

# Annual Report 2013–2014



### **Purpose of the report**

This annual report provides information about the Queensland Police Service's financial and non-financial performance for 2013-14.

### **Public availability of report**

This annual report can be obtained in paper form by calling 13 QGOV (13 7468) or online at [www.police.qld.gov.au/corporatedocs/reportsPublications/](http://www.police.qld.gov.au/corporatedocs/reportsPublications/).

### **Enquiries and further information**

For enquiries or further information about this annual report, please contact the Director, Planning, Strategy Division, Public Safety Business Agency, telephone number: (07) 3364 6195 or email [CorpServAnnualReport@psba.qld.gov.au](mailto:CorpServAnnualReport@psba.qld.gov.au).

### **Feedback**

Feedback is important for improving the value of future reports. We welcome your comments about this annual report which can be made through the *Get Involved* website: [www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback).

### **Other languages and formats**



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**ISSN:** 1837-235X (online), 1837-2341 (print)

#### **Queensland Police Service**



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[www.twitter.com/@QPSmedia](http://www.twitter.com/@QPSmedia)



[www.youtube.com/QueenslandPolice](http://www.youtube.com/QueenslandPolice)



[www.mypolice.qld.gov.au/](http://www.mypolice.qld.gov.au/)

#### **Queensland Fire and Emergency Services**



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[www.twitter.com/@QldFES](http://www.twitter.com/@QldFES)



[www.youtube.com/user/FireRescueQld](http://www.youtube.com/user/FireRescueQld)

## Letter of compliance

29 September 2014

The Honourable Jack Dempsey MP  
Minister for Police, Fire and Emergency Services  
Level 24, State Law Building  
50 Ann Street  
BRISBANE QLD 4000

Dear Minister

I am pleased to present the 2013-14 Annual Report and financial statements for the Queensland Police Service.

Following machinery-of-government changes, effective 1 November 2013, the Prostitution Licensing Authority was transferred from the Queensland Police Service to the Department of Justice and Attorney-General, and the Queensland Police Service Air Wing was transferred to the Public Safety Business Agency.

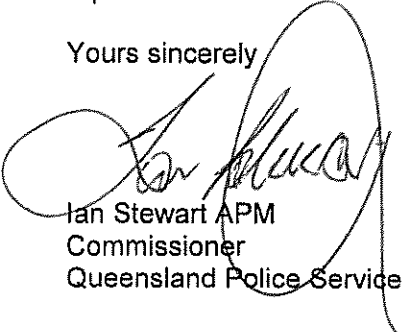
This report is prepared on the basis of the administrative arrangements for this department applying for the whole of the 2013-14 financial year; that is, it reflects the structure, operations and performance of the Queensland Police Service as it existed on 30 June 2014.

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*
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual report requirements is located on pages 105-106 of this annual report.

Yours sincerely



Ian Stewart APM  
Commissioner  
Queensland Police Service

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Content on consultancies, overseas travel and the *Queensland Cultural Diversity Policy* has been published on the Queensland Government Open Data Portal ([www.qld.gov.au/data](http://www.qld.gov.au/data)).

## Commissioner's message

The 2013-14 Annual Report describes the Queensland Police Service's (QPS) achievements, performance, outlook and financial position. It supports accountability and transparency which underpin public trust and confidence.

2014 is the Service's 150<sup>th</sup> year anniversary. The Queensland Police Force was inaugurated on 1 January 1864 with only 287 officers under the command of Acting Commissioner David Thompson Seymour. Today approximately 14,500 police officers and staff provide policing services to more than 4.5 million people, across an area of 1.8 million square kilometres. The QPS officially launched the celebrations to mark the 150 year history with a parade and ceremony at King George Square in Brisbane on 28 February 2014. A number of activities have been held throughout the state to celebrate our 150<sup>th</sup> year including the QP150 Gala in Townsville in May and Brisbane in July, and the QP150 Police Expo in Brisbane in August 2014.

150 years on we can be extremely proud of the services we deliver to the Queensland community. We are working with the community to stop crime and make Queensland safer, including stopping road trauma.

Policing today is highly visible, using innovative technology, with a greater emphasis on intelligence, specialist support and taskforces to target crime and road safety.

We are focusing on:

- providing more options for the community to communicate with police
- building relationships with the community, based on fairness and integrity
- releasing police from tasks that do not add value or can be completed by other means
- being more mobile, flexible and capable of working across boundaries, to deliver the services the community needs
- proactively working and responding quickly when needed.

The outcome of our efforts can be seen in the level of community satisfaction and confidence. National survey data indicates

general satisfaction with police in 2013-14 was 76%; and 86.4% of Queenslanders said they had confidence in police. These results are equal to or above the national results.

Also in 2013-14, the rate of reported personal safety and property crime fell by 11% compared to 2012-13. Other offences, which includes drug, liquor and weapons offences, were up 11% compared to 2012-13 due to greater community confidence and more frontline police on the beat to uncover these offences.

The road toll continued to decrease in 2013 with 271 fatalities - 5.82 fatalities per 100,000 people. This is the second lowest fatality rate recorded in Queensland for a calendar year since accurate records began in July 1952.

Other achievements for 2013-14 include:

- a net increase of around 520 police officers as part of the government's commitment for an additional 1,100 new police officers by July 2016. There has been a total net increase of over 800 police officers since 2012-13
- creation of a Rapid Action Patrol (Police Hub) on the Gold Coast with planning in progress for a second hub in Townsville
- provision of iPhones and iPads to more than 800 QPS frontline officers to enhance officer and community safety and reduce administrative processes
- the creation of Operation Resolute in October 2013 resulting in over 1,000 criminal motorcycle gang members and their associates charged with more than 2,600 offences
- development of strategies to address unacceptable behaviour at out-of-control events; child safety; anti-hooping and road safety; and public safety and security during the upcoming G20 events.

As Commissioner, I am committed to continuing to work with members of the QPS and the community to ensure the QPS is a client focussed, modern organisation, with a strong culture of performance.



Ian Stewart APM  
Commissioner

## OVERVIEW

### *Public safety portfolio overview*

The Queensland Police Service (QPS) forms part of the public safety portfolio.

In November 2012, the Queensland Government commissioned the Police and Community Safety Review (PACSR) to examine how the QPS and the Department of Community Safety (DCS) delivered their services.

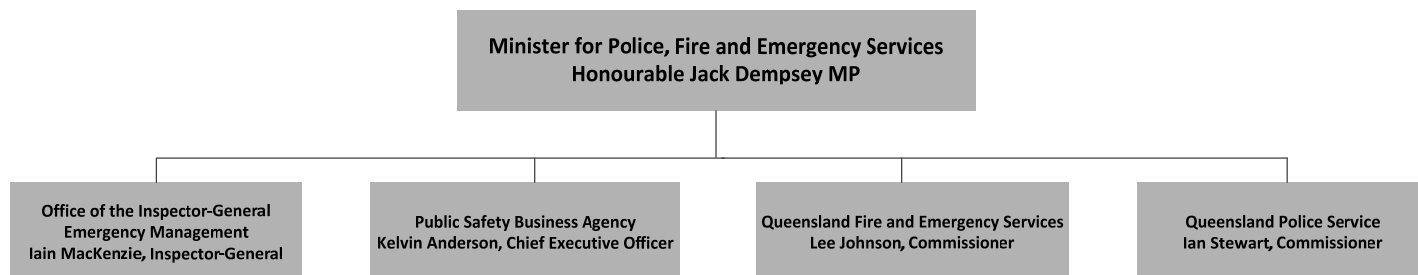
The review sought to provide a foundation for public safety agencies that would:

- facilitate better processes and outcomes for staff and volunteers
- provide a more sustainable approach to delivering quality public safety outcomes for all Queenslanders.

The PACSR report was released in September 2013. It recommended:

- streamlining the structures of emergency service agencies
- improving coordination and interoperability between and within agencies
- employing technology to improve operational response capability and productivity.

The review also recommended the establishment of a new public safety portfolio under the Minister for Police, Fire and Emergency Services. The resulting public safety portfolio consists of the Office of the Inspector-General Emergency Management (IGEM); the Public Safety Business Agency (PSBA); Queensland Fire and Emergency Services (QFES); and QPS. The new portfolio structure is designed to support an integrated and collaborative approach to service delivery.



#### **The Office of the Inspector-General Emergency Management**

The Office of the IGEM will be formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides assurance and advice that enables confidence in Queensland's emergency management arrangements. The Inspector-General was appointed on 11 October 2013 and through interim administrative arrangements the role was created within QFES until the office is formally established. The Office of the IGEM's responsibilities and activities were undertaken within QFES in 2013-14. It administers Part 1A of the *Disaster Management Act 2003*.

#### **Public Safety Business Agency**

PSBA was established on 1 November 2013 under the *Public Service Act 2008 (Public Service Departmental Arrangements Notice (No. 8) 2013)*, with the renaming of DCS. On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS - allowing them to concentrate on frontline service delivery. It also performs operational functions including government air services and State Government Security.

From 1 July 2014, PSBA functions will include administration of the Blue Card scheme (Working with Children suitability checks was previously a function of the Commission for Children and Young People and Child Guardian). PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*.

### **Queensland Fire and Emergency Services**

QFES was established on 1 November 2013 under the *Public Service Act 2008 (Public Service Departmental Arrangements Notice (No. 8) 2013)*. QFES incorporates parts of two divisions of the former DCS - the Queensland Fire and Rescue Service (QFRS) and Emergency Management Queensland (EMQ). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes Fire and Rescue, Emergency Management, Rural Fire Service Queensland (RFSQ) and the State Emergency Service (SES). QFES also supports other volunteer groups providing emergency response to Queensland communities. It is the role of QFES to provide leadership, mitigation planning and a responsive service to the community. QFES aims to protect person, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland. QFES administers the:

- *Disaster Management Act 2003*
- *Fire and Emergency Services Act 1990*.

### **Queensland Police Service**

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS upholds the law by working with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours - seven days a week, focussed on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs. The following legislation is administered by QPS:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *G20 (Safety and Security) Act 2013*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*.

## ***Machinery-of-government changes***

Further machinery-of-government changes during 2013-14 included:

- transfer of the Queensland Ambulance Service (QAS) from DCS to the Department of Health on 1 October 2013
- transfer of Queensland Corrective Services from DCS to the Department of Justice and Attorney-General (DJAG) on 1 November 2013
- transfer of the Prostitution Licensing Authority from QPS to DJAG on 1 November 2013
- transfer of the administration of the Natural Disaster Resilience Program and the Natural Disaster Relief and Recovery Arrangements, and full responsibility for the *Get Ready Queensland* initiative and associated functions from DCS to the Department of Local Government, Community Recovery and Resilience on 1 November 2013

- transfer of responsibility for the Government Air Wing, Department of the Premier and Cabinet (DPC); the Community Helicopter Provider Network, Department of Health; Emergency Management Queensland Helicopter Rescue; and the QPS Air Wing to PSBA on 1 November 2013
- transfer of State Government Security from the Department of Housing and Public Works (DHPW) to PSBA on 1 January 2014.

From 1 July 2014, the coordination and management of QPS housing will transfer to DHPW.

#### **Legislation changes in 2013-14**

The following legislation was administered by the former DCS during 2013-14; however, due to machinery-of-government arrangements transferred to another agency:

- *Disaster Management Act 2003* transferred to QFES and the Office of the IGEM
- *Ambulance Service Act 1991* transferred to the Department of Health
- *Corrective Services Act 2006* and *Parole Orders (Transfer) Act 1984* transferred to DJAG.

The *Prostitution Act 1999* was administered by QPS in 2013-14; however, due to machinery-of-government arrangements transferred to DJAG.

#### **Legislation changes in 2014-15**

The *Working with Children (Risk Management and Screening) Act 2000* will be administered by PSBA from 1 July 2014.

## ***Renewal agenda***

The Queensland public sector is undergoing a transformational program – *Queensland's Renewal Program*. The Renewal Program sets out the state's strategy for delivering whole-of-government and agency specific renewal initiatives.

PSBA has established a renewal office within the Office of the Chief Executive Officer to coordinate the renewal activities across the public safety portfolio. In addition, a Public Safety Portfolio Renewal Committee, which includes representatives from each public safety portfolio agency, has been established to:

- provide strategic direction in relation to renewal and contestability across the portfolio
- prioritise and review renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board
- monitor implementation of renewal and contestability initiatives.

For further information regarding the committee refer to *Public safety portfolio committees* on page 8.

As part of the Renewal Agenda of the Queensland Government, all agencies in the public safety portfolio submitted renewal plans to DPC at the end of 2013. These renewal plans were mainly built around the Queensland Commission of Audit (QCoA) findings and recommendations (2013) ([www.commissionofaudit.qld.gov.au/](http://www.commissionofaudit.qld.gov.au/)). As significant overlap exists between the QCoA and PACSR, the majority of QCoA recommendations are being delivered via PACSR. A large component of the renewal plans have been completed by implementing the findings and recommendations associated with PACSR and *The Malone Review into Rural Fire Services in Queensland*.

PSBA, QFES and QPS each have their own detailed renewal agendas which link to each other but are focused on the specific agencies. The Office of the IGEM is a new agency established as an outcome of PACSR from 1 July 2014. The Office of the IGEM is developing outcomes based standards and assurance programs that will support a renewal approach across the emergency management sector. The Public Safety Portfolio Renewal Committee monitors the individual renewal agendas while regular interaction with the Public Sector Renewal Board provides strategic guidance and direction in the broader government renewal context.



The QPS renewal agenda is well developed (refer to page 23 for further information) with PSBA and QFES in the process of developing and refining their renewal agendas.

For further information regarding PACSR refer to *External accountability* on page 48.

## **Public safety portfolio committees**

Within the public safety portfolio, each agency has its own corporate governance structure (refer page 43). In addition, there are two portfolio-wide corporate governance bodies – the Public Safety Portfolio Innovation Committee, which promotes innovative ideas, and the Public Safety Portfolio Audit and Risk Committee, which manages risk and ensures the portfolio's operations are carried out efficiently, effectively and economically.

There are two other high level committees that support coordination and collaboration across the portfolio – the Public Safety Executive Coordinating Committee and the Public Safety Portfolio Renewal Committee.

These portfolio committees were established following the machinery-of-government changes in November 2013.

<b>Public Safety Portfolio Innovation Committee</b>
<p>The Public Safety Portfolio Innovation Committee is a portfolio-wide committee that makes decisions regarding innovative ideas and initiatives. It conducts an initial assessment of innovative ideas to determine the size of the opportunity (potential return on investment) and level of confidence in the solution.</p> <p>Where there is confidence that an idea represents a good opportunity, the committee can approve funding of innovation trials, assessments and associated research from an annual innovation fund allocated to help foster and grow the idea.</p> <p>The committee will hold its inaugural meeting on 1 August 2014 and will meet quarterly.</p>
<b>Committee members</b>
<ul style="list-style-type: none"> <li>• Kelvin Anderson, Chief Executive Officer, PSBA (Chair)</li> <li>• Commissioner of Police represented by Stephan Gollschewski, Deputy Commissioner, Strategy, Policy and Performance, QPS</li> <li>• Commissioner, QFES represented by Ian Mitchell, Deputy Commissioner, Operational Capability and Performance, QFES</li> <li>• Iain MacKenzie, Inspector-General, Emergency Management</li> </ul>
<b>Public Safety Portfolio Audit and Risk Committee</b>
<p>The Public Safety Portfolio Audit and Risk Committee governs audit and risk matters for the public safety portfolio agencies. The committee provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.</p> <p>The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member.</p> <p>The committee held its first meeting on 15 May 2014 and meets quarterly. As at 30 June 2014, the committee had met on two occasions.</p> <p>The independent external member was appointed in May 2014 and received \$2,062.50 in remuneration for services provided in 2013-14. There were no other on-costs.</p>

<b>Public Safety Portfolio Audit and Risk Committee (cont'd)</b>
<b>Committee members</b>
<ul style="list-style-type: none"> <li>• Graham Carpenter, Consultant (Chair) (external member)</li> <li>• Ian Stewart, Commissioner, QPS</li> <li>• Lee Johnson, Commissioner, QFES</li> <li>• Iain MacKenzie, Inspector-General, Emergency Management</li> <li>• Pat Vidgen, Deputy Chief Executive Officer, PSBA</li> </ul>
<b>Achievements include:</b>
<ul style="list-style-type: none"> <li>• Endorsed the: <ul style="list-style-type: none"> <li>- Public Safety Portfolio Audit and Risk Committee Charter and structure</li> <li>- Internal Audit Charter and Co-sourcing Model</li> <li>- strategic and operational plans for Internal Audit</li> <li>- risk management framework and plan</li> <li>- Internal Audit reports.</li> </ul> </li> </ul>

## Other Committees

<b>Public Safety Executive Coordinating Committee</b>
<p>The Public Safety Executive Coordinating Committee helps guide the public safety portfolio, particularly in the areas of strategy, policy and service delivery, to ensure the portfolio continues to deliver the outcomes and benefits required by the state.</p> <p>The committee will hold its inaugural meeting on 28 July 2014. The committee's Terms of Reference, including the position of Chair and frequency of meetings, will be considered at this meeting.</p>
<b>Committee members</b>
<ul style="list-style-type: none"> <li>• Kelvin Anderson, Chief Executive Officer, PSBA</li> <li>• Pat Vidgen, Deputy Chief Executive Officer, PSBA</li> <li>• Ian Stewart, Commissioner, QPS</li> <li>• Lee Johnson, Commissioner, QFES</li> <li>• Iain MacKenzie, Inspector-General, Emergency Management</li> </ul>
<b>Public Safety Portfolio Renewal Committee</b>
<p>The Public Safety Portfolio Renewal Committee is a high level portfolio-wide committee established to provide strategic direction in relation to renewal and contestability across the portfolio. In addition, the committee prioritises and reviews renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board, and monitors implementation of renewal and contestability initiatives.</p> <p>The committee held its inaugural meeting on 7 May 2014 and will hold its second meeting on 12 August 2014. The committee meets quarterly.</p>

<b>Public Safety Portfolio Renewal Committee (cont'd)</b>
Committee members
<ul style="list-style-type: none"> <li>• The Honourable Jack Dempsey MP, Minister for Police, Fire and Emergency Services (Chair)</li> <li>• Kelvin Anderson, Chief Executive Officer, PSBA</li> <li>• Ian Stewart, Commissioner, QPS</li> <li>• Lee Johnson, Commissioner, QFES</li> <li>• Iain MacKenzie, Inspector-General, Emergency Management</li> <li>• Neil McGregor, Director, Commission of Audit Implementation Team (delegate from DPC)</li> <li>• Leigh Pickering, Acting Assistant Under Treasurer, Budget Portfolios Division (delegate from Queensland Treasury and Trade (QTT))</li> <li>• Peter McKay, Deputy Commissioner, Workforce Renewal and Operations (delegate from the Public Service Commission)</li> </ul>
Achievements include:
<ul style="list-style-type: none"> <li>• Established the committee's operating principles.</li> </ul>

## ***About the Queensland Police Service***

The QPS's vision, outlined in its 2013-2017 strategic plan, is that members of the community work with Queensland police to stop crime and make Queensland safer.

Its purpose is to deliver quality policing services 24 hours a day.

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

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

The QPS has two services – Crime and Public Order, and Road Safety.

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

### **Objectives**

The Queensland Government is committed to achieving future prosperity through the delivery of the following objectives for the Queensland community:

- grow a four pillar economy
- lower the cost of living
- invest in better infrastructure and use better planning
- revitalise frontline services
- restore accountability in government.

The QPS objectives for 2013-2017 are to:

- stop crime
- make the community safer (including stopping road trauma)
- build relationships across the community.

The QPS achieves its objectives through a range of strategies that also contribute to the government's objectives, particularly revitalising frontline services.

QPS strategies for 2013-2017 are:

- deliver innovative, flexible and mobile policing services
- be more visible and accessible to the community
- emphasise place and case management approaches that focus on people, places or issues
- use intelligence, specialist support and taskforces to target crime and road safety
- foster relationships with our partners, stakeholders and the community, with a focus on enhancing client service
- better manage QPS resources and enhance staff training, development and equipment
- streamline business processes and enhance performance.

The QPS also contributes to a range of national, state and local initiatives including *Closing the Gap in Indigenous Disadvantage*, the *National Drug Strategy 2010-2015* and the *National Road Safety Strategy 2011-2020*.

### Values

Every member of the QPS needs to have and display the values of:

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

The values of the QPS are integrated into all aspects of the Service's operations and are congruent with the Queensland Government's values.

				
<b>Customers first</b>	<b>Ideas into action</b>	<b>Unleash potential</b>	<b>Be courageous</b>	<b>Empower people</b>
<ul style="list-style-type: none"> <li>• Know your customers</li> <li>• Deliver what matters</li> <li>• Make decisions with empathy</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge the norm and suggest solutions</li> <li>• Encourage and embrace new ideas</li> <li>• Work across boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Expect greatness</li> <li>• Lead and set clear expectations</li> <li>• Seek, provide and act on feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Own your actions, successes and mistakes</li> <li>• Take calculated risks</li> <li>• Act with transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Lead, empower and trust</li> <li>• Play to everyone's strengths</li> <li>• Develop yourself and those around you</li> </ul>

### 2013-14 Key challenges and risks

- Any reduction in police professionalism will dilute community trust and confidence.
- Demand for services is growing rapidly in some areas of Queensland but is stable in others.
- The government and the QPS are committed to injecting new life into community policing and delivering frontline, client-focused services.
- Services to frontline police and the community need to be revitalised and renewed to enhance their efficiency and effectiveness.
- Queensland remains at risk of disasters such as bushfires, cyclones and flooding.
- Queensland will host the 2014 G20 Leaders' Summit and Finance Ministers' Meeting as well as the 2018 Commonwealth Games.
- There is significant community concern about illegal firearms, drugs, and Criminal Motorcycle Gangs.
- Youth are overrepresented as offenders.
- Alcohol remains a major contributor to road trauma, offences against the person and public nuisance.

## 2013-14 Priorities

- Maintain professional standards and ethical practices.
- Develop flexible models of service delivery and allocate resources based on relative need.
- Build partnerships to enhance community policing and client service.
- Increase productivity and reduce internal and external red tape.
- Continue to enhance Queensland's preparedness for, and capacity to respond to, disasters and other unplanned events.
- Provide safety and security during planned events and continue to plan for the 2014 G20 events and the 2018 Commonwealth Games.
- Disrupt organised crime groups and their activities.
- Address youth crime and disorder.
- Prevent alcohol-related traffic crashes, violence and disorder.

## 2014-15 Outlook

In 2014-15, the QPS will continue implementing relevant recommendations from PACSR and the QCoA, and continue the QPS agency renewal agenda. Key recommendations to be implemented include:

- commencing a new integrated service delivery model, including trialling hub policing (now known as Rapid Action Patrols (RAPs)), to enable the QPS to most effectively focus its resources on 'hot spots'
- reforming the complaints handling process to deliver more timely outcomes.

QPS will also:

- work in partnership with other portfolio agencies to ensure a coordinated and effective public safety response capability
- implement policing strategies to ensure security and public safety during the 2014 G20 events
- enforce more stringent reporting conditions for offenders under changes to the *Child Protection (Offender Reporting) Act 2004*
- participate in a review to streamline the Working with Children (Blue Card) suitability checks scheme in accordance with recommendations from the Queensland Child Protection Commission of Inquiry *Taking Responsibility: A Roadmap for Queensland Child Protection June 2013*.

## Legislation administered and machinery-of-government changes

For details of legislation administered by the QPS and machinery-of-government changes refer to the *Public safety portfolio overview* on page 5.

## Locations

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

335	police stations
100	police beats and shopfronts
15	district offices
5	regional offices
19	Communication Centres
2	Police Academies located in Oxley and Townsville
1	Police Assistance Centre (Policelink) located at Zillmere.

In addition, most large police stations house Child Protection Investigation Units, Forensic Services Teams, Criminal Investigation Bureaux and Intelligence Units. There are also purpose-built Investigation Centres to respond to major incidents located at various stations and district offices throughout the state.

The Emergency Services Complex in Brisbane houses emergency services including the QFES State Operations Centre, the State Disaster Coordination Centre (SDCC) and the Triple Zero (000) Communication Centre.

A list of contacts and key locations for QPS is on page 107.

## Partners

QPS works closely with its portfolio partners – the Office of the IGEM, PSBA and QFES. The QPS also has strong relationships with its partners in the community including the Queensland Police-Citizens Youth Welfare Association, Neighbourhood Watch Queensland (NHWQ) and Crime Stoppers Queensland. These partnerships help Queensland police to stop crime and make the community safer.

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

The Queensland Police-Citizens Youth Welfare Association, commonly known as PCYC, is a non-government, not-for-profit charitable organisation that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices. Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 and there are 54 PCYCs and more than 60 QPS officers working to manage and coordinate the operations across the state.

For more information or to find a club near you, visit the PCYC website at [www.pcyq.org.au](http://www.pcyq.org.au).

- **Neighbourhood Watch Queensland**

NHWQ is a joint partnership between the QPS and the Queensland community to reduce crime and improve community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focussed on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 420 local NHWQ groups located throughout Queensland.

The NHWQ myPolice blog provides daily NHWQ information from around the state.

For more information or to find your local NHWQ, visit the NHWQ website at [www.nhwq.org](http://www.nhwq.org).

