# ANNUAL REPORT 2015–2016

Queensland Police Service





This annual report provides information about the Queensland Police Service's financial and non-financial performance for 2015-16. It has been prepared in accordance with the Financial Accountability Act 2009, the Financial and Performance Management Standard 2009 and the Annual report requirements for Queensland Government agencies.

#### **Enquiries and further information**

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



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## Letter of compliance



#### QUEENSLAND POLICE SERVICE



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Our Ret

Your Ret

14 September 2016

The Honourable Bill Byrne MP Minister for Police, Fire and Emergency Services and Minister for Corrective Services Level 24, State Law Building BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the 2015-16 annual report including the financial statements for the Queensland Police Service.

I certify that this annual report complies with:

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

The annual report requirements checklist is included in the appendices of this report.

Yours sincerely

IAN STEWART COMMISSIONER

QUEENSLAND POLICE SERVICE

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## Commissioner's message



During 2015-16, the Queensland Police Service (QPS) continued to progress work in the areas of child protection, domestic and family violence, drugs and alcohol, counter-terrorism, mental health and road safety, contributing to the safety and security of the communities of Queensland.

Highlights for the year include:

- the appointment of an additional 294 police officers. As at 30 June 2016, there were 11,877 police officers
- the launch of the Amber Alert system to help locate abducted or high-risk missing children in imminent danger. From the system's launch in August 2015, seven Amber Alerts have been issued (to 30 June 2016), with the safe recovery of all these children
- the establishment of the Domestic, Family Violence and Vulnerable Persons Unit to support the implementation of the QPS-led recommendations from the NOT NOW, NOT EVER report into domestic and family violence
- the launch of a new referral process that enables police at an incident scene to refer a person in need to an appropriate support service for assistance via their mobile QLiTE device (a suite of QPS developed Applications available on an iPad mini) or back at the station
- the priority rollout of 300 body-worn video cameras for police officers on the Gold Coast and the commencement of associated training
- the development of the Security and Counter-Terrorism Network to strengthen QPS' capability statewide. The network provides a platform for enhanced community engagement, reporting, investigations and intelligence-sharing
- the establishment of at least one Community Policing Board in each of the 15 police districts, providing the opportunity for local organisations and individuals to work together with police on strategies to address crime and safety issues.

Also, for the first time in 20 years, Queensland recorded a zero fatality rate during the Easter period. This is significant considering there was an alarming increase in the Easter road toll in 2015. During the 2016 Easter period, QPS focused on high risk road user behaviour with more than 95,000 random breath tests and roadside saliva tests conducted and more than 6,000 infringement notices issued. The QPS operations assisted in ensuring the safety of drivers and their passengers.

In late 2015, the QPS celebrated 50 years of women in policing for the period 1965 to 2015. In 1965, eight plain clothes policewomen were sworn into the Service. There are now more than 3,000 female police officers in Queensland. In addition, the first two Queensland female officers qualified to become police motorcycle officers.

We also farewelled former Deputy Commissioner Ross Barnett after a long and distinguished career in the QPS spanning almost 40 years. Mr Barnett was appointed to the role of Queensland Racing Integrity Commissioner in February 2016. I wish Mr Barnett all the best in his future endeavours.

As always I was honoured to lead the QPS during the year and I am committed to continuing to work with members of the Service and the community to stop crime and make Queensland safer.

The business of policing continues to increase in complexity and I wish to acknowledge the outstanding work, commitment and dedication of all QPS members in maintaining our focus on the safety and security of the broader community. In particular, I wish to acknowledge the exceptional effort to engage across the community and to maintain the confidence of the public in their police service.

IAN STEWART APM COMMISSIONER

14 September 2016

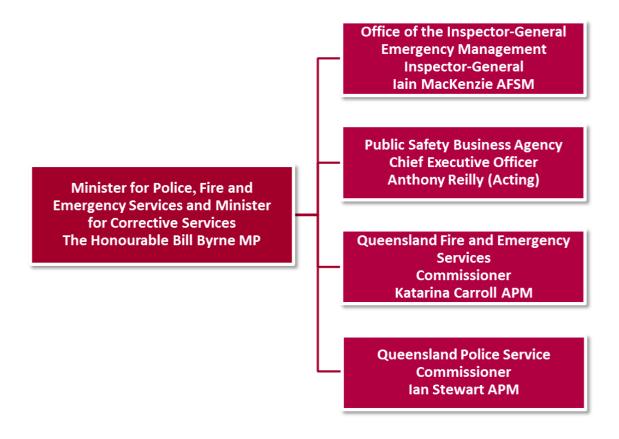
## Overview

## Public safety portfolio overview

The public safety portfolio, under the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, consists of the:

- Office of the Inspector-General Emergency Management (IGEM)
- Public Safety Business Agency (PSBA)
- Queensland Fire and Emergency Services (QFES)
- Queensland Police Service (QPS).

The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



### Office of the Inspector-General Emergency Management

The Office of the IGEM was 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 independent assurance and advice to enable confidence in Queensland's emergency management arrangements.

### **Public Safety Business Agency**

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of the Department of Community Safety (*Public Service Departmental Arrangements Notice (No.8) 2013*). 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 Queensland Government Air (QGAir) services, State Government Security and administration of the Blue Card system.

An independent review of the PSBA was undertaken by the Public Service Commission in 2015. The final report *Review of the Public Safety Business Agency* (November 2015) was tabled in Parliament in February 2016. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. The review recommended the PSBA narrow its focus to corporate support and made eight recommendations. The government accepted the review's recommendations, with the exception of recommendation six (to transfer the Police Air Wing to the QPS). Further work will be progressed on this recommendation.

A PSBA Interim Board of Management was subsequently established (inaugural meeting held 16 May 2016) to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place. An Acting Chief Executive Officer, PSBA was also appointed in April 2016 to assist the PSBA Interim Board of Management.

The *Public Safety Business Agency and Other Legislation Amendment Bill 2016* was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review, including establishing a PSBA Board of Management and changing the role of the PSBA Chief Executive Officer to Chief Operating Officer. The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

For further information regarding the review refer to pages 66-67.

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

QFES was established as a department on 1 November 2013 under the *Public Service Act* 2008 (*Public Service Departmental Arrangements Notice* (*No.* 8) 2013). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes the Fire and Rescue Service, the Rural Fire Service and the State Emergency Service (SES). Through Service Agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland, Royal Life Saving Society Queensland, Australian Volunteer Coast Guard Association and Volunteer Marine Rescue Association Queensland.

It is the role of QFES to provide leadership, mitigation planning and response services to the community. QFES aims to protect persons, 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.

#### **Queensland Police Service**

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

## Legislation administered by the portfolio

In accordance with *Administrative Arrangements Order (No. 3) 2015*, during 2015-16 the portfolio administered the following legislation:

Agency	Legislation administered
PSBA	<ul> <li>Public Safety Business Agency Act 2014</li> <li>State Buildings Protective Security Act 1983</li> <li>Working with Children (Risk Management and Screening) Act 2000</li> </ul>
QFES	<ul> <li>Disaster Management Act 2003</li> <li>Fire and Emergency Services Act 1990</li> </ul>
QPS	<ul> <li>Australian Crime Commission (Queensland) Act 2003</li> <li>Child Protection (Offender Prohibition Order) Act 2008</li> <li>Child Protection (Offender Reporting) Act 2004</li> <li>G20 (Safety and Security) Act 2013</li> <li>Police Powers and Responsibilities Act 2000</li> <li>Police Service Administration Act 1990</li> <li>Public Safety Preservation Act 1986</li> <li>Queensland Police Welfare Club Act 1970</li> <li>Summary Offences Act 2005</li> <li>Terrorism (Preventative Detention) Act 2005</li> <li>Weapons Act 1990</li> </ul>

## Machinery-of-government changes

Date	Changes
1 July 2015	The transfer of Community Helicopter Providers from Queensland Health to the PSBA became effective.
1 July 2016	As a result of the <i>Review of the Public Safety Business Agency</i> (November 2015), the following machinery-of-government changes will occur as outlined in the <i>Public Service Departmental Arrangements Notice</i> (No. 2) 2016:
	<ul> <li>PSBA Media (QPS) will transition to QPS</li> <li>PSBA Media (QFES) will transition to QFES</li> <li>PSBA Content and Multimedia will transition to QFES</li> <li>Training and Development (including training academies) will transition to QPS and QFES</li> <li>PSBA Recruitment will transition to QPS and QFES; including the Office of the General Manager, the Office of the Executive Director (Strategy and Consulting), Policy, Engagement (including the Drug and Alcohol Coordination Unit), Planning, Performance, Innovation, Governance and Legislation</li> <li>PSBA Ministerial and Executive Services will transition to QPS and QFES</li> <li>PSBA Ethical Standards will transition to QFES with one position remaining with PSBA</li> <li>PSBA Executive Services will transition to QPS and QFES</li> <li>PSBA Legal Services will transition to QPS and QFES</li> <li>PSBA Cabinet Legislation and Department Liaison will transition to QPS and QFES</li> <li>PSBA Right to Information will transition to QPS and QFES</li> <li>PSBA Levy Management Unit and Business Performance Analysts will transition to QFES</li> <li>PSBA Safety and Wellbeing will transition to QPS</li> <li>PSBA Safety and Wellbeing will transition to QPS</li> <li>PSBA Library Services will transition to QPS</li> <li>PSBA Calibration Laboratory will transition to QPS</li> <li>PSBA Evidence Management will transition to QPS</li> <li>PSBA Forensic Services, Technical Support will transition to QPS.</li> </ul>

In addition, in line with the Review of the PSBA recommendations, the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review by amending legislation including finalising the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General and allow for the comprehensive integration of State Government Security into the QPS.

## Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 58-63). In addition, there is a portfolio-wide corporate governance committee – the Public Safety Portfolio Audit and Risk Committee, which provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (the Board). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

#### **Public Safety Portfolio Audit and Risk Committee**

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

The committee governs audit and risk matters for the public safety portfolio agencies. It 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.

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

The committee meets quarterly and met on four occasions during 2015-16.

The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2015-16. The second external member received \$3,300 (including GST). There were no other on-costs.

#### **Committee Members**

- Graham Carpenter, Chair (external member)
- Ian Stewart APM, Commissioner, QPS represented by Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner and Chief Strategy Officer, Capability and Performance Division, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA
- Marita Corbett (external member)

#### **Achievements**

During 2015-16, the committee's achievements included:

- oversight of progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
- reviewed and endorsed the Annual Financial Statements and the Chief Finance Officer Assurance Statements
- monitored compliance with the 2015-16 Annual Internal Audit Plan and oversaw the status of open recommendations
- approved the:
  - Internal Audit Charter
  - Audit and Risk Committee Charter and Structure
  - Audit and Risk Committee 2016-17 Workplan
- endorsed the Annual Internal Audit Plan 2016-17, incorporating the Internal Audit Strategic Plan 2016-2019.

### About us

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

The QPS has two service areas as outlined in the 2015-16 Service Delivery Statement (a State Budget Paper): Crime and Public Order, and Road Safety.

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

#### Our vision:

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

#### Our mission:

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

#### Our environment

The continuing growth in Queensland's population, combined with its diversity and broad dispersal across the state, provides a challenge to policing the needs of all Queensland communities. A predicted increase in the severity and frequency of natural disasters as well as crime and safety threats resulting from technological advancements, globalisation and violent extremism add additional layers of complexity that necessitate an agile organisational response. In response:

- the QPS has grown by 1,182 officers (over and above attrition) since 1 July 2012
- emerging technological advancements are also expected to greatly benefit police by improving interoperability between public safety agencies and enhancing operational effectiveness
- adaptable and flexible policing approaches are required to respond to an organised crime landscape that is increasingly diverse and complex. The government's commitment of an additional \$39.1 million over four years (commencing in 2016-17) will ensure the QPS has the resources to tackle serious and organised crime through implementation of the response to the Organised Crime Commission of Inquiry report and by undertaking operational and intelligence-driven activities
- the QPS continues to work collaboratively with police in other jurisdictions to address serious criminal activity. The Joint Anti-Child Exploitation Team (JACET) will combine the resources of the Australian Federal Police's child protection agents with QPS' Taskforce Argos to combat child exploitation
- the government has committed an additional \$16.2 million over four years (commencing in 2016-17) to enhance QPS' counter-terrorism capabilities enabling police time and resources to continue to be directed to terrorism prevention, response and investigation activities. This includes high visibility policing at major events and building social cohesion through community policing

• the QPS is committed to building safer and more resilient communities through streamlining disaster management operations in Far North Queensland. The existing Cairns and Mareeba District Disaster Management Groups amalgamated in February 2016 to form the Far North District Disaster Management Group to create a single coordination point for government during emergencies. The merged group will increase efficiencies by providing more coordinated support to local disaster management groups in the Mareeba and Cairns communities.

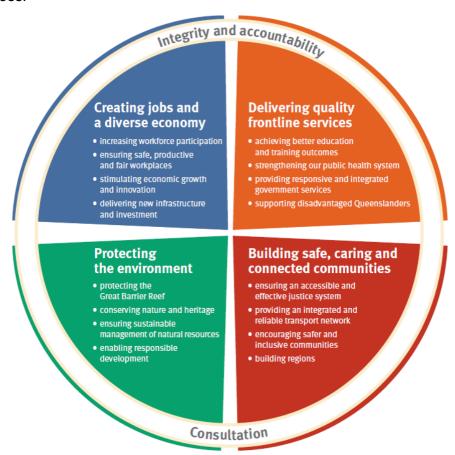
#### Our accountabilities

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

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

#### **Queensland Government objectives**

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community. Integrity, accountability and consultation underpin everything the Queensland Government does.



The Queensland Plan is the community's 30-year vision for the state. The Queensland Government's Interim Response (the Interim Response) outlines the key services, programs and partnerships that will help improve Queenslanders' way of life today and proactively position Queensland for the future.

The Interim Response supports the Queensland Government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. *The Queensland Plan* and the Interim Response are available online at: www.queenslandplan.qld.gov.au/.

QPS' policies, programs and services align with the Interim Response. Information about QPS' policies, programs and services can be found in the 2015-16 Highlights (refer pages 28-55).

### **Our objectives**

The QPS is committed to supporting the government's objectives, particularly delivering quality frontline services and building safe, caring and connected communities, by:

- reducing and preventing the incidence of crime, public disorder and road trauma
- collaborating and consulting with all sectors of the community to deliver a problem solving approach to crime reduction
- using technology and innovative strategies to be more mobile, flexible and capable of working across boundaries to deliver services the community needs
- focusing resources to identify and deliver effective and efficient services that maximise public safety
- taking a lead role to prepare the community for managing major events and disasters
- implementing an environment of continuous improvement based on learning, development and empowered leadership
- delivering services with fairness and integrity.

### **Strategies**

The QPS achieves its objectives through a range of strategies:



**Frontline services** – implement an integrated service delivery model, underpinned by improved intelligence capabilities and expanded options for community consultation and engagement with police



**Culture** - manage a program of cultural renewal to improve transparency and trust; devolve authority to the frontline; and to embed a values based culture of innovation, accountability, and quality customer service



**People** – implement strategies to ensure safe delivery of services; improve community engagement; increase diversity; apply contemporary performance measures; and continuing professional development and training to improve capability



**Processes** – implement strategies to improve job allocation; reduce process complexity; provide improved technology and safety equipment to the frontline; better use of assets; improve performance through organisational reporting; and improve cross agency collaboration



**Systems** – implement strategies to improve data management and maximise analytics capabilities and improve productivity.

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

#### Our values

QPS members value:

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

#### The QPS shares the Queensland Public Service values:



#### **Customers first**

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



#### Ideas into action

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



#### **Unleash potential**

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



#### Be courageous

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



#### **Empower people**

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

### Our risks and challenges

Key risks and challenges identified as potentially impacting the QPS during 2015-16 included:

- improving responses to calls-for-service from people who experience domestic and family violence, mental illness, and substance abuse disorders
- identifying technological, environmental and financial trends that impact on public safety
- reducing alcohol-fuelled violence and targeting serious and organised crime including major drug, fraud and cyber crime
- preventing and responding to threats of terrorism and other security issues
- managing demand and allocating resources to ensure police services are directed at those who
  are most in need or a greatest risk to public safety
- establishing multidisciplinary taskforces that target places, cases and crime types that pose risk to the community and identifying new crime
- maintaining strong, collaborative partnerships with the community, private sector, non-government organisations and government organisations.

#### 2016-17 Outlook

Key risks and challenges that may impact the QPS during 2016-17 include:

- a reduction in community confidence and engagement in policing
- an increase in the frequency and severity of extreme weather conditions and natural disasters predicted for Queensland and the impact on policing services
- disruptions to major events, which may be caused by threats of terrorism or the actions of issue-motivated groups
- the growth, diversity and complexity of organised crime demands new adaptable approaches, capabilities and relationships between law enforcement agencies, government and the private sector
- maintaining and improving QPS' level of response to vulnerable persons, domestic and family violence, mental illness and substance abuse disorders
- work through collaborative partnerships with the community, private sector and government agencies to reduce alcohol-fuelled violence and target the organised criminal supply and production of illicit drugs, including ice and the diversion of pharmaceutical drugs for non-therapeutic use.

To address these risks and challenges, the key priorities for the QPS during 2016-17 include:

- continuing to provide a safe and secure community by responding to threats including terrorism, disasters, and risks associated with major events
- creating better workplaces and improving workforce capability
- targeting crime hotspots throughout the state, and issues such as organised crime, alcohol-fuelled violence and the drug, ice
- undertaking intelligence-led policing in late night entertainment precincts
- providing improved safety equipment for police including body-worn cameras
- supporting the implementation of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026 and implementing the government's response to the NOT NOW, NOT EVER report into domestic and family violence
- continuing to plan the police response for the Gold Coast 2018 Commonwealth Games
- continuing to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report
- continuing to implement the QPS-led recommendations from the Queensland Organised Crime
   Commission of Inquiry and the Queensland Taskforce into Organised Crime
- continuing to review the police complaints system and implement a new disciplinary system
- continuing to make improvements to ensure the promotions system is truly merit-based
- continuing to implement an integrated service delivery model
- developing an improved performance management framework to improve customer service.

#### Locations

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

•	Police stations	335
•	Police Watchhouse/Sober Safe Centre	59
•	Police Neighbourhood Beats and Shopfronts	90
•	District offices	15
•	Regional offices	5
•	Communication Centres	14
•	Police Academies located in Brisbane (Oxley and Wacol) and Townsville	3
•	Police Assistance Centre (Policelink) located in Brisbane (Zillmere)	1
•	Rapid Action and Patrols (RAP) located at Gold Coast and Townsville	2

In addition, most large police stations house a Child Protection and Investigation Unit (CPIU), a Criminal Investigation Branch and an Intelligence Unit, whilst 35 major stations include a Scenes of Crime Unit. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state.

A list of contacts and key locations for QPS is included in the appendices of this report.

#### **Partners**

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

#### • Community Policing Boards

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

The primary objectives of Community Policing Boards are to:

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

Community Policing Boards complement existing community crime prevention frameworks including: NHWQ; Crime Stoppers; and Multi-faith, Cultural and Indigenous Community/Police Consultative Groups.

For more information or to contact your local board visit <a href="http://mypolice.qld.gov.au">http://mypolice.qld.gov.au</a> and follow the links.

#### Queensland Police-Citizens Youth Welfare Association

The QPCYWA, commonly known as Police-Citizens Youth Club (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 its operations across the state.

For more information or to find a club near you, visit the PCYC website at www.pcyc.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 focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 400 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.

#### 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 sent electronically to the relevant police establishment in the area where the crime is occurring for investigation.

The QPS assists Crime Stoppers Queensland through the following mechanisms:

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

For more detailed information, visit the Crime Stoppers Queensland website at <a href="https://www.qld.crimestoppers.com.au">www.qld.crimestoppers.com.au</a>.

#### **Volunteers**

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

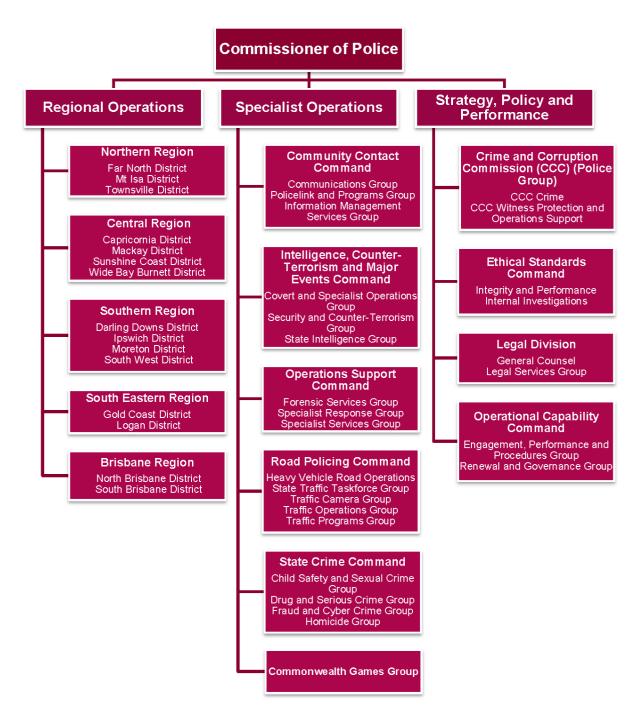
#### Volunteers in Policing

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members (ViP) 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. ViP are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViP also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViP also assist Police Recruiting with the overall recruiting process. There are approximately 300 ViP throughout the state.

For more information or to become a ViP, visit the QPS website (<a href="https://www.police.qld.gov.au/join/vip/default.htm">www.police.qld.gov.au/join/vip/default.htm</a>).

## Organisation structure

(as at June 2016)



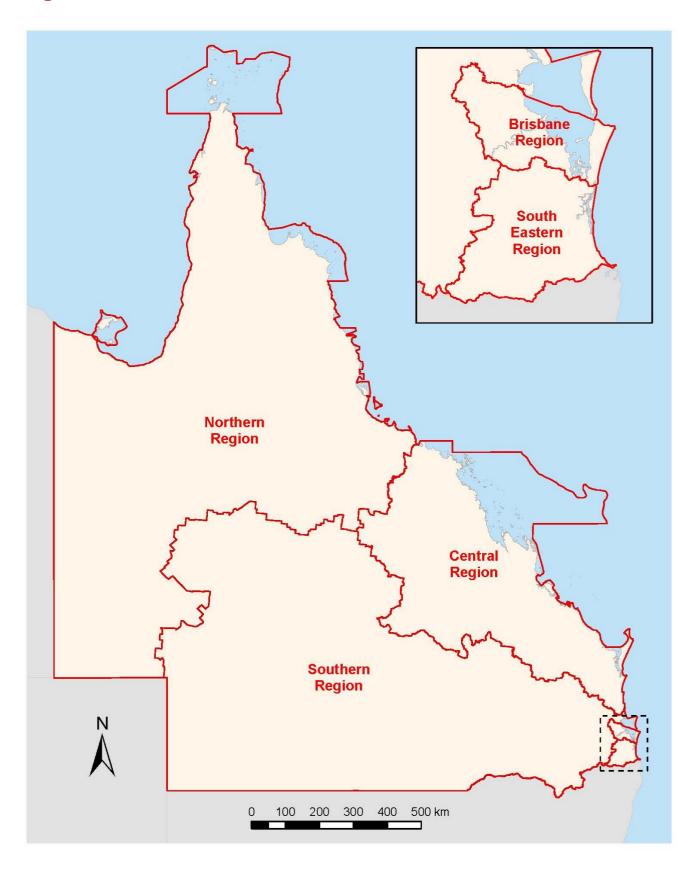
#### Our structure

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

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

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

## Regions



## Financial summary

## Summary of financial performance

The following table summarises the operating result and financial position for QPS 2015-16 and the previous financial year.

