

ANNUAL REPORT 2016–2017



This annual report provides information about the Queensland Police Service's financial and non-financial performance for 2016-17. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Annual report requirements for Queensland Government agencies*.

Enquiries and further information

Telephone No.: (07) 3364 3616

Visit: www.police.qld.gov.au

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

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Queensland Police Service



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Letter of compliance



QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA
TELEPHONE: 07 3364 6488 FACSIMILE: 07 3364 4650



Our Ref:

Your Ref:

13 September 2017

The Honourable Mark Ryan MP
Minister for Police, Fire and Emergency Services and
Minister for Corrective Services
PO Box 15195
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2016-17 and financial statements for the Queensland Police Service.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found in the appendices of this report.

Yours sincerely


IAN STEWART APM
COMMISSIONER

QUEENSLAND POLICE SERVICE

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

Commissioner's message



During 2016-17, the Queensland Police Service (QPS) continued to engage with communities and our government and non-government partners to ensure the ongoing safety and security of our State.

We collaborated on a range of preventative initiatives to support and assist victims and vulnerable members of our community, and continued to deliver effective enforcement activities to reduce crime and make Queensland's roads safer.

Highlights for the year include:

- delivering training to improve police responses to vulnerable persons, particularly victims of domestic and family violence, to over 11,000 sworn members
- ongoing high visibility road safety operations, focussing on the 'Fatal Five' high risk road user behaviours, including the conduct of over 3.11 million random breath tests, a 13.6% increase in roadside drug tests and issue of more than 203,000 speeding infringement notices
- successfully leading and coordinating disaster management responses to Severe Tropical Cyclone Debbie and the subsequent flooding in Central and South East Queensland
- establishing a Digital Office and dedicated Innovation Unit to harness the opportunities for continuous improvement presented by technological advancements
- continuing the roll out of body-worn cameras and QLITE devices (iPads) to support frontline officers across the state
- continuing the development of new and innovative capabilities in collaboration with our partner agencies in preparation for the 2018 Commonwealth Games
- establishing the Senior Women's Collective to support the increase of diversity of our organisation at all ranks and levels, improve opportunities available to women, advise the QPS executive on issues affecting women, and developing and promoting initiatives that will enhance the working environment for women in the QPS
- celebrating a range of pride events to affirm our internal support of LGBTI members as well as the LGBTI community, including Wear it Purple Day, Brisbane Pride March and the International Day Against Homophobia and Transphobia.

Whilst we acknowledge our achievements, it is equally as important to honour those police officers and staff members who passed away during this year. In particular, the QPS family, and many Queenslanders, deeply felt the impact of the tragic loss of Senior Constable Brett Forte who was killed in the line of duty in May of this year. The support offered by the Queensland community towards our organisation at the time was extraordinary and I extend my heartfelt thanks for the gratitude and respect shown.

As always, I was honoured to lead the QPS during the year and remain committed to delivering safe and secure communities through innovation, collaboration and best practice. Policing is a complex business which continues to challenge our organisation. Our members strive daily to serve the community of Queensland and I wish to acknowledge their outstanding work and commitment.



IAN STEWART APM
COMMISSIONER

13 September 2017

Honours and Awards

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



The **QPS Valour Award** is awarded to police officers who perform an act of exceptional bravery in hazardous circumstances. In 2016-17, the following QPS officers received the QPS Valour Award:

Assistant Commissioner Mike Condon
Senior Sergeant Peter Bowser
Senior Sergeant Bradyn Murphy
Sergeant Gary Hamrey

Sergeant Paul Williams
Senior Constable Stephen Cook
Senior Constable Brett Forte
Senior Constable Luke Rowley



The **QPS Bravery Medal** is awarded for acts of bravery in hazardous circumstances. In 2016-17, the following QPS members received the QPS Bravery Medal:

Senior Sergeant Nathan Blain
Senior Sergeant Graham Boyd
Sergeant Paul Chiles
Sergeant Barry Haran
Sergeant Gregory St Clair
Senior Constable Jacob Flaherty

Senior Constable Joseph Kelly
Senior Constable Danijel Lukic
Senior Constable David Murray
Constable Lachlan Knowles
Constable Wayne Querruel



The **Australian Police Medal (APM)** is awarded for distinguished police service in an Australian police agency. In 2016-17, the following QPS members received the APM:

Superintendent Amanda Brownhill
Superintendent Michelle Stenner
Inspector Sharee Cumming
Inspector Peter Flanders
Inspector Christopher Jory
Inspector Trevor Kidd

Inspector Robert McCall
Inspector Virginia Nelson
Senior Sergeant Bradyn Murphy
Sergeant Paula Byrne
Sergeant Narelle Collins



The **QPS Exemplary Conduct Medal** is awarded to QPS members who demonstrate exemplary conduct in a specific role or duty which enhances the professional image of the QPS, far exceeding what might be reasonably expected from an efficient member of the Service. In 2016-17, the following QPS members received the QPS Exemplary Conduct Medal:

Former Detective Superintendent David Hutchinson
Superintendent James Keogh
Detective Inspector David Hickey
Inspector Shane Holmes
Senior Sergeant David Clarke
Senior Sergeant Ian Frame
Senior Sergeant Stephen Hall
Former Detective Senior Sergeant Howard Hickey
Detective Senior Sergeant Ian Hutchieson
Senior Sergeant Matthew Kelly

Detective Senior Sergeant Tim Leadbetter
Detective Senior Sergeant Chris McCann
Former Senior Sergeant Gavin Raison
Senior Sergeant Danny Willett
Sergeant Nicole Fox
Sergeant Janette Harry
Sergeant Lyall Trost
Sergeant Andrea Von Papen
Senior Constable James Fraser

NATIONAL POLICE REMEMBRANCE DAY 2016

The QPS celebrated National Police Remembrance Day on 29 September 2016 with marches, church services and candlelight vigils held across the state. On this day, we remembered and honoured Queensland police officers who have been killed in the line of duty.

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



WITH HONOUR THEY SERVED

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

(Honour Roll as at 30 June 2017)

2016-17 at a glance



Nearly
15,000
full-time
equivalent staff



335
Police Stations

92

Police Neighbourhood
Beats and Shopfronts

59

Police
Watchhouses



300+
Volunteers in
Policing

400+
Local
Neighbourhood
Watch Groups



89%

of Queenslanders
reported confidence
in the police



86%

of Queenslanders
were satisfied with
their most recent
contact with police

Crime and Public Order



21,000

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



3,081 people apprehended

8,990+ charges being laid

\$9.3 million worth of drugs
confiscated

\$260,400+ worth of stolen
property recovered



During 2016-17,
Argos Unit detectives:

contributed to the
removal of
71 children

from sexual harm
nationally and
internationally

identified

157

child victims
globally

534

OMCG members
and associates
arrested on



3,253
criminal charges

192




child sex
offenders
arrested on



2,277
criminal charges

2016-17 at a glance (cont'd)

Road Safety

 <p>over 3 million random breath tests</p>	 <p>13.6% increase roadside drug tests</p>	 <p>203,000 speeding infringement notices</p>	<p>Multiple intensive road policing enforcement campaigns</p>
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Technology

 **2,700** new body-worn cameras for frontline police

New online reporting tool to tackle the supply and distribution of the drug ICE 

 Led to over 210 charges being laid in the first five months of operation

 **New state-of-the-art robotic technology** 

Improved officer safety and capability to resolve tactically dangerous situations

Disasters & Major Events

Successful leadership and coordination roles during **Severe Tropical Cyclone Debbie** and subsequent flooding 

500 personnel across multiple agencies facilitated one of the **largest counter-terrorism exercises ever conducted by the QPS**

 **Developed a range of new and innovative capabilities in preparation for the 2018 Commonwealth Games**

Will ensure officers are well-equipped to mitigate any risks to the safety of the event

Focus on continuous improvement

<p>Established a Digital Office and dedicated Innovation Unit</p> <p>QPS is committed to continuous improvement through innovation, and harnessing opportunities presented by technological advancements</p>	<p>Vulnerable persons training package</p> <p>delivered to over 11,000 sworn members</p>
<p>New referral system completed</p> <p>Includes access for frontline police via their mobile device (QLiTE)</p> <p>57,000 referrals made to government & non-government services</p>	<p>Elder Abuse Awareness Tool </p> <p>developed for use by QPS members</p>

Recognition

Project Booyah received a gold award 

at the 2016 Australian Crime and Violence Prevention Awards

Facilitated the QPS Domestic & Family Violence Prevention Awards 

+ applied for accreditation as a White Ribbon Workplace

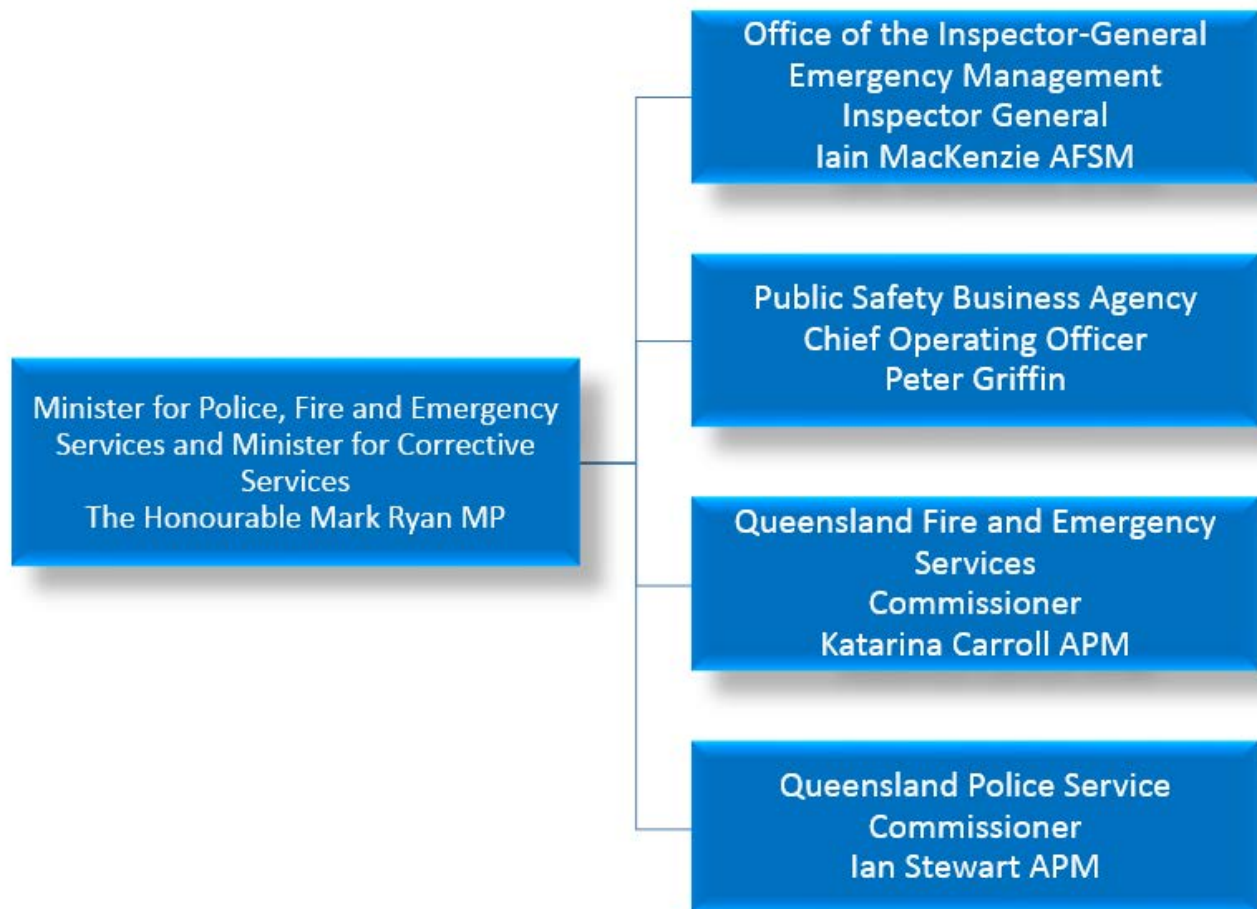
Overview

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.

