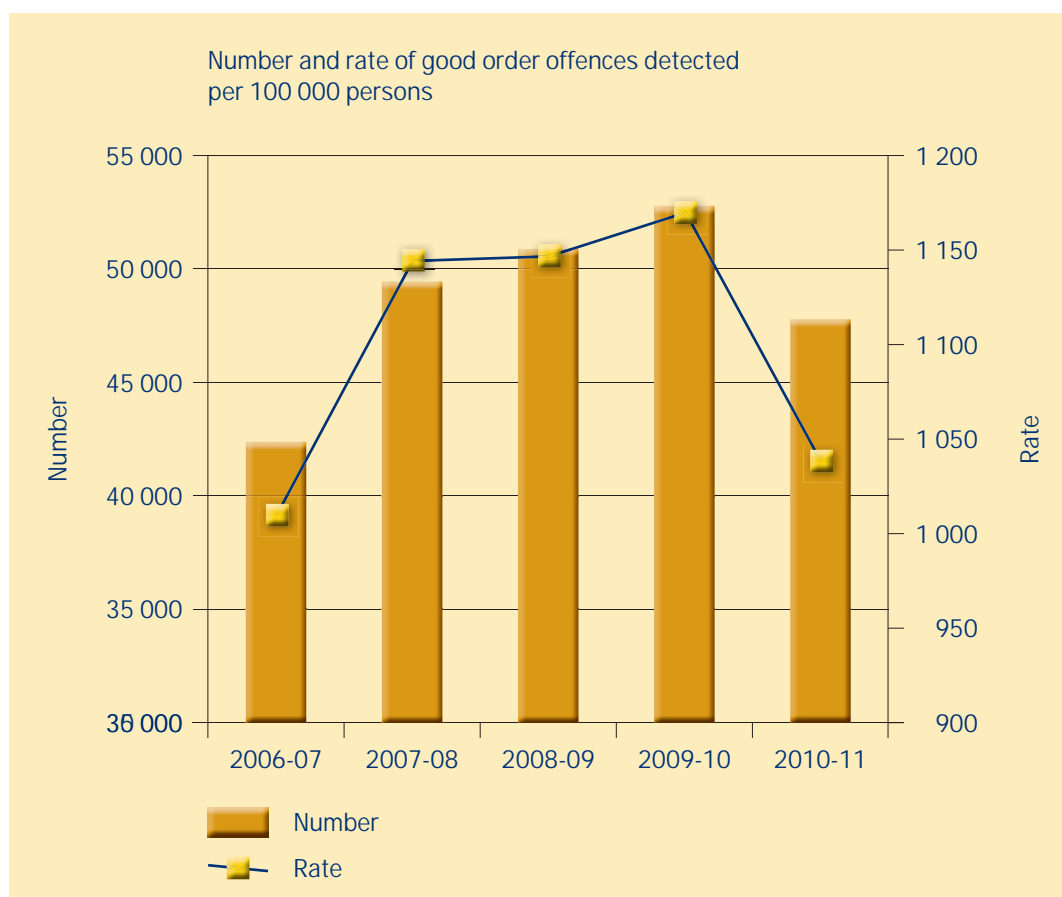
**Strengthen Queensland's capacity to plan for, respond to, and recover from disaster and major events.**

This section deals with activities undertaken to maintain public order and safety during major events and natural disasters—from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

## 2010-11 priorities

Improve disaster planning, recovery and response across agencies and regions.

Improve public safety including by reducing alcohol and/or drug fuelled violence and disorder.



Public order offences include offences relating to public nuisance, obstruct police, fare evasion and other offences against good order. An increase in public order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing activities, often centred upon liquor-related enforcement. The number of public order offences detected decreased from 52 678 to 47 809 in 2010-11. The rate per 100 000 population also decreased from 1 167 to 1 039.

## Key strategic priority—disaster management

This year the QPS' ability to maintain public order and safety during major events and natural disasters—from planning to recovery—has been tested to the extreme.

### Flood relief operations

Between late November 2010 and February 2011, Queensland experienced extreme and violent weather conditions which affected most of the State. The flood and cyclone events resulted in almost all parts of the State being declared as disaster situations. Queensland police officers were on the frontline working around the clock to assist Queenslanders in need.

The assistance provided by the QPS was far wider in scope than might be imagined, including specialist, logistic and administrative support. For example, the Diving Squad undertook a significant number of dive related activities. The management of public order, traffic and emergency responses was strongly supported by the Public Safety Response Team, Railway Squad, Water Police, Special Emergency Response Team and the State Traffic Support Branch. Specialist Operations also had strong links to external agencies such as the Australian Federal Police and Australian Defence Force to assist with search and rescue, recovery operations and crime prevention.

Operation Safeguard, an interagency property security taskforce, was one of the major crime prevention strategies employed in the flood affected areas. It provided highly visible 24-hour proactive policing patrols as a strong deterrent to looting. Operation Safeguard ran for three weeks and resulted in the arrest of 81 people on 225 charges.

In many ways, these natural disasters have led to a series of firsts for the QPS. Following amendments to the *Disaster Management Act 2010* which came into effect on November 1, the QPS has taken on a number of new roles at both district and state level. Significantly, the functions of Executive Officers to District Disaster Management Groups and the State Disaster Management Group are now held by QPS officers. Additionally, Deputy Commissioner (Regional Operations) Ian Stewart was appointed Queensland's first State Disaster Coordinator.

### Review of the flood crisis

An internal Flood Crisis Review Group was established after the flood events and Tropical Cyclone Yasi. The Group:

- documented the QPS response to the flooding and associated events
- facilitated a strategic debrief for the events

- assisted in the development of the QPS response to the Independent Commission of Inquiry into the State's flood disaster
- coordinated issues of significance regarding coronial investigations
- overviewed honours and awards arising from the events.

Many strategic, whole of service short, medium and long term objectives were determined and are currently being progressed.

### Disaster management review

In response to the Forster review of disaster management, the QPS amended its relevant internal policies and developed and delivered two disaster management training courses for over 70 QPS officers on District Disaster Management Groups prior to the commencement of the amendments to the Disaster Management Act. Additionally, a three day workshop for District Disaster Management Group Executive Officers was provided to 75 officers in May 2011.

### Responding to international disasters

Officers from the Disaster Victims Identification Squad were deployed to New Zealand to assist with post-mortem activities as a result of the Christchurch earthquake. They were joined by a contingent of 11 officers who assisted with high visibility policing patrols and provided community reassurance in response to the earthquake.

### Countering terrorism

During 2010-11 a range of activities were held across Queensland with State and local government agencies and non-government stakeholders aimed at enhancing a broad range of counter-terrorism capabilities. For example, in partnership with the Department of Transport and Main Roads the QPS delivered security awareness training to operators in the State's surface transport system.

The QPS also strengthened its internal counter-terrorism capabilities through testing equipment, specialist techniques and interoperability. An example of this was seen through Exercise Parlez which comprised a two day workshop on current global threats and culminated in a one day interoperability exercise between Negotiators, the Explosive Ordnance Response Team and the Specialist Emergency Response Team.

The QPS also tested the Terrorist Incident Reception Centre Framework through Exercise Ice Capture. This exercise helped the QPS to understand issues which may arise from a terrorism incident in relation to

managing the vast number of potential witnesses and assisting affected persons to access support services.

Exercising is a key mechanism used to develop our counter-terrorism arrangements. To allow for more regionally based drill style exercises, the Counter-Terrorism Strategic Policy Branch has developed the Exercise Development and Management Course, which provides participants with the necessary skills to develop, construct, manage and evaluate training exercises.

On a National level, the QPS actively participates as part of the National Counter Terrorism Committee to enhance Australia's capacity to prevent, prepare for, respond to and recover from multiple threats or acts of terrorism. As part of this involvement QPS participated in Mercury 2010, a national exercise to test our interoperability arrangements. Queensland activated the State Crisis and Communication Centre as part of the exercise, with the Commissioner and Minister for Police, Corrective Services and Emergency Services participating to test the State Security Committee arrangements.

The QPS continues to ensure its counter-terrorism equipment remains contemporary and adaptable. In April 2011 the QPS took delivery of a state-of-the-art Armoured Response Vehicle (ARV). Special Emergency Response Team officers designed the internal layout and configuration, providing significant operational advances on previous models.

The ARV will be utilised primarily to recover injured persons, as a negotiation platform, and as a delivery platform during counter terrorist and high risk operations.

## Queensland Counter Terrorism Strategy

To ensure our capabilities and arrangements remain agile and align with the contemporary risk environment, the Queensland Counter-Terrorism Strategy for 2011-13 was approved by Cabinet in April 2011.

This is the third Strategy for Queensland, and sets the direction for the development and implementation of counter-terrorism initiatives across government for the next three years.

In 2011-13 the QPS will lead Queensland Government agencies in strengthening counter-terrorism capabilities and arrangements in relation to countering violent extremism, mass gatherings, infrastructure protection, public information and modern media, and interoperability.

## Suspicious activity reporting

It is important for the QPS to ensure Queensland is well placed to analyse the current security environment. Consequently a priority for 2010-11 was to promote suspicious activity reporting for critical infrastructure and priority sites. The Security Intelligence Branch made significant developments in this area during the year, and will continue to develop and drive this priority in partnership with internal and external stakeholders.

## Dignitary protection

The federal election campaign was conducted from 17 July to 21 August 2010. The Security Intelligence Branch (SIB), in conjunction with the Australian Federal Police, provided protection for the Prime Minister and the Leader of the Opposition. Queensland received a significant number of visits as part of the election campaign and hosted the campaign launch for both parties in Brisbane. A significant security response was required by the SIB Protection and Intelligence Teams to ensure the safety of both leaders, members of the parties and the public.

Between 19 and 21 March 2011, His Royal Highness Prince William, the Duke of Cambridge visited Brisbane, southern and northern Queensland. The visit involved the largest deployment of Close Personal Protection (CPP) officers since the Pacific Island Forum hosted in Cairns in 2009.

The CPP operation involved members drawn from across seven QPS regions and involved coordination of activities with numerous internal and external stakeholders to ensure the safety and security of the Prince and members of the public.

There are 156 officers across the State qualified to provide dignitary protection services.

## Specialist dogs

The QPS has a number of specialist dogs which are used state-wide. These include cadaver trained dogs whose skills support policing operations by locating buried victims of crime or natural disasters and by clearing areas suspected of having been used to bury victims of homicide offences. There are also dogs specially trained in the detection of explosives. In addition, police dog tracking skills are used to assist in the search for missing people.

Brisbane Dog Squad featured on Channel 9's program *Send in the Dogs – Australia*. The program highlighted the work our police dogs and their handlers deal with on a daily basis including tracking down criminals, missing persons, illegal drugs, explosives and weapons.

## Key strategic priority—public safety

Public safety issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

### Addressing anti-social behaviour in public spaces

The Queensland Government released its response to the Parliamentary Inquiry into Alcohol Related Violence on 30 August 2010.

The recommendations included a focus on community safety and preventative measures to reduce levels of alcohol-related violence and its ramifications.

The QPS was nominated as responsible agency for three recommendations:

- increasing staffing in the key entertainment precincts of Surfers Paradise, Townsville and Fortitude Valley
- banning powers (with the Department of Employment, Economic Development and Innovation)
- promotion of Party Safe.

### Drink safe precincts

A central component of the Government's response to alcohol-related violence is a place-based management approach of entertainment precincts to provide a coordinated management strategy similar to those in place for major sporting events and concerts. High visibility policing, proactive patrols and early intervention are all elements of this approach that contribute to a safe and secure environment where people could enjoy themselves with as little interference as possible.

Amendments to the *Liquor Act 1992* came into force in December 2010 allowing the creation of three drink safe precincts in Townsville, Fortitude Valley and Surfers Paradise. Increased police numbers during peak times, better supervised taxi zones, more support services and the creation of special safe zones have all featured in the new precincts.

The trial commenced on 1 December 2010 and is being piloted for two years. As at 30 June 2011 9 397 additional police hours have been worked in the precincts and 2 289 arrests made. Police also intervened on over 1 090 occasions to prevent conflict and issued 1 269 move-on directions.

### Banning powers

On 1 December 2010 legislation was amended to allow courts to ban individuals from licensed

premises and public places, in the vicinity of licensed premises. Within the three drink safe precincts, a total of 31 banning orders have been issued during the months of December 2010 to June 2011.

### Party Safe

The Party Safe initiative has continued to provide a process for the community to register parties with their local police. This reduces potential harms associated with parties and assists police by alerting them to potential problem areas.

The initiative includes a party registration form, information brochure on conducting safe parties, non-reusable numbered wrist bands for those attending a registered party and Party Safe posters so registered parties are easy to identify. During this reporting period over 6 700 parties have been registered with police.

In 2010 an independent external review of the Party Safe initiative was undertaken by the University of Queensland. The Review was released in January 2011 and presented a number of recommendations for improving the efficacy of Party Safe. These recommendations are currently being considered.

### One Punch Can Kill campaign

Youth violence and the need to educate young people about the dangers and consequences of engaging in this anti-social behaviour is a serious issue for the Queensland community.

The successful One Punch Can Kill campaign continued this year, and included an online advertising competition where members of the public provided input to the next round of One Punch Can Kill advertisements. The winning entries have formed the basis of state-wide cinema, bus back and radio advertising.

Radio advertising commenced on 19 September, cinema advertising began airing in cinemas around the State on 7 November, and bus back advertisements were seen on buses from 21 November 2010. Advertising ceased at the end of April 2011. An evaluation of the campaign and advertising was then conducted.

### Know Your Limits campaign

Channel Nine in partnership with the QPS has produced a television commercial that will air throughout 2011, aimed at raising awareness of alcohol fuelled violence and its effect on personal safety. The *Know Your Limits* campaign is targeting people in South-east Queensland with the message to be responsible when they drink, keep an eye out for each other and stay safe.

The *Know Your Limits* campaign is regarded as being valuable if its message can make a difference to one group of friends, to one family, to one life.

## Queensland Early Intervention Pilot Project (QEIPP)

QEIPP is an initiative funded under the National Binge Drinking Strategy. It is designed to address the increasing level of binge drinking among young Australians under 18 by providing an early intervention. The first intervention component of QEIPP is triggered when a young person has been detected committing an offence related to alcohol. Police post out an alcohol information package to the young person and their parent/guardian. They are offered the opportunity to attend a free confidential alcohol education awareness session with a qualified health professional.

QEIPP has established partnerships with Department of Education and Training, Department of Communities and school nurses who also refer clients into QEIPP. There is also the option of self referral into QEIPP.

Since October 2010 QEIPP has been piloted in selected divisions of the Rockhampton Police District and the Sunshine Coast Police District. QEIPP will also commence in Cherbourg by the end of July 2011.

As at the end of June 2011 QEIPP has posted out 879 alcohol information packages and 81 young people and or parent/guardians have taken up the opportunity to attend the alcohol education awareness session. In addition QEIPP has distributed 5 400 QEIPP and alcohol information brochures.

## Youth violence

The QPS has been proactive in addressing youth violence and issues emanating from the activities of street gangs through enforcement, preventative, and problem solving strategies including targeted operations, bail enforcement, CRYPAR early intervention, School Based Police Officer student programs and Police Liaison Officer community engagement.

## Street Gang Project

The Street Gang Project was established as an outcome of the QPS Youth Violence Forum held in August 2008 and ran for twelve months, coming to a close in December 2010.

The project's principal objective was to enhance the QPS' strategic approach to street gangs and associated youth violence. The Project sought to improve coordination of QPS activities by introducing a state-wide working definition for the term 'Street Gang', along with implementation of improved intelligence recording features to better capture street gang information for analysis.

The project's initiatives have helped set a baseline to enable district responses to be evaluated as part of

the QPS' Operational Performance Review Process and will help identify a cost to the State for this crime type.

Another project initiative was to implement a preventative resource for frontline officers by expanding the QPS CRYPAR program to include street gang involvement as a referral option for early intervention and diversion. The project was able to demonstrate that while there is no evidence to suggest Queensland has the same level of problems apparent in some overseas jurisdictions, some early warning signs were present in some areas.

The project is currently under review by the Review and Evaluation Unit, Ethical Standards Command with a final report due in coming months.

## CRYPAR Program

CRYPAR is a whole of government initiative which aims to assist young people and families in addressing issues which are often identified as contributing factors in the development of criminal and self-harming tendencies and anti-social behaviour. The program allows police officers in the field to refer young people, with their consent, to an appropriate support agency that has agreed to respond within 48 hours. In early 2010, CRYPAR replaced its old fax-back system with an electronic-referral system. The expansion of the program allows police across Queensland to refer a wider range of issues to support agencies through the enhanced referral system. These changes have already resulted in a 34% increase in referral activity between the first two quarters of 2011.

The Board of Xstrata Coal has agreed to provide \$5 million over three years to allow for the expansion of CRYPAR across Queensland.

Referrals have increased from 1 284 referrals in the period 1 January 2011 to 31 March 2011 to 1 724 referrals during the period 1 April 2011 to 30 June 2011.

## Police drug diversion

The Police Drug Diversion Program aims to modify behaviour of persons found in possession of up to 50 grams of cannabis and/or utensils and with little or no past contact with the criminal justice system. The offer to attend a drug diversion assessment and education program is available only once to an offender, regardless of whether they accept it or not. During 2010-11, diversion was accepted by over 6 860 people throughout Queensland.

A compliance rate of about 80% for those attending assessment and education programs has consistently been achieved since the commencement of the program in 2001.

## Public nuisance infringement notices

During 2009, a trial of issuing tickets for public nuisance offences was undertaken in South Brisbane and Townsville police districts. An independent evaluation of the trial by Griffith University found that ticketing provided an appropriate and effective option for police in dealing with public nuisance offences. The state-wide rollout of public nuisance infringement notices commenced on 8 November 2010.

Since rollout and up to the end of June 2011 26 834 infringement notices for public nuisance offences have been issued.

## Operation Unite

Operation Unite is a joint initiative of Police Commissioners across Australia and New Zealand. It demonstrates the united determination of police to challenge alcohol misuse, crime, violence and anti-social behaviour and achieve significant change in Australia and New Zealand. Three two-day campaigns were conducted in 2010-11. All QPS regions were involved in the operations, with close to 1 100 uniformed and plain-clothed police officers proactively involved, patrolling liquor precincts across Queensland.

During the three campaigns, police arrested 844 people and issued 824 Notices to Appear for a total of 1 774 charges. Of those charges, 65 related to offences committed by juveniles.

More than 31 000 random breath tests were conducted, with 422 drivers detected drink driving.

Police also took 1 544 people to a place of safety, issued 514 move-on directions and conducted 5 098 street checks.

## Policing Queensland's rail networks

The Railway Squad provides a dedicated visible uniform police presence on the Queensland Rail City Network.

Railway Squad officers operate daily from five purpose built offices at railway stations located at Roma Street, Manly, Beenleigh, Redbank and Petrie railway stations.

The squad also services major event arenas including Skilled Park, Suncorp Stadium, Metricon Stadium, the Gabba, Brisbane Entertainment Centre, Queensland Sports and Athletic Centre, and Brisbane Turf Club.

In 2010-11, the Railway Squad was involved in 180 focussed operations targeting criminal offences and good order behaviour. During this period, the squad conducted 37 798 hours of network patrols and intercepted 14 154 people of interest, issued 3 213 infringement notices and arrested 1 677 people on 2 689 charges.

Some examples of how the Railway Squad contributes to crime detection and prevention include the squad's Electronic Crime Stoppers Bulletin, Firearms Explosive Detection Dog capability and the Project Car Smart and Student Saferail initiatives.

## Policing Queensland's waterways

Water Police officers provide a policing presence, both proactive and reactive, on and around Queensland waterways. There are 11 full time water police stations throughout the State, in addition to 13 general duties stations in isolated areas which have small vessels. The QPS has a fleet of 70 vessels of various sizes.

Water Police officers work in conjunction with other government agencies such as Maritime Safety Queensland and the Boating and Fisheries Patrol to improve maritime safety for recreational and commercial users.

Significant enforcement operations are conducted during holiday periods and in connection with major events such as the Brisbane Riverfire and the Gladstone Harbour Festival.

Water Police are also responsible for conducting search and rescue operations with the assistance of volunteer organisations. During 2010 there were 1 068 search and rescue incidents of various types that required a police response.

Water Police capabilities were further strengthened during 2010-11 through the construction of two 11 metre replacement patrol boats for Brisbane and Gladstone. During the 2011-12 financial year the QPS will commence construction of one 18 metre and two 22 metre patrol catamarans.

**More on page 69.**

## Crowd management

The Mounted Police Unit, along with other areas of the QPS, continued to provide high visibility patrols throughout police operations and at major events. This acts as a significant deterrent to offenders and provides patrons at events with a very visible police presence to enhance overall safety and security.

Major events serviced throughout the year included: ANZAC Day, Brisbane Riverfire, Gold Coast V8 Supercar Carnival, Police Remembrance Day, Schoolies Celebrations, the Royal Queensland Show, and the Woodford Folk Festival.

The Public Safety Response Team deploys throughout the State in response to major events, public order incidents and as first response to natural and environmental disasters. The unit also delivers training state-wide in relation to crowd management, shield



training and street policing, with the unit recently receiving a State Silver Award for Excellence in the development of its Street Policing training package.

During 2010–11 the unit deployed in excess of 300 times, and delivered in excess of 13 000 hours of training to members throughout the State.

### Community safety and crime prevention

The QPS is committed to protecting all members of the community and working with at-risk people to divert them from the criminal justice system where appropriate and effective. The QPS provides funding for crime prevention projects across the State through the Community Crime Prevention Fund. The Fund supports partnerships between the QPS and community groups to develop local responses to local problems. In 2010–11 a diverse range of projects were funded including:

- *Activate Doomadgee Youth*, a community project aimed at reducing property crime and steering young people away from anti-social behaviour and criminal tendencies.
- *Street Violence Intervention Project* – Ipswich. An intensive case managed process providing individual young people with an opportunity to change their behaviours and to be supported in this change process.
- *Project JUST – Brisbane CBD*. The JUST (Joined Up Street Team) project patrols aim to provide a timely response to young people at risk through referrals to youth homeless support services. The project brings together operational police officers, PLOs and non government youth workers to deliver after hours outreach for young people in the city area.
- *Redcliffe Seniors' Project* which aims to address safety concerns from senior citizens at various retirement villages in the Redcliffe division.

### Neighbourhood Watch

Neighbourhood Watch is one of the primary crime prevention initiatives of the Queensland Police Service. It encourages interaction and a shared sense of responsibility between individuals, neighbours and communities for preventing and reducing crime.

There are currently 573 active Neighbourhood Watch areas in Queensland. Crime Bulletins continue to be published in each police district. Copies of the Bulletins are available online at <http://www.police.qld.gov.au/Regional+Policing/>.

The annual Neighbourhood Watch State Conference was held on 2 October 2010 and gave approximately 300 delegates the opportunity to network, engage and participate with key stakeholders to problem solve the challenges that Neighbourhood Watch faces.

### 2010 Australian Crime and Violence Prevention Awards

Metropolitan North Region's Project Patch won the National Meritorious Police Award at the 2010 Australian Crime and Violence Prevention Awards.

Project Patch develops comprehensive approaches to the affordable housing community including implementation of community-based policing strategy for Kelvin Grove Urban Village where each building has an appointed local police officer and personal, consistent service. Interagency domestic violence and child safety meetings and joint safety reviews/audits are just a few of the benefits of the program.

As a result of the program, police calls for service were reduced by 57 percent, domestic violence incidents were reduced by 70 percent and residents are now part of an inclusive, safe community.

### Key future initiatives

#### Critical infrastructure and priority sites

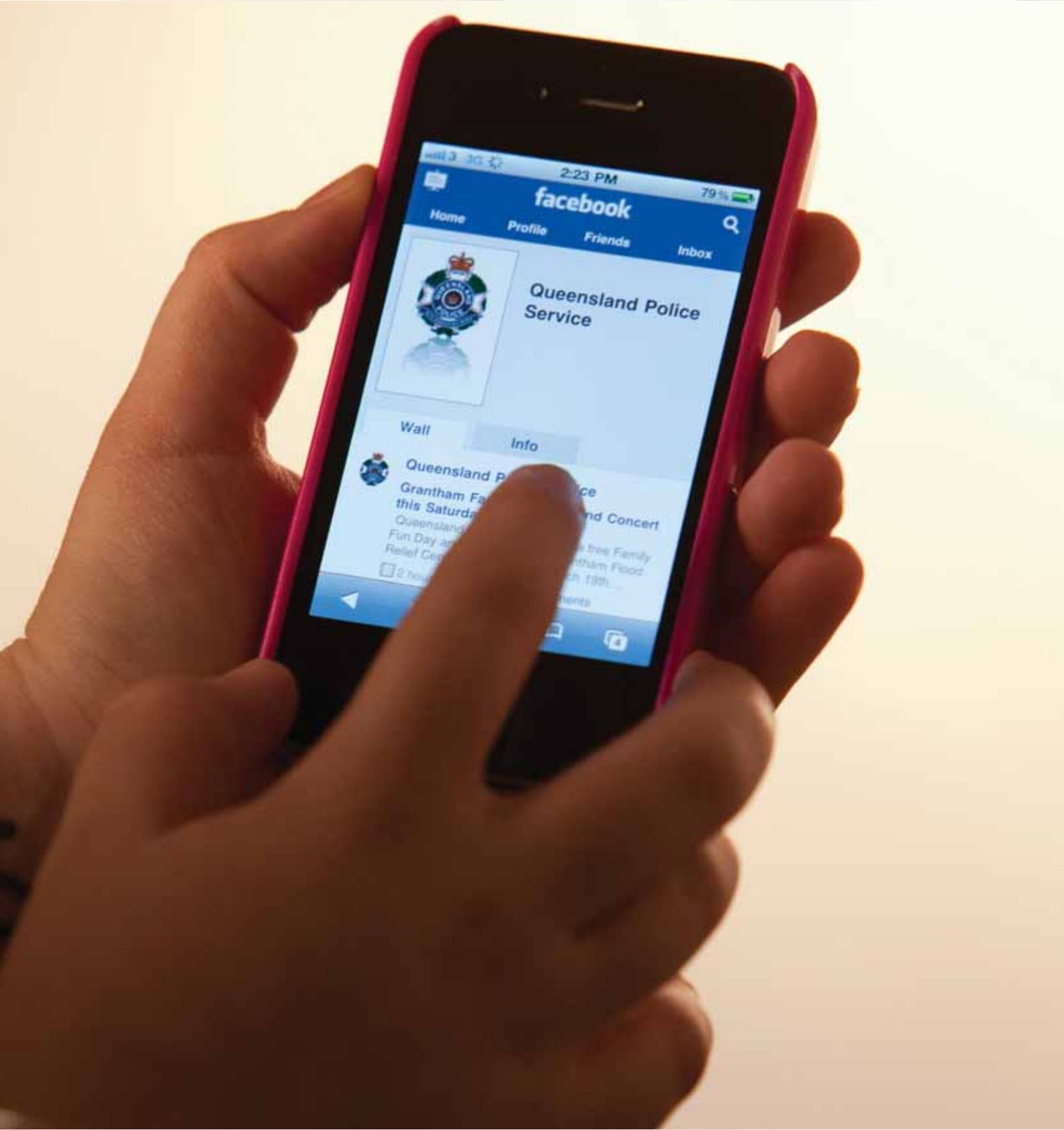
A business process is being formalised to make it easier for stakeholders at critical infrastructure and priority sites to report suspicious activity direct to Policelink. This business process will become operational in 2011 and will be supported by a strong communication/awareness strategy delivered to critical infrastructure and priority sites stakeholders and QPS counter terrorism liaison officers. It is envisaged this streamlined process will significantly increase intelligence holdings, allowing an intelligence led approach in preventative investigations.

#### Banning orders

A twelve month trial of the electronic distribution of banning orders will be undertaken with the aim of improving stakeholder engagement and reducing alcohol related violence and improving QPS harm minimisation strategies relating to alcohol and other drugs.

The trial distribution will ensure that any legal or privacy issues can be identified and rectified before the process is rolled out state-wide.

This trial will also identify any potential misuse issues which could lead to criticism of the QPS.



# Service: Service delivery support



## Our objective

**Deliver functions and activities underpinning effective and responsive policing services to the people of Queensland.**

This section focuses on the corporate activities undertaken to support the delivery of policing services.