Statement of comprehensive income	2015-16 \$'000	2014-15 \$'000
Total income from continuing operations	2,111,929	2,043,056
Total expenses from continuing operations	2,110,783	2,042,061
Total other comprehensive income	221	381
Total comprehensive income	1,367	1,377
Statement of financial position	2015-16 \$'000	2014-15 \$'000
Total assets	228,374	213,015
Total liabilities	128,055	106,413
Net assets/equity	100,319	106,602

#### Income and expenses from continuing operations

QPS is funded to deliver crime and public order, and road safety services principally through parliamentary appropriations.

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

QPS incurs expenses to deliver crime and public order, and road safety services in partnership with the community. These expenses are summarised below.

For 2015-16, QPS received income from continuing operations totalling \$2,111.9 million and incurred total expenditure from continuing operations of \$2,110.8 million. This was comprised of:

#### Income

- appropriation services revenue \$1,716.7 million
- user charges \$32.5 million
- grants and other contributions \$358.2 million (including goods and services provided below fair value from PSBA \$317.6 million)
- other revenue \$4.5 million.

#### **Expenses**

- employee expenses \$1,529.7 million
- supplies and services \$185.9 million
- grants and subsidies \$5.9 million
- depreciation and amortisation \$13.4 million
- impairment losses \$0.5 million
- other expenses \$375.4 million (including goods and services provided below fair value from PSBA \$317.6 million).

QPS reported an operating surplus of \$1.146 million for 2015-16.

## Summary of financial position

QPS was in a positive financial position at the end of the financial year. The total net assets/equity of QPS at the end of 2015-16 were \$100.3 million. This was comprised predominantly of:

#### **Assets**

- cash and cash equivalents \$95.2 million
- trade and other receivables \$63.7 million
- inventory \$5.4 million
- other assets \$3.0 million
- intangible assets \$20.1 million
- property, plant and equipment \$40.9 million.

#### Liabilities

- trade and other payables \$28.4 million
- accrued employee benefits \$69.1 million
- other current liabilities \$30.5 million.

There were no events occurring after balance date that could be expected to have a material impact on the operating result for QPS for the year ended 30 June 2016.

## Performance

## Key performance measures

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

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

- 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
- maintain public order and safety including during major events and natural disasters (from planning to recovery); address public space enjoyment, street and nuisance offences; liquor licensing issues; and environmental design to reduce crime including alcohol-fuelled violence.

Road Safety's objective is to undertake activities designed to reduce road trauma including targeting the prevention and detection of speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts.

The services delivered by the QPS are designed to promote ethical behavior, discipline and professional practice.

The following tables provide an overview of the key performance measures for the QPS for 2015-16. Data for 2014-15 is sourced from the *Queensland Police Service 2014-15 Annual Report* unless otherwise stated in the Notes.

Service Area: Crime and Public Order								
Performance measures	Notes	Strategic Plan	2015-16 SDS	RoGS	2014-15 Actual	2015-16 Target/ Estimate	2015-16 Actual	
Rate (per 100,000 people) of personal safety offences reported:  • Homicide  • Assault  • Sexual assault  • Robbery  • Total personal safety	1, 2, 3 4 4 4 4	<b>√</b>	<b>√</b>		1 371 125 27 586	2-4 350-438 100-125 25-31 550-688	1 417 128 28 641	
Percentage of personal safety offences cleared within 30 days:  • Homicide  • Assault  • Sexual assault  • Robbery  • Total personal safety	2, 3	<b>√</b>	<b>√</b>		85% 65% 59% 62% 63%	70-88% 55-69% 55-69% 55-69% 55-69%	75% 66% 58% 62% 63%	

Performance measures			9		2014-15 Actual	2015-16 Target/	2015-16 Actual
	Notes	Strategic Plan	2015-16 SDS	RoGS	Notaai	Estimate	Notadi
Rate (per 100,000 people) of property security offences reported:	1, 2, 5	<b>√</b>	<b>√</b>				
<ul><li>Unlawful entry</li><li>Other property damage</li></ul>	4				660 666	650-813 650-813	673 694
<ul><li>Motor vehicle theft</li><li>Other theft (excluding unlawful entry)</li></ul>	4				189 2,016	180-225 1,900-2,375	208 2,120
Total property security	4				4,149	4,000-5,000	4,286
Percentage of property security offences cleared within 30 days:	2, 5	<b>√</b>	<b>√</b>				
<ul> <li>Unlawful entry</li> </ul>					19%	16-20%	20%
<ul><li>Other property damage</li><li>Motor vehicle theft</li></ul>					27% 35%	24-30% 30-38%	28% 38%
<ul> <li>Other theft (excluding unlawful entry)</li> </ul>					28%	25-31%	29%
<ul> <li>Total property security</li> </ul>					30%	25-31%	31%
Rate (per 100,000 people) of good order offences detected	1, 2, 4, 6	<b>√</b>	<b>√</b>		1,263	1,100-1,375	1,274
Percentage of good order offences cleared within 30 days	2, 6	<b>√</b>	<b>√</b>		89%	85-100%	86%
Public satisfaction with police dealing with public order problems	7	<b>√</b>	<b>√</b>		75.2%	≥70%	72.4%
Public satisfaction with police dealing with emergencies and disasters	7, 8	<b>√</b>	<b>√</b>		90.5%	≥85%	84.6%
Percentage of code 1 and code 2 incidents attended within 12 minutes	9		<b>√</b>		-	≥80%	83.9%

#### Notes:

- 1. Queensland population data is sourced from the *Australian Bureau of Statistics (ABS) Catalogue No. 3101.0 Australian Demographic Statistics*.
- 2. The 2015-16 Target/Estimate takes into account recent results and any known factors that are likely to have an impact in the forthcoming 12 months. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end.

#### Notes (cont'd):

- 3. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
- 4. Data for 2014-15 is sourced from the *Annual Statistical Review 2015/16 Queensland Police Service*.
- 5. The offence categories reported separately are considered high volume property security offences. The total property security offences figure also includes arson, fraud and handling stolen goods.
- 6. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies often focusing on liquor-related enforcement.
- 7. Public satisfaction is measured against the results of the *National Survey of Community Satisfaction with Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
- 8. An amendment has been made to this measure to ensure alignment with a wording change in the national survey on 1 July 2015. Respondents were previously asked about their satisfaction with police dealing with 'disasters and major events'. No changes were made to the methodology of this measure. Emergencies and disasters includes maintaining public order and safety during natural disasters and major events such as tropical cyclones, flooding, Schoolies Week and Gold Coast 600.
- 9. New performance measure in 2015-16. This performance measure reports the time taken to attend code 1 and code 2 incidents. Data includes geographic areas covered by the Queensland Computer Aided Dispatch (CAD) System. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police, who use similar methodology, business rules and systems.

#### Kev

RoGS – Report on Government Services SDS – Service Delivery Statement Strategic Plan – *Queensland Police Service Strategic Plan 2015-2019* 

Service Area: Road Safety									
Performance measures	Notes	Strategic Plan	2015-16 SDS	RoGS	2014-15 Actual	2015-16 Target/ Estimate	2015-16 Actual		
Rate (per 100,000 people) of road crash fatalities	1, 2, 3,	✓	✓		4.95	5.4	5.03		
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 4	<b>√</b>	✓		131.5	145	-		

#### Notes:

- 1. There are many factors which can cause or contribute to road crash fatalities and hospitalisations. Key causal factors include drink and drug driving, fatigue, speeding, unrestrained occupants, and distraction and inattention. The 2015-16 Target/Estimate, developed in consultation with the Department of Transport and Main Roads (DTMR), included consideration of recent trends, economic indicators and the potential effects of road safety initiatives. Queensland population data is sourced from the ABS Catalogue No. 3101.0 Australian Demographic Statistics.
- 2. Data is sourced from DTMR. The 2014-15 Actuals have been updated.
- 3. The 2015-16 Actual is preliminary and subject to change.
- 4. The 2015-16 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 2016.

#### Key

RoGS – Report on Government Services SDS – Service Delivery Statement Strategic Plan – Queensland Police Service Strategic Plan 2015-2019

Service: Police Services								
Performance measures	Notes	Strategic Plan	2015-16 SDS	RoGS	2014-15 Actual	2015-16 Target/ Estimate	2015-16 Actual	
Rate of complaints against police per 100 sworn (operational) staff	1	✓	✓	✓	9.8	≤9.8	10.8	
Public perception of police professionalism and image  Police perform their job professionally Police treat people fairly and equally	2		<b>√</b>	<b>✓</b>	87.8% 76.5%	≥85% ≥75%	86.3% 75.7%	
<ul> <li>Police are honest</li> <li>I do have confidence in the police</li> </ul>		<b>✓</b>		<b>✓</b>	76.4% 88%	≥75% ≥85%	74.2% 87.3%	
Satisfaction of members of the public who had contact with police in the last twelve months	3	<b>√</b>	<b>✓</b>	<b>✓</b>	85.2%	≥85%	83.7%	
Cost of policing services per person	4	<b>√</b>	<b>√</b>	<b>√</b>	\$434	\$442	\$445	
Percentage of prosecutions where costs were awarded against the police	5	<b>√</b>	<b>√</b>	<b>√</b>	0.01%	≤0.05%	0.005%	

#### Notes:

- 1. Sworn operational staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, and whose primary duty is the delivery of police or police-related services to an external customer, including officers seconded to PSBA and the Crime and Corruption Commission. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealing with the police. RoGS 2016 reported that Queensland had the second lowest rate of complaints against police per 100 sworn staff out of the eight reporting jurisdictions in 2014-15.
- 2. Public perception is measured against the results of the *National Survey of Community Satisfaction* with *Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.

#### Notes (cont'd)

- 3. Public satisfaction is measured against the results of *the National Survey of Community Satisfaction with Policing*. The *National Survey of Community Satisfaction with Policing* is a general community survey. Respondents to this question had contact with police in the last 12 months.
- 4. The Cost of policing services per person is calculated by dividing real recurrent expenditure by Queensland population. Population data is sourced from the *ABS Australian Demographic Statistics Catalogue No. 3101.0 Australian Demographic Statistics*. The increase in the 2015-16 Actual, from the 2015-16 Estimated Actual of \$439 reported in the 2016-17 SDS, is primarily due to below fair value services for the Government Wireless Network (GWN), implemented for the QPS by the Department of Science, Information Technology and Innovation.
- 5. This performance measure represents the sum of all prosecutions where costs were awarded against the QPS, divided by the sum of all prosecutions. In RoGS, this is considered a measure of police efficiency in preparing evidence that is relevant to, and supports, a prosecution. Court costs are generally awarded against police when a criminal action against an offender has failed; in this respect, it represents at least some of the resources expended when a prosecution fails. A low or decreasing proportion of prosecutions where costs are awarded against police in criminal actions is therefore desirable. RoGS 2016 reported that Queensland had the lowest percentage of prosecutions where costs were awarded against the police out of the eight reporting jurisdictions in 2014-15.

#### Key

RoGS – Report on Government Services SDS – Service Delivery Statement Strategic Plan – *Queensland Police Service Strategic Plan 2015-2019* 

## 2015-16 Highlights

This section reports on the objectives of the QPS Strategic Plan 2015-2019. To drive delivery of its objectives, the QPS focusses on five main strategies: Frontline services, Culture, People, Processes and Systems (refer page 12 for further information).

This is a sample of performance highlights from 2015-16 and is not representative of all work undertaken during the reporting period.

## Objective One

Reducing and preventing the incidence of crime, public disorder and road trauma.

#### Putting an end to domestic and family violence

During 2015-16, the QPS achieved its First Action Plan (2015-16) deliverables of the Queensland Government's *Domestic and Family Violence Prevention Strategy 2016-2026*. These deliverables have laid the foundation for the QPS to achieve its future vision of delivering best practice policing prevention and response services to improve victim safety and hold perpetrators to account.

Key achievements during 2015-16 include:

- appointing Deputy Commissioner Brett Pointing as the QPS Domestic and Family Violence Cultural Change Champion and Assistant Commissioner Paul Stewart as the QPS Domestic and Family Violence Senior Responsible Officer
- reinstating the QPS State Domestic and Family Violence Coordinator role
- establishing the QPS Domestic, Family Violence and Vulnerable Persons Unit to support the implementation of the QPS-led recommendations from the NOT NOW, NOT EVER Putting an End to Domestic and Family Violence in Queensland report (2015)
- hosting the inaugural QPS Domestic and Family Violence Forum on 23 July 2015 to define
  prevention and first responder best policing practice in Queensland. Forum outcomes have been
  used to guide and inform decision making around domestic and family violence. A further forum
  was held in February 2016 to continue discussions on domestic and family violence prevention and
  first responder best practice, to facilitate Domestic and Family Violence Coordinator information
  sharing and develop ways to increase officers' awareness and understanding of domestic and
  family violence
- conducting Vertical Slice Workshops in late 2015 with operational police in Brisbane, Cairns, Rockhampton, Townsville and Gold Coast districts to explore the challenges facing frontline officers in responding to domestic and family violence
- inducting a number of White Ribbon Ambassadors, Champions and Pledges at Executive Leadership and District Officer level, and progressing measures for the QPS to become an accredited White Ribbon workplace
- releasing the Australia and New Zealand Police Commissioners Protecting Women and Children from Family Violence Leadership Statement in March 2016. The QPS Commissioner is a signatory to the statement

- hosting the District Officers Domestic and Family Violence Conference in May 2016, to continue discussions regarding the QPS cultural change process to better address domestic and family violence
- progressing implementation of changes to police procedures that strengthen the legal processes
  and increase accountability for domestic and family violence offending. Changes arising from the
  Criminal Law (Domestic Violence) Amendment Act 2015 and the Criminal Law (Domestic Violence)
  Amendment Act 2016 have also been implemented and it is anticipated further changes to police
  procedures may result from the forthcoming amendments to the Domestic and Family Violence
  Protection Act 2012
- commencing an independent, external audit of domestic and family violence police training products.

For further information, refer to pages 68-69.

#### Child safety reform agenda

The QPS continued implementing recommendations in 2015-16 from the Queensland Child Protection Commission of Inquiry final report *Taking Responsibility: A Roadmap for Queensland Child Protection* (June 2013) and the *Child Protection Reform Amendment Act 2014*.

The QPS also continued to participate in a joint working party with the Department of Communities, Child Safety and Disability Services (DCCSDS) to establish a streamlined process for the exchange of domestic and family violence information between the QPS and DCCSDS (recommendation 4.4 of the Inquiry's report). The information exchange process should provide both agencies with the ability to easily retrieve, access and store information.

In a further collaboration with DCCSDS, the QPS aims to develop an information technology platform to facilitate and streamline the information exchange process as a long term solution. In the interim, the QPS is working with DCCSDS to develop appropriate arrangements for requesting police information, in accordance with the business requirements of each agency.

The QPS is also providing ongoing resources to the Royal Commission into Institutional Responses to Child Sexual Abuse. In May 2015, the QPS provided a full-time investigator to the Commission as part of the Office of the Solicitor Assisting for 12 months. Due to the success of this collaboration, the Commission extended the secondment to May 2017.

#### Child protection

The QPS is one of the primary agencies which provide first response services, 24 hours a day, seven days a week, for child protection matters. The statewide CPIU structure provides a specialist policing response to children, both as victims and offenders. CPIU officers are provided with specialist training in the investigation of child abuse, sexual offences, youth justice and forensic interviewing of children.

CPIUs are centrally supported by the QPS Child Safety Director, Child Safety and Sexual Crime Group in State Crime Command. The Child Safety Director is also responsible for working across government and non-government agencies to ensure child protection issues receive a statewide, coordinated response.

The QPS employs a range of mechanisms to help protect children by enforcing legislation, responding to Commissions of Inquiry, continuing the important work of Taskforce Argos and the Child Trauma Taskforce, and a child alert system for child abductions.

#### Child protection offender reporting

The Child Protection Offender Registry, Child Safety and Sexual Crime Group which includes 22 centrally functioned regional investigators, is responsible for the management of Reportable Offenders in Queensland. During the reporting period, the QPS continued to ensure offenders against children complied with reporting obligations under the *Child Protection (Offender Reporting) Act 2004*. The Act requires people who commit serious offences against children to register their personal details and inform police of their whereabouts. These details are then recorded on the Child Protection Offender Register. The legislation requires an offender to provide police with this information for anywhere between five years and life, depending on their age and the seriousness of the offence. For juvenile offenders the reporting period is reduced by half. The QPS ensures offenders comply with these obligations.

As at 30 June 2016, Queensland's register contained the details of 3,157 offenders. During 2015-16, proceedings commenced against 701 reportable offenders for a total of 1,809 charges associated with reporting conditions.

#### Child Trauma Taskforce

The Child Trauma Taskforce provides high-level specialist investigative and operational assistance to regional investigators on sudden, unexplained deaths of children, and serious injuries and deaths resulting from suspected child abuse and neglect.

This group of highly skilled officers are well experienced in child abuse and suspicious death investigations. The taskforce can be deployed within Queensland to assist regional and metropolitan investigations and is supported by the QPS Behavioural Analysis Unit. The taskforce uses diverse investigative techniques to provide additional capability to these often complex investigations. It also provides an immediate response to *Amber Alerts* (a public alert system used to help locate abducted or high-risk missing children in imminent danger) and engages with the Police Communications Centre (PCC) to facilitate the timely release of information to regional investigators to assist in the safe recovery of abducted children at the earliest opportunity.

The taskforce has developed networks with a diverse range of experts in the field of child trauma and is able to draw on these networks during investigations. It provides the conduit for multi-faceted and multi-jurisdictional investigations involving government and non-government assistance and expertise.

From its inception in 2013 to 30 June 2016, the taskforce has been engaged in 44 cases of significant injury and child death which have resulted in individuals being charged with serious crimes including murder.

#### Sexual Crimes Unit

The Sexual Crimes Unit targets sexual offenders that pose the highest risk to the community by disrupting serious and serial offending throughout Queensland. Its staff complete risk assessments and proactively target high-risk recidivist sexual offenders who are the subject of supervision orders under the provisions of the *Dangerous Prisoners (Sexual Offenders) Act 2003*. The Sexual Crimes Unit is the lead investigative agency for the Royal Commission into Institutional Responses to Child Sexual Abuse, the Defence Abuse Response Taskforce and other community initiatives relating to the sexual abuse of children and the community.

#### Tackling child exploitation material

Following the release of the Queensland Organised Crime Commission of Inquiry report (October 2015), the Queensland Government provided \$3.2 million to the QPS to crack down on the online sharing of child exploitation material and to build on the existing work of the QPS to arrest and charge these offenders.

To support this, Taskforce Orion commenced on 1 January 2016 and will operate over an 18 month period in conjunction with regional CPIU officers, Taskforce Argos officers and the Crime and Corruption Commission. The taskforce will target Queenslanders sharing child exploitation material on peer-to-peer networks, as well as those offenders using the Darknet to share images anonymously.

From the commencement of Taskforce Orion to 30 June 2016, 60 offenders have been charged with 238 offences.

#### Offender prohibition orders

On 5 January 2016, the government tabled its response to the Crime and Corruption Commission review of the operation of the *Child Protection (Offender Prohibition Order) Act 2008 (CPOPOA)*. The Crime and Corruption Commission reviewed the extent to which the *CPOPOA* had been used by the QPS and the courts in its first five years of operations, and identified areas for improvement. All 17 recommendations were supported either in full or in-principle, by the government.

A major recommendation to enhance the operations and the efficiencies of the *CPOPOA*, is to amalgamate the *CPOPOA* and the *Child Protection (Offender Reporting) Act 2004 (CPORA)* (recommendation 1).

The *CPOPOA* allows police to apply for a prohibition order in circumstances where a relevant sex offender has displayed concerning conduct that poses an unacceptable risk to the lives or sexual safety of children. The purpose of the *CPORA* is to ensure reportable offenders who have been convicted of sexual offences, or other serious offences, against children, inform police of their whereabouts at all times, and any changes to their personal circumstances.

The amalgamation of the *CPOPOA* and the *CPORA* will strengthen and enhance the policing and criminal justice system response, and the protection of children and the broader community. A significant body of work has already been completed to progress this recommendation.

Another significant recommendation was the establishment of a Joint Working Group to review the processes used by the QPS and Queensland Corrective Services (QCS) to manage reportable offenders (recommendation 9). The aim of the working group is to achieve full legislative and policy compliance and to improve the efficiency and effectiveness of the management of reportable offenders. The working group held its first meeting in May 2016 with representation from the Department of Justice and Attorney-General including QCS. The working group will review processes used by the QPS and QCS to manage reportable offenders and will consider other recommendations from the Crime and Corruption Commission report.

In the long term, the working group will provide a forum for ongoing collaboration between key agencies to ensure efficient and effective management of reportable offenders to enhance the safety of children and the community.

#### **Taskforce Argos**

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

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

During the period 1 July 2015 to 30 June 2016, Taskforce Argos detectives:

- contributed to the removal of 84 children from sexual harm nationally and internationally
- finalised one major international operation (on the Darknet)
- referred 441 targets to partner law enforcement agencies both nationally and internationally
- charged 147 offenders on 1,108 charges.

The major international operation on the Darknet, led by Taskforce Argos, resulted in:

- a South Australian child protection worker being sentenced to 35 years imprisonment with a non-parole period of 28 years
- a male from the United Kingdom, convicted of abusing 23 children in Malaysia, sentenced to 22 life sentences with a non-parole period of 25 years
- 300 other offenders being identified and referred for action to 50 countries including Australia, Argentina, Austria, Belgium, Canada, Spain, Denmark, France, Germany, the United States and Russia.

#### In addition:

- the Officer in Charge of Taskforce Argos was appointed as the Chair of an Interpol and Europol working group relative to the coordination of international undercover engagements
- the manager of the Taskforce Argos Victim Identification Unit continued as the Chair of the Interpol Specialist Group on Crimes against Children, coordinating global efforts to combat child exploitation. In April 2016, the manager delivered a presentation at the Europol Annual Experts' Seminar in the Netherlands on an international operation conducted by Taskforce Argos
- in May 2016, Taskforce Argos' technical and special support officer travelled to the Netherlands to attend the Europol European Multidisciplinary Platform against Criminal Threats (EMPACT) meeting on Combating the Sexual Exploitation of Children on the Internet. The meeting enables experienced online investigators to exchange ideas and techniques used in combatting the sexual exploitation of children on the internet to enhance global cooperation
- in June 2016, Taskforce Argos delivered online training to law enforcement officers in Taiwan as
  part of its commitment to establish best practice methodologies for law enforcement investigators
  of child exploitation offences, across the globe.

Attendance and participation at these international meetings has ensured that Taskforce Argos maintains national and international best practice in the engagement, identification and prosecution of child sex offenders.

#### Partnership to tackle child predators

A new joint taskforce between the Australian Federal Police and the QPS was established in April 2016 to combat the sexual exploitation of children. The JACET will combine the resources of the Australian Federal Police's Child Protection agents with QPS Taskforce Argos embedded within the Child Safety and Sexual Crime Group.

The taskforce's objective is to accelerate dissemination of information received from international agencies to partner agencies regarding sexual predators who prey on children in the online environment. The model has proven highly effective in other states and territories, and the expansion of the JACET into Queensland will further boost these efforts.