In 2015, an independent review of the PSBA was undertaken by the Public Service Commission. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. In line with the review recommendations, a number of functions transitioned to QFES and the QPS commencing 1 July 2016. In addition, under the *Public Safety Business Agency and Other Legislation Amendment Act 2016*, the role of the PSBA Chief Executive Officer changed to the PSBA Chief Operating Officer, Blue Card Services transitioned to the Department of Justice and Attorney-General, Protective Services transitioned to the QPS, and the PSBA Board of Management was established.

The PSBA's core responsibilities are to provide professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the Office of the IGEM, QFES and QPS. The PSBA also provides ICT services to the Queensland Ambulance Service. In addition, the PSBA incorporates and provides government air services and Commonwealth Games business support.

The PSBA is governed by the PSBA Board of Management, which was formally established on 15 September 2016. The Board currently comprises the QPS Commissioner Ian Stewart (Chair), QFES Commissioner Katarina Carroll and an appointed external member, Geoff Waite, Executive General Manager, Risk and Intelligence, Queensland Treasury.

The Board's functions include providing leadership and oversight of the PSBA. The Chair of the Board, working with the Board members, is the head of the agency and is supported by the Chief Operating Officer, whose role is to help the Board perform its functions and be responsible for the day-to-day operations of the PSBA. The Chief Operating Officer reports to the Board and must give effect to any direction of the Board.

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 and emergency management programs and services throughout Queensland. QFES encompasses the Fire and Rescue Service, disaster management services, the Rural Fire Service (RFS) and the State Emergency Service (SES). Through service agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland (SLSQ), Royal Life Saving Society Queensland (RLSSQ), Australian Volunteer Coast Guard Association, Volunteer Marine Rescue Association Queensland and the Police-Citizens Youth Club (PCYC) Emergency Services Cadets.

It is the role of QFES to provide leadership and services to the community across prevention, preparedness, response and recovery. QFES protects people, property and the environment through the 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 established by the *Police Act of 1863*, which took effect on 1 January 1864. Under the *Police Service Administration Act 1990*, the Queensland Police Force became the QPS. 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 mobile, flexible and agile delivery of services to address community needs.

Legislation administered by the portfolio

In accordance with *Administrative Arrangements Order (No. 2) 2017*, the portfolio administered the following legislation during 2016-17:

Agency	Legislation administered
PSBA	<ul style="list-style-type: none"> • <i>Public Safety Business Agency Act 2014</i>
QFES	<ul style="list-style-type: none"> • <i>Disaster Management Act 2003</i> • <i>Fire and Emergency Services Act 1990</i>
QPS	<ul style="list-style-type: none"> • <i>Australian Crime Commission (Queensland) Act 2003</i> • <i>Child Protection (Offender Prohibition Order) Act 2008</i> • <i>Child Protection (Offender Reporting) Act 2004</i> • <i>Police Powers and Responsibilities Act 2000</i> • <i>Police Service Administration Act 1990</i> • <i>Public Safety Preservation Act 1986</i> • <i>Queensland Police Welfare Club Act 1970</i> • <i>State Buildings Protective Security Act 1983</i> • <i>Summary Offences Act 2005</i> • <i>Terrorism (Preventative Detention) Act 2005</i> • <i>Weapons Act 1990</i>

Machinery-of-government changes

As a result of the *Review of the Public Safety Business Agency* (November 2015), the following machinery-of-government changes occurred during 2016-17:

Date	Changes
1 July 2016	<p>In accordance with the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none"> • PSBA Media Services transitioned to QFES and QPS • PSBA Education and Training (including training academies) transitioned to QFES and QPS • PSBA Recruitment transitioned to QFES and QPS • PSBA Strategy Services transitioned to QFES and QPS • PSBA Ministerial Services transitioned to QFES and QPS • PSBA Ethical Standards transitioned to QFES and QPS • PSBA Legal Services transitioned to QFES and QPS • PSBA Cabinet Legislation Liaison transitioned to QFES and QPS • PSBA Right to Information transitioned to QFES and QPS • PSBA Local Workplace Health and Safety transitioned to QFES and QPS • PSBA Operational Functions transitioned to QFES and QPS.
8 September 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> • Protective Services transitioned to QPS.
1 October 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> • Blue Card Services transitioned to the Department of Justice and Attorney-General.

Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 63-69). In addition, there is a portfolio-wide corporate governance structure. The Public Safety Portfolio Audit and Risk Committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically. The PSBA Board of Management is PSBA's governing body and is responsible for providing leadership and oversight to the public safety portfolio.

Public Safety Portfolio Audit and Risk Committee

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

The committee governs audit and risk matters for the public safety portfolio agencies and risk matters for the PSBA. 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 2016-17.

The independent external Chair received \$6,187.50 (including GST) in remuneration for services provided in 2016-17. The second external member received \$3,712.50 (including GST). There were no other on-costs.

Committee Members

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

Achievements

During 2016-17, the committee's achievements included:

- oversaw 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
 - considered all audit reports and provided direction regarding implementation of report recommendations
-

- monitored compliance with the 2016-17 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 2017-18 Workplan
 - endorsed the Annual Internal Audit Plan 2017-18, incorporating the Internal Audit Strategic Plan 2017-2020
 - facilitated a strategic risk focus and provided support for the updated PSBA risk management framework.
-

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 2016-17 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 behaviour, 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 Queenslanders. 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 will continue to plan for the 2018 Commonwealth Games by ensuring QPS officers are well trained and equipped to combat any threats that pose a risk to the safety of the Games athletes, officials, spectators and the public of Queensland.
- adaptable and flexible policing approaches are required to respond to an organised crime landscape that is increasingly dynamic and complex. The QPS will invest \$46.7 million over the next three years (commencing in 2017-18) for a world class use of force, weapons and counter-terrorism facility at Wacol. The facility will include indoor firearms ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents.
- the QPS continues to work collaboratively with police agencies in other jurisdictions to address serious criminal activity. The Joint Anti-Child Exploitation Team (JACET) combines the resources of the Australian Federal Police's child protection agents with QPS' Taskforce Argos to combat child exploitation.
- emerging technological advancements will greatly benefit police by improving interoperability between public safety agencies and enhancing operational effectiveness. This includes QLITE devices, body-worn cameras for officers, a state of the art armoured vehicle for the Explosive Ordnance Response Team and a new OzBot robot for deployment in crisis situations.

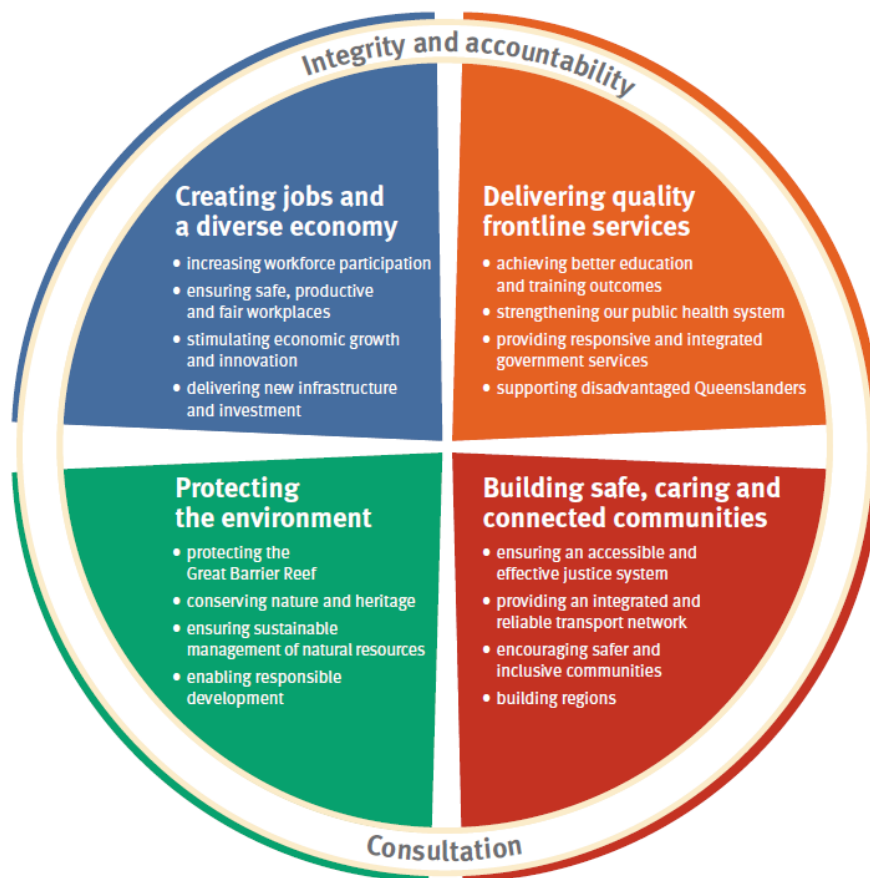
Our accountabilities

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 government's 30-year vision for the state. The Queensland Plan 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* is available online at www.queenslandplan.qld.gov.au

Information about QPS policies, programs and services can be found in the 2016-17 Highlights (refer pages 33-59).

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 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 our level of response to vulnerable persons, domestic violence and family violence, mental illness and substance abuse disorders
- working 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.

2017-18 Outlook

Greatest strategic challenges and opportunities for the QPS in 2017-18 will be to:

- maintain effective policing in an environment of rising demand and finite resources
- manage complex and dynamic community safety risks, including the threat of terrorism, serious and organised crime, and technology-enabled crime
- deliver a successful policing response to the 2018 Gold Coast Commonwealth Games while simultaneously providing service delivery across Queensland
- sustain the support and cooperation of the community to work in partnership to address the causes of crime
- future-proof our workforce to ensure the right people are in the right place with the right support, to maximise community safety.

To address these risks and challenges, the key priorities for the QPS during 2017-18 include:

- building capability and capacity in key areas to ensure community safety and confidence in police
- continuing to implement and support the Government's response to key reports and strategies, including the:
 - Domestic and Family Violence Prevention Strategy and the *Not Now, Not Ever* report
 - Queensland Organised Crime Commission of Inquiry report and findings of the Queensland Taskforce into Organised Crime
 - Queensland Child Protection Commission of Inquiry report
- ensuring the safety and security of those attending the 2018 Gold Coast Commonwealth Games
- 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.

Locations

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

• Police stations	335
• Police Watchhouses	59
• Police Neighbourhood Beats and Shopfronts	92
• District offices	15
• Headquarters and Regional offices	6
• Communication Centres	14
• Police Academies located in Brisbane (Oxley and Wacol) and Townsville	3
• Police Assistance Centre (Policelink) located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAP) located at Gold Coast and Townsville	2

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

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. The QPS also works collaboratively with the Department of the Premier and Cabinet, Queensland Treasury and other government departments to deliver efficient and effective services to the Queensland community. These partnerships help Queensland police 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 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 www.mypolice.qld.gov.au and follow the links.