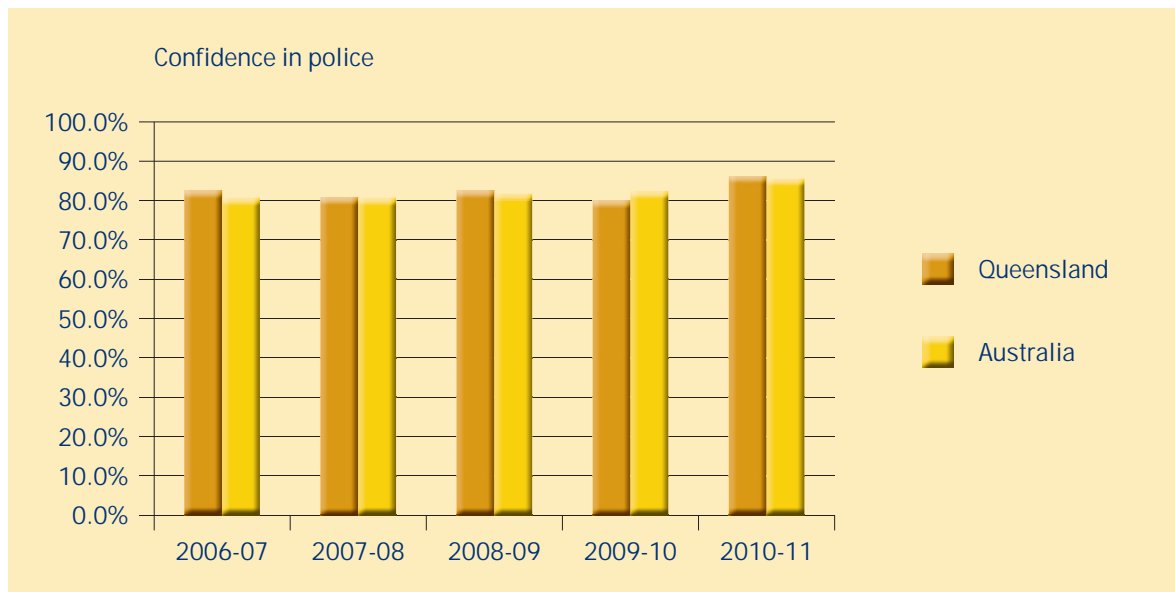
## 2010-11 priorities

Improve client satisfaction and confidence with policing services.

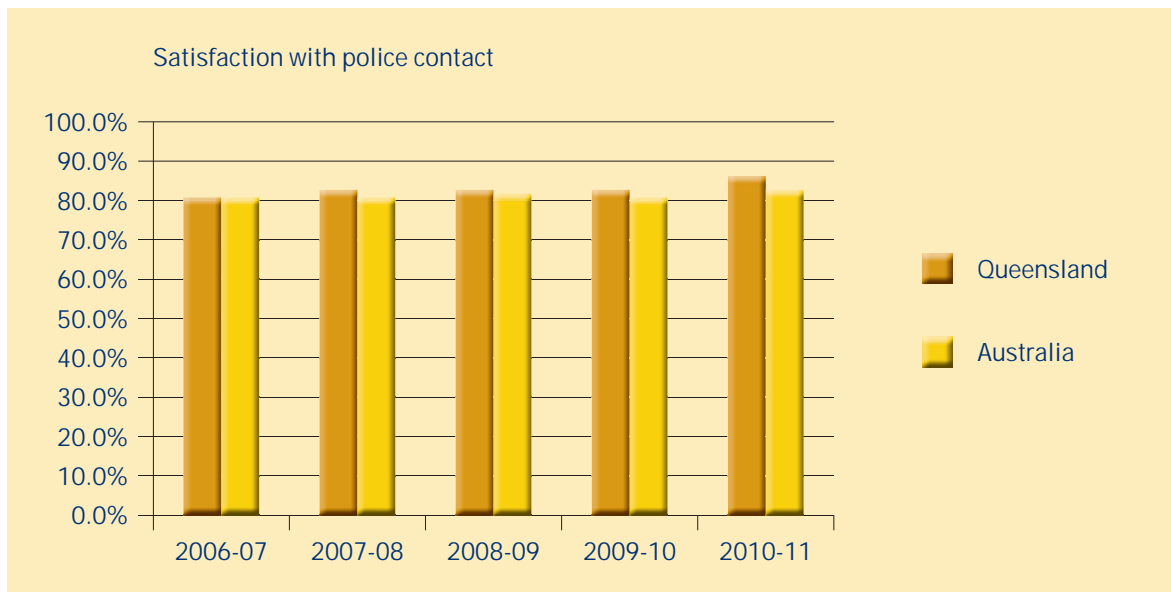
Encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment.

Encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes.

Provide police with the infrastructure, technology, equipment and powers they need to perform effectively.



Over 85 percent of Queenslanders surveyed this year in the *National Survey of Community Satisfaction with Policing* indicated they have confidence in the Queensland Police Service.



The level of satisfaction experienced by members of the community who have had direct contact with our police has been consistently high. The percentage satisfied or very satisfied with their most recent police contact has remained stable over the last few years at around 81%. In the 2010-11 financial year, Queensland showed an significant improvement in this area with satisfaction levels at 85.2%, well above the national average.

## Client service

A number of initiatives have been progressed to continue to improve client service:

### Client Service Charter

Members of the public are encouraged to provide feedback to help the QPS improve its services. This year the QPS clarified its feedback process by distributing and uploading Client Service Charter brochures incorporating Policelink details on the QPS website. The Client Service Charter can be viewed at [www.police.qld.gov.au/services/reportsPublications](http://www.police.qld.gov.au/services/reportsPublications).

### Policelink

The Policelink Contact Centre at Zillmere commenced providing services to the community on 8 August 2010, and the new 131 444 number for non-urgent police matters was officially launched on 8 October 2010. The 131 444 service allows the direct reporting of non-urgent incidents. The types of incidents which can be reported include wilful property damage, stealing offences, break and enter, stolen vehicles, and lost property.

Policelink Contact Centre also incorporates functions previously undertaken by the QPS Headquarters Telephone Switchboard Staff, the Police Assistance Centre (PAC) Staff and members attached to the Crime Stoppers Unit.

Calls to the QPS's new hoon hotline – 13HOON (13 4666) which was launched on 13 December 2010,

are also answered at the Policelink Contact Centre. A total of 2 976 calls have been received via this service since it was activated (up to 30 June 2011).

Over 370 full time employees work at the Policelink Contact Centre, providing high quality client service 24 hours a day, seven days a week to further improve response management and enhance the delivery of policing services to Queenslanders.

A social marketing campaign *Think Policelink. Call 131 444* to educate Queenslanders about what to report through Policelink and when to call Triple Zero (000), was launched in October 2010.

Since commencing operations on 8 August 2010 and up to 30 June 2011 over 900 000 calls have been handled on all Policelink Contact Centre call channels. During this time, Policelink has created almost 80 000 occurrences in response to public contacts.

Policelink played a key support role during the disaster response to flooding in Toowoomba, Lockyer Valley, Ipswich and Brisbane as well as a key role in registering people evacuated to safety from Cyclone Yasi in North Queensland.

The type of services provided included:

- evacuee registration
- welfare enquiries from family and friends
- general enquiries on all aspects of the disaster response

- road status enquiries
- SES requests
- requests for urgent assistance.

During the flooding throughout Queensland in December 2010 and January 2011, Policelink answered over 16 500 calls via the 1300 service established to support the registration of evacuees and answer enquiries from concerned friends and family. Immediately prior to, during and post the impact of Cyclone Yasi, the centre answered over 8 000 calls via the major event 1300 service, again in support of evacuee registration and to answer enquiries from concerned relatives and friends.

### Police legitimacy

A Queensland Community Engagement Trial aimed at increasing perceptions of police legitimacy was conducted to gauge officers' communication with community members during routine policing interactions. The trial found that when officers engaged actively with the community and explained their actions, the public were more likely to perceive that police were fair and trustworthy and more likely to report crime and support local crime prevention initiatives.

The QPS will build on this initial study to examine ways to improve the relationship between the police and young people, particularly in relation to young people's use of public space. Opportunities to examine the role that police legitimacy plays in building positive police engagement in Indigenous communities will also be explored.

### Continuous improvement in client service

A number of initiatives have been progressed to continue to improve client service, including:

- a review of Police Communications Centres
- a review of search warrant processes
- a review of planning processes for North Coast Region Joint Communications Centre
- a review of bicycle squads
- a review of counter-terrorism liaison officers
- a continuance of Project Verity, a joint project between QPS/CMC to revise the complaint management process, within Metro North Region and North Coast Region
- progression of the state-wide implementation of a new disciplinary process (Administrative Consensual Disciplinary Process), which allows a subject member to accept the matter and nominated sanction without a full investigation being conducted

- assisting with the development of a whole-of-Government single Code of Conduct for the Queensland Public Service and the introduction of new public sector ethics principles, values and ethical decision making framework.

## Strategic positioning and response

Our strategic positioning in service delivery aligns with the Government's *Toward Q2: Tomorrow's Queensland*. The QPS Strategic Plan sets the strategic direction over a four-year period. The annual operational plan translates the QPS objectives into the services that will be delivered and the priorities that will be addressed.

Strategic positioning and response in the QPS involves researching and making evidence based decisions in pursuing strategic priorities. It involves placing the organisation in a position to take advantage of opportunities and respond to risks identified in environmental scans.

### Environmental scans

Environmental scanning assists management in planning for the future. The QPS is constantly scanning the environment for robust information and data which has the potential to contribute to strategic and operational planning.

Since late 2010, this data has been updated on the QPS Environmental Scan intranet website and is also available to staff via monthly newsletters.

The scanning process includes external or macro-environmental factors, internal influences, and stakeholders impacting on the QPS.

Some examples of issues addressed in this process include the cyber threat landscape, disaster management, drug law enforcement, juvenile offending and violence against vulnerable people including the homeless and women and children.

### Project management

All of the major projects within the QPS Major Project Portfolio operate under the Major Project Framework. The Framework applies a QPS tailored approach of the Queensland Government Project Management Methodology (QGPjM), based on the PRINCE2 methodology.

The QPS Major Project Portfolio comprised 13 major projects during 2010-11, including projects such as the new Computer Aided Dispatch (CAD), Telecommunications Interception (TI) and Weapons Licensing Management System (WLMS).

The QPS Project Portfolio Unit will continue to work with key internal and external stakeholders to mature the portfolio, program and project capability in the QPS.

### Minimising the negative impact of QPS activities on the environment

The QPS Strategic Environmental Committee ensures QPS activity is aligned to the State and federal governments' environmental policies and targets.

The Committee makes recommendations to the Senior Executive and has, as its consultative body, the Environmental Management Working Group consisting of representatives from all regions, commands and divisions within the QPS.

The *Queensland Police Service Environmental Policy* provides a framework from which the Committee can develop environmental management systems and plans. It forms the cornerstone of the QPS' response to environmental management.

Minimising the negative impact of QPS activities on the environment includes issues such as energy and water saving initiatives, waste reduction and developing a picture of the QPS' carbon footprint.

[More on pages 70-72](#)

## Human resource management

Our human resource management supports the delivery of policing services by effectively attracting, selecting, training, deploying, managing, developing and retraining employees of the QPS.

### Employee relations

Employee Relations Branch provides a wide range of industrial and employee services including management intervention programmes and equity and diversity initiatives in the resolution of negative workplace behaviours.

### Industrial relations

A key industrial relations service provided by the Branch during the year included managing the negotiations surrounding the next enterprise bargaining agreement for police officers. The *Queensland Police Service Certified Agreement 5, 2007* nominally expired on 30 June 2010. Negotiations commenced in February 2010 with the Queensland Police Union of Employees and Queensland Police Commissioned Officers' Union.

The QPS lodged a dispute with the Queensland Industrial Relations Commission for conciliation in the first instance and then arbitration of all outstanding items. The arbitrated matters were heard over 22 days of hearings with a decision adjourned on 17 May 2011. A decision is expected in August 2011.

During the year Employee Relations Branch was also involved in:

- resolving 19 stage 3 grievances for independent review
- resolving 11 industrial disputes
- processing 1 reinstatement application
- processing 15 applications for payment of taking long service leave
- resolving 12 regional grievances
- conducting 7 QPUE consultative committees
- attending 3 agency consultative committees.

### Equity and diversity

Employee Relations Branch also provides a number of employee services aimed at:

- promoting a diverse workforce
- ensuring equity in employment and professional development
- eliminating all forms of negative workplace behaviour.

During the past year, a range of employee services has been offered to support QPS members through equity in employment, actively encouraging appropriate behaviours and undertaking a range of mediation and other Alternative Dispute Resolution (ADR) processes.

Mediation is an option available to all QPS employees seeking to resolve negative workplace behaviours, including sexual harassment. This ADR process provides employees with the opportunity to resolve their own disputes.

A new ADR process for conflict coaching has been introduced within the QPS during 2011 and it is expected that this will be rolled out over the remainder of 2011 across regional areas.

Negative Workplace Behaviours training, now referred to as Improving Workplace Behaviours (IWB) training continues to be conducted in metropolitan and regional areas. During 2010-11 Employee Relations Branch trained 3 636 members bringing the total to 84.2% of QPS employees trained. In addition, the Branch coordinated 8 mediation sessions, conducted 7 conflict coaching sessions and recorded 115 negative workplace behaviours.

### Workforce planning

The QPS has a workforce planning framework as part of the development of the Queensland Police Service Workforce Plan 2011-2012. The workforce planning framework embeds the principles of the Workforce Plan in organisational human resource practices, streamlining human resources decision making and

enhancing consultation processes with frontline staff to ensure an ideal fit between human resource strategies and operational requirements.

### Employee performance management

A major review of the QPS' performance planning and assessment process was undertaken this year. This followed review recommendations of the former Service Delivery and Performance Commission and the release of Public Service Commission Directive 21/10 'Employee Performance Management'.

The review's findings will inform a project to implement a new ICT-enabled performance development and review process across the QPS by 1 July 2012.

The process will be linked to other human resource management processes for induction, development, talent management and recognition.

### Workplace health and safety

QPS Safety and Wellbeing Branch has undertaken a review of the Health and Safety Management System and completed a full documentation of this system. Recertification has occurred for Southern Region under AS/NZS 4801:2001 and this region has been re-accredited under the Australian Standard.

There is a continued emphasis on identifying and developing injury prevention and management programs through a systems based approach.

Safety and Wellbeing Branch has commenced reviewing the impact of organisational health and safety harmonised legislation through a consultative

process, continuing the relationship with the Queensland Police Union of Employees to ensure the new legislation is implemented with the assistance of the re-established consultative network of health and safety representatives.

The Branch has also implemented the linkage of injury and worker's compensation data using a new download facility in the incident and illness notification and reporting system. This will assist in the review and monitoring process for work related injuries and illnesses.

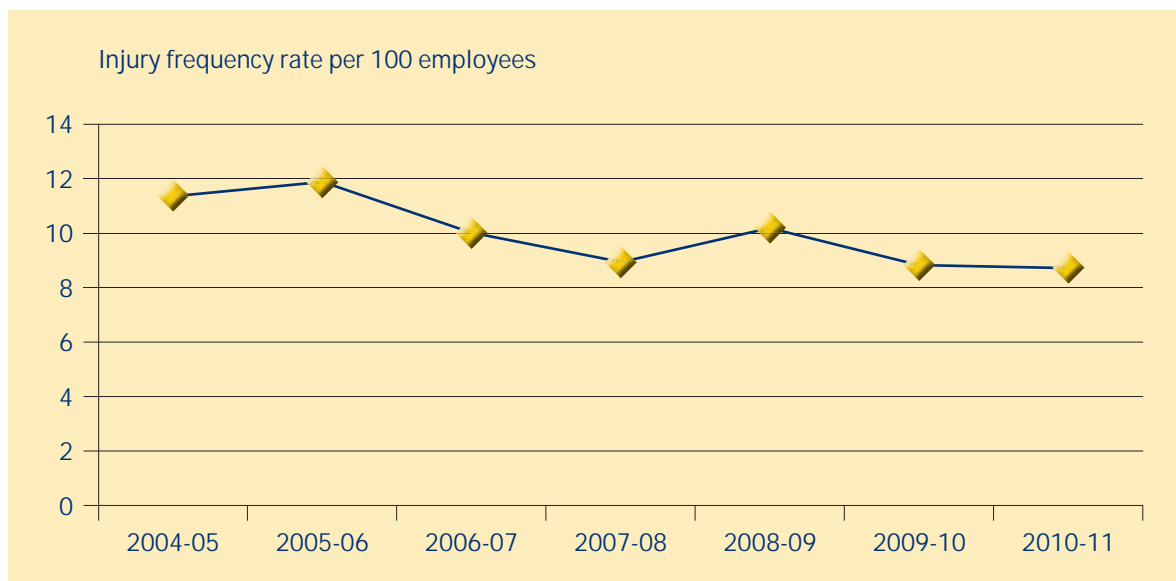
A Fatigue Management project has commenced which will identify and deliver strategies to reduce the risk of injury or illness due to fatigue.

### Workers' compensation

The QPS continued to partner with WorkCover Queensland to deliver responsive rehabilitation management to injured employees. Considerable case conferencing has been employed to improve the effectiveness of return to work outcomes. Training has been delivered to Injury Management Coordinators to improve case management practices.

During 2010-11 the QPS provided rehabilitation and injury management services for approximately 2 878 cases. This included 1 223 for non work related injuries/illnesses. The Injury Frequency Rate per 100 QPS employees was 8.62 in 2010-11. The table below shows this rate has trended downwards in recent years.

The Safety and Wellbeing Branch has commenced a review of the QPS Rehabilitation Policy and rehabilitation services.



## Our people

### Staffing

Police numbers are increasing each year and at 30 June 2010, there were a total of 10 557 sworn officers.

	30 June 2011	30 June 2010
Police officers	10 557	10 458
Police recruits	359	244
Staff members	4 233	4 109

Notes:

- Staffing numbers refer to actual employees, not 'full time equivalent' employees.
- Staff members means employees other than police officers or police recruits.

Queensland has experienced strong growth in police numbers over recent years. This has been essential to keep pace with Queensland's rapid population growth. Queensland's police to population ratio for 2010-11 was 1:436.

### Recruit induction

A total of 504 police recruits were inducted into the Queensland Police Service during 2010-11, additionally two officers were re-instated.

### Attrition and separation rates

In the 2010-11 financial year, 407 police officers separated from the QPS with a separation rate of 3.89%. The 2010-11 permanent retention rate for police officers was 96.11%.

The separation rate for permanent civilian staff member employees was 8.86% and the retention rate was 91.14%.

During 2010-11:

- one employee accepted a redundancy package. The total value of this package was \$784 641.10
- no employees accepted early retirement packages.

### Retrenchments

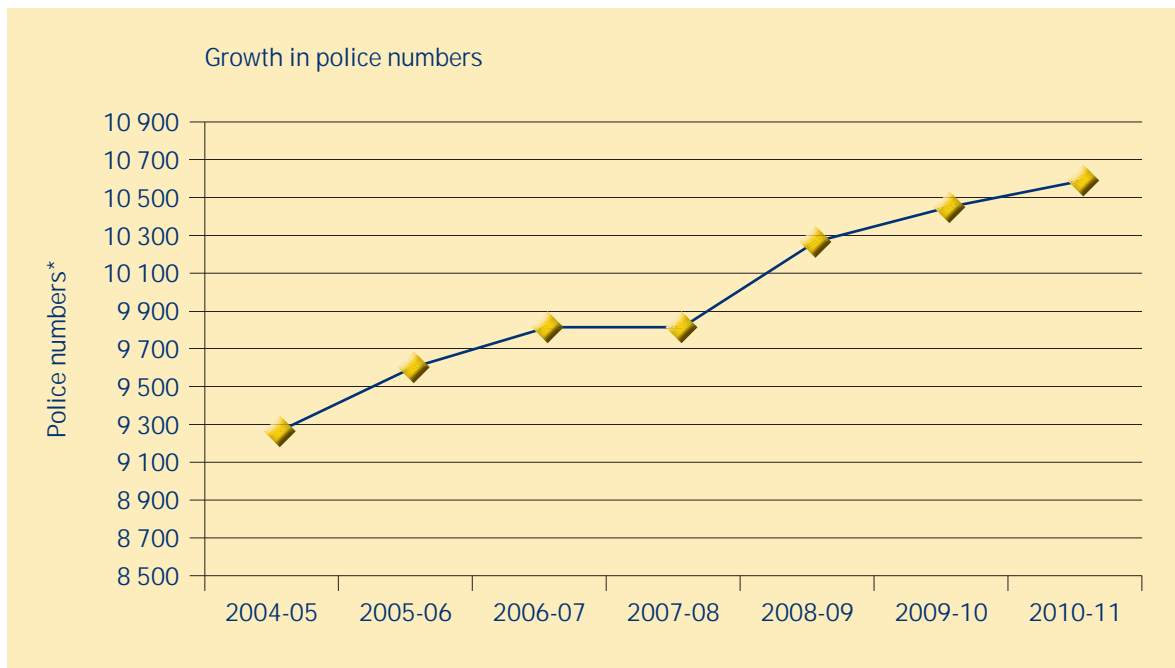
There were no employees retrenched in the 2010-11 financial year.

## Secondments

As at 30 June 2011, there were 138 police officers seconded to other agencies to perform law enforcement duties.

Agency	Officers
Crime and Misconduct Commission	69
Australian Federal Police	3
Australian Federal Police (Airport Uniform Policing) (Brisbane – 27, Coolangatta – 12, Cairns – 16)	55
Australian Federal Police (International Deployment Group)	6
Queensland Corrective Services Intelligence Group	2
Queensland Police Union of Employees	1
The Queensland Commission for Children and Young People and Child Guardian	1
Queensland Health	1
<b>Total</b>	<b>138</b>





\* Actual police numbers (not full time equivalents).

## Supporting our people

### Physical health and wellbeing

The QPS continues to provide a range of services designed to support members' physical and psychological health and wellbeing.

Our staff have access to a number of free and voluntary services:

- The HealthStart Program enables staff to obtain a confidential profile of their health through completion of a lifestyle questionnaire, physical assessment and comprehensive blood test. The QPS employs four health coaches to conduct the physical assessments state-wide and provide health coaching to those employees who wish to improve their HealthStart results through modification of their diet and physical activity levels. The program is also supplemented by the HealthStart online learning product, which assists employees in learning about their health and developing diet, exercise plans and mental health coping plans. Over 1 700 staff have participated in the program in the past year.
- Headquarters and regional gymnasiums provide health and recreation facilities to police and staff around the State. The police headquarters gymnasium provides a range of allied health services such as a dietician, zumba and pilates classes on a user pays basis.
- Access to flu vaccinations and blood pressure checks are offered to all staff.

- As part of our commitment to fostering the importance of employees' health, the QPS supports participation in a range of national and international sporting events, including the 2011 Queensland Police and Emergency Services Games and 2011 Queensland Corporate Games.
- The QPS has also supported members and families participation in a corporate police team in the annual Bridge to Brisbane Fun Run over several years, with participation in last year's event exceeding 650.

### Psychological health and wellbeing

Employee Wellbeing aims to promote and support wellbeing and resilience at both an individual and organisational level, and reduce the human and financial costs of psychological illness and injury to members and the QPS.

Psychological wellbeing policy is incorporated within a risk management framework.

In consultation with the Australian Centre for Posttraumatic Mental Health (ACPMH), the QPS developed and delivered face to face training programs in psychological first aid for Chaplains, Peer Support Officers (PSOs) and supervisors.

Over 600 members participated in this training, which was delivered by QPS Human Services Officers (HSOs) and was evaluated by the ACPMH to be effective in increasing knowledge and awareness of self care and support of others following critical incidents.

A Psychological First Aid online learning product was released shortly after the 2011 flooding crisis and members who have completed this training have reported significant increases in their level of understanding in relation to a range of important psychological care indicators. Over 1 200 members have completed the online learning product to date.

The QPS responded with a strong team of HSOs, PSOs and Chaplains to regions affected by environmental disasters, in addition to providing support throughout the year.

Consistent with Australian Government strategies, HSOs promoted the importance of early identification and treatment for members experiencing psychological problems and sought to address mental health stigmas which create obstacles to help-seeking. HSOs supervised over 600 PSOs in the provision of support to colleagues.

A range of promotional materials were released during the year, and were displayed on QPS screen savers, notice boards and in journals. Importantly, QPS HSOs provided continuity of care to members and support to regions and commands through a 24/7 on call roster and relief system.

A fatigue audit was conducted as a first step in the development of a QPS fatigue risk management strategy. Police and staff members representing a wide range of operational activities participated in the audit.

### Chaplaincy services

The QPS has increased the number of paid chaplaincy hours through the addition of another full time Police Chaplain to support the Central Region. This brings the number of full time Police Chaplains to ten. Full time Police Chaplains are supported with a network of part-time and voluntary Police Chaplains across all regional and remote Queensland communities.

The Chaplaincy Service assists members of the QPS, their families and members of the community to deal with a very broad range of religious, spiritual, personal, work related and grief issues.

### Community Supporting Police and Helping Hand

Community Supporting Police is a community driven organisation that operates with the support of the QPS to provide comfort and support to families of police suffering from illness or distress in crisis situations. Helping Hand was established in 2004 in response to an increasing need for assistance by QPS members in times of crisis such as serious or terminal illness, injury or personal trauma.

This year, Helping Hand provided support to a number of cases ranging from financially based assistance to the provision of professional services, equipment, transportation and child-care.

### Alcohol and drug awareness

The Health Promotions and Monitoring Unit is responsible for managing internal alcohol and drug programs, including education, coordination of testing and clinical support for members requiring assistance.

Police member education on alcohol and drugs continues to be a significant prevention focus with all education linking back to the management of integrity for all members.

Testing continues to be one aspect of our commitment to enhance police wellbeing and safety, as well as integrity within the workplace. As at 30 June 2011, 1 433 members had undergone a random alcohol breath test, with no positive results. The Health Promotions and Monitoring Unit also provided a state-wide 24/7 on call service in order to coordinate targeted substance and alcohol tests following critical incidents. During the year, 66 urine drug tests were conducted with no positive results for illicit drugs and 52 breath alcohol tests were conducted, with no positive results.

### Healthy Workplaces Project

The Healthy Workplaces Project (HWP), in partnership with Griffith University, commenced in early 2008 with the aim of developing a model for healthy, positive and productive workplaces. The third and final HWP survey was conducted in February/March 2011. The three HWP interventions (HealthStart, Leadership Education and Development (LEAD) and Practical People Management Program (PPMP) are being conducted throughout 2011.

Fifty Senior Sergeants and 190 Sergeants have now participated in the PPMP in 2011 and around 30 Commissioned Officers at the rank of Inspector and above have completed the LEAD program. Each officer was provided with specialist coaching during the program.

Griffith University provided a report on Phase 2 of the HWP undertaken between January and December 2010 showing there has been a progressive improvement in job satisfaction and engagement during this time. The PPMP has delivered significant improvements in the perceptions of participants and that of their subordinate members to participants' people management skills in the 12 months post intervention.

An independent evaluation of all programs implemented in the four participating regions will be

conducted by Griffith University to determine if such interventions are producing improvements across a range of wellbeing and performance indicators. These evaluations will be included in the final report from Griffith University for Phase 3.

### Aboriginal and Torres Strait Islander employment

The QPS has an Indigenous employment plan and an Indigenous Employment Officer position has been created within the Recruiting Section to assist Indigenous people to gain employment with police.

During the year, we continued to deliver the Aboriginal and Torres Strait Islander Justice Entry Program (JEP) traineeship, the JEP Indigenous Mentoring Program, and maintained the Aboriginal and Torres Strait Islander Community Advisory Board. Results include:

- 109 people have commenced the JEP traineeship since 2003
- 95 people have graduated with the Certificate IV in Justice
- 86 JEP graduates have then entered the Police Recruit Operational Vocational Education Program (PROVE) as police recruits
- 62 people have graduated from PROVE and have been sworn in as constables
- 8 people are planned to commence the 11th intake of the JEP traineeship in July 2011 and are due to graduate in January 2012.

### Balancing work and family

The *Work-Life Balance Strategy* is a Queensland Government initiative aimed at addressing issues with the attraction and retention of employees by improving the uptake of work-life balance policies for the Queensland public and private sectors.

The QPS has been investigating more flexible ways of undertaking work and telecommuting is one of the options included in the work-life balance framework.

A new policy designed to provide clear and consistent guidelines on how to establish telecommuting arrangements has now been added to the Human Resource Management suite of policies.