#### Australian-first Amber Alert system

In August 2015, Queensland became the first Australian state to launch an *Amber Alert* system to help locate abducted or high-risk missing children in imminent danger, replacing the Child Abduction Alert (CAA) system.

Amber Alerts are issued by police when they need urgent public assistance and time is critical with a missing child at imminent risk of death or serious harm. The new Amber Alert policy provides officers with more flexibility and enables officers to initiate an alert if a child is missing in suspicious circumstances rather than the alert being reserved purely for cases where there is evidence of an abduction.

Alerts are broadcast to the public through the media, commercial billboard companies, child safety community groups, a national emergency alerting company and social media, and have led to information from the community which was pivotal in locating high-risk missing or abducted children.

From its launch to 30 June 2016, there have been seven *Amber Alerts* issued. In each of these cases the children were located safely, with evidence showing the *Amber Alert* directly contributed to the safe recovery of the children in the majority of the cases. Proactive community engagement has led to new partnerships with secondary alerting partners, to increase the capacity of public messaging.

#### Youth, Technology and Virtual Communities Conference

In April 2016, the Child Safety and Sexual Crime Group within the State Crime Command hosted the fourth Youth, Technology and Virtual Communities Conference at Bond University, Gold Coast. The conference attracted expert speakers from across the globe in the fields of criminal investigation, prosecution and sex offender psychology. The conference focused on child abductions and provided delegates with the latest developments, strategies and challenges across all facets of investigations.

The conference attracted approximately 445 delegates, including representatives from law enforcement agencies in Australia, 16 overseas countries and 70 external organisations. After the conference, Taskforce Argos hosted an online practitioners meeting for 27 representatives from all state, territory and federal law enforcement agencies including investigators from New Zealand, Canada, Germany and the Netherlands, to determine key strategic issues impacting on computer-facilitated crimes against children.

#### Tackling alcohol-fuelled violence

The *Tackling Alcohol-Fuelled Violence Legislation Amendment Act 2016* was assented to on 4 March 2016. The Act includes an additional evidentiary provision ensuring blood alcohol content readings lawfully taken by police are admissible as evidence in relevant prosecutions under the *Liquor Act 1992*.

This amendment is one of a number of changes made to the Act that are being implemented to reduce alcohol-fuelled violence. Training materials for frontline police have been updated in terms of the new legislation with training commencing in 2016 and ongoing into 2017 as the relative legislative amendments take effect.

#### Intelligence-led policing in safe night precincts

During 2015-16, the QPS continued to support public safety in safe night precincts (SNPs) through a range of proactive and operational activities. In addition to targeting public order, alcohol-fuelled violence and the supply of dangerous drugs in SNP areas, the QPS provided expert advice and practical assistance to local SNP boards' Public Safety Consultative Committees.

Highlights during the reporting period include:

- targeted patrols of known pre-loading locations and Railway Squad operations at transport entry points enhancing public safety and amenity and assisting in the identification and de-escalation of high-risk behaviours
- the Mackay SNP commenced a partnership with Queensland Health to better manage offenders who are seriously affected by alcohol and are taken to hospital for treatment
- the establishment of an alternative prisoner processing model within Surfers Paradise Division, using police vans to transport arrested people directly to the Southport Watchhouse to de-escalate situations
- the issuing of body-worn cameras to officers at Surfers Paradise and Broadbeach
- increased scrutiny of identified high-risk venues in the Gold Coast SNP through the training of additional qualified Liquor Enforcement and Proactive Strategies Officers
- the installation of a hydration station during peak service periods in the Toowoomba SNP to
  decrease alcohol-fuelled violence and raise awareness for responsible consumption of alcohol.
  This was a joint initiative with METRO Care Toowoomba and Toowoomba Liquor Industry Action
  Group. Glow in the dark wrist bands with alcohol safety awareness messages were also distributed
  to serve as a reminder to patrons in darkened, licensed venues
- deployment of a drug detection dog as part of Operation Oscar Seaspray that resulted in the apprehension of five persons on eight charges at Toowoomba SNP.

#### Calling last drinks on alcohol related harms

The 'Last Drinks' alcohol harm project, funded by the National Drug Strategy Law Enforcement Funding Committee in May 2015, was aimed at supporting frontline police and researchers from Griffith University as they engaged with, and surveyed more than 4,500 patrons as they entered and exited entertainment precincts in the Fortitude Valley, Brisbane, Mackay and the Gold Coast between July 2015 and June 2016.

The engagement model coincided with the peak movement of patrons and presented the opportunity for participants to take an accurate, voluntary breath test, whilst research surveys delved into subjects such as their involvement in violence, drug taking habits and other related factors.

There were high levels of participation and engagement, and strong messaging around alcohol harm and night time entertainment precinct environments. The project increased public awareness of the risks associated with preloading and portrayed the positive partnership and preventative approach of the police and Griffith University.

The operational elements of the project highlighted the value of regular 'preloading patrols' in entertainment precincts.

The findings from the research project are being analysed by the academic team and initial trends were presented at the Australian and New Zealand Addiction Conference in May 2016.

#### **Taskforce Maxima**

Taskforce Maxima was established in October 2013 to disrupt, dismantle and eliminate Outlaw Motorcycle Gangs (OMCGs) from Queensland through tactical and covert enforcement strategies and to build relationships with other Queensland, national and international counterparts.

On 1 July 2015, Taskforce Maxima returned to the QPS State Crime Command. Whilst OMCGs remains a high priority for the taskforce, the focus has been broadened to encompass all organised crime and emerging crime gangs.

The National Anti-Gang Squad continues 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 squad is made up of members from the Australian Federal Police, state police forces, Australian Crime Commission, Australian Taxation Office and Department of Human Services (Australian Government).

Key achievements for 2015-16 include:

- no increases in membership of OMCGs and no increase in chapters of existing OMCGs
- the continuation of project Ravelin, a partnership with the Australia Border Force targeting OMCG members, which successfully resulted in a number of members being prevented from entering Australia.
- successful operations targeting OMCG and organised crime resulting in 909 persons charged with 2,823 offences
- the seizure of 137 firearms including handguns, rifles and semi-automatic shot guns from OMCGs and organised crime gangs.

In addition, the official QPS disassociation process has enabled 172 members to formally disassociate from declared criminal organisations from October 2013.

Taskforce Maxima continues to have a statewide focus with operations in all 15 police districts resulting in the dismantling of key OMCG chapters. These operations also include partnerships with interstate and international law enforcement agencies ensuring a borderless and agile approach in targeting unlawful activities.

#### Regional responses to target crime hotspots

The Sunshine Coast District had a number of taskforces targeting crime hotspots in 2015-16. These taskforces were responsible for policing the property crime and organised crime networks which included OMCGs. The district continues to work in partnership with QPS' State Crime Command and other agencies across a range of protracted major investigations.

The Sunshine Coast District Property Crime Taskforce, consisting of police drawn from the Criminal Investigation Branch, the CPIU, State Intelligence and general duties, were responsible for undertaking intelligence-led strategies based on place and case methodology. The development of timely intelligence briefs and intelligence assessments on crime, to identify and target recidivist offenders and identify crime hot spots, spikes and crime trends, supports the prevention and solving of crimes.

An assessment team was established in May 2016 with responsibility for the timely development of intelligence analysis services towards problem place/case issues identified in the Sunshine Coast District. The team provided an enhanced, timely analytical capability resulting in significant improvement to policing strategies to reduce crime.

Other taskforces include the Sunshine Coast District Drug and Serious Crime Taskforce and Sunshine Coast District Gangs Team. In 2015-16, these taskforces worked collaboratively with QPS' State Crime Command, the Crime and Corruption Commission, the Australian Federal Police, the Department of Immigration and Border Protection and other police districts on joint operations, with positive results.

Collectively, these groups provided a high level policing response to detect, combat, target and dismantle organised crime networks with a focus on major, protracted and covert operations and investigations utilising contemporary policing methodology, techniques and tactical actions.

#### Road safety

The QPS continues to work in partnership with the community and other road safety stakeholders to make Queensland's roads safer. Key road safety initiatives in 2015-16 included high-visibility policing operations targeting road safety, and coordinated state and regional traffic policing operations focusing on reducing the number and rate of road crash fatalities and hospitalisations.

#### These include:

- road policing operations such as Operation Crossroads (Easter and Christmas), Operation Springbreak (September school holidays), Operation Coldsnap (June/July school holidays) and Operation STATETRANS (May 2016). These operations collectively focus on the Fatal Five. Operation STATETRANS is a heavy vehicle road safety compliance and enforcement operation, designed to provide a collaborative multi-agency, and multi-jurisdictional approach
- expanding roadside drug testing capability to detect drivers who drive under the influence of drugs
- continuing to enhance road safety in partnership with the community including local road safety advocacy and capacity-building activities across Queensland
- the provision of \$7.2 million for Camera Detected Offence Program (CDOP) equipment.

#### Road Safety Week drives home the message

Following on from the success of Central Region's inaugural Road Safety Week campaign in 2014, a statewide campaign was launched in 2015. Queensland Road Safety Week ran from 17-21 August 2015 with the theme 'Speak up for road safety'. The campaign saw government, industry and community groups working together to address issues at a local level across the state. The week of activities involved more than 500 individual, locally-hosted events, some of which were enforcement based, facilitated by staff from QPS and the Queensland Trucking Association, bicycle and motorcyclist user groups, and the campervan, motorhome and caravan association clubs. The week focused on five themes drawn from the Fatal Five and sharing the road with a focus on vulnerable road users. The campaign encouraged people to speak up about road safety with family, friends and work colleagues, within their community and at work.

#### Safer Roads, Safer Queensland

In August 2015, the Queensland Government released Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015-2021 and Safer Roads, Safer Queensland: Queensland's Road Safety Action Plan 2015-17.

#### QPS-led initiatives include:

- rollout of radars on police motorcycles
- on-road enforcement through overt and covert methods
- trials of innovative strategies and technologies
- expansion of training for road policing officers to better detect and deter broader criminal activities, including enhanced drug driving operations across Queensland
- continuing high visibility policing operations, including Operations Menzel (random breath testing),
   Plow (speeding, drink driving and distracted driving) and Barrier (Bruce Highway)

- addressing dangerous, unregistered and unlicensed drivers (who are over-represented in crash statistics), by expanding Automatic Number Plate Recognition technology in police vehicles
- updating remaining wet film mobile speed cameras to digital technology to enhance reliability
- enhancing roadside policing capability and efficiency by rolling out electronic ticketing.

#### Easter road safety operations

In a concerted effort to minimise road trauma over the 2016 Easter period, the QPS focused on high-risk road user behaviour including the Fatal Five. Phase 1 of the Queensland Easter Road Safety Campaign began on 24 March 2016 and continued until 28 March 2016. For the first time in 20 years there were no fatalities on Queensland roads during the Easter period.

#### Other outcomes included:

- 94,505 random breath tests conducted, resulting in the detection of approximately 360 drink driving offences
- 952 roadside saliva tests undertaken with 203 drivers testing positive for one or more relevant drugs (one offender per 4.7 tests)
- 5,678 speeding infringement notices issued (excluding camera detected offences), 189 infringement notices for not wearing seat belts and 213 infringement notices for using mobile telephones.

#### **Camera Detected Offence Program**

In April 2016, the QPS transitioned all mobile speed road safety cameras to a digital standard, completing the removal of all film based cameras from the CDOP.

In May 2016, the QPS implemented a new mobile speed camera scheduling system to improve the deployment of cameras at high-risk sections of road. The new scheduling system incorporates functionality that utilises a full suite of evidence-based intelligence with a place and case management approach.

Additional funding has been provided in 2015-16 and 2016-17 for CDOP. The QPS commenced site installations in early 2016 for ten combined red light with speed cameras, and four new point to point average speed cameras. A new enforcement strategy will also be implemented at high-risk sections including road works, school zones and managed motorways through the deployment of a road safety camera from a trailer based camera platform. The combined red light with speed cameras, point to point average speed cameras and the temporary road safety camera are expected to be deployed in September 2016.

#### **Drug testing**

During 2015-16, QPS' Road Policing Command continued to increase roadside drug testing capacity with an additional 133 officers trained to conduct roadside drug tests. This represents a capacity increase of approximately 49%, bringing the total number of authorised officers trained to 407.

In addition, the QPS significantly increased the number of roadside drug tests conducted by 143%. In 2014-15, 20,389 roadside drug tests were conducted with 3,178 drug drivers detected (one in 6.4 tests); and in 2015-16, 49,445 roadside drug tests were conducted with 10,804 drug drivers detected (one in 4.6); an increase of 29,056 roadside drug tests.

Road Policing Command also implemented technology enhancements to the Intelligent Tasking Analysis System, specifically to detect hotspots to enable a more effective drug user targeting strategy.

#### Police gain greater powers to keep Queensland safe

In April 2016, the *Counter-Terrorism* and *Other Legislation Amendment Bill 2016* was introduced into Parliament. The key objective of the Bill is to enhance public safety through enhanced counter-terrorism and emergency management powers, ensuring police can rapidly and effectively respond to declared emergencies to minimise the impact on the Queensland community. The proposed new laws will:

- enable police to require any person or organisation to provide information during a declared emergency
- create an offence for refusing to provide information sought by police or to give false or misleading information, with penalties of up to ten years imprisonment
- extend the power to search and seize vehicles as they leave or enter a declared area
- broaden the power for police to seize things from a person during a declared emergency to include things that person may use to cause harm
- provide police with the powers to manage and control the evacuation of persons from a declared area for a terrorist emergency and for their reception, identification and assessment at a terrorist emergency reception centre.

The amendments are designed to protect Queenslanders by equipping QPS officers with the additional powers they will need in an environment that continues to see an escalating global terrorism threat.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration and the committee is required to report to Parliament on the Bill by 12 July 2016.

In addition, the *Australian Crime Commission (Queensland) and other Legislation Amendment Bill 2016* was introduced to Parliament in May 2016 to ensure police have the powers necessary to keep Queenslanders safe, and align Queensland with other states and territories. The objectives of the Bill are to facilitate the merger of CrimTrac (Australia's policing information sharing agency) into the Australian Crime Commission, and ensure police have appropriate powers to direct and engage with offenders in a given situation. As criminal activity changes and becomes more sophisticated, it is imperative that police powers keep pace with these changes. Proposed amendments include (in part):

- permitting police to use a firearms and explosives detection dog without a warrant to carry out explosive detection operations at licenced premises, in a public place or a tattoo parlour
- ensuring it is lawful under the Police Powers and Responsibilities Act 2000 for a police officer to arrest a person without warrant at the instruction of another police officer, where there are lawful grounds for the arrest.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration and the committee is required to report to Parliament on the Bill by 2 August 2016.

#### Police helicopters

Police helicopters provide tactical aerial support to police operations, enhancing officer and community safety and situational awareness to assist in the management of major events and critical incidents. The QPS has two helicopters, one is based in South East Queensland in Brisbane and the other is based on the Gold Coast. While routine operations are limited to the south east corner of the state, the aircraft are capable of deployment statewide to respond to major incidents and natural disasters.

POLAIR 1 and 2 (the police helicopters) are available for tasking 24 hours a day, every day of the year.

In 2015-16, services were provided in the form of:

- vehicle and foot pursuits
- daily High Visibility Patrols
- video and photographic recording of incidents
- searches for drug plantations, missing persons, vehicles of interest, objects, vessels, aircraft, escapees and stolen motor vehicles
- air support for emergency situations
- public order support
- support at regional, district and divisional operations and events
- aerial surveillance and photography to assist in the suppression of criminal activity and to gather intelligence and evidence to enhance a successful police prosecution.

During 2015-16, the two helicopters undertook:

- 1,879 flight hours
- 1,619 proactive tasks
- 2,352 reactive tasks.

The contract with Surf Life Saving Queensland has been extended to continue these services to 2022.

The QPS Helicopter Support Unit continues to work with interstate counterparts for benchmarking and information sharing.

#### Safer railways

The QPS Railway Squad provides a visible dedicated uniform presence to target anti-social behavior on commuter trains and at railway stations.

In January 2016, an additional eight police officer positions were assigned to the Railway Squad, boosting its operational strength from 70 to 78 officers. The squad's capability includes a dedicated Intelligence Unit, Crime Prevention Coordinator, Police Liaison Officer and Firearms Explosive Detection Dog who actively undertake enforcement operations throughout the Queensland Rail (QR) network on a daily basis. Members are located across seven offices including Roma Street in Brisbane, Manly, Beenleigh, Robina, Redbank, Ipswich and Petrie and provide an operational response within six police districts across four police regions in the south east corner of the state.

There is also a Railway Squad Officer at the QR train operations centre to monitor closed-circuit television (CCTV) cameras and act as a direct liaison between QR and QPS to effectively coordinate police resources in response to incidents on the network. The Railway Squad Crime Prevention Officer supports QR with personal and property safety initiatives for passengers and QR staff.

The network is also patrolled by regional police including general duties, tactical crime squads and criminal investigation branch members, as well as specialist squads such as the Public Safety Response Team (PSRT), Dog Squad and the Mounted Police. In July 2015, a Memorandum of Understanding (MoU) was signed by the Commissioner and the Chief Executive Officer of QR. The MoU provides the governance for this long standing partnership in managing crime and anti-social behaviour on the rail network.

The Railway Squad continues to work with Crimestoppers Queensland to progress the Persons of Interest Display project (PIDS) that commenced in 2012. This project displays unknown persons of interest on the QR message information screens across the network.

The squad's effectiveness has contributed to a 16.5% decrease in the number of police recorded assaults on the QR network in 2015-16 compared to 2014-15. Serious crime on the City Network remains low with less than three police recorded assaults for every million passenger journeys. From these incidents, serious injuries are not common and in many cases those involved are known to each other.

In 2015, QR was rated the safest metropolitan railway network in Australia by independent research agency Canstar Blue. It is the only Australian rail operator to receive five stars for safety, based on the satisfaction of its customers.

#### Improving communication with the community

The public safety portfolio agencies, in particular QPS and QFES, have established award-winning and best practice examples of social media use by government agencies during crisis situations such as disaster management. The agencies have embraced the use of social media as a community engagement strategy.

During 2015-16, the PSBA Media Division launched or managed a number of media and social media campaigns on behalf of the QPS including:

- Queensland Road Safety Week in partnership with DTMR
- 'That Could Be Me' a female police recruitment campaign
- 'Open Doors' (Logan) a domestic and family violence campaign.

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

- received 63,638 calls (approximately 5,300 per month)
- created 10,323 media logs (approximately 860 per month)
- issued 3,477 media releases (approximately 290 per month)
- issued 631 written media responses (approximately 50 per month)
- held 306 press conferences (approximately 25 per month).

## **Objective Two**

Collaborating and consulting with all sectors of the community to deliver a problem solving approach to crime reduction.

#### **Creating Community Policing Boards**

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

The primary objectives of the boards are to:

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

Community Policing Boards complement existing community crime prevention frameworks including NHWQ; Crime Stoppers; and Multi-faith, Cultural and Indigenous Community/Police Consultative Groups.

The boards will evolve over time, becoming a portal between the police district and the community, and providing solutions and timely feedback.

A minimum of one Community Policing Board has been established in each of the 15 police districts and as at 30 June 2016, each of the 15 police districts had conducted at least one Community Policing Board meeting. A number of themes were addressed and included:

- tourist road safety
- cultural/immigration issues
- promoting safety through needs based crime prevention
- juvenile crime and anti-social behaviour
- domestic and family violence
- improving youth employment and identifying engagement opportunities.

Each Community Policing Board will meet at least four times per year to address current, ongoing and emerging issues. Community members are able to keep track of their district Community Policing Board issues, discussions and outcomes, and provide comment via the Community Policing Board myPolice blog.

#### Elder abuse

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

In February 2016, the QPS appointed a Senior Project Officer to work with frontline officers, the Elder Abuse Prevention Unit within DCCSDS and other key stakeholders to raise awareness of elder abuse and to promote initiatives to address it.

On 13 June 2016, the QPS hosted the Elder Abuse Forum which coincided with World Elder Abuse Awareness Day on 15 June 2016. The forum was attended by representatives from various government agencies and external organisations.

#### Partners in drug and serious crime share expertise

The State Crime Command's Drug and Serious Crime Group hosted two important events on the Gold Coast in late 2015, bringing together practitioners in the field of drug investigation and illicit drug manufacturing from across the country and internationally, to share information and ideas.

#### National Chemical Diversion and Clandestine Laboratory Forensic Chemist Forum

The National Chemical Diversion and Clandestine Laboratory Forensic Chemist Forum was held on 28 October 2015. The theme for 2015 was 'Facing the Challenges – Building for the Future', highlighting the need for jurisdictions and agencies involved in drug related investigations to work together to build more efficient strategies. The event was well-received as 73% of participants rated the event as very good while 80% of participants indicated they were very likely to attend future forums.

#### 2015 QPS Drug Seminar

The forum was followed by the 2015 QPS Drug Seminar with the theme 'Collaborative Partnerships – Exploring the Possibilities'. The seminar had an exceptional line-up of national and international delegates, as well as representatives from state and territory police who shared case studies of drug investigations. The seminar was very successful with 72% of participants rating the event as very good, while 95% of participants indicated they were very likely to attend any future QPS drug seminars.

#### **Crime Stoppers**

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2015-16, Crime Stoppers Queensland collected over 64,700 pieces of information from members of the public. As at 30 June 2016, this had resulted in:

- the apprehension of 2,438 people
- more than 6,900 charges being laid
- the confiscation of more than \$6.3 million worth of drugs
- the seizure of approximately \$533,000 in proceeds of crime
- the recovery of more than \$164,000 worth of stolen property.

#### **Neighbourhood Watch Queensland**

NHWQ has traditionally focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. With the move to social media, NHWQ groups are also involved in broader community safety issues along with community crime prevention activities. This includes local events that aim to improve social cohesion within the community, engaging with broader demographics through NHWQ blogs and promoting the program through a range of initiatives and activities across their neighbourhoods.

Each year, NHWQ holds a state conference to celebrate the achievements of the program, recognise the outstanding efforts of regional and state award winners and discuss the future direction of the program. It is also an opportunity for NHWQ members and police officers to network with each other to share ideas and experiences. The 2015 conference was held in September 2015 and the theme of the conference was *Safe, inclusive and connected neighbourhoods and online communities*. The conference aimed to assist, empower and provide attendees with the tools and information necessary to work together to protect and prevent crime from occurring in all areas of the community.

The NHWQ blog is designed to keep communities up-to-date with crime prevention strategies, community safety information and other relevant news. It also provides another channel for the QPS to engage with the community. Community members are able to join the NHWQ conversation online.

Face to face social media training equips community volunteers with the skills to manage their local NHWQ blogs. As at 30 June 2016, there were more than 340 trained blog administrators with access to their local NHWQ blogs. There are 169 NHWQ blogs which have had over 649,000 page views (42% via mobile or tablet), 25,412 published posts, 105 community authors, 241 QPS authors and over 10,370 community members that have joined as online members. The QPS has also partnered with Volunteering Queensland to increase volunteer participation and retention to enhance NHWQ. This includes facilitating access to a Certificate II in Volunteering.

As at 30 June 2016, there are approximately 400 NHWQ groups with approximately 1,200 members across Queensland. More groups are in the formation stage.

The University and TAFE based student e-Watches were rolled out in July 2014. Following the trial of e-Watch in Capricornia District known as the Callide Rural e-Watch, there are now more than 10 rural e-Watches across Queensland.