- **Crime Stoppers Queensland**

Crime Stoppers Queensland is a community volunteer organisation that believes the general public can help make a difference in solving and preventing crime. It provides an avenue for the community as a whole to assist police to solve crimes.

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

The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, State Crime Command is on the Board of Directors as the Commissioner's representative
- a dedicated Police Unit manages the partnership deliverables, administers intelligence reports, handles investigator inquiries and assists the Crime Stoppers State Office personnel with promotional displays and presentations as required
- police officers act as partnership representatives on each of the 27 Volunteer Area Committees spread throughout the state.

For more detailed information, visit the Crime Stoppers Queensland website at [www.qld.crimestoppers.com.au](http://www.qld.crimestoppers.com.au).

## **Volunteers**

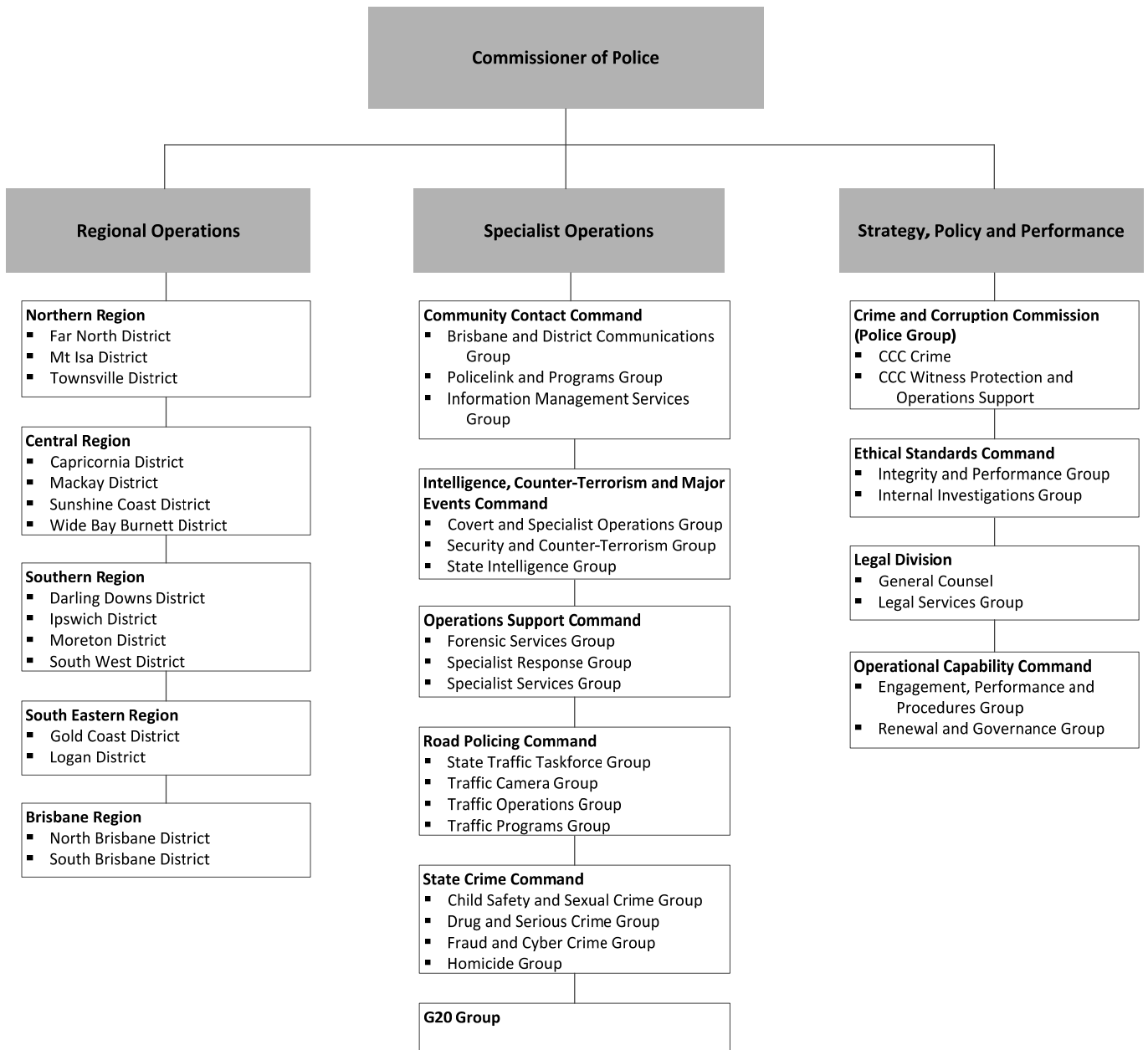
Volunteers are critical to the successful delivery of our frontline services and support the QPS in keeping the Queensland community safe.

- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) Program is to recruit and train local community members (ViPs) to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to reduce crime and to help people feel safe. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs have also been introduced into Police Recruiting to assist with the overall recruiting process. There are 327 ViPs throughout the state.

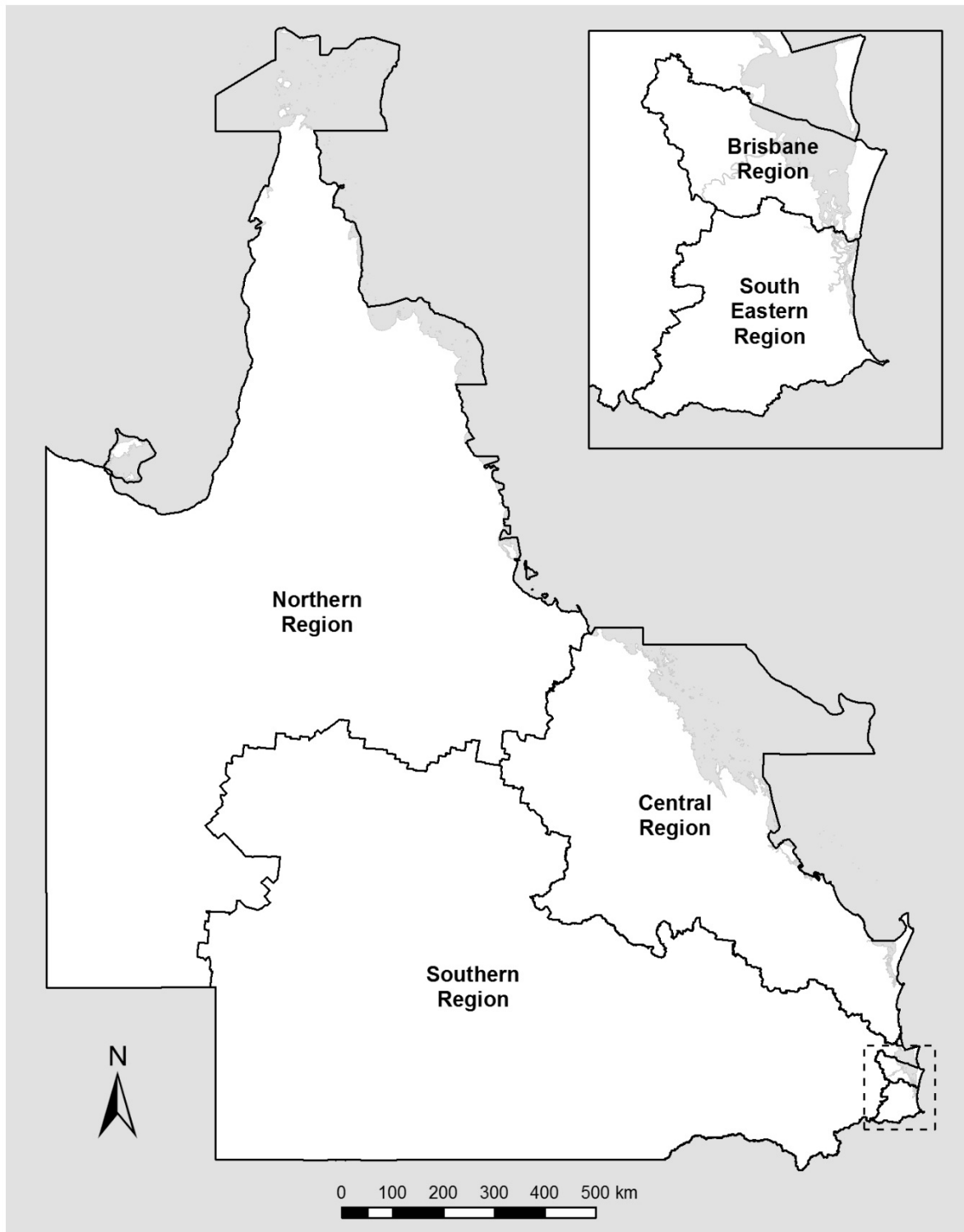
For more information or to become a ViP, visit the QPS website at [www.police.qld.gov.au](http://www.police.qld.gov.au).

## Organisation structure





## QPS regions



# PERFORMANCE

## Key performance measures

The table below provides an overview of the key performance measures for the QPS for 2013-14.

Police services							
Performance Measure	Notes	Strategic Plan	2013-14 SDS	RoGS	2012-13 Actual	2013-14 Target/ Estimate	2013-14 Actual
Rate of complaints against police per 100 sworn (operational) staff	1, 2	✓	✓	✓	16	≤16.7	11.9
Public perception of police professionalism and image:	3, 4, 5		✓				
• Police perform their job professionally				✓	87%	≥85%	87%
• Police treat people fairly and equally	2			✓	77.2%	≥75%	76.7%
• Police are honest	2			✓	74.9%	≥75%	74.3%
• I do have confidence in the police		✓			86.9%	≥85%	86.4%
Satisfaction of members of the public who had contact with police in the last twelve months	3, 4, 6	✓	✓	✓	84.9%	≥85%	82%
Cost of policing services per person	7		✓	✓	\$415	≤\$443	\$418

### Notes:

- Sworn police officers exercise police powers, including the power to arrest, summons, caution, detain, fingerprint and search. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealing with the police.
- Data for 2012-13 has been amended to align with the Report on Government Services (RoGS) 2014.
- The QPS sets its performance targets based on a suite of factors including previous QPS and national average performance data where available. Data on national average performance is published annually in RoGS.
- Data (actual) is derived from the *National Survey of Community Satisfaction with Policing*.
- Public perception data has not varied significantly since 2010-11.
- Satisfaction data has not varied significantly since 2010-11.
- The 2013-14 Target/Estimate was calculated by increasing the 2011-12 national average (from RoGS 2013) of \$421 by 2.75% in 2012-13 and 2.5% in 2013-14 in line with the Consumer Price Index. In 2012-13, the cost of Queensland's police services was \$415 per person, less than the national average of \$416.

<b>Crime and Public Order</b>							
<b>Performance Measure</b>	<b>Notes</b>	<b>Strategic Plan</b>	<b>2013-14 SDS</b>	<b>RoGS</b>	<b>2012-13 Actual</b>	<b>2013-14 Target/ Estimate</b>	<b>2013-14 Actual</b>
Rate (per 100,000 people) of personal safety offences reported: <ul style="list-style-type: none"> <li>• Homicide</li> <li>• Assault</li> <li>• Sexual assault</li> <li>• Robbery</li> <li>• Total personal safety</li> </ul>	1, 2	✓	✓		3 432 109 42 664	2-4 420-480 100-150 30-50 660-770	1 390 110 33 603
Percentage of personal safety offences cleared within 30 days: <ul style="list-style-type: none"> <li>• Homicide</li> <li>• Assault</li> <li>• Sexual assault</li> <li>• Robbery</li> <li>• Total personal safety</li> </ul>	2 3 3, 4	✓	✓		New measure	70-75% 55-60% 55-60% 45-50% 55-60%	73% 61% 55% 49% 59%
Rate (per 100,000 people) of property security offences reported: <ul style="list-style-type: none"> <li>• Unlawful entry</li> <li>• Other property damage</li> <li>• Motor vehicle theft</li> <li>• Other theft (excluding unlawful entry)</li> <li>• Total property security</li> </ul>	1, 5 6	✓	✓		989 896 278 2,285 5,002	900–1,150 900–1,100 230–300 2,200–2,500 4,400–5,400	782 770 218 2,091 4,354
Percentage of property security offences cleared within 30 days: <ul style="list-style-type: none"> <li>• Unlawful entry</li> <li>• Other property damage</li> <li>• Motor vehicle theft</li> <li>• Other theft (excluding unlawful entry)</li> <li>• Total property security</li> </ul>	5 6	✓	✓		New measure	10-15% 20-25% 20-25% 20-25% 20-25%	17% 27% 32% 24% 27%
Rate (per 100,000 people) of good order offences detected	1,7		✓		1,132	1,000–1,200	1,217
Percentage of good order offences cleared within 30 days	7, 8	✓	✓		New measure	85–90%	87%
Public satisfaction with police dealing with public order problems	9		✓		70.3%	≥65%	70.4%
Public satisfaction with police dealing with disasters and major events	7, 10	✓	✓		88.2%	≥85%	89.8%

## Crime and Public Order (Con't)

### Notes:

1. A minor amendment has been made to this measure; 'population' has been replaced with 'people'. The calculation methodology has not changed.
2. 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.
3. RoGS 2014 reported that Queensland was the best state at clearing homicides and sexual assaults within 30 days in 2012-13.
4. 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.
5. The offence categories reported separately are considered high volume property security offences. The total property security offences figures also include arson, fraud and handling stolen goods.
6. This offence category relates to unlawful use of a motor vehicle.
7. The QPS sets its performance targets based on a suite of factors including previous QPS performance.
8. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order.
9. The QPS sets its performance targets based on a suite of factors including previous QPS and national average performance data where available. Data (actuals) is derived from the *National Survey of Community Satisfaction with Policing*. Public order problems include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol-fuelled violence.
10. Data (actuals) is derived from the *National Survey of Community Satisfaction with Policing*. Disasters and major events includes maintaining public order and safety during natural disasters and major events such as Tropical Cyclones, flooding, Schoolies Week and Gold Coast 600.

Road Safety							
Performance Measure	Notes	Strategic Plan	2013-14 SDS	RoGS	2012-13 Actual	2013-14 Target/ Estimate	2013-14 Actual
Rate (per 100,000 people) of road crash fatalities	1,2	✓	✓		6.44	6.4	4.88
Rate (per 100,000 people) of people hospitalised following a road crash	1, 3	✓	✓		141.3	135	-

## Notes:

1. A minor amendment has been made to this measure, 'population' and/or 'persons' has been replaced with 'people'. The calculation methodology has not changed. The QPS sets its Target/Estimate based on a suite of factors including previous QPS performance. Road crash casualty data is sourced from the Department of Transport and Main Roads (DTMR). The 2013-14 Target/Estimate was developed in consultation with DTMR and included consideration of recent trends, economic indicators and the potential effects of road safety initiatives. There are many factors which can cause or contribute to road crash fatalities and hospitalisations. Key causal factors include drink and drug driving, fatigue, speeding, unrestrained occupants and distraction and inattention.
2. The data for road crash fatalities is preliminary and will be reviewed by DTMR over the next 12 months.
3. A minor amendment has been made to this performance measure with the inclusion of the word "road". The calculation methodology has not changed. The 2013-14 Actual was not available at the time of reporting due to the time it takes to investigate and finalise crash information. Data is expected to be available in November 2014.

## Achievements

The QPS upholds the law by working with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours a day, seven days a week, focussed on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs.

### Queensland Police Service 150 Year Celebrations

In 2014, the QPS celebrates 150 years of policing – protecting the lives and property of Queenslanders.

The QPS officially launched the celebrations to mark the 150 year history with a parade and ceremony at King George Square in Brisbane on 28 February 2014. As part of the ceremony the Governor of Queensland presented the QPS Commissioner with a banner in recognition of the QPS' proud history for maintaining law and order. The QPS was also presented with the keys to Brisbane by the Right Honourable, the Lord Mayor of Brisbane.

The QPS is celebrating with a range of events throughout 2014 including the QP150 Galas in Townsville in May 2014 and in Brisbane in July 2014, and the QP150 Police Expo at the Brisbane Convention and Exhibition Centre in August 2014.

### Police and Community Safety Review

Recommendations and findings from PACSR implemented by the QPS during 2013-14 include:

- responsibility for producing the State Disaster Management Plan, in collaboration with the Office of the IGEM and QFES staff, transferred to the QPS Disaster Management Unit
- broadening the use of automatic number plate recognition (ANPR) technology in a trial to include broader law enforcement activities
- working in partnership with DJAG to effect the transfer of the Prostitution Licensing Authority from the QPS to DJAG
- reviewing and providing ViP access to QPS computer systems to reduce administrative burden.

### Queensland Police Service Review

In August 2012, the QPS commenced an internal review of the structure of its regional and district policing model guided by the Public Sector Renewal Program. The review proposed a new vision or future state with a supporting structure to provide clear benefits and improve service delivery to the community. The review outcomes, which were implemented on 1 July 2013, delivered many benefits for the QPS, including:

- a more efficient organisational structure to improve service delivery, including three distinct areas of operation each led by a Deputy Commissioner, as well as changes to regional and district boundaries
- increased community safety, including road safety, through a taskforce approach to target crime and the places in which it occurs
- increased visibility and accessibility of police by transitioning an additional 50 police officers to frontline in 2013-14
- increased flexibility, agility and mobility in the deployment of resources, by allocating staff to district or group level and using a taskforce approach to address problem areas
- increased community engagement and customer service through improved processes and technology.

Three additional specialist, centrally functioned commands were created to give additional organisational focus to their respective areas of responsibility, namely:

- Road Policing
- Community Contact
- Intelligence, Counter-Terrorism and Major Events.

There was also a reduction in QPS regions from eight to five and police districts from 31 to 15. The five regions are Northern, Central, Southern, South Eastern and Brisbane. A map of the new police regions can be found on page 16.

The final report into the QPS review can be accessed at [www.police.qld.gov.au/corporatedocs/reportsPublications/](http://www.police.qld.gov.au/corporatedocs/reportsPublications/).

### **Increasing frontline resources**

During 2013-14, the QPS and PSBA continued to work towards delivering the government's commitment for an additional 1,100 new police officers by July 2016. Approximately 850 new police officers were sworn-in, resulting in a net increase of around 520 police officers for 2013-14. For 2012-13 and 2013-14, there has been a total net increase of over 800 police officers.

The QPS and PSBA are also working to move up to 200 police from behind desks to frontline by June 2016. A total of 100 positions have been reallocated to the frontline in the period 2012-13 to 2013-14, with a further 100 positions to be moved by 30 June 2016.

### **Capital initiatives**

Significant capital achievements for 2013-14 included:

- new modular police watchhouses at Burketown and Richmond
- closed circuit cameras (CCTV) upgrade at Beenleigh watchhouse
- upgraded facilities at Boondall and Broadbeach police stations
- a replacement police station at West End
- replacement of 576 vehicles
- specialist fit-out of 355 vehicles for deployment during the G20 events
- replacement of six rigid inflatable boats and six jet skis
- one of three new catamarans was delivered to Brisbane in June 2014 and is undergoing testing and sea trials before being placed into service in Cairns in late August 2014. The remaining two new catamarans are expected to be delivered to Brisbane to undergo testing, sea trials and training in October and December 2014 respectively before being placed into service in Townsville and the Whitsundays.

Commencing 1 July 2014, PSBA will deliver most new and ongoing capital initiatives on behalf of QPS including police accommodation facilities, motor vehicles, vessels and information technology. QPS will continue to be responsible for delivering specific operational equipment.

### **Tropical Cyclone Ita Recovery**

In April 2014, Queensland experienced extreme weather events resulting from a Category 4 cyclone – Tropical Cyclone Ita. The SDCC was activated to assist the affected communities with evacuations, flood recovery and relief. The cyclone prompted a state-wide response with staff and volunteers deployed from across Queensland to assist crews and residents in the far north.

Inspector Kevin Guteridge from Central Region was appointed in April 2014 by the Premier of Queensland to head recovery efforts for the Cooktown and Hope Vale regions affected by the cyclone. Inspector Guteridge has significant experience in disaster recovery having led efforts after ex-Tropical Cyclone Oswald devastated the Bundaberg region in 2013. A team has been appointed to undertake reconstruction of the areas worst affected by Tropical Cyclone Ita.

### **Red tape reduction**

Significant red tape reduction initiatives implemented in 2013-14 included:

- reducing the 'wide load permit' applications from multiple forms to one
- simplifying the process for members of the public to acquire a Notice of Permission under the *Peaceful Assembly Act 1992*
- installing automated public assistance devices (APADs) (touch screens) at selected police shopfronts around Brisbane
- making police operational procedures available on the QPS internet site
- improvements in the processes for managing, issuing and monitoring weapons licences.

Identifying further opportunities to reduce red tape will be a focus of the QPS in 2014-15. This is consistent with the QPS' objectives, which include improving the way members of the community contact police (entry channels), and the way police respond to calls for service. The QPS will devolve authority to enable frontline police to make decisions and take action, and will also promote a culture of innovation.

### **Continue renewal of the police service to provide better service delivery**

The QPS renewal and reform program will ensure the Service has the capability to efficiently and effectively meet the needs of the community into the 21st century.

To ensure this program is actioned in a coordinated manner, a reform agenda (QPS Renewal Stage Three) has been developed and includes:

- finalising outstanding items from Renewal Stage One including implementing the Commissioner's seven enabling strategies
- implementing the recommendations from the QCoA
- implementing the recommendations and findings from PACSR
- consideration of contestability of some QPS functions
- implementing an environment of continuous improvement, innovation and empowerment.

The QPS is also assisting with the establishment and integration of the PSBA into the public safety portfolio to ensure:

- strategy development and alignment with all government departments
- optimisation of frontline policing
- regulatory development and enhancement
- capability and capacity enhancement.

The transition to a new model of service delivery for the QPS has resulted in the following outcomes during 2013-14:

- numerous arrests of Criminal Motorcycle Gang members following the creation of taskforces throughout the state directly targeting the unlawful activities of these gangs
- a decrease in response times to public calls from 20 seconds to 17 seconds - a decrease of 15% (between 1 July 2013 and 30 June 2014) - as a result of improved business practices at Policelink
- reduced processing times for Permits to Acquire weapons from six-eight weeks to five days with the introduction of an online application portal and other systems and process improvements. This reduction is despite increases in the number of both Permits to Acquire (up 46%) and New Weapons Licences (up 36.5%) between 1 November 2012 and 30 June 2014
- a 33% decrease in requests for statistics from the media, members of the public and students following the establishment of the QPS online crime statistics portal, with the website visited 3.12 million times (between 1 July 2013 and 30 June 2014).



### **Rapid Action Patrols**

Previously known as Police Hubs, Rapid Action Patrols (RAPs) provide large scale targeted crime suppression groups that focus on problem places, cases and crime types. The RAPs will provide effective response, investigation and proactive services enabling resources to be deployed to the right place at the right time with the aim of reducing crime.

RAPs will help reduce crime and improve community safety through a better resource allocation and intelligence driven approach comprising four key elements:

- targeting offenders
- managing crime and disorder hotspots or cases
- investigating linked crimes and incidents
- applying preventative measures including working with local partners to reduce crime and disorder.

The first Police Hub, which incorporates Taskforce Takeback, commenced operations from its new premises on 5 May 2014 and will become the Gold Coast RAP group on 1 July 2014.

In May 2014, a second RAP was announced for Townsville. An additional 22 police will service the Townsville hub and the growing community, undertaking proactive and targeted patrols. The Townsville RAP will be operational by the end of 2014.

### **Police Helicopter Wing**

A second police helicopter, to service South East Queensland, was secured under a two year partnership with Surf Life Saving Queensland and will be operational from 5 July 2014. The helicopter will be based at Archerfield in Brisbane and will be deployed across Queensland if required. Hangar space and office accommodation was finalised in April 2014 and helicopter support personnel were appointed and trained.

### **Disaster management**

The QPS has experienced staff across the state trained in incident management, and plays a key role in disaster management by providing support and leadership at disaster coordination centres and immediate response to disasters to maintain community safety.

In 2013-14, the QPS trained 100 officers to perform functions in the Operations, Intelligence, Planning and Logistics cells within the SDCC, enhancing Queensland's preparedness and capacity to respond to disasters.

During the reporting period, the QPS deployed significant resources during the three activations of the SDCC, including:

- forward deployment of over 50 additional officers into the areas of Far North District that were likely to be affected by Tropical Cyclone Ita
- assigning 50 officers to work at the SDCC during Tropical Cyclone Ita.

### **Weapons Licensing Management System**

The Weapons Licensing Management System, implemented in November 2012, maintains a record of all registered firearms, licences and permits and enables applications for new weapons licences and Permits to Acquire to be submitted and paid for online. This has allowed applications to be processed more efficiently.

During the reporting period, 55,065 online applications were received. As at 30 June 2014, 82,000 online applications have been received since the system's implementation.

The Weapons Licensing Branch processes the majority of the online Permits to Acquire applications within five days and the majority of complete new licence applications within 12 weeks. The introduction of the online system and other strategies has seen a significant increase in processing output in 2013-14 compared with 2012-13 with a 43% increase in new licence output and a 13% increase in Permits to Acquire output.

There has also been a 36.5% increase in new licence applications and a 46% increase in Permits to Acquire applications since the introduction of the online service.

The QPS is working with the Ministerial Weapons Advisory Panel to further enhance the Weapons Licensing Management System.

## Crime and Public Order

Queensland police work to maintain the safety of the Queensland people and the security of their property. Crime and Public Order services:

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

### Child protection

The QPS has maintained its position as the lead law enforcement agency in Australia in the investigation of child sexual abuse and exploitation through various mechanisms including the Child Protection Offender Registry, Commissions of Inquiry and taskforces.