Two other initiatives which have been introduced to expand members' ability to achieve a work-life balance and to actively reduce attrition in the short and long term are the Part-Time and Job SWAP Noticeboards.

The Job SWAP Noticeboard has been initiated to allow police officers to identify another member they

may be eligible to swap locations with. At this stage the Job SWAP Noticeboard is restricted to:

- First Year Constables whose confirmation is expected within four months
- Constables and Senior Constables who are not occupying specialist or gazetted positions.

The Part-Time Noticeboard has been established for two purposes:

- to inform officers about part-time roles which may be currently available
- to inform supervisors and managers of existing part-time work arrangements and to assist with decision making around local personnel and workforce management issues.

Both initiatives have received excellent responses and have assisted numerous members to identify and apply for positions and arrangements which allow them to achieve a better work life balance.

Members working part-time			
	Male	Female	Total
Police Officers	49	425	474
Staff Members	51	504	555

Another initiative, the Pregnancy Information Package is available on-line and provides an easy to understand guide to legislation, policy and procedure for pregnant employees, employees adopting, partners, supervisors and managers.

Recruitment strategies continued to be cognisant of equity issues and are designed to optimise engagement of female employees.

### Supporting women's career development

The QPS continued to support a range of specific strategies and initiatives which provide developmental opportunities and improve the quality of life of our female employees, including:

- the Women's Network
- the Leadership and Mentoring Program for Women
- Child and Family Issues Committees
- the Work and Family Policy
- the Pregnancy Policy
- Part-time policies
- the Jim O'Sullivan Achievement Award for initiatives which enhance the standing of women in the Queensland Police Service.

Women who work in remote locations are being supported through a new distance mentoring program provided by Women's Network representatives, known as SWIRL—Supporting Women in Remote Locations. The program is designed to provide professional development opportunities, enhance the transition of women into remote areas and encourage them to remain in these locations.

SWIRL provides an excellent opportunity for junior women to build sustainable and transferable networks and develop the confidence to carry out their roles, duties and responsibilities.

The table below provides information on the number of police officers at different ranks within the QPS.

### Police officers by rank

	30 June 2005	30 June 2006	30 June 2007	30 June 2008	30 June 2009	30 June 2010	30 June 2011
<b>Above Chief Superintendent</b>							
- Female	1	1	2	2	2	2	2
- Male	13	13	17	13	14	13	16
<b>Chief Superintendent</b>							
- Female	1	1	0	1	1	1	1
- Male	14	14	16	11	13	12	15
<b>Superintendent</b>							
- Female	1	2	3	3	4	4	4
- Male	38	46	46	46	49	49	49
<b>Inspector</b>							
- Female	19	21	20	16	17	17	17
- Male	271	286	293	277	307	292	282
<b>Senior Sergeant</b>							
- Female	46	47	55	67	75	77	82
- Male	580	600	636	676	653	695	691
<b>Sergeant</b>							
- Female	246	287	326	350	374	413	449
- Male	1 830	1 913	1 942	1 936	1 923	1 915	1 942
<b>Senior Constable</b>							
- Female	618	720	813	935	993	1 036	1 086
- Male	2 147	2 158	2 176	2 360	2 450	2 580	2 679
<b>Constable</b>							
- Female	1 078	1 062	1 087	1 059	1 149	1 122	1 076
- Male	2 108	2 098	2 186	2 081	2 253	2 230	2 166
<b>Recruit</b>							
- Female	113	134	95	136	124	86	119
- Male	186	228	189	268	244	158	240
<b>Total</b>							
- Female	2 123	2 275	2 401	2 569	2 739	2 758	2 836
- Male	7 187	7 356	7 501	7 668	7 906	7 944	8 080

The table below provides information on the proportion of staff members from equal employment opportunity target groups by salary levels within the QPS.

2010-11 EEO Target Groups by Salary - includes Police Officers, Public Service Officers and General Employees													
SALARY RANGE (\$)*	Gender		Language background				Indigenous		People with disabilities				
	FEMALE	MALE	ESB	NESB1	NESB2	N/R	Yes	No	N/R	Yes	No	N/R	
\$103,355 and above	8.5%	91.5%	89.8%	1.7%	4.9%	3.6%	1.2%	94.9%	3.9%	5.1%	86.9%	8.0%	
\$94,579 - \$103,354	36.6%	63.4%	75.6%	2.4%	7.3%	14.6%	0.0%	75.6%	24.4%	2.4%	78.0%	19.5%	
\$84,339 - \$94,578	15.6%	84.4%	88.0%	1.7%	6.0%	4.3%	0.9%	93.4%	5.7%	5.0%	87.8%	7.3%	
\$74,678 - \$84,338	19.5%	80.5%	88.5%	2.9%	5.6%	3.0%	1.4%	94.0%	4.5%	3.6%	88.6%	7.8%	
\$66,358 - \$74,677	29.8%	70.2%	85.9%	2.9%	7.0%	4.2%	2.0%	90.9%	7.2%	3.1%	85.9%	11.1%	
\$57,034 - \$66,357	33.9%	66.1%	86.9%	4.1%	6.2%	2.8%	1.8%	93.2%	5.0%	2.9%	82.5%	14.6%	
\$48,007 - \$57,033	46.1%	53.9%	81.2%	3.7%	4.8%	10.3%	2.5%	81.7%	15.8%	4.0%	76.2%	19.8%	
\$35,359 - \$48,006	65.7%	34.3%	56.8%	5.9%	5.2%	32.0%	3.9%	55.6%	40.5%	5.9%	55.6%	38.4%	
\$0 - \$35,358	33.2%	66.8%	31.5%	2.3%	0.9%	65.3%	1.4%	31.5%	67.0%	0.9%	31.8%	67.3%	
% OF TOTAL	37.5%	62.5%	79.8%	3.7%	5.6%	11.0%	2.2%	82.9%	14.9%	3.9%	77.4%	18.7%	

Note: Percentages are 'row' percentages. Row percentages within each of the four target categories should add to 100 percent, although there may be some minor rounding errors. Figures may vary between some published documents due to differing dates of data capture and definitional issues relating to employee status.

\* The Shared Services Agency has provided this data which is part of the Cabinet approved Minimum Obligatory Human Resource Information (MOHRI) process and is a snapshot of the workforce as at the June 2011 quarter.

ESB English speaking background  
 NESB1 Non-English speaking background - immigrants  
 NESB2 Non-English speaking background - children of immigrants  
 N/R Non responses

\* Target group calculations rely on target groups self-disclosing this information on their census form.  
 \* The data conforms to the reporting requirements of the Public Service Commission. In line with these requirements, members of the Prostitution Licensing Authority and QPS temporary employees are included in these figures.

## Media and public affairs

Communication of government services is essential to keep the community informed on public safety matters. The Media and Public Affairs Branch facilitated communication within the QPS and the community on issues such as the flooding in Queensland, Tropical Cyclone Yasi, end-of-year Schoolies celebrations on the Gold and Sunshine Coasts, and the Christmas and Easter road safety campaigns.

For the first time – during this year’s floods and Tropical Cyclone Yasi—Media and Public Affairs Branch forged a direct link with the community by using social media such as Twitter, Facebook and YouTube to issue accurate information and quash unfounded rumours in their infancy.

The effectiveness of this strategy was illustrated by the dramatic rise in QPS Facebook followers. Within 24 hours of the devastating flash flood on January 10, the number of QPS Facebook followers rose from 23 000 to 165 000. During this time, the page received a record 39 million story views, the equivalent of 450 hits per second.

QPS has more than 204 300 Facebook followers and 14 500 Twitter followers.

As at 30 June 2011, the QPS employed 25 full-time equivalent staff whose functions relate to media and public affairs.

Of these, 13 are Media Liaison Officers whose main role is to promote public safety by providing a 24/7 service ensuring information on crime is conveyed to the Queensland public in a timely and efficient manner. They provide support to first response officers at scenes by managing critical and emergent issues. They prepare media releases that assist investigations particularly to locate offenders, educate and inform the public.

Five public affairs officers are responsible for developing critical campaigns targeting personal safety, property security, road safety and community relations. These officers ensure important proactive policing messages on crime prevention and personal safety are distributed widely to the community and the media through preparation of marketing and promotional material and the running of community events. These roles are essential to the coordination of QPS communication with the public and include preparation of material for campaigns such as the One Punch Can Kill assault reduction campaign and Crime Prevention Week.

Three digital media officers are responsible for providing policy guidelines to operational staff in the use of social media. Throughout 2011, the team

has been involved in awards submissions and to date has won the Excellence in eGovernment 2.0 and the QPS Gold Award for Excellence in Corporate Services in recognition of the use of social media during the Queensland floods and tropical cyclones of 2010-11. The digital media team also share online posting and moderating responsibilities with the media liaison officers.

One marketing officer is responsible for recruiting and attracting quality applicants to fulfil the QPS recruitment requirements. This is critical to ensure Queensland has highly skilled police recruits. The position provides strategic marketing advice and direction for the development and implementation of the agency’s marketing strategies and action plans in relation to police recruiting.

There are also three Graphic Designers who provide graphic design support for external and internal information products, creative advice and solutions to the visual presentation of information.

Seventeen staff comprise the Queensland Police Pipes and Drums, which is responsible for building core client relationships both internal and external to the QPS through excellence in professional music and performances.

The five staff of the Queensland Police Museum work to collect, document, preserve and exhibit the rich depth of history that describes policing in Queensland.

## Physical resource management

The QPS Strategic Capital and Assets Committee considers amongst other things, the needs of internal and external clients regarding major capital works. It also sets the medium and long term priorities for QPS capital works and informs the Board of Management in relation to these priorities. See page 17 for more information on the committee’s activities.

### Fleet management

Our emphasis is on selecting the most operationally suitable vehicles and achieving the optimum fit-out of those vehicles.

The QPS fleet currently numbers 2 357 vehicles including 97 motorcycles.

Green technology continues to be introduced with consultation with the various police regions to introduce greener more fuel efficient vehicles.

South Eastern and Southern Regions have endorsed and adopted a green plan. Currently work is being conducted with Central, Northern, and Far Northern Regions, and State Crime Operations Command in this regard.

Ten new hybrid vehicles have been approved specifically for accompanying wide load escorts and will be progressively rolled out from September to December 2011.

As part of the Government's policy, the QPS is required to reduce its production of carbon dioxide by 25% by 2012, and 50% by 2017. Fleet Management Branch is actively pursuing this through smarter vehicle purchases.

### Vessel management

The Queensland Water Police are responsible for policing the State's coastline and waterways, and coordinating the State's search and rescue response. The Water Police fleet state-wide is made up of 70 vessels, ranging from 22m Class 1 patrol and command catamarans to jet skis. These vessels are located at 24 police stations around the State. Eleven of these stations are specialist water police facilities.

During the 2010-11 financial year the QPS water police capabilities were strengthened through the acquisition of a number of replacement vessels.

These included two 11 metre patrol launches for service in Brisbane and Gladstone at a cost of \$1.1 million dollars.

During the 2011-12 financial year construction will commence on one 18 metre and two 22 metre patrol catamarans. The new vessels will replace older class boats operating from Cairns, Townsville and Whitsunday.

The construction of these new vessels will complete the upgrade of the QPS' fleet of class one vessels and represent the latest in technology, significantly improving the marine operational capability of police in areas of search and rescue, vessel interception, counter terrorism and crime.

### Aircraft

The QPS currently operates six aircraft, collectively referred to as the Police Air Wing: a Cessna Citation jet and Cessna Caravan based in Brisbane, a Beechcraft B1900 and Cessna Grand Caravan based in Cairns, a Cessna Caravan based in Mt Isa and a Britten-Norman Islander aircraft based on Horn Island.

The Air Wing provides the QPS with the capacity to rapidly deploy officers and specialist equipment to emergency situations throughout the State. It also facilitates the movement of prisoners and police officers across most of Queensland and into remote areas.

During the year QPS aircraft have assisted with search and rescue operations within the State and

offshore, as well as flood and cyclone relief duties in outback Queensland. The Police Air Wing flew the equivalent of three times around the world transporting QPS members deployed to Queensland's disaster zones.

The Citation jet provides rapid and secure transport for interstate extraditions and supports the Government Air Wing on donor organ retrieval flights.

During 2010-11, the Air Wing operated 2 729 flight hours and travelled 919 866 kilometres. In addition to 43 345 kilograms of freight, the Air Wing also transported 14 057 passengers, including 2 369 prisoners.

### Capital Works Program

During 2010-11, capital works funding of \$107.4 million provided for the completion and further development of a number of significant infrastructure projects to address population growth and support service delivery. Projects delivered during this time provided modern, state-of-the-art facilities to assist frontline staff in serving the community. The projects completed include:

- an extension of Thursday Island Water Police facilities
- the refurbishment of Richlands Watchhouse and upgrade of its CCTV equipment
- replacement police station and watchhouse at Murgon
- the new Sunshine Coast District Water Police facility
- the Driver Training Centre at the new Queensland Police Academy site at Wacol.

The QPS has developed a program to incrementally upgrade CCTV facilities throughout the State. The new digital technology is delivering high image quality and is enhancing the safety and security of the communities and the police.

Upgrades at Cunnamulla, Normanton, Maryborough, Mackay, Cleveland, Coolangatta, Moranbah, Proserpine and Cairns have been completed.

Upgrades are being progressed at Maroochydore, Mt Isa, Redcliffe, Toowoomba, Warwick, Dalby, Noosa Heads, Gatton and Mossman.

Upgrades at Brisbane City, Goondiwindi, Roma and St George will be included in the 2011-12 program.

Major capital works projects for 2011-12 include:

- \$54.9 million to continue development of the new, state-of-the-art Police Academy at Wacol.

When complete, this facility will deliver a full range of education and training programs for trainee and operational police

- \$43.8 million for capital works across the State.

The \$43.8 million will include:

- refurbishment of Beenleigh Police Station
- construction of the new Burleigh Heads Police Beat and refurbishment the existing Burleigh Heads Police Complex
- construction of the upgrade to Calliope Police Station
- a new police station at Carina to replace Camp Hill Police Station
- upgrade of Goodna Police Station
- construction of the replacement Lockhart River Police Station
- upgrade of the heritage-listed police facility at Mackay
- construction of the new Oxley District Forensic Facility
- refurbishment of the Pine Rivers District Office
- further progression of the new Townsville District Police Facility.

### Westgate Academy Project

The Westgate Project is continuing work on delivering a new Police Academy on its Wacol site.

The world class Driver Training Centre was officially opened on 3 November 2010.

The track consists of a simulated road circuit of asphalt, gravel and tar roads, manoeuvre areas, an urban streetscape, a four-wheel-drive skills and recovery area, a motorcycle training track and scenario buildings for tactical operations. All scheduled driver training courses are now conducted at the new facility.

The Westgate Academy project is on target to be completed in the 2014-15 financial year and will replace the existing campuses at Oxley, and training facilities at Mt Cotton and Chelmer.

## Environmental sustainability and infrastructure

The Queensland Government's *Toward Q2: Tomorrow's Queensland* strategy has set goals that address current and future challenges for Queensland. The QPS is committed to the reduction of emissions created by government buildings and vehicles as well as managing water consumption and waste production.

### Energy

The *Queensland Police Service Strategic Energy Management Plan* (SEMP) has been developed to guide the way we manage the department's future energy consumption, so that we can meet the objectives of the State Government's *Strategic Energy Efficiency Policy for Queensland Government Buildings*.

This policy requires the QPS to achieve a 5% energy reduction by 2010 and a 20% saving by 2015.

During 2010-11, the following activities were undertaken:

- Retrofit energy efficient lighting at Brisbane police headquarters, Brisbane watchhouse, Townsville, Runaway Bay, Coolangatta, Coomera, Sandgate, Indooroopilly, Petrie, Redcliffe, Karana Downs, Hendra, Maryborough, Boondall, Dutton Park, Thursday Island, Bamaga, Horn Island, Yamanto, and Logan Central (80% complete).

This has resulted in an average of 26% saving in energy consumption at these sites.

- Upgrade to efficient air-conditioning chillers at Brisbane police headquarters.

With the completion of these initiatives, the QPS achieved an 8.75% reduction in energy consumption (based on the 2005-06 baseline).

As part of the master plan undertaken for the Westgate Project, a number of key environmental sustainability initiatives have been incorporated including:

- energy benchmarking
- orientation of major building facades towards north and south for optimum thermal comfort
- passive design elements such as daylight availability, solar control and shading, natural ventilation and environmentally responsive building facades



- a central energy plant producing site-wide chilled water for air-conditioning, with a thermal storage tank for peak load energy reduction
- mixed mode ventilation
- a 430kW site wide photo voltaic array and solar hot water
- plumbing to enable use of rainwater for toilet flushing across the site
- grey water reuse system
- integrated planting.

## Water

The QPS is committed to the Government Buildings Water Conservation Program (Water Smart Buildings), which aims to reduce water consumption by at least 25% primarily in new and existing government commercial buildings.

Our commitment is demonstrated by the adoption of and compliance with the *Water Efficiency Management Plans* (WEMP) in South East Queensland. This plan provides long-term efficiencies and savings for identified police stations and facilities.

Water saving strategies include:

- education of staff to raise the awareness of water conservation
- regular maintenance and inspections of water supply equipment and associated devices.

## Waste

The *Queensland Police Service Waste Management Strategic Plan* (WMSP) focuses on the Government's waste management hierarchy of waste avoidance, reuse, recycling, energy recovery from waste and disposal.

This focus highlights the strong and growing commitment the QPS has to reducing the amount of waste created, ensuring the efficient use of resources and encouraging recycling of resources.

## Greenhouse gas emissions

The QPS is committed to supporting the Queensland Government's *Toward Q2 – Tomorrow's Queensland* target to cut Queensland's greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government's climate change and other environmental strategies such as the *ClimateQ: toward a greener Queensland* strategy.

The Queensland Government has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to (i) vehicle use, (ii) electricity consumption and (iii) air travel. These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used. Due to data availability limitations and timing constraints the twelve-month reporting period from 1 April 2010 to 31 March 2011 has been applied.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies may be proportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure all the relevant parameters are exactly the same and have not been affected by changes such as: differences in the configuration and make-up of the department's building portfolio; changes to building functionality and/or occupancy levels; or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government's *National Greenhouse Accounts Factors Workbook*).

The following table outlines the emissions relating to the QPS for the twelve-month period 1 April 2010 to 31 March 2011:

Activity	Gross greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Less emission offsets (tonnes of CO <sub>2</sub> )	NET greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Explanatory notes
<b>Vehicle usage</b>				
QFleet leased vehicles	Not applicable	Not applicable	Not applicable	1
Department-owned vehicles	20 836	10 418 (50% offset)	10 418	
Hired vehicles	60	60	-	2
<b>Electricity consumption</b>				
Government-owned buildings	57 635		57 635	3
Leased privately-owned buildings	2 534		2 534	4
<b>Air travel</b>				
Domestic air travel on commercial airlines	1 468	1 468	-	5
International air travel on commercial airlines	135	135	-	5
Police Air Wing	2 320	1 160 (50% offset)	1 160	6

Notes:

1. The emissions figures have been calculated using a combination of two methodologies. QFleet has supplied the data for the period 1 April to 30 June 2010 emissions calculated using the contracted kilometres-travelled methodology (used in previous years). For the period 1 July 2010 to 31 March 2011 the Queensland Government Chief Procurement Office has provided departments with available actual fuel data to enable departments to calculate their emissions using the National Greenhouse Emissions Reporting methodology. All emissions reported represent emissions associated with four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those vehicles that did not comply with the minimum Green Vehicle Guide (GVG) Greenhouse ratings. Vehicle emissions offsetting undertaken by this department since 1 July 2010 relates to the Queensland Government's commitment to offset 50% of vehicle emissions from 2010.
2. The hire car vehicle emissions figures have been calculated by Avis Australia and are attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.
3. These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45% to the landlord, and 55% to the tenants – in line with historical benchmarking. Emissions have been calculated by converting relevant electricity consumption using the Scope 2 conversion factor of 0.89 kg CO<sub>2</sub>-e/kWh as published in the Australian Government's *National Greenhouse Accounts Factors Workbook (July 2011)*.

4. These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned ones (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.
5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPO) during the period 1 April 2010 to 31 March 2011, specifically:
  - international air travel on commercial airlines
  - domestic air travel on commercial airlines.

The emissions are calculated by QGCPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO<sub>2</sub>.

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

6. QPS Air Wing air travel data is reported through the purchase of aviation fuel under the whole of government procurement arrangement.

## Information and communications technology

The strong population growth of Queensland requires infrastructure to support community needs. Information and Communications Technology (ICT) initiatives such as QPRIME, Policelink, Computer Aided Dispatch (CAD) and Public Safety Network (PSN) provide infrastructure to connect with the community and support the increasing number of calls for service.

### QPRIME

The Queensland Police Records and Information Management Exchange (QPRIME) provides a single integrated records management system for most police incident types including traffic crashes, missing persons, sudden deaths, crime, custody, charging, organised crime and gangs, property, Crime Stoppers and intelligence.

Major reporting functionality was delivered in October 2010 allowing operational police and managers to further manage operational risks and strategies within areas such as successful prosecutions, custody management, officer's work performance and other QPRIME processes.

Enhancements to QPRIME this year also included additional Case Management functionality to support juvenile bail, mental health and repeat calls for service.

Comprehensive property management reporting will be delivered in August 2011.

## Computer aided despatch

The QPS is developing a new Computer Aided Despatch (CAD) solution which will be an integrated map-based system and will provide a connected response platform across the State.

The new CAD solution incorporates a modern, state-of-the-art command and control system and enhanced capability for managing first response resources.

The system will allow integration with other core QPS record and communications systems in order to streamline administrative processes. It is a key platform of the ICT infrastructure being developed by the QPS to build its capability for responding to increasing calls for service.

The new CAD solution will be progressively rolled out to seven major regional Police Communication Centres from late 2011.

## Legacy Migration Program

From 2007–11, the Legacy Migration Program was focussed primarily on replacing and decommissioning the QPS mainframe systems and environment in order to reduce business risks arising from the lack of support for these ageing technologies.

This has been achieved—the mainframe was successfully decommissioned by 31 March 2011.

## Public Safety Network

The Public Safety Network (PSN) initiative now provides a modern data network that meets the needs of the QPS, the Department of Community Safety and the Department of Justice and Attorney-General. The PSN provides an integrated, internet protocol-based data network capable of delivering digitised information including voice, data and video.

The initiative was awarded the 2010 Premier's award in the 'Strong' category.

All network hardware upgrades and virtualisations were completed in March 2011. This brought to a close the remaining 'in scope' activities of the PSN project.

## Weapons Licensing System replacement

On 30 November 2010, the QPS implemented stage one of a three-stage project to introduce a contemporary Weapons Licensing Management System (WLMS).

Stage one has replaced the mainframe and ancillary systems and as a result reduced the risks associated with the continued reliance on ageing and increasingly unsupportable technology. The system has successfully integrated with QPRIME, providing a central source for operational police officers regarding weapons information.

Stage two of the project, delivering online capability to the public, is forecast to be completed in 2012.

When fully implemented, the system will enable the streamlining of processes and provide client service improvements to licence holders, firearm dealers and shooting clubs.

## Communications Equipment Refresh Program

During the year communications were enhanced through several significant initiatives.

- Approximately 1 200 handheld and 460 vehicle radios were purchased to replace existing radios. Additional mobile and fixed high frequency (HF) radios were also purchased to replace regional HF radios.
- Equipment purchases were made for the replacement of some regional microwave link systems. These systems connect Rockhampton and Gladstone communications centres, plus several critical radio sites.
- The last of the fixed Digital Electronic Recording of Evidence (DERE) units have been purchased and issued to the regions. Additionally,

approximately 90 portable DERE units are currently being purchased to replace the analogue audio only portable interview units currently in use.

- New integrated radio communications console systems have been purchased for the new Police Communications Centre (PCC) at Beenleigh and for the refurbishment of PCC Brisbane.
- New radio infrastructure was installed at Cape Bowling Green, Kelso, Woorabinda, Miriam Vale, Seaforth, Dawes Range, Jimboomba, Cooroy and Helidon to reduce radio black spots.

## Technology Refresh

During 2010-11 several technology replacement and improvement initiatives were delivered including:

### Desktop/Laptop replacement

A total of 3 156 devices were successfully replaced due to expiry of warranty.

### Aurion payroll system upgrade

The server hardware, operating system and database was upgraded.

### Escort CAD upgrade

The server hardware and operating system for the Escort Computer Aided Dispatch system was upgraded from a previously unsupported level. Dual site redundancy has now also been implemented which reduces the risk of system unavailability until the CAD project is implemented.

### Polaris Data Centre establishment

The establishment of the new CITEC Polaris Data Centre as the second QPS site for system infrastructure was completed in 2010-11. QPS previously utilised a QLD Health Data Centre at Herston as the second site but all infrastructure has now been relocated to Polaris.

### Imaging Rationalisation Project

This project was initiated in 2010-11 with a scope to implement a new printing service across QPS and reduce the total cost while improving the level of service.

## Other reporting

### Weapons licensing

The Weapons Licensing Branch administers all aspects of the *Weapons Act 1990*, *Weapons Regulation 1996* and *Weapons Categories Regulation 1997*.

The Branch issued 15 503 new or replacement licences, renewed 10 896 licences and received 20 042 applications for the issue of permits to acquire firearms. All weapons licences now have a maximum five year life other than those extended to the licensee's date of birth.

As of 30 June 2011 there were 163 242 licence/approval holders with 599 897 firearms/weapons registered to licence or approval holders.

The Branch also provided support, training and advice to internal and external clients throughout the year.

### Recordkeeping

The Administration Branch is responsible for the development, review and maintenance of QPS corporate records management policies, procedures, standards, guidelines and training programs. Together these ensure that the QPS meets its responsibilities under the *Public Records Act 2002* and continues to improve recordkeeping processes to enhance compliance with Queensland Government Information Standard 40, 'Recordkeeping'.

A key initiative in 2010-11 was the Station Retention and Disposal Project. The project encompassed training and visits to all police establishments state-wide which improved proper maintenance of records that need to be retained, identification of unwanted records no longer required to be stored, and the creation of usable space to enhance the operational capability of police establishments.

### Consultancies

In 2010-11 the QPS engaged Kingsholme Merchants and Investors trading as Sagacity Consulting at a cost of \$20 100 (excluding GST).

This consultancy was engaged to conduct a review of human resources in regard to QPS police recruit applicant and initial service integrity screening practices.

### Right to Information and Privacy Unit

In 2010-11 the Right to Information (RTI) and Privacy Unit received 848 RTI and 1 695 information privacy applications. All applications were processed within statutory timeframes. The unit continued to provide support, guidance and advice to internal and external stakeholders throughout the year.

During the year under review, 70 documents have been published on the Queensland Police Service Publication Scheme in addition to 1 651 folios relating to 52 RTI applications on the Service Disclosure Log.

## Key future initiatives

### Human resource management

Regional conflict coaching training will be rolled out during 2011-12 as a pre-alternative dispute resolutions process.

### Physical resource management

#### Tenancy Management Project

A 'Tenancy Management Policy' will be implemented during January 2012 which will standardise the way in which the QPS manages its accommodation requirements across the State. In line with this, a new system is being developed to enable the consistent recording and reporting ability of tenancy and accommodation requirements. It is anticipated this system will be functional by the third quarter of the 2011-12 financial year.

### Information management

#### QPRIME

QPRIME will be implementing a new NICHE database version in the first half of 2012. This new version will allow further development of a new and improved QPRIME user interface. Changes to the reporting of significant events will be investigated and QPRIME will also be implementing a Bulk Property Loader to enhance the recording of found and seized property.

### Mobile services

The mobile services initiative proposes to provide front line officers with accurate information that is timely, safe and secure via a corporately supported mobile services platform.

This initiative will incorporate a technology evaluation of In-Vehicle computing Platforms (IVPs), solution architecture and a business case for the initial implementation of a mobile services capability.

### The Critical Incident Management System (CIMS) Project

The Critical Incident Management System Project will provide enhanced communications with other Queensland emergency services agencies and interstate/international police agencies, particularly during disasters, critical incidents, major events and operations. A business case is under development.



# Financial summary 2010-11

During 2010-11 the Queensland Police Service received \$1 786.4 million for the delivery of policing services to the Queensland community. At the end of the 2010-11 financial year the QPS was in a sound financial position, achieving an operating surplus from continuing operations of \$1.242 million. This financial summary provides a snapshot of the income, expenditure, assets and liabilities for the 2010-11 financial year and can be read in conjunction with the financial statements.