#### Information sharing bridges the gap in Anakie

Located in the Gemfields of central Queensland, on Capricornia District's western edge, the patrol area of Anakie is largely made up of mining claims which are generally 30 metre x 30 metre plots of land pegged out within designated fossicking areas. Mining claims are registered by the Department of Natural Resources and Mines (DNRM) with a claim number, GPS coordinates, lessee's name and date of birth; however, until now this information has not been shared with police.

Many of the lessees live on their claims, few of which are serviced by gazetted roads or even by unnamed dirt tracks, let alone street numbers. Directions such as - turn off the road near the rusted out drum, veer left after the upturned car, turn right at the thong tree, cross the creek and then look for the mining claim with the blue bike - are commonplace in Anakie and have been an endless source of frustration for police responding to calls for service.

In January 2016, QPS officers worked with DNRM to bridge the intelligence gap. DNRM has since provided its data on mining claims for input into the Queensland Police Records and Information Management Exchange (QPRIME). This information will allow police to link mining claims to people, vehicles, occurrences, and intelligence and respond more quickly to issues of community safety.

Once this information has been incorporated into QPS systems, community members will be able to provide their mining claim number to communication room operators when requesting assistance. Officers responding to a call will enter the number on their mobile QLiTE device (a suite of QPS developed Applications available on an iPad mini) and be presented with a GPS map showing their location in relation to the mining claim, as well as gazetted roads.

Although the project was initiated in Anakie, the data from DNRM had a far broader scope and will benefit police in 36 divisions (police station areas of responsibility) throughout Queensland in 2016-17. It is an extra resource for police in all these areas, and will support officer safety and service delivery.

## **Objective Three**

Using technology and innovative strategies to be more mobile, flexible and capable of working across boundaries to deliver services the community needs.

#### Government Wireless Network milestone reached as police radios switch over

The GWN is operating throughout South East Queensland with more than 17,500 frontline emergency services personnel accessing the network as at 30 June 2016. Full implementation in South East Queensland is expected by 31 December 2016.

The GWN rollout provides significant improvements in resource management and officer safety. It has significantly improved radio voice clarity, coverage and in-building signal penetration across service areas in South East Queensland, increasing the operational confidence of police and communications centre operators. The integrated and secure digital radio communications network brings the QPS, QFES and the Queensland Ambulance Service (QAS) onto the same radio communications platform so when required they can communicate and share information instantly.

In addition, location and duress information is available from every GWN radio improving the personal safety of police officers in dangerous environments. Previously, the QPS did not have these capabilities. GWN radios now give QPS the ability to know the location of every vehicle and officer. This provides a faster and more targeted response capability to direct the most suitable resource to any call for service from the public. It also provides a safer environment for officers who may be in duress or calling for urgent assistance. The location and duress capabilities have already been used multiple times and provided a faster response to officers in distress including QAS officers who may be requesting QPS assistance.

The GWN has also enabled interoperability of the radio network with the PCCs in Brisbane, Beenleigh, Toowoomba, Ipswich and Maroochydore and the Police Operations Centre in Brisbane. The PCCs can now immediately handle any voice radio calls to and from any police officer or patrol group in South East Queensland. The system also enhances accountability by providing voice logging/recording systems.

#### **Rapid Action and Patrols**

The RAP Policing Model trial continued in 2015-16. This hub policing strategy represents a contemporary and innovative approach to tackling crime across Queensland. The first RAP was formed in June 2014 on the Gold Coast and the Townsville RAP commenced operations in November 2014 undertaking proactive and targeted patrols. The Gold Coast and Townsville RAP models were designed to provide a rapid response and highly agile crime-suppression service delivery model. This model is focused on intelligence-led, high-visibility policing of problem places, cases and crime types. The initial model was modified to address the needs of the Townsville community. The main focus of the Townsville RAP continues to be the suppression of property crime in the Townsville metropolitan area.

The flexibility of the RAP model enables a policing response to be developed to address changing crime and other issues in any location, promoting a borderless approach to deploy resources to the right place at the right time. Ongoing engagement and consultation with relevant stakeholders at each trial location ensures better integration of services to meet the needs of the community.

During the reporting period, the Gold Coast RAP achieved significant results with 5,597 persons arrested on 12,218 charges; 6,762 traffic infringement notices issued; 26,373 random breath tests conducted; and 455 search warrants executed.

Policing on the northern Gold Coast received a boost on 25 June 2016 when 20 officers from the Gold Coast RAP at Varsity Lakes transitioned to Coomera as part of a pilot project to enhance the policing services already provided to the coast's northern suburbs. Having two teams of RAP officers based out of the Coomera police complex will allow more effective deployment of officers.

The Townsville RAP performs intelligence driven patrols in identified crime hotspots and actively targets identified offenders to prevent and solve crime. The RAP officers conduct rigorous checks of offenders to enforce court, probation and parole orders. During the reporting period the Townsville RAP also achieved significant results with 769 persons charged on 1,916 charges; 20,779 street checks generated; 435 traffic infringement notices issued; and 2,621 random breath tests conducted.

An independent evaluation of both the Gold Coast and Townsville RAP policing models is being conducted by Griffith University, and is expected to be finalised in 2017.

#### **National Illicit Firearms Strategy**

The national Serious and Organised Crime Coordination Committee determined that a national law-enforcement strategy should be developed and implemented to strengthen existing operational coordination, take a leadership role in supporting, and where possible facilitating, government recommendations and achieve a nationally consistent approach to address the increasing threat of illicit firearms in Australia.

The resultant *National Illicit Firearms Strategy* aims to achieve a more efficient focus by directing collective efforts and improving coordination nationally to address the increasing threat of illicit firearms.

A *National Illicit Firearms Strategic Advisory Group* (NIFSAG), chaired by the QPS and comprising representatives with operational command over illicit firearms response units in each respective signatory agency, provide direction, expertise and advice on the activities under the strategy.

In 2015-16, NIFSAG held two meetings and discussed the architecture and development of the national firearms strategy resulting in the creation of an action plan, which will see the initiation of nationally coordinated activities to address firearm related offences.

#### eTicketing pilot

The QPS is undertaking an eTicketing pilot within the Road Policing Command, where officers are issuing Traffic Infringement Notices to traffic offenders via the police mobile QLiTE devices. At the time of issuing a Traffic Infringement Notice, both the QPS and the DTMR systems are updated and the Traffic Infringement Notice is auto-posted to the offender via Australia Post.

Since its inception in September 2015 to 30 June 2016, approximately 80,000 Traffic Infringement Notices were issued using this process, significantly reducing the administrative overheads within the QPS and DTMR. The functionality of this pilot will be further extended during the second half of 2016 to allow for the issue of Traffic Infringement Notices via email and Multimedia Messaging Service (MMS).

#### **Local Computer Aided Dispatch and Mobile Computer Aided Dispatch**

The QPS has a CAD solution called Vision CAD operating in seven PCCs. A new suite of applications is being developed for operational police and managers that builds on the Vision CAD solution. These applications will include a Local CAD or 'LCAD' solution configured for station personnel (including Client Service Officers) and operational police, and a mobile CAD or 'MCAD' solution for operational police.

The LCAD application (in pilot stage) will be installed on computers located at police facilities and provides a range of tools and information to assist operational police and managers to streamline communication flow between the station and the PCCs.

MCAD is in the final testing phases and is due to be released as a pilot in October 2016.

#### **Mobile Services Program**

From the commencement of the Mobile Services Program in 2012, the QPS has moved from wireless laptops and analogue radio as its mobile technology to using smart devices integrated with enterprise systems to deliver the right data and functions to frontline police in any place at any time. The program is a collaborative partnership between the QPS and PSBA.

The program gives frontline officers access to mobile QLiTE devices with tools and applications they can use in the field. In 2015-16, the program delivered 5,000 mobile QLiTE devices to frontline police, with the remaining 400 devices to be deployed following the completion of the Frontline Mobility Evaluation. This significant investment is directly improving the QPS' ability to better serve the community by allowing frontline officers to quickly and accurately identify who they are dealing with and what action might need to be taken, as well as reducing the burden of administrative duties requiring officers to return to a station. The devices reduce reliance on police radio and administration times at the station enabling more proactive policing in the community.

#### Mobile Police Facility vehicles for the regions

In 2015-16, three Mobile Police Facility (MPF) vans were provided to the QPS regions. First launched in 2008, MPFs have proven to be invaluable assets, acting as instant command posts at crime scenes and disasters.

As part of a \$2.4 million build program, the additional vehicles have proven to be well-received in regional locations. Mount Isa, Darling Downs and South West Districts have taken delivery of their vehicles, and at 30 June 2016, the finishing touches are being applied to vehicles destined for Cairns, Sunshine Coast and Capricornia Districts. While Cairns already has a MPF, it will receive an all-wheel drive version and Logan District will take possession of Cairns' existing 2WD MPF.

Following consultation with existing MPF managers from across the state, upgrades have included a wi-fi hotspot surrounding the vehicle to enable the use of QPS mobile devices, dual roof mounted airconditioners, wall mounted computer screens and docking stations. Additionally, four of the vehicles have all-wheel drive capability, to facilitate use in outback locations.

With further deliveries expected in the first quarter of 2016-17, there will be a total of 12 MPFs deployed throughout the state by 30 September 2016.

#### **Mobile Response Capability**

The specialist PSRT conducted a six month Mobile Response Capability Trial in the Brisbane Region between July 2015 and January 2016. The trial involved rostering the PSRT at peak times and having the team available to respond and assist police crews at jobs where there was a risk of violent confrontation. During the trial, the PSRT attended 1,114 jobs.

The PSRT has the capability, specialist skills and additional use of force options available to them that may prove to be advantageous in resolving incidents. The aim is to de-escalate situations, enhance policing confidence, and reduce the risk of injury to police and the community ensuring that public safety remains paramount. Mobile Response Capability crews assist general duties officers by providing a general force multiplier at incidents therefore creating a safer work environment platform for domestic disturbances, alcohol-fuelled violence, psycho-social issues, active armed offender, out of control events, critical infrastructure protection, and other critical incident responses where police officers may require assistance. Mobile Response Capability also has the ability to assist with containment and cordon placements of high-risk situations until the arrival of the Special Emergency Response Team (SERT) and assist with hostage reception.

A Mobile Response Capability review report was completed after the trial. The success of the trial resulted in the Mobile Response Capability being adopted as a standard deployment model for the PSRT. A number of recommendations arising from the review of the trial regarding equipment, training and procedures will be addressed in 2016-17.

#### Forensic service providers to share common case management systems

The Forensic Register is a laboratory information management system first developed in-house by the Forensic Services Group in 2003 and continuously upgraded and improved since that time. This software application manages all case information, tracks exhibits, automates digital workflows and enables rapid reporting of forensic identification. In 2013, the National Institute of Forensic Science found the QPS was the most efficient and effective forensic service provider in the country which they largely attributed to the register.

In 2015-16, significant improvements were made to the Forensic Register to enable automatic interface with laboratory instruments. In addition, the Forensic Services Group extended the Forensic Register to Forensic and Scientific Services within Queensland Health, who undertake all DNA and drug analysis for QPS. These agencies are now able to work seamlessly, sharing information to enhance justice outcomes including increasing the speed of analysis and reporting. This enables crimes to be solved more rapidly and supports community safety by reducing the opportunity for offenders to re-offend.

#### Queensland Suicide Prevention Action Plan 2015-17

During 2015-16, the QPS undertook a number of activities that contributed to the government's commitment to 'reducing suicide and its impact on Queenslanders', as outlined in the Queensland Suicide Prevention Action Plan 2015-17. Key achievements for the reporting period include:

- progressing the development of an action plan to enable the QPS to improve the management of
  its response to mental health issues within the QPS. The action plan will focus on prevention and
  post-vention planning, including procedures for post-incident management. A complementary body
  of work being undertaken by the QPS included Heads Up Management Mental Health Information
  Sessions focused on providing managers in the QPS with information about mental health in the
  workplace and the development of organisational awareness campaigns designed to reduce
  stigma and encourage police to seek help
- providing frontline police officers and civilians in a community contact role with training on suicide
  prevention, risk reduction and other mental health-related issues through First Response Officer
  Training, First Year Constable training, Mental Health Training and Applied Suicide Intervention
  Skills Training (ASIST). Continuous knowledge improvement of mental health-related issues is
  critical to ensuring the most appropriate response is provided to a vulnerable person in times of
  crisis. This training also provided the opportunity for the QPS to re-emphasise relevant policy and
  procedures through practical and desktop training simulations/scenarios
- undertaking risk assessments on all persons being detained in a police watchhouse with the aim of preventing people committing suicide or self-harming
- supporting, in partnership with QR (lead agency), a body of work to identify strategies that would allow the early detection of high-risk individuals on the QR network to ensure escalating behaviours and recidivist offenders are identified more effectively and appropriate action is taken.

# Early action Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015-17

Enhancing awareness of how police and service providers should interact with people with mental illness during a crisis situation is crucial to delivering appropriate support pathways to vulnerable people. During the reporting period, the QPS worked to improve the management of calls for service, with emphasis on prevention and post-vention planning and management to better manage mental health issues within the Queensland community. Implementation of the action plan will enable the development of mental health intervention strategies, leading to an improved response to mental health incidents and situations involving vulnerable people.

## **Objective Four**

Focusing resources to identify and deliver effective and efficient services that maximise public safety.

#### Frontline resources

Between 1 July 2015 and 30 June 2016, an additional 294 police officers were appointed (over and above attrition). As at 30 June 2016, there were 11,877 police officers. The QPS has grown by 1,182 officers (over and above attrition) from 1 July 2012 when a government commitment commenced to provide 1,100 additional police officers over four years. This commitment was reaffirmed in February 2015 and has now been delivered. The police recruiting plan now aims to stabilise the number of police officers around 11,800, in line with government commitments and current priorities.

#### **Building and improving police facilities**

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

Significant capital initiatives progressed or delivered during 2015-16 include:

- completion of the replacement watchhouse and commencement of the replacement police station at Kingaroy
- completion of the upgrade to the Nanango police station
- completion of the upgrade to the PCC at Police Headquarters in Brisbane
- completion of the upgrade to the Thursday Island police station and watchhouse
- commencement of the upgrade to the Forensic Service facility in Brisbane
- progressing additional police housing in Bamaga
- upgrading CCTV at police watchhouses at Sandgate, Townsville, Ipswich, Rockhampton, Wynnum and Gladstone.

#### Improving service in police stations

The QPS is continually seeking ways to improve customer engagement and identity efficiencies and benefits to busy police front counter environments. As a follow on to the Policelink Application technology and public assistance kiosks, Policelink has developed and installed next generation touch screen devices which can be accessed from outside the police station. This allows 24 hour access to non-urgent policing services and information. Next generation touch screen devices are basic and simple to use and as well as providing information to clients, the devices allow for online reporting and a process for bail reporters to notify police that they have appeared when the station is unattended.

Two touch screens were installed and activated in West End and Albany Creek Police Stations during the reporting period. An evaluation regarding the use of these devices is expected to be undertaken in February 2017.

#### **Police vehicles**

PSBA, on behalf of the QPS, commenced introduction of the Hyundai Sonata into the vehicle fleet in June 2016 after a 12 month trial under varied operating conditions in both rural and metropolitan locations.

The vehicle was rigorously tested and evaluated against Australian New Zealand Police Advisory Agency specifications and the QPS Vehicle Selection Framework. The vehicle has been evaluated over two major categories which are 'ergonomics' and 'on road performance' and the vehicle has been deemed capable of accommodating all operational equipment as well as providing ample space for additional equipment.

The Sonata will progressively replace the current marked general duties vehicles and those used for unmarked operations. The QPS will also conduct an evaluation of a turbocharged Hyundai 'POLICE SPEC' Sonata in late 2016.

In 2015-16, the PSBA maintained and supplied the QPS vehicle fleet including 'marked', 'unmarked', 'covert' and purpose built 'Tactical Response' vehicles and delivered 779 replacement vehicles.

In June 2016, the government announced \$32 million for new and replacement vehicles in 2016-17, which will provide for around 700 new and replacement vehicles.

#### Bomb response vehicle to boost explosive response capability

The QPS Explosive Ordnance Response Team strengthened its arsenal with the arrival of Australia's first state-of-the-art armoured bomb response vehicle in January 2016. The Explosive Ordnance Disposal Lenco Bombcat incorporates the latest advances in technology, especially in the fields of tactical robotics deployment, remote lighting and ballistic protection.

This vehicle allows Explosive Ordnance Response Team officers to conduct a wide range of incident response procedures, including rapid robotic deployment from inside the vehicle, which provides the highest possible level of blast and fragmentation protection for the bomb technician.

#### New police vessel

The QPS vessel *Damian Leeding* is the third and final acquisition of three new generation police catamarans constructed to meet the changing needs of policing a vast, decentralised and largely coastal state.

Water Police vessels are increasingly being used to serve as incident command posts, mobile police stations, and long range search and rescue platforms. The QPS vessel *Damian Leeding* will replace the vessel based at the Whitsundays.

This new vessel was named in honour of Detective Senior Constable Damian Leeding who was killed in the line of duty in May 2011. Detective Senior Constable Leeding served with the QPS for over eight years.

#### Police curb youth crime in Mount Isa

Operation North Respect was established after the Pioneer Police Beat was deliberately burnt down in August 2015. As part of a whole-of-government Mount Isa Action Plan, the QPS established Operation North Respect to target youth crime, support local police, enhance community safety and restore community confidence. The operational phase, which ran from 3 September to 18 October 2015, concluded with the following results:

- police charged 316 people with 405 offences
- police conducted over 3,000 street checks and 222 curfew checks which resulted in 21 curfew breaches
- 70 traffic infringement notices were issued.

In addition, the operation targeted underage consumption of alcohol and alcohol-fuelled incidents with 118 liquor infringement notices issued and nearly 900 litres of alcohol tipped out by police.

#### Referrals system strengthened and streamlined

Frontline officers have millions of interactions with the community every year, providing operational services including protecting life and resolving conflict. Many people that police interact with are experiencing stress, distress and a range of social issues. The QPS has been connecting vulnerable and disadvantaged people with support service providers for more than ten years, first with the Coordinated Response to Young People At Risk (CRYPAR) program and then SupportLink.

Stage 1 of a new referral process was launched in December 2015, enabling police to refer a person in need to an appropriate support service for assistance at the scene via their mobile QLiTE device or back at the station.

In May 2016, Stage 2 of the Police Referrals implementation commenced with the integration of the system with QPRIME, helping to complete the picture for police responding to call outs and streamlining the process by removing the need for duplicate data entry.

The Police Referrals system has received very positive feedback from police users and service providers. Highly sought after referral categories include domestic and family violence, personal counselling, parenting, mental health, drug and alcohol misuse, and victim support.

Integration with QPRIME delivers a valuable strategic tool for local police managers by providing capabilities that will enable the comparison of referrals with local crime trends and repeat calls for service. This insight will allow for more effective tactical responses, potentially in conjunction with community partners, to address local social issues and crime trends.

Future staged enhancements will include access to a Service Provider Directory so police can provide service provider contact details to people who choose not to consent to a formal referral.

A network of District Police Referral Coordinators has also been established to assist with the coordination of the new Police Referral services.

## Objective Five

Taking a lead role to prepare the community for managing major events and disasters.

#### **Commonwealth Games 2018**

During the reporting period, the QPS continued to work with the Office of Commonwealth Games and the Gold Coast 2018 Organising Committee to prepare for the 2018 Commonwealth Games. The QPS will also have responsibility for the security, planning and management of the Queen's Baton Relay, scheduled to commence in March 2017.

The security operation in support of the Games will be conducted over 29 days. During the 12 days of competition, it is estimated up to 3,000 officers and support staff will be involved in Games-related functions to support the 6,500 plus athletes and team officials from 71 Commonwealth nations expected to attend. The Games will mostly be held on the Gold Coast, with some events to be held in Brisbane, Cairns and Townsville. The QPS has established the Commonwealth Games Group to manage the planning and delivery of the QPS responsibilities for the Games.

A key focus of the Group during 2015-16 has been the development of the Counter-Terrorism Security Co-ordinators program. This work has been informed by learnings from the Glasgow 2014 Commonwealth Games and the G20 Leaders' Summit (held in 2014) and provides a consistent and efficient methodology to assess security risks. The program has also been used to conduct security risk assessments of Games venues and events and to inform the design of the Games security overlay.

Work has also commenced on the design of a Joint Emergency Services Coordination Centre on the Gold Coast which will be used to command the Games security operation, 'Operation Sentinel', and will provide a lasting legacy for police and emergency services for the management of major events and incidents on the Gold Coast following the Commonwealth Games.

#### Authorisations made relating to a terrorist act or threat

In terms of the *Police Service Administration Act 1990* section 5.17(15) *Authorisation of non-State police officers*, no authorisations were made relating to a terrorist act or threat during 2015-16.

#### Counter-terrorism, crisis management training

During 2015-16, simulated counter-terrorism scenarios continued across Queensland, testing emergency response capabilities. In total, 32 major exercises were conducted with approximately 1,590 personnel participating across multiple agencies including Exercise Gorgon - the largest counter-terrorism exercise ever conducted by the QPS. The exercise activities were focused on testing and validating existing procedures, policies and plans guiding the response to rapidly evolving multiple terrorist threats.

During the reporting period, the QPS also implemented the Security and Counter-Terrorism Network. This network, unique in national law enforcement, was developed to strengthen QPS' capacity and capability statewide, delivering an agile approach to security in the contemporary risk environment. Through the network, frontline police were provided awareness training and a platform for enhanced community engagement, reporting, investigations and intelligence-sharing. The QPS also increased intelligence and investigation resources to the Joint Counter-Terrorism Team and Security Operations Unit.

On 13 June 2016, the Queensland Government announced a commitment to provide increased funding of \$16.2 million over four years (commencing in 2016-17) to enhance QPS' response to terrorism. This new funding will help police deal with the increasing workload from the current security threat through a reallocation of officers to meet counter-terrorism demands, supported by contracted specialist resources and additional equipment. The funding will further enhance the QPS' ability to case manage and assess persons of a security interest and develop valuable intelligence, working closely with partner agencies and the community.

#### Queensland Strategy for Disaster Resilience

The Queensland Strategy for Disaster Resilience, released in June 2014 and due for renewal in 2017, was developed with the objective of building resilience against all hazards, to ensure resilience activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

Queensland's goals for disaster resilience as outlined in the strategy are:

- understand the risks and proactively prepare for disasters
- minimise disaster impacts through flexible and adaptive planning
- the economy is able to withstand disaster events
- reduction of risk to the built environment
- the natural environment is recognised in planning and decision making
- essential infrastructure and transport systems are disaster resilient
- governments take a proactive approach to disaster risk reduction
- greater disaster resilience of public infrastructure after disasters.

Key QPS achievements in support of the strategy during 2015-16 include:

- working collaboratively with QFES and the Queensland Reconstruction Authority on a proof of concept to produce a State Natural Hazards Risk Register. The new risk management process will increase operational relevance and the explicit analysis of vulnerability will be included. This work will continue in 2016-17
- coordinating the assessments of District and Local Disaster Management Plans in collaboration
  with the Office of the IGEM. The results of these assessments provided an improvement strategy
  for these groups. QPS also worked with the Office of the IGEM to review the assessment process
  and provided recommendations for improvement for the 2016-17 assessments
- developing a revised District Disaster Management Plan template which is more concise and provides for an operational and actionable plan. The new template aligns with the Office of the IGEM's Emergency Management Assurance Framework and assists local government groups by clearly outlining trigger points for district support to these local areas.