- **Child Protection Offender Registry**

The QPS continued to ensure offenders against children complied with reporting obligations under the *Child Protection (Offender Reporting) Act 2004*. Under the Act, offenders who have committed serious offences against children are required to register their personal details and whereabouts with police. As at 30 June 2014, Queensland's Register contained the details of 4,776 offenders.

During 2013-14, police sought two Child Protection Offender Prohibition Orders under the *Child Protection (Offender Prohibition Order) Act 2008*. These orders restrict where sex offenders can live, the places they can visit, club memberships and the circumstances of their employment.

Amendments to the *Child Protection (Offender Reporting) Act 2004*, passed by the Queensland Parliament in June 2014, impose more stringent monitoring of sex offenders by increasing the number of times offenders are required to report from annually to once every three months. The Commissioner of Police will be able to require those offenders that pose a significant risk to children and the community to report more frequently (in addition to quarterly reporting). It is expected the legislation will be proclaimed in September 2014.

In October 2013, the QPS established the Kiosk Reporting Information System (KRIS) project to trial an automated reporting system with a biometric identification system. A three month live trial is expected to commence in October 2014. The system will be trialled in three sites with a view to developing a business case to expand the use to other forms of offender reporting and integration with other government departments. This new streamlined business model will allow police officers to better focus on high and very high reportable offenders that pose the greatest risk to the lives and safety of children and the broader community.

- **Commissions of Inquiry**

The QPS continues its implementation of recommendations from the Queensland Child Protection Commission of Inquiry with key policy and practice changes anticipated to commence 1 January 2015.

The QPS is also providing ongoing responses to the Royal Commission into Institutional Responses to Child Sexual Abuse.

- **Task Force Argos**

In September 2013, Task Force Argos launched a new education campaign called '*your selfie? keep it to yourself*' aimed at raising community awareness on the implications of sexting by children and young people. This campaign is primarily aimed at children and young people and is designed to highlight the dangers and implications of sexting.

In April 2014, QPS Task Force Argos hosted the second Youth, Technology and Virtual Communities Conference at Bond University on the Gold Coast drawing over 250 delegates. The conference attracted expert speakers from across the globe in the fields of criminal investigation, prosecution and sex offender psychology. The conference also addressed the growing issue of cyber bullying, with content experts from government and industry in attendance. The conference will again be held on 27-29 April 2015.

Task Force Argos was recognised in April 2014 at the Annual *ThankShoe* Awards. The awards are organised by child protection group Bravehearts to recognise those people and agencies working tirelessly in the area of child protection.

Task Force Argos has forged alliances with child protection and law enforcement agencies worldwide. In August 2013, Detective Inspector Jonathon Rouse of Task Force Argos delivered a keynote presentation at the Crimes Against Children Conference in Dallas, Texas. In September 2013, Detective Inspector Rouse travelled to Austria and delivered a keynote presentation at the United Nations working group of experts in child exploitation investigations. In April 2014, the Task Force Argos Victim Identification Coordinator, Mr Paul Griffiths, delivered training to 100 South African police and prosecutors. Also in October 2013, Mr Griffiths travelled to France to attend the 31 meetings of the Interpol specialist group on crimes against children and was elected to be the Chair. These international alliances have helped Task Force Argos detectives to locate offenders and rescue children.

From 1 July 2013 to 30 June 2014, Task Force Argos detectives:

- rescued 159 children nationally and internationally
- finalised three international operations
- referred 331 targets to partner law enforcement agencies both nationally and internationally
- prosecuted 145 offenders on 596 charges
- reviewed over 206,467 seized child exploitation images and 624 hours of child exploitation video.

- **Child Trauma Task Force**

A Child Trauma Task Force was established in January 2013 to provide high level specialist investigative and operational assistance to regional investigators on sudden unexplained deaths of children and serious injuries and deaths resulting from suspected child neglect and abuse.

This group of highly skilled officers are well experienced in child abuse and suspicious death investigations. The team can be deployed within Queensland to assist regional and metropolitan investigations and is supported by the QPS Behavioural Analysis Unit. The team uses diverse investigative techniques to enhance policing response/capability to these often complex investigations. The team also provides an immediate response to Child Abduction Alerts, engaging with the Police Communications Centre to facilitate the timely release of information to regional investigators to safely recover kidnapped children at the earliest opportunity.

The Child Trauma Task Force has been engaged in 20 cases of significant injury and child death as at 30 June 2014.

- **Scholarships awarded to Queensland Police Service Officers**

Senior Sergeant Barry McErlean of Community Contact Command was awarded the \$20,000 Suncorp Scholarship for his project on child protection and abduction alert procedures. Senior Sergeant McErlean will use the opportunity to learn about child protection and abduction alert techniques from agencies in the United States and Canada. The Suncorp Scholarship provides opportunities for emerging leaders, both staff and police officers, to undertake professional development and research which will directly benefit the QPS and the Queensland community.

In addition, Detective Senior Sergeant Stephen Blanchfield of State Crime Command and Acting Senior Sergeant Cameron Gardner of Education and Training Command were awarded the \$15,000 Courier Mail Scholarship to promote and progress international research and training in the area of QPS Investigative Interviewing Strategy. Both officers will travel to Switzerland and England as part of their formal training at an Advisor Level.

### **Cold case homicide management**

The QPS State Crime Command established a Project Recognition Case Management Committee in September 2013. The committee membership consists of the Detective Superintendent of the Homicide Group (Chair), Homicide Group Detective Inspectors, officers from the QPS Scientific Section, the Project Recognition Manager, representatives from the Department of Health and interested Regional Crime Coordinators.

The committee reviews cold cases and prioritises cases for forensic review and investigation. During 2013-14, the committee reviewed 22 cold cases and referred 16 for forensic review. As a result, two investigation centres have commenced and are ongoing. One coronial inquest and a further regional investigation centre are also being supported by the committee. As at 30 June 2014, the committee is managing 177 cold case homicide and suspicious missing person cases.

### **Missing persons**

The Missing Persons Unit continued to overview approximately 6,300 missing person cases reported in Queensland during 2013-14. The unit also assisted interstate and international law enforcement agencies, and appropriate external agencies. Over 99% of missing persons in Queensland were recovered during this period.

The Missing Persons Unit is working closely with the Alzheimer's Queensland Association to establish a 'Safety Home' project. The project will make available for purchase unique identification bracelets for persons prone to wandering as a result of dementia. This project is in line with the QPS' objectives of making the community safer and building relationships across the community.

### **Stock and Rural Crime Investigation Squad**

The Stock and Rural Crime Investigation Squad has a taskforce approach to case and place management of stock and rural crime and has undertaken significant investigation in rural and remote areas across the state. The squad is focussed on rural crime through Project Gatekeeper, which targets trespass offenders (primarily illegal hunters) which has become a significant concern for the agricultural and pastoral industries across the state.

In 2013-14, the squad received reinvigorated vehicle assets and operational equipment, which has resulted in an increase in enforcement productivity by 19% and proactive intelligence gathering by 41%. The squad is developing the Project Gatekeeper strategy by working with the University of New England on a rural crime survey that will provide information and data to support crime prevention strategies and create safer rural communities.

## **Police in schools**

Adopt-a-Cops build better relationships between police officers and school students. Based predominately in primary schools, Adopt-a-Cops volunteer their time to help children gain a better understanding about the role of police in the community. They educate school children about the role of police, road safety, personal safety, bullying and internet safety. By being a familiar face in schools, children may feel more confident to seek help from police.

There are approximately 1,188 Adopt-a-Cops performing duties in over 1,300 schools, and to a lesser extent, in early childhood centres, special schools and community groups.

An annual awards program is in place to recognise the good work performed by QPS Adopt-a-Cops. Senior Constable Rachel Smith of the Child Protection and Investigation Unit in Toowoomba, who also has a voluntary role with Middle Ridge State School, was named Adopt-a-Cop of the Year in 2013. Senior Constable Smith was recognised for her dedication and enthusiasm. She has focused on maintaining a high level of cyber safety awareness amongst students.

In addition, the Adopt-a-School program, launched in March 2013, aims to build positive relationships between local police and school communities. Under the program, local police provide extra guidance, education and support to young people.

In 2013-14, there were 50 School Based Police Officers performing duties in 57 state high schools and colleges throughout Queensland. The officers provide valuable education, support and early intervention to keep young people on the right side of the law.

## **Crime Stoppers**

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. Since commencing operation in 1989, Crime Stoppers Queensland has collected over 205,000 pieces of information from members of the public. As at 30 June 2014, this has resulted in:

- 27,006 people being apprehended
- more than 71,000 charges being laid
- 25 murders being solved
- 20 attempted murders being solved
- more than \$620 million worth of drugs being confiscated
- approximately \$4 million in proceeds of crime being seized
- more than \$10.5 million worth of stolen property being recovered.

## **Neighbourhood Watch Queensland**

NHWQ has traditionally focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. Some of the groups are now involved in broader community safety issues - working together to identify and address local problems by facilitating community access to first aid courses, neighbourhood welcome packs and other community spirited initiatives.

The 2013 NHWQ State Conference was held in Ipswich on 2 November 2013. The conference focussed on three key themes:

- celebrating 25 years of NHW in Queensland
- implementation of the NHW renewal in line with the government's commitment
- acknowledgement of the outstanding achievements of NHW volunteers and NHW police liaison officers.

Ms Kelly Barnes of Mount Isa was presented with the 2013 NHW community volunteer of the year award and Senior Constable Amanda Dohrman of Wide Bay Burnett District was awarded the police liaison officer of the year award.

The myPolice NHWQ blog is designed to keep communities up to date with crime prevention strategies and provide another channel for the QPS to engage with the community. Community members are also able to join NHWQ online.

Face to face social media training began across the state in March 2014 to equip community volunteers with the skills to manage their local NHWQ blogs. As at 30 June 2014, there were over 170 trained blog administrators with access to their local NHWQ blogs.

QPS has developed a partnership opportunity with Volunteering Queensland to increase volunteer participation and retention to enhance NHWQ.

As at 30 June 2014, there are approximately 420 NHW groups across Queensland with several more in the formation stage. The Torres Strait Northern Peninsular Area and Weipa e-Watch are the state's first community based e-groups. The University and TAFE based Student e-Watch will be progressively rolled out in July 2014. The rural e-Watch is being trialled in Capricornia District and is known as the Callide Rural e-Watch.

As at 30 June 2014, the various NHWQ blogs had over 120,000 visits, 3,900 published posts, 170 community authors, 55 QPS authors and over 2,600 community members that have joined as online members.

### **E-contact**

A network of 28 myPolice blogs enhance interaction between police and the public in Queensland communities. The myPolice blogs facilitate fast communication. Details of crimes, as well as photographs and comfits of offenders, can be posted on the blog immediately after an offence is reported. The myPolice blog pages were viewed more than 19 million times in 2013-14 (up from approximately 10 million in 2012-13).

The QPS also has a QPS Facebook page with more than 488,000 Facebook followers (up from 395,000 in 2012-13) and more than 51,000 Twitter followers (up from 39,000 in 2012-13).

The Policelink Smartphone Application and online reporting forum allows for online reporting by members of the public for selected non-urgent reports. These online reports include lost property, hoon reporting, wilful damage and graffiti, fuel drive off, taxi fare evasion and withdrawal of complaints.

### **Mobile Data Strategy**

During 2013-14 more than 800 QPS frontline officers were issued with iPhones and iPads, giving them better access to information. These devices can save each police officer up to 30 minutes per shift in desk time. The technology provides a platform for myriad functions and, in the future, will include applications such as fingerprint and facial recognition technology. The system, known as QLITE, has been deployed to officers from Far North Queensland (Thursday Island) to Surfers Paradise and remote patrols in the north west of the state. A further 1,250 devices are expected to be rolled out in time for the G20 Leaders' Summit in November 2014.

The use of mobile technologies is driving a radical transformation of frontline policing operations and the pilot of the QLITE product is the first initiative enabling the QPS to begin this transformation. This first generation of QLITE provides QPS with the ability to perform on-demand information searches and capture in-field information using mobile devices.

### **Operation Resolute**

Operation Resolute oversees all activity to address Criminal Motorcycle Gangs and serious crime activity across Queensland through Taskforces Maxima and Takeback. Since the creation of Operation Resolute in October 2013 to 30 June 2014, police have charged 1,074 Criminal Motorcycle Gang members and their associates with 2,657 offences, executed 296 search warrants and issued 234 traffic infringement notices to Criminal Motorcycle Gang members or associates.

Operation Resolute has contributed to a significant reduction in crime in the Gold Coast District. Several police operations have been conducted including National Days of Action against Criminal Motorcycle Gangs and specifically targeting chapters, clubs and criminal participants.

### **Taskforce Maxima**

Taskforce Maxima was set up in October 2013 to disrupt, dismantle and eliminate Criminal Motorcycle Gangs from Queensland through tactical and covert enforcement strategies and building relationships with other state, national and international counterparts. In April 2014, the National Anti Gang Squad was relocated to QPS Headquarters in Brisbane to work alongside Taskforce Maxima in the national fight against criminal gang activity.

This strike team provides a mechanism for the national coordination of investigations, provides access to broader commonwealth capabilities in support of QPS activity and facilitates an enhanced ability to share information and conduct investigations in collaboration with international law enforcement partners.

The National Anti Gang Squad is made up of members from the Australian Federal Police, state police forces, Australian Crime Commission, Australian Customs and Border Protection Service, Department of Immigration and Border Protection, Australian Taxation Office and Department of Human Services.

### **Drug and Serious Crime Group**

The Drug and Serious Crime Group within the State Crime Command commenced on 1 July 2013. The group conducts protracted operations against high level criminal networks beyond the capacity of regional criminal investigation branches. It includes the State Drug Squad, the Organised Crime Investigation Unit, the Townsville and Cairns Drug Squads and the Gold Coast Major and Organised Crime Squad.

The State Drug Squad focuses on drug trafficking and production. From 1 July 2013 to 30 June 2014, 529 offenders have been arrested on 1,840 charges, including 69 charges of drug trafficking, 151 charges of drug supply and 874 charges of drug production. Approximately \$36.9 million worth of drugs and 340 drug laboratories have been seized state-wide, including Townsville and Cairns laboratories.

### **Organised Crime Investigation Unit**

The Organised Crime Investigation Unit focuses on stopping organised crime activity and includes a dedicated Armed Robbery Unit and the Firearms Investigation Team. During 2013-14 the Armed Robbery Unit has arrested 89 offenders on 382 charges which included armed robbery, drug trafficking and supply, serious assault, vehicle, and firearm and weapons related offences. Since its inception in January 2012 to 30 June 2014, the Firearms Investigation Unit has seized over 804 unlicensed firearms and 4.2 tonnes of ammunition.

### **Townsville and Cairns Drug Squads**

The Townsville and Cairns Drug Squads focus on activities in Queensland's Northern Region. During 2013-14, the Townsville Drug Squad arrested 365 offenders on 1,396 charges including 35 charges of drug trafficking, 550 charges of drug supply and 31 charges of drug production, with approximately \$3.7 million worth of drugs and 14 drug laboratories seized. In addition, the Cairns Drug Squad arrested 202 offenders on 658 charges including 12 charges of drug trafficking, 68 charges of drug supply, and 30 charges of drug production, with approximately \$1.3 million worth of drugs and 29 drug laboratories seized.

### **Gold Coast Major and Organised Crime Squad**

The mission of the Gold Coast Major and Organised Crime Squad is to target significant criminal organisations and individuals committing serious criminal offences, including firearm trafficking and Criminal Motorcycle Gangs on the Gold Coast and across the South Eastern Region. The Major and Organised Crime Squad also identifies criminal assets suitable for seizure and forfeiture.

Since its commencement on 24 October 2011 to 30 June 2014, the squad has:

- arrested 518 offenders on 1,548 charges including drug trafficking, armed robbery, drug production, extortion, manslaughter, attempted murder and weapons offences
- seized significant quantities of drugs, manufacturing equipment and chemicals, with an approximate value of \$2 million
- recovered over \$32 million in stolen property.

The dedicated Gold Coast Firearms Investigation Team within the Major and Organised Crime Squad has charged 83 people with 215 charges relating to unlawful firearms and other weapons during 2013-14. The team has recovered 158 firearms and 108 other weapons, including Conducted Energy Weapons (commonly referred to as Tasers), knives, knuckledusters, batons, ballistic vests and firearm silencers.

### **Illegal weapons**

The QPS participated in Operation Unification, a nationwide campaign involving the Queensland Government, Crime Stoppers Queensland and other state and territory jurisdictions to better protect families and communities from illegal weapons as part of ongoing efforts to keep downward pressure on crime. The campaign ran for two weeks in June 2014.

With the introduction of minimum mandatory sentences for the possession and trafficking of illegal weapons, police were able to use intelligence gathered through Operation Unification to remove illegal weapons and their suppliers from Queensland streets. This action resulted in 15 persons being arrested on 27 charges and 59 firearms being seized.

### **Break and enters in Brisbane and Ipswich regions**

Operation Mike Snowshoe, an intensive operation targeting break and enters in the Brisbane and Ipswich regions, ran from April to June 2014. The Ipswich, North Brisbane and South Brisbane District Property Teams joined forces to combat break and enter offences in the Brisbane and Ipswich regions. Operation Mike Snowshoe was initiated after police noticed similarities in break and enter offences. Some of the businesses targeted included fast food outlets, coffee shops, computer stores, a four wheel drive business and a swimming pool shop. The operation resulted in eight search warrants being issued and nine people being arrested on 67 charges.

### **Taskforce Against Graffiti**

The Taskforce Against Graffiti continued to work collaboratively with the Brisbane City Council and Queensland Rail during 2013-14 to coordinate graffiti removal, apprehend and prosecute offenders and develop strategies to reduce incidents of graffiti in the Brisbane City area. From 1 July 2013 to 30 June 2014, the taskforce arrested 76 offenders on 4,407 graffiti related charges.

### **Intelligence Capability**

The Intelligence Capability project will enable automated, simultaneous and timely identification, collation and analysis of information holdings across the QPS. An effective intelligence capability is critical in an increasingly digital and information driven society where communication on real time issues occurs in electronic and social media. The information required for intelligence analysis is currently held in disparate locations and systems. The solution uses and expands existing commercially available software to provide an integrated search and analysis capability across multiple QPS information holdings.

The implementation of a strategic solution will enable the QPS to lead the delivery of an effective intelligence-led policing model. The benefits include:

- more rapid identification of targets and the earlier prosecution of offenders
- establishing profiles of criminal entities and serious offenders and localities to target crime and disorder
- identifying associations and entity networks to disrupt crime and the loss of life and property
- identifying trends and patterns to prevent, detect and solve crime



- enabling officers to conduct data collection on specific entities, including persons, locations, vehicles and events across a series of datasets in one integrated search capacity
- enabling officers to conduct searches across large volumes of data and match and display search results.

Phase 1 of the project involves analysis of information held in two systems. Future phases will examine the further integration and analysis of additional information systems to enable real time analysis.

The project is in the final stages of phase 1 implementation of the Palantir system, which will provide enhanced intelligence capability for QPS State Intelligence and will be operational in the G20 Joint Intelligence Group and assist Intelligence Officers with Criminal Motorcycle Gang activities.

### **2014 G20 events**

Brisbane will host the G20 Leaders' Summit in November 2014 and Cairns will host the G20 Finance Ministers' and Central Bank Governors' meeting in September 2014.

The QPS is a major partner in planning and delivering security and safety during the G20 events with up to 35 Internationally Protected Persons, 4,000 delegates and 3,000 media representatives expected to attend the Leader's Summit in Brisbane. In addition, up to 2,000 delegates and media representatives are involved in the Finance Ministers' and Central Bank Governors' meeting.

The QPS G20 Group has been working with local, state and federal government agencies to ensure the safety and security of delegates and the community during these events.

The *G20 (Safety and Security) Act 2013* received assent on 7 November 2013. The Act provides for the safety and security of persons attending the G20 Leaders' Summit and other related meetings and events in Queensland in 2014, to ensure the safety of members of the community and to protect property during the hosting of the summit and other related meetings.

Training courses across the state for police in dignitary protection, motorcades, public order, crowd management and a number of other specialist capabilities have been undertaken along with readiness exercises to test all facets of G20 planning. A number of multi-agency exercises have been conducted to test federal, Queensland and partner agency decision-making, communication and responses to simulated incidents. Further exercising and testing will be conducted in the months preceding the Queensland-based G20 events.

A dedicated G20 blog was launched in February 2014 allowing G20 Group organisers to communicate directly with the public – [mypolice.qld.gov.au/g20](http://mypolice.qld.gov.au/g20). The blog will enable G20 organisers to provide members of the public with vital information in the lead-up to and during the G20 events and to answer any frequently asked questions.

### **2018 Commonwealth Games**

The QPS continued to work with the Office of Commonwealth Games Coordination and the Gold Coast 2018 Organising Committee to prepare for the 2018 Commonwealth Games. A security operation over 29 days will be required to support the Games. The operation will involve approximately 2,000 police per day during the 12 days of competition.

As part of QPS preparations, the QPS Commonwealth Games Planning Group (CGPG) commenced on 5 May 2014. The CGPG consists of program areas for Security Coordination, Venues, Specialist Support and Response, and Traffic and Transport. It is proposed that program areas for Venues - Non Competition and Queens Baton Relay will commence in early 2015.

The CGPG shares accommodation with the G20 Planning Group in Brisbane, providing a valuable insight for the members of the CGPG into the ongoing preparations for the G20 events.

Six QPS representatives will attend the Glasgow 2014 Commonwealth Games Observers Program between 22 July and 3 August 2014. These representatives will also attend a Police Scotland Observer Program for Police and Law Enforcement agencies. Participation in these programs will provide valuable learnings to inform planning of the QPS' support for the Games.

### **Segway trial**

During the reporting period, the QPS commenced operational trials of the Segway personal transporters (Personal Mobility Devices – PMDs) on the Sunshine Coast, Gold Coast, at Southbank in Brisbane and in Cairns. As at 30 June 2014, there are 75 QPS officers and Police Liaison Officers trained to use Segways.

The purpose of the trial is to evaluate the suitability of Segways for operational police officers as an alternative mode of transport in areas usually accessible only on foot. The intention of the trial is to provide an alternative method for police to move about public spaces.

An evaluation of the trial was completed in June 2014. The trial revealed that PMDs were effective and suitable for operational police in certain areas that are only accessible on foot. A procurement process will be undertaken in 2014-15 to consider all available PMDs due to recent changes in technology. The use of Segways at the aforementioned locations will remain until the conclusion of the procurement process.

### **Automated public assistance devices**

APADs have been rolled out to seven Police Beat Shopfronts in the Brisbane Region – Adelaide Street in Brisbane city, Toombul, Indooroopilly, Chermiside, Aspley, Strathpine and Brookside. The devices provide a quick and easy alternative for members of the public to access information at a Police Beat Shopfront if the police officers are unavailable.

Information available through the devices includes how to contact police, report crimes and use the Hoon Hotline. The devices also provide access to general information on public safety and the law.

Plans are in place for the installation of a device at Milton Police Beat with negotiations continuing with Westfield North Lakes Shopping Centre management regarding installation of the device at that location.

The APAD program is currently being evaluated. Anecdotal evidence from Police Beat staff and security officers attached to the relevant shopping centres indicates that the devices are operating well and this is particularly evident at times when the Police Beats are not staffed.

Data obtained from six of the seven devices, from 14 December 2012 to 8 April 2014, indicates that there have been 17,657 page views of information provided by these devices since they were deployed. This equates to an average of six enquiries, each day, on each device. These enquiries would otherwise be dealt with by a police officer or an administration officer, saving approximately 1,095 hours of police time that could have been used attending to these inquiries.

A next generation interactive APAD has been developed and will be piloted in the Mackay Station in August 2014 as part of a front counter service re-design.

### **Place and case management**

A review and restructure of the QPS resulted in the creation of the new Intelligence, Counter-Terrorism and Major Events Command, to improve the QPS approach to intelligence and to ensure it is a prioritised activity across the Service.

The amalgamation of intelligence, counter-terrorism, major events planning and covert policing activities aligns work areas that have a primary purpose of gathering information and analysing it to produce useful data and knowledge that can aid strategic and tactical decision making.

The QPS Place and Case Management Strategy will be the driver to the QPS effectively targeting places and cases posing the greatest risk to the community. Place and Case Management can best be described as an intelligence-based focus on those places, people and issues that pose the highest risk to the community in terms of offending and harm. It aims to direct resources derived from a collaborative taskforce approach against prioritised threats in a measurable manner that stops offending, increases community safety and reduces demand.

### **Station Community Crime Reduction Officers**

In March 2013, police stations across the state began appointing an officer to coordinate community crime reduction within their policing division. The officers are called Station Community Crime Reduction Officers. As at 30 June 2014, there were 324 Station Community Crime Reduction Officers in Queensland.

These officers are responsible for:

- monitoring and analysing divisional crime statistics and identifying trends
- assisting the Officer in Charge to ensure effective crime prevention and reduction strategies are implemented
- engaging with local neighbourhood watch groups
- using social medial and face-to-face interactions to liaise with local community groups
- ensuring sufficient crime prevention resources are available and displayed at police stations
- monitoring and analysing SupportLink referrals (an electronic referral system that provides and manages the referral link between emergency services and a myriad of government and non-government organisations that provide support targeted to individuals and families affected by an emergency or crisis) to assist in identifying crime trends, unmet social issues and social service deficiencies
- assist with the case management of repeat calls for service.