The table below provides a summary of comparative financial results over the last five years.

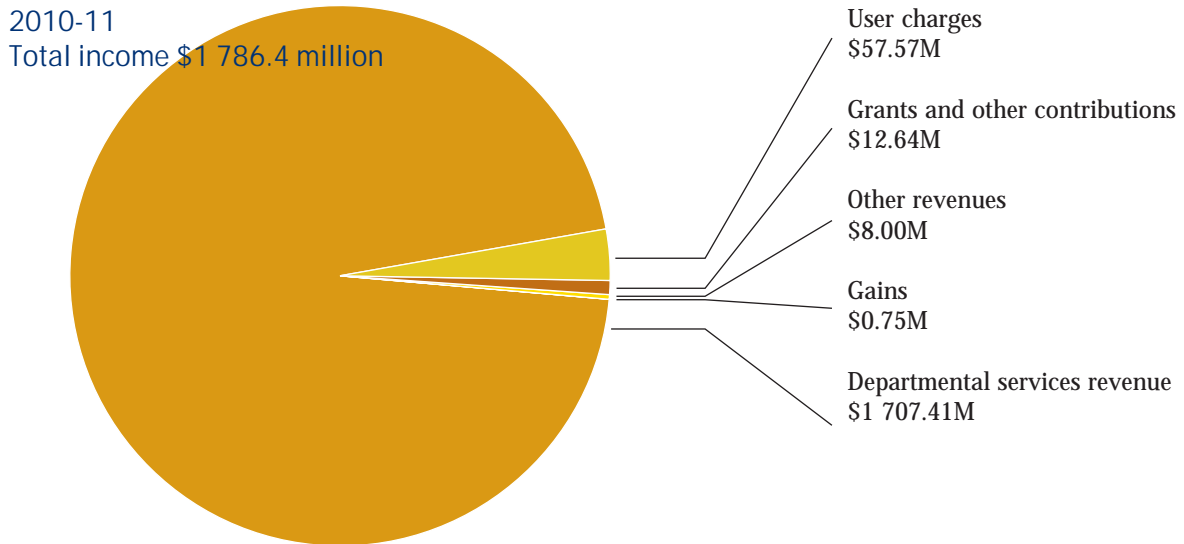
<b>Statement of comprehensive income</b>	<b>2010-11 \$'000</b>	<b>2009-10 \$'000</b>	<b>2008-09* \$'000</b>	<b>2007-08* \$'000</b>	<b>2006-07 \$'000</b>
Total income from continuing operations	1 786 375	1 673 862	1 519 929	1 427 648	1 280 146
Total expenses from continuing operations	1 785 133	1 672 136	1 526 901	1 412 768	1 279 570
<b>Statement of financial position</b>	<b>2010-11 \$'000</b>	<b>2009-10 \$'000</b>	<b>2008-09* \$'000</b>	<b>2007-08* \$'000</b>	<b>2006-07 \$'000</b>
Total assets	1 926 219	1 911 479	1 932 506	1 837 222	1 652 370
Total liabilities	130 116	132 511	103 378	194 596	201 155
Total equity	1 796 102	1 778 968	1 829 127	1 642 626	1 451 215

\* Recast figures due to prior year adjustments

## Financial performance

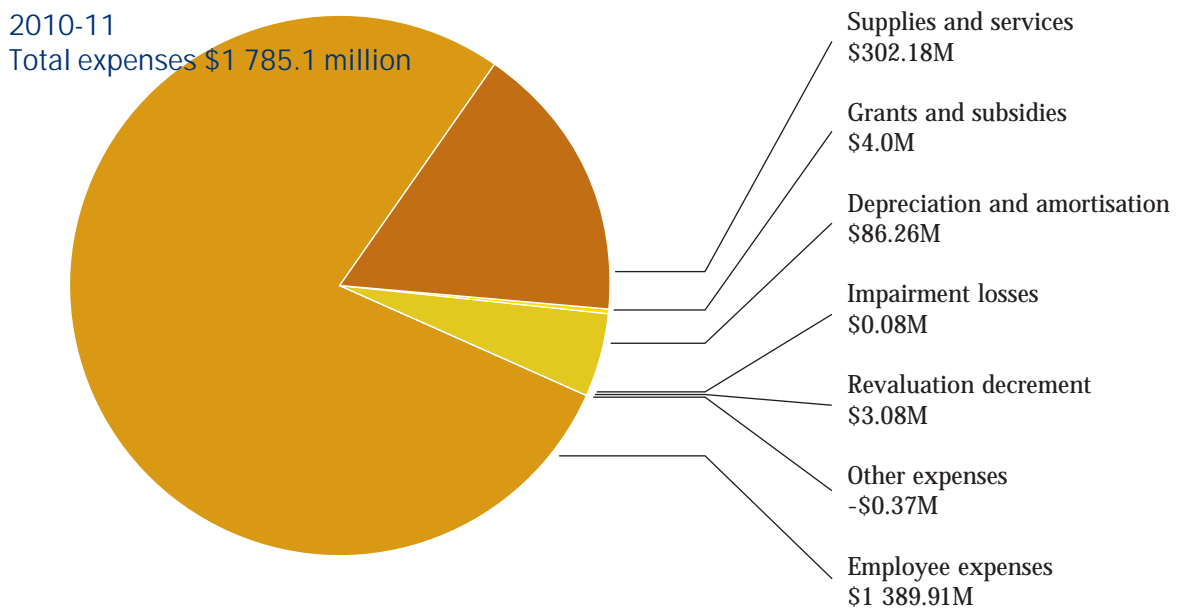
### Income from continuing operations

For the 2010-11 financial year, the QPS received income from continuing operations of \$1 786.4 million, an increase of \$112.5 million (6.72%) from 2009-10. This increase comprised an additional \$106.9 million being received from departmental services revenue, a \$5.7 million increase in user charges, an increase in other revenues of \$2.5 million and a decrease of \$2.6 million in gains on the sale of property, plant and equipment and revaluations of major plant and equipment.



### Expenses from continuing operations

For the 2010-11 financial year, the QPS' total expenditure from continuing operations was \$1 785.1 million, an increase of \$113.0 million (6.76%) from 2009-10. This increase comprised a \$97.6 million increase in employee expenses, an additional \$16.2 million in supplies and services, a \$1.1 million increase in grants and subsidies, an increase of \$18.5 million in depreciation and amortisation, an increase of \$3.1 million in revaluation decrement and a \$23.4 million decrease in other expenses. The increase in employee expenses is mainly attributed to enterprise bargaining agreement salary increases and the recruitment of additional police officers.



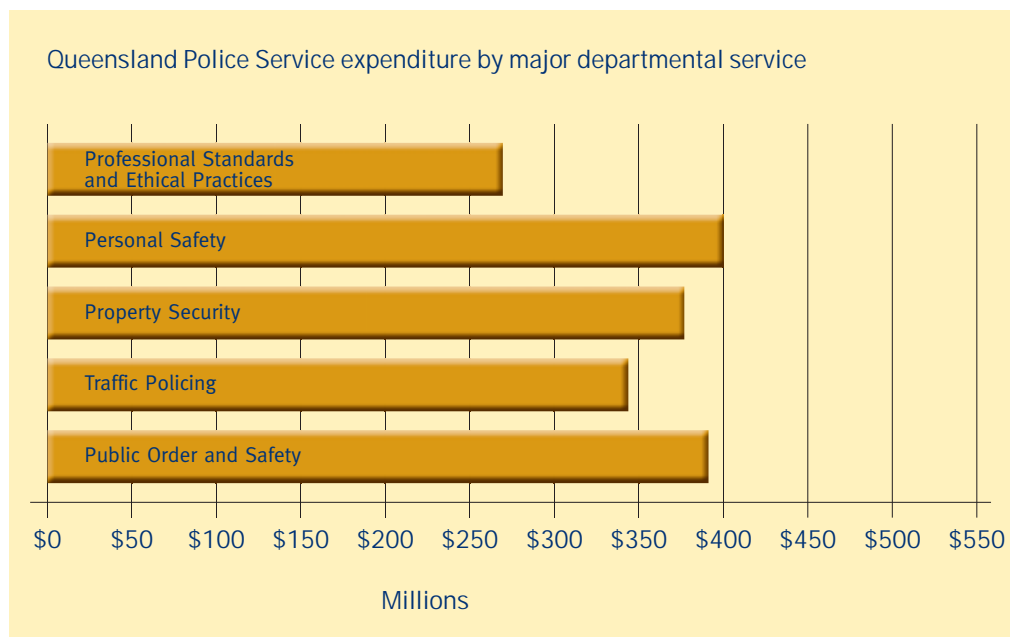
## Budget appropriation

The 2010-11 Queensland Police budget delivered on the Government's commitment to the safety and security of Queensland by placing more police on the frontline, targeting crime and deterring irresponsible behaviour in the community. The funding contribution to Queensland Police by the State Government increased by 6.68% from 2009-10.

The below table represents the 2010-11 funding appropriated by State Government and the expenditure for each major departmental service.

Major departmental service	State contribution 2010-11 \$'000	% of State contribution 2010-11	QPS expenditure 2010-11 \$'000	% of QPS expenditure 2010-11
Professional Standards and Ethical Practices	262 196	15%	271 257	15%
Personal Safety	382 475	23%	400 707	23%
Property Security	359 676	21%	376 821	21%
Traffic Policing	328 939	19%	344 389	19%
Public Order and Safety	374 126	22%	391 959	22%
	<b>1 707 413</b>	<b>100%</b>	<b>1 785 133</b>	<b>100%</b>

In addition to the State contribution, the QPS receives revenue from other sources including user charges, grants and contributions, other revenues and gains on the sale and revaluation of property, plant and equipment. This additional revenue was used to fund the \$77.7 million variance between the State contribution and QPS' expenditure for 2010-11.



The Queensland Police Service delivers its services across five major departmental service areas as outlined in the table above. The costs for service delivery support are proportionally spread across each major departmental service area for the purpose of determining the full cost of each deliverable.



## Financial position

### Assets

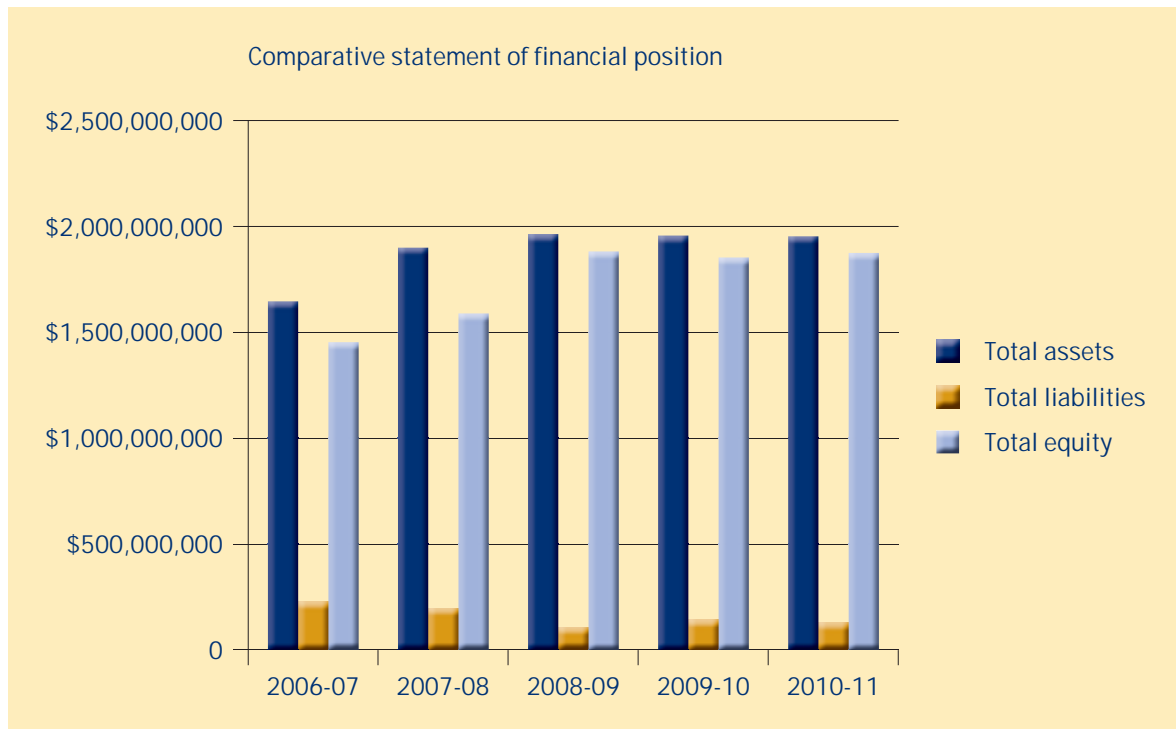
As at 30 June 2011, total assets were valued at \$1 926.2 million, which represents an increase of \$14.7 million (0.77%) from the previous year. This change was largely the result of a decrease of \$9.2 million in property, plant and equipment, an increase of \$10.6 million in intangible assets, a decrease of \$1.1 million in other current assets and an increase in cash and cash equivalents of \$14.3 million.

### Liabilities

As at 30 June 2011, total liabilities were valued at \$130.1 million, a decrease of \$2.4 million from the previous year. This change was the result of an increase in payables of \$2.2 million, an increase of accrued employee benefits of \$22.4 million and a decrease in other current liabilities of \$26.9 million. Of the increase in accrued employee benefits, \$18.7 million is attributed to outstanding wages as at 30 June 2011 payable to Queensland Police Service employees. The reason for the significant increase in this liability is due to the decision by the Queensland Industrial Relations Commission to award for the 2010-11 financial year a 3.8% salary increase to police officers and other officers covered by the Queensland Police Service Certified Agreement 6, 2010, in replacement of the interim wage increase of 2.5%, which has resulted in a \$15.3 million increase in current liabilities for the QPS.

### Net assets

The net asset position of the department (assets minus liabilities) at the end of 2010-11 was \$1 796.1 million. This was an increase of \$17.1 million on the 2009-10 net asset position. This represents the increase in total assets of \$14.7 million together with the decrease in liabilities of \$2.4 million.



## Costs and risks in relation to liabilities and contingent liabilities

### Liabilities

Total liabilities for the QPS were valued at \$130.1 million as at 30 June 2011. To minimise exposure to liquidity risk arising from these liabilities, the QPS follows a liquidity management strategy to ensure sufficient funds are available to meet employee and supplier obligations as they fall due.

The Queensland Police Service has not undertaken any borrowings from Queensland Treasury Corporation in 2010-11 and therefore any risks in relation to liquidity risk or market risk are minimal.

A more comprehensive analysis regarding the QPS' costs and risks in relation to its financial instruments is set out in the financial statements (note 31).

### Contingent liabilities

The QPS' exposure to contingent liabilities comprises litigation in process and native title claims over departmental land.

As at 30 June 2011, thirty-six litigation cases were filed and in progress with the Queensland Police Service named as the defendant. The QPS has implemented a contingent liability management system to actively manage litigation cases and to minimise the costs associated with these cases.

With regard to native title claims over departmental land, the QPS' exposure to liability claims is considered to be minimal as most of the affected land is community infrastructure developed in accordance with the gazetted purpose of the land as Reserves.

A more comprehensive analysis regarding the QPS' costs and risks in relation to its contingent liabilities is set out in the financial statements (note 29).

## Chief Finance Officer (CFO) Statement

For the financial year ended 30 June 2011, the Queensland Police Service acknowledges the minimum responsibilities of the Chief Finance Officer as specified under section 77(1)(b) of the *Financial Accountability Act 2009*. The Chief Finance Officer provided a statement to the Accountable Officer prior to certification of the 2010-11 financial statements, regarding the efficiency, effectiveness and economical operations of financial internal controls operating within the department.

# Financial statements 2010-11



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## General information

These financial statements cover the Department of Police.

The Department of Police is a Queensland Government Department established under the *Public Service Act 2008*.

The department is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of the QPS is: 200 Roma Street  
Brisbane QLD 4000

A description of the nature of the department's operations and its principal activities is included in the notes to the financial statements.

Amounts shown in this financial report may not add to the correct sub-totals or totals due to rounding.

For information in relation to the department's financial statements please call (07) 3364 6527 or visit the departmental internet site [www.police.qld.gov.au](http://www.police.qld.gov.au)

**DEPARTMENT OF POLICE**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**For the year ended 30 June 2011**

		<b>2011</b>	<b>2010</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>			
Departmental services revenue	2	1,707,413	1,600,524
User charges	3	57,568	51,863
Grants and other contributions	4	12,642	12,678
Other revenue	5	8,005	5,457
Total Revenue		<u>1,785,628</u>	<u>1,670,522</u>
Gains	6	746	3,340
<b>Total Income from Continuing Operations</b>		<b><u>1,786,375</u></b>	<b><u>1,673,862</u></b>
<b>Expenses from Continuing Operations</b>			
Employee expenses	7	1,389,913	1,292,340
Supplies and services	9	302,178	286,005
Grants and subsidies	10	4,008	2,890
Depreciation and amortisation	11	86,256	67,784
Impairment losses	12	75	93
Revaluation decrement	13	3,075	-
Other expenses	14	(373)	23,024
<b>Total Expenses from Continuing Operations</b>		<b><u>1,785,133</u></b>	<b><u>1,672,136</u></b>
<b>Operating Result from Continuing Operations</b>		<b><u>1,242</u></b>	<b><u>1,726</u></b>
<b>Other Comprehensive Income</b>			
Increase (decrease) in asset revaluation surplus	27	(38,620)	(77,788)
<b>Total Other Comprehensive Income*</b>		<b><u>(38,620)</u></b>	<b><u>(77,788)</u></b>
<b>Total Comprehensive Income</b>		<b><u>(37,378)</u></b>	<b><u>(76,062)</u></b>

*The accompanying notes form part of these statements.*

\* This amount represents a decrease in the asset revaluation surplus as a result of revaluations and does not reflect an actual overspend of departmental funds.

**DEPARTMENT OF POLICE  
STATEMENT OF FINANCIAL POSITION  
as at 30 June 2011**

	Notes	2011	2010
		\$'000	\$'000
<b>Current Assets</b>			
Cash and cash equivalents	15	17,049	2,785
Receivables	16	66,557	66,785
Inventories	17	3,186	3,267
Other	18	15,949	17,025
		<u>102,741</u>	<u>89,862</u>
Non-current assets classified as held for sale	19	<u>2,319</u>	<u>1,825</u>
<b>Total Current Assets</b>		<b>105,060</b>	<b>91,687</b>
<b>Non Current Assets</b>			
Intangible assets	20	62,550	51,996
Property, plant and equipment	21	1,758,609	1,767,797
		<u>1,821,159</u>	<u>1,819,793</u>
<b>Total Non Current Assets</b>		<b>1,821,159</b>	<b>1,819,793</b>
		<u>1,926,219</u>	<u>1,911,479</u>
<b>Total Assets</b>		<b>1,926,219</b>	<b>1,911,479</b>
<b>Current Liabilities</b>			
Payables	22	60,945	58,794
Accrued employee benefits	23	67,631	45,243
Other	24	1,540	28,474
		<u>130,116</u>	<u>132,511</u>
<b>Total Current Liabilities</b>		<b>130,116</b>	<b>132,511</b>
		<u>130,116</u>	<u>132,511</u>
<b>Total Liabilities</b>		<b>130,116</b>	<b>132,511</b>
		<u>1,796,102</u>	<u>1,778,968</u>
<b>Net Assets</b>		<b>1,796,102</b>	<b>1,778,968</b>
<b>Equity</b>			
Contributed equity		698,390	643,878
Accumulated surplus		392,965	391,722
Asset revaluation surplus	27	704,748	743,368
		<u>1,796,102</u>	<u>1,778,968</u>
<b>Total Equity</b>		<b>1,796,102</b>	<b>1,778,968</b>

*The accompanying notes form part of these statements.*

**DEPARTMENT OF POLICE  
STATEMENT OF CHANGES IN EQUITY  
For the year ended 30 June 2011**

	Contributed Equity	Accumulated Surplus	Asset Revaluation	TOTAL 2010 \$'000
	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July 2009</b>	617,976	389,996	821,155	1,829,127
Operating result from continuing operations	-	1,726	-	1,726
<i>Total Other Comprehensive Income</i>				
- Increase (decrease) in asset revaluation surplus	-	-	(77,788)	(77,788)
<i>Transactions with Owners as Owners:</i>				
- Appropriated equity injections (Note 2)	23,954	-	-	23,954
- Transfers between departments	1,948	-	-	1,948
<b>Balance as at 30 June 2010</b>	<b>643,878</b>	<b>391,722</b>	<b>743,368</b>	<b>1,778,968</b>

	Contributed Equity	Accumulated Surplus	Asset Revaluation	TOTAL 2011 \$'000
	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July 2010</b>	643,878	391,722	743,368	1,778,968
Operating result from continuing operations	-	1,242	-	1,242
<i>Total Other Comprehensive Income</i>				
- Increase (decrease) in asset revaluation surplus	-	-	(38,620)	(38,620)
<i>Transactions with Owners as Owners:</i>				
- Appropriated equity injections (Note 2)	53,374	-	-	53,374
- Transfers between departments	1,138	-	-	1,138
<b>Balance as at 30 June 2011</b>	<b>698,390</b>	<b>392,965</b>	<b>704,748</b>	<b>1,796,102</b>

*The accompanying notes form part of these statements.*

**DEPARTMENT OF POLICE  
STATEMENT OF CASH FLOWS  
For the year ended 30 June 2011**

	Notes	2011 \$'000	2010 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Departmental services receipts		1,699,713	1,607,420
User charges		55,577	47,630
Grants and other contributions		5,528	3,532
GST input tax credits from ATO		45,360	45,605
GST collected from customers		6,072	5,449
Interest receipts		(219)	75
Other		7,650	5,055
<i>Outflows:</i>			
Employee expenses		(1,376,085)	(1,292,842)
Supplies and services		(270,042)	(245,131)
Grants and subsidies		(2,517)	(3,650)
GST paid to suppliers		(44,301)	(45,441)
GST remitted to ATO		(9,581)	(8,264)
Other		(30,922)	(25,382)
<b>Net cash provided by (used in) operating activities</b>	25	<b><u>86,233</u></b>	<b><u>94,056</u></b>
<b>Cash flows from investing activities</b>			
<i>Inflows:</i>			
Sales of property, plant and equipment		25,109	19,346
<i>Outflows:</i>			
Payments for property, plant and equipment		(130,021)	(147,997)
Payments for intangibles		(11,993)	(20,204)
<b>Net cash provided by (used in) investing activities</b>		<b><u>(116,905)</u></b>	<b><u>(148,855)</u></b>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Equity injections		99,342	83,075
<i>Outflows:</i>			
Equity withdrawals		(54,406)	(46,429)
<b>Net cash provided by (used in) financing activities</b>		<b><u>44,936</u></b>	<b><u>36,646</u></b>
Net increase (decrease) in cash and cash equivalents		14,264	(18,153)
Cash and cash equivalents at beginning of financial year		2,785	20,938
<b>Cash and cash equivalents at end of financial year</b>	15	<b><u><u>17,049</u></u></b>	<b><u><u>2,785</u></u></b>

*The accompanying notes form part of these statements.*

**DEPARTMENT OF POLICE**  
**STATEMENT OF COMPREHENSIVE INCOME BY MAJOR DEPARTMENTAL SERVICES**  
**For the year ended 30 June 2011**

	Professional Standards and Ethical Practice**			Personal Safety**			Property Security**			Traffic Policing**			Public Order and Safety**			Total
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	
<b>Income from Continuing Operations *</b>																
<b>Revenue</b>																
Departmental services revenue	262,196	245,491	382,475	358,942	359,676	337,545	328,939	307,440	374,126	351,106	1,707,413	1,600,524				
User charges	5,683	5,675	13,793	12,307	12,971	11,573	11,629	10,270	13,492	12,038	57,568	51,863				
Grants and other contributions	1,670	2,506	2,948	2,735	2,773	2,572	2,367	2,189	2,884	2,675	12,642	12,678				
Other revenue	1,835	(1,857)	1,585	1,966	1,490	1,849	1,545	1,576	1,550	1,923	8,005	5,457				
	271,384	251,814	400,801	375,950	376,910	353,539	344,480	321,475	392,052	367,743	1,785,628	1,670,522				
<b>Gains</b>																
Gain on sale of property, plant and equipment	62	271	184	825	173	776	147	660	180	807	746	3,340				
	271,446	252,086	400,986	376,775	377,083	354,315	344,628	322,136	392,232	368,550	1,786,375	1,673,862				
<b>Total Income from Continuing Operations</b>																
<b>Expenses from Continuing Operations *</b>																
Employee expenses	205,974	195,956	314,249	290,999	295,516	273,652	266,786	247,086	307,388	284,646	1,389,913	1,292,340				
Supplies and services	46,612	43,432	67,156	64,059	63,153	60,240	59,567	55,613	65,690	62,660	302,178	286,005				
Grants and subsidies	1,295	274	730	704	686	662	584	563	714	688	4,008	2,890				
Depreciation and amortisation	17,136	8,876	17,878	15,355	16,812	14,440	16,442	14,092	17,488	15,020	86,256	67,784				
Losses and decrements	6	8	18	23	17	21	15	18	18	22	75	93				
Revaluation decrement	255	-	758	-	713	-	607	-	742	-	3,075	-				
Other expenses	(21)	3,278	(82)	5,247	(78)	4,935	(111)	4,431	(81)	5,133	(373)	23,024				
	271,257	251,825	400,707	376,386	376,821	353,950	344,389	321,804	391,959	368,170	1,785,133	1,672,136				
<b>Total Expenses from Continuing Operations</b>																
<b>Operating Result from Continuing Operations</b>	189	261	279	389	262	365	240	332	273	380	1,242	1,726				
<b>Other Comprehensive Income</b>																
Increase (decrease) in asset revaluation surplus	(7,673)	(10,186)	(8,005)	(17,621)	(7,527)	(16,571)	(7,585)	(16,172)	(7,830)	(17,237)	(38,620)	(77,788)				
	(7,673)	(10,186)	(8,005)	(17,621)	(7,527)	(16,571)	(7,585)	(16,172)	(7,830)	(17,237)	(38,620)	(77,788)				
<b>Total Other Comprehensive Income</b>																
	(7,484)	(9,925)	(7,726)	(17,233)	(7,265)	(16,206)	(7,346)	(15,840)	(7,557)	(16,957)	(37,378)	(76,062)				
<b>Total Comprehensive Income</b>																

\* Allocation of income and expenses to service delivery support (disclosure only):

Income	55,805	51,432	75,591	78,363	71,085	73,691	66,962	68,136	73,941	76,652	343,383	348,274
Expenses	55,767	51,382	75,558	78,287	71,036	73,620	66,916	68,070	73,889	76,578	343,146	347,936

\*\*The Department has systems in place to allocate assets and liabilities by departmental service. Following a review of departmental services and associated service standards, the Department has adopted a new reporting framework for reporting six service areas. Five of the service areas in the table above describe direct services to the community. The sixth service area is service delivery support which is disclosed under total comprehensive income in the table above. Refer Note 1(w).