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

The QPCYWA, commonly known as Police-Citizens Youth Club (PCYC), is a non-government, not-for-profit 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 PCYC locations and more than 60 QPS officers working to manage and coordinate their operations across the state.

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

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a joint partnership between the QPS and the Queensland community to reduce crime and improve community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on improving home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 400 local NHWQ groups located throughout Queensland.

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

For more information or to find your local NHW group, 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

www.qld.crimestoppers.com.au.



Volunteers

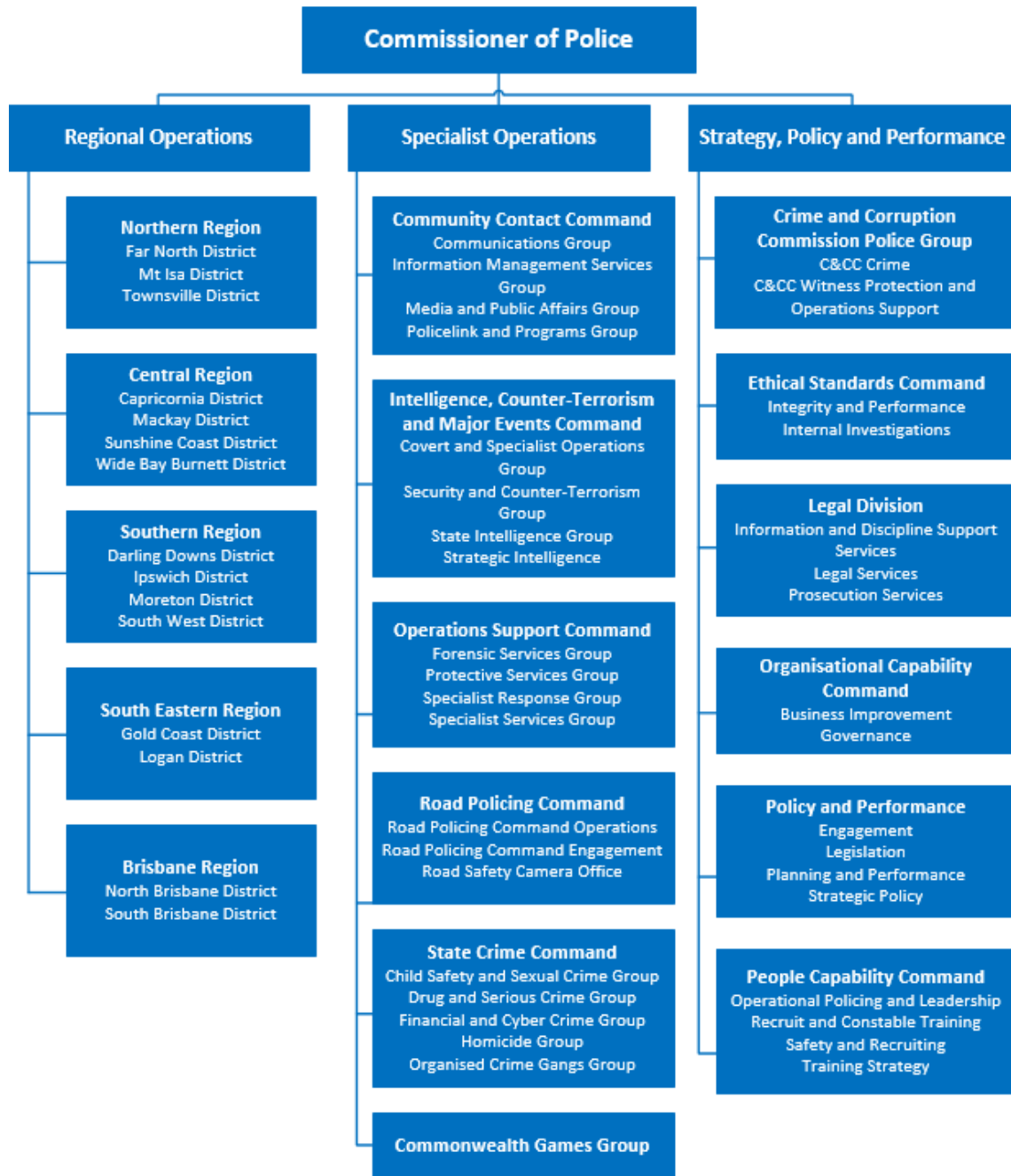
Volunteers are critical to the successful delivery of frontline services and support the QPS in keeping the Queensland community safe.

- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to reduce crime and to help people feel safe. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViPs also assist Police Recruiting with the overall recruiting process. There are approximately 300 ViPs throughout the state.

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

Organisational structure (as at June 2017)



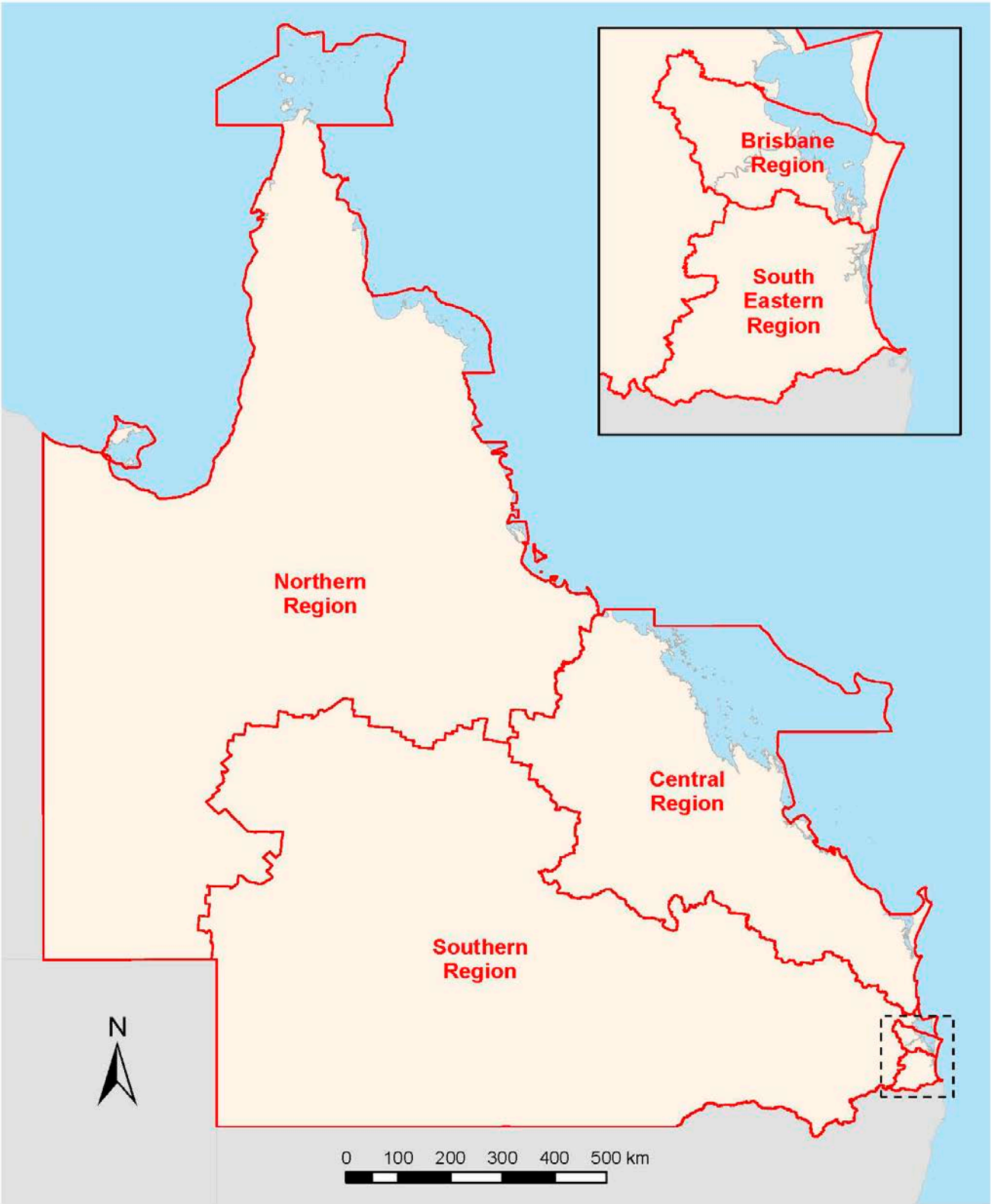
QPS structure

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

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

QPS Regional Map



Financial summary

Summary of financial performance

The following table summarises the operating result and financial position for QPS 2016-17 and the previous financial year.

Statement of comprehensive income	2016-17 \$'000	2015-16 \$'000
Total income from continuing operations	2,203,598	2,111,929
Total expenses from continuing operations	2,202,396	2,110,783
Total other comprehensive income	312	221
Total comprehensive income	1,514	1,367
Statement of financial position	2016-17 \$'000	2015-16 \$'000
Total assets	259,474	228,374
Total liabilities	149,854	128,055
Net assets/equity	109,621	100,319

Income and expenses from continuing operations

QPS is funded to work with the community to stop crime and make Queensland safer. Funding for these services is received principally through appropriation revenue.

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

QPS incurs expenses to deliver the above services. These expenses are summarised below.

For 2016-17, QPS received income from continuing operations totalling \$2,203.6 million and incurred total expenditure from continuing operations of \$2,202.4 million. This was comprised of:

Income

- appropriation revenue \$1,855.3 million
- user charges \$85.1 million
- grants and other contributions \$257.9 million (including goods and services provided below fair value from PSBA totalling \$217.8 million)
- other revenue \$5.3 million.

Expenses

- employee expenses \$1.671.8 million
- supplies and services \$246.6 million
- grants and subsidies \$6.7 million
- depreciation and amortisation \$13.2 million
- impairment losses \$1.2 million

- other expenses \$262.8 million (including goods and services provided below fair value from PSBA \$217.8 million).

QPS reported an operating surplus of \$1,202 million for 2016-17.

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 as at 30 June 2017 was \$109.6 million. This was comprised predominantly of:

Assets

- cash and cash equivalents \$102.1 million
- trade and other receivables \$72.2 million
- inventory \$3.9 million
- prepayments \$6.6 million
- intangible assets \$25.2 million
- property, plant and equipment \$49.6 million.

Liabilities

- trade and other payables \$47.4 million
- accrued employee benefits \$86.3 million
- other current liabilities \$16.2 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 2017.

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:

- to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault and robbery
- to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft, and other theft
- to 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 utilise enforcement strategies, improve technology and other efforts to contribute to the long term vision of the zero road deaths and serious injury.