The officers work closely with neighbourhood watch beat and liaison officers, Police Beat shopfront officers, School Based Police Officers and Adopt-a-Cop officers, station Domestic and Family Violence Liaison Officers and District Crime Prevention Officers to prevent crime in their policing division.

### **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. The initiative involved police from every state and territory along with officers from New Zealand working together to make people's nights out safer.

Operation Unite was held in December 2013 and April 2014. The December operation was held over two nights, involved the deployment of 1,076 police officers and resulted in:

- 430 arrests including Notices to Appear and drug diversions
- 82 liquor infringement notices
- 466 tip outs ('tip out' applies to an amount of alcohol that is deemed to be under the retail value of \$100. In these instances, the liquor may be tipped out (in accordance with *Environmental Protection Act 1994* requirements) and where no intention to prosecute is envisaged)
- 94 drink driving offences
- 8,525 random breath tests.

The April operation occurred over the 2014 Easter period and 1,180 police officers were deployed. The operation resulted in:

- 490 arrests including Notices to Appear and drug diversions
- 105 liquor infringement notices
- 730 tip outs
- 94 drink driving offences
- 17,048 random breath tests.

### **Alcohol-fuelled violence**

The QPS devotes a significant amount of resources in responding to incidents involving people who are intoxicated, with research indicating that approximately one in four incidents attended by police involve alcohol.

The QPS continues to consider policing initiatives to improve outcomes in the policing of late night precincts and alcohol related violence.

The Drink Safe Precincts trial was implemented as part of the Queensland Government's response to alcohol-related violence. Drink Safe Precincts are a place-based management approach, combining the resources of state and local government agencies, as well as industry and community organisations to deliver practical solutions to reduce alcohol-related violence.

Three Drink Safe Precincts were created and trialed in Townsville, Fortitude Valley and Surfers Paradise. The two year trial commenced in December 2010 and formally concluded in November 2012. The QPS continued to provide a high visibility increased police presence within these Drink Safe Precincts until 30 June 2014.

The Drink Safe Precincts trial has been formally evaluated with many of the outcomes informing the Queensland Government's *Safe Night Out Strategy*.

Programs such as Drink Rite, Keep it in Focus, Party Safe and Event Safe are all QPS related programs targeting harm minimisation through education, awareness and violence prevention under the overarching *National Drug Strategy 2010-2015*.

In 2013-14, the QPS provided funding for crime prevention, alcohol and other drug-related projects across the state through the Community Crime Prevention Fund and National Drug Strategy Law Enforcement Funding Committee. The fund supports partnerships between the QPS and community groups to reduce and/or prevent crime and improve community safety by developing local responses to local problems. The committee supports initiatives, research, resources and workforce development which will assist police in responding to and addressing alcohol and other drug-related harms that impact on the community and policing in line with the objectives of the National Drug Strategy.

### ***Safe Night Out Strategy***

The Queensland Government's *Safe Night Out Strategy*, to be rolled out in 2014-15, aims to restore responsible behaviour and respect, stamp out alcohol and drug-related violence and ensure Queensland's nightlife is safe for all. The strategy includes more than 60 initiatives, underpinned by three core principles:

- Changing the culture – everyone is responsible
- Bad behaviour won't be tolerated
- Safe and supportive environments.

The QPS has been a key stakeholder in the development of the *Safe Night Out Strategy* and will continue to work with government, venues, patrons and the community in supporting its implementation.

### **Out-of-control events**

Out-of-control event legislation under the *Police Powers and Responsibilities Act 2000* commenced on 19 February 2014. The legislation provides police with additional powers to assist in the management of out-of-control parties and events and punishes organisers of out-of-control parties, or persons who cause these events to become out-of-control.

Since its implementation on 19 February 2014 to 30 June 2014, there were 25 events for which out-of-control event powers have been authorised by police.

People looking to hold responsible parties and events can register them at [www.police.qld.gov.au/online/event/](http://www.police.qld.gov.au/online/event/) or by telephoning Policelink. Party Safe and Event Safe also provide organisers, guests and parents with resources and information on holding an enjoyable, safe and lawful party or event (refer [www.police.qld.gov.au/programs/drugs/](http://www.police.qld.gov.au/programs/drugs/)). In 2013-14, there were 5,275 parties and 193 events registered online with police through Party Safe and Event Safe.

In 2014, Policelink released a noisy party online complaint form for the reporting of noise complaints and out-of-control parties or events which can be accessed from smartphones. The form is accessible at [www.police.qld.gov.au/apps/reports/noiseComplaint/](http://www.police.qld.gov.au/apps/reports/noiseComplaint/). Police also continue to monitor social media to help identify parties that may become out-of-control.

### **Counter-terrorism**

During the reporting period, the Intelligence, Counter-Terrorism and Major Events Command was established to improve the QPS' approach to intelligence and ensure it is a priority activity across the Service.

The QPS participated in the Australia and New Zealand Counter-Terrorism Committee to enhance Australia's capacity to prevent, prepare for, respond to and recover from threats or acts of terrorism. During 2013-14, Queensland conducted 22 exercises to maintain and develop key counter-terrorism capabilities. These exercises involved approximately 955 representatives from key stakeholder agencies including the federal and state governments and private industry groups. In addition to these exercises, the Security and Capability Development Unit has been heavily involved in supporting the development of G20 exercises with both the QPS G20 Group and the federal government's Attorney-General's Department. This resulted in five exercises being conducted involving several hundred participants from across all levels of federal and state government and other key stakeholders.

QPS representatives were also appointed to national working committees to develop and deliver a new national exercise management course. The QPS hosted two courses with attendees from federal and state government agencies.

### **Queensland Fixated Threat Assessment Centre**

The Queensland Fixated Threat Assessment Centre (QFTAC) was initiated on 1 July 2013 and is jointly staffed by officers from the QPS Security and Counter-Terrorism Group and the Queensland Forensic Mental Health Service, including a clinical nurse consultant, Forensic Psychologist and a Senior Forensic Psychologist.

The QFTAC receives referrals regarding fixated persons within Queensland, many of whom have an untreated mental illness, and undertakes assessment of the risk these individuals pose towards Public Office Holders. The QFTAC facilitates interventions for these fixated persons with a view to reducing the risk these persons pose towards Public Office Holders, the places in which they work and the prominent organisations and events in which they are involved. QFTAC is the second of its kind in the world.

During 2013-14, members of the QFTAC delivered information sessions to QPS, Department of Health personnel and State Electoral and ministerial offices. Members of QFTAC also travelled to the United Kingdom in December 2013 and Lithuania in June 2014 to visit the United Kingdom Fixated Threat Assessment Centre to benchmark the performance of the QFTAC.

### **Indigenous programs**

In September 2012, the former Crime and Misconduct Commission (now known as the Crime and Corruption Commission) released the *Indigenous people in policing roles: A follow-up review to the Restoring order report*. The report recommended the QPS increase the involvement of Indigenous people in policing roles.

During 2013-14:

- 31 Torres Strait Island Police Support Officers (TSIPSO) were appointed to support state police in the delivery of a range of policing activities aimed at stopping crime and enhancing safety in the Torres Strait
- QPS held the first Indigenous Cadetship Program at the QPS Academy with 14 people completing the course. The program will assist Indigenous people to gain entry to the police recruit training program
- Police Liaison Officer positions were created in Aurukun, Bamaga, Hopevale, Innisfail, Kowanyama, Lockhart River and Wujal Wujal to provide further policing resources in Indigenous communities.

An additional three TSIPSO positions will be created by October 2014. At the same time, five Queensland and Torres Strait Island Police Officers employed by the QPS on Badu Island will transition into the TSIPSO program, totalling 37 TSIPSOs servicing the Torres Strait.

### **Inter-agency partnerships**

A three month trial of the Watchhouse Emergency Nurse (WHEN) model commenced at the Southport Watchhouse in April 2013 as a partnership between the QPS and the Department of Health. The WHEN model project trial produced a number of positive outcomes for the QPS, including a reduction in prisoners requiring transportation to hospital for medical treatment. As a result, the model has been incorporated as part of a new Service Agreement delivering nursing services to the Southport Watchhouse.

### **Transporting mental health patients**

The QPS, the Department of Health, including the QAS, and Queensland Hospital and Health Services, signed an agreement in June 2014 outlining the new processes that each agency will undertake when transporting mental health patients.

The agreement:

- defines a state-wide interagency approach to the safe transport of people with a known or suspected mental illness who require, or may require, mental health assessment, treatment or care
- clarifies the roles and responsibilities of each agency involved
- provides a broad framework to guide the development of local interagency agreements
- facilitates collaboration and coordination between key agencies in providing transport and treatment/care that address the safety of individuals, service providers and the community.

### **Interagency information sharing: mental health consumers, victims of crime and connection with support**

In June 2014, a Memorandum of Understanding was signed by QPS, the Department of Health and the Metro North Hospital and Health Service to provide support to victims of crime and their families. On advice from the Department of Health, QPS engages with victims of crimes committed by clients of mental health services, with a view to linking these victims with support services.

### **Crime scene mapping**

The Zebedee scanner, developed by the Commonwealth Scientific and Industrial Research Organisation (CSIRO), is a hand held laser device that allows an operator to walk through a crime scene and capture data to generate 2D maps and 3D models. The QPS is the first organisation in the world to use the technology in law enforcement after it was originally designed for caving and mine mapping.

The benefits of this technology include the reduction of interference at crime scenes and the reduction of time taken to scan a scene from several hours to under 20 minutes. The portability of the device allows access to previously hard to reach areas such as declines and bushland. The scanner is primarily being used by the Forensic Services Group and has the potential to be used by the Forensic Crash Unit. As at 30 June 2014, there are two devices in service which have recorded 29 scenes. These devices are located at the Photographics Section from which an efficient service is being provided to record major crime scenes state-wide.

### **Water police catamarans**

The \$12.7 million Water Police Catamaran Project will replace the existing vessels with new 24 metre catamarans at Cairns, Townsville and Whitsunday. The first catamaran was received in Brisbane in June 2014 and is undergoing testing and sea trials before being placed into service in Cairns on 27 August 2014. The remaining two new catamarans are expected to be delivered to Brisbane to undergo testing, sea trials and training in October 2014 and December 2014 respectively before being placed into service in Townsville and the Whitsundays.

The catamarans will provide an enhanced technical and operational capacity for the Water Police across the state. The vessels will be used as mobile command posts, long range search and rescue operations, extended patrol and tasked policing activities and cross decking operations with partner agencies.

### **Police Dive Unit truck**

The Dive Unit truck is the latest specialist vehicle to join the QPS fleet in 2013-14. The vehicle provides the QPS with a dive response capability comparable to any other law enforcement agency. The vehicle is capable of deploying up to five divers and their equipment anywhere within the state to assist frontline investigations.

## **Road Safety**

QPS road safety initiatives and road enforcement activities aim to reduce trauma on Queensland roads and create a safer environment through the prevention and detection of risky behaviour including speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts. Initiatives include tougher vehicle impoundment laws, roadside drug driving detection, new technologies, congestion and speed management and media campaigns.

A dedicated Road Policing Command was established following the QPS restructure in 2013. The Road Policing Command is working to promote road safety by more effectively addressing all forms of criminal activity on the road network.

### **Road toll**

The road toll for 2013 was 271, with 5.82 fatalities per 100,000 people. This is the second lowest fatality rate recorded in Queensland for a calendar year since accurate records began in July 1952.

The number of road fatalities reduced significantly in 2013-14 with 229 compared to 297 in 2012-13 and 60 fatalities less than the previous five-year average. The Queensland preliminary road fatality rate for 2013-14 is 4.88 fatalities per 100,000 population, lower than the 2012-13 road fatality rate of 6.44. This is the lowest road fatality rate recorded for a financial year since accurate records began in 1962-63.

In December 2012, the road safety education emphasis on the 'Fatal Four' was expanded and is now referred to as the 'Fatal Five'. The Fatal Five are: speeding, drink/drug driving, seatbelts, fatigue and driver distraction and inattention.

The QPS supported 'Fatality Free Friday' on 30 May 2014 for a second year, in a bid to further drive down the road toll.

### **Hoon hotline and anti-hooning legislation**

The QPS' hoon hotline provides Queenslanders with an easy to remember central contact point to report drivers behaving in dangerous, reckless or anti-social ways on Queensland roads. Calls to 13HOON are answered at the Policelink Contact Centre. During 2013-14, 12,857 calls from the public were answered on this service. In 2012-13, an online option for hoon reporting began which resulted in 5,192 further reports from the public in 2013-14.

The *Police Powers and Responsibilities (Motor Vehicle Impoundment) and Other Legislation Amendment Act 2013* commenced on 1 November 2013. The Act amended Chapter 4 of the *Police Powers and Responsibilities Act 2000* and includes tougher penalties for people committing hooning offences in Queensland. Offenders who commit two Type 1 hooning offences in five years are now eligible to have their vehicle forfeited to the state. This two strikes approach applies to those committing Type 1 offences which include the following offences committed in circumstances that involve a speed trial, a race between motor vehicles or a burnout; dangerous operation of a motor vehicle, careless driving, organising, promoting or taking part in racing and speed trials on roads and wilfully starting or driving a motor vehicle in a way that makes unnecessary noise or smoke. Evade police is now also classified as a Type 1 offence.

Offenders that commit four or more Type 2 offences within five years are also eligible for vehicle forfeiture. These offences include driving a motor vehicle whilst it is uninsured and unregistered, unlicensed driving, high-range drink driving (0.15% and over), exceeding the speed limit by more than 40km/h, driving an illegally modified vehicle, failure to supply a specimen of breath or blood, and driving while under a 24 hour suspension. The impoundment periods for Type 2 offences have also increased from 48 hours to seven days for the second offence and 90 days for the third offence.

Between 1 November 2013 and 30 June 2014, there were 3,363 vehicles impounded, 4,581 vehicles immobilised and 926 vehicles eligible for forfeiture.

### **Drug and drink driving**

During 2013-14, 23,740 roadside blood or saliva tests were conducted resulting in 1,873 drivers testing positive for a relevant drug. This is a detection rate of one offender per 13 tests. In addition, 143 repeat offenders were detected. The most commonly detected drug was methylamphetamine. Drivers who test positive have their licence suspended for 24 hours to allow drugs to dissipate from their system. Offenders face similar penalties in court to drink drivers.

Random breath testing is the primary high visibility community engagement strategy used by the Road Policing Command. Over 3.9 million random breath tests were conducted by the QPS during 2013-14 resulting in the detection of approximately 24,800 drink driving offences.

### **Operation Austrans**

The QPS participated in an Australia and New Zealand annual initiative targeting heavy vehicle road safety issues including fatigue, speed and drug use. The operation began on 12 May 2014 and finished on 8 June 2014. During this time, the QPS intercepted more than 12,500 heavy vehicles resulting in:

- 216 speeding infringement notices
- 127 fines for driving without a seatbelt
- 794 fatigue related offences. A total of 280 drivers were found to have exceeded their work hours and failed to take a required rest break
- 1,083 roadside drugs test with 21 drivers returning alleged positive readings
- 11,448 roadside breath tests with 11 drink drivers detected.

### **High visibility policing operations**

The Road Policing Command initiated several high visibility road policing operations during 2013-14, including Operations Menzel, Plow and Barrier.

Operation Menzel focussed on roadside breath testing at static sites. All police regions participated in this operation over 37 randomly allocated days in 2013-14. During the Operation, there were 146,752 random breath tests conducted resulting in the detection of 539 drink drivers. A total of 11,217 traffic infringement notices were also issued with 52.6% for speeding (excluding camera detected offences).



Operation Plow specifically targeted drivers putting themselves and others at risk by speeding, drink driving or being distracted while driving. During 2013-14, seven days were allocated to Operation Plow, resulting in 2,166 traffic infringement notices being issued. Of these, 245 were for mobile phone offences, 72 were for seat belt offences and 1,205 were for speeding (excluding camera detected offences).

Operation Barrier was designed to reduce road trauma and improve road safety on the Bruce Highway. During 2013-14, 49 days were allocated to the Operation resulting in 44,311 random breath tests with 486 drink drivers detected. There were 8,403 traffic infringement notices issued with 5,571 for speeding (excluding camera detected offences), 272 for mobile phone offences and 178 for seat belt offences. In 2013-14, there were 21 fatalities on the Bruce Highway compared to 54 in 2012-13 and 38 in 2011-12.

The QPS will continue to plan and deliver high visibility operations to effectively police the road network with the aim of reducing road trauma.

### **Congestion management**

During the year, 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. Dedicated congestion management motorcycle patrols performed approximately 5,440 hours, travelling on major arterial roads in South East Queensland during peak travel periods.

Outside Brisbane, police continued to work in conjunction with regional Traffic Management Centres to help manage and divert traffic as required.

### **Speed and red light cameras**

As at 30 June 2014, there are up to 60 operational digital red light cameras rotated state-wide through 132 approved red light camera sites.

The number of offences per 1,000 vehicles has been reduced by 65% from 0.46 in 2004-05 to 0.16 in 2013-14, which reflects the deterrence value of road safety cameras at intersections. Additionally, there are seven approved combined speed and red light camera sites. The Ashgrove and Calamvale sites commenced operations during August 2011, while the remaining five sites commenced operations in July 2013 at Clear Island Waters (Gold Coast), Berserker (Rockhampton), Mount Pleasant (Mackay), Aitkenvale (Townsville) and Mooroolbool (Cairns). The seven sites averaged 1.03 offences per 1,000 vehicles in 2013-14.

Fixed speed cameras operated for approximately 129,000 hours in 2013-14, with an average of 1.09 offences per 1,000 vehicles. With the installation of a fixed camera, average vehicle speeds at camera sites reduce and compliance with posted speed limits increases, improving the safety of road users. Nine digital fixed speed cameras were purchased in 2013-14 to replace the remaining analogue (film-based) fixed speed cameras in Queensland. The upgrade of these sites to digital technology will be completed during 2014-15.

An average speed camera system monitors vehicles travelling north on the Bruce Highway between the Glass House Mountains and Landsborough. In 2013-14, the system averaged 0.42 offences per 1,000 vehicles.

The Mobile Speed Camera Program includes marked and covert speed camera vehicles and portable devices. This combination helps reduce speeding and improve community safety. The QPS deployed mobile speed cameras on 29,071 occasions for 98,198 hours in 2013-14, with an average of 6.42 offences detected per hour of operation.

During 2013-14, 13 digital mobile speed camera systems were procured for roll out during 2014-15, along with six additional TruCAM portable mobile speed camera devices. These TruCAM devices offer greater flexibility than the current mobile speed camera devices, allowing them to be used in a number of differing environments where other speed detection methods are not suitable. The introduction of digital mobile speed camera systems will support operations across the state, contributing to reducing the road toll on Queensland roads.

Speeding is a major contributor to the road toll and is a factor in about one in every five road deaths. From 1 July 2013, speed tolerances were reduced across all speed zones. Changes to speed tolerances are guided by evidence such as the road toll and public compliance with the speed limits. The level of speed tolerances will not be revealed to avoid creating a defacto speed limit. The speed limit is the maximum - it is not a guide or recommendation.

A speed camera is being planned for installation during 2014-15 in the Legacy Way road corridor to reduce road trauma and improve road safety.

Speed and red light camera locations throughout Queensland are available at [www.police.qld.gov.au](http://www.police.qld.gov.au).

### **Automatic number plate recognition**

The QPS commenced a trial of mobile ANPR devices in March 2012. Eleven devices are being used across the state for road policing enforcement purposes with an additional two units to be rolled out in the second quarter of 2014-15.

Two additional devices are being used under a trial for broader law enforcement purposes, with an additional eight devices scheduled for operational deployment by October 2014.

When the devices detect certain vehicles of interest they provide alerts (ANPR alert) to police. Police intercept vehicles identified by an ANPR alert and take any necessary enforcement action or capture relevant information to be used in the investigation of other unlawful activity.

The number plate recognition technology helps police:

- identify drivers who are committing offences
- identify unregistered and uninsured vehicles
- reduce injuries and deaths on Queensland's roads.

This has resulted in:

- 465,471 alerts to police of potential offences
- 4,312 notices to appear
- 16,649 traffic infringement notices
- 599 vehicles impounded under 'hoon' legislation.

This commitment to fighting crime and gathering intelligence using ANPR devices as a new policing capability was recognised and supported in PACSR. The PACSR report recommended that QPS incorporates effective targeting and alternative ANPR models in the design architecture as QPS moves towards a digital platform. The report also recommended that QPS considers adopting the broader use of ANPR in line with other Australian jurisdictions in consultation with the Privacy Commissioner.

### **Camera detected offence program**

A project has been established within Projects Queensland, QTT, to progress the assessment of alternative delivery models for camera operations, including infringement processing.

An Interdepartmental Steering Committee, chaired by DTMR, is guiding the project. The committee includes representatives from QPS, DPC, DJAG, and QTT. A review and assessment of the program is being undertaken through a Value for Money Framework to ensure efficiency gains are achieved.

# CORPORATE GOVERNANCE

## *Executive management*

<b>Senior management profiles</b>
<p><b>Ian Stewart APM</b> <b>Commissioner</b></p> <p>The Commissioner is responsible for the efficient and proper administration, management and functioning of the Police Service in accordance with law.</p> <p>The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.</p>
<p><b>Ross Barnett APM</b> <b>Deputy Commissioner, Specialist Operations</b></p> <p>The Deputy Commissioner, Specialist Operations is responsible for the provision of specialist police services including State Crime Command, Road Policing Command, Community Contact Command, Intelligence, Counter-Terrorism and Major Events Command, and Operations Support Command. The Deputy Commissioner is also the strategic commander overseeing the QPS commitments to the 2014 G20 events in Cairns and Brisbane.</p> <p>Nationally, the Deputy Commissioner is the QPS representative on the Australia and New Zealand Counter Terrorism Committee (ANZCTC) and Chair of the Public Information Sub-Committee of the ANZCTC.</p>
<p><b>Stephan Gollschewski APM</b> <b>Deputy Commissioner, Strategy, Policy and Performance</b></p> <p>The Deputy Commissioner, Strategy, Policy and Performance has direct responsibility for the Legal Division, Crime and Corruption Commission (Police Group) (formerly known as Crime and Misconduct Commission Police Group), Operational Capability Command and Ethical Standards Command.</p> <p>The Deputy Commissioner is the QPS representative at Queensland Government level for renewal and innovation, is a member of the Public Safety Portfolio and QPS Audit and Risk Committees, and the National Police Memorial Coordination Committee.</p>
<p><b>Brett Pointing APM</b> <b>Deputy Commissioner, Operation Resolute</b></p> <p>The Deputy Commissioner, Operation Resolute is the overall commander of the QPS strategy to combat Criminal Motorcycle Gangs in Queensland.</p> <p>The Deputy Commissioner is responsible for the overall command of Taskforces Maxima and Takeback.</p>

<b>Senior management profiles (cont'd)</b>
<b>Peter Barron APM Acting Deputy Commissioner, Regional Operations</b>
<p>The Deputy Commissioner, Regional Operations is responsible for the provision of policing services across the five regions state-wide. 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.</p> <p>The Deputy Commissioner has been appointed as the special representative of the Premier of Queensland and the Minister for Police, Fire and Emergency Services for the <i>Safer Streets Safer Communities</i> initiative which aims to address intergenerational social dysfunction, offending and the overrepresentation of certain groups in the criminal justice system. It reflects the 'one government' philosophy being adopted across all three tiers of government (federal, state/territory and local), with departments and agencies working together to cut red tape and implement a more coordinated approach to service delivery.</p>

## ***Boards and committees***

As a result of a review into QPS corporate governance, a new governance structure was recommended. This new structure took effect in August 2013.

The Board of Management is the peak governance forum and decision making body for the QPS. The Board is supported by the QPS Demand and Resource Committee, the QPS Audit and Risk Committee and the QPS Executive Leadership Team (ELT). The QPS has also established a Renewal Program Board as a governance structure to support the Board of Management and provide oversight to the QPS renewal program.

There are also two public safety portfolio decision making bodies:

- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee.

Two other high level committees support coordination and collaboration across the portfolio but do not form part of the QPS corporate governance decision making structure:

- Public Safety Executive Coordinating Committee
- Public Safety Portfolio Renewal Committee.

Details about the public safety portfolio committees are available on page 8.