**DEPARTMENT OF POLICE  
STATEMENT OF ASSETS AND LIABILITIES BY MAJOR DEPARTMENTAL SERVICES**  
For the year ended 30 June 2011

	Professional Standards and Ethical Practice*		Personal Safety*		Property Security*		Traffic Policing*		Public Order and Safety*		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current Assets</b>												
Cash and cash equivalents	2,620	427	3,819	625	3,591	587	3,284	535	3,735	611	17,049	2,785
Receivables	10,122	10,058	14,937	15,033	14,047	14,137	12,840	12,853	14,611	14,705	66,557	66,785
Inventories	491	496	708	732	666	688	628	635	693	716	3,186	3,267
Other	2,425	2,564	3,580	3,832	3,366	3,604	3,077	3,276	3,501	3,749	15,949	17,025
	15,658	13,545	23,044	20,221	21,670	19,016	19,829	17,300	22,540	19,780	102,741	89,862
Non-current assets classified as held for sale	344	277	524	411	493	386	445	349	513	402	2,319	1,825
<b>Total Current Assets</b>	<b>16,002</b>	<b>13,822</b>	<b>23,568</b>	<b>20,632</b>	<b>22,163</b>	<b>19,402</b>	<b>20,274</b>	<b>17,649</b>	<b>23,053</b>	<b>20,182</b>	<b>105,060</b>	<b>91,687</b>
<b>Non Current Assets</b>												
Intangible assets	12,427	6,809	12,964	11,779	12,192	11,077	12,285	10,810	12,682	11,522	62,550	51,996
Property, plant and equipment	349,380	231,493	364,502	400,465	342,773	376,593	345,410	367,524	356,544	391,722	1,758,609	1,767,797
<b>Total Non Current Assets</b>	<b>361,807</b>	<b>238,302</b>	<b>377,466</b>	<b>412,243</b>	<b>354,965</b>	<b>387,669</b>	<b>357,695</b>	<b>378,334</b>	<b>369,226</b>	<b>403,244</b>	<b>1,821,159</b>	<b>1,819,793</b>
<b>Total Assets</b>	<b>377,809</b>	<b>252,124</b>	<b>401,034</b>	<b>432,876</b>	<b>377,128</b>	<b>407,071</b>	<b>377,969</b>	<b>395,983</b>	<b>392,279</b>	<b>423,426</b>	<b>1,926,219</b>	<b>1,911,480</b>
<b>Current Liabilities</b>												
Payables	9,098	8,917	13,737	13,226	12,918	12,438	11,755	11,276	13,437	12,937	60,945	58,794
Accrued employee benefits	10,022	6,860	15,291	10,187	14,380	9,580	12,981	8,650	14,957	9,965	67,631	45,243
Other	234	4,288	346	6,409	325	6,027	297	5,480	338	6,269	1,540	28,474
<b>Total Current Liabilities</b>	<b>19,354</b>	<b>20,066</b>	<b>29,374</b>	<b>29,823</b>	<b>27,623</b>	<b>28,045</b>	<b>25,033</b>	<b>25,406</b>	<b>28,732</b>	<b>29,172</b>	<b>130,116</b>	<b>132,511</b>
<b>Total Liabilities</b>	<b>19,354</b>	<b>20,066</b>	<b>29,374</b>	<b>29,823</b>	<b>27,623</b>	<b>28,045</b>	<b>25,033</b>	<b>25,406</b>	<b>28,732</b>	<b>29,172</b>	<b>130,116</b>	<b>132,511</b>

\* The Department has systems in place to allocate assets and liabilities by departmental service. Following a review of departmental services and associated service standards, the Department has adopted a new reporting framework for reporting six service areas. Five of the service areas in the table above describe direct services to the community. The sixth service area is service delivery support which is disclosed under total comprehensive income in the Income Statement by Outputs table.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**Objectives and Principal Activities of the Department**

The objective of the Department of Police is to serve the people of Queensland by protecting life and property, preserving peace and safety, preventing crime and upholding the law in a manner which has regard for the public good and the rights of the individual.

The department is funded for the departmental services it delivers principally by parliamentary appropriations. It also provides services on a fee for service basis, including:

- heavy vehicle road escorts;
- traffic supervision at road works; and
- security services at large sporting events.

**1. Summary of Significant Accounting Policies**

**(a) Statement of Compliance**

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

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with the Treasurer's Minimum Reporting Requirements for the year ending 30 June 2011, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, the Department of Police has applied those requirements applicable to not-for-profit entities, as the Department of Police is a not-for-profit department. Except where stated, the historical cost convention is used.

**(b) The Reporting Entity**

The financial statements include the value of all revenues, expenses, assets, liabilities, and equity of the department.

The major departmental services undertaken by the department are disclosed in Note 1(w).

**(c) 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 disclosed in Note 32. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

**(d) Trust/Agency Transactions and Balances**

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements, but are disclosed in Note 34. Applicable audit arrangements are also disclosed.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**(e) Departmental Services Revenue/Administered Revenue**

Appropriations provided under the Annual Appropriation Act are recognised as revenue when received. Appropriations receivable and unearned appropriation revenue are recognised at 30 June as approved by Queensland Treasury.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered item' appropriations.

**(f) User Charges, Taxes, Fees and Fines**

User charges and fees controlled by the department are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This involves either invoicing for related goods/services and/or the recognition of accrued revenue. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

Taxes, fees and fines collected, but not controlled, by the department are reported as administered revenue. Refer to Note 32.

**(g) Grants and Contributions**

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would be purchased if they had not been donated.

**(h) Cash and Cash Equivalents**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include cash on hand, all cash and cheques received but not banked at 30 June as well as deposits at call with financial institutions.

**(i) Receivables**

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June. Increases in the provision for impairment are based on loss events as disclosed in Note 16.

Other debtors generally arise from transactions outside the usual operating activities of the department and are recognised in the same way as other receivables.

**(j) Inventories**

Inventories held for sale or distribution are valued at the lower of cost and net realisable value.

Cost is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

Net realisable value is determined on the basis of the department's normal selling pattern.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**(k) Non-Current Assets Classified as Held for Sale**

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, for which their sale is highly probable within the next twelve months.

These assets are measured at the lower of the assets' carrying amounts and their fair values less costs to sell. These assets are not depreciated.

**(l) Acquisitions of Assets**

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including costs incurred in getting the assets ready for use, including architects' fees and engineering design fees. However, any training costs are expensed as incurred.

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

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

**(m) Property, Plant and Equipment**

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

Buildings	\$10,000
Land	\$1
Major plant and equipment	\$5,000
Plant and equipment	\$5,000
Heritage and cultural	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Land improvements undertaken by the Department are included with buildings.

**(n) Amortisation and Depreciation of Intangibles and Property, Plant and Equipment**

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

All intangible assets of the department have finite useful lives and are amortised on a straight line basis.

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 reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

Where assets have separate 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.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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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.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to the department or the unexpired period of the lease, whichever is the shorter. The unexpired period of leases includes any option period where exercise of the option is probable.

Items comprising the department's technical library are expensed upon acquisition.

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

<i>Class</i>	<i>Average Rate (%)</i>
Buildings	1.51
Major plant and equipment	6.92*
Motor vehicles	36.72
Plant and equipment	14.22
Heritage assets	1.00
Intangible assets	15.52

\* Aircraft are classified as major plant and equipment.

**(o) Revaluations of Non-Current Physical and Intangible Assets**

Land, buildings, major plant and equipment and heritage and cultural assets are measured at fair value in accordance with AASB 116 Property, Plant and Equipment and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. In respect of these asset classes, the cost of items acquired during the financial year has been judged by management of the Department of Police to materially represent their fair value at the end of the reporting period.

All other non-current assets, principally plant and equipment and intangibles, are measured at cost.

All land and building assets are subject to independent revaluations on a rolling basis over a five-year period. Appropriate indices are applied to those assets not independently revalued during the financial year. Major plant and equipment assets are independently revalued on an annual basis.

Details of how fair value was determined as at 30 June 2011 are reported in Note 21.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate asset 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.

Upon revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Materiality concepts under AASB 1031 are considered in determining whether the difference between the carrying amount and the fair value of an asset is material.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**(p) Intangibles**

Intangible assets with a cost or other value greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to the department less any anticipated residual value. The residual value is zero for all the department's intangible assets.

It has been determined that there is not an active market for any of the department's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

*Purchased Software*

The purchase cost of software has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to the department.

*Internally Generated Software*

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department, average 6.44 years.

**(q) Impairment of Non-Current Assets**

All non-current physical and intangible assets 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.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also Note 1(o).

**(r) Leases**

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all risks and benefits.

There were no finance leases held by the department as at 30 June 2011.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

Incentives received on entering into operating leases are recognised as liabilities. Lease payments are allocated between rental expense and reduction of the liability.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**(s) Payables**

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

**(t) Financial Instruments**

*Recognition*

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

*Classification*

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through profit and loss
- Receivables - held at amortised cost
- Payables - held at amortised cost

The department does not enter into transactions for speculative purposes, nor for hedging. Apart from cash and cash equivalents, the department holds no financial assets classified at fair value through profit and loss.

All other disclosures relating to the measurement and financial risk management of financial instruments held by the department are included in Note 31.

**(u) Employee Benefits**

Employer superannuation contributions, annual leave levies and long service leave levies are regarded as employee benefits. Refer to note 7 for the disclosures on employee benefits.

Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not included as part of an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related 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, the liabilities are recognised at their undiscounted values.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

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

*Annual Leave*

The Queensland Government's Annual Leave Central Scheme (ALCS) became operational on 30 June 2008 for departments, commercialised business units and shared service providers. Under this scheme, a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

From 1 July 2008, no provision for annual 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*.

**DEPARTMENT OF POLICE**  
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*Long Service Leave*

Under the Queensland Government's long service leave scheme, a levy is made on the department to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the department's financial statements, the liability being 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*.

*Superannuation*

Employer superannuation contributions are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

The QSuper scheme has defined benefit and defined contribution categories. 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*.

*Executive Remuneration*

Key executive management personnel and remuneration disclosures are made in accordance with the section 5 Addendum (issued in May 2011) to the *Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury*. Refer to note 8 for the disclosures on key executive management personnel and remuneration.

**(v) Allocation of Revenues and Expenses from Ordinary Activities to Corporate Services**

The department discloses revenues and expenses attributable to corporate services in the Statement of Comprehensive Income by Major Departmental Services.

Revenues and expenses identified as direct costs are fully applied to the relevant major departmental service. However indirect overhead revenues and expenses of regions and commands are identified as corporate services and are allocated to major departmental services based on the results of a state-wide activity survey.

The Corporate Service allocation includes various centralised overhead costs, including; information, communication and technology costs; property and transport related operating and maintenance costs; Shared Service Agency charges; and other support costs.

**(w) Major Departmental Services**

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

**• Professional Standards and Ethical Practice**

This service area covers activities to promote ethical behaviour, discipline and professional practice to ensure the community and visitors to the community have confidence in, and respect for, the Queensland Police Service.

**• Personal Safety**

Activities reported here include the policing responses to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault, robbery and total personal safety.

**• Property Security**

This service area describes the activities to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft, other theft (excluding unlawful entry) and total property security.



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• **Traffic Policing**

Traffic policing includes activities to enforce traffic law and reduce road trauma including through the prevention and detection of speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts.

• **Public Order and Safety**

This service area describes activities directed at maintaining public order and safety during major events and natural disasters - from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues, and environmental design to reduce crime including alcohol fuelled violence.

• **Service Delivery Support**

Activities reported under this service area support the provision of policing functions.

**(x) Insurance**

The department's non-current physical assets and other risks are largely insured through the Queensland Government Insurance Fund (QGIF), premiums being paid on a risk assessment basis. The department has privately insured its motor vehicles and its Air-wing pilots.

In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

**(y) Rounding and Comparatives**

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, 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 reporting period.

**(z) Contributed Equity**

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

**(aa) Taxation**

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Department of Police. GST credits receivable from, and GST payable to the Australian Tax Office (ATO), are recognised and accrued (refer to note 16).

**(ab) Issuance of Financial Statements**

The financial statements are authorised for issue by the Commissioner (Accountable Officer) and the Executive Director of Finance (Chief Finance Officer) at the date of signing the Management Certificate.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
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**(ac) Judgements**

The preparation of financial statements requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have that 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 significant effect are outlined in the following financial statement notes:

Valuation of Property, Plant and Equipment - Note 21  
Contingencies - Note 29

**(ad) Services Received Free of Charge 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.

**(ae) New and Revised Accounting Standards**

The department did not voluntarily change any of its accounting policies during 2010-11. Only one amendment to an Australian accounting standard applicable for the first time for 2010-11 was relevant to the department, as explained below.

*AASB 2009 - 5 Amendments to Australian Accounting Standards arising from the Annual Improvements Project* included certain amendments to AASB 117 Leases that revised the criteria for classifying leases involving land and buildings. Consequently, the Department of Police was required to reassess the classification of the land elements of all unexpired leases the department has entered into as at 1 July 2010 (refer note 28), on the basis of information existing at the inception of the relevant leases. The outcome of the departments reassessment was that no reclassification from an operating lease to a finance lease was necessary.

The department is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the department has not applied any Australian accounting standards and interpretations that have been issued but are not yet effective. The department applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, the only significant impacts of new or amended Australian accounting standards with future commencement dates are as set out below.

*AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, AASB 7, AASB 101 and AASB 134 and Interpretation 13]* becomes effective from reporting periods beginning on or after 1 January 2011. The Department of Police will then need to make changes to its disclosures about credit risk on financial instruments in note 31(c). No longer will the department need to disclose amounts that best represent an entity's maximum exposure to credit risk where the carrying amount of the instruments reflects this. If the department holds collateral or other credit enhancements in respect of any financial instrument, it will need to disclose - by class of instrument - the financial extent to which those arrangements mitigate the credit risk. There will be no need to disclose the carrying amount of financial assets for which the terms have been renegotiated, which would otherwise be past due or impaired.

**DEPARTMENT OF POLICE**  
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Also, for those financial assets that are either past due but not impaired, or have been individually impaired, there will be no need to separately disclose details about any associated collateral or other credit enhancements held by the department.

*AASB 9 Financial Instruments (December 2010) and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 and 1038 and Interpretations 2, 5, 10, 12, 19 and 127]* become effective from reporting periods beginning on or after 1 January 2013. The main impacts of these standards on the Department of Police are that they will change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at either amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flows. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial application of AASB 9, the Department of Police will need to re-assess the measurement of its financial assets against the new classification and measurement requirements, based on the facts and circumstances that exist at that date. Assuming no change in the types of transactions the Department of Police enters into, it is not expected that any of the department's financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2013-14 financial statements, all of the department's financial assets will be required to be classified as "financial assets required to be measured at fair value through profit or loss" (instead of the measurement classifications presently used in notes 1(t) and 31). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of the department's receivables, the carrying amount is considered to be a reasonable approximation of fair value.

*AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050 and 1052 and Interpretations 2, 4, 5, 15, 17, 127, 129, and 1052]* apply to reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting of two tiers of reporting requirements – Australian Accounting Standards (commonly referred to as "tier 1"), and Australian Accounting Standards – Reduced Disclosure Requirements (commonly referred to as "tier 2").

Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the tier 1 and tier 2 requirements is that tier 2 requires fewer disclosures than tier 1. AASB 2010-2 sets out the details of which disclosures in standards and interpretations are not required under tier 2 reporting.

Pursuant to AASB 1053, public sector entities like the Department of Police may adopt tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the tier 1 requirements. In the case of the Department of Police, the Treasury Department is the regulator. Treasury Department has advised that its policy decision is to require all departments to adopt tier 1 reporting requirements. In compliance with Treasury's policy which prohibits the early adoption of new or revised accounting standards unless Treasury approval is granted, the Department of Police has not early adopted AASB 1053.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the Department of Police's activities, or have no material impact on the department.

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	2011 \$'000	2010 \$'000
<b>2. Reconciliation of Payments from Consolidated Fund to Departmental Services Revenue Recognised in Statement of Comprehensive Income</b>		
Budgeted department services appropriation	1,736,205	1,639,150
Transfers from/(to) other headings	-	-
Lapsed departmental service appropriation	<u>(36,492)</u>	<u>(31,730)</u>
Total department services receipts	1,699,713	1,607,420
Plus: Closing balance of department services revenue receivable	7,700	-
Less: Opening balance of department services revenue receivable	-	(6,896)
<b>Departmental service revenue recognised in Statement of Comprehensive Income</b>	<b><u>1,707,413</u></b>	<b><u>1,600,524</u></b>
<b>Reconciliation of Payments from Consolidated Fund to Equity Adjustment Recognised in Contributed Equity</b>		
Budgeted equity adjustment appropriation	114,529	120,869
Lapsed equity adjustment	<u>(69,593)</u>	<u>(88,477)</u>
Equity adjustment receipts (payments)	44,936	32,392
Less: Opening balance of equity adjustment receivable	(7,625)	-
Plus: Closing balance of equity adjustment receivable	<u>-</u>	<u>7,625</u>
	37,311	40,017
Plus: Opening balance of equity withdrawal payable	16,063	-
Less: Closing balance of equity withdrawal payable	-	(16,063)
<b>Equity Adjustment Recognised in Contributed Equity</b>	<b><u>53,374</u></b>	<b><u>23,954</u></b>
<b>3. User Charges</b>		
Special services	31,623	28,621
Incident reporting	1,274	1,142
Rental of government property	381	262
Sale of goods and services	13,409	12,242
Network user charges	10,881	9,596
<b>Total</b>	<b><u>57,568</u></b>	<b><u>51,863</u></b>

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	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>4. Grants and Contributions</b>		
Grants *	5,029	5,180
Industry contributions	859	1
Services received at below fair value	6,754	7,497
<b>Total</b>	<b><u>12,642</u></b>	<b><u>12,678</u></b>

\* Included in 2010-2011 grants are National Drug Strategy Funding (\$799K), Queensland Early Intervention Pilot Project (\$700K), Productivity Places Program (\$590K), Nurses in Watchhouse Program (\$240K), Special Circumstances Court Program (\$143K), Suicide Prevention Project (\$150K).

<b>5. Other Revenue</b>		
Interest	433	319
Taxes, fees and fines	30	37
Insurance compensation - QGIF and other	4,035	2,033
Sale of plant and equipment (non assets)	56	-
General recoveries	2,381	2,161
Other	1,071	907
<b>Total</b>	<b><u>8,005</u></b>	<b><u>5,457</u></b>

<b>6. Gains</b>		
Gain on sale of property, plant and equipment	746	1,704
Gain on revaluation of major plant and equipment	-	1,636
<b>Total</b>	<b><u>746</u></b>	<b><u>3,340</u></b>

<b>7. Employee Expenses</b>		
<b>Employee Benefits</b>		
Wages and salaries	995,499	924,204
Employer superannuation contributions*	149,604	141,214
Long service leave levy*	23,648	18,434
Annual leave levy*	132,117	126,245
Voluntary redundancy payments	146	891
Other employee benefits	7,181	6,011
<b>Employee Related Expenses</b>		
Payroll tax*	61,317	56,895
Workers compensation premium*	20,401	18,445
<b>Total</b>	<b><u>1,389,913</u></b>	<b><u>1,292,340</u></b>

\* Refer to Note 1(u).

**Number of Employees**

The number of employees includes both full-time employees and part-time employees measured on a full-time equivalent basis.

	<b>2011</b>	<b>2010</b>
Number of employees	14,496	14,407

**DEPARTMENT OF POLICE  
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**8. Key Executive Management personnel and Remuneration**

a) The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2010-11. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Responsibilities	Current Incumbents	
		Contract classification and appointment authority	Date appointed to position (Date resigned from position)
Commissioner	The Commissioner is responsible for strategic leadership of the Queensland Police Service consistent with Government legislation and policy directions.	CEO level as agreed with the Minister and Premier. Police Service Administration Act 1990	Appointed 01/11/2000
Deputy Commissioner (Specialist Operations)	The Deputy Commissioner (Specialist Operations) is responsible for the strategic management and direction of police specialist operations throughout Queensland consistent with Government legislation and policy directions.	Deputy Commissioner remunerated at classification SES 4.2 level. Police Service Administration Act 1990	Previous incumbent transferred to Deputy Commissioner (Regional Operations) on 03/10/2010. New Deputy Commissioner (Specialist Operations) appointed 04/10/2010.
Deputy Commissioner (Regional Operations)	Deputy Commissioner (Regional Operations) is responsible for strategic management and direction of police regional operations throughout Queensland consistent with Government legislation and policy directions.	Deputy Commissioner remunerated at classification SES 4.2 level. Police Service Administration Act 1990	Previous incumbent relieving in position. New Deputy Commissioner (Regional Operations) appointed 03/10/2010.
Deputy Chief Executive (Resource Management)	The Deputy Chief Executive (Resource Management) is responsible for strategic management of the resource management function for the Service to support corporate and policing operations through the areas of administration, finance, human resources, education and training and information and communication technology.	Deputy Chief Executive (Resource Management) remunerated at classification SES 4.2 level. Public Service Act 2008	Appointed 21/07/2006
Assistant Commissioner, Ethical Standards Command	The Assistant Commissioner Ethical Standards Command is responsible for the promotion of ethical behaviour, discipline and professional practice within the Service including implementing strategies to prevent ethical slippage, enhancing corporate governance, managing corporate risk and ensuring high levels of professional conduct within the service is maintained.	Assistant Commissioner remunerated at classification SES 3.2 level. Police Service Administration Act 1990	Appointed 07/04/2008
Assistant Commissioner, Northern Region	Assistant Commissioner Northern Region is responsible for strategic management and direction of policing operations and support functions to ensure the Northern Region achieves its service-delivery objectives.	Assistant Commissioner remunerated at classification SES 3.2 level. Police Service Administration Act 1990	Appointed 25/08/2008
Executive Director, Office of the Commissioner	The Executive Director is responsible for provision of strategic advice and executive support to the Commissioner including strategic planning, performance management, policy development, organisational improvement, project management support, corporate reporting and cross cultural liaison.	Executive Director, Office of the Commissioner remunerated at classification SES2.5 level. Public Service Act 2008	Appointed 20/12/2004
Executive Director, Administration Division	The Executive Director is responsible for the provision of a professional administration and logistical support environment for the Queensland Police Service which supports the delivery of policing in line with government policy and operational requirements.	Executive Director, Administration Division remunerated at classification SES 2.5. Public Service Act 2008	Appointed 05/11/2007

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**Note 8 (cont'd)**

**b) Remuneration**

Remuneration policy for the Department of Police key executive management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts.

For the 2010-11 year, remuneration of key executive management personnel increased by 2.5% in accordance with government policy.

Remuneration packages for key executive management personnel is comprised of the following components:-

- Short term employee benefits which include:
  - Cashable benefits - consisting of base salary, allowances and leave entitlements paid and provided (accrued) for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
  - Non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include long service leave accrued.
- Post employment benefits include superannuation contributions.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

**1 July 2010 - 30 June 2011**

Position (date resigned if applicable)	Short Term Employee Benefits		Long Term Employee Benefits		Post Employment Benefits	Termination Benefits	Total Remuneration***
	Cash Benefits*	Non-Monetary Benefits					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Commissioner	293	27	6	39	-	-	365
Deputy Commissioner (Specialist Operations)	224	6	4	28	-	-	262
Deputy Commissioner (Regional Operations)	208	18	4	32	-	-	262
Deputy Chief Executive (Resource Management)	202	20	4	24	-	-	250
Assistant Commissioner Ethical Standards Command**	72	7	2	13	-	-	94
Executive Director, Office of the Commissioner	162	17	(3)	19	-	-	195
Assistant Commissioner, Northern Region**	81	12	2	14	-	-	109
Executive Director, Administration Division**	88	-	2	9	-	-	99
<b>Total Remuneration</b>	<b>1,330</b>	<b>107</b>	<b>21</b>	<b>178</b>	<b>-</b>	<b>-</b>	<b>1,636</b>

No prior period comparative information on key executive management personnel remuneration has been disclosed as it is impracticable for the agency to obtain the required information.

\* Cash benefits salary may include higher duty payments

\*\* As a result of new governance arrangements this position only had authority and responsibility for planning, directing and controlling the activities of the agency from 1/7/2010 - 31/12/2010.

\*\*\* The amount calculated as total remuneration in this note includes the direct remuneration received, as well as items not directly received by senior executives, such as the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

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	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>9. Supplies and Services</b>		
Consultancy and contractors	23,309	36,537
Materials	48,993	40,219
Repairs and maintenance	64,945	61,105
Transfer costs	6,046	6,721
Travel	15,503	11,482
Communications	34,603	32,349
Accommodation and public utilities	14,472	14,560
Resources received below fair value	6,719	7,449
Shared service provider charges	20,254	18,409
Equipment below asset threshold levels	18,116	19,146
Operating lease rentals and rental of premises	16,739	14,848
Crimtrac name search	8,351	7,471
Other	24,128	15,709
<b>Total</b>	<b><u>302,178</u></b>	<b><u>286,005</u></b>

<b>10. Grants and Subsidies</b>		
Grants – recurrent	3,237	2,889
Natural disaster payments	719	-
Subsidy payments	52	1
<b>Total</b>	<b><u>4,008</u></b>	<b><u>2,890</u></b>

<b>11. Depreciation and Amortisation</b>		
Buildings	29,671	25,876
Plant and equipment	48,310	34,563
Heritage and cultural assets	42	39
Major plant and equipment	2,005	1,491
Software purchased	180	140
Software internally generated	6,048	5,675
<b>Total</b>	<b><u>86,256</u></b>	<b><u>67,784</u></b>

<b>12. Impairment Losses</b>		
Plant and equipment	-	106
Impairment losses on trade receivables	75	(13)
<b>Total</b>	<b><u>75</u></b>	<b><u>93</u></b>

Refer to Note 21 for details of the recognised impairment loss.

<b>13. Revaluation Decrement</b>		
Major plant and equipment	3,075	-
<b>Total</b>	<b><u>3,075</u></b>	<b><u>-</u></b>

The asset revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value. The decrement in aircraft, not being a reversal of a previous revaluation increment in respect of the same class of assets, has been recognised as an expense in the Statement of Comprehensive Income.



**DEPARTMENT OF POLICE**  
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	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>14. Other Expenses</b>		
Loss on disposal of non current assets	4,561	4,250
Audit fees*	361	302
Insurance premiums - QGIF	3,821	4,711
Insurance premiums - Other	120	55
Ex-gratia payments	276	256
Property plant and equipment write off	-	383
Inventory write off	13	29
Gifts	2	4
Plaintiff damages and costs	1,012	1,264
Departmental services expense**	(11,117)	11,117
Other	578	654
<b>Total</b>	<b>(373)</b>	<b>23,024</b>

\* Total external audit fees relating to the financial statements for the 2010-11 financial year are estimated to be \$313,500 (2010: \$256,300). There are no non-audit services included in this amount.

\*\*Due to the nature of appropriations, the settlement of an obligation can be replaced by another obligation such as the delivery of services during the year. In accordance with Queensland Treasury's Accounting Policy Guideline APG 2 - Contributions Received by Not-For-Profit Agencies, the department accrued a liability in the Statement of Financial Position and an expense in the Statement of Comprehensive Income in 2009-10 for the unspent appropriation of services, totalling \$11.117M, which was de-recognised in 2010-11.

**15. Cash and Cash Equivalents**

Imprest accounts	237	235
Cash at bank	16,812	2,550
<b>Total</b>	<b>17,049</b>	<b>2,785</b>

**16. Receivables**

**Current**

Trade debtors	15,118	17,452
Less: Allowance for impairment loss	(76)	(53)
	15,042	17,399
GST receivables	4,741	5,898
GST payables	(6)	(6)
	4,735	5,892
Appropriation receivable	7,700	-
Equity injection receivable	-	7,625
Interest	36	32
Long service leave reimbursement	5,072	5,107
Annual leave reimbursement	33,757	30,682
Loans and advances	18	4
Other receivables	197	44
	46,779	43,495
<b>Total</b>	<b>66,557</b>	<b>66,785</b>

**Movements in the allowance of provision for impairment**

Balance at beginning of the year	53	71
Amounts written off during the year	(52)	(5)
Increase/decrease in allowance recognised in the operating result	75	(13)
Balance at the end of the year	<b>76</b>	<b>53</b>

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	2011 \$'000	2010 \$'000
<b>17. Inventories</b>		
Supplies and consumables - at cost	3,186	3,267
<b>Total</b>	<b>3,186</b>	<b>3,267</b>
<b>18. Other Current Assets</b>		
Prepayments	15,929	17,005
Other	20	20
<b>Total</b>	<b>15,949</b>	<b>17,025</b>
<b>19. Non-Current Assets Classified as Held for Sale</b>		
Property plant and equipment	2,319	1,825
<b>Total</b>	<b>2,319</b>	<b>1,825</b>
<b>20. Intangible Assets</b>		
Software purchased		
At cost	1,576	891
Less: accumulated amortisation	(548)	(368)
	1,029	524
Software internally generated		
At cost	75,318	75,933
Less: accumulated amortisation	(34,700)	(29,524)
	40,619	46,409
Work in progress	20,902	5,064
<b>Total</b>	<b>62,550</b>	<b>51,996</b>

The department has 9 intangible assets with an original cost of \$9.949M and written down value of zero still being used in the provision of services.

The department has nil temporarily idle intangible assets where at reporting date, the idle asset is expected to be restored to active service and not derecognised.

The department has nil intangible assets retired from active use, but not classified as held for sale.

Amortisation of intangibles is included in the line item 'Depreciation and Amortisation' in the Statement of Comprehensive Income.

All intangible assets of the department have finite useful lives and are amortised on a straight line basis. Refer to Note 1(p).