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

The following tables provide an overview of the key performance measures for the QPS for 2016-17. Data for 2015-16 is sourced from the *Queensland Police Service 2015-16 Annual Report* unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of personal safety offences reported:	1, 2, 3	✓	✓				
• Homicide					1	2-4	3
• Assault	4				417	350-438	457
• Sexual assault	4				128	100-125	120
• Robbery	4				28	25-31	36
• Total personal safety	4				641	550-688	701
Percentage of personal safety offences cleared within 30 days:	2, 3	✓	✓				
• Homicide					75%	70-88%	75%
• Assault					66%	55-69%	63%
• Sexual assault					58%	55-69%	53%
• Robbery					62%	55-69%	60%
• Total personal safety					63%	55-69%	61%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of property security offences reported:	1, 2, 5	✓	✓				
• Unlawful entry					673	650-813	752
• Other property damage	4				694	650-813	750
• Motor vehicle theft	4				208	180-225	245
• Other theft (excluding unlawful entry)	4				2,120	1,900-2,375	2,264
• Total property security	4				4,286	4,000-5,000	4,706
Percentage of property security offences cleared within 30 days:	2, 5	✓	✓				
• Unlawful entry					20%	16-20%	21%
• Other property damage					28%	24-30%	28%
• Motor vehicle theft					38%	30-38%	39%
• Other theft (excluding unlawful entry)					29%	25-31%	28%
• Total property security					31%	25-31%	30%
Rate (per 100,000 people) of good order offences detected	1, 2, 4, 6	✓	✓		1,274	1,100-1,375	1,215
Percentage of good order offences cleared within 30 days	2, 6	✓	✓		86%	85-100%	84%
Public satisfaction with police dealing with public order problems	7	✓	✓		72.4%	≥70%	72.0%
Public satisfaction with police dealing with emergencies and disasters	7	✓	✓		84.6%	≥85%	84.8%
Percentage of code 1 and code 2 incidents attended within 12 minutes			✓		83.9%	≥80%	84%

Notes:

1. Queensland population data is sourced from the *Australian Bureau of Statistics (ABS) Catalogue No. 3101.0 Australian Demographic Statistics*.
2. The 2016-17 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 2015-16 and 2016-17 was sourced from Statistical Services in 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.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2016-2020*

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2, 3,	✓	✓		5.07	5.05	5.18
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 4	✓	✓		124.6	133.0	-

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 2016-17 Target/Estimate, developed in consultation with the Department of Transport and Main Roads (DTMR), included consideration of the National Road Safety Strategy target, recent trends, economic indicators and the potential effects of road safety initiatives. Queensland population data is sourced from the *ABS Catalogue No. 3101.0 Australian Demographic Statistics*.
2. Data is sourced from DTMR. The 2015-16 Actuals have been updated.
3. The 2016-17 Actual is preliminary and subject to change.
4. The 2016-17 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 2017.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2016-2020*

Service: Police Services							
Performance measures	Notes	Strategic Plan	2016-17 SDS	RoGS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Rate of complaints against police per 100 sworn (operational) staff	1	✓	✓	✓	10.8	≤9.8	11.3
Public perception of police professionalism and image	2		✓				
<ul style="list-style-type: none"> • Police perform their job professionally • Police treat people fairly and equally • Police are honest • I do have confidence in the police 		✓			86.3%	≥85%	87.2%
				✓	75.7%	≥75%	75.0%
				✓	74.2%	≥75%	76.1%
					87.3%	≥85%	88.9%
Satisfaction of members of the public who had contact with police in the last twelve months	3	✓	✓	✓	83.7%	≥85%	86.2%
Cost of policing services per person	4	✓	✓	✓	\$445	\$456	\$448
Percentage of prosecutions where costs were awarded against the police	5	✓	✓	✓	0.005%	≤0.05%	0.001%

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 the Crime and Corruption Commission. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealings with the police.
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.
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.

Notes (cont'd)

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 decrease in the 2016-17 Actual, from the 2016-17 Estimated Actual of \$456 reported in the 2017-18 SDS, is primarily due to a revised methodology for the calculation of goods and services provided below fair value to QPS by the PSBA.
5. This performance measure represents the sum of all prosecutions where costs were awarded against the QPS, divided by the sum of all prosecutions.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Police Service Strategic Plan 2016-2020*

2016-17 Highlights

This section reports on the objectives of the QPS Strategic Plan 2016-2020. To drive delivery of its objectives, the QPS focusses on five main strategies: Frontline Services, Culture, People, Processes and Systems (refer page 17 for further information).

This is a sample of performance highlights from 2016-17 and is not representative of all work undertaken during the reporting period.

Objective One

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 a number of police shooting incidents that occurred in 2014.

During the months of August and September 2015, media reports highlighted allegations of excessive use of force by police on the Gold Coast. As a result of discussions between the Commissioner and the (then) Minister for Police, Fire and Emergency Services and Minister for Corrective Services, a Gold Coast action plan was announced which included an immediate review into complaints involving use of force allegations on the Gold Coast and statewide. Taskforce Bletchley undertook this work.

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. Implementation of the recommendations from the Violent Confrontations Review and Taskforce Bletchley commenced in February 2016.

The recommendations are being delivered as part of Professional Response Engagement Project (PREP) comprising project teams from numerous police commands and South Eastern Region.

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

During the implementation of these recommendations, the QPS delivered service-wide improvements including enhanced interoperability between police and mental health services, policy and training delivered in the area of response to active armed offenders, use of firearms, and policy surrounding resolution of an incident, which underpins all use of force actions.

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

Additionally, a significant body of work addressed policy development and training requirements relating to appropriate options when 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 illness. The revised use of force policy and training curriculum will be rolled out from July 2017.

The QPS ESC has largely implemented the recommendations from the Review. The remaining bodies of work will transition into 'business as usual' activities in 2017-18.

Complaints Reform Project

During the reporting period, the QPS continued to progress the Complaints Reform Project, led by the QPS ESC. The QPS ESC has consulted with key stakeholders through a working group comprised of members from the Crime and Corruption Commission, Queensland Police Union of Employees (QPUE), Queensland Police Commissioned Officers Union of Employees (QPCOU) and other government departments. A joint assessment model, proposed by the C&CC was trialled in consultation with the QPS, with significant input from both parties made on the direction and assessment of investigations. The QPS continues to engage with the QPUE to progress a new discipline system. A significant body of work to identify and progress a Complaint Reform information technology (IT) solution will continue into 2017-18. It is anticipated the IT solution will meet the needs of the QPS and be more flexible to meet any complaint reform in the future.

Visiting Police Fellow

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.

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. 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 at the University of Queensland, as a way to further embed EBP into QPS practice and culture. In 2017, an additional position was established in the School of Justice, Faculty of Law at the Queensland University of Technology.

QPS Officer receives global recognition

In October 2016, former Acting Assistant Commissioner Debbie Platz was globally recognised by receiving the prestigious International Association of Women in Police (IAWP) Officer of the Year Award in Barcelona, Spain. This prestigious award is awarded to female officers who, by their overall service and accomplishments throughout their career, have distinguished themselves in the four areas of leadership, community service, mentoring and excellence in performance.

Former Acting Assistant Commissioner Debbie Platz had a long and distinguished career in the QPS spanning over 30 years, having made a significant contribution to policing. Throughout her career in the QPS, former Acting Assistant Commissioner had many accomplishments, including:

- former Acting Assistant Commissioner of the QPS People Capability Command
- the President of the Australasian Council of Women in Policing
- having worked through innovation and professionalism to move her area from a culture of dependency to a culture of capability, by including diverse opinions and creating a workplace culture that balances a sense of belonging and uniqueness for all team members
- an outstanding mentor to officers, especially women across Australasia and was an outstanding recipient for the IAWP Officer of the Year Award.



Former Acting Assistant Commissioner
Debbie Platz

Female Officer receives national awards

In 2016, Inspector Virginia Nelson APM of Capricornia District in Central Region was presented with two national awards in recognition of her achievements in the QPS.

- In September 2016, Inspector Nelson was presented the Bev Lawson Memorial Award at the 18th Australasian Council of Women in Policing (ACWAP) Awards for Excellence in Policing at the National Gallery in Melbourne. This award recognises the most outstanding woman who has been first in any policing or law enforcement activity of support service.
- In November 2016, Inspector Nelson was presented the prestigious 2016 Telstra Australian Business Women's Public Sector and Academia Award in Melbourne. The award recognises the achievements of women across the public sector who have applied innovative thinking to push boundaries and challenge the status quo, risen above adversity to reach goals, demonstrated exceptional and progressive leadership, mentored and inspired others and used their success to give back to their community.

Inspector Nelson has been working for the QPS for nearly 27 years, having worked in various roles across the Service, including frontline policing, prosecutions, the Bureau of Criminal Intelligence and the Office of the State Coroner. Inspector Nelson was the first and sometimes only female commissioned officer in a rural region that covered more than 200,000 square kilometres and was in charge of a patrol group of more than 150 officers. Additionally, Inspector Nelson developed, implemented and delivered multiple programs for women including mentoring and development programs for emerging women leaders at all ranks. These awards acknowledged Inspector Nelson's long-standing career in the QPS and the dedication, hard work, professionalism and policing service she has, and continues, to provide to the QPS and the Queensland community. Inspector Nelson is an empowered leader and advocate for women in policing, and continues to be a positive role model for women seeking leadership opportunities in the QPS.

QPS dog awarded top honour

In May 2017, Patron of the German Shepherd Council of Australia, Dawn Fraser AO MBE presented the "Outstanding Canine Service Award" to Police Dog (PD) Quinn and his handler Sergeant Sean Baxendell at the 45th National German Shepherd Dog Show and Trial in Durack.

PD Quinn is trained to work as a general purpose dog, to track and apprehend offenders. Additionally, PD Quinn is also trained in human remains detection and high threat anti-terrorism/tactical response. PD Quinn is the only dog in Queensland that has successfully completed all three training disciplines and only one of very few dogs in Australia with this skill set.



Sergeant Sean Baxendell and PD Quinn

Objective Two

Reducing and preventing the incidence of crime, public disorder and road trauma by problem solving, consulting and collaborating with government agencies and community groups

Partnership to tackle online predators of children

In April 2016, the Joint Anti Child Exploitation Team (JACET) was announced to combat the sexual exploitation of children. The team combines the child protection resources of the Australian Federal Police (AFP) and the QPS.

The team'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. The efforts of the JACET resulted in multiple arrests in Queensland and abroad and the rescue of sexually abused and at-risk children during 2016-17.

Child safety reform agenda

In 2016-17, the QPS continued to implement the recommendations 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, in collaboration with the Department of Communities, Child Safety and Disability Services (DCCSDS), completed recommendation 4.4 of the Inquiry report, establishing a streamlined process for the exchange of domestic and family violence information between the QPS and DCCSDS. The completion of this recommendation finalises all recommendations for which the QPS was the lead agency. The QPS continues to work with other agencies on the implementation of remaining recommendations.

The QPS is also implementing recommendations from a range of reviews undertaken by the Queensland Family and Child Commission (QFCC), and continues to support the government's child protection reform agenda.

The QPS continues to provide resources and support 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, initially for a 12 month period. Due to the success of this collaboration, the Commission extended the secondment to May 2017.

Child Harm

The QPS is one of the primary agencies providing first response services, 24 hours a day, seven days a week, for child harm matters. The statewide Child Protection and Investigation Unit (CPIU) structure provides a specialist policing response for children, either as victims or offenders. CPIU officers receive 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 Abuse 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 Argos and the Child Trauma Unit, and

maintaining an Amber Alert system, a public alert system used to help locate abducted or high-risk missing children in imminent danger.

Child Trauma Unit

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

The unit uses a diverse range of investigative techniques to provide additional capability to these often complex investigations. It also provides an immediate response to Amber Alerts 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 unit has developed networks with a diverse range of experts in child trauma and is able to draw upon these partners during investigations. This provides a conduit for multi-faceted, multi-jurisdictional investigations involving government and non-government agency assistance and expertise.

Since inception in 2013 to 30 June 2017, the unit has been engaged in 48 cases of significant injury or child death, which have resulted in individuals being charged with serious crimes including murder.