<p><b>Board of Management</b></p> <p>The Board of Management is the peak QPS governance forum and supports the Commissioner in discharging his responsibilities as the accountable officer under the <i>Police Service Administration Act 1990</i>, the <i>Financial Accountability Act 2009</i> and other legislation. The Board sets the strategic direction and provides oversight and leadership to the QPS.</p> <p>The Board exists to provide support and expert advice to the Commissioner, as the accountable officer, in making key decisions with a strategic or service-wide impact.</p> <p>During 2013-14 the Board met on ten occasions. The Board met once before the commencement of the new governance structure on 30 August 2013 and nine times afterwards.</p> <p>In March 2014, the Board transitioned from monthly meetings to quarterly meetings or as determined by the Chair.</p> <p>The independent external member was appointed in June 2014 and received \$605 in remuneration. There were no other on-costs.</p>
<p><b>Board members</b></p> <ul style="list-style-type: none"> <li>• Ian Stewart APM, Commissioner (Chair)</li> <li>• Ross Barnett APM, Deputy Commissioner, Specialist Operations</li> <li>• Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance</li> <li>• Peter Barron APM, Acting Deputy Commissioner, Regional Operations</li> <li>• Margaret Allison (external member – commenced June 2014)</li> </ul>
<p><b>Achievements include:</b></p> <ul style="list-style-type: none"> <li>• Implementing an improved governance framework, including developing and refining the Board Handbook and recruiting highly qualified external members across the governance framework.</li> <li>• Overseeing the QPS renewal program through the establishment of a Renewal Program Board.</li> <li>• Managing the implementation and risks associated with the 2014 G20 events.</li> <li>• Managing the machinery-of-government changes arising from PACSR.</li> </ul>
<p><b>Renewal Program Board</b></p> <p>The Renewal Program Board was established as a governance structure to support the QPS Board of Management and provide oversight to the QPS renewal program. The Board reports to the Public Safety Portfolio Renewal Committee on the QPS public sector renewal program, contestability activities and significant renewal initiatives. It also reports on recommendations relating to QPS from PACSR and QCoA.</p> <p>The Board held its first meeting on 4 November 2013 and met on ten occasions during 2013-14.</p> <p>The Board meets monthly or as determined by the Chair.</p>
<p><b>Board members</b></p> <ul style="list-style-type: none"> <li>• Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance (Chair)</li> <li>• Ross Barnett APM, Deputy Commissioner, Specialist Operations</li> <li>• Brett Pointing APM, Deputy Commissioner, Operation Resolute</li> <li>• Peter Barron APM, Acting Deputy Commissioner, Regional Operations</li> </ul>

<p><b>Demand and Resource Committee</b></p> <p>The Demand and Resource Committee supports the Board of Management in managing organisational resource requirements to meet demand. The committee oversees and monitors the development and implementation of policies, plans and practices relating to the management of QPS finances, people, assets, information and communications technology (ICT) and projects/programs.</p> <p>The committee held its first meeting on 20 August 2013 and met on 11 occasions during 2013-14.</p> <p>The committee meets monthly or as determined by the Chair. The Chair is rotated every 12 months among the Deputy Commissioners.</p>
<p>Committee members</p> <ul style="list-style-type: none"> <li>• Ross Barnett APM, Deputy Commissioner, Specialist Operations (Chair)</li> <li>• Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance</li> <li>• Brett Pointing APM, Deputy Commissioner, Operation Resolute</li> <li>• Peter Barron APM, Acting Deputy Commissioner, Regional Operations</li> </ul>
<p><b>Audit and Risk Committee</b></p> <p>The Audit and Risk Committee supports the Board of Management by reviewing and monitoring financial management and reporting processes, risk management systems and controls as well as internal control and legal compliance. The committee oversees the process to identify and manage significant business risks and emerging compliance matters. It also oversees the implementation of appropriate and adequate control, monitoring and reporting mechanisms to assess the performance of internal and external auditors.</p> <p>The committee meets quarterly or as determined by the Chair. The committee held its first meeting on 28 August 2013 and met on four occasions during 2013-14.</p> <p>The independent members received \$9,328 in remuneration. There were no on-costs.</p>
<p>Committee members</p> <ul style="list-style-type: none"> <li>• Graham Carpenter, Consultant (Chair) (external member – retired June 2014)</li> <li>• Jenny Walker, Consultant (Chair) (external member – commenced June 2014)</li> <li>• David Evans, Consultant (external member – commenced June 2014)</li> <li>• Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance</li> </ul>
<p><b>Executive Leadership Team</b></p> <p>The ELT assists the Commissioner and the Board of Management by:</p> <ul style="list-style-type: none"> <li>• providing advice on the strategic direction and leadership of the QPS</li> <li>• acting as a consultative forum on risks arising from key changes to policy and operations within the QPS</li> <li>• identifying opportunities for improving efficiencies and quality of service delivery</li> <li>• identifying new or emerging risks to the QPS</li> <li>• driving the tone and direction for efficient and effective outcomes for strategic policing priorities.</li> </ul> <p>The ELT was formerly known as the Senior Executive Conference and was renamed following the review of the QPS governance structure.</p> <p>The ELT held its first meeting on 29 August 2013 and met on five occasions during 2013-14.</p> <p>The ELT holds a video conference each week and, as at June 2014, meets in person monthly or as determined by the Chair.</p>

<b>Executive Leadership Team (cont'd)</b>
<p>ELT members</p> <ul style="list-style-type: none"> <li>• Ian Stewart APM, Commissioner (Chair)</li> <li>• Peter Barron APM, Acting Deputy Commissioner, Regional Operations</li> <li>• Ross Barnett APM, Deputy Commissioner, Specialist Operations</li> <li>• Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance</li> <li>• Brett Pointing APM, Deputy Commissioner, Operation Resolute</li> <li>• Kate Bradley, Executive Director, Legal Division, Strategy, Policy and Performance</li> <li>• Peter Crawford, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command</li> <li>• Alistair Dawson, Assistant Commissioner, Operations Support Command</li> <li>• Robert Gee, Assistant Commissioner, Operational Capability Command</li> <li>• Gayle Hogan, Assistant Commissioner, State Crime Command</li> <li>• Mike Keating, Acting Assistant Commissioner, Road Policing Command</li> <li>• Clem O'Regan, Assistant Commissioner, Ethical Standards Command</li> <li>• Daniel Mahon, Acting Assistant Commissioner, Crime and Corruption Commission (Police Group) (formerly known as Crime and Misconduct Commission Police Group)</li> <li>• Paul Stewart, Assistant Commissioner, Community Contact Command</li> <li>• Katarina Carroll, Assistant Commissioner, G20 Group</li> <li>• Peter Martin, Assistant Commissioner, Brisbane Region</li> <li>• Mike Condon, Assistant Commissioner, Central Region</li> <li>• Paul Taylor, Acting Assistant Commissioner, Northern Region</li> <li>• Tony Wright, Assistant Commissioner, Southern Region</li> <li>• Stephen Hollands, Acting Assistant Commissioner, South Eastern Region</li> <li>• Debbie Platz, Chief Superintendent, Education and Training Command</li> </ul>
<p>Achievements include:</p> <ul style="list-style-type: none"> <li>• ELT met in Townsville on 16 May 2014. This was the first time a meeting has been held outside of Brisbane. At least two meetings are scheduled to be held outside Brisbane each year.</li> </ul>
<b>Controlled Operations Committee</b>
<p>The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the <i>Police Powers and Responsibilities Act 2000</i>.</p> <p>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 Corruption Commission (formerly Crime and Misconduct Commission) and a Detective Superintendent, State Crime Command. The independent member is paid under the Queensland Government policy <i>Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities: Remuneration procedures</i>.</p> <p>During 2013-14, the Committee met on 14 occasions.</p> <p>The independent member received \$2,338 in remuneration. Other members were not remunerated. There were no on-costs.</p> <p>The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 Controlled operations of the <i>Police Powers and Responsibilities Act 2000</i> for the preceding 12 months.</p>

## *Ethics and Code of Conduct*

Ethical decisions and actions underpin the delivery of professional policing services. The QPS has a range of programs and initiatives that support professional and ethical practice including an internal complaint system, policies on gifts and benefits, and discipline and ethical awareness training. The *QPS Values, Standard of Practice* and *Procedural Guidelines for Professional Conduct* supplement the *Code of Conduct for the Queensland Public Service* and outline appropriate behaviour for QPS staff.

During 2013-14, the Ethical Standards Command continued to promote ethical behaviour, discipline and professional practice in the QPS through deterrence, education and system improvements. The Command also remained the principal work unit for communication between the QPS and oversight bodies such as the Crime and Corruption Commission (formerly the Crime and Misconduct Commission). The Command took ownership of an expanded Professional Practice Manager model across the QPS. The Professional Practice Managers report to the Internal Investigation Group. Integrity, compliance and performance were aligned by restructuring elements of the former Ethical Practice Branch and the Inspectorate and Evaluation Branch, into the Integrity and Performance Group led by a Superintendent.

During 2013-14, the Ethical Standards Command delivered the Professional Standards Training Continuum consisting of six modules and 27 topics of training. Training sessions were delivered to 2,177 people across the state.

The continuum ensures the professional delivery of meaningful ethics, values and discipline system training. It promotes professional conduct within the context of each member's workplace. It also equips managers to identify and respond to early warning signs and avert potential issues. The continuum has attracted interest from both national and international jurisdictions, including the Netherlands, the United Kingdom and the United States.

The QPS has also undertaken the state-wide implementation of a declarable associations policy requiring all members of the Service to consider associations and report those that could adversely affect the Service or their role within it. The policy seeks to improve transparency and accountability and remove or manage potential conflicts of interest and provide a level of resilience against infiltration by criminal organisations.

The QPS Integrity Framework will be released in 2014-15. The framework represents the evolution of the previous QPS Corruption Prevention Plan. Ongoing review related work will also be undertaken with regard to the *Standard of Practice* and other integrity policies to maintain a relevant and robust integrity environment within the QPS.

The QPS constantly monitors and reviews reported complaints to identify the primary contributing factors. Every complaint is considered, actioned and investigated. In 2013-14, the QPS received 1,310 complaints by members of the public against officers on or off duty. The number of complaints reported needs to be seen in context. Queensland's police interact with people in the community on a vast number of occasions each year. Very few of those interactions result in a complaint about police conduct.

The QPS' Ethical Standards Command conducts inspections and evaluations of a range of operational functions, duties and establishments. During 2013-14, it performed 11 district/group audits including reinspections and inspections. In total, 80 stations/establishments were inspected.

Alcohol and drug testing continues to be part of QPS's commitment to enhance police wellbeing, safety and integrity within the workplace. As at 30 June 2014, 1,215 members had undergone a random alcohol breath test with nil positive results. Following critical incidents, 53 alcohol breath tests and 48 urine drug tests were conducted. While two positive drug results were detected, both were explained by medical treatment or lawful use of over the counter medication.



## Risk management and accountability

### External accountability

This section provides information about external agencies and processes which examined the operations of the QPS during 2013-14 or findings/recommendations which required consideration by PSBA on behalf of QPS.

#### Police and Community Safety Review

PACSR examined the QPS and DCS, which comprised the QAS, the Queensland Fire and Rescue Service, Queensland Corrective Services and Emergency Management Queensland.

On 10 September 2013, PACSR culminated in the public release of a report titled *Sustaining the Unsustainable*. The report made 127 recommendations and 77 findings of varying complexity. The report is available online at [www.premiers.qld.gov.au/publications/categories/reports/police-community-safety.aspx](http://www.premiers.qld.gov.au/publications/categories/reports/police-community-safety.aspx).

Responsibility for implementation of the recommendations and findings is allocated across seven Queensland Government agencies and departments. On 8 May 2014, authority for formal closure of PACSR recommendations and findings transitioned from the whole-of-government PACSR Implementation Steering Committee to the relevant Minister.

The public safety portfolio was allocated 100 recommendations and 76 findings. An Implementation Team within PSBA was formed to oversee implementation of the accepted recommendations and findings within the portfolio.

As at 30 June 2014, 54 recommendations and findings overseen by the public safety portfolio are complete, including some joint agency matters.

Implemented recommendations and findings include:

- the creation of PSBA
- the establishment of QFES
- establishment of the Office of the IGEM to provide assurance and advice that enables confidence in Queensland's emergency management arrangements
- transfer of QAS to the Department of Health and Queensland Corrective Services to DJAG
- co-location of the QPS Disaster Management Unit in the SDCC
- assent of the *Public Safety Business Agency Act 2014* on 21 May 2014 to establish PSBA as a public service office to perform the corporate and business support functions for the Office of the IGEM, QFES, QPS and PSBA.

The implementation of recommendations and findings is continuing.

#### Queensland Audit Office

The Queensland Audit Office (QAO) supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to Parliament to enhance public sector accountability. QAO reports are available online at [www.qao.qld.gov.au](http://www.qao.qld.gov.au).

During 2013-14, the following reports with significant findings or issues were tabled by the QAO in the Legislative Assembly relating to QPS or requiring consideration by PSBA on behalf of QPS:

- Report to Parliament 10: *Contract management: renewal and transition*. The audit's objective was to examine whether agencies were demonstrably achieving value for money from their goods and services contracts, and in their decisions to extend, renew or re-tender their contracts.

The QAO recommended that all departments:

1. develop and implement a contract management capability framework to ensure the department has sufficient, appropriately skilled resources to manage contracts effectively.
2. develop and apply a risk/value matrix approach to:
  - define expectations for effective contract management and establish supplier performance monitoring regimes to ensure value for money is realised with contracts
  - allocate resources commensurate to the risk of contracts for efficient contract administration.
3. validate the value for money proposition of a contract before extending or renewing it by reviewing:
  - the original assessment of risk, demand and the supply market
  - the supplier's performance.
4. implement a contract management lifecycle system to enable:
  - consistent monitoring of supplier performance
  - spend analysis
  - an early trigger to prepare for contract expiry.

In response to the recommendations, PSBA on behalf of the public safety portfolio:

- will be adopting the Capability Framework and training materials under development by the Procurement Transformation Division (PTD) within DHPW. The framework and training materials are expected to be available in late 2014 (recommendation 1)
  - has commenced a project to implement the PTD Contract Management Framework and the whole-of-government Contract LifeCycle Management system (recommendations 1 and 4).
  - has adopted and is rolling out the value/risk matrix tool developed by PTD (recommendation 2)
  - is rolling out the PTD checklist, review template and fact sheet for contract renewals and extensions (recommendation 3).
- Report to Parliament 18: *Monitoring and reporting performance*. The audit's objective was to assess whether the core, general government and public sector departments included in the Service Delivery Statements (2013-14 State Budget Paper) are efficiently and effectively measuring, monitoring and reporting on their non-financial performance.

The QAO recommended that:

1. departments apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes.
2. QTT and DPC update their mandatory guidance to require:
  - service standards that relate to whole-of-government objectives and outcomes to be reported at the ministerial portfolio or departmental level, not at the service standard level
  - where a service area comprises multiple services, that each material service has a separate line item budget and at least one efficiency service standard and one effectiveness service standard.
3. departments be required to publish an audited performance statement in their annual report to complement their audited financial statements.

In response to the recommendations, PSBA will continue to work with its partner agencies within the public safety portfolio to improve the quality of performance information, with work already underway for improved measures of efficiency and effectiveness. The PSBA will ensure the portfolio complies with guidelines issued by DPC and QTT, including any changes to requirements resulting from the QAO's audit.

### Queensland Child Protection Commission of Inquiry

The Queensland Child Protection Commission of Inquiry was tasked with reviewing the entire Queensland child protection system and delivering a roadmap for the way forward to the best possible system for supporting families and protecting children that the state can afford.

The Queensland Child Protection Commission of Inquiry final report *Taking Responsibility: A Roadmap for Queensland Child Protection* was presented to the Queensland Government on 1 July 2013. The report made 121 recommendations for reform of the child protection system in Queensland.

Three recommendations require action by the QPS, namely:

- the QPS revoke its administrative policy that mandates reporting to Child Safety Services all domestic violence incidents where at least one of the parties has a child residing with them to Child Safety Services, replacing it with a policy reflecting the standard recommended in recommendation 4.2 of the report (recommendation 4.3)
- as part of the review proposed in recommendation 4.2, the QPS and the Department of Communities, Child Safety and Disability Services develop an approach to the exchange of information about domestic and family violence incidents that ensures it is productive and not a risk-shifting strategy (recommendation 4.4)
- the QPS in consultation with local community organisations review current arrangements for the enforcement of domestic violence orders in discrete communities with respect to the adequacy of assistance being given to parties to seek orders, the adequacy of enforcement of orders and support for parties to keep orders in place (recommendation 11.8).

Recommendation 4.2 is that DPC and the Department of Communities, Child Safety and Disability Services lead a whole-of-government process to:

- review and consolidate all existing legislative reporting obligations into the *Child Protection Act 1999*
- develop a single 'standard' to govern reporting policies across core Queensland Government agencies
- provide support through joint training in the understanding of key threshold definitions to help professionals decide when they should report significant harm to Child Safety Services and encourage a shared understanding across government.

The QPS continues its implementation of recommendations from the Inquiry with key policy and practice changes anticipated to commence 1 January 2015.

### Queensland Coroner

Under the *Coroner's Act 2003*, the State Coroner is responsible for investigating reportable deaths. This includes deaths where the death was violent or unnatural, such as accidents, falls or suicides; or the death occurred in custody or as a result of police operations.

During 2013-14, the State Coroner made 11 recommendations/comments resulting from the findings of six Coronial Inquests which specifically relate to the QPS.

In response to these recommendations/comments:

- specialised training for officers is continuing relating to Aircraft Accident Investigation Fundamentals and for Forensic Crash Unit investigators
- QPS policy regarding investigations into aircraft incidents which result in death has been amended to remove the ambiguity regarding the release of aircraft to other investigating authorities
- an internal QPS investigation into possible non-compliance with the QPS Operational Procedures Manual is continuing
- review of QPS policy regarding searches generally and specifically of people in QPS custody is ongoing.

## Internal audit

Internal Audit is an independent function established within the QPS to assist the Commissioner discharge his responsibilities under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. Internal Audit has due regard to QTT's *Audit Committee Guidelines Improving Accountability and Performance*.

The Internal Audit function was performed in accordance with the provisions of the Internal Audit and Inspectorate and Evaluation Branch Charter (May 2013). Under the terms of the charter, the internal audit function is independent of QPS management and the QAO. The charter complies with relevant audit and ethical standards including: the *Financial and Performance Management Standard 2009*, the *Financial Accountability Handbook* issued by QTT, and the Professional Practice Framework of the Institute of Internal Auditors.

Audits and inspections are conducted in accordance with an annual and strategic plan approved by the Commissioner. Audit function planning was performed using a risk based approach consistent with *ISO 31000:2009 "Risk management – Principles and guidelines"*. The audits and inspections focussed on the internal control environment to manage risk and recommendations were formulated in collaboration with management to address control weaknesses.

In 2013-14, Internal Audit continued reviewing organisational activities and made recommendations for improvement in:

- grants administration
- workload management systems
- regional office administration
- contingent liabilities
- operational training of police officers
- background checking and recruitment
- ICT operational documentation
- supplier management
- evidence management
- ICT procurement
- imprest accounts for covert operations
- endpoint security for police officer communications
- financial recording and reporting
- leave management
- delegations and authorities
- Right to Information issues
- workplace health and safety.

The operation of the Internal Audit function is subject to quarterly scrutiny by the QPS Audit and Risk Committee to ensure efficient, effective and economical operation of the function.

From 1 July 2014, QPS Internal Audit functions will be undertaken by the PSBA Internal Audit Unit.

## Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety agencies, is responsible for recordkeeping and information systems across the portfolio including the QPS. Following the machinery-of-government changes in 2013-14, planning is underway to organise and review corporate resources and approaches to support information systems and recordkeeping, such that an efficient and unified approach is taken across the public safety portfolio.

Activities underway include a process to optimise and align retention and disposal business processes, including updating retention and disposal schedule documentation. Planning and

scoping exercises are also underway with respect to deploying a single electronic content management system (eDRMS) across the portfolio.

During 2013-14, QPS continued to improve compliance with its recordkeeping responsibilities under the *Public Records Act 2002*. A review of the level of public access to restricted documents held by Queensland State Archives was also completed.

The current QPS Corporate Records Management System provides the policies, procedures and standards that govern how QPS records are managed. Separate manual or computerised systems of records management are not permitted unless an exemption is issued by the Commissioner.

The *QPS Records Retention and Disposal Handbook* forms part of the Corporate Records Management System framework, designed to assist QPS members to meet their obligations under the *Public Records Act 2002*. This handbook is to be used in conjunction with the *QPS Records Retention and Disposal Schedule* and the *QPS Location, Storage and Disaster Management Handbook* to ensure QPS records are lawfully disposed of in accordance with legislation, standards and accountability requirements.

No items were permanently transferred to Queensland State Archives during 2013-14.

All QPS personnel are responsible for following records management policy, standards and procedures as described in the *QPS Records Retention and Disposal Handbook*, along with other relevant publications pertaining to records management within the QPS.

The QPS has extensive information security policies, procedures and an online learning product to mitigate the risk of information being inappropriately disclosed.

## ***Human resources***

### **Workforce planning, attraction and performance**

The total number of full-time equivalent staff for the QPS as at 30 June 2014 was 15,030.8. Between 1 July 2013 and 30 June 2014, the QPS permanent separation rate for staff members was 6.3% and the permanent separation rate for police officers was 2.7%.

Employee Relations within PSBA Human Resources provides a range of industrial and employee services to the QPS including management intervention programs, equity and diversity initiatives, and resolution of negative workplace behaviours. It also consults with the unions to address industrial matters before they become major disputes.

Ongoing support continued to be provided by the QPS for a range of strategies and initiatives providing developmental opportunities and improving the quality of life of all employees. Flexible working arrangements and work life balance was promoted through strategies such as enabling job share opportunities, flexible work hours and telecommuting.

### **Safety and wellbeing**

PSBA Safety and Wellbeing personnel attended training and planning workshops on Injury Management and Health, Safety and Wellbeing during 2013-14. These workshops assisted in establishing new teams and approaches to improve the support and assistance provided to the public safety portfolio agencies.

New work programs and activities are being developed by PSBA Human Resources and opportunities have been identified to share programs across the public safety portfolio, to assist in the development of safety and injury management programs.

**Employee assistance**

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

PSBA will continue to manage the Employee Assistance Service for all portfolio agencies.

**Health and fitness**

A new health and fitness team was established within PSBA Human Resources in November 2013, consisting of employees from the QPS HealthStart Program and the former QFRS Fitness section, to support and assist staff within the public safety portfolio to improve their health and fitness. A broad range of programs and services were available in 2013-14 to assist staff to improve their fitness and health.

**Operational shift allowance review**

A review of all QPS Operational Shift Allowance (OSA) rosters has been completed to ensure the integrity of OSA payments against operational delivery expectations. Representatives from the QPS and the Queensland Police Union of Employees attended joint workshops across all regions in the first half of 2014. The workshops provided the opportunity to engage with Officers in Charge, review current OSA rostering arrangements against demand drivers, and identify potential for improvement. The review has been finalised with the report due to be presented to QPS senior executives in August 2014.

**Queensland Police Service performance review and development process**

A fully revised performance review and development process, based on the QPS Leadership Framework and featuring Employee Self Service and reporting capability, will be delivered by PSBA to the QPS on 1 July 2014. This will coincide with the implementation of the employee capability frameworks, which apply to recruitment and selection processes as well as performance management. In addition, the Service's new Operational Capability Command will coordinate strategic performance reviews, and provide advice and support to operational performance reviews.

The QPS partnered with the Australian Institute of Management in the delivery of training relating to "Workplace Conversations" in the prelude to the implementation of the new performance review and development process. Over 1,400 police were trained in over 70 workshops during the period from March to July 2014.

**5MILE (5 minute intensive learning experience)**

In 2013-14, PSBA, on behalf of QPS, introduced 5MILE which reinforces, updates and refreshes the skills of an operational police officer. 5MILE is intended to address highly relevant, high risk or high volume issues and takes no longer than five minutes to complete.

**Fatigue prevention and management**

The QPS uses expert advice on fatigue management and prevention in its education, policy, risk assessment, and operational planning. Approximately 1,600 police and supervisors have been trained in fatigue management. An online learning product for all members of the QPS was developed and released in June 2014, enabling employees to understand their fatigue risks and to minimise and manage them.

PSBA will be rolling out further training in fatigue management across the state for the public safety portfolio agencies in 2014-15.

**QPS academies**

The PSBA manages the three QPS major training centres at Oxley Academy, Townsville Academy and the Driver Training Facility at Wacol. The QPS academies continue to play a vital role in ensuring the ongoing training and development of frontline police officers.

**Working for Queensland survey**

The Queensland Government's 2014 Working for Queensland survey was conducted in May 2014. The survey, sent to approximately 220,000 Queensland Government employees, explores employee perceptions of workplace climate including employee engagement, job satisfaction and leadership within the public service, in the hope of identifying better ways of working. Survey results are expected to be available in October 2014.

**Legal protection - civil liability**

Legislation passed by Queensland Parliament in February 2014 sees the State Government provide protection to its employees for civil claims made against them when doing their jobs. The legislation strengthens the different types of protection offered to Queensland Government employees including police and emergency workers. The legislation also covers public servants who work at desks or customer service counters.

Under the *Queensland Government Indemnity Guideline*, government employees can receive an indemnity and legal assistance if they are involved in work-related criminal proceedings, inquiries and investigations. Employees will still be accountable for their actions and the government can recover funds from employees where they have not acted in good faith and have been grossly negligent.

**Early retirement, redundancy and retrenchment**

During the reporting period, two QPS employees received a redundancy package at a cost of \$337,077.65.