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

No intangible assets have been classified as impaired because they have been recently purchased or are work in progress.

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**20. Intangible Assets Reconciliation (cont'd)**

	Work in Progress		Software Internally Generated		Software Purchased		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Carrying amount at 1 July	5,064	2,337	46,409	46,422	524	473	51,996	49,232
Acquisitions	15,950	7,828	56	490	380	3	16,386	8,321
Transfers between classes	(89)	(3,412)	89	3,224	-	188	-	-
Transfers to property, plant and equipment	(23)	(1,689)	-	-	305	-	282	(1,689)
Transfers between departments	-	-	113	1,948	-	-	113	1,948
Amortisation	-	-	(6,048)	(5,675)	(180)	(140)	(6,228)	(5,815)
<b>Carrying amount at 30 June</b>	<b>20,902</b>	<b>5,064</b>	<b>40,619</b>	<b>46,409</b>	<b>1,029</b>	<b>524</b>	<b>62,550</b>	<b>51,996</b>

Amortisation of intangibles is included in the line item 'Depreciation and amortisation' in the Statement of Comprehensive Income.

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	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>21. Property, Plant and Equipment</b>		
Land		
At fair value	471,643	508,884
Less: accumulated impairment losses	-	-
	<u>471,643</u>	<u>508,884</u>
Buildings		
At fair value	1,694,599	1,553,276
Less: accumulated depreciation	(716,070)	(571,635)
Less: accumulated impairment losses	(52)	-
	<u>978,477</u>	<u>981,641</u>
Plant and equipment		
At cost	372,999	309,532
Less: accumulated depreciation	(153,571)	(126,552)
Less: accumulated impairment losses	(106)	(106)
	<u>219,322</u>	<u>182,874</u>
Heritage and cultural assets		
At fair value	4,229	4,226
Less: accumulated depreciation	(81)	(39)
Less: accumulated impairment losses	-	-
	<u>4,148</u>	<u>4,187</u>
Major plant and equipment		
At fair value	17,229	18,209
Less: accumulated depreciation	(7,001)	(3,078)
Less: accumulated impairment losses	-	-
	<u>10,228</u>	<u>15,131</u>
Work in progress	<u>74,791</u>	<u>75,079</u>
<b>Total</b>	<b><u>1,758,609</u></b>	<b><u>1,767,797</u></b>

Land and buildings are revalued to ensure that they are reported at fair value. The revaluations assessed and accepted by management incorporate the results from the independent five year rolling revaluation program, with indexation of the assets not subject to independent revaluations each year. This ensures that all assets are simultaneously revalued, and materially reflect their fair value at balance date.

Independent revaluations were performed for land and buildings in the Far Northern Region and Administration Division as at 30 June 2011 by the State Valuation Service of the Department of Environment and Resource Management. Assets independently revalued in the four previous years are indexed to ensure that they are valued on the same basis and materially reflect their fair values. The results of indexations are compared to the results of independent revaluations performed in the year to ensure the results are reasonable. This methodology has been used to support management's acceptance of the revaluations performed for the last four years.

The revaluation methodology for each class is as follows:

- Land

At 30 June 2011, management determine the fair value of land by combining the results from the independent revaluations of assets revalued in the current year, and applying indices to the remaining land assets not independently revalued in the current year.

State Valuation Service conducted the independent revaluation of assets under the five year rolling revaluation program. Values were effective as at 30 June 2011. The process involved physical inspection and reference to recent market transactions for local land sales.

Land not subject to market valuations were revalued using indices supplied by the Department of Environment and Resource Management based on individual factor changes per property as derived from a review of market transactions and having regard to the review of land values undertaken for local government locations.

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Note 21 (cont'd)

- Buildings

At 30 June 2011, management determine the fair value of buildings by combining the results from the independent revaluation of assets revalued in the current year, and applying indices to the remaining building assets not independently revalued in the current year.

State Valuation Service conducted the independent revaluation of assets under the five year rolling revaluation program. Values were effective as at 30 June 2011. The process involved physical inspection and was based on depreciated current replacement cost, unless a market price in an active and liquid market existed.

Buildings not subject to independent revaluations were revalued using indices supplied by the Department of Environment and Resource Management. Residential buildings were revalued using the Cordell Building Indices – Cordell Housing Index Price – Queensland index. The commercial building assets were revalued using the Queensland Government's Office of Economic and Statistical Research Asset Revaluation Index: Non-Residential Construction, Queensland. These indices were determined to be the most appropriate when considering the Department's building types and were accepted and applied by management on the basis they materially represent the fair value of the buildings as at 30 June 2011.

- Major Plant and Equipment

Major plant and equipment was independently revalued by JD Dodds Plant & Machinery Valuers as at 30 June 2011. The revaluations were determined using current market values.

- Plant and Equipment

Plant and equipment and leasehold improvements are valued at cost in accordance with Queensland Treasury's *Non-current Asset Accounting Policies for the Queensland Public Sector*.

- Heritage and Cultural Assets

A small number of building assets are the only assets recorded in the heritage and cultural asset class for the Department. A commercial building index, supplied by the Department of Environment and Resource Management, was applied to the heritage and cultural asset values. These assets were revalued using the Queensland Government's Office of Economic and Statistical Research Asset Revaluation Index: Non-Residential Construction, Queensland. This index was determined to be the most appropriate when considering the Department's building types and was accepted and applied by management on the basis it materially represents the fair value of the buildings as at 30 June 2011.

- Additional Information

The department has 82 buildings with an original cost of \$10.9M and 1,321 items of plant and equipment with an original acquisition cost of \$35.4M that have a written down value of zero which are still being used in the provision of services. There are no plans to retire or replace these buildings. Plant and equipment will be replaced as required.

The department has 2 temporarily idle physical assets where at reporting date, the idle asset is expected to be restored to active service and not derecognised.

The department has 3 Plant and equipment assets, 23 building assets at an original cost of \$3.9M and 13 land assets at an original cost of \$0.629M retired from active use, but not classified as held for sale.

The department has 588 items of plant and equipment with an original cost of \$22.774M that have been written down to their residual value of \$10.228M and are still being used in the provision of services. The majority of these assets are expected to be replaced in the 2011-12 financial year.

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21. Property, Plant and Equipment Reconciliation (cont'd)

	Land		Buildings		Major Plant and Equipment		Plant and Equipment		Heritage and Cultural		Work in Progress		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Carrying amount at 1 July	508,884	532,321	981,641	952,335	15,131	13,195	182,874	130,552	4,187	-	75,079	158,115	1,767,797	1,786,518
Acquisitions	2,659	1,135	10,625	5,234	177	-	57,803	66,347	3	-	61,630	68,544	132,897	141,260
Donations received	-	-	-	-	-	-	282	200	-	-	-	-	282	200
Disposals	(1,095)	(1,527)	(1,402)	(1,262)	-	-	(17,775)	(22,249)	-	-	-	(382)	(20,272)	(25,420)
Assets reclassified as held for sale	(165)	1,452	(87)	806	-	-	(522)	(480)	-	-	-	-	(774)	1,778
Donations made	-	-	(202)	-	-	-	(84)	(2)	-	-	-	-	(286)	(2)
Transfers between classes	-	-	16,620	103,695	-	1,791	44,612	41,486	-	4,226	(61,232)	(151,198)	-	-
Transfers between departments	932	-	-	-	-	-	38	-	-	-	-	-	970	-
Transfers from intangibles	-	-	-	-	-	-	404	1,689	-	-	(686)	-	(282)	1,689
Revaluation increments	-	-	1,041	-	-	1,636	-	-	-	-	-	-	1,041	1,636
Revaluation decrements (Notes 13 and 27)	(39,109)	(24,497)	-	(53,291)	-	-	-	-	-	-	-	-	(42,184)	(77,788)
Impairment losses recognised in the operating result (Note 12)	-	-	-	-	-	-	-	(106)	-	-	-	-	-	(106)
Impairment losses recognised in equity*	(463)	-	(88)	-	-	-	-	-	-	-	-	-	(551)	-
Depreciation/amortisation	-	-	(29,671)	(25,876)	(2,005)	(1,491)	(48,310)	(34,563)	(42)	(39)	-	-	(80,028)	(61,969)
<b>Carrying amount at 30 June</b>	<b>471,643</b>	<b>508,884</b>	<b>978,477</b>	<b>981,641</b>	<b>10,228</b>	<b>15,131</b>	<b>219,322</b>	<b>182,874</b>	<b>4,148</b>	<b>4,187</b>	<b>74,791</b>	<b>75,079</b>	<b>1,758,609</b>	<b>1,767,797</b>

\* Impairment losses and reversals of impairment losses are shown as separate line items in the Statement of Comprehensive Income.

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	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>22. Payables</b>		
<b>Current</b>		
Trade creditors	27,182	25,522
Other payables	33,763	33,272
<b>Total</b>	<b>60,945</b>	<b>58,794</b>
<b>23. Accrued Employee Benefits</b>		
<b>Current</b>		
Recreation leave	32	13
Wages outstanding	25,721	7,070
Long service leave levy payable	6,035	4,804
Annual leave levy payable	35,835	33,356
Other employee entitlements	8	-
<b>Total</b>	<b>67,631</b>	<b>45,243</b>

The decision by the Queensland Industrial Relations Commission to award for the 2010-11 financial year a 3.8% salary increase to police officers and other officers covered by Queensland Police Service Certified Agreement 6, 2010, in replacement of the interim wage increase of 2.5%, has resulted in a \$15.3M increase in current liabilities for the Department.

**24. Other Current Liabilities**

<b>Current</b>		
Unearned revenue*	1,498	12,377
Equity withdrawal payable	-	16,063
Other	42	34
<b>Total</b>	<b>1,540</b>	<b>28,474</b>

\*Due to the nature of appropriations, the settlement of an obligation can be replaced by another obligation such as the delivery of services during the year. In accordance with Queensland Treasury's Accounting Policy Guideline APG 2 - Contributions Received by Not-For-Profit Agencies, the department accrued a liability in the Statement of Financial Position and an expense in the Statement of Comprehensive Income in 2009-10 for the unspent appropriation of services, totalling \$11.117M, which was de-recognised in 2010-11.

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	2011 \$'000	2010 \$'000
<b>25. Reconciliation of Operating Surplus to Net Cash Provided by (Used In) Operating Activities</b>		
Operating surplus/(deficit)	1,242	1,726
Depreciation expense	80,029	61,969
Amortisation expense	6,228	5,815
Assets donated expensed	286	-
Donated assets received	(282)	(195)
Revaluation decrement	3,075	-
Loss on sale of property, plant and equipment	4,561	4,250
Gain on sale of property, plant and equipment	(746)	(1,704)
Gain on revaluation of property, plant and equipment	-	(1,636)
Impairment losses	-	106
Inventory write-offs	13	29
Plant and equipment write-offs	-	383
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in GST input tax credits receivable	1,157	585
(Increase)/decrease in LSL reimbursement receivables	35	(1,342)
(Increase)/decrease in AL reimbursement receivables	(3,075)	(2,021)
(Increase)/decrease in trade receivables	2,357	(8,482)
(Increase)/decrease in inventories	81	171
(Increase)/decrease in appropriation receivable	(7,700)	6,896
(Increase)/decrease in equity injection receivable	-	(7,625)
(Increase)/decrease in loans and advances	(14)	(4)
(Increase)/decrease in interest receivable	(4)	(7)
(Increase)/decrease in other receivables	(153)	215
(Increase)/decrease in prepayments/other	1,076	(2,281)
Increase/(decrease) in payables	2,151	1,293
Increase/(decrease) in accrued employee benefits	22,388	4,386
Increase/(decrease) in other current liabilities	(10,871)	7,391
Increase/(decrease) in GST payable	-	(967)
Increase/(decrease) in Equity withdrawals payable	-	16,063
Increase/(decrease) in accruals	(15,601)	9,042
<b>Net cash from operating activities</b>	<b>86,233</b>	<b>94,056</b>

**26. Non-Cash Financing and Investing Activities**

Assets and liabilities received or donated/transferred by the department and recognised as revenues and expenses as included in Notes 4, 9 and 10 respectively.



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**27. Asset Revaluation Surplus by Class**

	<b>Land</b>	<b>Buildings</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Balance 1 July 2010	372,403	370,964	743,368
Revaluation increments	-	1,595	1,595
Sale of revalued assets	(406)	(554)	(960)
Revaluation decrements	(38,703)	-	(38,703)
Impairment losses through equity	(463)	(88)	(551)
<b>Balance 30 June 2011</b>	<b>332,831</b>	<b>371,917</b>	<b>704,748</b>

	<b>Land</b>	<b>Buildings</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Balance 1 July 2009	396,900	424,255	821,155
Sale of revalued assets	85	(416)	(331)
Revaluation decrements	(24,582)	(52,875)	(77,457)
<b>Balance 30 June 2010</b>	<b>372,403</b>	<b>370,964</b>	<b>743,368</b>

The asset revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

**28. Commitments for Expenditure**

**(a) Non-Cancellable Operating Lease Commitments**

Commitments under non-cancellable operating leases at reporting date are inclusive of anticipated GST and are payable as follows:

	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
Not later than one year	15,295	11,864
Later than one year and not later than five years	33,864	22,202
Later than five years	8,885	8,142
<b>Total</b>	<b>58,044</b>	<b>42,208</b>

Finance leases are entered into as a means of funding the acquisition of certain plant and equipment. Lease payments are generally fixed. Leases for photocopiers have a contingent rental obligation dependent on the volume of usage.

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined.

The department has no financial lease commitments for the 2010-11 financial year.

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**28. Commitments for Expenditure (cont'd)**

**(b) Capital Expenditure Commitments**

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

	<b>Buildings</b>	<b>Plant and Equipment</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>2011</b>		
<i>Payable:</i>		
Not later than one year	34,434	25,078
Later than one year and not later than five years	83	2,025
<b>Total</b>	<b>34,517</b>	<b>27,103</b>
<b>2010</b>		
<i>Payable:</i>		
Not later than one year	17,026	21,578
<b>Total</b>	<b>17,026</b>	<b>21,578</b>

**29. Contingencies**

**(a) Financial Guarantees**

The department has no guarantees or undertakings that have not been recognised in the financial statements.

**(b) Litigation in Process**

At 30 June 2011, the following cases were filed with the respective jurisdiction naming the Queensland Police Service as the defendant:

	2011 Number	2010 Number
Supreme Court	20	19
Magistrates Court	3	6
District Court	13	10
<b>Total cases</b>	<b>36</b>	<b>35</b>

It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation before the courts at this time.

The Department of Police is a member of the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back, less a \$10K deductible, the amount paid to successful litigants.

**(c) Native Title Claims over Departmental Land**

As at 30 June 2011, there was an additional 3 native title claims received during the year affecting approx. 7 parcels of departmental land. These claims have been registered with the National Native Title Tribunal but a determination is yet to be made.

Service exposure to liability for a claim is considered to be minimal as most of the affected land is community infrastructure developed in accordance with the gazetted purpose of the reserve.

**(d) Queensland Reconstruction Authority Revenue**

The Department of Police incurred extra costs in the 2010-11 year due to the impact of natural disaster events such as the Queensland Flooding, Tropical Cyclone Tasha and Tropical Cyclone Yasi. The Department may be able to recover funds under the National Disaster Relief and Recovery Arrangements (NDRRA) through the Queensland Reconstruction Authority. The recoverable amount, estimated to be up to \$10.2m, is to be recognised as revenue in the year of receipt which is expected to be in the 2011-12 financial year.

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**30. Controlled Entities**

The department has no controlled entities.

**31. Financial Instruments**

**(a) Categorisation of Financial Instruments**

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

<b>Category</b>	<b>Note</b>	<b>2011 \$'000</b>	<b>2010 \$'000</b>
<b>Financial Assets</b>			
Cash and cash equivalents	15	17,049	2,785
Receivables	16	66,557	66,785
<b>Total</b>		<b>83,606</b>	<b>69,570</b>
<b>Financial Liabilities</b>			
Financial liabilities measured at amortised cost:			
Payables	22	60,945	58,794
<b>Total</b>		<b>60,945</b>	<b>58,794</b>

**(b) Financial Risk Management**

The Department of Police's activities expose it to a variety of financial risks - credit risk, liquidity risk and market risk.

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

All financial risk is managed under policies approved by the department.

Department of Police measures risk exposure using a variety of methods as follows -

<b>Risk Exposure</b>	<b>Measurement method</b>
Credit risk	Ageing analyses, earnings at risk
Liquidity risk	Sensitivity analyses
Market risk	As per liquidity risk

**(c) Credit Risk Exposure**

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 maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the department's maximum exposure to credit risk based on contractual amounts net of any allowances:

<b>Category</b>	<b>Note</b>	<b>2011 \$'000</b>	<b>2010 \$'000</b>
<b>Maximum Exposure to Credit Risk</b>			
<b>Financial Assets</b>			
Cash and cash equivalents	15	17,049	2,785
Receivables	16	66,557	66,785
<b>Total</b>		<b>83,606</b>	<b>69,570</b>

No collateral is held as security and no credit enhancements relate to financial assets held by the department.

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.

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**31. Financial Instruments (cont'd)**

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any allowance for impairment is based on past experience, current and expected changes in economic conditions and changes in client credit ratings. The main factors affecting the current calculation for provisions are disclosed below as loss events. These economic and geographic changes form part of the department's documented risk analysis assessment in conjunction with historic experience and associated industry data.

The recognised impairment loss is \$75,000 for the current year. This is an increase of \$88,000 from 2010 and is due to a number of loss events being recognised (customer write-offs).

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

**2011 Financial Assets Past Due But Not Impaired**

	Overdue					Total \$'000	Total Financial Assets \$'000
	Not Overdue \$'000	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000		
	<b>Financial Assets</b>						
Receivables	-	65,683	225	40	609	66,557	66,557
<b>Total</b>	<b>-</b>	<b>65,683</b>	<b>225</b>	<b>40</b>	<b>609</b>	<b>66,557</b>	<b>66,557</b>

**2010 Financial Assets Past Due But Not Impaired**

	Overdue					Total \$'000	Total Financial Assets \$'000
	Not Overdue \$'000	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000		
	<b>Financial Assets</b>						
Receivables	-	65,966	335	253	231	66,785	66,785
<b>Total</b>	<b>-</b>	<b>65,966</b>	<b>335</b>	<b>253</b>	<b>231</b>	<b>66,785</b>	<b>66,785</b>

**2011 Impaired Financial Assets**

	Overdue					Total \$'000	Total Financial Assets \$'000
	Not Overdue \$'000	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000		
	<b>Financial Assets</b>						
Receivables	-	-	-	-	76	76	76
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>76</b>	<b>76</b>	<b>76</b>

**2010 Impaired Financial Assets**

	Overdue					Total \$'000	Total Financial Assets \$'000
	Not Overdue \$'000	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000		
	<b>Financial Assets</b>						
Receivables	-	-	-	-	53	53	53
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53</b>	<b>53</b>	<b>53</b>

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

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**31. Financial Instruments (cont'd)**

**(d) 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 cash or another financial asset.

The department is exposed to liquidity risk in respect of its payables.

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.

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. As a result, these undiscounted cash flows in these tables differ from the amounts included in the Statement of Financial Position that are based on discounted cash flows.

	Note	2011 Payable in			Total
		< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	
<b>Financial Liabilities</b>					
Payables	22	60,945	-	-	60,945
<b>Total</b>		<b>60,945</b>	<b>-</b>	<b>-</b>	<b>60,945</b>

	Note	2010 Payable in			Total
		< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	
<b>Financial Liabilities</b>					
Payables	22	58,794	-	-	58,794
<b>Total</b>		<b>58,794</b>	<b>-</b>	<b>-</b>	<b>58,794</b>

**(e) Market Risk**

The department does not trade in foreign currency and is not materially exposed to commodity price changes. The department is not exposed to interest rate risk and does not undertake any hedging in relation to interest risk.

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

	2011 \$'000	2010 \$'000
<b>32. Schedule of Administered Items</b>		
<b>Administered Revenues</b>		
Taxes, fees and fines	4,703	4,387
Administered item revenue	441	456
Other	291	250
<b>Total</b>	<b>5,435</b>	<b>5,093</b>
<b>Administered Expenses</b>		
Supplies and services	-	27
Grants and subsidies*	441	429
<b>Total</b>	<b>441</b>	<b>456</b>
<b>Administered Assets</b>		
<i>Current</i>		
Cash	3,583	3,009
Receivables	(5)	(4)
<b>Total</b>	<b>3,578</b>	<b>3,005</b>
<b>Administered Liabilities</b>		
<i>Current</i>		
Payables	559	233
Transfers to government	307	60
Other	2,712	2,712
<b>Total</b>	<b>3,578</b>	<b>3,005</b>
<b>Transfers to Government of Taxes, Fees and Fines</b>	<b>4,994</b>	<b>4,637</b>

\*Grant to public sector non-profit organisation (Prostitution Licensing Authority)

**DEPARTMENT OF POLICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2010-11**  
**For the year ended 30 June 2011**

**33. Reconciliation of Payments from Consolidated Fund to Administered Item Revenue**

	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
Budgeted appropriation	441	429
<b>Total administered receipts</b>	<b>441</b>	<b>429</b>
Plus: Opening balance of administered revenue payable	2,319	2,346
Less: Closing balance of administered revenue payable	<u>(2,319)</u>	<u>(2,319)</u>
Administered revenue recognised in Note 32.	<b>441</b>	<b>456</b>

**34. Trust Transactions and Balances**

The department holds various suspense monies temporarily before being transferred to appropriate parties (e.g. exhibits or drug money held pending determination by a court), unclaimed and returned Department of Police cheques.

As the department performs only a custodial role in respect of these transactions and balances, they are neither controlled nor administered by the department and accordingly, are not recognised in the financial statements. They are however, disclosed in these notes for the information of users.

	<b>2011</b>	<b>2010</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Trust Assets and Liabilities</b>		
<i>Current Assets</i>		
Cash	8,724	8,673
<b>Total</b>	<b>8,724</b>	<b>8,673</b>
<i>Current Liabilities</i>		
Total Current Liabilities	8,724	8,673
<b>Total</b>	<b>8,724</b>	<b>8,673</b>

The Queensland Auditor-General performed the audit of the department's trust transactions for 2010-11.

**35. Events Occurring After Balance Date**

The Department of Police distributed invitations to express an interest in the Queensland Government approved Voluntary Separation Program (VSP), to identified eligible employees in the week commencing 20 June 2011. As at balance date, 30 June 2011, the number of employees to be offered a VSP was unknown. Any ensuing offers of VSPs to eligible employees will be calculated based on an employee's substantive appointed level, the separation date and their years of service, as per the terms specified in the Queensland Public Service Commission's Voluntary Separation Program Handbook. The cost of the VSP separation payments will create a temporary liability for the Department but is expected to be recovered and funded centrally by Treasury and will have negligible cost impact on the Department. The Department retains only 50% of the on-going funding for each position previously held by an employee who separates through the VSP.

**DEPARTMENT OF POLICE**  
**Certificate of the Department of Police**

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

- (a) the prescribed requirements for the establishing and keeping the accounts have been complied with in all material respects;
- and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Police for the financial year ended 30 June 2011 and of the financial position of the department at the end of that year.



R. Wilson  
Chief Finance Officer  
A/Deputy Chief Executive (Resource Management)

30/08/2011



R. Atkinson  
Accountable Officer  
Commissioner

30/08/2011



## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Police

### Report on the Financial Report

I have audited the accompanying financial report of the Department of Police which comprises the statement of financial position and statement of assets and liabilities by major departmental services as at 30 June 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificates given by the Commissioner and the Chief Finance Officer.

#### *The Accountable Officer's Responsibility 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 prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes 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.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

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

#### *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

*Opinion*

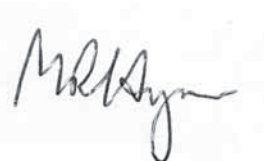
In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of Police for the financial year 1 July 2010 to 30 June 2011 and of the financial position as at the end of that year.

**Other Matters - Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the financial report of the Department of Police for the year ended 30 June 2011. Where the financial report is included on the Department of Police's website the Accountable Officer is responsible for the integrity of the Department of Police's website and I have not been engaged to report on the integrity of the Department of Police's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.



M R HAYMAN CA  
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane

# Appendices



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## Appendix 1: Performance summaries

The following summary tables provide the performance service areas and service standards included in the 2010-11 QPS Service Delivery Statement.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Service: Professional Standards and Ethical Practices					
Resources allocated to Professional Standards and Ethical Practices:	1				
- Staff numbers	2	2 184	N/A	2 184	N/A
- Expenditure		\$251 826	N/A	\$271 257	
- Percentage of total budget	3	15.1%	N/A	15.2%	
Hours directed towards in-service training	4	2 663 341	1.5 – 2 million	1 650 838	N/A
Complaints against police per 100 000 population	5,6	53.8	< 68.1	48.5	N/A
Complaints against police per 100 sworn (operational) staff	6,7	24.5	≤ 25.4	22.3	N/A
Public perception of police professionalism and image:	8				
- Police perform job professionally		77.7%	≥ 80.7%	85.7%	85.1%
- Police treat people fairly and equally		65.0%	≥ 68.6%	74.2%	73.3%
- Most police are honest / Police are honest	9	77.0%	≥ 78.6%	72.5%	71.9%

### Notes:

- The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
- Staffing figures are based on FTE figures as at 30 June.
- The service area Professional Standards and Ethical Practices cannot be directly compared to the previous output of the same name.
- The higher number of hours directed towards in-service training during 2009-10 was due to the increased Taser training and the roll out of training in professional standards and ethical practices related to the Dangerous Liaisons Report.
- Population figures are sourced from *Australian Bureau of Statistics 3101.0 – Australian Demographic Statistics, December Quarter*.
- Complaints are reported as per the current Report on Government Services definition for 2011. The 2009-10 figure has also been revised in line with the new definition.
- Staffing figures are based on operational police numbers as at 30 June.
- Data derived from the *National Survey of Community Satisfaction with Policing* for the relevant period. A change in survey provider as of 1 July 2010 may have affected 2010-11 results.
- From 1 July 2010 the wording of this question was changed from “Most police are honest” to “Police are honest”.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
<b>Service: Personal Safety</b>				
Resources allocated to Personal Safety:	1			
- Staff numbers		3 244	N/A	3 332
- Expenditure		\$376 386	N/A	\$400 707
- Percentage of total budget		22.5%	N/A	22.4%
Number and rate (per 100 000 population) of personal safety offences reported:	2,3			
- Homicide		152 (3)	2-4	116 (2)
- Assault		20 285 (449)	470-510	19 469 (423)
- Sexual assault		5 507 (122)	120-160	5 136 (112)
- Robbery		1 803 (40)	40-50	1 787 (39)
- Total personal safety		31 456 (697)	720-820	30 156 (655)
Number of personal safety offences cleared:	2,4,5			
- Homicide		164	> 167	111
- Assault		18 068	> 18 411	17 101
- Sexual assault	6	4 968	> 4 919	4 738
- Robbery		1 147	> 1 213	1 091
- Total personal safety		27 228	> 27 605	25 610

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. 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.
4. The number of offences cleared relates to the total number of offences cleared in the period regardless of when they were reported.
5. The decrease in personal safety offences cleared is linked to the decrease in the number of personal safety offences reported during the year. Despite the number of clear ups decreasing, when compared as a rate of the reported offences, the clear up of homicides and sexual offences has improved and there have only been minor decreases in the clear up rates of assaults and robbery. The decrease in these clear ups can also be attributed to the considerable time police committed to disaster management response during the summer's floods and Tropical Cyclone Yasi.
6. Investigating sexual assault offences often involves a high level of complexity, which can affect clear up rates. This is exacerbated in the case of historical offences. Consequently, the number of cleared sexual assault offences can vary from year to year.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
<b>Service: Property Security</b>				
Resources allocated to Property Security:	1			
- Staff numbers		3 051	N/A	3 134
- Expenditure		\$353 950	N/A	\$376 821
- Percentage of total budget		21.2%	N/A	21.1%
Number and rate (per 100 000 population) of property security offences reported:	2,3,4			
- Unlawful entry		43 491 (964)	1 000-1 250	43 024 (935)
- Other property damage		40 319 (893)	900-1 100	42 224 (917)
- Motor vehicle theft		8 953 (198)	200-240	9 776 (212)
- Other theft (excl unlawful entry)		85 928 (1 904)	1 950-2 250	98 225 (2 135)
- Total property security	5	203 171 (4 501)	4 600-5 600	215 494 (4 682)
Number of property security offences cleared:	2,4,6			
- Unlawful entry	7	10 455	> 10 315	9 526
- Other property damage		12 992	> 13 011	13 798
- Motor vehicle theft	8	3 166	> 3 224	3 494
- Other theft (excl unlawful entry)		28 622	> 27 953	29 298
- Total property security	5	75 083	> 74 788	74 110