Sexual Crimes Unit

The Sexual Crimes Unit targets sexual offenders who pose the highest risk to the community by disrupting and preventing serious and repeat offending. The unit provides investigative expertise to regional investigators. An example of this collaboration was the identification and apprehension of a serious repeat sexual offender who had committed offences spanning 11 years, across multiple police regions, resulting in 16 charges.

The Sexual Crimes Unit is also 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.

Argos Unit

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

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

During the period 1 July 2016 to 30 June 2017, Argos detectives:

- contributed to the removal of 71 children from sexual harm nationally and internationally
- arrested 192 child sex offenders on 2,277 criminal charges which included one operation resulting in the arrest of a Queensland Law Professor on 931 criminal charges relative to child sexual exploitation
- finalised three major international operations targeting child sexual exploitation
- generated 155 cases referred to law enforcement agencies nationally and internationally
- identified 157 child victims globally.

Attendance and participation at international meetings ensures that Argos maintains national and international best practice in the engagement, identification, and prosecution of child sex offenders. During the last 12 months, the Victim Identification Coordinator for Argos, Mr Paul Griffiths, was invited by EUROPOL to establish a taskforce in The Hague, focussing on international efforts to seize child abuse images and video. The officer in charge, Detective Inspector Jon Rouse, was selected to chair the INTERPOL Covert Online Investigators Group in Lyon, France. Inspector Rouse played a lead role in the investigation that cracked a major operation into the Dark Net. Detective Senior Constable

Graham Pease was invited by the European Coordination Group for Undercover Activities in Helsinki, Finland, to train investigators in strategies used by QPS Argos detectives to target child sex offenders and infiltrate paedophile networks.

The QPS also implemented the use of the Kent Internet Risk Assessment Tool (KIRAT) (recommendation 4.13, Queensland Organised Crime Commission of Inquiry), to assist investigators to identify and assess the level of risk posed by reportable offenders. The KIRAT system provides investigators with a framework to support decision making in triaging investigations and focusing resources. All Argos investigators are currently being trained to utilise the tool.

Organised Crime and Gangs Group (including 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, and in May 2017 became the tactical arm of the Organised Crime and Gangs Group (OCGG). While OMCGs remains a high priority for the Taskforce, the focus has been broadened to encompass all organised crime and emerging crime gangs.

The Queensland National Anti-Gang Squad (NAGS) continues to work alongside OCGG in the national fight against criminal gang activity. The NAGS officers 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 AFP, Australian Crime Commission (ACC), Australian Taxation Office (ATO), Department of Human Services (Commonwealth Government) and other state police jurisdictions.

Key achievements for 2016-17 include:

- combined operations resulted in a total of 534 OMCG members arrested on 3,253 charges which included:
 - Operation Kore investigations which involved the attempted purchase of semi-automatic firearms via the Dark Web. Controlled deliveries were undertaken in each investigation which resulted in the arrest of the offender and collection of evidence to support the prosecution
 - Operation North Outfield targeted the production and supply of drugs and the supply of weapons by Hells Angels OMCG members within the Gold Coast area. This investigation is ongoing and as at 30 June 2017 has yielded the arrest of 32 people on 210 charges
- Operation Oscar Autocross targeted drug trafficking and the supply of weapons by the Comanchero OMCG within the Gold Coast District. This operation resulted in the seizure of approximately \$700,000 in motor vehicles through money laundering and investigations into various Comanchero members. This operation is ongoing and as at 30 June 2017 has yielded the arrest of 27 offenders on 93 charges
- Operation Oscar Mammoth targeted a syndicate involved in the trafficking of cannabis which resulted in 16 offenders being arrested on 39 charges and multiple illicit items being seized
- ongoing liaison and numerous referrals to the ATO that have resulted in taxation assessments being raised and served upon members of OMCGs or other criminal gangs.

In addition, the official QPS disassociation process has enabled 178 members to formally disassociate from declared criminal organisations from October 2013 to 30 June 2017.

OCGG 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.

Drug and Serious Crime Group

The State Crime Command's Drug and Serious Crime Group hosted the *Advanced Drug Investigation Seminar* in Brisbane in February 2017. The seminar was facilitated by four members of the United States Drug Enforcement Administration (DEA) with 40 participants attending from all state and Commonwealth law enforcement agencies. The seminar was very successful with all participants able to enjoy the opportunity for information exchange and learnings regarding contemporary drug investigation methodologies utilised in Australia and the United States. The DEA instructors also provided training to government forensic chemists on the latest trends in clandestine laboratory production methods being encountered in the United States.

Other key achievements for the Drug and Serious Crime Group in 2016-17 include:

- 423 offenders charged with 1,420 charges
- approximately \$13,101,900 worth of drugs were seized
- 164 illicit drug labs were located and seized.

Operation Vitreus

Operation Vitreus is the National Law Enforcement Methylamphetamine Strategy, implemented in 2015 to encourage and facilitate operational coordination, and a nationally harmonised approach to the threat of methylamphetamine to the community. In May 2017, the Drug and Serious Crime Group, in partnership with Australian Border Force (ABF), Australia Post and regional police, conducted Operation Papa Detect, a national initiative targeting the distribution of dangerous drugs including ice, through the domestic mail service into Queensland. The operation was highly successful with 31 offenders being charged with 148 offences as at 30 June 2017.

Operation Athena

The Drug and Serious Crime Group is the appointed chair of the National Illicit Firearms Strategy Advisory Group (Operation Athena), sponsored by the Serious and Organised Crime Coordination Committee (SOCCC). The advisory group comprises all state and federal law enforcement and intelligence agencies, and focuses on removing the threat of firearm violence from the community by targeting the illegal firearm trade.

The Athena Group meets quarterly, and in the first twelve months endorsed governance, support strategies and intelligence operations across multiple agencies.

One such nationally focussed activity was to target illegally imported silencers. In Queensland 38 search warrants were executed, resulting in 15 persons being arrested on 33 charges, and 51 firearms and 29 silencers seized.

State Crime Command's State Firearm Investigation Team is responsible for the investigation of the trafficking of illegal firearms, and violent crimes involving the threat and use of firearms. The team works across a national and international framework of multi-agency partners including AFP, Australian Crime and Intelligence Commission, ABF, INTERPOL and USA Department of Homeland Security. The Team has also formed strong collaborative partnerships with key industry stakeholders, with the view to promoting and strengthening firearms storage security.

Safer Railways

The QPS Railway Squad provides a visible dedicated uniform presence to improve community safety by targeting anti-social behaviour on commuter trains and railway stations.

The Railway Squad has an operational strength of 78 officers. The squad's capabilities include a dedicated Intelligence Unit, Crime Prevention Coordinator and Firearms Explosive Detection Dog, who actively undertake enforcement operations throughout the Queensland Rail (QR) network. Members are located at seven locations including Roma Street Station in Brisbane, Manly, Beenleigh, Robina, Redbank, Ipswich and Petrie Railway Stations, and provide an operational response within seven 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, in order to effectively coordinate police resources in response to incidents on the rail network. The Railway Squad Crime Prevention Coordinator supports QR with personal and property safety initiatives for passengers and QR staff. The network is also patrolled by regional police, as well as specialist squads such as the Public Safety Response Team (PSRT) and Dog Squad.

The Railway Squad continues to work with Crime Stoppers Queensland to progress the Persons of Interest Display project (PIDS) that commenced in 2012 and transitioned to a business as usual model in 2016-17. This project displays unknown persons of interest on the QR message information screens across the network.

The Railway Squad in partnership with QR will introduce a Mobile Police Facility (MPF) in late 2017, which will be utilised to support police operations conducted across the network.

Serious crime on the City Network remains low with less than three reported assaults for every million passenger journeys. Serious injuries are uncommon and in many cases those involved are known to each other.

In September 2016, QR was rated the safest metropolitan railway network in Australia by independent research agency Canstar Blue for the second consecutive year. QR is the only Australian rail operator to receive five stars for safety, based on customer satisfaction.

Community Policing Boards

In 2016-17, Community Policing Boards continued to meet in each of the 15 police districts to discuss the issues affecting their communities. As at 30 June 2017, there were approximately 182 CPB members across the districts and the most common themes that were addressed in 2016-17 include:

- Domestic and Family Violence and vulnerable persons
- Multi-cultural issues
- Juvenile crime/employment and general crime prevention strategies.

The inaugural annual evaluation process is currently being conducted by the CPB Coordinator to assess the effectiveness of each CPB and their actions. This evaluation report will feature a number of elements such as the results of statewide survey of all District Officers. It is expected the full evaluation report will be available in 2017-18.

Crime Stoppers

The QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity. During 2016-17, Crime Stoppers Queensland collected over 21,000 pieces of information and received over 57,000 contacts from members of the public. As at 30 June 2017, this had resulted in:

- the apprehension of 3,081 people
- more than 8,990 charges being laid
- the confiscation of more than \$9,303,850 million worth of drugs

- the seizure of approximately \$558,680 in proceeds of crime
- the recovery of more than \$260,400 worth of stolen property.

Project Booyah

Project Booyah is an early intervention program for at risk young people disconnected from their community. The QPS has received more than \$7 million in funding over the next five years for this early intervention youth program to continue in Cairns, Townsville, Mount Isa, Rockhampton, Redcliffe/Caboolture, Pine Rivers, Redlands, Logan and the Gold Coast. The program leverages off the skills and knowledge of government, community, health, education and university sectors to improve the health, education and employment prospects of participants, and to ultimately reduce their engagement in the criminal justice system. Project Booyah has demonstrated a capacity to encourage young people to pursue further vocational pathways, gain meaningful employment and/or return to school.

Since its inception in 2012 to 30 June 2017, more than 530 young Queenslanders have entered the program with over 460 successfully graduating from Project Booyah programs at a rate of around 86%. The project also won the gold award in the police-led category of the 2016 Australian Crime and Violence Prevention Awards and the QPS Commissioner's Awards for Excellence in 2016.

Road safety and the Fatal Five

The QPS works in partnership with the community and other road safety stakeholders to make Queensland's roads safer. In 2016-17, the QPS coordinated multiple statewide road policing enforcement campaigns that were highly visible, intensive and directed to change driver behaviour.

Key high visibility road safety campaigns in 2016-17 included:

- Operation Spring Break (September school holiday period) and Operation Cold Snap (June/July school holiday period)
- Operations during Christmas and Easter holidays
- Queensland Road Safety Week, a multi-agency campaign which aimed to encourage the community to 'Speak up for road safety'
- Operation AUSTRANS, a heavy vehicle road safety compliance and enforcement operation, designed to provide a collaborative multi-agency, and multi-jurisdictional approach
- Operation Menzel, a highly visible random breath testing operation
- Operation Barrier, highly visible patrols of all major highways
- Automatic Number Plate Recognition (ANPR) operations involving the strategic deployment of vehicles equipped with ANPR through major transport corridors.

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

In 2016-17, the QPS conducted various road safety operations which resulted in:

- over 3 million random breath tests were conducted, with approximately 17,000 drink driving offences detected
- over 56,100 roadside saliva tests were undertaken, with approximately 10,900 drivers testing positive for one or more relevant drugs
- over 203,000 speeding infringement notices (excluding camera detected offences) were issued
- more than 10,100 infringement notices were issued for not wearing seat belts
- approximately 16,190 infringement notices were issued for using mobile phones.