## FINANCIAL SUMMARY

### *Summary of financial performance*

During 2013-14, the QPS received \$2,011.1 million for the delivery of policing services to the Queensland community. At the end of the 2013-14 financial year, the QPS was in a sound financial position, achieving an operating surplus from continuing operations of \$0.86 million. This financial summary provides a snapshot of the income, expenditure, assets and liabilities for 2013-14 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>2013-14 \$'000</b>	<b>2012-13 \$'000</b>	<b>2011-12 \$'000</b>	<b>2010-11 \$'000</b>	<b>2009-10 \$'000</b>
Total income from continuing operations	2,011,061	1,957,338	1,916,904	1,786,375	1,673,862
Total expenses from continuing operations	2,010,205	1,955,204	1,915,653	1,785,133	1,672,136
<b>Statement of financial position</b>	<b>2013-14 \$'000</b>	<b>2012-13 \$'000</b>	<b>2011-12 \$'000</b>	<b>2010-11 \$'000</b>	<b>2009-10 \$'000</b>
Total assets	1,931,320	1,982,493	1,980,276	1,926,219	1,911,479
Total liabilities	147,613	131,009	126,998	130,116	132,511
Total equity	1,783,707	1,851,485	1,853,278	1,796,102	1,778,968

#### **Income from continuing operations**

For 2013-14, the QPS received income from continuing operations of \$2,011.1 million, an increase of \$53.7 million (2.74%) from 2012-13. This increase comprised:

- an additional \$53.2 million received from departmental services revenue
- a \$0.4 million increase in user charges
- an increase of \$3 million in grants and other contributions
- a decrease of \$1.3 million in other revenues
- a decrease of \$1.6 million in gains on the sale of property, plant and equipment and revaluations of major plant and equipment.



## Expenses from continuing operations

For 2013-14, QPS' total expenditure from continuing operations was \$2,010.2 million, an increase of \$55 million (2.81%) from 2012-13. This increase comprised:

- a \$51.6 million increase in employee expenses
- an increase of \$13.7 million in supplies and services
- a \$0.6 million decrease in grants and subsidies
- an increase of \$1.8 million in depreciation and amortisation
- a decrease of \$13.3 million in impairment losses
- an increase of \$0.8 million in revaluation decrement
- a \$1 million increase in other expenses. The increase in employee expenses is mainly attributed to enterprise bargaining agreement salary increases and an increase in the number of employees in 2013-14.

## State contribution and other revenue sources

The funding contribution to QPS by the state government in 2013-14 increased by 2% from 2012-13. The below table represents the 2013-14 funding appropriated by the state government and the expenditure for each major departmental service.

Major departmental service	State contribution 2013-14 \$'000	% of state contribution 2013-14	QPS expenditure 2013-14 \$'000	% of QPS expenditure 2013-14
Crime and Public Order	1,558,364	82%	1,624,875	81%
Road Safety	350,840	18%	385,330	19%
<b>Total</b>	<b>1,909,204</b>	<b>100%</b>	<b>2,010,205</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 including revenue received from the federal government (for funding G20 preparations in 2013-14) was used to fund the \$101 million variance between the state contribution and QPS' expenditure for 2013-14.

The QPS delivers its services across two major departmental service areas as outlined in the table above. The costs for service delivery support are proportionally spread across each major departmental service for the purpose of determining the full cost of each deliverable.

## Summary of financial position

### Assets

As at 30 June 2014, total assets were valued at \$1,931.3 million, which represents a decrease of \$51.2 million (2.58%) from the previous year. This change was largely the result of:

- a decrease of \$77 million in property, plant and equipment
- a decrease of \$8.1 million in intangible assets
- an increase of \$3.9 million in other current assets
- a decrease of \$17.1 million in receivables
- an increase of \$49 million in cash and cash equivalents
- a decrease of \$1.9 million in non-current assets classified as held for sale.

## Liabilities

As at 30 June 2014, total liabilities were valued at \$147.6 million, an increase of \$16.6 million from the previous year. This change was the result of:

- a decrease of \$8.5 million in payables
- an increase of \$10.9 million in accrued employee benefits
- an increase of \$14.2 million in other current liabilities.

The increase in accrued employee benefits, comprised:

- a \$2.6 million increase in annual leave and long service leave liabilities
- a \$3.8 million increase in accrued allowances
- a \$4.5 million increase in outstanding wages payable to QPS employees as at 30 June 2014.

## Net Assets

The net asset position of the QPS (assets minus liabilities) at the end of 2013-14 was \$1,783.7 million. This was a decrease of \$67.8 million on the 2012-13 net asset position. This represents a decrease in total assets of \$51.2 million together with an increase in liabilities of \$16.6 million.

## Summary of costs and risks in relation to liabilities and contingent liabilities

### Liabilities

Total liabilities for the QPS were valued at \$147.6 million as at 30 June 2014. 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 QPS has not undertaken any borrowings from Queensland Treasury Corporation in 2013-14 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 are set out in the financial statements (note 29).

### Contingent liabilities

The QPS' exposure to contingent liabilities comprises litigation in process and native title claims over departmental land.

As at 30 June 2014, 18 litigation cases were filed and in progress with the QPS 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 28).

**QUEENSLAND POLICE SERVICE**

**FINANCIAL STATEMENTS 2013-14**

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Certificate of the Queensland Police Service

Independent Auditor's Report

**General Information**

These financial statements cover the Queensland Police Service.

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

The department is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of the department 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.

For information in relation to the department's financial statements please call (07) 3364 6542 or visit the departmental internet site [www.police.qld.gov.au](http://www.police.qld.gov.au)

Amounts shown in this financial report may not add to the correct sub-totals or totals due to rounding.

**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**

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**QUEENSLAND POLICE SERVICE**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**For the year ended 30 June 2014**

		2014 \$'000	2013 \$'000
<b>Income from Continuing Operations</b>			
Departmental services revenue	2	1,925,179	1,871,951
User charges	3	61,133	60,724
Grants and other contributions	4	18,792	15,823
Other revenue	5	4,719	6,010
<b>Total Revenue</b>		<u>2,009,822</u>	<u>1,954,508</u>
Gains on disposal/remeasurement of assets	6	1,239	2,830
<b>Total Income from Continuing Operations</b>		<u>2,011,061</u>	<u>1,957,338</u>
<b>Expenses from Continuing Operations</b>			
Employee expenses	7	1,582,445	1,530,882
Supplies and services	9	310,441	296,775
Grants and subsidies	10	5,102	5,716
Depreciation and amortisation	11	97,336	95,497
Impairment losses	12	(428)	12,834
Revaluation decrement		784	-
Other expenses	13	14,524	13,500
<b>Total Expenses from Continuing Operations</b>		<u>2,010,205</u>	<u>1,955,204</u>
<b>Operating Result from Continuing Operations</b>		<u>856</u>	<u>2,134</u>
<b>Other Comprehensive Income</b>			
<u>Items that will not be reclassified subsequently to Operating Result:</u>			
Increase (decrease) in asset revaluation surplus*	26	<u>(25,211)</u>	<u>(1,456)</u>
Total items that will not be reclassified subsequently to Operating Result		<u>(25,211)</u>	<u>(1,456)</u>
<b>Total Other Comprehensive Income</b>		<u>(25,211)</u>	<u>(1,456)</u>
<b>Total Comprehensive Income</b>		<u>(24,355)</u>	<u>678</u>

\* This amount represents an increase or decrease in the asset revaluation surplus as a result of revaluations and is not part of the department's operating result.

*The accompanying notes form part of these statements.*

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**QUEENSLAND POLICE SERVICE**  
**STATEMENT OF FINANCIAL POSITION**  
**As at 30 June 2014**

	Notes	2014 \$'000	2013 \$'000
<b>Current Assets</b>			
Cash and cash equivalents	14	86,553	37,580
Receivables	15	76,408	93,478
Inventories	16	4,475	4,422
Other current assets	17	15,281	11,429
		<u>182,717</u>	<u>146,909</u>
Non-current assets classified as held for sale	18	4,123	5,992
<b>Total Current Assets</b>		<u>186,840</u>	<u>152,901</u>
<b>Non-Current Assets</b>			
Intangible assets	19	61,182	69,290
Property, plant and equipment	20	1,683,298	1,760,302
		<u>1,744,480</u>	<u>1,829,592</u>
<b>Total Non-Current Assets</b>		<u>1,744,480</u>	<u>1,829,592</u>
<b>Total Assets</b>		<u>1,931,320</u>	<u>1,982,493</u>
<b>Current Liabilities</b>			
Payables	21	64,987	73,539
Accrued employee benefits	22	68,295	57,372
Other current liabilities	23	14,331	97
		<u>147,613</u>	<u>131,009</u>
<b>Total Current Liabilities</b>		<u>147,613</u>	<u>131,009</u>
<b>Total Liabilities</b>		<u>147,613</u>	<u>131,009</u>
<b>Net Assets</b>		<u>1,783,707</u>	<u>1,851,485</u>
<b>Equity</b>			
Contributed equity		670,995	721,060
Accumulated surplus		403,847	396,349
Asset revaluation surplus	26	708,865	734,076
		<u>1,783,707</u>	<u>1,851,485</u>
<b>Total Equity</b>		<u>1,783,707</u>	<u>1,851,485</u>

*The accompanying notes form part of these statements.*

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QUEENSLAND POLICE SERVICE  
STATEMENT OF CHANGES IN EQUITY  
For the year ended 30 June 2014

	Contributed Equity \$'000	Accumulated Surplus \$'000	Asset Revaluation Surplus (Note 26) \$'000	TOTAL \$'000
Balance as at 1 July 2012	723,531	394,215	735,532	1,853,278
Operating result from continuing operations	-	2,134	-	2,134
<i>Other Comprehensive Income</i>				
- Increase (decrease) in asset revaluation surplus	-	-	(1,456)	(1,456)
<i>Total Comprehensive Income for the Year</i>	-	2,134	(1,456)	678
<i>Transactions with Owners as Owners:</i>				
- Appropriated equity injections (Note 2)	(2,471)	-	-	(2,471)
<i>Net Transactions with Owners as Owners</i>	(2,471)	-	-	(2,471)
Balance as at 30 June 2013	721,060	396,349	734,076	1,851,485

	Contributed Equity \$'000	Accumulated Surplus \$'000	Asset Revaluation Surplus (Note 26) \$'000	TOTAL \$'000
Balance as at 1 July 2013	721,060	396,349	734,076	1,851,485
Operating result from continuing operations	-	856	-	856
<i>Other Comprehensive Income</i>				
- Increase (decrease) in asset revaluation surplus	-	-	(25,211)	(25,211)
<i>Total Comprehensive Income for the Year</i>	-	856	(25,211)	(24,355)
<i>Transactions with Owners as Owners:</i>				
- Appropriated equity injections (Note 2)	(30,265)	-	-	(30,265)
- Net transfers in/(out) (transferred via machinery-of-Government change)	(19,800)	6,642	-	(13,158)
<i>Net Transactions with Owners as Owners</i>	(50,065)	6,642	-	(43,423)
Balance as at 30 June 2014	670,995	403,847	708,865	1,783,707

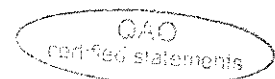
The accompanying notes form part of these statements.

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**QUEENSLAND POLICE SERVICE**  
**STATEMENT OF CASH FLOWS**  
For the year ended 30 June 2014

	Notes	2014 \$'000	2013 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Departmental services receipts		1,961,502	1,866,246
User charges		58,770	59,950
Grants and other contributions		9,248	8,307
GST input tax credits from ATO		34,954	42,047
GST collected from customers		8,731	8,631
Interest receipts		358	348
Other		2,986	2,486
<i>Outflows:</i>			
Employee expenses		(1,566,751)	(1,542,110)
Supplies and services		(297,923)	(259,225)
Grants and subsidies		(4,015)	(6,449)
GST paid to suppliers		(40,733)	(41,187)
GST remitted to ATO		(10,330)	(10,100)
Other		(21,831)	(29,761)
<b>Net cash provided by (used in) operating activities</b>	24	<u>134,966</u>	<u>99,183</u>
<b>Cash flows from investing activities</b>			
<i>Inflows:</i>			
Sales of property, plant and equipment		12,420	12,304
<i>Outflows:</i>			
Payments for property, plant and equipment		(67,538)	(94,478)
Payments for intangibles		(610)	(2,508)
<b>Net cash provided by (used in) investing activities</b>		<u>(55,728)</u>	<u>(84,682)</u>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Equity injections		24,086	56,704
<i>Outflows:</i>			
Equity withdrawals		(54,351)	(59,175)
<b>Net cash provided by (used in) financing activities</b>		<u>(30,265)</u>	<u>(2,471)</u>
Net increase (decrease) in cash and cash equivalents		48,973	12,030
Cash and cash equivalents at beginning of financial year		37,580	25,550
<b>Cash and cash equivalents at end of financial year</b>	14	<u>86,553</u>	<u>37,580</u>

The accompanying notes form part of these statements.





QUEENSLAND POLICE SERVICE  
STATEMENT OF COMPREHENSIVE INCOME BY MAJOR DEPARTMENTAL SERVICES  
For the year ended 30 June 2014

	Crime and Public Order**		Road Safety**		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Income from Continuing Operations *</b>						
Appropriation Revenue	1,574,339	1,530,811	350,840	341,140	1,925,179	1,871,951
User charges and fees	34,761	34,548	26,352	26,178	61,133	60,724
Grants and other contributions	14,666	12,349	4,126	3,474	18,792	15,823
Other revenues	4,007	4,682	712	1,128	4,719	6,010
	<u>1,627,792</u>	<u>1,582,590</u>	<u>382,030</u>	<u>371,918</u>	<u>2,008,822</u>	<u>1,954,508</u>
<b>Gains</b>						
Gain on sale/revaluation of assets	997	2,277	242	553	1,239	2,830
	<u>1,628,789</u>	<u>1,584,867</u>	<u>382,272</u>	<u>372,471</u>	<u>2,010,061</u>	<u>1,957,338</u>
<b>Expenses from Continuing Operations *</b>						
Employee expenses	1,278,029	1,236,786	304,417	294,096	1,582,445	1,530,882
Supplies and services	251,024	239,974	59,417	56,801	310,441	296,775
Grants and subsidies	4,124	4,620	978	1,096	5,102	5,716
Depreciation and amortisation	78,140	76,664	19,193	18,833	97,336	95,497
Impairment losses	356	12,824	-	10	356	12,834
Other expenses	13,202	12,271	1,322	1,229	14,524	13,500
	<u>1,624,875</u>	<u>1,585,139</u>	<u>385,330</u>	<u>372,065</u>	<u>2,010,205</u>	<u>1,955,204</u>
<b>Net (Surplus)/Deficit</b>	<u>3,914</u>	<u>1,728</u>	<u>(3,058)</u>	<u>406</u>	<u>856</u>	<u>2,134</u>
<b>Other Comprehensive Income</b>						
Increase (decrease) in asset revaluation surplus	(20,242)	(1,169)	(4,989)	(287)	(25,211)	(1,456)
	<u>(20,242)</u>	<u>(1,169)</u>	<u>(4,989)</u>	<u>(287)</u>	<u>(25,211)</u>	<u>(1,456)</u>
<b>Total Comprehensive Income</b>	<u>(16,328)</u>	<u>559</u>	<u>(8,026)</u>	<u>119</u>	<u>(24,355)</u>	<u>678</u>

\* Allocation of income and expenses to service delivery support (disclosure only):

Income	335,929	320,630	79,379	74,926	415,308	395,556
Expenses	335,786	320,999	79,345	75,013	415,131	395,012

\*\* The Department has systems in place to allocate income and expenses by departmental service. The QPS has replaced its previous six services with a single service area: Police Services, and two services: Crime and Public Order and Road Safety. Police Services consolidates service standards previously presented under the Professional Standards and Ethical Practice and Service Delivery Support services. Crime and Public Order includes service standards related to personal safety, property security and public order and safety. Road Safety includes service standards related to traffic policing.

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QUEENSLAND POLICE SERVICE  
STATEMENT OF ASSETS AND LIABILITIES BY MAJOR DEPARTMENTAL SERVICES  
For the year ended 30 June 2014

	Crime and Public Order**		Road Safety**		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Current Assets</b>						
Cash and cash equivalents	70,781	30,732	15,772	6,848	86,553	37,580
Receivables	61,867	75,690	14,541	17,788	76,408	93,478
Inventories	3,619	3,576	856	846	4,475	4,422
Other current assets	12,373	9,254	2,908	2,175	15,281	11,429
	<b>148,640</b>	<b>119,252</b>	<b>34,077</b>	<b>27,657</b>	<b>182,717</b>	<b>146,909</b>
<b>Non-current assets classified as held for sale</b>						
	3,331	4,841	792	1,151	4,123	5,992
<b>Total Current Assets</b>	<b>151,971</b>	<b>124,093</b>	<b>34,869</b>	<b>28,808</b>	<b>186,840</b>	<b>152,901</b>
<b>Non Current Assets</b>						
Intangible assets	49,116	55,625	12,066	13,665	61,182	69,290
Property, plant and equipment	1,351,334	1,413,152	331,964	347,150	1,683,298	1,760,302
<b>Total Non Current Assets</b>	<b>1,400,450</b>	<b>1,468,777</b>	<b>344,030</b>	<b>360,815</b>	<b>1,744,480</b>	<b>1,829,592</b>
<b>Total Assets</b>	<b>1,552,421</b>	<b>1,592,870</b>	<b>378,899</b>	<b>389,623</b>	<b>1,931,320</b>	<b>1,982,493</b>
<b>Current Liabilities</b>						
Payables	53,457	59,420	11,530	14,119	64,987	73,539
Accrued employee benefits	55,176	46,351	13,119	11,021	68,295	57,372
Other current liabilities	10,556	78	3,775	19	14,331	97
<b>Total Current Liabilities</b>	<b>119,189</b>	<b>105,849</b>	<b>28,424</b>	<b>25,159</b>	<b>147,613</b>	<b>131,009</b>
<b>Total Liabilities</b>	<b>119,189</b>	<b>105,849</b>	<b>28,424</b>	<b>25,159</b>	<b>147,613</b>	<b>131,009</b>

\*\* The Department has systems in place to allocate assets and liabilities by departmental service. The QPS has replaced its previous six services with a single service area: Police Services, and two services: Crime and Public Order and Road Safety. Police Services consolidates service standards previously presented under the Professional Standards and Ethical Practice and Service Delivery Support services. Crime and Public Order includes service standards related to personal safety, property security and public order and safety. Road Safety includes service standards related to traffic policing.

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**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
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## Objectives and Principal Activities of the Department

The Queensland Police Service is a Queensland Government department responsible for preserving peace and good order in all areas of Queensland, preventing and detecting crime, protecting the Queensland community, upholding the law, administering the law fairly and efficiently and bringing offenders to justice.

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

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

## 1. Summary of Significant Accounting Policies

### (a) Statement of Compliance

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

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury and Trade's Minimum Reporting Requirements for the year ending 30 June 2014, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, the department has applied those requirements applicable to not-for-profit entities, as the Queensland Police Service 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(y).

The department has no controlled entities.

### (c) Administered Transactions and Balances

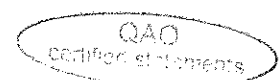
The department administers, but does not control, certain resources on behalf of the Government. In doing so, it has responsibility and is accountable for administering related transactions and items, but does not have the discretion to deploy the resources for the achievement of the department's objectives.

Administered transactions and balances are disclosed in Note 30. 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 32.



**QUEENSLAND POLICE SERVICE**  
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**(e) Departmental Services Revenue/Administered Revenue**

Appropriations provided under the *Appropriation Act 2013* are recognised as revenue when received. Appropriations receivable and unearned appropriation revenue are recognised at 30 June as approved by Queensland Treasury and Trade.

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 utilised 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 30.

**(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 (control is generally obtained at the time of receipt). Where grants are received that are reciprocal in nature, revenue is recognised over the term of the funding arrangements as it is earned.

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. Where this is the case an equal amount is recognised as revenue and an expense.

**(h) Special Payments**

Special payments include ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. In compliance with the *Financial and Performance Management Standard 2009*, the department maintains a register setting out details of all special payments greater than \$5,000.

The total of all special payments (including those of \$5,000 or less) is disclosed separately within Other Expenses (Note 13). However, descriptions of the nature of special payments are only provided for special payments greater than \$5,000.

**(i) 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.

**(j) Receivables**

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

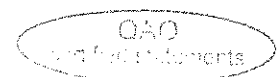
The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June. Increases in the provision for impairment loss are based on loss events as disclosed in Note 29(c).

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

**(k) Inventories**

Inventories held for distribution are valued at cost.

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.



**QUEENSLAND POLICE SERVICE**  
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**(l) 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.

Non-current assets held for sale are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated while held for sale.

**(m) Acquisitions of Assets**

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Actual cost is determined as the value provided as consideration plus costs incidental to the acquisition. This includes all other costs incurred in getting the asset 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 change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the accounts of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets 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*.

**(n) Property, Plant and Equipment**

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

Buildings	\$10,000
Infrastructure	\$10,000
Land	\$1
Major Plant and Equipment	\$5,000
Plant and Equipment	\$5,000
Heritage & Cultural	\$5,000

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

Land improvements undertaken by the department are included with buildings.

**(o) 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 are recorded as having 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 asset classes within property, plant and equipment.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

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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 or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

Items comprising the department's technical library are expensed on acquisition.

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

<i>Class</i>	<i>Average Rate (%)</i>
Buildings	1.55
Infrastructure	3.33
Major Plant and Equipment	6.84*
Motor Vehicles	31.09
Plant and Equipment	12.44
Heritage assets	1.13
Intangible assets	13.90

\* Aircraft are classified as major plant and equipment.

**(p) Revaluations of Non-Current Physical and Intangible Assets**

Land, buildings, infrastructure, major plant and equipment and heritage and cultural assets are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury and Trade'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 Queensland Police Service to materially represent their fair value at the end of the reporting period.

All other non-current assets, principally plant and equipment and intangible assets, are measured at cost in accordance with Queensland Treasury and Trade's *Non-Current Asset Policies for the Queensland Public Sector*.

Non-current physical assets measured at fair value are revalued on an annual basis by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices. Revaluations based on independent professional valuation appraisals are undertaken on a rolling basis over a five year period. However, if a significant asset or class of assets experiences significant or volatile changes in fair value (i.e. where indicators suggests that the change in the value of the assets may have a material impact on the asset class between one reporting period and the next), it is subject to such revaluations in the reporting period, where practicable, regardless of the timing of previous such method of revaluation. Major plant and equipment assets such as aircraft are independently revalued on an annual basis.

Where indices are used in the revaluation process the department ensures that the application of such indices would result in a valid estimation of the asset's fair value at reporting date. State Valuation Service (SVS) supplied the indices and provided assurance as to the robustness, validity and appropriateness for application to the relevant assets. Indices used may be also tested for reasonableness by applying the indices to a sample of assets and comparing results to similar assets that have been valued by an independent professional valuer and analysing the trend of changes in values over time. At year end, management assess the relevance and suitability of indices provided by SVS based on the department's own particular circumstances.

Details of how fair value was determined as at 30 June 2014 are reported in Note 20.

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.

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On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of the asset's remaining useful life.

Materiality concepts under AASB 1031 *Materiality* 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.

**(q) Fair Value Measurement**

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

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

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

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

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

Level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;

Level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and

Level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets or liabilities are eligible for categorisation into level 1 of the fair value. As 2013-14 is the first year of application of AASB 13 by the Queensland Police Service, there were no transfers of assets between fair value hierarchy levels during the period.

More specific fair value information about the department's Property, Plant and Equipment is outlined in Note 20.

**(r) Intangibles**

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Each intangible asset, less any anticipated residual value, is amortised over its estimated useful life to the department. The residual value is zero for all the department's intangible assets.

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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 of assets held for sale.

*Purchased Software*

The purchase cost of software equal to or above the intangible asset threshold has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to the department, namely an average 6.32 years.

*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 classed as intangible assets have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department, namely an average 8.21 years.

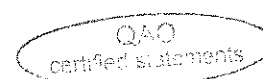
**(s) Impairment of Non-Current Assets**

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 measured 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 but only 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(p).





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**(t) 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 2014.

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, if applicable. Lease payments are allocated between rental expense and reduction of the liability.

**(u) 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.

**(v) 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.

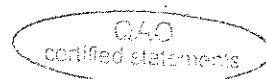
*Classification*

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through profit or 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 or loss.

All other disclosures relating to the measurement and financial risk management of financial instruments held by the department are included in Note 29.



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**(w) Employee Benefits**

Employer superannuation contributions, annual leave levies and long service leave levies are regarded as employee benefits as disclosed in Note 7.

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. These items 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 of reporting date, 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*.

*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*.

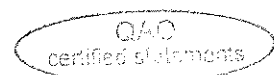
*Superannuation*

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*.

*Key Executive Management Personnel and Remuneration*

Key executive management personnel and remuneration disclosures are made in accordance with section 5 of the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury and Trade. Refer to Note 8 for the disclosures on key executive management personnel and remuneration.



**QUEENSLAND POLICE SERVICE**  
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**(x) Allocation of Revenues and Expenses from Ordinary Activities to Corporate Services**

The department discloses income and expenses attributable to service delivery support in the Statement of Comprehensive Income by Major Departmental Services.

Direct expenses are fully allocated to the relevant major departmental service. However indirect expenses are reported as service delivery support and are allocated to major departmental services based on the results of a state-wide activity survey. Income is distributed based on the allocation of expenses.

The expenses attributable to service delivery support includes information and technology costs, property and transport related operating and maintenance costs, Queensland Shared Services charges and other support costs.

**(y) Major Departmental Services of the Department**

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

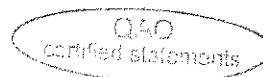
***Crime and Public Order***

Crime and Public Order services:

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

***Road Safety***

Road safety services 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.



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**(z) Insurance**

The majority of the department's non-current physical assets and other risks are 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.