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. The 2010-11 Target/Est is expressed as a rate per 100 000 population.
4. The offence categories reported separately are classified as high volume property security offences.
5. The total property security offences figures also include the offence categories of arson, fraud and handling stolen goods.
6. The number of offences cleared relates to the total number of offences cleared in the period regardless of when they were reported.
7. The decrease in the clear up of unlawful entry offences can be attributed to the considerable time police committed to disaster management response during the summer's floods and Tropical Cyclone Yasi. This decrease is also linked to the decrease in the number of unlawful entry offences reported during the year.
8. This offence category relates to unlawful use of a motor vehicle.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
Service: Traffic Policing				
Resources allocated to Traffic Policing:	1			
- Staff numbers		2 755	N/A	2 829
- Expenditure		\$321 804	N/A	\$344 389
- Percentage of total budget	2	19.2%	N/A	19.3%
Number of vehicles monitored per offence for:				
- Speed cameras	3	109:1	80-110:1	101:1
- Red light cameras	4	2 000:1	1 600-1 900:1	3 198:1
Number and rate (per 100 000 population) of road crash fatalities by crash contributing factor:	5,6,7,8			
- Speed		57 (1.27)	N/A	50(1.10)
- Alcohol		69 (1.54)	N/A	83(1.82)
- Fatigue		42 (0.94)	N/A	31(0.68)
- Seatbelt		45 (1.01)	N/A	28(0.62)
- Total	9	269 (6.01)	< 6.1	251(5.52)
Number and rate (per 100 000 population) of reportable crashes by crash contributing factor:	5,9,10			
- Speed		1 460 (34.38)	N/A	1 260 (28.84)
- Alcohol		2 771 (65.25)	N/A	2 979 (54.46)
- Fatigue		1 251 (29.46)	N/A	1 218 (27.89)
- Total		23 571 (554.8)	N/A	23 494 (525.1)
Number and rate (per 100 000 population) of persons hospitalised following a crash	5,9,10	6 535 (153.87)	N/A	6 744 (154.38)

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. The service area Traffic Policing cannot be directly compared to the previous output of the same name
3. There was a decrease in the number of vehicles monitored per offence detected for speed cameras in this reporting period. A range of factors can influence detection rates, including site learning, camera vehicles and deployment strategies. Covert speed cameras were introduced during the reporting period and have had an influence on detection rates.
4. There was an increase in the number of vehicles monitored per offence detected for red light cameras in this reporting period. Factors may be attributed to include the rotation of cameras through camera sites, variations in traffic flows, and an increase in camera reliability as a consequence of the implementation of digital cameras throughout South East Queensland during the reporting period.
5. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
6. Target estimate is only set for the total crash fatality rate—not for the crash contributing factors, which can fluctuate significantly from year to year.
7. Crash data was extracted on 2 August 2011, and should be viewed as preliminary and subject to change. Alcohol related crash data may take up to 12 months to be finalised.
8. A fatality may be related to multiple causal factors or causal factors not included in this report. As a result, the total reported causal factors do not equal the number of fatalities.
9. 2007-08 data has been provided in the 2009-10 column, and 2008-09 data in the 2009-10 column, as more recent data is unavailable due to delays in crash data processing.
10. Target estimates for 2010–11 were unable to be provided due to data not being available because of delays in crash data processing.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Service: Public order and safety					
Resources allocated to Public Order and Safety:	1				
- Staff numbers		3 173	N/A	3 260	N/A
- Expenditure		\$368 170	N/A	\$391 959	N/A
- Percentage of total budget		22.0%	N/A	22.0%	N/A
Number and rate (per 100 000 population) of good order offences detected	2	52 678 (1 167)	(1 100-1 250)	47 809 (1 039)	N/A
Public satisfaction with police dealing with public order problems	3	56.0%	≥ 52.9%	68.3%	63.8%
Public satisfaction with police dealing with disasters and major events	4	81.1%	80%-90%	87.2%	N/A

Notes:

1. The allocation of resources is guided by the results of the QPS' activity based costing methodology—the Statewide Activity Survey. The QPS does not set targets for resource allocation against services.
2. 2009–10 Actual figures may differ from those reported in the QPS Annual Report 2009–10 due to settlement of data.
3. Derived from the *National Survey of Community Satisfaction with Policing*. The 2010–11 Target/Est is to be greater than or equal to the national average. A change in survey provider as of 1 July 2010 may have affected 2010–11 results.
4. Derived from the *National Survey of Community Satisfaction with Policing*. No national average is available for this measure. A change in survey provider as of 1 July 2010 may have affected 2010–11 results.

Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual	National average
Client Service					
Public satisfaction with police generally	1	64.5%	≥ 66.1%	75.6%	74.7%
Public satisfaction with the police response to personal safety and property security offences	2	New measure	80%-90%	73.6%	N/A
Percentage of the public who have confidence in the police	1	80.1%	≥ 81.7%	85.6%	85.2%
Satisfaction of members of the public who had contact with police in the last twelve months	1	81.7%	≥ 80.6%	85.2%	82.2%
Strategic Positioning and Response					
Level of carbon emissions from the QPS vehicle fleet		16 647 tonnes (15.5% reduction)	15% reduction	14% reduction	N/A
Level of:	3,4				
- water consumption		New measure	≤ Qld Government targets	N/A	N/A
- energy used		New measure		8.75%	
- waste produced		New measure		N/A	



Queensland Police Service	Notes	2009–10 Actual	2010–11 Target/Est.	2010–11 Actual
<b>Human Resource Management</b>				
Meeting Government targets on police numbers	5	10 458	10 450-10 500	10 557
Percentage of staff who are operational	6	90.8%	≥ 84.3%	89.7%
<b>Financial Management</b>				
Departmental expenditure is within approved Government funding level		Yes	Yes	Yes

Notes:

1. Derived from the *National Survey of Community Satisfaction with Policing*. A change in survey provider as of 1 July 2010 may have affected 2010-11 results.
2. Derived from the *Queensland Police Service Crime Victims Survey 2010*. The 2010-11 Target/Est. was set based on the 2008 survey. The 2010-11 Actual is from the 2010 survey, which introduced a fifth response category "Neither satisfied or dissatisfied". Therefore the two results are not comparable.
3. The Queensland Government's minimum mandatory targets for energy consumption reductions in all government buildings are 5% by 2010 (30 June 2009) and 20% by 2015 (30 June 2014). There is no mandated waste reduction target and no nominated baseline. A water usage reduction of 25% or the establishment of a Water Efficiency Management Plan (WEMP) to reduce water consumption is required in South East Queensland.
4. Water consumption and waste production are not recorded centrally and the QPS is not able to estimate actual consumption and production levels at this time. The QPS has water and waste management plans in place.
5. The 2010-11 target range was based on the Government's commitment to increase police numbers and takes into account fluctuations in recruitment and attrition levels, as well as the considerable time taken to train a new police officer.
6. This definition of operational staff includes both sworn and civilian employees. The 2010-11 Target/Est was to be greater than or equal to the national average. This average has been obtained from the *2011 Report on Government Services*.

## Appendix 2: Performance against 2010-11 strategic priorities

Strategic priorities	Achievements/outcomes/status
<b>Professional standards and ethical practices</b>	
Encourage QPS members to behave professionally and ethically at all times.	<p>Developed a <b>Standard of Practice</b> to supplement the Government's new Code of Conduct.</p> <p><b>Training</b> Provided compulsory training for all members in the 'Single Code of Conduct and Ethical Decision Making' and 'Public Interest Disclosure' through on-line learning products.</p> <p>Provided training state-wide in leadership and supervision which included issues of professional and ethical behaviour.</p> <p><b>Reporting</b> Amended reporting requirements with the introduction of the <i>Public Interest Disclosure Act</i>, and repeal of the <i>Whistleblowers Protection Act</i>.</p> <p>Implemented <b>Government endorsed responses</b> to CMC reports: - progressing implementation of some of the recommendations provided within the Independent Review of the Queensland Police complaints, discipline and misconduct system - Operation Tesco - 18 initiatives were successfully completed by the required deadline of 31 December 2010. A further 13 initiatives will be completed by 31 December 2011 - trialling of Declarable Associations policy in two locations.</p> <p>Implemented a compulsory 'Ethics and Ethical Decision Making in the QPS' <b>information booklet</b> for contractors and volunteers.</p>
Recognise and promote the paramount importance of minimising harm to officers, offenders and the community.	<p>The rate of complaints of assault/excessive force against police officers decreased from 9.2 per 100 police officers in 2009-10 to 7.6 per 100 police officers in 2010-11.</p>
<b>Personal safety / property security</b>	
Reduce major and organised crime including serious drug crime, youth and other gang related violence.	<p><b>Telecommunications interception (TI)</b> The QPS has established its own independent TI capability which allows for a significant increase in overall operational capacity and output.</p> <p><b>Drug crime</b> Various operations including Operation Hotel Enzyme, Operation Hotel Landsman and Operation Ice Electron led to a number of people being arrested and charged with offences including offences of trafficking dangerous drugs.</p> <p>A total of 290 clandestine illicit drug laboratories were located and seized by police in 2010-11 as a result of proactive investigative strategies targeting illicit drug production throughout Queensland.</p> <p><b>Fraud and cyber crime</b> The QPS hosted the <i>2010 National Identity Crime Symposium</i> which focused on identity crime and hi tech crime.</p>

Operation Ice Hailstone concluded in November 2010 and involved a joint QPS and New South Wales Police investigation into people with links to importing skimming devices for use in local businesses in Queensland and New South Wales. A total of six devices were seized, three offenders were arrested and one foreign national was deported.

#### **Outlaw motor cycle gangs**

Task Force Hydra was established in 2006 to direct QPS strategies aimed at disrupting and dismantling OMCGs in Queensland. During the 2010–11 year, 205 people were arrested on 432 charges which included serious drug and property related offences as well as crimes of violence.

#### **Child Protection Offender Registry**

New child sex offender laws were passed by State Parliament in April 2011. This will result in stricter reporting requirements and tougher penalties for offenders who fail to comply with their reporting obligations.

## Traffic policing

Reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing.

#### **I-TAS**

The Intelligent Traffic Analysis System (I-TAS) has been developed to standardise planning, tasking and evaluation of traffic policing activities. I-TAS assists supervisors to deploy officers to target high risk locations through the use of analysed intelligence.

I-TAS implementation commenced in June this year and will be progressively rolled out across Queensland by the end of 2011.

#### **Speed cameras I-TCS**

The Intelligence Traffic Camera System (I-TCS) project has delivered a new digitally enabled processing system and a number of integrated digital 'proof of concept' speed detection traffic cameras. The new system will also be capable of processing the existing wet film camera detected speed offences.

The 'proof of concept' cameras included a number of fixed speed, red light with speed, average speed (point-to-point) and digital mobile.

#### **In-car cameras**

The QPS has undertaken an initial trial of In-Car Camera (ICC) technology. A technical evaluation to identify suitable computing platform systems is expected to commence in July 2011 for a period of six months.

#### **ANPR**

Automatic Number Plate Recognition (ANPR) was introduced during Easter this year. ANPR will be progressively rolled out to the regions during 2011-12.

#### **13HOON**

The QPS' new hoon hotline – 13HOON (13 4666) – was launched on 13 December 2010 to provide Queenslanders with an easy to remember central contact point to report drivers performing dangerous, reckless or anti-social behaviour on our roads.

#### **Operation AUSTRANS**

The QPS participated in Operation AUSTRANS which is held across Australia and New Zealand during the month of May. The mission of Operation AUSTRANS is to provide a collaborative multi-agency, multi-jurisdictional approach to target fatigue, drug use and other safety issues amongst heavy vehicle drivers, transport companies and other industry stakeholders.

## Public order and safety

Improve disaster planning, recovery and response across agencies and regions.

**Flood and cyclone events**

QPS was the lead agency in flood and cyclone events. Queensland police officers were on the frontline working around the clock to assist Queenslanders in need.

**Review of the flood crisis**

A Flood Crisis Review Group was established after the flood events and Tropical Cyclone Yasi. Many strategic, whole-of-Service short, medium and long term objectives were determined and are currently being progressed.

**Suspicious activity reporting**

To ensure Queensland is well placed to analyse the current security environment, the promotion of suspicious activity reporting, including for critical infrastructure and priority sites, and subsequently enhanced preventative investigations was a priority for 2010-11.

Improve public safety including by reducing alcohol and/or drug fuelled violence and disorder.

**Drink safe precincts**

Amendments to the *Liquor Act 1992* came into force in December 2010 allowing the creation of three drink safe precincts in Townsville, Fortitude Valley and Surfers Paradise. Increased police numbers during peak times, better supervised taxi zones, more support services and the creation of special safe zones have all featured in the new precincts. Amendments to the *Bail Act 1980* and the *Penalties and Sentences Act 1992* at the same time provided authority for individuals to be banned from licensed premises and public areas in the vicinity of licensed premises.

**Street Gang Project**

Following conclusion of the 12-month Street Gang Project, an internal evaluation has been conducted by Ethical Standards Command. The draft evaluation report is currently in the final stages of preparation for consideration by the Steering Committee. This will be used to inform strategies and initiatives to develop a whole-of-QPS and whole-of-Government response to the issue of street gangs.

**CRYPAR**

The expansion of the program across Queensland now allows police to refer a wider range of issues to support agencies through the e-referral system. Xstrata Coal Queensland committed \$5 million over three years for the expansion of CRYPAR and the adoption of an e-referral system.

**Public nuisance**

Ticketing has been found to provide an appropriate and effective option for police in dealing with public nuisance offences. State-wide rollout of public nuisance infringement notices commenced on 8 November 2010.

**Domestic violence**

Under the Queensland Government *'For our sons and daughters'* Strategy, the QPS continues to be involved in a number of individual and joint initiatives. These include strategies to reduce domestic and family violence in Indigenous communities, participation in the testing and evaluation of an integrated response model in Rockhampton, a project to develop and implement a protective risk assessment framework, and developing effective benchmarks to ensure the policing of domestic and family violence is appropriately measured and evaluated by the Operational Performance Review process.

## Strategic priorities

## Achievements/outcomes/status

The QPS has also been a significant stakeholder in the review of the *Domestic and Family Violence Act 1989* led by the Department of Communities. Internally the QPS is preparing for the implementation of the legislative amendments through the consideration and development of relevant training and QPRIME enhancements. Further, the QPS is developing a protective risk assessment framework for use by first response officers and domestic or family violence incidents to assist in determining who requires protection. This initiative is expected to work concurrently with the legislation in providing a higher level of protection to those at risk of domestic and family violence.

### **Crime Prevention Strategy**

The future directions for the Crime Prevention Strategy are being considered.

### **Personal Safety**

Through the Safer Living personal safety program the QPS provided personal safety information for adult community members via the Internet (QPS website), a booklet (the 'Safer Living booklet') and community presentations.

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## Service delivery support

Improve client satisfaction and confidence with policing services.

### **Discipline and complaints management**

In May 2011, the Independent Review handed down their review of the QPS discipline and complaints management system. The review provides 57 recommendations for change to the current system and builds on the work done by the CMC in their 'Setting the Standard' report. The disciplinary and complaint management model proposed by the Independent Review achieves timely resolution and improves public confidence within the process. Government is considering the recommendations of the Independent Review and CMC reports. Where recommendations are able to be implemented relatively easily within the QPS, then this is occurring.

### **New contact centre for non-urgent incidents**

Policelink commenced providing services to the community on 8 August 2010.

Encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment.

### **QPS carbon footprint**

Increased use of suitable lower emission and more fuel efficient vehicles.

### **Energy saving initiatives**

Implemented initiatives which included a program to retrofit lighting in existing police facilities, and an upgrade of the air-conditioning chiller system at police headquarters.

A number of key environmental sustainability initiatives are being incorporated into the new Westgate Academy.

Encourage evidence based decision making, resource deployment and investment, including through effective corporate governance processes.

### **QPS Vision 2020**

Prepared a long term vision to position the QPS to identify and respond to changes in its environment, and to proactively influence its place within that environment.

### **Strategic Plan**

Prepared the QPS 2011-15 Strategic Plan.

### **Corporate governance**

Implemented a new corporate governance structure and supporting strategic committees.

## Strategic priorities

Provide police with the infrastructure, technology, equipment and powers they need to perform effectively.

## Achievements/outcomes/status

### Capital works

During 2010-11, capital works funding of \$107.4 million provided for the completion and further development of a number of significant infrastructure projects to address population growth and support service delivery.

### CAD

Progressed implementation of the new Computer Aided Dispatch (CAD) solution. The first site - North Coast Region Police Communications Centre, is scheduled to 'go live' in December 2011. The new CAD solution offers enhanced capability for managing the tasking of first response resources. Additional benefits include improved efficiencies in response to calls for service, more effective decision making and enhanced management of planned and unplanned events derived resulting from intelligent reporting ability.

### Weapons Licensing Management System (WLMS)

The WLMS was implemented on 30 November 2010, replacing the legacy mainframe system. All licence and weapons information is now held in QPRIME, allowing operational police the ability to view this information in one system.

### The Public Safety Front-line Communications (PSFC) Program

The PSFC delivered a Business Case Project Report to build a state-wide digital voice radio and data network. The new network will enhance communications within the QPS and between QPS and other emergency services agencies.

### Legislation

During 2010-11, the QPS progressed the development/amendment of the following legislation:

- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *The Prostitution and Other Acts Amendment Bill 2010*
- *Weapons Act*
- *Child Protection (Offender Reporting) Amendment Bill 2010.*

## Appendix 3: Honours and awards

Details relating to personnel who received honours or awards during 2010-11 are shown below.

### Australian Police Medal

Awarded for distinguished police service in an Australian police force.

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Sergeant Cheryl Bodley  
Sergeant Geoffroy Bodley  
Inspector Graham Coleman  
Assistant Commissioner Paul Doyle  
Sergeant Geoffrey Fay  
Superintendent Garth Pitman

Chief Superintendent Grant Pitman  
Detective Sergeant Daryl Poole  
Superintendent Patrick Ryan  
Superintendent Donna Sturgess  
Inspector Murray Verrall  
Detective Sergeant Graham Walker

### Australian Bravery Decoration

Awarded by the Governor-General for acts of bravery.

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Bravery Medal  
Nil

Commendation for Brave Conduct  
Senior Constable Christopher Hebblethwaite  
Sergeant Raymond Sorrell

### Queensland Police Service Valour Award

Awarded for an act of exceptional bravery in hazardous circumstances.

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Detective Senior Constable Damian Leeding

### Commissioner's Commendation for Bravery

Awarded for an act of bravery in hazardous circumstances.

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Sergeant Melissa Anderson  
Constable Ross Dobbie  
Senior Constable Regan Greateorex  
Sergeant Brendan Haley  
Constable Andrew Hawkins  
Constable Kim Henderson  
Constable Shaun Jones

Senior Constable Rohan McDonald  
Constable Megan Meleady  
Constable Ricky Morse  
Constable Gregory Naoum  
Sergeant Sebastian Pollock  
Constable Cain Sims  
Sergeant Scott Spence

### Commissioner's Certificate of Notable Action

Awarded for a significant act as a result of being placed in a potentially hazardous situation beyond that of normal policing requirements.

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Constable Daniel Blair  
Sergeant Arthur Brennan  
Sergeant Macdonald Duus  
Constable Aaron Green

Constable Anthony March  
Constable Bernard Nyhan  
Senior Constable Paul Quin  
Constable Adam Stafford

## Commissioner's Award for Meritorious or Special Service

Awarded for recognition of any member who performs commendable service in a designated role or function to an exceptional level over an extended period of time or involved in the planning or running of significant Special Events that are seen to be successful and enhance the professional image of the Queensland Police Service far exceeding what might reasonably be expected from an efficient member of the Police Service.

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Senior Sergeant Wayne Clarke  
Mr Allan Cripps  
Senior Sergeant Ian Elder  
Ms Susan Lander  
Sergeant Alan Lutter  
Mr Denis Luttrell

Assistant Commissioner Colin McCallum  
Superintendent Garry Moloney  
Inspector Peter Owens  
Sergeant Daniel Stiller  
Superintendent Stephen Wardrope

## Commissioner's Certificate (Operational)

Awarded to any member or group that displays intelligence, resourcefulness and/or dedication to duty to a degree far exceeding what might reasonably be expected from an efficient member of the Police Service in the execution of duty in the operational field.

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Senior Constable Simon Buxton  
Detective Senior Sergeant Mitchell Castles  
Detective Sergeant Craig Doran  
Senior Constable Mark Hester  
Detective Senior Constable Jack Maddock

Detective Sergeant Daniel Morgan  
Detective Sergeant Luke O'Connor  
Detective Sergeant Daryl Poole  
Detective Sergeant Stephen West

## Commissioner's Certificate (Corporate and Support)

Awarded to any member or group that displays intelligence, resourcefulness and/or dedication to duty to a degree far exceeding what might reasonably be expected from an efficient member of the Police Service in the execution of duty in the corporate administrative or technical field.

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Nil

## Commissioner's Certificate of Appreciation

The Commissioner's Certificate of Appreciation is awarded to a person external to the Police Service in recognition of making an exemplary contribution to the Service.

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Mr Bryan Brown  
Major Bruce Buckmaster  
Ms Rita Butler  
Mr Benjamin Carroll  
Mr James Dryden  
Ms Patricia Dryden  
Mr Greg Early  
Mr Ken Guyatt  
Ms Pam Guyatt

Mr Tony Lake  
Ms Fran Lindsay  
Mr Robert Mills  
Mr Col Nelson  
Ms Jenny Nelson  
Mr Evan Newton  
Ms Dorothy Stumer  
Queensland Police Chaplaincy Service  
Queensland Police Credit Union

## Royal Humane Society of Australasia (nominated by the QPS)

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### Bronze Medal

Sergeant Melissa Anderson  
Mr Benjamin Carroll  
Constable Ross Dobbie  
Mr Darren Evans  
Senior Constable Lee Gadd  
Senior Constable Regan Greatorex  
Sergeant Brendan Haley  
Constable Andrew Hawkins  
Constable Shaun Jones

### Certificate of Merit

Senior Constable Rohan McDonald  
Constable Ricky Morse  
Constable Bernard Nyhan  
Sergeant Sebastian Pollock  
Senior Constable Paul Quin  
Mr Darren Simpson  
Constable Adam Stafford  
Mr Mark Steffen  
Mr Adrian Williams



## Awards for Excellence

Lantern Award for Excellence in Problem-Oriented and Partnership Policing

**Gold Award**  
Weed it Out (Far Northern Region)

**Silver Award**  
Indigenous Elders Police Patrol (Metropolitan North Region)

**Bronze Award**  
'Real families don't fight' A Domestic Violence Media Campaign (Northern Region)

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Award for Excellence in Crime Prevention

**Gold Award**  
Changing the cycle (Northern Region)

**Silver Award**  
DAVE Project (South Eastern Region)

**Bronze Award**  
Rural Crime Forums (Southern Region)

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Award for Excellence in Policing Operations

**Gold Award**  
DNA Improvement Strategy (Operations Support Command)

**Silver Award**  
Sealed Body Bag (Operations Support Command)

**Bronze Award**  
Mobile Police Facility (Metropolitan North Region)

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Award for Excellence in Corporate and Support Services

**Gold Award**  
Growth funding supplementation model (Finance Division)

**Silver Award**  
North Coast Region Joint Communications Centre Project (North Coast Region)

**Bronze Award**  
Implementation of Advance2 – Learning Management System (Human Resources Division)

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Richard Symes Warry Award for Excellence in Police Education and Training

**Gold Award**  
Dangerous Liaisons Training (Human Resources Division)

**Silver Award**  
Multicultural Awareness Online Learning Product (OLP) Project (Human Resources Division)

**Bronze Award**  
Northern Region QPRIME Risk Based Management System (Northern Region)

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Jim O'Sullivan Achievement Award for recognising QPS women's achievements

**Winner**  
"SWIRL ~ Supporting Women in Remote Locations" Package (North Queensland Campus)

**Encouragement Award**  
"Ladies Night" (Southern Region)

## Appendix 4: Overseas Travel

Details relating to personnel who travelled overseas during 2010-11 on official business or for professional development purposes are shown below:

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
<b>July 2010</b>				
Clinton Drake Constable	New Zealand	Provide evidence as a witness in High Court prosecution	Nil	\$2 430 (Estimate) Funded by New Zealand Police
Michael Condon Chief Superintendent	China	Identify opportunities for training to assist Shanghai and Hong Kong police to develop resources and attend Shanghai Police College for meetings on policing challenges and processes	\$8 100	Nil
Garry Henkel Inspector	New Zealand	Attend Australasian Law Teachers Conference and attain insights into international teaching and learning strategies and methodologies	\$3 173	Nil
Carol McNamara Project Officer and Ian Stewart Deputy Commissioner and Paul Stewart Assistant Commissioner and Mark Plath Superintendent and Ross Barnett Assistant Commissioner and Brett Pointing Assistant Commissioner	Malaysia	Represent the QPS at the FBI National Academy Asia Pacific Chapter Conference to discuss and identify issues potentially impacting on law enforcement in Queensland	\$14 221	Nil
Wayne Steinhardt Detective Senior Sergeant	United States of America	Participate in International Child Exploitation Tracking System User Forum	Nil	\$3 865 (Estimate) Funded jointly by International Centre for Missing and Exploited Children and CRIMTRAC agencies
<b>August 2010</b>				
Nil.				
<b>September 2010</b>				
Peter Ravlich Detective Sergeant	United States of America	Represent the QPS on Innocent Images International Task Force and undertake FBI training on investigative techniques applied to computer facilitated crimes against children	\$2 024	\$7 187 (Estimate) Funded by Federal Bureau of Investigation
Brendan Power Sergeant	New Zealand	Conduct training for component at the 51st Management of Serious Crime Course	\$175	\$2 418 Funded by Australian Federal Police