Queensland Road Safety Week 2016

Queensland Road Safety Week (QRSW) 2016 ran from 22-28 August 2016 and aimed to engage the community in important conversations about road safety with the theme 'Speak up for road safety'. QRSW 2016 focused on the 'Fatal Five', with each business day dedicated to a Fatal Five category and a wider message to share the road. The campaign themes were delivered through three mediums: education, engagement, and enforcement, and media efforts focused on safe, legal and responsible road user behaviours. The campaign saw government, industry and community groups collaborating to address local issues. There were 179 registered events statewide, with a combined presence of more than 18,300 attendees.

Roadside Drug Testing

During the reporting period, the QPS increased its roadside drug testing capacity with an additional 102 officers trained to conduct roadside drug tests. This represents a capacity increase of approximately 26%, bringing the total number of authorised officers trained to 510.

The QPS is committed to ensuring the safety of all Queensland road users and in 2016-17, the QPS increased the number of roadside drug tests conducted by 13.6% to over 56,180 roadside drug tests, with more than 10,900 drug drivers detected (approximately one in 5.1).

Cyclist and pedestrian safety

Motorcyclists, bicycle riders, and pedestrians are considered vulnerable road users as they have less protective factors and are more susceptible to injury in the event of a traffic crash. In 2016-17, 110 or 43.5% of fatalities on Queensland roads were a vulnerable road user. To assist with reducing road trauma to vulnerable road users, the QPS works closely with representatives from key industry and community organisations, research institutions, government agencies and peak bodies representing road user groups including Bicycle Queensland, the Centre of Accident Research and Road Safety – Queensland, and RACQ.

On 24 June 2016, the Road Policing Command commenced Operation Sixth Sense. This involved the purchase of four unmarked police motorcycles with the aim to lower the injury and fatal crash statistics pertaining to motorcycles on four identified motorcycle crash hotspots around South East Queensland, with an additional fifth patrol sector in the Cairns area.



Camera Detected Offence Program

In December 2016, the QPS introduced trailer based speed camera systems to operate on high speed road corridors, road work areas and school zones to improve driver compliance and to remove police from high risk areas where officer safety is compromised.

During the reporting period, the QPS:

- enhanced the instructor training program for Speed Camera Operations to improve operator diversity and skill
- commenced operations with seven new combined red light and speed camera units
- installed and commenced testing of two new point-to-point average speed cameras, scheduled to become operational in July 2017.

The *State Penalties Enforcement Amendment Bill 2017* was amended in May 2017 changing the definition of an 'address', found in Schedule 2 of the *State Penalties Enforcement Act 1999*, allowing the QPS to issue infringement notices to PO Box addresses. This legislative change enables the QPS to serve infringement notices by mail to an address, improving customer engagement, timeliness and efficiency.



Objective Three

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

QPS Digital Office

The QPS continues to look for new ways to improve policing services for the people of Queensland. Technological advancements in the digital age presents opportunities to influence both frontline policing and business management on a daily basis. In September 2016, the QPS established a temporary Digital Office to develop a new capability with a strong focus on the 'end user experience' both internally and with the Queensland community.

Since its establishment until 30 June 2017, the Digital office has:

- released a digital strategy that aligns to QPS and Queensland Government business objectives
- implemented live examples of how digital workflow can improve efficiencies
- provided better access to email and calendar on desktop and electronic devices
- drove the development of a prototype for a new QPS website that is mobile friendly and user focused
- worked with frontline staff to understand how to make the workplace simpler, better, safer.

Mobile Services Program (QLiTE devices)

From the commencement of the Mobile Services Program (MSP) in 2012, the QPS has moved from wireless in-car 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 three-year MSP program concluded on 30 June 2017, and has provided frontline officers access to mobile QLiTE devices (iPads) embedded with tools and applications they can use in the field. In 2016-17, the MSP had deployed 5,400 mobile QLiTE devices to frontline officers. This technology reduces reliance on police radio and administration times at the station, enabling more proactive policing in the community. On 1 July 2017, the program will transition into the Mobile Capability Centre and will focus on consolidating and maintaining the investment in mobile technologies for QPS.

The key achievements for MSP in 2016-17 include:

- frontline police can issue electronic traffic infringements (via email and MMS), issue Permits, Noise Abatement Notices and Banning Notices (which is integrated with the Office of Liquor Gaming and Racing) using QNotices
- QTask allows officers to send and receive tasks from QPRIME using their QLiTE devices
- QOccurrence allows frontline officers to report traffic crashes, missing persons and sudden deaths without the need to return to the station.

eTicketing pilot

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

Since its inception in September 2015 to 30 June 2017, approximately 245,938 TINs were issued using this process, significantly reducing the administrative process for the QPS and DTMR. The functionality of this pilot was further extended during the second half of 2016 to allow for the issue of Traffic Infringement QNotices via email and Multimedia Messaging Service (MMS). Traffic offenders are encouraged to accept services of QNotices by either email or MMS to further capitalise on the efficiencies of this process. Following the introduction of the electronic service option, approximately 45% of QNotices have been issued via email or MMS.

Improving communications 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 including disaster management. The agencies have embraced the use of social media as a community engagement strategy.

During 2016-17, the QPS Media Unit launched or managed a number of media and social media campaigns including:

- eTicketing – raising community awareness of the initiative through print, radio and digital advertising
- Report a drug dealer – developing an innovative digital advertising campaign to increase community reporting (refer to page 46 for more information)
- assisting with the development of a joint statewide campaign with the Department of Transport and Main Roads to promote the aims of Queensland Road Safety Week (refer to page 42 for more information)
- developed an internal and external marketing campaign for the body-worn camera roll out and managing media enquiries
- developed a targeted social media campaign, including a pioneering Snapchat geofilter and Facebook and Twitter advertisements to spread drug awareness messages

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

- received over 72,000 calls (approximately 6,020 per month)
- issued more than 3,700 media releases (approximately 315 per month)
- issued approximately 570 written media responses (approximately 48 per month)
- held over 350 press conferences (approximately 30 per month)

Amber Alert System

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

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

In 2016-17, there were 13 Amber Alerts issued. In each of these cases, the children were located safely, with evidence showing the Amber Alert directly led to the safe recovery of the children in five of the cases.

The new Amber Alert policy and procedures have streamlined the decision-making and activation processes, and review of the standing operating procedures has ensured better alignment and improved communication between specialist units.

Proactive community engagement has led to new partnerships with secondary alerting partners, further increasing the capacity of public messaging. The most significant partnership is the Australian Facebook Amber Alert service, launched nationally in Melbourne on 22 June 2017. This initiative was promoted by the QPS in conjunction with the AFP, resulting in a national protocol being signed by the police commissioners of each state and territory.

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 initial training and rollout saw body-worn cameras deployed to 26 police stations, 47 road policing units, 13 tactical crime squads, six railway squads and two dog squads within the south east, central and north Queensland areas. The total number of body-worn cameras delivered to stations during this reporting period was 2,700 with planned rollouts expected to continue into 2017-18.



Body-worn cameras can be worn by officers using a variety of mounting options

OzBot robotics upgrade ready for action

In January 2017 the Special Emergency Response Team (SERT) took delivery of some state of the art robotic technology that will enhance officer safety and improve outcomes in tactically dangerous situations.

The OzBot class police robot has been in development for 15 years, and is the result of a partnership between the QPS and Deakin University. The technology enables officers to force entry to doors and windows using a remotely controlled robot. The robot also has the capability to assist in the rescue of hostages, the safe delivery and retrieval of items in dangerous locations, and improving situational awareness through the use of digital remote camera functions.

This technology improves the Services capability to resolve dangerous situations efficiently and make Queensland communities safer while maximising officers' safety.

Report a Drug Dealer application

In February 2017 the QPS launched a new online reporting tool to help tackle the supply and distribution of the drug ice in the community. The online tool called 'Report a drug dealer' complements the existing suite of resources available to the public including Policelink and Crime Stoppers and allows community members to contact police via a familiar platform. Community members using this tool may remain anonymous.

Since its inception in February 2017 to 30 June 2017, the QPS has received over 1,650 pieces of information, leading to over 210 charges being laid.

Intelligence-led policing in safe night precincts

During 2016-17, the QPS continued to undertake intelligence-led policing in all safe night precincts (SNPs) through a range of proactive and operational activities to improve public safety in Queensland's night time economy. In addition to targeting public order, alcohol-fuelled violence and the supply of dangerous drugs in SNP areas, the QPS provided expert advice, practical assistance and support to empower local licensees, SNP boards, Public Safety Consultative Committees and other stakeholders to develop local solutions.

Objective Four

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

Rapid Action and Patrols

This hub policing strategy represents a contemporary and innovative approach to tackling crime across Queensland. The first Rapid Action and Patrol (RAP) group 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, with the main focus of this RAP being 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 4,510 persons arrested on 11,310 charges, 4,361 traffic infringement notices issued, 27,137 random breath tests conducted and 474 search warrants executed.

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. The Townsville RAP ran several operations in 2016-17 including:

- Operation Oscar Merchant which ran from 19 September 2016 to 3 March 2017 and resulted in 1,449 arrests and 3,772 charges for drug, property and traffic offences
- Operation Papa Advance commenced in April 2017 as part of a Case and Place Management Strategy to coordinate the deployment of police to target property crime. Since the commencement of the operation until 30 June 2017, 163 persons have been arrested on 405 charges.

The Townsville RAP is also the operational arm of the Townsville Stronger Communities Action Group (The Action Group). The Action Group was formed as a sub-committee of the CPB and has been established to intensively coordinate the services provided to young offenders and at risk youth, and their families. The group consists of officers from six government agencies including the Department of Communities, Child Safety and Disability Services, Department of Aboriginal and Torres Strait Islander Partnerships, Department of Justice and Attorney-General, Queensland Health, Department of Education and Training and Department of Housing and Public Works, who are all co-located with the Townsville RAP. The Action Group has commenced intensive case coordination for young people and their families, to get young people back on track to lead more productive lives. RAP officers are tasked to perform joint visits of vulnerable persons of the community in support of the Action group to locate and engage those persons.

The RAP Policing Model trial continued in 2016-17. 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 2017-18.

Clandestine Drug Laboratory Education and Awareness Program

The Drug and Serious Crime Group has delivered a series of lectures and training programs to educate and promote awareness of the dangers posed by clandestine drug laboratories. In 2016-17, clandestine drug laboratory awareness training was delivered to 988 frontline police and 383 members from other agencies including Department of Housing and Public Works, the Rural Fire Service Queensland, property manager associations and Community Ice forums.

New All-Terrain vehicle for Logan District

Logan Police District is now equipped with two additional Kawasaki LE all-terrain vehicles (ATV) to assist in providing a high visibility policing presence around the Edens Landing, Eagleby, Beenleigh and Crestmead areas. The new ATVs enable officers to patrol areas that were previously inaccessible due to the nature of the terrain such as parklands. QPS officers conduct joint patrols with Council Officers in known hot spots to reduce crime and improve community safety. The ATVs are a joint Logan City Council and QPS partnership initiative enabling more effective deployment of police.

Building and improving police facilities

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

Significant capital initiatives progressed or delivered during 2016-17 include:

- completion of the replacement police station at Nanango in July 2016
- completion of replacement police station at Maleny in December 2016
- completion of the Woodridge Community Police Beat in December 2016
- completion of the Kingaroy Police Station and Watchhouse in February 2017
- completion of the Yarrabah Police Watchhouse upgrade in March 2017
- installation or replacement of the CCTV upgrades in Gladstone, Sandgate, Wynnum and Innisfail.