#### Disability Service Plan 2014-2016

In accordance with the *Disability Services Act 2006*, each Queensland Government agency is required to develop a disability service plan that includes actions to deliver the *Queensland Disability Plan 2014-19: Enabling choices and opportunities* (the Queensland disability plan). The Queensland disability plan details priority areas which underpin the government's vision of a community that is inclusive of all citizens and where people with a disability are enabled to lead valued and fulfilling lives.

The *Public Safety Portfolio Disability Services Plan 2014-2016* (the portfolio plan), released in September 2014, includes actions for the development and improvement of services that are responsive to the needs of clients and members with a disability and their families and carers. The portfolio plan seeks to educate, inform and engage with Queenslanders with a disability to reduce the rate and impact of public safety incidents including crimes, road crashes and fires. During the reporting period, the public safety portfolio agencies continued to work with Queenslanders with a disability to build resilient communities and ensure community preparedness for disaster events.

## Objective Six

Implementing an environment of continuous improvement based on learning, development and empowered leadership.

#### QPS takes a lead role in the development of international standards

Forensic science plays a key part in all criminal investigations including those that cross international borders. The quality of forensic science varies considerably around the world, particularly in some less developed nations.

QPS, in partnership with the National Institute of Forensic Science and Standards Australia, is leading the development of international standards designed to ensure the integrity of forensic analysis. This partnership has resulted in the publication of the first international forensic standard (ISO 18385:2016) designed to minimise the potential contamination of DNA evidence. A second standard that prescribes how evidence is collected, packaged and stored is at draft stage. When complete, the series of ISO (International Organization for Standardization) standards will provide confidence in the reliability of results, regardless of where testing is performed. The standards will enable jurisdictions to work together seamlessly to combat cross border crime and facilitate information sharing including identification databases.

#### **Future of Policing Symposium**

The QPS and Griffith University's Criminology Institute co-hosted the Future of Policing Symposium in September 2015 at the Brisbane Convention and Exhibition Centre. The 2015 symposium followed the success of the inaugural symposium held in 2014. The symposium brought together Queensland-based and international academics including state, national and international policing practitioners. The symposium was designed to identify and discuss challenges and issues around police health with key themes including physical health and safety, mental health and wellbeing, and healthy police agencies. The QPS was well represented by members of the senior executive as well as executive representatives of the Queensland Police Commissioned Officers' Union and Queensland Police Union of Employees.

Presenters included a number of eminent academics, doctoral candidates, international law enforcement officers as well as the QPS Commissioner and Assistant Commissioner, Operational Capability Command.

The symposia, by bringing together local, national and international academics and police practitioners, provides a confidential environment in which researchers and police leaders can interact and discuss key problems, with the goal of forging stronger strategic and operational links between police agencies and researchers. This event is an example of the longstanding Griffith criminology/QPS partnership, which spans multiple areas of research, education and engagement.

#### **Establishment of Visiting Police Fellow Positions**

Evidence Based Policing (EBP) is an important part of contemporary policing and the QPS is a strong advocate and practitioner of EBP. The QPS has a long history of partnering with researchers at universities in EBP research programs. A number of such programs of research have been with researchers from Griffith University and the University of Queensland.

The QPS is also a leading law enforcement agency in the Australia & New Zealand Society of Evidence Based Policing which was formed in 2013 and is a police practitioner-led society. The chair is a member of the QPS senior executive. In 2016, the Commissioner approved the establishment of two full-time Visiting Police Fellow positions for the Griffith University's Criminology Institute and the School of Social Science, University of Queensland, as a way to further embed EBP into the QPS practice and culture.

## **Objective Seven**

Delivering services with fairness and integrity.

#### **Violent Confrontations Review and Taskforce Bletchley**

On 25 November 2014, the Commissioner initiated the Violent Confrontations Review to review QPS' policy, procedures and training involving violent confrontations, following several police shooting incidents which occurred in relatively quick succession during 2014.

In August 2015, media reports highlighted allegations of excessive use of force by police on the Gold Coast. The then Minister for Police, Fire and Emergency Services and Minister for Corrective Services announced a review into complaints involving use of force allegations on the Gold Coast and statewide, with that work to be undertaken by Taskforce Bletchley.

The Violent Confrontations Review and Taskforce Bletchley reports made a combined total of 55 recommendations addressing policy development, training, inter-agency collaboration, information sharing, enhanced governance surrounding the response to use of force incidents, and complaint handling reform. The recommendations are being delivered under the Professional Response Engagement Project.

The Use of Force Review Working Party, comprising members of the QPS senior executive and the Crime and Corruption Commission, has been formed to strategically and jointly manage the implementation of the recommendations.

Implementation of the recommendations is underway with 17 of the 55 recommendations delivered in 2015-16 including enhanced inter-operability between police and mental health services, the delivery of policy and training in the area of the response to active armed offenders, use of firearms, and development of policy surrounding resolution of an incident which underpins all use of force actions. Implementation of the remaining recommendations will continue in 2016-17.

Work is also underway addressing further policy development and training around responding to potentially violent confrontations, including responses to persons in crisis who are acutely affected by psycho-social issues including drug and alcohol use, domestic and family violence, and mental health issues.

Process and practice enhancements will focus on leadership and supervision, information sharing, mental health responses, communication including de-escalation strategies, decision making around use of force, and governance surrounding reporting and oversight of use of force incidents.

#### Body-worn cameras for police

During the reporting period, QPS continued implementing the government's commitment to provide improved safety equipment for police including body-worn cameras, with \$6.03 million in funding provided over three years (2015-16 to 2017-18). The preferred option of an open public tender for a commercial off-the-shelf solution for body-worn cameras was approved by the government in September 2015 and the QPS Program Management Board approved contractual arrangements be entered into with the preferred body-worn camera digital storage management supplier.

Priority rollout of 300 body-worn cameras for police on the Gold Coast and training occurred in October 2015. The remaining rollout and training will commence in July 2016 with the launch sites of Fortitude Valley Station and Rockhampton Station expected to be operational by 31 July 2016. Remaining sites are expected to be operational by November 2016.

#### First female police motorcyclists

In September 2015, the first two Queensland female officers qualified to become police motorcycle officers after three weeks of rigorous training. Both officers were experienced motorcycle riders before their training. The training prepares motorcycle officers for adverse conditions, for country riding and city riding, and the unique hazards these situations can present. Being a police motorcyclist requires a level of self-reliance and attentiveness while riding, above the normal requirements of traditional police patrol work. The course has a focus on riders being able to assess a dynamic environment instantly and apply a series of linked skills seamlessly.

# Governance

## Executive management

### **Board of Management profiles**



**Ian Stewart APM** 

#### Commissioner

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

The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.

## **Brett Pointing APM**

#### Deputy Commissioner, Strategy, Policy and Performance

The Deputy Commissioner Strategy, Policy and Performance has direct responsibility for the Legal Division, Crime and Corruption Commission (Police Group), Operational Capability Command and Ethical Standards Command (ESC).



The Deputy Commissioner is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community. This is achieved by adopting a coordinated approach to cope with the increasing demands for service and the complexity of modern policing, embracing innovation and reducing management process in favour of service delivery to improve officer morale, officer safety and delivery of services to the community.

The Deputy Commissioner is a member of the Public Safety Portfolio and QPS Audit and Risk Committees, and the National Police Memorial Coordination Committee. He is also the QPS representative on the Domestic and Family Violence Implementation Council responsible for monitoring the implementation of recommendations from the *NOT NOW, NOT EVER* report into domestic and family violence.

## Stephan Gollschewski APM

## **Deputy Commissioner, Specialist Operations**



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

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

The Deputy Commissioner is also the State Disaster Coordinator for Queensland, the Inclusion and Diversity champion for the QPS and the chair of the QPS Mobile Services Program.



#### **Bob Gee APM**

#### **Deputy Commissioner, Regional Operations (Acting)**

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

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

### **Margaret Allison**

#### **External member**

Margaret has over 35 years' experience in the Queensland and New South Wales public sector, holding roles as the Chief Executive of the Public Service Commission (Queensland) and Director- General of DCCSDS (Queensland).

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

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

In 1999, Margaret was selected as the winner of the Telstra Business Woman of the Year, Queensland, in the Corporate and Government Category. She is the past President of the Institute of Public Administration Australia (IPAA) Queensland. Margaret was appointed as a Fellow of IPAA in 2008.

Margaret now works as a consultant in her own business.



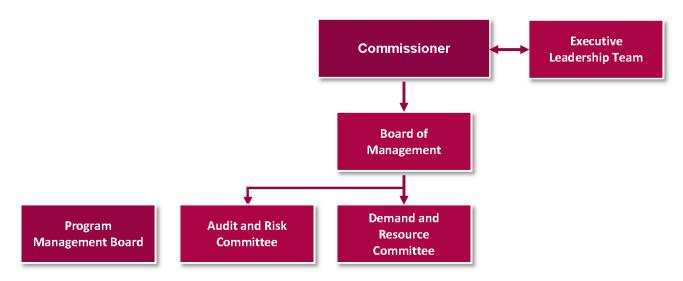
### **Board and committees**

The QPS Board of Management is the peak governance forum for the QPS and is supported by the Demand and Resource Committee and the Audit and Risk Committee.

The QPS also maintained a Program Management Board (formerly Renewal Program Board) during 2015-16 as a temporary governance structure with decision-making authority to support the Board of Management by providing governance oversight of QPS projects and programs.

The QPS Executive Leadership Team (ELT) is not a decision-making body, but plays an integral part in the governance process by collaboratively assisting the Commissioner and Board of Management in leading and driving standards and Service direction, operationalising strategy, acting as a consultative forum to identify opportunities for improving efficiencies and quality of service delivery, and identifying emerging risk internal and external to the QPS.

The QPS governance committee structure and the line of reporting with other bodies is as follows:



There is also a public safety portfolio decision-making body – the Public Safety Portfolio Audit and Risk Committee. This committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically. For further information about the Public Safety Portfolio Audit and Risk Committee refer pages 8-9.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (inaugural meeting held 16 May 2016). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

### **Board of Management**

The Board of Management (the Board) supports the Commissioner in discharging his responsibilities as accountable officer under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and other legislation. The Board sets the strategic direction and provides oversight and leadership to the QPS.

The Board provides support and expert advice to the Commissioner in making key decisions with a strategic or Service-wide impact including organisational performance across frontline service delivery, human resource management, financial performance, risk management and organisational reform.

The Board meets quarterly or as determined by the Chair. In 2015-16, the Board met on four occasions and considered 12 urgent matters out-of-session.

The independent external member received \$2,420 in remuneration. There were no other on-costs.

#### **Board members**

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations
- Margaret Allison (external member)

#### **Achievements**

In 2015-16 the Board approved a number of significant matters including:

- the Queensland Police Service Strategic Plan 2016-2020
- the Queensland Police Service Operational Plan 2016-17
- the 2016-17 Budget and five year Budget Plan
- the Internal Audit Charter 2016-2017 and Internal Audit Plan 2016-2017, incorporating the Internal Audit Strategic Plan 2016-2019
- the Integrity and Performance Group Inspections Plan 2016-17
- the Queensland Police Service Risk Appetite Statement 2016
- the Business Continuity Planning Guide
- a joint QPS and PSBA Frontline and Digital Services Governance Framework
- implementation of the recommendations from the external review of QPS Governance
- the appointment of a second external Board member for 2016-17
- the appointment of the Head of Internal Audit.

#### **Demand and Resource Committee**

The Demand and Resource Committee supports the Board in managing organisational resource requirements to meet demand. The committee supports the Board by considering matters and making recommendations related to the resourcing of the Service's strategic priorities. It oversees and monitors the development and implementation of policies, plans and practices relating to the management of QPS finances, people, assets and information and communications technology (ICT).

The committee meets monthly or as determined by the Chair. During 2015-16, the committee met on 12 occasions and considered five urgent matters out-of-session.

#### **Committee members**

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations

#### **Achievements**

In 2015-16, the committee supported a number of significant resolutions including:

- the business case and funding proposal for an integrated e-Rostering and Time and Attendance system
- funding the upgrade of portable radios for compatibility with the GWN and the supply of the Inbound Enguiry Display
- the creation of two temporary Senior Sergeant positions until 30 June 2017 to support the Mobile Services Program
- the creation of a Senior Network Specialist within the Intelligence, Counter-Terrorism and Major Events Command
- the allocation of a Senior Sergeant (Strategy and Performance) to Road Policing Command
- the allocation of a Senior Sergeant (Tactician) to Mt Isa District
- the reclassification of AO2 Police Information Centre positions
- the creation of two Legal Officer (PO3) positions in the Traffic Camera Office, Road Policing Command
- the creation of 11 permanent positions within the Legal Division
- funding of new premises for the Oxley Police Beat
- the construction of a new Police residence at Halifax, Townsville
- funding for the leasing of accommodation on Thursday Island for staff.

#### **Audit and Risk Committee**

The Audit and Risk Committee was established to assist the Commissioner to fulfil management responsibilities imposed on the Commissioner under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other legislation.

The committee supports the Board 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.

The committee meets quarterly or as determined by the Chair. During 2015-16, the committee met on four occasions.

The two independent external members collectively received \$5,456 in remuneration. There were no other on-costs.

#### **Committee Members**

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance

#### **Achievements**

In 2015-16 the committee provided strategic advice and support to the Board by considering matters including:

- the QPS Financial Statements 2014-15
- the Queensland Police Service Risk Appetite Statement 2016
- the Business Continuity Planning Guide
- the Internal Audit Charter 2016-2017 and Internal Audit Plan 2016-2017, incorporating the Internal Audit Strategic Plan 2016-2019
- the Integrity and Performance Group Inspections Plan 2016-17
- Inspections Team, Integrity and Performance Group Internal Audit Function Charter 2016-2017
- the recommended appointment of the Head of Internal Audit.

The committee, under its terms of reference which reflects the committee's charter and has due regard to Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, considered the strategic risks and challenges impacting the QPS and this is reflected in the Strategic and Operational Plans and in submissions to the Board.

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

#### **Program Management Board**

The Program Management Board (formerly Renewal Program Board) was established in March 2014 as a temporary addition to the QPS Governance Framework to provide leadership and oversee the successful and timely implementation of projects within the QPS Program. The QPS Program encompasses the significant projects and bodies of work under four main subprograms: Processes and Systems, Frontline Services, Regulatory, and People and Culture.

The Program Management Board meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called at the discretion of the Chair. During 2015-16, the Program Management Board met on 12 occasions and considered two urgent matters out-of-session.

#### **Program Management Board Members**

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations

#### **Achievements**

In 2015-16 the Program Management Board approved a number of significant matters including:

- the commencement of the Video Line Up Project
- the Use of Force online learning product
- the commencement of the Professional Response Engagement Project
- the commencement of the Offender Video Linking Project
- Advance 2 Performance Module collaboration with the e-Learning project
- the Organised Crime Legislation Review Project
- contractual arrangements be entered into with the preferred body-worn camera digital storage management supplier
- Active Armed Offender training
- an organisational restructure and workforce model changes to the Traffic Camera Office.

#### **Executive Leadership Team**

The ELT plays an integral part in the governance process by leading and driving standards and Service direction, operationalising strategy, acting as a consultative forum to identify opportunities for improving efficiencies and quality of service delivery, and identifying emerging risks internal and external to the QPS.

The ELT holds a video conference each week and meets in person on a monthly basis or as determined by the Chair. During 2015-16, the ELT met on nine occasions including meetings at Bundaberg (Central Region) and South and North Brisbane Districts (Brisbane Region). Meeting themes included Business Leadership, Future of Policing, EBP, Domestic and Family Violence, and Sexual Harassment and Predatory Behaviour.

#### **ELT Members**

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Bob Gee APM, Deputy Commissioner (Acting), Regional Operations
- Paul Alsbury, Executive Director, Legal Division, Strategy, Policy and Performance
- Alistair Dawson, Assistant Commissioner, Central Region
- Tracy Linford, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Mike Condon, Assistant Commissioner, Operations Support Command
- Peter Martin, Assistant Commissioner, Operational Capability Command
- Maurice Carless, Assistant Commissioner, State Crime Command
- Shane Chelepy, Assistant Commissioner (Acting), Brisbane Region
- Clem O'Regan, Assistant Commissioner, ESC
- Paul Stewart, Assistant Commissioner, Community Contact Command
- Tony Wright, Assistant Commissioner, Southern Region
- Brian Codd, Assistant Commissioner, South Eastern Region
- Mike Keating, Assistant Commissioner, Road Policing Command
- Paul Taylor, Assistant Commissioner, Northern Region
- Peter Crawford, Assistant Commissioner, Commonwealth Games Group
- Debbie Platz, Chief Superintendent, Training and Development Police
- Cameron Harsley, Chief Superintendent, Crime and Corruption Commission Police Group

#### **Achievements**

In 2015-16 the ELT discussed significant matters including:

- the QPS strategy regarding frontline services, organisational culture and QPS people, processes and systems
- identifying challenges and risks such as improving responses to calls for service, counterterrorism, technology, place and case management, public safety including alcohol-fuelled violence and organised crime, and maintaining partnerships with the community, private sector, and non-government and government organisations
- identifying QPS priorities for 2016-17 including regional and command priorities.

### Government Bodies

There are three Government Bodies that were relevant to the QPS during 2015-16:

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

For further information about the Government Bodies refer to pages 113-116 within the appendices.

### Ethics and code of conduct

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

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

During 2015-16, the ESC continued to promote, monitor and enforce ethical behaviour, discipline and professional practice across the QPS through education, deterrence and systems improvements. The ESC is the principal work unit for communication between QPS and oversight bodies such as the Crime and Corruption Commission.

Reported complaints are continually monitored and reviewed by the QPS to identify primary contributing factors and/or trends which may arise from complaint types and/or the complaint data more generally. All complaints are considered, actioned and investigated as required. In 2015-16, the QPS received 1,187 complaints by members of the public against officers on or off duty. When applying relevant context to this figure, the QPS undertakes an inordinate number of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of the monitoring role ESC plays with regard to enforcing ethical behaviour, it also undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2015-16, the ESC performed four group audits including re-inspections and inspections. In total, 20 stations and establishments were inspected. From January 2016, ESC ceased conducting routine station inspections and commenced a quality assurance process of overviewing regionally managed inspection programs. The 2015-2016 Quality Assurance Program has overviewed the quality of 53 station and establishment audits conducted by Regions and Commands. The program has provided feedback at district and divisional level to assist local compliance inspection practices and promote continuous improvement.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2015-16, 1,347 'relevant persons' underwent a random alcohol breath test and 312 recruits were subject to random alcohol and drug testing with nil positive results ('relevant persons' refers to part 5A.3 of the *Police Service Administration Act 1990* and includes an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, police radio and electronics technicians, recruits, etc.).

During the reporting period, following critical incidents, 26 alcohol breath tests and 26 urine drug tests were conducted. While two positive drug results were detected, these were found to be because of medical treatment or lawful use of over the counter medication.

## Risk management and accountability

### Risk management

The QPS adopts the Enterprise Risk Management approach, where risk management is a management process that is, ideally, fully integrated into the management of the organisation. The Commissioner and Senior Executive are committed to the management of risk. The QPS has a risk management policy and risk management guidelines which provide a framework and process for managing risk in the QPS.

International Standard ISO 31000:2009 *Risk management – Principles and guidelines* has been applied to the QPS risk management framework and elements of the policy are drawn from the standard. The standard has shifted the emphasis from something happening to the effect on objectives. Objectives will have different characteristics (e.g. operational, financial, health and safety, and environmental goals) and apply at all levels (e.g. corporate, statewide, project and local).

The QPS produces a yearly Risk Appetite Statement which outlines the nature and level of risks faced by the QPS and also embeds risk management into all planning processes and activities.

Risk management in the QPS is managed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 61). The ESC Risk Management Coordinator, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and service.

### **External scrutiny**

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

#### Review of the PSBA

The Public Service Commission undertook an independent review of the PSBA from May to November 2015. The review considered the scope, function and structure of the PSBA to ensure it effectively supports public safety service delivery to the community.

The review involved extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio, and relevant external stakeholders.

The final report was tabled in Parliament on 17 February 2016 and is available online at <a href="https://www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html">www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html</a>.

The final report identified eight recommendations, including revising the scope of the PSBA, and implementing a new operating model and governance structure. The Queensland Government accepted the recommendations of the review with the exception of recommendation 6 (to transfer the Police Air Wing to QPS). Further work will be progressed on this recommendation.

The PSBA Interim Board of Management (BoM) was established in 2016 to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place.

The Interim BoM consists of the Commissioner, QPS, Ian Stewart (Chair), the Commissioner, QFES, Katarina Carroll and an appointed external member, Geoff Waite, Assistant Under Treasurer, Queensland Treasury. The Interim BoM convened its first meeting on 16 May 2016 and met again on 14 June 2016.

In line with the review recommendations, a number of functions transitioned to the QPS and QFES by 1 July 2016, and all substantive police officer positions returned to the QPS from the PSBA.

In addition, in order to implement key review recommendations, a number of legislative amendments are required and on 24 May 2016, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, introduced the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) into Parliament.

The Bill proposes to implement various recommendations of the review by amending legislation to:

- amend the functions of the PSBA
- establish the PSBA Board of Management
- change the role of the PSBA Chief Executive Officer to PSBA Chief Operating Officer
- finalise the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General, and allow for the comprehensive integration of State Government Security into the QPS.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

#### • Crime and Corruption Commission

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

#### - Review of the operation of the Child Protection (Offender Prohibition Order) Act 2008

The *CPOPOA* is one of several pieces of legislation introduced to regulate the conduct of those who have offended against children after their release from government detention. The *CPOPOA* enables police to take action, through an offender prohibition order, to prevent previous offenders from engaging in behaviour that could be seen as a precursor to a new offence.

The Commission reviewed how the *CPOPOA* had been used by the police and the courts in its first five years of operation, identified factors that were inhibiting its use, and recommended legislative and policy changes to address these factors. The review report was tabled in Parliament in December 2014.

Key findings relating to the QPS identified that the way the *CPOPOA* works in conjunction with the *CPORA* may complicate the system for managing relevant offenders. To address this issue, the Commission recommended combining the two Acts.

The Commission's review also identified a number of barriers for police when applying for an offender prohibition order, including limited resources and systems for identifying concerning conduct and insufficient training in how to use the powers provided in the *CPOPOA*. Following the review, the Commission made a number of recommendations aimed at improving training, resources and powers available to police to monitor offenders and secure offender prohibition orders, where deemed appropriate.

In January 2016, the Queensland Government tabled in Parliament its response to the review supporting the recommendations made by the Commission. The Commission made 17 recommendations for change, including nine proposals for legislative amendments to the *CPOPOA* and the *CPORA*. The legislative amendments are being progressed. For further information, refer to page 31.

The review report and government response are available online at www.parliament.gld.gov.au/work-of-assembly/tabled-papers/online-tabled-papers.

#### - Accessing electronically stored evidence of child exploitation material offences

In October 2015, the Commission presented a research paper examining the limitations of section 154 of the *Police Powers and Responsibilities Act 2000* (the Act) in relation to the investigation of offences involving child exploitation material and identified opportunities for reform.

The progression of recommendations regarding amendments to section 154 of the Act arising from the Organised Crime Commission of Inquiry are progressing.

The research paper is available online at www.ccc.qld.gov.au/research-and-publications.

#### Confidential information

In May 2016, the Commission released a paper on confidential information examining unauthorised access, disclosure and the risks of corruption in the Queensland public sector. The paper contains examples of inappropriate access or use of confidential information, risks of improperly using confidential information, case studies and findings of the Commission's audit into how agencies handle misuse of confidential information.