**(aa) 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.

**(ab) Contributed Equity**

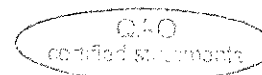
Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

**(ac) 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). GST credits receivable and GST payable to the Australian Tax Office (ATO) are recognised and disclosed in Note 15.

**(ad) Issuance of Financial Statements**

The financial statements are authorised for issue by the Commissioner of Police (as Accountable Officer) and the General Manager of Business Services Division (as Chief Finance Officer) at the date of signing the Management Certificate.



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**(ae) Accounting Estimates and Judgements**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

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

Valuation of Property, Plant and Equipment - Note 20

Contingencies - Note 28

Depreciation and Amortisation - Note 11

The Australian government passed its *Clean Energy Act 2011* in November 2011 with a start date of 1 July 2012. The legislation resulted in the introduction of a price on carbon emissions made by Australian businesses from 1 July 2012.

From 1 July 2014, the government has abolished the carbon tax. The withdrawal of the carbon pricing mechanism is not expected to have a significant impact on the department's critical accounting estimates, assumptions and management judgements.

**(af) 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.

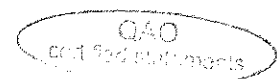
**(ag) Machinery of Government changes**

As a result of the *Public Service Departmental Arrangements Notice (No.8) 2013*, dated 1 November 2013 and effective 1 November 2013, that part of the Queensland Police Service known as the Queensland Police Service Air Wing excluding the Aerial Surveillance Unit, was transferred to the Public Safety Business Agency (PSBA).

As agreed between the Commissioner of Police for the Queensland Police Service and the Chief Executive Officer for the Public Safety Business Agency as a result of this machinery-of-Government (MoG) change the following assets and liabilities were transferred out of the Queensland Police Service effective 1 November 2013.

Machinery-of-Government Transfers Out	PSBA \$'000
<b>Assets</b>	
Cash and cash equivalents	-
Receivables	-
Inventories	-
Other financial assets	-
Intangible assets	-
Property, plant and equipment	10,749
<b>Total assets</b>	<u>10,749</u>
<b>Liabilities</b>	
Payables	-
Accrued employee benefits	-
Other liabilities	-
<b>Total liabilities</b>	<u>-</u>
<b>Net assets</b>	<u>10,749</u>

This resulted in \$10.749M in net assets being transferred to the Public Safety Business Agency.



**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

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**(ag) (cont'd)**

Decreases in assets and liabilities have been accounted for in Contributed equity as disclosed in the Statement of Changes in Equity.

**(ah) New and Revised Accounting Standards**

The department did not voluntarily change any of its accounting policies during 2013-14. The Australian Accounting Standard changes applicable for the first time as from 2013-14 have had minimal effect on the department's financial statements, as explained below.

AASB 13 *Fair Value Measurement* became effective from reporting periods beginning on or after 1 January 2013. AASB 13 sets out a new definition of 'fair value' as well as new principles to be applied when determining the fair value of assets and liabilities. The new requirements apply to all of the department's assets and liabilities (excluding leases) that are measured and/or disclosed at fair value or another measurement based on fair value. The impacts of AASB 13 relate to the fair value measurement methodologies used and financial statement disclosures made in respect of such assets and liabilities.

The department reviewed its fair value methodologies (including instructions to valuers, data used and assumptions made) for all items of property, plant and equipment measured at fair value to assess whether those methodologies comply with AASB 13. To the extent that the previous methodologies were not in compliance with AASB 13, valuation methodologies were revised accordingly to be in line with AASB 13. The revised valuation methodologies have not resulted in material differences from the previous methodologies used by the department.

A revised version of AASB 119 *Employee Benefits* became effective for reporting periods beginning on or after 1 January 2013. As the department does not directly recognise any employee benefit liabilities, the only implications for the department were the revised concept of 'termination benefits' and the revised recognition criteria for termination benefit liabilities. If termination benefits meet the AASB 119 timeframe criterion for 'short-term employee benefits', they will be measured according to the AASB 119 requirements for 'short-term employee benefits'. Otherwise, termination benefits need to be measured according to the AASB 119 requirements for 'other long-term employee benefits'.

The revised AASB 119 includes changed criteria for accounting for employee benefits as 'short-term employee benefits'. However, as the department is a member of the Queensland Government central schemes for annual leave and long service leave, this change in criteria has no impact on the department's financial statements, as the employer liability is held by the central scheme.

The revised AASB 119 also includes changed requirements for the measurement of employer liabilities/assets arising from defined benefit plans, and the measurement and presentation of changes in such liabilities/assets. The department only contributes to the QSuper defined benefit plan, and the corresponding QSuper employer benefit obligation is held by the State. Therefore, those changes to AASB 119 will have no impact on the department.

AASB 1053 *Application of Tiers of Australian Accounting Standards* became effective for 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.

Pursuant to AASB 1053, public sector entities like the Queensland Police Service 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 Queensland Police Service, Queensland Treasury and Trade is the regulator. Queensland Treasury and Trade has advised that its policy decision is to require adoption of Tier 1 reporting by all Queensland Government departments (including the Queensland Police Service) and statutory bodies that are consolidated into the whole-of-Government financial statements. Therefore, the release of AASB 1053 and associated amending standards has had no impact on the department.

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**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

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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 Queensland Treasury and Trade. 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 expected impacts of new or amended Australian Accounting Standards with future commencement dates are as set out below.

AASB 1055 *Budgetary Reporting* applies from reporting periods beginning on or after 1 July 2014. The department will need to include in its 2014-15 financial statements the original budgeted figures from the Income Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement as published in the 2014-15 Queensland Government's Service Delivery Statements. The budgeted figures will need to be presented consistently with the corresponding (actuals) financial statements, and will be accompanied by explanations of major variances between the actual amounts and the corresponding budgeted financial information.

The following new and revised standards apply as from reporting periods beginning on or after 1 January 2014.

AASB 9 *Financial Instruments* 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 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] will become effective for reporting periods beginning on or after 1 January 2017. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement and disclosures associated with the department's financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at 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.

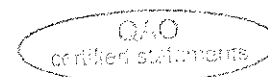
The department has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. At this stage, and assuming no change in the types of transactions the department enters into, it is not expected that any of the department's financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2017-18 financial statements, all of the department's financial assets are expected to be required to be measured at fair value, and classified accordingly (instead of the measurement classifications presently used in Notes 1(v) and 29). 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 current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value.

All other Australian Accounting Standards and Interpretations with future commencement dates are either not applicable to the department's activities, or have no material impact on the department.

QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>2. Reconciliation of Payments from Consolidated Fund to Departmental Services Revenue Recognised in Statement of Comprehensive Income</b>		
Budgeted Departmental services appropriation	1,923,604	1,918,782
Transfers from/(to) other headings	24,202	-
Unforeseen expenditure	13,696	-
Lapsed departmental service appropriation	-	(52,536)
Total Departmental services receipts	<u>1,961,502</u>	<u>1,866,246</u>
Plus: Closing balance of Departmental services revenue receivable	-	22,135
Less: Opening balance of Departmental services revenue receivable	(22,135)	(16,430)
Plus: Opening balance of Departmental services revenue payable	-	-
Less: Closing balance of Departmental services revenue payable	(14,188)	-
Departmental service revenue recognised in Statement of Comprehensive Income	<u>1,925,179</u>	<u>1,871,951</u>
<b>Reconciliation of Payments from Consolidated Fund to Equity Adjustment Recognised in Contributed Equity</b>		
Budgeted equity adjustment appropriation	(3,369)	4,029
Transfers from/(to) other headings	(26,896)	(202)
Lapsed equity adjustment	-	(6,298)
Equity adjustment receipts (payments)	<u>(30,265)</u>	<u>(2,471)</u>
Less: Opening balance of equity adjustment receivable	-	-
Plus: Closing balance of equity adjustment receivable	-	-
	<u>(30,265)</u>	<u>(2,471)</u>
Plus: Opening balance of equity withdrawal payable	-	-
Less: Closing balance of equity withdrawal payable	-	-
Equity Adjustment Recognised in Contributed Equity	<u>(30,265)</u>	<u>(2,471)</u>
<b>3. User Charges</b>		
Special services	36,534	36,982
Incident reporting	1,233	1,334
Rental of government property	223	232
Sale of goods and services	12,380	10,170
Network user charges	10,764	12,006
Total	<u>61,133</u>	<u>60,724</u>





**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

	2014 \$'000	2013 \$'000
<b>4. Grants and Other Contributions</b>		
Grants *	8,641	7,365
Industry contributions	442	618
Services received at below fair value	9,709	7,840
<b>Total</b>	<b>18,792</b>	<b>15,823</b>

\* included in 2013-14 grants are Natural Disaster Relief and Recovery Arrangements Assistance (\$6M), National Drug Strategy Funding (\$564K), Crimtrac National Police Competency Standards Funding (\$681K), National Standards Commission Funding (\$236K), and Police Diversion Program (\$132K).

<b>5. Other Revenue</b>		
Interest	366	358
Taxes, fees and fines	74	70
Insurance compensation - QCIF and other	928	751
Salary Related and Other Reimbursements	-	18
Sale of plant and equipment (non assets)	92	234
General Recoveries	1,006	2,318
Recognition of post capitalised assets	1,286	1,216
FBT Employee Contributions	582	742
Other	386	302
<b>Total</b>	<b>4,719</b>	<b>6,010</b>

<b>6. Gains on disposal/remeasurement of assets</b>		
Gain on sale of property, plant and equipment	1,239	752
Gain on revaluation of major plant and equipment	-	2,078
<b>Total</b>	<b>1,239</b>	<b>2,830</b>

<b>7. Employee Expenses</b>		
<b>Employee Benefits</b>		
Wages and salaries	1,131,280	1,079,217
Employer superannuation contributions*	172,248	165,090
Long service leave levy*	26,338	25,723
Annual leave levy*	150,241	144,680
Voluntary redundancy payments**	1,537	20,390
Other employee benefits	6,504	5,852
<b>Employee Related Expenses</b>		
Payroll tax*	69,072	67,060
Workers compensation premium *	25,225	22,871
<b>Total</b>	<b>1,582,445</b>	<b>1,530,882</b>

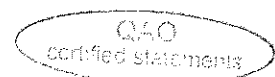
\* Refer to Note 1(w).

\*\* In 2012-13, 120 staff members and 86 commissioned officers received a redundancy package and 3 staff members received a retrenchment package at a total cost of \$20.4M.

**Number of Employees**

The number of employees as at 30 June, including both full-time employees and part-time employees measured on a full-time equivalent basis is:

Number of Employees	2014 14,874	2013 14,750
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QUEENSLAND POLICE SERVICE  
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
For the year ended 30 June 2014

8. Key Executive Management personnel and Remuneration

a) Key Executive Management Personnel

The following details for key executive management personnel, being the members of the QPS Board of Management\* include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2013-14. 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
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. <i>Police Service Administration Act 1990</i>	Appointed 01/11/2012
Deputy Commissioner (Strategy, Policy and Performance)	The Deputy Commissioner (Strategy, Policy and Performance) is responsible for strategic leadership of the Queensland Police Service consistent with Government legislation and policy directions.	SES 4 Equivalent <i>Police Service Administration Act 1990</i>	Appointed 01/07/2013
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.	SES 4 Equivalent <i>Police Service Administration Act 1990</i>	Appointed 04/10/2010
Deputy Commissioner (Regional Operations)**	The Deputy Commissioner (Regional Operations) is responsible for the strategic management and direction of police regional operations throughout Queensland consistent with Government legislation and policy directions.	SES 4 Equivalent <i>Police Service Administration Act 1990</i>	Appointed 01/01/2013
Acting Deputy Commissioner (Regional Operations)	The Acting Deputy Commissioner (Regional Operations) is responsible for the strategic management and direction of police regional operations throughout Queensland consistent with Government legislation and policy directions.	SES 4 Equivalent <i>Police Service Administration Act 1990</i>	Acting from 18/10/2013
Deputy Chief Executive (Resource Management)	The Deputy Chief Executive (Resource Management) is responsible for the 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 communications technology.	SES 4 <i>Public Service Act 2008</i>	Retired on 02/12/2013 (Position abolished)

\* An external member was appointed to the QPS Board of Management commencing 5 June 2014. The external member is remunerated at the standard government rate of \$605 per meeting. From 1 July 2013, the position of Executive Director, Office of the Commissioner was no longer represented on the QPS Board of Management.

\*\* The incumbent appointed to this position was seconded to lead Operation Resolute from 18 October 2013 to the end of the financial year. Relieving arrangements were established for this position.



**QUEENSLAND POLICE SERVICE  
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
For the year ended 30 June 2014

Note 8 (cont'd)

**b) Remuneration Expenses**

Remuneration policy for the department's key executive management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The contracts may provide for other benefits including a motor vehicle allowance and for the chief executive officers (CEOs), may provide for the provision of At Risk Component payments. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts.

For the 2013-14 year, remuneration packages of key executive management personnel increased by 2.2% in accordance with government policy.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
  - Salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position.
  - Performance payments recognised as an expense during the year.
  - Non-monetary benefits - consisting of provision of a motor vehicle if applicable and fringe benefits tax payable on benefits received.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned.
- Post-employment benefits include amounts expensed in respect of employer superannuation obligations.
- Termination benefits 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.
- Performance payments are not paid under the contracts in place.

**1 July 2013 - 30 June 2014**

Position (Date resigned if applicable)	Short Term Employee Benefits		Long Term Employee Benefits		Post Employment Benefits	Termination Benefits	Total Remuneration**
	Monetary Expenses*	Non-Monetary Benefits	\$'000	\$'000			
Commissioner	436	30	14	67	-	-	548
Deputy Commissioner (Strategy, Policy and Performance) - appointed 01/07/2013	237	6	7	36	-	-	287
Deputy Commissioner (Specialist Operations)	232	-	7	36	-	-	275
Deputy Commissioner (Regional Operations)	95	4	3	14	-	-	116
Acting Deputy Commissioner (Regional Operations)	146	21	5	15	-	-	187
Deputy Chief Executive (Resource Management) - retired 02/12/2013	93	3	8	11	-	427	542
<b>Total Remuneration</b>	<b>1,240</b>	<b>65</b>	<b>43</b>	<b>180</b>	<b>427</b>	<b>1,954</b>	

\* Monetary expenses was returned in 2013-14 from cashable benefits.



QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
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Note 8 (cont'd)

1 July 2012 - 30 June 2013

Position (Date resigned if applicable)	Short Term Employee Benefits		Long Term Employee Benefits		Post Employment Benefits	Termination Benefits	Total Remuneration**
	Cashable Benefits* \$'000	Non-Monetary Benefits \$'000	Long Term Employee Benefits	Post Employment Benefits			
Commissioner - (appointed 01/11/2012)	227	18	127	23	\$'000	\$'000	\$'000
Commissioner - (retired 31/10/2012)	199	7	10	13	-	-	395
Deputy Commissioner (Regional Operations) - (appointed 01/01/2013)**	113	2	14	14	-	-	229
Deputy Commissioner (Regional Operations) - (acting 01/11/2012 - 31/12/2012)	34	5	1	3	-	-	143
Deputy Commissioner (Regional Operations) - (appointed Commissioner 01/11/2012)	78	9	6	12	-	-	43
Deputy Commissioner (Specialist Operations)	243	1	9	36	-	-	105
Deputy Chief Executive (Resource Management)	215	20	8	25	-	-	289
Executive Director, Office of the Commissioner	171	19	1	19	-	-	268
<b>Total Remuneration</b>	<b>1,280</b>	<b>81</b>	<b>176</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>1,682</b>

\* Cashable benefits includes higher duty payments if applicable, allowance entitlements included in executive remuneration packages and movements in annual leave balances from the previous year.

\*\* The amount calculated as total remuneration 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 benefits received. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

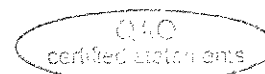
\*\*\* The incumbent appointed to this position was seconded to the Queensland Reconstruction Authority from 1 February to the end of financial year. Relieving arrangements were established for the position during this period.

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**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>9. Supplies and Services</b>		
Consultancy and contractors	12,824	14,938
Materials	47,215	40,733
Repairs and maintenance	71,041	68,342
Transfer costs	5,949	6,418
Travel	16,004	13,393
Communications	26,945	36,987
Accommodation and public utilities	17,009	16,501
Resources received below fair value	9,590	7,693
Shared service provider charges	20,224	19,546
Equipment below asset threshold levels	16,175	17,922
Operating lease rentals and rental of premises	17,308	16,714
Crimtrac name search	7,018	5,539
Other	43,139	32,049
<b>Total</b>	<u>310,441</u>	<u>296,775</u>
<b>10. Grants and Subsidies</b>		
Grants – recurrent	4,716	5,533
Natural disaster payments	64	(53)
Subsidy payments	322	236
<b>Total</b>	<u>5,102</u>	<u>5,716</u>
<b>11. Depreciation and Amortisation</b>		
Buildings	37,466	35,425
Infrastructure	222	341
Plant and equipment	47,162	48,765
Heritage and cultural assets	1,925	181
Major plant and equipment	362	1,439
Software purchased	637	543
Software internally generated	9,562	8,804
<b>Total</b>	<u>97,336</u>	<u>95,497</u>
<b>12. Impairment Losses</b>		
Impairment losses on trade receivables	264	48
Capital work in progress*	(692)	12,786
<b>Total</b>	<u>(428)</u>	<u>12,834</u>

\* Impairment recognised for components of the Westgate Police Academy and the reversal of the Deeragun project (Townsville District) write off costs incurred on the Capital Works Program.



QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>13. Other Expenses</b>		
Bad debts	43	13
Loss on disposal of non current assets	3,241	3,379
Audit fees*	312	318
Insurance premiums - QGIF	5,770	5,201
Insurance premiums - Other	84	77
Ex-gratia payments**	348	315
Property plant and equipment write off	1,134	992
Inventory write off	14	34
Losses of Public Moneys	-	4
Gifts	5	1
Plaintiff damages and costs	1,125	777
Non-capital site clearing expenses	-	1,206
Other	2,448	1,185
<b>Total</b>	<b>14,524</b>	<b>13,500</b>

\* Total external audit fees paid to the Queensland Audit Office relating to the 2013-14 financial statements are estimated to be \$312,000 (2013: \$318,000). There are no non-audit services included in this amount.

\*\* Ex-gratia payments:  
 - the department made ex-gratia payments to individuals in relation to the department's policing operations.

<b>14. Cash and Cash Equivalents</b>		
Imprest accounts	236	222
Cash at bank	86,316	37,357
<b>Total</b>	<b>86,553</b>	<b>37,580</b>
<b>15. Receivables</b>		
<b>Current</b>		
Trade debtors	27,395	13,736
Less: Allowance for impairment loss	(608)	(344)
	26,786	13,392
GST receivables	4,906	4,856
GST payables	(6)	(6)
	4,900	4,850
Appropriation receivable	-	22,135
Interest	36	28
Long service leave reimbursement	5,112	14,403
Annual leave reimbursement	38,901	38,187
Loans and advances	16	4
Other receivables	657	480
	44,721	75,236
<b>Total</b>	<b>76,408</b>	<b>93,478</b>

Refer to Note 29(c) Financial Instruments (Credit Risk Exposure) for an analysis of movements in the allowance for impairment loss.

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QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>16. Inventories</b>		
Supplies and consumables - at cost	4,475	4,422
<b>Total</b>	<u>4,475</u>	<u>4,422</u>
<b>17. Other Current Assets</b>		
Prepayments	12,816	11,429
Other	2,464	-
<b>Total</b>	<u>15,281</u>	<u>11,429</u>
<b>18. Non-Current Assets Classified as Held for Sale</b>		
Property plant and equipment	4,123	5,992
<b>Total</b>	<u>4,123</u>	<u>5,992</u>
<b>19. Intangible Assets</b>		
Software purchased		
At cost	5,625	5,625
Less: accumulated amortisation	<u>(4,346)</u>	<u>(3,709)</u>
	1,279	1,918
Software internally generated		
At cost	109,692	108,272
Less: accumulated amortisation	<u>(51,004)</u>	<u>(41,442)</u>
	58,688	66,830
Work in progress	1,215	543
<b>Total</b>	<u>61,182</u>	<u>69,290</u>

The department has nil intangible assets with a written down value of zero still being used in the provision of services.

The department has 1 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 that have been retired from active use, but not classified as held for sale.

All intangible assets of the department have finite useful lives and are amortised on a straight line basis. Refer to Note 1(r).

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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**QUEENSLAND POLICE SERVICE  
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
For the year ended 30 June 2014**

**19. Intangible Assets (cont'd)**

Intangibles Reconciliation	Work in Progress		Software Internally Generated		Software Purchased		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	543	4,886	66,830	63,435	1,916	1,878	69,290	70,209
Acquisitions	672	4,921	1,420	3,163	-	345	2,092	8,429
Transfers between classes	-	(9,273)	-	9,037	-	236	-	-
Transfers to/from property, plant and equipment	-	-	-	-	-	-	-	-
Amortisation	-	-	(9,562)	(8,804)	(637)	(543)	(10,199)	(9,347)
<b>Carrying amount at 30 June</b>	<b>1,215</b>	<b>543</b>	<b>58,687</b>	<b>66,830</b>	<b>1,279</b>	<b>1,916</b>	<b>61,182</b>	<b>69,290</b>

Amortisation of intangibles is included in the line item 'Depreciation and amortisation' in the Statement of Comprehensive Income.



**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

	2014 \$'000	2013 \$'000
<b>20. Property, Plant and Equipment</b>		
Land		
At fair value	446,989	466,487
Less: accumulated impairment losses	-	-
	<u>446,989</u>	<u>466,487</u>
Buildings		
At fair value	2,034,180	1,858,295
Less: accumulated depreciation	(1,064,562)	(880,750)
Less: accumulated impairment losses	(100)	(100)
	<u>969,518</u>	<u>977,446</u>
Infrastructure		
At fair value	9,260	9,989
Less: Accumulated depreciation	(828)	(681)
Less: Accumulated impairment losses	-	-
	<u>8,432</u>	<u>9,308</u>
Plant and equipment		
At cost	438,165	405,786
Less: accumulated depreciation	(234,338)	(201,900)
Less: accumulated impairment losses	-	-
	<u>203,827</u>	<u>203,886</u>
Heritage and cultural assets		
At fair value	84,568	208,124
Less: accumulated depreciation	(50,236)	(171,855)
Less: accumulated impairment losses	-	-
	<u>34,332</u>	<u>36,268</u>
Major plant and equipment		
At fair value	2,285	26,662
Less: accumulated depreciation	(1,077)	(14,585)
Less: accumulated impairment losses	-	-
	<u>1,208</u>	<u>12,077</u>
Work in progress		
At cost	53,289	89,820
Less: accumulated impairment losses	(34,297)	(34,988)
	<u>18,992</u>	<u>54,831</u>
<b>Total</b>	<u><b>1,683,298</b></u>	<u><b>1,760,302</b></u>

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 Brisbane, Southern and Central Regions and Education and Training Command as at 30 June 2014 by the State Valuation Service of the Department of Natural Resources and Mines. Assets independently revalued in the four previous years were 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. This methodology falls within Level 3 of the Determination of Fair Value Hierarchy Level as per the Non-Current Asset Policies for the Queensland Public Sector NCAP 3 - Valuation of Assets.

The revaluation methodology for each class is as follows:

- Land

At 30 June 2014, 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 conduct the independent revaluation of assets under the five year rolling revaluation program. Values were effective as at 30 June 2014. The process involves 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 Natural Resources and Mines 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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QUEENSLAND POLICE SERVICE  
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 For the year ended 30 June 2014  
 Note 20 (cont'd)

• Buildings

At 30 June 2014, 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 conduct the independent revaluation of assets under the five year rolling revaluation program. Values were effective as at 30 June 2014. The process involves physical inspection and was based on depreciated current replacement cost, unless a market price in an active and liquid market exists.

Buildings not subject to independent revaluation were revalued using indices supplied by the Department of Natural Resources and Mines. 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 resulted in a materially accurate representation of the fair value of buildings as at 30 June 2014.

• Infrastructure

At 30 June 2014, management determine the fair value of the infrastructure asset resulting from an independent revaluation by the State Valuation Services as part of the department's five year rolling revaluation program. For the Westgate Police Academy project, management obtained independent advice from GRC Quantity Surveyors to confirm the correct accounting treatment for the Westgate infrastructure assets.

• Major Plant and Equipment

Major plant and equipment was independently revalued by JD Dodds Plant & Machinery Valuers as at 30 June 2014. 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 and Trade'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 Natural Resources and Mines, 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 resulted in a materially accurate representation of the fair value of the buildings as at 30 June 2014.

• Additional Information

The department has 30 buildings with an original cost of \$5.0M and 1,406 items of plant and equipment with an original acquisition cost of \$38.4M 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 & equipment will be replaced as required.

The department has 7 building assets at an original cost of \$3.8M and 10 land asset at an original cost of \$5.4M retired from active use, but not classified as held for sale.

The department has 123 items of plant and equipment with an original cost of \$6.2M that have been written down to their residual value of \$1.7M and are still being used in the provision of services. The majority of these assets are expected to be replaced in the 2014-15 financial year.