New senior police position for Townsville

A new Chief Superintendent position was announced for the Townsville District to add an extra layer to assist frontline and operational police in stopping crime and making the Townsville community safer. The new role will apply a strategic approach to addressing crime.

The assignment of a Chief Superintendent position to the Townsville district is in recognition of the significant challenges facing police in the area and mirrors the police leadership structure in areas with similar challenges, such as Gold Coast, Logan, Brisbane and Cairns.

The appointment resulted in a strategic review of policing operations, focussing on improving frontline service delivery, increasing community engagement, and supporting the Stronger Communities Action Group, Project Booyah and other projects aimed at reducing youth crime and domestic and family violence.

Police helicopters

Police helicopters provide tactical aerial support to police operations, improving officer and community safety and situational awareness of major events and critical incidents. The QPS has two helicopters, POLAIR 1 and 2, based in Brisbane and 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 are available for tasking 24 hours a day, every day of the year.

In 2016-17, taskings included:

- vehicle and foot pursuits
- daily High Visibility Patrols
- video and photographic recording of incidents and criminal activity
- searches for drug plantations, missing persons, vehicles of interest, objects, vessels, aircraft, escapees and stolen motor vehicles
- air support in 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 2016-17, the two helicopters undertook:

- 2,049 flight hours
- 740 proactive tasks (planned)
- 708 reactive tasks (Police Communication Centre requests)

The partnership arrangement with Surf Life Saving Queensland has been extended until 2022.

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

Mobile Response Capability

In 2015-16 the Public Safety Response Team (PSRT) trialled deployment of a Mobile Response Capability (MRC), utilising structured teams of four PSRT officers with increased experience levels and additional personal protective equipment. The MRC provides specialist support to first response officers attending high risk situations such as domestic disturbances, incidences of alcohol-fuelled violence, out of control events and critical infrastructure protection.

The success of the trial has resulted in the MRC becoming embedded in the PSRT capability, primarily servicing Brisbane Metropolitan, Logan, and Ipswich Districts with a focus on community safety objectives.

During 2016-17, PSRT MRC personnel attended over 950 incidents, resulting in 225 Arrests, Notices to Appear or Traffic Infringement Notices and 1,030 Street Checks.

Objective Five

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

Commonwealth Games

During the reporting period, the QPS continued to work closely with the Office of Commonwealth Games, the Gold Coast 2018 (GC2018) Commonwealth Games Corporation (GOLDOC), and Australian Government Security Agencies to prepare for the 2018 Commonwealth Games (Games) and to ensure the safe passage of the Queens Baton Relay (QBR) on its journey through all Commonwealth Nations and Territories.

The Police Powers and Responsibilities Act (Commonwealth Games) Amendment Bill 2017 was assented to on 5 June 2017 and the preparation of the Police Powers and Responsibilities Act (Commonwealth Games) Regulation has commenced. The regulation will define the protective security zones and provide QPS officers with increased powers for the period of the Games.

A 'new' Joint Emergency Services Coordination Centre on the Gold Coast will be completed in July 2017. In addition to being used for the command of the Games security operation, this centre will provide a lasting legacy for police and emergency services for the management of major events and incidents on the Gold Coast following the Games.

The QPS has developed a range of new and innovative capabilities to ensure all QPS officers are well-equipped to mitigate any risk to the safety of the Games' athletes, officials, spectators and the public of Queensland. These include:

- training in Counter-Terrorism Security Coordination
- training in Behavioural Observation and Suspicious Activity Recognition
- Operational Sentinel UNITE, which is a community safety campaign to deter, detect and disrupt criminal activity prior to, during, and after the Games. The operation relies on a collaborative community approach with a commitment from a wide range of key safety and security partners to ensure a safe and secure Games.

Security risk assessments have been conducted for all Games venues and events. Assessments are currently being completed for Games associated locations and infrastructure, including transport hubs and networks.

An engagement team is actively working with key community, business, and interest groups on the Gold Coast and in Brisbane, Townsville and Cairns. An extensive joint-agency exercise program to test command, control and coordination arrangements and interoperability of all internal and external stakeholders has commenced and will continue through to the Games in April 2018. Extensive logistical arrangements are underway to support the deployment of police to the Gold Coast. These arrangements include accommodation, travel, catering, workforce transport, rostering, accoutrement and equipment management, and the vehicle fleet.

Disaster Management

In 2016-17, the QPS undertook a lead role in the response activities during Severe Tropical Cyclone Debbie and the subsequent flooding in South East and Central Queensland. Deputy Commissioner Steve Gollschewski again undertook the role and functions of the State Disaster Coordinator during the severe weather season which included Severe Tropical Cyclone Debbie and the subsequent flooding events. Deputy Commissioner Gollschewski was supported by QPS Commanders and Coordinators at

the State Disaster Coordination Centre (SDCC) as well as District Disaster Coordinators and Executive Officers around Queensland.

Queensland Strategy for Disaster Resilience

The *Queensland Strategy for Disaster Resilience*, released in June 2013 and renewed in 2017, was developed with the objective of building resilience against all hazards, to ensure activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

Key QPS achievements in support of the strategy during 2016-17 include:

- redesigning the District Disaster Management Plans (DDMP) template to ensure alignment with the Emergency Management Assurance Framework
- participating in the annual assessment of 22 DDMPs and 77 Local Disaster Management Plans to measure capacity, capability and readiness
- facilitated district disaster themed exercises
- the design, management and conduct of state level disaster exercising with the Queensland Disaster Management Committee and State Disaster Coordination Group
- the training of Deputy Executive Officers and District Disaster Coordinators to expand the QPS' capacity and capability
- participating in the formal review of the Mackay Disaster District with the Inspector-General Emergency Management
- facilitating exercise management training in Cairns and Brisbane with staff from QPS, QAS and Queensland Health.

Counter-Terrorism

During 2016-17, simulated counter-terrorism exercises were conducted to test emergency response capabilities. Exercise Jarvis conducted over three days with approximately 500 personnel participating across multiple agencies is one of the largest counter-terrorism exercises ever conducted by the QPS. The exercise was focused on testing and validating existing procedures, policies and plans guiding the response to rapidly evolving multiple terrorist threats.

During the reporting period, Exercise Matrix was conducted targeting both urban and remote locations throughout Queensland. Twenty discussion exercises were conducted, to explore and validate the QPS response to an armed terrorist attack. The series of exercises encompassed responding officers transitioning from engaging an offender, to rendering medical aid, witness and crime scene management, compliance with critical incident protocols and subsequent investigations. Similar discussion exercises will continue as part of the QPS Incident Command Course.

The Security and Counter-Terrorism Network continued in 2016-17. The 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. The network provides frontline officers with awareness training and a framework for enhanced community engagement, reporting, investigations and intelligence-sharing. The QPS also increased intelligence and investigation resources to the Joint Counter-Terrorism Team and Security Operations Unit.

The QPS has trained a further 75 regionally based frontline police to strengthen the Security and Counter-Terrorism Network, taking the number of police trained in this program to over 500. The training focussed on contemporary counter-terrorism techniques, cultural awareness and the importance of early responses to radicalisation.

Through the Security and Counter-Terrorism Network program, the QPS has facilitated a number of counter-terrorism forums for government and private industries. These forums focussed on the importance of emergency management planning, protective security overlays and reporting suspicious behaviour to ensure these industries are equipped to prepare for, prevent, respond and recover from terrorism.

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

The Security and Counter-Terrorism Group in partnership with the Commonwealth Games Group implemented the Counter-Terrorism Security Coordinator (CT SecCo) capability across the QPS. The CT SecCo undergo intense training to enable the development of protective security plans to mitigate the risk of terrorism at major events. These plans have been implemented at numerous major events across Queensland including Anzac Day 2017, State of Origin, Riverfire and New Year’s Eve.

Investigative, intelligence and behavioural consultant positions within the Security and Counter-Terrorism Group are being expanded to provide an improved response capability as well as assist with the ongoing management of any associated risks to the community.

New Counter-Terrorism Facility

The Queensland Government will invest \$46.7 million over the next three years (commencing in 2017-18) for a world class use of force, weapons and counter-terrorism Training facility at Wacol. The facility will include indoor firearms ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents. The ability for first response officers to practice for emerging trends such as active shooter incidents will be a significant benefit.

It is expected all recruits and the majority of police officers will conduct yearly training at this facility. An advantage of the site is for officers to update their operational training in the one location and return to duties much sooner. Being indoors will enable police to train day or night in any weather.

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 2016-17.

Objective Six

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

New Data Lab to enhance safety through research

In June 2017, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services and the Commissioner attended the official launch of the Griffith University Social Analytics Laboratory along with executive members of Griffith University. The Laboratory is a data sharing arrangement between Griffith University and the QPS to facilitate access to de-identified crime data for research. The facility meets the high security requirements necessary for QPS to release 10 years of crime data and promotes the opportunity to enhance the development of evidence-based findings to inform future policing, community safety and crime prevention strategies for Queensland.

Senior Women's Collective

The QPS Senior Women's Collective (SWC) is a consultative forum for discussion of issues relevant to improving the working environment for women in the QPS. The forum provides opportunities to develop and share initiatives and learning opportunities for collective members through guest presentations and panel discussions. The SWC membership consists of all QPS female Commissioned Officers (Inspector and above) and staff members at the Administration Officer (AO) level 8 and above. The SWC is chaired by Assistant Commissioner Tracy Linford and meets quarterly. The SWC inaugural meeting was held in May 2016, followed by 3 meetings in 2016-17.

The objectives of the SWC are to:

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

Key themes discussed in 2016-17 included:

- QPS Inclusion and Diversity Strategy and Action Plan
- Regional/Command initiatives and gender engagement sessions
- QPS reviews – Merit Based Promotion Review, Flexible Working Arrangements Review
- QFES Cultural Improvement Implementation Program.

QPS Innovation

The QPS Board of Management formally approved the establishment of a dedicated QPS Innovation Unit within Organisational Capability Command, effective from 1 July 2016. The Innovation Unit is committed to driving and enabling innovation within the Service and being an active contributor to the broader Queensland Government innovation strategy. The Innovation Unit provides capability through oversight, training, communication, design, development and implementation. Since inception to 30 June 2017, the Innovation Unit has:

- developed a plan to clearly define innovation for QPS and to set out the approach, activities and measures to support strengthening an innovative culture and to positively influence other Queensland government agencies. The Innovation Unit has taken a holistic approach to innovation by establishing strong channels of communication and fostering a collaborative approach with

internal and external stakeholders. QPS has defined innovation as doing things differently and better to add value to make it simpler for the frontline, better for the bottom line, and safer for all

- actively participated in the Queensland Government Innovation Champions Network to share information, learnings and knowledge with other Queensland government agencies to build on the experience of each other to design innovation processes more efficiently and effectively
- reviewed the QPS innovation process and redesigned the internal pathway for ideas to be created through to implementation. The Innovation Unit has investigated the viability of a web-based interactive, transparent ideas management system to provide a mechanism for all staff to contribute to innovation by generating ideas. The ideas management system selected for QPS has been named iCOP (*ideas connecting our people*) and provides an end-to-end process that refines and clarifies ideas through various stages. iCOP provides an opportunity for all staff to provide feedback on ideas of others and indicate support for ideas to be progressed. An iCOP pilot will be implemented statewide in 2017-18
- engaged/collaborated with 345 QPS staff across the State to support and enable capacity to contribute to the QPS Innovation Plan. This engagement included conducting a series of Frontline Feedback Forums at 17 police stations across three regions to identify opportunities for improvement in existing policing processes and capture innovative ideas which were presented to the Executive Leadership Team for consideration. Engagement also included delivery of presentations to district managers and officers in charge at two separate district forums (Mackay and Warwick) and Road Policing Command, with a further 13 presentations planned throughout the state during the first six months of 2017-18. These presentations have been designed to inform and engage staff on the opportunities to do things differently and better to add value across the organisation
- developed and facilitated a 'Redesigning our Future' program of professional development for senior sergeants to build innovation capability within the QPS
- developed and tested a practical Problem Definition Canvas tool to build design thinking capability within QPS
- internally and externally promoted QPS innovation stories and provided professional development support for staff to recognise and reward them for their contribution to the innovation process. This included sharing individual QPS staff member innovation stories internally to all QPS staff, and connecting the Police Referrals program for a presentation at the 2016 Business Improvement and Innovation in Government (BiiG) Network Conference. The Innovation Unit also connected QPS innovators with external opportunities for funding which resulted in \$25,000 worth of Queensland Treasury funded consultancy being acquired to support cross-agency collaboration through the Business Improvement and Innovation in Government (BiiG) Network 'Regional Rumble' competition opportunity.