The QPS is considering the information and findings contained in the paper. The paper highlighted the critical importance for units of public administration, including the QPS, to have strong policy and procedural processes in place to deal with the risks associated with inappropriate access to, and control of information.

The paper is available online at www.ccc.qld.gov.au/research-and-publications.

#### • Special Taskforce on Domestic and Family Violence in Queensland

The Special Taskforce on Domestic and Family Violence in Queensland, chaired by the Honourable Quentin Bryce AD CVO, was established in September 2014. The Taskforce examined Queensland's domestic and family violence support systems and made recommendations on how the system could be improved and how future incidents of domestic violence could be prevented.

In February 2015, the Premier announced the release of the Taskforce's report and recommendations into domestic and family violence in Queensland, NOT NOW, NOT EVER Putting an End to Domestic and Family Violence in Queensland.

The Taskforce made 140 recommendations to inform a Queensland Domestic and Family Violence Prevention Strategy to achieve a long term vision — where all Queenslanders can live free from violence from a partner or family member, and where children do not have to see or experience family violence.

In August 2015, the Queensland Government accepted all 140 of the report's recommendations including the 121 directed at the government.

The QPS is the lead agency for the implementation of eight recommendations relating to improving policies, guidelines, training and information sharing. As at 30 June 2016, the QPS has completed its First Action Plan 2015-16 activities of the Queensland Government's *Domestic and Family Violence Prevention Strategy 2016-2026*.

Key achievements include:

- appointments of Deputy Commissioner Brett Pointing to champion best practice for police prevention and response to domestic and family violence and Assistant Commissioner
   Paul Stewart as the QPS Senior Responsible Officer for domestic and family violence
- reinstatement of a QPS State Domestic and Family Violence Coordinator to support District Domestic and Family Violence Coordinators and drive policy change
- creation of the Domestic, Family Violence and Vulnerable Persons Unit within QPS to support the QPS Domestic and Family Violence Cultural Change Champion, the Domestic and Family Violence Senior Responsible Officer and the State Domestic and Family Violence Coordinator to implement the QPS-led recommendations from the NOT NOW, NOT EVER report

- improvement of processes to ensure that applicants, including police and private, for a protection order or a variation of a protection order, provide information in relation to interpreter requirements
- progressive implementation of changes to police procedures that strengthen the legal processes and increase accountability for domestic and family violence offending.

These achievements enabled closure of three QPS-led recommendations from the *NOT NOW, NOT EVER* report.

The QPS implementation of the remaining recommendations will be undertaken as part of the Second Action Plan (2016-17 to 2018-19) of the government's strategy.

The QPS also continues to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report which has direct links to preventing domestic and family violence and supporting people affected.

The Taskforce's report and the Queensland Government response to the recommendations are available online at <a href="https://www.communities.qld.gov.au/gateway/end-domestic-and-family-violence/queensland-government-response">www.communities.qld.gov.au/gateway/end-domestic-and-family-violence/queensland-government-response</a>.

#### Queensland Organised Crime Commission of Inquiry

The Queensland Organised Crime Commission of Inquiry commenced on 1 May 2015 to make inquiry into the extent and nature of organised crime in Queensland and its economic and societal impacts. The Commission focused on four key areas:

- the major illicit drug and/or precursor markets
- online child sex offending, including the child exploitation material market
- financial crimes, primarily investment/financial market fraud and financial data theft
- the relationship between organised crime and corruption in Queensland.

The Commission was also required to investigate the extent to which organised crime groups use various enabling mechanisms or services: in particular money laundering, cyber and technology-enabled crime, identity crime, professional facilitators, violence and extortion.

In carrying out the Inquiry, the Commission was to examine the adequacy and appropriateness of responses to organised crime by law enforcement, intelligence and prosecution agencies, as well as the adequacy of legislation and of the resources available to such agencies.

The Commission's report was presented to the Premier by Commissioner Michael Byrne, QC on 30 October 2015. The government accepted in full 35 recommendations, accepted in principle five recommendations and did not accept one recommendation. The government's position on two of the recommendations is postponed until the government has considered the report of the Queensland Taskforce on Organised Crime Legislation.

The Department of Justice and Attorney-General is the lead agency on implementation of the recommendations and is working with the QPS and other agencies on implementation. The QPS is responsible for implementation of 16 recommendations.

As at 30 June 2016, QPS has implemented four recommendations with the following outcomes:

- expanding the scope and operational priorities of Taskforce Maxima and other areas of the QPS to encompass other crime types, strategies and threats in addition to policing OMCGs
- supporting Crime Stoppers with additional funding to support additional resources required to receive, assess and process the increased workload experienced as a result of the Australian Government initiative, Dob-in-a-Dealer telephone hotline, aimed at attacking the ice epidemic
- signing and implementing the JACET MoU between the Australian Federal Police and QPS
- commencing Taskforce Orion on 1 January 2016 and recruiting specialists to further address the sharing of child exploitation material.

The report and the government response are available online at <a href="https://www.justice.qld.gov.au/corporate/justice-initiatives/new-regime-to-tackle-serious-organised-crime-in-queensland-in-all-its-forms">www.justice.qld.gov.au/corporate/justice-initiatives/new-regime-to-tackle-serious-organised-crime-in-queensland-in-all-its-forms</a>.

#### Review of the Criminal Organisation Act 2009

In accordance with section 130 of the *Criminal Organisation Act 2009* (the Act), on 2 October 2015, the Attorney-General and Minister for Justice and Minister for Training and Skills, requested the Honourable Alan Wilson QC conduct a review of the Act. Section 130 requires the Act to be reviewed after five years to see if it is operating effectively and meeting its statutory objectives.

Coincidentally, a Taskforce on Organised Crime Legislation was reviewing the legislation introduced by the 2013 Queensland Government, including the *Vicious Lawless Association Disestablishment Act 2013* (VLAD) (the 2013 suite).

There was a thematic and chronological connection between the Act and the 2013 suite.

The Review of the Criminal Organisation Act 2009 (15 December 2015) was tabled in Parliament on 4 April 2016. The Terms of Reference for this review include advising the government on whether any part of the Act should be repealed or amended and, if so, the form of any proposed amendments.

The review report concluded that despite creditable intentions, the Act has not worked. A new legislative framework is proposed which has a foundation in existing criminal law and acknowledges its fundamental precepts, while also addressing the many shapes and facets of modern organised crime in a relatively straightforward way: that is, by providing a mechanism under which crimes committed by individuals in concert with others can be prosecuted (and deterred) by making them the subject of special attention, in terms of their punishment. Some elements of the Act and the 2013 suite have a place within the framework and may be preserved in other existing legislation, with amendments.

The Queensland Government is considering the recommendations.

The report is available online at <a href="https://www.parliament.gld.gov.au/documents/tableOffice/TabledPapers/2016/5516T432.pdf">www.parliament.gld.gov.au/documents/tableOffice/TabledPapers/2016/5516T432.pdf</a>.

#### Taskforce on Organised Crime Legislation

On 7 June 2015, the Terms of Reference for the Taskforce on Organised Crime Legislation was signed by the Attorney-General and Minister for Justice and Minister for Training and Skills. The taskforce was established to review the legislative provisions, introduced and passed in Parliament in 2013 targeting organised crime (the 2013 suite). Those laws (the 2013 suite) were represented to target organised crime but were principally directed at OMCGs and their members.

The Chair of the taskforce, the Honourable Alan Wilson QC, was simultaneously reviewing the *Criminal Organisation Act 2009.* 

The Terms of Reference required the taskforce to consider the repeal and replacement of the 2013 suite (whether by substantial amendment or new legislation) and also, in doing so, to consider whether the provisions of the 2013 suite were effectively facilitating the successful detection, investigation, prevention and deterrence of organised crime. The taskforce was also asked to develop a new 'serious organised crime' offence, with mandatory penalties.

The Chair delivered the taskforce report containing 60 recommendations to the Queensland Government in March 2016.

At 30 June 2016, the QPS is participating in a process of consultation with the Department of Justice and Attorney-General in reviewing the recommendations of the taskforce report.

The report is available online at <a href="https://www.justice.qld.gov.au/">www.justice.qld.gov.au/</a> data/assets/pdf file/0017/463022/report-of-the-taskforce-on-organised-crime-legislation.pdf.

#### Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at <a href="https://www.qao.qld.gov.au/reports-tabled-in-2015-16-financial-year">www.qao.qld.gov.au/reports-tabled-in-2015-16-financial-year</a>.

Report to Parliament 1: Internal control systems 2014-15

The report summarises the results of QAO's evaluations of the systems of financial control and its selective testing of the internal controls that operated within the 21 government departments during 2014-15. The report also includes evaluations of the effectiveness of internal financial management reporting and an examination of the disaster recovery planning used in four departments to recover their computer systems after a disruptive event, such as floods or power outages.

With regard to financial controls, QPS has considered the sector-wide report findings on internal financial management reporting. In 2015-16, QPS commenced implementing reporting improvements to better support good financial decision-making by management.

While QPS was not one of the four departments examined for disaster recovery planning, it has considered the findings for application to its circumstances and future planning. PSBA's Frontline and Digital Services Division has an ongoing program of work regarding business continuity planning and disaster recovery. The program focuses on critical systems used by QPS, Office of the IGEM, QFES and the QAS and includes Disaster Recovery Plans for all critical components of the systems, test strategies and plans. From a governance perspective, the division has a Continuity Management Team and Disaster Recovery Management Group who are the key players in a continuity event, and these teams are educated through scenario testing and process familiarisation to ensure they are prepared for a critical event.

Report to Parliament 2: Road safety – traffic cameras

This audit examined the design, implementation and integrity of the CDOP and assessed its operational integrity to determine how effectively the program contributes to road safety outcomes.

The CDOP is a key road safety program and an important component of the *Safer Roads, Safer Queensland:* Queensland's Road Safety Action Plan 2015–17. The CDOP is a joint agency initiative with the DTMR as strategic lead, QPS managing operations and the State Penalties Enforcement Registry (SPER) managing default payments.

The report recognised that the CDOP is an effective program that deters speeding motorists and is successful in achieving its primary objective of reducing speed related crashes. The report found a high level of integrity around the issued infringement notices and that the expenditure of revenue is conducted in accordance with the legislation to fund road safety programs. The report also identified a range of improvements to processes and systems associated with the CDOP and listed eight recommendations.

The QPS has undertaken a range of actions in response to these recommendations, including:

- implementing a new Camera Scheduling and Reporting System which, in conjunction with the introduction of a new road risk assessment process to identify high-risk sections of road, will enhance the identification of sites and the deployment of cameras
- o commencing the review of approved mobile camera sites for their ongoing appropriateness
- expanding the mobile speed camera fleet to allow for more covert road safety camera deployments.

- Report to Parliament 6: State public sector entities: 2014-15 financial statements

In 2014-15, Queensland's state public sector delivered services and goods to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all state public sector entities must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of public sector agencies.

The report discusses the status and nature of the audit opinions QAO issues; comments on the timeliness and quality of financial reporting; and explains how QAO assessed the key audit matters disclosed by state public sector entities.

The report refers to the QPS as not meeting the statutory date for certification of the 2014-15 financial statements. QPS acknowledges that this was due to complexities related to machinery-of-government changes, attributing amounts for below fair value services received from the PSBA and also the introduction of a new SAP Finance system environment. In 2015-16, with support provided by the PSBA, QPS consulted with the QAO and implemented strategies to facilitate certification of the financial statements by the statutory date of 31 August 2016.

Report to Parliament 13: Cloud Computing

The audit examined how well departments are adopting the Queensland cloud computing strategy in modernising their ICT assets and services to deliver business value while managing risks.

QPS has adopted the strategy and is progressing cloud computing solutions for the Body-Worn Video Project, where footage recorded on body-worn cameras is hosted on a secure public cloud, and the Advance2 Learning Management System Project which will migrate QPS' staff learning management system from an on-premise to a cloud-hosted solution, while increasing its functionality.

#### Queensland Coroner

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

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

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

During 2015-16, the State Coroner delivered findings requiring consideration by QPS relating to five Coronial Inquests with five recommendations.

The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

#### Internal audit

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

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

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

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit. The portfolio *Annual Internal Audit Plan 2015-2016* was endorsed by the Public Safety Portfolio Audit and Risk Committee and approved by the former Chief Executive Officer, PSBA on 19 May 2015.

As secretariat to the Public Safety Portfolio Audit and Risk Committee, the unit ensures that all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to, and that the functioning of the unit complies with these guidelines in all material respects.

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

Achievements for 2015-16 include:

- full delivery of the approved portfolio *Annual Internal Audit Plan 2015-2016* through a combination of in-house and co-sourced delivery. Specific QPS coverage included:
  - review of Northern Region QPS
  - coordination and readiness Commonwealth Games Group Review
  - seized assets
  - QPS grants to community groups
  - motor vehicle impound and towing
  - QPS rewards payments
- coverage also included the following ICT and PSBA corporate activities that had a direct impact on QPS operations:
  - portfolio information management privacy and security
  - cloud computing
  - internal Operating Level Agreements ICT
  - ICT Project Governance
- no carry forward of 2015-16 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of August 2016
- successful negotiation and management of a co-sourced delivery model for provision of QPS audit services.

### Information systems and recordkeeping

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

As at 30 June 2016, all Police Regions and Commands with the exception of Northern and Southern Regions, have access to the fully functional version of the Objective eDRMS. This system facilitates the capture and storage of electronic documents. The remaining two regions are expected to have access to the fully functional version of the system in 2016-17. The rollout of this recordkeeping system has significantly reduced the duplication of records and the level of reliance on hardcopy documents.

Preliminary work to provide system users with 'workflow' functionality that assists users to track and complete tasks in the system commenced in 2015-16 and is expected to be completed in 2016-17.

Initial scoping work on determining how Objective can be used to support the electronic archiving (digitisation) of hardcopy documents relating to occurrences managed in QPRIME, the key operational policing information system, was completed during the reporting period.

A number of amendments to simplify the QPS Records and Retention Disposal Schedule were completed in 2015-16.

No records were transferred to Queensland State Archives during 2015-16.

### Human resources

### Workforce planning and performance

#### Workforce profile

The total number of full-time equivalent staff for the QPS was 14,301.6 as at 30 June 2016.

Between 1 July 2015 and 30 June 2016, the QPS permanent separation rate for staff members was 6.1% and the permanent separation rate for police officers was 2.8%.

#### **Balance**

Balance is a program designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:

- awareness of leadership strengths and how to use them to drive organisational performance
- ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

Balance is a program developed by the Australian Institute of Police Management (AIPM) and involves two residential workshops linked by three months of workplace development support. The first Queensland-based program – Q-Balance – commenced in June 2015 at the QPS Academy at Oxley. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

A large number of applications were received which resulted in 21 successful portfolio nominations and an additional six nominations from the Australian Federal Police and the QAS. The program was so well supported that additional courses commenced in August 2015 with more planned for 2016.

Applications for the 2016-17 Balance program are being collated.

#### Domestic and family violence support package

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

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

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

To support the implementation of this whole-of-government initiative, the PSBA, in conjunction with the Office of the IGEM, QFES and QPS, developed the *Supporting Employees Affected by Domestic and Family Violence Policy*. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence.

QPS, PSBA and QFES have enrolled in the 2016 White Ribbon Organisational Accreditation Program which will assist these agencies in continuing to drive organisational change in preventing domestic and family violence.

An on-line learning product to improve employees' awareness of domestic and family violence issues has been developed and will be available for all staff in the portfolio agencies in late 2016. A managers' face to face training package has also been developed for roll out in late 2016 for frontline leadership and middle management levels.

#### **Employee assistance**

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

1800 ASSIST, established for QPS members and their partners in 2014, is a free, 24 hours a day, seven days a week, confidential, short-term counselling service, provided by independent, qualified, experienced professionals. The utilisation rate for this service, which has been operating for approximately 18 months, is 0.8% which is below the State Government industry average of 5.9% and below the internal QPS employee assistance service utilisation rate of 12%. The high utilisation rate of the internal service relates to confidence and ease of access to the psychologists and social workers performing counselling roles and their understanding of the working environment and challenges for police employees.

Professional counsellors are available to assist QPS staff including a team of 25 internal psychologists, social workers, chaplains and over 600 trained Peer Support Officers. Additionally, referrals are made to external psychiatrists and psychologists as needed. Workplace interventions are provided to assist managers to work more effectively with their teams and develop higher performing and resilient teams.

Psychological resilience sessions were delivered statewide during the reporting period with approximately 1,200 police and their spousal partners attending the workshops.

During 2015-16, within the QPS, 4,544 contacts for assistance were made by employees to the Employee Assistance Service, with a total of 1,851 members provided with assistance.

In addition, mental health executive briefing sessions were provided to the ELT and approximately 500 managers across the state. Mental health literacy is being addressed via the external facilitation of a best practice program - Mental health first aid (MHFA). Six programs were rolled out during the reporting period across several commands and work groups with approximately 125 employees attending. A further 100 officers have completed the Black Dog Mental Health Training with half of the programs conducted across Cape York stations. Additional education, screening and monitoring sessions have been delivered to support employees working within the Child Sexual Crimes Group.

#### **Enterprise Bargaining Agreement**

The Queensland Police Service Certified Agreement 2013 has an expiry date of 30 June 2016. Negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement commenced in May 2016. Negotiations are being undertaken by QPS representatives and Employee Relations, PSBA on behalf of the Commissioner, and a Public Sector Industrial Relations representative on behalf of the government.

The new QPS Enterprise Bargaining Agreement is expected to be signed by 31 August 2016.

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

The State Government Security Certified Agreement 2013 has an expiry date of 30 April 2016. State Government Security and the Together Queensland, Industrial Union of Employees reached in-principle agreement on 30 May 2016 for a three year agreement and annual wage increases of 2.5% operative from 1 May 2016. Consultation and balloting of employees is expected to be finalised in September 2016.

#### Health and wellbeing

The QPS Psychological Wellbeing Steering Committee continued to meet and drive psychological wellbeing during the reporting period within QPS with a focus on promoting awareness, reducing stigma and supporting members with psychological health issues. Two examples of the work aimed at de-stigmatising mental health issues are the development of the Blue Healers - live experience videos (members own stories) and training of executives and 500 managers in mental health education and awareness across the state.

#### **QPS Healthy Workplaces Project**

The Healthy Workplaces Project is a monitoring program to improve the health, performance and wellbeing of QPS employees. In conjunction with Griffith University, monitoring is conducted by way of an online employee survey which was conducted in 2008, 2010, 2011, 2014 and 2015.

The results of the 2015 survey will be used by the QPS to develop a holistic health, safety and wellbeing strategy for the QPS including the development of new initiatives and priorities to improve health and wellbeing outcomes for employees.

#### Working for Queensland Employee Opinion Survey

The Working for Queensland Employee Opinion Survey is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The 2016 survey explored employee perceptions of matters impacting three key outcomes: agency engagement, organisational leadership and innovation, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance and provide a guide to focus organisational improvement efforts.

The 2016 survey	/ was conducted from	າ 18 April to 11	May. The 2	015 and 2	2016 results for QPS a	re:
	, was conaucica nom	1 10/1011110 11	IVICAV. I IIC Z			

Respon	ise Rate		ency ement		sational ership	Innov	ation /
2015	2016	2015	2016	2015	2016	2015	2016
35%	31%	57%	53%	46%	41%	47%	46%

#### Workplace health and safety

Workplace health and safety is a priority for the public safety portfolio agencies including QPS. The QPS continues to invest in strategies and programs to improve the health and fitness of all employees and prevent injury occurrence. This includes the allocation of specialist health and safety staff. Specialist injury management staff are also available to assist employees with rehabilitation and return to work, in the event of a work-related injury or illness.

During 2015-16, a total of 1,574 applications for workers' compensation were lodged by QPS staff and of these applications, 1,333 were accepted. Of these accepted claims for workers' compensation, 526 resulted in a work absence of one or more days.

The QPS' Lost Time Injury Rate (per 100 employees) for 2015-16 was 3.57, a reduction compared to the 2014-15 rate of 3.87.

Throughout 2015-16, the PSBA Injury Management Centres for QPS continued to consolidate the improved and integrated business processes of injury management. As at 30 June 2016, the PSBA Injury Management Centre was achieving a 98% return to work rate for cases finalised.

### Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2015-16.

### Financial statements

### Queensland Police Service Financial Statements 2015-16 For the year ended 30 June 2016

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#### General Information

These financial statements cover the Queensland Police Service.