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QUEENSLAND POLICE SERVICE  
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20. Property, Plant and Equipment (cont'd)

Property, Plant and Equipment Reconciliation	Land		Buildings		Major Plant and Equipment		Plant and Equipment		Heritage and Cultural		Infrastructure		Work in Progress		Total		
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Carrying amount at 1 July	466,487	474,206	977,446	1,048,775	12,077	11,146	211,550	203,866	36,268	4,292	9,308	57,472	1,760,302	1,736,689	2,813	\$'000	
Acquisitions	346	1,195	4,298	3,537	308	292	55,782	53,893	64	-	-	32,309	72,352	90,966	122	\$'000	
Donations Received	-	-	-	-	-	-	129	-	-	-	-	-	-	-	-	-	\$'000
Disposals	(167)	(380)	(115)	(1,008)	-	-	(14,170)	(14,343)	-	-	-	-	(14,452)	(15,731)	706	\$'000	
Assets reclassified as held for sale	(6,049)	-	-	-	-	-	(4,293)	(3,643)	-	-	-	-	(10,341)	(3,643)	-	\$'000	
Donations Made	-	-	(1)	(4)	-	-	(12)	-	-	-	-	-	(1)	(16)	-	\$'000	
Transfers between classes	-	-	37,953	(15,477)	-	-	9,716	5,484	(990)	32,158	110	-	7,548	(19,800)	-	\$'000	
Transfers through machinery-of-Government Change	-	-	-	-	(10,796)	-	(61)	-	-	-	-	-	(39,142)	(8,943)	-	\$'000	
Transfers to/from Intangibles	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$'000
Net revaluation increments/(decrements) (Note 26)	(13,628)	(8,534)	(12,498)	7,162	(20)	2,078	-	-	915	-	(764)	-	692	(25,994)	-	\$'000	
Impairment losses recognised in operating result (Note 12)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$'000
Impairment losses recognised in equity*	-	-	-	(85)	-	-	-	-	-	-	-	-	-	-	-	-	\$'000
Depreciation/amortisation	-	-	(37,466)	(35,425)	(362)	(1,439)	(47,162)	(48,765)	(1,925)	(181)	(222)	-	(87,137)	(85)	-	\$'000	
Carrying amount at 30 June	446,989	466,487	969,518	977,446	1,208	12,077	203,827	203,866	34,332	36,268	8,432	18,992	1,663,298	1,760,302	1,760,302	\$'000	

\* Impairment losses and reversals of impairment losses are shown as separate line items in the Statement of Comprehensive Income.

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

	2014 \$'000	2013 \$'000
<b>21. Payables</b>		
<b>Current</b>		
Trade creditors	29,556	23,505
Other payables	35,431	50,034
<b>Total</b>	<u>64,987</u>	<u>73,539</u>
<b>22. Accrued Employee Benefits</b>		
<b>Current</b>		
Recreation leave	11	(1)
Wages outstanding	17,632	13,101
Long service leave levy payable	6,831	6,549
Annual leave levy payable	39,336	37,039
Other employee entitlements	4,484	684
<b>Total</b>	<u>68,295</u>	<u>57,372</u>
<b>23. Other Current Liabilities</b>		
<b>Current</b>		
Unearned revenue	14,255	-
Other	75	97
<b>Total</b>	<u>14,331</u>	<u>97</u>

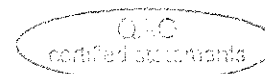
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QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>24. Reconciliation of Operating Surplus to Net Cash Provided by (Used in) Operating Activities</b>		
Operating surplus/(deficit)	856	2,134
Depreciation expense	87,137	86,150
Amortisation expense	10,199	9,347
Donated assets received	(129)	(122)
Revaluation decrement	784	-
Loss on sale of property, plant and equipment	3,241	3,379
Gain on sale of property, plant and equipment	(1,239)	(752)
Gain on revaluation of property, plant and equipment	-	(2,078)
Impairment losses	(428)	12,834
Inventory write-offs	14	34
Plant and equipment write-offs	1,134	992
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in GST input tax credits receivable	(50)	(125)
(Increase)/decrease in LSL reimbursement receivables	9,291	(8,481)
(Increase)/decrease in AL reimbursement receivables	(714)	(2,158)
(Increase)/decrease in trade receivables	(13,658)	668
(Increase)/decrease in inventories	(54)	608
(Increase)/decrease in appropriation receivable	22,135	(5,705)
(Increase)/decrease in loans and advances	(12)	4
(Increase)/decrease in interest receivable	(8)	(4)
(Increase)/decrease in other receivables	(177)	(316)
(Increase)/decrease in prepayments/other	(3,852)	1,461
Increase/(decrease) in payables	(8,552)	779
Increase/(decrease) in accrued employee benefits	10,923	4,626
Increase/(decrease) in other current liabilities	14,233	(1,393)
Increase/(decrease) in accruals	3,892	(2,700)
<b>Net cash from operating activities</b>	<b>134,966</b>	<b>99,183</b>

**25. Non-Cash Financing and Investing Activities**

Assets and liabilities received or donated/transferred by the department and recognised as revenues and expenses are included in Notes 4 and 9.



QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

26. Asset Revaluation Surplus by Class

	Land \$'000	Buildings \$'000	Heritage & Cultural Assets \$'000	Total \$'000
Balance 1 July 2013	322,351	411,540	186	734,076
Revaluation increments	10,567	25,398	3,407	39,374
Sale of revalued assets	799	(1,424)	(52,622)	(53,247)
Revaluation decrements	(24,994)	(36,473)	50,130	(11,338)
Impairment losses through equity	-	-	-	-
<b>Balance 30 June 2014</b>	<b>308,722</b>	<b>399,042</b>	<b>1,101</b>	<b>708,865</b>

	Land \$'000	Buildings \$'000	Heritage & Cultural Assets \$'000	Total \$'000
Balance 1 July 2012	330,884	404,462	186	735,532
Revaluation increments	25,947	42,128	-	68,075
Sale of revalued assets	90	(19)	-	71
Revaluation decrements	(34,571)	(34,946)	-	(69,517)
Impairment losses through equity	-	(85)	-	(85)
<b>Balance 30 June 2013</b>	<b>322,351</b>	<b>411,540</b>	<b>186</b>	<b>734,076</b>

The asset revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

27. 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:

	2014 \$'000	2013 \$'000
Not later than one year	23,257	18,092
Later than one year and not later than five years	35,373	30,773
Later than five years	3,127	4,728
<b>Total</b>	<b>61,757</b>	<b>53,593</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 2013-14 financial year.

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QUEENSLAND POLICE SERVICE  
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14  
 For the year ended 30 June 2014

27. 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:

	Buildings*	Plant and Equipment**
	\$'000	\$'000
<b>2014</b>		
<i>Payable:</i>		
Not later than one year	2,593	5,989
Later than one year and not later than five years	-	-
Later than five years	-	-
<b>Total</b>	<u>2,593</u>	<u>5,989</u>
<b>2013</b>		
<i>Payable:</i>		
Not later than one year	9,738	13,604
Later than one year and not later than five years	149	-
Later than five years	-	-
<b>Total</b>	<u>9,887</u>	<u>13,604</u>

\* Buildings has decreased due to less projects being committed into the 2014-15 financial year and future years.

\*\* Plant and Equipment has decreased mainly due to most purchase orders for the replacement of marine vessels having been filled within the 2013-14 financial year.

(c) Other Expenditure Commitments

Other expenditure committed at the end of the period but not recognised in the accounts are as follows:

	2014	2013
	\$'000	\$'000
<i>Payable:</i>		
Not later than one year	-	-
<b>Total</b>	<u>-</u>	<u>-</u>

28. Contingencies

(a) Financial Guarantees

The department has no guarantees or undertakings that have not been recognised in the financial statements.

(b) Litigation in Process

As at 30 June 2014, the following cases were filed with the respective jurisdiction naming the Queensland Police Service as the defendant:

	2014 Number	2013 Number
Supreme Court	6	7
Magistrates Court	4	2
District Court	8	13
<b>Total cases</b>	<u>18</u>	<u>22</u>

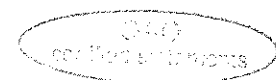
It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation before the courts at this time.

The Queensland Police Service 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 2014, there was an additional 3 native title claims received during the year directly affecting approximately 1 parcel and indirectly affecting approximately 2 parcels of departmental land. These claims have been registered with the National Native Title Tribunal, but a determination is yet to be made.

The department's 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.



**QUEENSLAND POLICE SERVICE****NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**

For the year ended 30 June 2014

**(d) Contingent Revenue**

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The Queensland Police Service 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 has recovered funds under the National Disaster Relief and Recovery Arrangements (NDRRA) through the Queensland Reconstruction Authority. The recoverable amount received in 2013-14 and recognised as revenue was \$5.995M. A further amount of \$0.96M is expected to be received and recognised as revenue in 2014-15.

The Queensland Police Service incurred extra costs in the 2012-13 year due to the impact of natural disaster events such as Tropical Cyclone Oswald and the North Stradbroke Fires. The department may be able to recover funds under the Natural Disaster Relief and Recovery Arrangements (NDRRA) through the Queensland Reconstruction Authority. The recoverable amount, estimated to be up to \$1.389M is to be recognised as revenue in the year of receipt which is expected to be in the 2014-15 financial year.

The Queensland Police Service incurred extra costs in the 2013-14 year due to the impact of natural disaster events such as Tropical Cyclone Ita. The department may be able to recover funds under the Natural Disaster Relief and Recovery Arrangements (NDRRA) through the Queensland Reconstruction Authority. The recoverable amount, estimated to be up to \$0.17M is to be recognised as revenue in the year of receipt which is expected to be in the 2014-15 financial year.





## QUEENSLAND POLICE SERVICE

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14

For the year ended 30 June 2014

## 29. Financial Instruments

*(a) Categorisation of Financial Instruments*

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

Category	Note	2014 \$'000	2013 \$'000
<b>Financial Assets</b>			
Cash and cash equivalents	14	86,553	37,580
Receivables	15	76,408	93,478
<b>Total</b>		<b>162,961</b>	<b>131,058</b>
<b>Financial Liabilities</b>			
Financial liabilities measured at amortised cost:			
Payables	21	64,986	73,539
<b>Total</b>		<b>64,986</b>	<b>73,539</b>

*(b) Financial Risk Management*

The Police Service's departmental 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 Queensland Police Service 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.

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

Risk exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
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.

**Financial Assets**

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.

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 \$264K for the current year. This is an increase of \$216K from 2013 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.

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## QUEENSLAND POLICE SERVICE

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14

For the year ended 30 June 2014

## 29. Financial Instruments (cont'd)

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

*2014 Financial Assets Past Due But Not Impaired*

## Overdue

Financial Assets	Not Overdue \$'000	Less than 30	30-60 days \$'000	61-90 days \$'000	More than 90	Total \$'000	Total Financial Assets \$'000
		days \$'000			days \$'000		
Receivables	-	75,051	56	89	1,212	76,408	76,408
<b>Total</b>	<b>-</b>	<b>75,051</b>	<b>56</b>	<b>89</b>	<b>1,212</b>	<b>76,408</b>	<b>76,408</b>

*2013 Financial Assets Past Due But Not Impaired*

## Overdue

Financial Assets	Not Overdue \$'000	Less than 30	30-60 days \$'000	61-90 days \$'000	More than 90	Total \$'000	Total Financial Assets \$'000
		days \$'000			days \$'000		
Receivables	-	92,596	108	24	750	93,478	93,478
<b>Total</b>	<b>-</b>	<b>92,596</b>	<b>108</b>	<b>24</b>	<b>750</b>	<b>93,478</b>	<b>93,478</b>

*2014 Impaired Financial Assets*

## Overdue

Financial Assets	Not Overdue \$'000	Less than 30	30-60 days \$'000	61-90 days \$'000	More than 90	Total \$'000	Total Financial Assets \$'000
		days \$'000			days \$'000		
Receivables (gross)	-	-	-	-	618	618	618
Allowance for impairment	-	-	-	-	608	608	608
<b>Carrying Amount</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>10</b>

*2013 Impaired Financial Assets*

## Overdue

Financial Assets	Not Overdue \$'000	Less than 30	30-60 days \$'000	61-90 days \$'000	More than 90	Total \$'000	Total Financial Assets \$'000
		days \$'000			days \$'000		
Receivables (gross)	-	-	-	-	357	357	357
Allowance for impairment	-	-	-	-	344	344	344
<b>Carrying Amount</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>13</b>	<b>13</b>

## Movements in Allowance for Impairment

	2014 \$'000	2013 \$'000
Balance at 1 July	344	334
Increase/decrease in allowance recognised in operating result	264	48
Amounts written-off during the year	-	(38)
<b>Balance at 30 June</b>	<b>608</b>	<b>344</b>

## QUEENSLAND POLICE SERVICE

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14

For the year ended 30 June 2014

## 29. 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	2014 Payable in			Total \$'000
		< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	
<b>Financial Liabilities</b>					
Payables	21	64,986	-	-	64,986
<b>Total</b>		<b>64,986</b>	<b>-</b>	<b>-</b>	<b>64,986</b>

	Note	2013 Payable in			Total \$'000
		< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	
<b>Financial Liabilities</b>					
Payables	21	73,539	-	-	73,539
<b>Total</b>		<b>73,539</b>	<b>-</b>	<b>-</b>	<b>73,539</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.

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 For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
<b>30. Schedule of Administered Items</b>		
<b>Administered Revenues</b>		
Taxes, fees and fines	12,735	9,222
Administered item revenue	708	903
Other	205	274
<b>Total</b>	<b>13,648</b>	<b>10,399</b>
<b>Administered Expenses</b>		
Grants and subsidies*	708	703
Other expenses	-	200
<b>Total</b>	<b>708</b>	<b>903</b>
<b>Administered Assets</b>		
<u>Current</u>		
Cash	1,752	1,469
Receivables	(14)	(5)
<u>Non-Current</u>		
Property, Plant and Equipment**	8,943	-
<b>Total</b>	<b>10,682</b>	<b>1,464</b>
<b>Administered Liabilities</b>		
<u>Current</u>		
Payables	961	866
Transfers to government	776	596
Other	1	2
<b>Total</b>	<b>1,739</b>	<b>1,464</b>
<b>Administered Equity</b>		
Contributed Equity**	8,943	-
<b>Total</b>	<b>8,943</b>	<b>-</b>
<b>Transfers to Government of Taxes, Fees and Fines</b>	<b>12,940</b>	<b>9,496</b>

\* As a result of *Administrative Arrangements Order (No. 2) 2013*, effective 1 November 2013, the functions of the Prostitution Licensing Authority (PLA) was transferred from the Queensland Police Service portfolio to the Department of Justice and Attorney-General. The department receives administered funding which is paid to the authority as grant funding. The authority is a statutory body under the *Prostitution Act 1999* and prepares separate financial statements.

\*\* Relates to roads that have been designated as "public roads" under the *Land Act 1994* and have automatically become the responsibility of the Brisbane City Council. This transfer is external to the Queensland public sector and must be adjusted through the department's Administered Statement.

**31. Reconciliation of Payments from Consolidated Fund to Administered Revenue**

	2014 \$'000	2013 \$'000
Budgeted appropriation	708	701
Transfers from/to other headings	-	202
<b>Total administered receipts</b>	<b>708</b>	<b>903</b>
Less: Adjustment for Administered revenue payable	-	-
Plus: Opening balance of administered revenue payable	-	-
<b>Administered revenue recognised in Note 30.</b>	<b>708</b>	<b>903</b>



**QUEENSLAND POLICE SERVICE**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2013-14**  
**For the year ended 30 June 2014**

**32. 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 Queensland Police Service 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.

	2014 \$'000	2013 \$'000
<b>Trust Assets and Liabilities</b>		
<i>Current Assets</i>		
Cash	15,241	10,789
<b>Total</b>	<u>15,241</u>	<u>10,789</u>
<i>Current Liabilities</i>		
Total Current Liabilities	15,241	10,789
<b>Total</b>	<u>15,241</u>	<u>10,789</u>

The Queensland Auditor-General performed the audit of the department's trust transactions for 2013-14.

**33. Events Occurring After Balance Date**

As a result of the *Public Service Departmental Arrangements Notice (No. 1) 2014*, effective 1 July 2014, functions of the Queensland Police Service responsible for providing corporate, business services and education and training services will transfer to the Public Safety Business Agency (PSBA) which has been established under the *Public Safety Business Agency Act 2014*. The PSBA will continue to provide these services to the Queensland Police Service from this date.

Effective 1 July 2014, as part of the Government Employee Housing Centralisation Project, the Queensland Police Service will transfer 305 of Government Employee properties to the Department of Housing and Public Works (HPW). The final market rents have been agreed and leasing agreements are in place for the transferred properties that the Queensland Police Service continue to occupy to ensure a smooth transition to HPW. The transfer is at arm's length basis and the value of these properties that will transfer to HPW in 2014-15 is estimated to be \$82.2M.

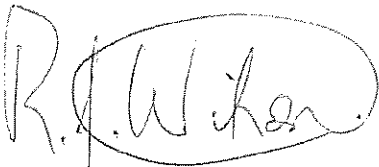
There were no events occurring after balance date, including the events described above, that management considers would have a material impact on the information disclosed in these financial statements.

CFO  
 Queensland Police Service

**QUEENSLAND POLICE SERVICE**  
**Certificate of the Queensland Police Service**

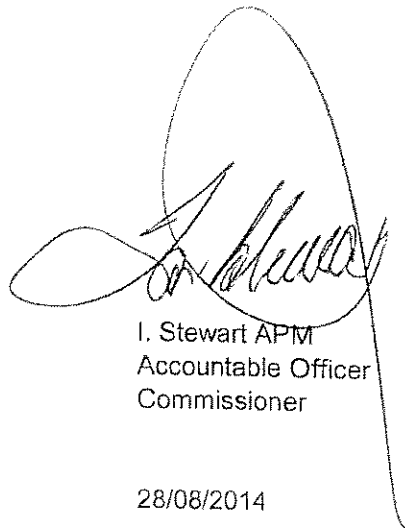
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act 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 Queensland Police Service for the financial year ended 30 June 2014 and of the financial position of the department at the end of that year; and
- (c) these assertions are based on an appropriate system of internal control and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



R. Wilson  
B.Bus (Mgt), MIPA  
Grad Cert Exec Leadshp, GAICD  
Chief Finance Officer

28/08/2014



I. Stewart APM  
Accountable Officer  
Commissioner

28/08/2014



## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Police Service

### Report on the Financial Report

I have audited the accompanying financial report of the Queensland Police Service, which comprises the statement of financial position and statement of assets and liabilities by major departmental services as at 30 June 2014, 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 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 gives a true and fair view and 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 be removed only 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.

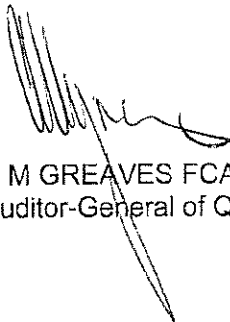
### *Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

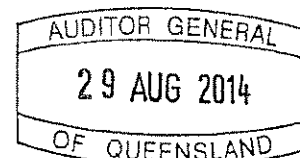
- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year 1 July 2013 to 30 June 2014 and of the financial position as at the end of that year.

### **Other Matters - Electronic Presentation of the Audited Financial Report**

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA  
Auditor-General of Queensland



Queensland Audit Office  
Brisbane



# APPENDICES

## Acronyms

ANPR	Automatic Number Plate Recognition
ANZCTC	Australia and New Zealand Counter Terrorism Committee
APADs	Automated Public Assistance Devices
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
CGPG	Commonwealth Games Planning Group
DCS	Department of Community Safety
DHPW	Department of Housing and Public Works
DJAG	Department of Justice and Attorney-General
DPC	Department of the Premier and Cabinet
DTMR	Department of Transport and Main Roads
ELT	Executive Leadership Team
ICT	Information and communications technology
IGEM	Inspector-General Emergency Management
NHWQ	Neighbourhood Watch Queensland
OSA	Operational Shift Allowance
PACSR	Police and Community Safety Review
PCYC	Queensland Police-Citizens Youth Welfare Association (commonly known as PCYC)
PMDs	Personal Mobility Devices
PSBA	Public Safety Business Agency
PTD	Procurement Transformation Division
QAO	Queensland Audit Office
QAS	Queensland Ambulance Service
QCoA	Queensland Commission of Audit
QFES	Queensland Fire and Emergency Services
QFTAC	Queensland Fixated Threat Assessment Centre
QPS	Queensland Police Service
QTT	Queensland Treasury and Trade
RAP	Rapid Action Patrols
RoGS	Report on Government Services
SDCC	State Disaster Coordination Centre
TSIPSO	Torres Strait Island Police Support Officers
ViP	Volunteers in Policing
WHEN	Watchhouse Emergency Nurse

## Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
<b>Letter of compliance</b>	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister</li> </ul>	ARRs – section 8	2
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>Table of contents</li> <li>Glossary</li> </ul>	ARRs – section 10.1	3 n/a
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 10.2	1
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	1
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	<i>Copyright Act 1968</i> ARRs – section 10.4	1
	<ul style="list-style-type: none"> <li>Information licensing</li> </ul>	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 10.5	1
<b>General information</b>	<ul style="list-style-type: none"> <li>Introductory Information</li> </ul>	ARRs – section 11.1	10-16
	<ul style="list-style-type: none"> <li>Agency role and main functions</li> </ul>	ARRs – section 11.2	6, 10-16, 107
	<ul style="list-style-type: none"> <li>Operating environment</li> </ul>	ARRs – section 11.3	6,11
	<ul style="list-style-type: none"> <li>Machinery of Government changes</li> </ul>	ARRs – section 11.4	6-7
<b>Non-financial performance</b>	<ul style="list-style-type: none"> <li>Government's objectives for the community</li> </ul>	ARRs – section 12.1	10
	<ul style="list-style-type: none"> <li>Other whole-of-government plans/specific initiatives</li> </ul>	ARRs – section 12.2	11
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 12.3	10, 17-20
	<ul style="list-style-type: none"> <li>Agency service areas and service standards</li> </ul>	ARRs – section 12.4	10, 17-20, 25, 38
<b>Financial performance</b>	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 13.1	55-57
<b>Governance – management and structure</b>	<ul style="list-style-type: none"> <li>Organisational structure</li> </ul>	ARRs – section 14.1	15
	<ul style="list-style-type: none"> <li>Executive management</li> </ul>	ARRs – section 14.2	42-46
	<ul style="list-style-type: none"> <li>Related entities</li> </ul>	ARRs – section 14.3	n/a
	<ul style="list-style-type: none"> <li>Government bodies</li> </ul>	ARRs – section 14.4	n/a
	<ul style="list-style-type: none"> <li><i>Public Sector Ethics Act 1994</i></li> </ul>	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.5	47
<b>Governance – risk management and accountability</b>	<ul style="list-style-type: none"> <li>Risk management</li> </ul>	ARRs – section 15.1	8-9, 45
	<ul style="list-style-type: none"> <li>External accountability</li> </ul>	ARRs – section 15.2	48-50
	<ul style="list-style-type: none"> <li>Audit Committee</li> </ul>	ARRs – section 15.3	8-9, 45
	<ul style="list-style-type: none"> <li>Internal Audit</li> </ul>	ARRs – section 15.4	51

Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> <li>• <b>Public Sector Renewal</b></li> </ul>	ARRs – section 15.5	7-8, 23
	<ul style="list-style-type: none"> <li>• <b>Information systems and recordkeeping</b></li> </ul>	ARRs – section 15.6	51-52
<b>Governance – human resources</b>	<ul style="list-style-type: none"> <li>• <b>Workforce planning, attraction and performance</b></li> </ul>	ARRs – section 16.1	52
	<ul style="list-style-type: none"> <li>• <b>Early retirement, redundancy and retrenchment</b></li> </ul>	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	54
<b>Open Data</b>	<ul style="list-style-type: none"> <li>• <b>Open Data</b></li> </ul>	ARRs – section 17	3
<b>Financial statements</b>	<ul style="list-style-type: none"> <li>• <b>Certification of financial statements</b></li> </ul>	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	101
	<ul style="list-style-type: none"> <li>• <b>Independent Auditor's Report</b></li> </ul>	FAA – section 62 FPMS – section 50 ARRs – section 18.2	102-103
	<ul style="list-style-type: none"> <li>• <b>Remuneration disclosures</b></li> </ul>	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	81-83

## *Contacts and key locations*

To report life threatening and time critical emergencies, or to report a crime in progress, telephone **Triple Zero (000)** and ask for **Police**.

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).

### **Queensland Police Headquarters**

200 Roma Street  
Brisbane Qld 4000

GPO Box 1440  
Brisbane Qld 4001

Telephone No.: (07) 3364 6464

### **Northern Region**

244-246 Charters Towers Road  
Hermit Park  
Townsville Qld 4812

PO Box 3737  
Hermit Park Qld 4812

Telephone No.: (07) 4726 8777

### **Central Region**

Rockhampton Police Complex  
Floor 2, 161 Bolsover Street  
Rockhampton Qld 4700

PO Box 221  
Rockhampton Qld 4700

Telephone No.: (07) 4932 3414

### **South Eastern Region**

Surfers Paradise Police Complex  
Level 7, 68 Ferny Avenue  
Surfers Paradise Qld 4217

PO Box 561  
Surfers Paradise Qld 4217

Telephone No.: (07) 5570 7999

### **Brisbane Region**

20 Pickering Street  
Alderley Qld 4051

GPO Box 1440  
Brisbane Qld 4001

Telephone No.: (07) 3354 5100

### **Southern Region**

52 Neil Street  
Toowoomba Qld 4350

PO Box 144  
Toowoomba Qld 4350

Telephone No.: (07) 4631 6777

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