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
<b>October 2010</b>				
Marc Hogan Detective Senior Sergeant	United States of America	Attend FBI National Academy for higher education training and professional development	\$10 780	Nil
Darren Carey Sergeant and Bradley Holland Senior Constable and Colin Briggs Senior Sergeant	India	Provide protective security for the Premier of Queensland	\$35 865	Nil
Paul Griffiths Senior Project Officer	France and United Kingdom	Attend and present at the Combating (Online) Child Abuse: The Next Level Conference, and exchange information with counterparts in the Child Exploitation and Online Protection Centre London on online sexual abuse	\$4 402	Nil
Denzil Clark Detective Senior Sergeant	New Zealand	Complete 51st Management of Serious Crime Course and gain experience in cross border operations	\$6 683	Nil
Peter Kingsley Senior Sergeant	New Zealand	Attend Electronic Evidence Specialist Advisory Group meeting	\$1 655	Nil
Stuart Cross Senior Sergeant	New Zealand	Attend and present at Electronic Evidence Specialist Advisory Group meeting	\$1 355	Nil
Timothy Woodcock Technical Officer	New Zealand	Attend Electronic Evidence Specialist Advisory Group meeting and tour forensic facilities at the National Institute of Forensic Science	\$630	\$938 Funded by National Institute of Forensic Science
Mark Ainsworth Acting Detective Superintendent	New Zealand	Attend and present papers to a conference by the International Association of Auto Theft Investigators Australasian Branch	Nil	\$1 424 Funded by International Association of Auto Theft Investigators Australasian Branch
Anthony Crimmins Acting Inspector and Shane Chelepy Superintendent	India	Attend the Delhi 2010 Commonwealth Games Observer Programme	\$24 494	Nil
Bruce Graydon Inspector	Canada	Attend and present at the New Brunswick Association of Chiefs of Police Conference	Nil	\$6 089 (Estimate) Funded by SupportLink Australia
Peter Ziser Detective Sergeant	Spain	Attend and present at the 2010 Annual International Association of Marine Investigators Conference	\$3 658	Nil
Brent Carter Chief Superintendent and Gary Hunter Detective Sergeant	Papua New Guinea	Attend the Papua New Guinea/ Australia Transnational Crime Conference to develop effective transnational and interagency intelligence sharing arrangements to address cross border crime	\$5 518	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Julie Stiller-Shipton Senior Constable	United States of America	Deliver forensic exhibits for examination on police investigative matters	\$5 224	Nil
<b>November 2010</b>				
Daniel Bragg Inspector and Brett Pointing Assistant Commissioner and Mark Plath Acting Chief Superintendent	China and Vietnam	Strengthen relations with key partners in Hong Kong, Guangdong and Shanghai and promote and negotiate agreements for the export of the QPS Leadership Development Unit Residential Program	\$19 540	Nil
Charles Heron Detective Sergeant	New Zealand	Attend trial in High Court and give evidence on behalf of New Zealand Police	\$490	\$1 640 Funded by New Zealand Police
Gregory Bishop Detective Sergeant	New Zealand	Attend Advanced Clandestine Laboratory Investigative Course	\$2 307	Nil
Karl Brazier Detective Sergeant	New Zealand	Attend court to give evidence in a child abuse case	\$380	\$1 204 (Estimate) Funded by New Zealand Police
Leslie Bulluss Senior Sergeant	United States of America and Canada	Undertake Winston Churchill Memorial Trust Fellowship researching culturally appropriate Indigenous community policing models	Nil	\$21 691 (Estimate) Funded by the Winston Churchill Memorial Trust
Katherine Pausina Detective Sergeant and Brendan Smith Detective Inspector	New Zealand	Attend the Asia-Pacific Coroners Society Annual Conference in Auckland	\$6 385	Nil
Damien Hayden Acting Senior Sergeant	United States of America	Attend the 5th Annual Arrest-Related, Excited Delirium, Sudden In Custody Death Conference In Las Vegas, Nevada	\$3 337	Nil
Paul Griffiths Senior Project Officer	Netherlands	Attend the Combating (Online) Child Abuse: The Next Level Conference and exchange information with counterparts in the Netherlands regarding cases involving online sexual abuse	\$172	\$3 175 Funded by European Union
Gary Michael Dixon Detective Sergeant and Renee Marie Hoile Acting Sergeant	New Zealand	Extradite alleged offender from Auckland	\$2 000	Nil
Stephen Gollschewski Chief Superintendent and Paul Taylor Chief Superintendent	United States of America	Attend the 4th Leadership In Counter-Terrorism Pacific Program 2010-11	\$7 668	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
<b>December 2010</b>				
Brian Hay Detective Superintendent	India	Attend the Cards and Payment India Conference in New Delhi and establish connections within the Indian law enforcement community	Nil	\$1 645 Funded by Detective Superintendent Brian Hay
<b>January 2010</b>				
Clem O'Regan Assistant Commissioner	Timor-Leste	Participate in the Australian Defence Force 'Exercise Boss Lift', together with representatives from major employment groups throughout Australia	Nil	\$2 700 (Estimate) Funded by Australian Federal Police
<b>February 2010</b>				
Jonathan Rouse Inspector	Malaysia	Attend the 9th Annual Policing Cyberspace International Summit to accept the international CyberCime award on behalf of the QPS and facilitate presentations on child exploitation investigations	\$464	\$2 910 Funded by Society for the Policing of Cyberspace
Leon Marshall Acting Senior Sergeant	United States of America	To take delivery of a Special Emergency Response Team armoured vehicle	\$7 500	Nil
<b>March 2010</b>				
Paul Baker Inspector and Andrew Rowan Sergeant	United Kingdom	Partake in the Chemical, Biological and Radiological Counter-Terrorist Quadrilateral Capability Exercise, 'Poets Corner'	Nil	\$4 425 Funded by National Counter Terrorism Committee
Shane Scarinci Sergeant and Jason Arnold Constable and Matthew Hodgson Constable and Shane Pankhurst Constable	New Zealand	Assist New Zealand Police and provide disaster victim identification assistance in response to the Christchurch earthquake	\$3 146	\$5 300 Airfare and unknown accommodation costs funded by New Zealand Government
Des Lacy Acting Superintendent	United States of America	Attend and present at the FBI National Academy Associates Asia Pacific Chapter President and Secretaries Conference at the FBI Academy in Quantico	Nil	\$3 210 (Estimate) Funded by FBI

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Shane Williams Inspector and David Gillies Sergeant and Carl Cutler Sergeant and Simon Donaghy Senior Constable and Mark Farrelly Senior Constable and Deagon Grime Senior Constable and Stuart Lydford Senior Constable and Michael Doocey Constable and Warren Forbes Constable and Fred Veve Constable and Brendan Winslow Constable	New Zealand	Assist New Zealand Police in response to the Christchurch earthquake	\$8 854 (Estimate)	Unknown accommodation and meal costs funded by New Zealand Government
Peter Roddick Detective Sergeant	New Zealand	Deliver forensic exhibits for examination and interview witnesses in relation to an investigation	\$967	Nil
Brian Hay Detective Superintendent	Singapore	Attend the Global Security Asia Conference 2011	Nil	\$2 100 (Estimate) Funded by Detective Superintendent Brian Hay
<b>April 2010</b>				
Peter Martin Assistant Commissioner	United States of America	Participate as a facilitator and present at the International Intelligence Conference of Counter-Terrorism Practitioners	Nil	\$3 739 (Estimate) Funded by Los Angeles Police Department
Paul Friedman Assistant Director	New Zealand	Attend the Australia New Zealand Policing Advisory Agency Board meeting, the Australasian Police Professional Standards Council, the Inter-Governmental Committee of the Australian Crime Commission and the Australian Institute of Police Management meetings	\$2 540	Nil
Brett Schnitzerling Sergeant	New Zealand	Attend Biometrics Course and Biometrics Conference	\$4 454	Nil
Jonathan Rouse Inspector	Austria	Attend 20th Session of United Nations Commission on Crime Prevention and Criminal Justice 2011 and deliver presentations on conduct and protocols for successful investigation of complex child sex offender networks	\$1 175	\$4 777 Funded by United Nations Office on Drugs and Crime

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Mark Slater Detective Inspector and Duncan Gorrie Acting Senior Sergeant	United Kingdom	Extradite alleged offender of major fraud offences	\$760	\$10 738 Funded by Workcover Queensland
Kara Devantier Acting Business Manager and Michael Pearson Senior Sergeant	United Kingdom and Belgium	Undertake a study tour with Victoria Police to assess rostering products	\$15 925	Nil
<b>May 2010</b>				
Bradley Miers Acting Detective Inspector and Raymond Baumber Senior IT Project Manager	Canada	Undertake factory acceptance testing and systems familiarisation of new QPS telecommunications interception system	\$2 345	\$9 800 Funded by JSI Telecom Pty Ltd
Peter Ravlich Detective Sergeant	Germany	Attend Innocent Images International Task Force meeting	\$140	\$4 005 Funded by Federal Bureau of Investigation
Romain Dean Acting Sergeant and Adam Hankinson Detective Senior Constable	Malaysia	Provide protective security for the Premier of Queensland	\$10 195	Nil
Michael Gardiner Sergeant	Indonesia	Assist the Australian Federal Police in the conduct of the Australian Bomb Data Centre Phase 2 Workshop on technical analysis of circuits and improvised explosive devices	Nil	Funded by Australian Federal Police – cost unknown
Andrew Massingham Detective Senior Sergeant	United States of America	Conduct inquiries in Honolulu relating to a homicide investigation	\$3 554	Nil
Tyler Crosby Senior Sergeant	United States of America	Participate as a member of a Vocational Training Team delivering a training program sponsored by the Rotary Foundation	Nil	\$6 400 (Estimate) Funded by Rotary International
Steven Bignell Acting Senior Sergeant	Canada	Attend the 2011 International Fraud Investigators Conference	\$7 415	Nil
Brendan Keleher Inspector	United States of America	Attend the Biennial IMAGE Users Group Conference in Washington DC	\$1 000	\$5 500 (Estimate) Funded by conference organiser Morpho
Wayne Hutchings Inspector	United States of America	Train in use of new model Taser X2 and obtain knowledge of Taser Training Curriculum Version 18	\$6 579	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Paul Stewart Assistant Commissioner and Des Lacy Inspector and Brett Pointing Assistant Commissioner and Mark Plath Superintendent and Marc Hogan Inspector	Philippines	Represent the QPS at 14th FBI National Academy Associates Asia Pacific Chapter Conference (FBINAA) Retraimer	Nil	\$12 760 Funded by FBINAA
Ian Stewart Deputy Commissioner	Philippines	Represent the QPS at 14th FBI National Academy Associates Asia Pacific Chapter Conference (FBINAA) Retraimer	\$1 900	Nil
<b>June 2010</b>				
Duncan Gorrie Acting Detective Senior Sergeant	United Arab Emirates	Attend Visa Security Summit 'Dynamic Future of Business' and present at multi-jurisdictional law enforcement workshop on card related fraud	\$1 392	\$2 058 (Estimate) Funded by Visa
Brett Price Acting Senior Sergeant	Greece and Turkey	Represent QPS and Law Enforcement Torch Run charity at World Summer Games for Special Olympics	Nil	\$5 250 Funded by Law Enforcement Torch Run charity
Adam Hankinson Detective Senior Constable	China and United States of America	Provide protective security for the Premier of Queensland	\$25 817	Nil
<b>TOTALS</b>			<b>\$276 358</b>	<b>\$139 378</b>



## Appendix 5: Controlled Operations Committee

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 *Police Powers and Responsibilities Act 2000 (Qld)*. The Committee consists of an independent person, as required by legislation, who is a retired judge. This independent member is the Chairperson of the committee, with the other members including the Chairperson of the Crime and Misconduct Commission and the Detective Chief Superintendent, State Crime Operations Command. The independent member is paid under the Queensland Government policy 'Remuneration of Part-Time Chairs and Members of Government Boards Committees and Statutory Authorities'.

During the year under review the independent member received \$1 837 in remuneration. There were no on-costs. Other members are not remunerated.

The Controlled Operations 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 *Police Powers and Responsibilities Act 2000* for the preceding 12 months.

## Appendix 6: Compliance with the *Carer's (Recognition) Act 2008*

The QPS is committed to supporting people with disabilities and provides strategies through the Disability Service Plan. The plan is available to all QPS employees and is also available to people with a disability, their families and carer's on the Internet.

Carers Charter principles	Departmental services and/or activities in 2010-11
The State recognises the effort and dedication of carers in our community and that carers provide a vital service.	The QPS does not currently have any formal recognition (e.g. awards) of carers in the community.
Carers deserve the respect of our community and should be supported within their community by all levels of government, institutions and organisations.	An information fact sheet 'Queensland Police Service Disability Service Plan' outlines the challenges carers face and is available to all members on the QPS intranet.  The QPS 'Disability Service Plan' states that it will prioritise improving access to information about QPS procedures for people with a disability, their families and carers.
The views and needs of carers must be taken into account together with the views, needs and best interests of the people they care for when making policy decisions.	Through the Disability Service Plan the QPS is committed to consulting people with disabilities, their families and carers about QPS procedures.  To ensure the QPS provides the best quality services to people with a disability, a Disability Services Survey has been developed to determine the level of satisfaction of policing services for people with a disability, their families and carers within the community. Feedback from this survey will assist the QPS improve the delivery of policing services to persons with a disability, their families and carers.  Results from the survey will be published in the QPS Disability Service Plan and also published on the QPS website.
The importance of carers' work means the role of carers should be recognised by including carers, or their representative bodies, in the assessment, planning, delivery and review of services affecting carers.	Groups and/or bodies representing carers, people with disabilities and other key stakeholders are consulted as appropriate in the development or review of QPS HR related policy.
Complaints made by carers in relation to services that impact on them must be given careful consideration.	The QPS is committed to providing mechanisms for people with disabilities, their families and carer's to lodge a complaint. These include providing different modes of delivering a complaint, such as orally and through interpreters and advocates.  Complaints from carers (or other members of the public) of misconduct or a breaches of discipline by employees of the QPS are recorded by the Ethical Standards Command and are investigated appropriately to determine what action is required in the circumstances.
Carers should be recognised for their unique knowledge and experience and as individuals with their own needs.	The QPS provides carer's leave to both police officers and staff members, which provides flexibility in assisting carer's to meet their commitments.
The relationship between a carer and the person they care for should be respected and honoured.	This is an overall principle which is not specifically relevant to the QPS.
Children and young people who are carers should be specifically supported by all of our community.	The QPS does not provide these types of services.
The caring responsibilities of children and young people should be minimised.	The QPS does not provide these types of services.
Carers need access to a wide range of responsive and affordable services to support them and their decision making in their role as a carer.	Departmental information and services are available in formats that can be easily accessed by all members of the QPS, including carers.
Remote and rurally based carers face additional difficulties caused by isolation.	Departmental information and services are available in formats that can be easily accessed by all members of the QPS, including carers.

## Appendix 7: Queensland Government Reconciliation Action Plan

<b>Initiative</b>	<b>National Aboriginal and Torres Strait Islander reforms</b>
<b>Action</b>	The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including the key areas of early childhood, schooling, housing, health and economic participation.
<b>Queensland Police Service implementation progress in 2010-11</b>	<p>The QPS continues to work with communities and stakeholders in developing strategies to address the key areas of community safety and child protection and development, and more specifically, reduction in harms related to alcohol and substance misuse and child protection issues.</p> <p>The QPS also works in conjunction with the Queensland Community Police Youth Welfare Association, Education Queensland and other government and non government agencies towards addressing crime prevention, youth development and community safety through PCYCs, schools and community justice groups.</p>
<b>Initiative</b>	<b>Annual agency planning and reporting</b>
<b>Action</b>	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the Queensland Government Reconciliation Action Plan 2009-2012 as part of their annual reports.
<b>Queensland Police Service implementation progress in 2010-11</b>	<p>The QPS develops annual <i>Aboriginal and Torres Strait Islander Action Plans</i>. Through these annual Action Plans, the QPS promotes the tenets of reconciliation and seeks to achieve reconciliation outcomes through practical measures. This includes strengthening partnerships, crime prevention, promoting equity and diversity, improving skills (cultural awareness training) and ensuring accountability.</p> <p><b>Strengthening partnerships and crime prevention</b></p> <p>The QPS strengthens relationships and promotes crime prevention through:</p> <ul style="list-style-type: none"> <li>• Police Liaison Officers</li> <li>• consultation mechanisms including the Indigenous/Police Review and Reference Group and Indigenous Community and Police Consultative Groups</li> <li>• participation in policy, program and project formulation, both internal and external</li> <li>• attendance by personnel at significant functions and events.</li> </ul> <p>The Indigenous/Police Review and Reference Group and Indigenous Community and Police Consultative Groups provide forums for raising police-related Aboriginal and Torres Strait Islander issues in a spirit of cooperation and partnership. These forums provide opportunities to constructively address relevant issues by working towards the development and implementation of culturally appropriate policies, procedures and practices.</p> <p><b>Promoting equity and diversity</b></p> <p>The QPS provides opportunities for Indigenous people to gain employment with the Service through the Justice Entry Program, a recruitment and career development program targeting Aboriginal and Torres Strait Islander peoples.</p> <p>The Employee Relations Unit within the Human Resources Division administers policies and provides opportunities for the employment and development of Indigenous personnel within the QPS.</p> <p><b>Improving skills</b></p> <p>Improving staff skills is demonstrated through ongoing training and development opportunities for all members to develop their understanding and respect for Aboriginal and Torres Strait Islander cultures and issues. The Cultural Appreciation Project (CAPro) aims to improve police communication with Aboriginal and Torres Strait Islander peoples and communities and thereby generate more effective policing responses.</p> <p><b>Ensuring accountability</b></p> <p>The QPS continues to provide input into reports and publications to demonstrate commitment to the issues raised through research and recommendations. The implementation of the Indigenous Police Reference Group, following the Crime and Misconduct Commission review into policing in Indigenous communities in 2009 will ensure appropriate focus is maintained on relevant Indigenous/police issues.</p>



## Key web addresses

Brisbane CBD Emergency Plan

<http://www.police.qld.gov.au/programs/er/bsec>

Bullying. No Way!

<http://www.bullyingnoway.com.au>

Community Safety and Crime Prevention

<http://www.police.qld.gov.au/programs/cscp>

Counter-terrorism information from the Australian Government

<http://www.nationalsecurity.gov.au>

Crime Stoppers

<http://www.qld.crimestoppers.com.au>

Domestic and family violence

<http://www.police.qld.gov.au/programs/cscp/dv/>

Drink Rite

<http://www.police.qld.gov.au/programs/cscp/drinkrit>

Home Assist

[http://www.police.qld.gov.au/programs/cscp/homeSecurity/h\\_assist/](http://www.police.qld.gov.au/programs/cscp/homeSecurity/h_assist/)

Neighbourhood Watch

<http://www.police.qld.gov.au/programs/cscp/communityLiaison/>

One Punch Can Kill

<http://www.onepunchcankill.qld.gov.au>

Party Safe

<http://www.police.qld.gov.au/programs/cscp/personalSafety/youth/partySafe.htm>

PCYC

<http://www.pyc.org.au>

Project Safehands (Child Safety)

<http://www.safehands.qld.gov.au>

Property Security

<http://www.police.qld.gov.au/programs/cscp/propertySecurity/>

Queensland Police Museum

<http://www.police.qld.gov.au/aboutUs/facilities/museum>

Recruitment information

<http://www.policerecruit.com.au>

Right to information

<http://www.police.qld.gov.au/rti/>

Road Safety Queensland

<http://www.tmr.qld.gov.au/Safety/Road-safety.aspx>

Surf Safely

<http://www.police.qld.gov.au/programs/cscp/personalsafety/children/surfsafely.htm>

Volunteers in Policing Program

<http://www.police.qld.gov.au/join/vip>

Weapons Licensing

<http://www.police.qld.gov.au/programs/weaponsLicensing/>

Who's Chatting to your Kids?

<http://www.police.qld.gov.au/programs/cscp/personalSafety/children/childProtection/>

# Glossary



**Accrual accounting** – recognition of economic events and other transactions involving revenues, expenses, assets, liabilities and equity as they occur, rather than when the flow of cash occurs.

**Accrual output budgeting** – a system of budgeting that focuses on the delivery of outputs by agencies to meet the Government's priorities, within a financial framework based on full accrual accounting.

**Accrued expenses** – those expenses which are incurred in the current year, but may not be paid until the following year, such as electricity and telephone costs. Accrued expenses are included in the financial statements.

**Administered items** – assets, liabilities, revenues and expenses that an agency administers on behalf of the Government, but over which the agency does not exercise direct control.

**Alcohol as crash contributing factor** – 'Alcohol/ Drug Related' is recorded as a contributing factor in all crashes where any controller involved, including pedestrians and bicycle riders, was attributed with the contributing circumstance of 'Violation - Over prescribed concentration of alcohol', 'Condition - Under influence of liquor or drug', or 'Violation - Tested For Drugs Only'. This indicates that alcohol or drug impairment (of any degree) was a contributing factor, not necessarily that an illegal Blood Alcohol Concentration (BAC) was involved (though it may have been).

In Queensland there is a general BAC limit of 0.05% for open licence holders. Some drivers however, are restricted to a BAC limit of 0.0% whilst performing certain activities (such as driving heavy freight vehicles, tow trucks, buses, taxis or other public passenger service vehicles, or acting as a pilot/escort, driver trainer, or carrying a load of dangerous goods). Other drivers not allowed to drive with any alcohol in their blood system (a BAC limit of 0.0%) include learner drivers, provisional & probationary licence holders, and unlicensed drivers less than 25 years of age, and drivers restricted to a BAC of 0.0% by medical condition or court order.

**Alcohol Management Plans** – Alcohol Management Plans (AMPs) aim to address alcohol-related problems within a specific community by bringing together members of the local community and representatives from key stakeholder agencies to develop a coordinated plan of action.

**Amortisation** – the systematic allocation of the depreciable amount of an intangible asset over its estimated useful life. For the QPS, this includes the depreciable amount resulting from software developed assets.

**ANPR** – Automatic Number Plate Recognition technology is an investigative tool. ANPR software, in combination with closed circuit television camera networks enables investigators to pin-point vehicles travelling on any road within the network, at any time.

**Appropriation** – the vehicle by which Parliament approves expenditure of monies from the Consolidated Fund. Appropriation is the process whereby Parliament gives approval to the Treasurer to issue funds to agencies during the Budget year as the State's contribution to:

- the delivery of agreed outputs
- items administered on behalf of the Government
- adjusting the Government's equity holding in that agency.

**Assets** – physical and non-physical items of value that an agency owns and/or controls, and that are used in the delivery of services. Examples for the QPS include buildings and motor vehicles.

**Australian Accounting Standard AAS29 Financial Reporting by Government Departments**  
The accounting standard that specifies the general purpose financial reporting requirements for the QPS and other State government agencies.

**Australian National Victim Image Library (ANVIL)** – a Taskforce Argos initiated national database capable of storing, searching and analysing images of child exploitation seized by all Australian law enforcement agencies.

**Balance sheet** – a report outlining the assets, liabilities and equity (net worth or net assets) of the QPS at a specified date.

**Budget** – the State Government’s priorities and plans for the year, expressed in terms of financial and non-financial performance information. It is also used to describe the funding, which may be received from various sources, to expend on QPS activities for the financial year.

**Capital** – a term used to refer to the stock of assets, including property, plant and equipment, intangible assets and inventories, that an agency owns and/or controls and uses in the delivery of services.

**Cash flow statement** – a financial statement that reports the inflows and outflows of cash for a particular period for the operating, investing and financing activities undertaken by the QPS.

**Clandestine drug laboratory** – a clandestine drug laboratory (clan Lab) is an illicit operation involving a combination of apparatus and chemicals that have been or could be used in the manufacture of dangerous drugs.

**Consolidated fund** – the whole-of-Government operating fund into which administered funds collected by the QPS are paid.

**Contingent assets and liabilities** – items which are not recognised in the balance sheet because they cannot be measured reliably or because there is a degree of uncertainty as to whether they will be realised.

**Controlled items** – assets, liabilities, revenue and expenses that are directly controlled by the QPS, in that they relate directly to the QPS’s operational objectives.

**Coordinated Response to Young People at Risk (CRYPAR) Program** – a whole of government initiative which aims to intervene early with young people who are ‘at risk’ of involvement in the Juvenile Justice system.

**CPTED - Crime Prevention Through Environmental Design** – a program which offers training for local councils and community groups on ways to reduce crime, including graffiti offences, through changes to the urban environment.

**Depreciation** – the periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a particular period of time.

**Employee entitlements** – benefits that employees accrue during their employment, such as annual and long service leave.

**Equity** – the surplus of assets over liabilities which represents the QPS’ net worth.

**Expenses** – the full accrual cost of delivering services to the community reported in the income statement. Controlled expenses include costs such as employee costs, supplies and services, grant expenses, and non-cash costs such as depreciation. Administered expenses generally relate to activities over which the QPS does not exercise control.

**Financial statements** – collective description for the income statement, cash flow statement, balance sheet and other statements along with associated notes resulting from financial and non-financial operations by the QPS.

**Financing activities** – activities, such as borrowing and equity adjustments which provide additional balance sheet financing for an agency.

**Helping Hand** – a registered charitable organisation which aims to render aid, assistance and benefits to members of the QPS and their immediate families who are faced with serious, terminal, life threatening injuries or significant personal trauma.

**Intelligent Traffic Analysis System (ITAS)** – a system that standardises planning, tasking and evaluation of traffic policing activities. It enables police to draw upon ‘real time’ traffic intelligence to develop strategies and allocate resources and delivers a standardised corporate system to capture and report on traffic statistics.

**Intelligent Traffic Camera System (ITCS)** – a digitally enabled processing system that supports the integration of wet-film and digital camera technologies as well as being capable of handling up to 30 000 infringements over a 24 hour period without any degradation to performance.

**Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)** – a program aimed at providing a professional, non discriminatory, assessable policing served to members of LGBTI communities.

**Liabilities** – amounts the QPS owes to another entity which are incurred in the course of its activities. Liabilities include items such as accounts payable, borrowings, employee entitlements and other provisions.

**OMCGs** – Outlaw Motor Cycle Gangs.

**OMCG Task Force Hydra** – a unit of the Organised Crime Group dedicated to disrupting and dismantling the many-headed menace that is outlaw motorcycle gangs (OMCG) in Queensland.

**One Punch Can Kill** – a campaign aimed at preventing violence among young people.

**Operating result** – the accounting surplus or deficit of the QPS. It provides an indication of whether the QPS has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation. Due to the inclusion of non-cash revenues and expenses, this differs from a cash surplus or deficit. A surplus indicates that revenues earned during the year are greater than the expenses incurred for the year, while a deficit indicates that expenses exceed revenues.

**Outputs** – services that are provided by the QPS for clients such as the community.

**Own source revenue** – revenue generated by an agency, generally through the sale of goods or services but may also include grants and contributions and non-cash revenues such as gains on sale of assets and the recognition of below fair value or free services received.

**Party Safe** – this initiative provides information and resources for the community to ensure people are informed about how to hold a successful, enjoyable and safe party.

**Policelink** – a police contact centre that enhances QPS service delivery by providing additional ways to report a range of non-urgent matters directly to police.

**QPRIME** – Queensland Police Records and Information Management Exchange computer system.

**Queensland Magistrates Early Referral into Treatment Program (QMERIT)** – a pre-sentence bail based program which refers defendants into treatment and rehabilitation for three to four months prior to sentencing.

**Revenues** – the full accrual income arising from operations during the year, recorded in the income statement. Controlled revenues include revenue from the State Government in the form of payments for outputs, and own-source revenue such as user charges. Administered revenues are revenues which are forwarded to the Consolidated Fund and generally comprise taxes, fees and fines collected by the QPS.

**Shared services** – a whole-of-Government approach to the delivery of corporate services across Government. These services include financial processing and also payroll services. CorpTech and the Shared-Service Agency are the primary shared service providers for the QPS.

**Taskforce Argos** – a multi-disciplinary task force which is principally responsible for the investigation of organised paedophilia, institutionalised abuse and child exploitation.



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# Contact us



**Emergencies:** to report life threatening and time critical emergencies, or to report a crime happening now, call **Triple Zero (000)** and ask for **Police**



**Non-urgent incidents:** to report policing matters which are important but not urgent, think **Policelink** and call **131 444**



To report information on crime anonymously, call **Crime Stoppers** on **1800 333 000** (toll free)

Visit us at our web site: [www.police.qld.gov.au](http://www.police.qld.gov.au)

## Our key locations

### Queensland Police Headquarters

200 Roma Street  
Brisbane Qld 4000  
Tel: (07) 3364 6464  
Postal Address:  
GPO Box 1440  
Brisbane Qld 4001

### Metropolitan North Region

20 Pickering Street  
Alderley Qld 4051  
Tel: (07) 3354 5100  
Fax: (07) 3354 5000  
Postal Address:  
GPO Box 1440  
Brisbane Qld 4001

### Northern Region

Level 2  
244-246 Charters Towers Road  
Hermit Park  
Townsville Qld 4812  
Tel: (07) 4726 8777  
Fax: (07) 4726 8732  
Postal Address:  
PO Box 3737  
Hermit Park Qld 4812

### Central Region

Level 2  
Rockhampton Police Complex  
Bolsover Street  
Rockhampton Qld 4700  
Tel: (07) 4932 3414  
Fax: (07) 4932 3464  
Postal Address:  
PO Box 221  
Rockhampton Qld 4700

### Metropolitan South Region

Level 1, Civic House  
1993 Logan Road  
Upper Mt Gravatt Qld 4122  
Tel: (07) 3849 0333  
Fax: (07) 3849 0344  
Postal Address:  
PO Box 6464  
Upper Mt Gravatt Qld 4122

### South Eastern Region

Surfers Paradise Police Complex  
68 Ferny Avenue  
Surfers Paradise Qld 4217  
Tel: (07) 5570 7999  
Fax: (07) 5570 7985  
Postal Address:  
PO Box 561  
Surfers Paradise BC Qld 4217

### Far Northern Region

Level 1  
17-19 Sheridan Street  
Cairns Qld 4870  
Tel: (07) 4040 4900  
Fax: (07) 4031 5146  
Postal Address:  
PO Box 7419  
Cairns Qld 4870

### North Coast Region

61 The Esplanade  
Maroochydore Qld 4558  
Tel: (07) 5443 9555  
Fax: (07) 5443 9233  
Postal Address:  
PO Box 553  
Maroochydore Qld 4558

### Southern Region

52 Neil Street  
Toowoomba Qld 4350  
Tel: (07) 4631 6777  
Fax: (07) 4615 3200  
Postal Address:  
PO Box 1333  
Toowoomba Qld 4350