The Queensland Police Service is a Queensland Government Department established 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 Queensland 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 Queensland Police Service financial statements visit the following website: http://www.police.qld.gov.au

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### Statement of comprehensive income

Queensland Police Service Statement of comprehensive income for the year ended 30 June 2016

	Materia	2016	2045
	Notes	2016	2015
		\$'000	\$'000
Income from continuing operations			
Departmental services revenue	2	1,716,658	1,678,009
User charges and fees .	3	32,485	39,206
Grants and other contributions	4	358,218	321,316
Other revenue		4,548	4,485
Total revenue		2,111,909	2,043,016
Gains on disposal/remeasurement of assets		20	40
Total income from continuing operations		2,111,929	2,043,056
Expenses from continuing operations			
Employee expenses	5	1,529,730	1,498,007
Supplies and services	7	185,911	205,156
Grants and subsidies		5,862	3,724
Depreciation and amortisation	11,12	13,404	11,551
Impairment losses		452	60
Other expenses	8	375,423	323,564
Total expenses from continuing operations		2,110,783	2,042,061
Operating result from continuing operations		1,146	996
Other comprehensive income not reclassified			
subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		221	381
Total other comprehensive income		221	381
Total comprehensive income		1,367	1,377

### Statement of financial position

Queensland Police Service Statement of financial position as at 30 June 2016

do di oo odilo zolo			
	Notes	2016 \$'000	2015 \$'000
Assets		3 000	\$ 000
Current assets			
Cash and cash equivalents		95,242	78,682
Receivables	9	63,683	62,250
Inventories		5,466	4,537
Other current assets	10	3,029	5,496
Total current assets		167,419	150,965
Non-current assets			
Intangible assets	11	20,089	23,927
Property, plant and equipment	12	40,866	38,123
Total non-current assets		60,955	62,050
Total assets		228,374	213,015
Liabilities			
Current liabilities			
Payables	13	28,436	33,275
Accrued employee benefits	14	69,082	68,084
Other current liabilities	15	30,537	5,054
Total current liabilities		128,055	106,413
Total liabilities		128,055	106,413
Net assets		100,319	106,602
Equity			
Accumulated surplus		99,717	106,221
Asset revaluation surplus		602	381
Total equity		100,319	106,602
. van vda d		100,010	100,002

### Statement of changes in equity

Statement of changes in equity		
for the year ended 30 June 2016		
	2016	2015
	\$'000	\$'000
Contributed equity	4 000	+ 000
Opening balance	_	670,995
Transactions with owners as owners:		010,000
Appropriated equity adjustments. Refer to Note 2.	(8,800)	4.655
Net transfers in/(out) via machinery-of-government change	1,150	(1,689,196)
Net transfers in/(out) from restructuring	100	6,059
Transfers between classes	7,650	1,007,487
Closing balance		**
Accumulated surplus/(deficit)		
Opening balance	106,221	403,847
Operating result	1,146	996
Transactions with owners as owners:		
Transfers between classes	(7,650)	(298,622)
Closing balance	99,717	106,221
Asset revaluation surplus		
Opening balance	381	708,865
Increase/(decrease) in asset revaluation surplus. Refer to Note 12.	221	381
Transactions with owners as owners:		
Transfers between classes		(708,865)
Closing balance	602	381
Total equity	100,319	106,602

### Statement of cash flows

Queensland Police Service
Statement of cash flows
for the year ended 30 June 2016

	Notes	2016 \$'000	2015 \$1000
Cash flows from operating activities		\$ 000	\$ 000
Inflows:			
Departmental services receipts		1,720,976	1,659,503
User charges and fees		27,151	44,306
Grants and other contributions		8,867	4,393
GST input tax credits from ATO		27.653	24.062
GST collected from customers		5.742	7,705
Other		3,888	10,885
Outflows:		0,000	10,000
Employee expenses		(1,528,606)	(1,500,466
Supplies and services		(162,718)	(212,462
Grants and subsidies		(5.862)	(3,724
GST paid to suppliers		(26,898)	(23,822)
GST remitted to ATO		(5,742)	(6,657
Other		(26,593)	(9,210
Net cash provided by/(used in) operating activities	16	37,858	(5,487)
Cash flows from investing activities Inflows:			
Sales of property, plant and equipment Outflows:		-	1,205
Payments for property, plant and equipment		(9,251)	(7,981)
Payments for intangibles		(1,148)	(1,623)
Net cash provided by/(used in) investing activities		(10,399)	(8,399)
Cash flows from financing activities Inflows:			
		(0.044)	40.505
Equity injections Outflows:		(9,041)	10,585
		/4 BEO)	(4.640)
Equity withdrawals		(1,859)	(1,612)
let cash provided byl(used in) financing activities		(10,900)	8,973
Net increase/(decrease) in cash		16,559	(4,913)
Adjustment due to machinery-of-government change			(2,958)
Cash at beginning of financial year		78,682	86,553
ash at end of financial year		95,242	78,682

# Statement of comprehensive income by major departmental services

Queensland Police Service Statement of comprehensive income by major departmental services for the year ended 30 June 2016

	Crime and Public Order		Road Safety		Total	
	2016 \$1000	2015 \$1000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Income from continuing operations	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$1000
Departmental services revenue	1.395.583	1.340,729	321.075	337.280	1.716.658	1,678,009
Usor charges and fees	26,409	31,326	6.076	7.880	32,485	39,206
Grants and other contributions	291,218	256,731	86,999	64,585	358,218	321,316
Other revenue	3,697	3,584	851	901	4,548	4,485
Total revenue	1,716,908	1,632,369	395,001	410,647	2,111,909	2,043,016
Gain on sale/remeasurement of assets	16	32	4	8	20	40
Total income from continuing operations	1,716,924	1,632,401	395,005	410,655	2,111,929	2,043,056
Expenses from continuing operations						
Employee expenses	1,243,617	1,196,907	286,113	301,099	1,529,730	1,498,006
Supplies and services	151,139	163,920	34,772	41,236	185,911	205,156
Grants and subsidies	4,766	2,974	1,096	749	5,862	3,723
Depreciation and amortisation	10,897	9,229	2,507	2,322	13,404	11,551
Impairment losses	367	48	85	12	452	60
Other expenses	305,206	258,528	70,217	65,036	375,423	323,564
Total expenses from continuing operations	1,715,992	1,631,605	394,790	410,455	2,110,783	2,042,060
Operating result for the year	932	796	214	200	1,146	996
Other comprehensive income not reclassified subsequently to operating result						
Increase/(decrease) in asset revaluation surplus	180	304	41	77	221	381
Total other comprehensive income	180	304	41	77	221	381
Total comprehensive income	1,111	1,100	256	277	1,367	1,377

The department has systems in place to allocate income and expenses by departmental service. 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.

### Statement of assets and liabilities by major departmental services

Queensland Police Service Statement of assets and liabilities by major departmental services as at 30 June 2016

	Crime and Pu	Crime and Public Order		Road Safety		Total	
	2016	2015	2016	2015	2016	2015	
	\$'000	\$'000	\$1000	\$1000	\$'000	\$'000	
Assets							
Current assets							
Cash and Cash equivalents	77,428	62,867	17,814	15,815	95,242	78,682	
Receivables	51,772	49,738	11,911	12,512	63,683	62,250	
Inventories	4,444	3,625	1,022	912	5,466	4,537	
Other current assets	2,462	4,391	566	1,105	3,029	5,496	
Total current assets	138,106	120,621	31,313	30,344	167,419	150,965	
Non-current assets							
Intangible assets	16,332	19,118	3,757	4.809	20,089	23,927	
Property, plant and equipment	33,223	30,460	7,643	7,663	40,866	38,123	
Total non-current assets	49,554	49,578	11,401	12,472	60,955	62,050	
Total assets	185,660	170,199	42,714	42,816	228,374	213,015	
Liabilities							
Current liabilities							
Payables	23,118	26,587	5,319	6.688	28,436	33,275	
Accrued employee benefits	56,161	54,399	12,921	13,685	69,082	68,084	
Other	24,825	4,038	5,711	1,016	30,537	5,054	
Total current liabilities	104,104	85,024	23,951	21,389	128,055	106,413	
Total liabilities	104,104	85,024	23,951	21,389	128,055	106,413	

The Department has systems in place to allocate income and expenses by departmental service. 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.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16

#### Objectives and Principal Activities of the Department

The role of the Queensland Police Service (QPS) is to preserve peace and good order, protect and support the community, prevent and detect crime, uphoid the law, administer the law fairly and efficiently, bring offenders to justice and help those in need of assistance. To deliver this, the QPS is committed to its vision of the community working with Queensland police to stop crime and make Queensland safer.

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

#### Crime and Public Order

- protect personal safety and prevent 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.

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

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

#### 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's Minimum Reporting Requirements for the year ending 30 June 2016 and other authoritative pronouncements.

Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

#### (b) 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 19. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

#### (c) 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 department's financial statements, but are disclosed in Note 20.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### (d) 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.

#### (e) Appropriation revenue

Appropriations forwarded under the Appropriations Act are recognised as revenue when received.

#### (f) 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.

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.

#### (g) Cash and cash equivalents

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

The department has authorisation to operate in overdraft with a specified limit in accordance with the Financial Accountability Act 2009.

#### (h) 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 allowance being made for impairment. All known bad debts were written-off as at 30 June.

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

#### (i) 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 and costs incurred in getting the asset ready for use.

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

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### (j) Property, plant and equipment and intangible asset thresholds

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:

Major plant and equipment \$5,000
Plant and equipment \$5,000
Heritage and cultural \$5,000
Intangibles \$100,000

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

#### (k) Amortisation and depreciation of intangibles and property, plant and equipment

All intangible assets are amortised on a straight line basis over its estimated useful life.

Property, plant and equipment is depreciated on a straight-line basis 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.

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

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

 Class
 Rate (%)

 Major plant and equipment
 4% to 10% \*

 Plant and equipment
 2.5% to 50%

 Intangible assets
 8% to 20%

#### (I) Revaluations of non-current physical and intangible assets

Major plant and equipment is measured at fair value in accordance with AASB 116 Property, Plant and Equipment, AASB 13 Fair Value Measurement and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector.

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

Non-current physical assets are measured at fair value and revalued on an annual basis by appraisals undertaken by an independent professional valuer.

Details of how fair value was determined as at 30 June 2016 are reported in Note 12.

<sup>\*</sup> Aircraft are classified as major plant and equipment.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### (m) 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.

#### (n) 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 has not entered into transactions for speculative purposes, nor for hedging in 2015-16. 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 18.

#### (o) Employee benefits

#### 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.

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

#### Annual leave and long service leave

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

#### 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 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.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### (p) 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, PSBA costs incurred below fair value, Queensland Shared Services charges and other support costs.

#### (q) 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 privately insures its Air-wing pilots.

In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

#### (r) Other presentation matters

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

#### (s) 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).

#### (t) Accounting estimates and judgements

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

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

- Valuation of Property, Plant and Equipment Note 12
- Depreciation and Amortisation Note 12
- Goods and services below fair value Note 4

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### (u) 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 in the statement of comprehensive income.

The functions of the department responsible for providing corporate services, education and training services were transferred to the Public Safety Business Agency (PSBA) on 1 July 2014. The department has continued to receive these services at below fair value from the PSBA since that date. The value of these services for 2015-16 is disclosed in Note 4.

#### (v) Future impact of accounting standards not yet effective

The department did not voluntarily change any of its accounting policies during 2015-16. As at the date of authorisation of the financial report, the following accounting standards and interpretations have future commencement dates and have been assessed as either not applicable or have no material impact.

AASB 124 Related Party Disclosure, effective 1 July 2016.

The department already discloses detailed information about remuneration of its KMP, based on Queensland Treasury's Financial Reporting Requirements for Queensland Government Agencies. Due to the additional guidance about the KMP definition in the revised AASB 124, the department will be assessing whether its responsible Minister should be part of its KMP from 2016-17. If the responsible Minister is assessed as meeting the KMP definition, no associated remuneration figures will be disclosed by the department, as it does not provide the Minister's remuneration. Comparative information will continue to be disclosed in respect of KMP remuneration.

AASB 15 Revenue for Contracts with Customers, effective 1 January 2018.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014), effective 1 January 2018.

AASB 16 Leases, effective 1 January 2019.

AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB107, effective 1 July 2017.

		2016	201
		\$'000	\$'000
2	Reconciliation of payments from Consolidated Fund		
Rec	conciliation of payments from Consolidated Fund to appropriation revenue		
	ognised in Statement of comprehensive income		
	geled appropriation revenue	1,710,729	1.704.904
	preseen expenditure	10,247	1,104,004
	sed appropriation revenue	10,2-17	(45,401
	al appropriation receipts (cash)	1,720,976	1,659,503
.es	s: Opening balance of appropriation revenue receivable	(4,318)	
	: Closing balance of appropriation revenue receivable	377	4,318
es:	s: Closing balance of appropriation refundable to Consolidated Fund (payable)	(21,299)	12
lus	Opening balance of deferred appropriation refundable to Consolidated Fund (payable)	-	14,188
	appropriation revenue	1,695,359	1,678,009
Plus	: Deferred appropriation refundable to Consolidated Fund (expense)	21,299	C#
\pp	ropriation revenue recognised in Statement of comprehensive income	1,716,658	1,678,009
	oncillation of payments from Council dated Found to south a discount		
	onciliation of payments from Consolidated Fund to equity adjustment panised in contributed equity		
	geted equity adjustment appropriation	17,289	0 457
	sfers from/(to) other departments	17,209	6,157
	sed equity adjustment	(28.189)	(-
	preseen expenditure	(20, 109)	2.816
	ity adjustment receipts (payments)	(10,900)	8,973
	: Opening balance of equity adjustment payable	4,318	0,973
	: Closing balance of equity adjustment payable	(2,218)	(4,318
	ity adjustment recognised in contributed equity	(8,800)	4,655
-ej-en		(0,000)	4,000
Ļ	User charges and fees		
pec	cial Services	19.886	26,952
icid	ent reporting	1,128	1,233
rim	inal History Checks	11,472	11,021
ota	·	32,485	39,206
om	parative amounts have been restated following reclassification of line items.		
	Grants and other contributions		
nan	ets and contributions	8,793	4,396
	ices received below fair value *	349,425	316,921
ota		358,218	321,316

<sup>\* 2015-16</sup> includes \$317.605M (2014-15: \$310.866M) of services received below fair value representing costs for services incurred by the Public Safety Business Agency provided to the Queensland Police Service. The amount is calculated using a cost attribution model, that attributes the costs of services provided by the Public Safety Business Agency to its partner agencies.

Queensland Police Service Notes to and forming part of the financial statements 2015–16 (continued)

	2016	2015
	\$'000	\$'000
5 Employee expenses		
Employee benefits		
Wages and salaries	1,143,328	1,138,999
Employer superannuation contributions	177,738	171,661
Long service leave levy	26,472	26,147
Annual leave levy	144,599	135,764
Other employee benefits	6,791	6,452
Employee related expenses		
Payroll tax		159
Workers' compensation premium	30,802	18,825
Total	1,529,730	1,498,007
Comparative amounts have been restated following reclassification of line items.		
Full-Time Equivalent Employees	14,302	14,089

#### 6 Key Management Personnel Disclosures

#### (a) Details of key management personnel

The following details for key management personnel, being the members of the QPS Board of Management are the positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2015–16. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

An external member was appointed to the QPS Board of Management commencing 5 June 2014. For 2015-16 the independent external member received \$2,420 in remuneration. There were no other on-costs.

#### (b) Remuneration policies

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

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses including:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee was a key management person
  - performance payments recognised as an expense during the year; and
  - non-monetary benefits may include provision of a motor vehicle and fringe benefits tax applicable to benefits.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment expenses include amounts expensed in respect of employer superannuation obligations.

Queensland Police Service Notes to and forming part of the financial statements 2015–16 (continued)

#### 6 Key Management Personnel Disclosures

#### (c) Remuneration expenses

1 July 2015 - 30 June 2016

	<ul> <li>Contract classification</li> </ul>	Short Term	Long Term	Post	Total
	<ul> <li>Appointment authority</li> </ul>	Employee	Employment	Employment	Expenses
Position	<ul> <li>Date appointed to</li> </ul>	Expenses	Expenses	Expenses	
	position				
	<ul> <li>Date exited from position</li> </ul>	\$1000	\$,000	\$1000	\$'000
Commissioner	CEO Contract (CEO)	494	10	52	556
	Police Service				
	Administration Act 1990				
	Appointed 01/11/2012				
Deputy Commissioner (Strategy,	SES 4 Equivalent	257	5	37	299
Policy & Performance)	Police Service				
	Administration Act 1990				
	Appointed 01/07/2013				
Deputy Commissioner (Specialist	SES 4 Equivalent	257	5	37	299
Operations)	Police Service				
	Administration Act 1990				
	Appointed 01/07/2013			1	
Deputy Commissioner (Specialist	Higher Duties SES 4	28	-	5	33
Operations) - Acting	Equivalent	i			
	Police Service		- 1		
	Administration Act 1990			i	
	22/04/2016 - 12/06/2016			- 1	
Deputy Commissioner (Regional	SES 4 Equivalent	251	4	31	286
Operations) *	Police Service		- 1		
	Administration Act 1990		- 1		
	Appointed 01/01/2010			1	
	Transferred to Queensland	i			
	Racing 30/04/2016				
Deputy Commissioner (Regional	Higher Duties SES 4	43	-	4	47
Operations) - Acting	Equivalent	1			
, ,	Police Service	i			
	Administration Act 1990				
	07/05/2016 - 17/06/2016		- 1		

<sup>\*</sup> The incumbent to this position was relieving at Queensland Racing for the period 29 February 2016 to 29 April 2016. Relieving arrangements were established for this position during this time and after the transfer, and were still in place at 30 June 2016.

Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### 6 Key Management Personnel Disclosures

#### (c) Remuneration expenses (continued)

1 July 2014 - 30 June 2016

	Contract classification	Short Term	Long Term	Post	Total
	<ul> <li>Appointment authority</li> </ul>	Employee	Employment	Employment	Expenses
Position	<ul> <li>Date appointed to</li> </ul>	Expenses	Expenses	Expenses	
	position	i			
	<ul> <li>Date exited from position</li> </ul>	\$'000	\$'000	\$*000	\$'000
Commissioner	CEO Contract (CEO)	478	10	52	540
	Police Service				
	Administration Act 1990				
	Appointed 01/11/2012			i	
Deputy Commissioner (Strategy,	SES 4 Equivalent	252	5	37	294
Policy & Performance)	Police Service		1		
	Administration Act 1990	l .			
	Appointed 01/07/2013				
Deputy Commissioner (Specialist	SES 4 Equivalent	252	5	37	294
Operations)	Police Service				
	Administration Act 1990				
	Appointed 04/10/2010				
Deputy Commissioner (Regional	SES 4 Equivalent	200	4	29	233
Operations)	Police Service	l i		1	1
	Administration Act 1990				1
	Appointed 01/01/2013				
Deputy Commissioner (Regional	Higher Duties SES 4	27	1	3	31
Operations) - Acting	Equivalent				
	Police Service				1
	Administration Act 1990				1
	01/07/2014 - 03/08/2014	L			

	2016	2015
	\$'000	\$*000
7 Supplies and services		
Contractors	4,655	4,691
Materials	37,640	38,071
Repairs and maintenance	34,746	33,994
Transfer costs	780	1,052
Travel	13,631	31,421
Communications	10,917	12,143
Accommodation and public utilities	18,982	16,344
Minor Equipment Purchases	8,847	9,284
Operating lease rentals	22,575	22,341
Crimtrac search fees	7,747	7,256
Aircraft Hire	4,682	4,600
Other *	20,708	23,959
Total	185,911	205,156

Comparative amounts have been restated following reclassification of line items.

Queensland Police Service
Notes to and forming part of the financial statements 2015–16 (continued)

	2016	2015
	\$1000	\$'000
8 Other expenses		
Audit fees *	338	226
Insurance premiums-QGIF	4,769	6,740
Insurance premiums-other	89	56
Services received below fair value **	348,929	316,542
Departmental services appropriation	21,299	1.94
Total	375,423	323,564
		the second second second second

Comparative amounts have been restated following reclassification of line items.

<sup>\*\*</sup> Included in the 2015-16 Services received below fair value figure is \$317.605M (2014-15: \$310.865M) representing Public Safety Business Agency services provided to the Queensland Police Service.

9	Receiv	vabl	les
---	--------	------	-----

Current		
Trade debtors	19,863	13,439
Less: Allowance for impairment loss	(1,115)	(663)
	18,748	12,776
GST input tax credits receivable	1,688	2,443
GST payable	(9)	(9)
	1,679	2,434
Annual leave reimbursements	37,051	36,964
Long service leave reimbursements	4,834	5,048
Departmental services appropriation receivable	18	4,318
Loans and advances	38	68
Other	1,332	642
	43,255	47,040
Total	63,683	62,250
Comparative amounts have been restated following reclassification of line items.		

#### 10 Other current assets

Prepayments	3,029	5,496
Total	3,029	5,496

Comparative amounts have been restated following reclassification of line items.

<sup>\*</sup> Total audit fees paid to the Queensland Audit Office relating to the 2015–16 financial statements are estimated to be \$299,300 (2014-15: \$299,300).

•	2016 \$'000 38,993 (19,565) 19,427 23,680 484 (4,737) 19,427	2016 \$'000 425 425 425	2016 \$'000 46,848 (20,759) 20,089 23,927 1,148 (4,986) 20,089
Less: Accumulated amortisation (1.194)  237  Reconciliation  Opening balance at 1 July 2015 247  Acquisitions 239  Amortisation (249)  Closing balance at 30 June 2016  Software purchased	23,680 484 (4,737) 19,427	425 425 425	20,089 20,089 23,927 1,148 (4,986)
237	19,427 23,680 484 (4,737) 19,427 Software	425 425	20,089 23,927 1,148 (4,986)
Opening balance at 1 July 2015 247 Acquisitions 239 Amortisation (249) Closing balance at 30 June 2016 237  Software purchased	484 (4,737) 19,427 Software	425	1,148 (4,986)
Acquisitions 239 Amortisation (249) Closing balance at 30 June 2016 Software purchased	484 (4,737) 19,427 Software	425	1,148 (4,986)
Amortisation (249) Closing balance at 30 June 2016  Software purchased 2015	(4,737) 19,427 Software	425	(4,986)
Closing balance at 30 June 2016  Software purchased 2015	19,427 Software		
Software purchased 2015	Software		20,089
purchased 2015			
2015	internally	Software work in	Total
2015	generated	progress	
\$'000	2015	2015	2015
	\$1000	\$'000	\$'000
Gross value 1,191	38,821	-	40,013
Less: Accumulated amortisation (944)	(15,141)		(16,085)
247	23,680	-	23,927
Reconciliation			
Opening balance 1 July 2014 1,279	58,688	1,215	61,182
Acquisitions	235	1,388	1,623
Transfers to other agencies (764)	(31,286)	(2,602)	(34,652)
Amortisation (269)  Closing balance at 30 June 2015 247	(3,957)		(4,226)

Queensland Police Service Notes to and forming part of the financial statements 2015–16 (continued)	tatements 20	15-16 (continu	(per				
12 Property, plant and equipment							
	Buildings 2016	Heritage and cultural 2016	Plant and equipment 2016	Major plant and equipment 2016	Work in progress 2016	Total 2016	
Gross value Less: Accumulated depreciation	40	000.8	\$'000 92,567 (53,341) 39,226	\$'000 3,576 (1,976) 1,600	000.\$	\$'000 96,183 (55,318) 40,866	
Reconciliation Opening balance at 1 July 2015 Acquisitions Donations received Transfers between dasses Disposals Transfers through machinery-of-Government change Donations Made Net revaluation increments/(decrements) Depreciation Closing balance at 30 June 2016	36 135 224 (355)	8 6	34,421 12,292 520 361 (118) 32 (1) (1) 39,226	1,517 221 (139)	(1.564)	38,123 12,427 520 (1,887) (1) 221 (8,418) 40,866	

12 Property, plant and equipment (continued)	ned)							
	Buildings	Heritage and cultural	Plant and equipment	Major plant and	Work in progress	Land	Infrastructure	Total
	2015 \$'000	2015 \$1000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000
Gross value Less: Accumulated depreciation	37 (1)	<b>36</b> . 35	82,083 (47,663) <b>34,421</b>	3,052 (1,535) <b>1,517</b>	2,131 <b>2,131</b>		<u>.</u>	87,322 (49,198) 38,123
Reconciliation								
Opening balance at 1 July 2014	969,518	34,332	203,827	1,208	18,992	446,989	8,432	1,683,298
Acquisitions  Donations received			6,608 370		1,006			7,614 370
Transfers through machinery-of-Government change Disposals	(969,478)	(34,296)	(168,800)	. 3	(17,867)	(446,989)	(8,432)	(1,645,852)
Net revaluation increments/(decrements)				381	(a)			381
Depreciation	g (4)	(18)	(7,220)	(82)	2131			(7,324)

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### 12 Property, plant and equipment (continued)

Major plant and equipment was independently revalued by Bruce A McKenzie (AVAA Practicing Valuer Number: 464) of JD Dodds Plant & Machinery Valuers as at 30 June 2016. The revaluations were determined using current market values.

#### Level 2 significant valuation inputs and relationship to fair value

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

	2016	2015
	\$'000	\$'000
13 Payables		
Current		
Trade creditors	22,866	27,556
Equity Adjustment Payable	2,218	4,318
Other	3,352	1,401
Total	28,436	33,275
Comparative amounts have been restated following reclassi	fication of line items.	
14 Accrued employee benefits		
Current		
Annual leave levy payable	29,395	34,084
Long service leave levy payable	6,746	7,160
Salaries and wages outstanding	28,611	21,855
Other	4,330	4,985
Total	69,082	68,084
15 Other current liabilities		
Grants Payables	2,500	54
Unearned Revenue General	1,157	67
Departmental services appropriation	21,299	
Intercompany Creditors	5,581	4,987
Total	30,537	5,055

Queensland Police Service Notes to and forming part of the financial statements 2015–16	(continued)	
	2016 \$'000	2015 \$'000
16 Reconciliation of operating result to net cash from operating activities		
Operating result	1,146	996
Non-cash items included in operating result: Depreciation and amortisation Donations Net gain/loss on sale of property, plant and equipment mpairment losses nventory write-offs	13,405 (520) (20) 452	11,551 (370) 147 60 (484)
Change in assets and liabilities: ncrease/(decrease) in accrued employee benefits Increase//decrease in annual leave reimbursement receivable Increase//decrease in appropriation revenue receivable Increase//decrease in GST input tax credits receivable Increase//decrease in inventories	998 (87) 4,318 755 (929)	(211) 1,937 2,466 61
Increase)/decrease in long service leave reimbursement receivable Increase)/decrease in loans and advances Increase)/decrease in other receivables	213 (660)	65 (53) 538
Increase)/decrease in other current assets ncrease/(decrease) in payables Increase)/decrease in trade receivables ncrease/(decrease) in other current liabilities	2,467 (2,739) (6,423) 25,483	8,151 (34,883) 14,010 (9,276)
Increase/(decrease) in accruals Net cash from operating activities	37,858	(191) (5,487)

#### 17 Commitments for expenditure

#### (a) Non-cancellable operating lease commitments

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

Not later than one year	24,570	24,718
Later than one year and not later than five years	43,015	31,357
Later than five years	8,126	1,808
Total	75,711	57,884

Comparative amounts have been restated for 2014-15 to exclude recoverable GST.

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.

#### (b) Capital expenditure commitments

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

Class of asset Plant and equipment Intangibles Total	578 - - 578	2,175 78 2,254
Not later than one year	578	2,254
Total	578	2,254

Comparative amounts have been restated for 2014-15 to exclude recoverable GST.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

Note	2016	2015
	\$'000	\$'000

#### 18 Financial instruments

#### Financial instrument categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. The department has the following categories of financial assets and financial liabilities:

#### Financial assets

Cash	9	95,242	78,682
Receivables		63,683	62,250
Total		158,925	140,932
Financial liabilities Financial liabilities measured at amortised cost: Payables Total	13	28,436 28,436	33,275 33,275

#### Financial risk management

#### (a) Risk exposure

The Police Service's departmental activities expose it to credit risk and liquidity risk.

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

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

Risk exposure Definition		Exposure		
Credit risk	Credit risk exposure refers to the situation where the agency may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (note 9).		
Liquidity risk	Liquidity risk refers to the situation where the agency may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (note 13).		
Market risk		The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.  The department is exposed to interest rate risk through its finance leases and cash deposited in interest bearing accounts.		

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

#### 18 Financial instruments (continued)

Financial risk management (continued)

#### (b) Risk measurement and management strategies

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

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

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

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

The maximum exposure to credit risk at balance date in relation to each class of recognised financial is the gross carrying amount of those assets inclusive of any provision for impairment (refer note 9).

#### (d) Liquidity risk - contractual maturity of financial liabilities

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

		2016 Payable in			
Financial liabilities	Note	<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	13	28,436	-	-	28,436
Total		28,436	-		28,436

	2015 Payable in				
Financial liabilities	Note	<1 year \$1000	1-5 years \$'000	>5 years \$'000	Total \$1000
Payables	13	33,275	-		33,275
Total		33,275	-		33,275

Queensland Police Service Notes to and forming part of the financial statements 201	5-16 (continued)	
	2016 \$'000	2015 \$'000
19 Schedule of administered items	4 000	4 000
Administered revenues		
Taxes, fees and fines	12,450	13,493
Other	272	179
Total	12,722	13,672
*****		
Administered expenses Transfers of Administered Income to Government	40.700	40.070
Total	12,722	13,672
TOBI	12,722	13,072
Operating Surplus		-
Administered assets		
Current		
Cash	1,551	1.964
Receivables	(1)	(5)
Total	1,549	1,958
Total assets	1,549	1,958
Administered liabilities		
Current		
Payables	693	1,031
Other	856	927
Total liabilities	1,549	1,958
Not administered assets	<u> </u>	-

#### 20 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 and 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.

#### Trust assets and liabilities

Current assets Cash Total	20,557 20,557	17,898 17,898
Current liabilities Total current liabilities Total	20,557 20,557	17,898 17,898

The Queensland Auditor-General performed the audit of the department's trust transactions for 2015-16.

#### 21 Events occurring after balance date

On 17 February 2016, Queensland Government accepted recommendations related to the review of the scope, function, and structure of the Public Safety Business Agency (PSBA), which provides corporate support functions to three government entities, including the Queensland Police Service (QPS). The review was commissioned by the Public Service Commission (PSC) in 2015. In accordance with the accepted recommendations, Public Service Departmental Arrangement Notice (No.2 2016) was made on 23 June 2016 and a number of functions will transfer from PSBA to the QPS including operational functions, strategy, recruitment, education and training, media and other services, effective 1 July 2016.

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

Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

22 Budgetary reporting					
Statement of comprehensive income	Variance Note	Original budget	Actual	Variance	Variance percentage
		2016	2016		
		\$1000	\$1000	\$'000	
Income from continuing operations					
Departmental services revenue		1,710,729	1.716.658	5,929	
User charges and fees	22(a)	52,148	32,485	(19,663)	(38)%
Grants and other contributions	22(b)	319,254	358,218	38.964	12 %
Other revenue		2,764	4,548	1,784	65 %
Total revenue	_	2,084,895	2,111,909	27,014	1 %
Gains on disposal/remeasurement of assets		-	20	20	_
Total income from continuing operations	_	2,084,895	2,111,929	27,034	1 %
Expenses from continuing operations					
Employee expenses		1,492,447	1.529.730	37,283	2 %
Supplies and services	22(c)	254,816	185,911	(68,905)	(27)%
Grants and subsidies		2,951	5,862	2,911	99 %
Depreciation and amortisation		14,665	13,404	(1,261)	(9)%
Impairment losses			452	452	(-)
Other expenses	22(d)	320,016	375,423	55,407	17 %
Total expenses from continuing operations	_	2,084,895	2,110,783	25,888	1 %
Operating result from continuing operations	_		1,146	1,146	
Operating result for the year	_		1,146	1,146	
Total other common beauty	- 2				
Total other comprehensive income	D=		221	221	
Total comprehensive income	_		1,367	1,367	

#### Explanation of major variances

- 22(a) The variance in user charges and fees is due to the lower than anticipated Special Services revenue as a result of the downturn in mining activities.
- 22(b) The variance in grants and other contributions is due to an increase in the fair value recognition of cost of services to QPS, as provided by the PSBA for corporate support services and by QSS for the Government Wireless Network.
- 22(c) The variance in supplies and services is due to a realignment of costs following the finalisation of the 2014-15 machinery-of-Government (MOG) transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of the Queensland Police Service (QPS).
- 22(d) The variance in other expenses is mainly due to an increase in the fair value recognition of cost of services to QPS, as provided by the PSBA for corporate support services and by QSS for the Government Wireless Network.

Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

22 Budgetary reporting (continued)	+				
Statement of financial position	Variance Note	Original budget	Actual	Variance	Variance percentage
		2016	2016		F
		\$'000	\$'000	\$'000	
Assets					
Current assets					
Cash and cash equivalents	22(e)	69,563	95,242	25,679	37 %
Receivables	22(f)	71,502	63,683	(7,819)	(11)%
Inventories		4,475	5,466	991	22 %
Other current assets	22(g)	14,496	3,029	(11,467)	(79)%
Non-current assets classified as held for sale		0.60	14	57+3	
Total current assets	_	160,036	167,419	7,383	5 %
Non-current assets					
Intangible assets	22(h)	28,007	20,089	(7,918)	(28)%
Property, plant and equipment	22(i)	70,699	40,866	(29,833)	(42)%
Total non-current assets	_	98,706	60,955	(37,751)	(38)%
Total assets	_	258,742	228,374	(30,368)	(12)%
Liabilities					
Current liabilities					
Payables	22(j)	61,269	28,436	(32,833)	(54)%
Accrued employee benefits	-	64,380	69,082	4,722	7 %
Other current liabilities	22(k)	97	30,537	30,440	100 %
Total current liabilities	_	125,726	128,055	2,329	2 %
Total liabilities	_	125,726	128,055	2,329	2 %
Net assets	_	133,016	100,319	(32,697)	(25)%
Total equity	_	133,016	100,319	(32,697)	(25)%

#### Explanation of major variances

- 22(e) The variance in cash and cash equivalents is due to the movements in receivables, prepayments, employee benefits, and payables.
- 22(f) The variance in receivables is due to the timing of receipts as at the end of the financial year.
- 22(g) The variance in other current assets is due to a reduction in pre-payments of supplies and services.
- 22(h) The variance in intangible assets is due to the difference between the estimated and final balance transferred to PSBA as part of the MOG change.
- 22(i) The variance in property, plant and equipment is due to funding transfers to PSBA for acquisition and management of non-current assets, including land and buildings.
- 22(j) The variance in payables reflects anticipated timing of payments to trade creditors.
- 22(k) The variance in other current liabilities reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.

#### Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

Statement of cash flows	Variance Note	Original budget	Actual	Variance	Variance percentage
Cash flows from operating activities		2016 \$'000	2016 \$1800	S'000	
Inflows:		\$ 000	\$ 000	\$ 000	
Departmental services receipts		1.710.729	1,720,976	10,247	1 %
User charges and fees		52,148	27,151	(24,997)	(48)%
Grants and other contributions		5,160	8,867	3,707	72 %
GST input tax credits from ATO		727	33.395	33,395	
Other		2,764	3.888	1,124	41 %
Outflows:		_,	0,000	.,	
Employee expenses		(1.492.447)	(1,528,606)	(36,159)	(2)%
Supplies and services	22(1)	(254,816)	(162,718)	92,098	36 %
Grants and subsidies	* * *	(2,951)	(5,862)	(2,911)	(99)%
GST paid to suppliers		11	(26,898)	(26,898)	-
GST remitted to ATO		520	(5,742)	(5,742)	Ç
Other	_	(5,922)	(26,593)	(20,671)	(349)%
Net cash provided by/(used in) operating activ	rities	14,665	37,858	23,193	158 %
Cash flows from investing activities Outflows:					
Payments for property, plant and equipment	22(m)	(31,954)	(9,251)	22,703	71 %
Payments for intangibles			(1,148)	(1,148)	-
let cash provided by/(used in) investing activ	ities	(31,954)	(10,399)	21,555	67 %
Cash flows from financing activities Inflows:					
Equity injections Outflows:		19,148	(9,041)	(28,189)	(147)%
Equity withdrawals		(1,859)	(1,859)	-	-
Net cash provided by/(used in) financing activ	ities	17,289	(10,900)	(28,189)	(163)%
Net increase/(decrease) in cash			16,559	16,559	20
Cash at beginning of financial year		69,563	78,682	9,119	13 %
Cash at end of financial year	22(n)	69,563	95,242	25,679	37 %

#### Explanation of major variances

- 22(I) The variance in supplies and services is due to a realignment of costs following the finalisation of the 2014-15 machinery-of-Government (MOG) transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of the Queensland Police Service (QPS).
- 22(m) The variance in property, plant and equipment is due to funding transfers to PSBA for acquisition and management of non-current assets, including land and buildings.
- 22(n) The variance in cash at end of financial year is due to the movements in receivables, prepayments, employee benefits and payables.

Queensland Police Service

Notes to and forming part of the financial statements 2015-16 (continued)

22 Budgetary reporting (continued)					
Schedule of administered items	Variance Note	Original budget 2016	Actual 2016	Variance	Variance percentage
		\$'000	\$'000	\$'000	
Administered revenues					
Taxes, fees and fines	22(o)	8,711	12,450	3,739	43 %
Other	_	877	272	(605)	(69)%
Total	_	9,588	12,722	3,134	33 %
Administered expenses					
Transfers of administered revenue to government	22(o)	9,588	12,722	3,134	33 %
Total	_	9,588	12,722	3,134	33 %
Operating surplus				-	0 %
Administered assets					
Current					
Cash		1,752	1,551	(201)	(11)%
Receivables		(13)	(1)	12	(89)%
Total current assets	_	1,739	1,549	(190)	(11)%
	_				
Total assets	_	1,739	1,549	(190)	(11)%
Administered liabilities					
Current					
Payables		1,738	693	(1,045)	(60)%
Other			856	855	100%
Total liabilities	_	1,739	1,549	(190)	(11%)
Net administered assets					100%
TO COMMISSION MODELS	_				100 /0

#### Explanation of major variances

22(o) The increase in taxes, fees and fines revenues collected under the Weapons Act 1990 is due to timing of licence renewals. The revenue collected is subsequently transferred to government.

### Management Certificate for the year ended 30 June 2016

### Queensland Police Service Management Certificate for the year ended 30 June 2016

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

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

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year ended 30 June 2016 and of the financial position of the department at the end of that year; and

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

Accountable Officer Commissioner

Date 15/8 16

R Wilson

B.Bus (Mgt), Grad Cert Exec Leadshp, MIPA, GAICD

Chief Finance Officer

Executive General Manager, Public Safety Business Agency

Date 25/8/16

### Independent Auditor's Report

#### 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 2016, 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 to the financial statements including 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.

### Independent Auditor's Report (cont'd)

#### 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 -

- I have received all the information and explanations which have required; and
- (b) in my opinion
  - 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 2015 to 30 June 2016 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 FOX CPA
Auditor-General of Queensland

Queensland Audit Office Brisbane

# Appendices

### **Government Bodies**

Commissioner	for Police Service Reviews
Act /instrument	The Commissioner for Police Service Reviews is established under the <i>Police Service Administration Act 1990</i> and <i>Police Service Administration (Review of Decisions) Regulation 1990</i> .
Functions	The Review Commissioner is responsible for hearing grievances from police officers relating to appointments, promotions, transfers or disciplinary actions made under the Act.
	Appeals are heard before a Review Commissioner nominated by the Crime and Corruption Commission yet otherwise independent of the Crime and Corruption Commission and the QPS. Where a matter progresses to a hearing, the Review Commissioner will consider the material presented and prepare written recommendations for the Police Commissioner who will make the final decision. Where the Police Commissioner does not accept the recommendation, reasons must be provided to the Review Commissioner.
	The Crime and Corruption Commission provides a secretariat to support the review function.
Further information	on about the Commissioner for Police Service Reviews is available at: <a href="www.ccc.qld.gov.au/">www.ccc.qld.gov.au/</a> .
Controlled Ope	erations Committee
Act	The Controlled Operations Committee is established under the <i>Police Powers and Responsibilities Act 2000.</i>
Functions	The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the <i>Police Powers and Responsibilities Act 2000</i> .
Achievements	The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 <i>Controlled operations</i> of the Act for the preceding 12 months.
	The committee's annual report is available online at <a href="www.parliament.qld.gov.au/work-of-assembly/tabled-papers">www.parliament.qld.gov.au/work-of-assembly/tabled-papers</a> .
Financial reporting	Records are inspected by the Chairperson of the Controlled Operations Committee.  Transactions of the entity are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland.

Controlled Oper	Controlled Operations Committee (cont'd)					
Remuneration						
Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received	
Chair	John Jerrard	11	\$167.00 per meeting	N/A	\$1,837.00 (as Chair for 11 meetings)	
Acting Chair	Manus Boyce	3	\$167.00 per meeting	N/A	\$501.00 (as Acting Chair for three meetings)	
No. of scheduled meetings	14					
Total out of pocket expenses	N/A					
Public Interest N	Monitor					
Act					s and Responsibilities	
Functions	The Public Interest Monitor is appointed under the <i>Police Powers and Responsibilities Act 2000</i> and the <i>Crime and Misconduct Act 2001</i> .  The Public Interest Monitor has the following functions for surveillance device warrants, retrieval warrants, approvals of the use of surveillance devices under emergency authorisations, and covert search warrants:  a) to monitor compliance by police officers with chapter 9 of the <i>Police Powers and Responsibilities Act 2000</i> (the Act) in relation to matters concerning applications for covert search warrants  b) to monitor compliance by law enforcement officers with chapter 13 of the Act in relation to matters concerning applications for surveillance device warrants, retrieval warrants and approvals of the use of surveillance devices under emergency authorisations  c) to appear at any hearing of an application to a Supreme Court judge for a warrant or approval mentioned in paragraph a) or b), or to a magistrate for a warrant mentioned in paragraph b), to test the validity of the application, and for that purpose at the hearing, to —  (i) present questions for the applicant to answer and examine or cross-examine any witness  (ii) make submissions on the appropriateness of granting the application  d) to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act  e) to gather statistical information about the use and effectiveness of covert search warrants and surveillance device warrants  f) to report as required by this Act on any matter about which this Act expressly requires the Public Interest Monitor to report  g) whenever the public interest monitor considers it appropriate  (i) to give to the Commissioner a report on noncompliance by police officers with chapter 9 of the Act; or					

#### **Public Interest Monitor (cont'd)**

#### Functions (cont'd)

The Public Interest Monitor also has the following functions:

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

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

- the Public Interest Monitor is entitled to appear at the hearing of the application for a telecommunications interception warrant to test the validity of the application and, for that purpose at the hearing, to –
  - a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member: and
  - b) make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following maters
    - in relation to an application for a warrant in relation to a telecommunications service
    - (ii) in relation to an application for a warrant in relation to a person.

In addition, the Public Interest Monitor has record-keeping oversight to ensure eligible authorities keep documents connected with the issue of warrants in accordance with the *Telecommunications Interception Act 2009*.

As the inspecting entity for the QPS, the Public Interest Monitor:

- a) must inspect the eligible authority's records as required under section 23 of the legislation to ascertain the extent of compliance by the authority's officers
- b) must report in writing to the Minister about the results of the inspections
- c) may do anything necessary or convenient for the performance of the functions mentioned in (a) and (b).

#### Achievements

The annual report of the Public Interest Monitor is available at www.parliament.gld.gov.au/work-of-assembly/tabled-papers.

#### Financial reporting

Financial transactions made with the Public Interest Monitor are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland.

#### **Public Interest Monitor (cont'd)** Remuneration Position Name Meetings Approved fee Approved Actual fees received subcommittee fees 251 N/A **Public Interest** Peter Lyons A service fee of \$225,150.19 Monitor \$400.00 per hour to a maximum of \$2,000.00 per day 32 N/A Deputy Public Nathan Jarro A service fee of \$29,320.00 Interest Monitor \$400.00 per hour to a maximum of \$2,000.00 per day Deputy Public Patricia 31 A service fee of N/A \$26,620.00 Interest Monitor Kirkman-\$400.00 per Scroope hour to a maximum of \$2,000.00 per day No of scheduled 314 meetings Total out of N/A pocket expenses

## **Acronyms**

ABS	Australian Bureau of Statistics	FAA	Financial Accountability Act 2009
ANZCTC	Australia-New Zealand Counter- Terrorism Committee	FPMS	Financial and Performance Management Standard 2009
ARRs	Annual report requirements for Queensland Government agencies	GWN	Government Wireless Network
CAD	Computer Aided Dispatch	ICT	Information and communications technology
CCTV	Closed-circuit television	IGEM	Inspector-General Emergency Management
CDOP	Camera Detected Offence Program	IPAA	Institute of Public Administration Australia
CPIU	Child Protection and Investigation Units	JACET	Joint Anti-Child Exploitation Team
CPOPOA	Child Protection (Offender Prohibition Order) Act 2008	MCAD	Mobile Computer Aided Dispatch
CPORA	Child Protection (Offender Reporting) Act 2004	MoU	Memorandum of Understanding
DCCSDS	Department of Communities, Child Safety and Disability Services	MPF	Mobile Police Facility
DNRM	Department of Natural Resources and Mines	NHWQ	Neighbourhood Watch Queensland
DTMR	Department of Transport and Main Roads	OMCG	Outlaw Motorcycle Gang
EBP	Evidence Based Policing	PCC	Police Communications Centre
ELT	Executive Leadership Team	PCYC	Police-Citizens Youth Club
ESC	Ethical Standards Command	PSBA	Public Safety Business Agency

## Acronyms (cont'd)

PSRT	Public Safety Response Team
QAO	Queensland Audit Office
QAS	Queensland Ambulance Service
QCS	Queensland Corrective Services
QFES	Queensland Fire and Emergency Services
QGEA	Queensland Government Enterprise Architecture
QPCYWA	Queensland Police-Citizens Youth Welfare Association

QPRIME	Queensland Police Records and Information Exchange
QPS	Queensland Police Service
QR	Queensland Rail
RAP	Rapid Action and Patrols
SNP	Safe night precincts
ViP	Volunteers in Policing

## Compliance checklist

Summary of r	equirement	Basis for requirement	Page reference
Letter of compliance	A letter of compliance from the accountable officer to the Minister	ARRs – section 8	ii
Accessibility	<ul><li>Table of contents</li><li>Acronyms</li></ul>	ARRs – section 10.1	1 117-118
	Public availability	ARRs – section 10.2	i
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 10.3	i
	Copyright notice	Copyright Act 1968  ARRs – section 10.4	i
	Information Licensing	QGEA – Information Licensing ARRs – section 10.5	i
General information	Introductory information	ARRs – section 11.1	4-19
	Agency role and main functions	ARRs – section 11.2	5, 10-19, 122
	Operating environment	ARRs – section 11.3	10-17
Non-financial performance	Government's objectives for the community	ARRs – section 12.1	11
	Other whole-of-government plans/specific initiatives	ARRs – section 12.2	28-55
	Agency objectives and performance indicators	ARRs – section 12.3	22-55
	Agency service areas and service standards	ARRs – section 12.4	22-27
Financial performance	Summary of financial performance	ARRs – section 13.1	20-21
Governance – management	Organisational structure	ARRs – section 14.1	18
and structure	Executive management	ARRs – section 14.2	56-57
	Government Bodies	ARRs – section 14.3	113-116
	Public Sector Ethics Act 1994	Public Sector Ethics Act 1994 ARRs – section 14.4	64-65
	Queensland public service values	ARRs – section 14.5	13

## Compliance checklist (cont'd)

Summary of	requirement	Basis for requirement	Page reference
Governance –	Risk management	ARRs – section 15.1	8-9, 61, 65
management and accountability	Audit committee	ARRs – section 15.2	8-9, 61
	Internal audit	ARRs – section 15.3	72-73
	External Scrutiny	ARRs – section 15.4	65-72
	Information systems and recordkeeping	ARRs – section 15.5	73
Governance – human resources	Workforce planning and performance	ARRs – section 16.1	74-77
	Early retirement, redundancy and retrenchment	Directive No. 11/12 Early Retirement, Redundancy and Retrenchment	77
		ARRs 16.2	
Open data	Consultancies	ARRs – section 17	1
		ARRs – section 34.1	
	Overseas travel	ARRs – section 17	1
		ARRs – section 34.2	
	Queensland Language Services Policy	ARRs – section 17	1
		ARRs – section 34.3	
Financial	Certification of financial statements	FAA – section 62	109
statements		FPMS – sections 42, 43 and 50	
		ARRs – section 18.2	
	Independent Auditor's Report	FAA – section 62	110-111
		FPMS – section 50	
		ARRs – section 18.2	

## Contacts and key locations

Queensland Police Headquarters	200 Roma Street Brisbane Qld 4000	GPO Box 1440 Brisbane Qld 4001	(07) 3364 6464
Central Region	Rockhampton Police Complex Floor 2 161 Bolsover Street Rockhampton Qld 4700	PO Box 221 Rockhampton Qld 4700	(07) 4932 3400
Brisbane Region	20 Pickering Street Alderley Qld 4051	GPO Box 1440 Brisbane Qld 4001	(07) 3354 5005
Northern Region	Floor 2 Mundingburra Police Complex 244-246 Charters Towers Road Hermit Park Townsville Qld 4812	PO Box 3737 Hermit Park Qld 4812	(07) 4726 8777
South Eastern Region	Surfers Paradise Police Complex Level 7 68 Ferny Avenue Surfers Paradise Qld 4217	PO Box 561 Surfers Paradise Qld 4217	(07) 5570 7924
Southern Region	52 Neil Street Toowoomba Qld 4350	PO Box 144 Toowoomba Qld 4350	(07) 4631 6777

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