**Simpler for the
frontline**



**Better for the
bottom line**



**Safer
for all**

Objective Seven

Building healthy and safe workplaces that support inclusion and diversity

NAIDOC Week 2016

NAIDOC (National Aboriginal and Islander Day Observance Committee) Week 2016 was held nationally from 3 to 10 July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. The national theme for 2016 year was *Songlines - The living narrative of our nation*.

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

On 27 May 2017, the QPS acknowledged the 50th Anniversary of the 1967 referendum. In recognition of this event, the Aboriginal and Torres Strait Islander flags were flown at police stations in Queensland. QPS members were also encouraged to participate in celebratory functions to commemorate this important event in Australian history.

Disability Services Plan 2014-2016

The *Disability Services Act 2006 (Qld)* provides a strong foundation for promoting the rights of Queenslanders with disability, increasing their wellbeing and encouraging their participation in community life. The QPS values the significant contribution all individuals bring to the organisation through their skills, experiences, perspectives and knowledge. The QPS acknowledges the rights of people with disabilities to enter and participate in an equitable workplace, and recognises the support and assistance of carers for people with disability.

On 2 December 2013, the Queensland Government endorsed the *Queensland Disability Plan 2014-19: Enabling choices and opportunities* (the QDP). The QDP will provide the focus for Queensland Government Disability Service Plans until 2019. It has two key aims:

- preparing Queensland for the National Disability Insurance Scheme
- supporting Queensland to be ready, willing and able to make social and economic opportunities available to people with disability, and to make other services and sectors such as education, health, transport, tourism and housing accessible and inclusive.

The PSP Disability Plan 2014-2016 included 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. More information about the plan and annual progress reports are available at www.police.qld.gov.au. The QPS will commence development of the QPS Disability Service Plan 2017-2020.

LGBTI Network

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

During the reporting period, the LGBTI Network undertook a range of activities including:

- Wear it Purple Day on 26 August 2016, to show support for LGBTI youth, to promote a simple message, *'that they have the right to be proud of who they are'*. Staff around the state wore purple shoelaces to demonstrate their support for LGBTI youth
- Queensland Police marched in uniform in the Brisbane Pride March on 17 September 2016
- International Day Against Homophobia and Transphobia (IDAHOT), to show support for the LGBTI community on 17 May 2017 with the rainbow flag flown at Headquarters, the academy campuses and other locations across the state.
- in July 2016, the Commissioner approved the use of the QPS insignia in conjunction with a Pride Pin which could be worn by members attending LGBTI events
- in April 2017, the Commissioner approved an LGBTI lanyard for use at a wide range of LGBTI events including Wear it Purple, IDAHOT day and the Pride March
- work has commenced to develop a video 'It gets better' to highlight to the LGBTI community, in particular young people, that attitudes are changing within the community and policing
- a subcommittee began work on a Gender Diverse Guide to assist officers in charge in supporting staff who identify as gender diverse
- the QPS LGBTI Support Network continues to support a cross-agency Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) steering committee within the Queensland Public Sector
- supporting LGBTI liaison officers and other staff to undertake professional development opportunities both in Queensland and interstate.

Health, safety and wellbeing initiatives

The QPS supports the health and safety of all its employees and their families. During 2016-17, the Health and Wellbeing Section continued to provide health and safety support services including:

- the 10,000 Steps Challenge was initiated to encourage employees and their families to become more active by increasing their daily incidental activity. A total of 105 teams and 210 employees participated in the challenge and together walked an incredible 96,871,349 steps – that's almost equivalent to walking around Australia twice. The challenge was supported by weekly exercise and nutrition tips communicated statewide to encourage all employees to become more active
- a new Wellness Connect quarterly newsletter, created to engage QPS members and their families on news, events, activities and information related to health and wellbeing. 1,200 people subscribed to the newsletter and three editions were released
- 4,773 employees across the state received free Flu Vaccinations to reduce the spread of colds and flu during the winter season
- a Movember campaign was conducted to raise awareness of men's health issues – prostate cancer, testicular cancer, mental health and suicide. \$35,519 was raised by 163 QPS employees and their families from Doomadgee, Blackwater, Cairns, Springfield, Marburg, Palm Island, Mackay, Airlie Beach, Rockhampton, Bowen, Wowan, Ipswich and Police Headquarters.

Objective Eight

Strengthening relationships with vulnerable persons and deliver appropriate victim support

Putting an end to domestic and family violence

During 2016-17, the QPS commenced the Second Action Plan deliverables of the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026. The Second Action Plan covers the period 2016-17 to 2018-19 and continues to implement the recommendations of the *Not Now, Not Ever Report*, building upon the foundations laid in the First Action Plan (2015-16).

In 2016-17, the QPS:

- delivered the two-day Vulnerable Persons Training Package to over 11,000 sworn members, up to and including the rank of Inspector, and targeted unsworn members to support the *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* which commenced on 30 May 2017. The training highlighted the strong commitment of the QPS to improving services to vulnerable persons, particularly victims of domestic and family violence. Officers were provided with a greater understanding of the dynamics of domestic and family violence, as well developing an understanding of the new policing responses enabled by the new legislation. There was a strong focus on cultural change, including improving how officers respond to these volatile and often high risk situations while maintaining professionalism and compassion
- facilitated the inaugural QPS Domestic and Family Violence Prevention Awards, acknowledging the achievements of QPS personnel, members of other government and community organisations, and the community who have supported the QPS in the prevention of domestic and family violence
- developed a set of good practice guidelines to enable early engagement of interpreters in domestic and family violence incidents
- received the independent, external audit report on domestic and family violence-related police training products. The QPS is considering the report, including how best to integrate implementation of the report recommendations into the broader QPS domestic and family violence reform agenda
- commenced participation in the Queensland Government Multi-Agency White Ribbon Workplace Accreditation Program aimed at the prevention of men's violence against women, principally through the accreditation of the QPS as a White Ribbon Workplace
- commenced a review of the QPS Protective Assessment Framework, which is planned for completion by the end of 2017
- continued to support the roll out, and subsequent operations of, the Domestic and Family Violence High Risk Teams in Logan, Mount Isa and Cherbourg
- commenced developing the police processes stemming from the *Victims of Crime Assistance Act 2009* and *Bail (Domestic Violence) and Another Act Amendment Act 2017*
- continued to progress the National Domestic Violence Order Scheme in collaboration with the Department of Justice and Attorney General for Queensland's participation in developing an interim technical solution. In parallel, a four-year project to develop and deliver a national technical capability to facilitate information sharing and enforcement of Domestic Violence Orders between courts and police across Australia is being undertaken
- conducted awareness and education campaigns with respect to the offence related to choking, suffocation or strangulation in a domestic setting (s.315A of the *Criminal Code*). Since the commencement of the new offence in May 2016 to 30 June 2017, over 800 people have been charged under this offence category

- continued to explore opportunities with the San Diego Institute of Strangulation Prevention to develop strangulation training capability within the QPS.

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 may be difficult to recognise as older people are often unable or unwilling to speak up.

QPS' commitment to delivering improved services to vulnerable older persons is demonstrated by the appointment of an Elder Abuse Projects Officer. This role encompasses the development of strategies enabling the QPS to be proactive in identifying and responding to elder abuse.

Key achievements during the reporting period include:

- updated modules in the Detective and First Year Constable Training Programs, and the Operational Assistance Kit to include a separate component on elder abuse. The Vulnerable Persons Training Package included a component on elder abuse
- developed an elder abuse awareness tool for use by QPS members
- continued to work with QPS specialist areas such as Fraud and Cyber Security, District Crime Prevention Units and District Domestic and Family Violence Coordinators to develop and promote policing initiatives that educate and raise awareness around social issues related to elder abuse
- continued collaboration with external partner agencies including The Office of the Public Trustee, the Office of the Public Guardian, the Elder Abuse Prevention Unit, Seniors Legal Services and Domestic and Family Violence Services, to expedite appropriate responses to allegations of elder abuse
- in collaboration with partner agencies, facilitated the "Older Safer Wiser" seniors' forum in June 2017, themed – encouraging seniors to take control of their finances to reduce their vulnerability to financial abuse.

Referrals system strengthened and streamlined

Connecting vulnerable and disadvantaged persons to government and non-government services continues to be an integral part of policing. In 2016-17, the QPS made over 57,000 referrals encompassing 83,500 issues. Working in partnership with a statewide network of over 400 service providers, referrals addressed a broad range of issues including support for victims and perpetrators of domestic and family violence, personal counselling, parenting support, mental health, legal advice, drug and alcohol support, victim support and homelessness.

The implementation of a new referral service was completed in 2016-17. The new referral system includes access for frontline officers to a service provider directory and integration of the system with QLITE devices. The QPS will continue to improve and refine the referral process to provide expanded referral options, increased access to locally based services and enhanced system functionality.

Queensland Suicide Prevention Action Plan 2015-17

During 2016-17, 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:

- ongoing training of Policelink staff in recognising suicidal behaviours and managing callers at high risk of suicide
- continued risk assessment of persons in custody in police watchhouses, with appropriate management of those considered high risk
- supported professional development opportunities for police negotiators to strengthen responses during crisis situations.

New laws to protect Queensland children

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 the first five years of operation, and identified opportunities 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 new *Child Protection (Offender Reporting) And Other Legislation Amendment Bill 2016* was introduced in Parliament in November 2016 to provide a more cohesive and holistic response to the management of reportable offenders in the community. The bill was passed on 11 May 2017. The new legislation gives police enhanced powers to intervene in situations before sexual or particular other serious offences are committed against a child. Police can now require a reportable offender to provide access to information for electronic or other devices, where there is a reasonable suspicion that an offence has occurred.

The Bill amalgamates the *Child Protection (Offender Reporting) Act 2004* and the *Child Protection (Offender Prohibition Order) Act 2004* and amends the *Police Powers and Responsibilities Act 2000*.

The amalgamation of the CPOPOA and the CPORA strengthens the policing and criminal justice system response to child sex offending, and enhance the protection of children and the broader community. A significant body of work has been completed to progress this recommendation.

Another significant recommendation of the Crime and Corruption Commission review 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.

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), Organisational Capability Command, Ethical Standards Command, Policy and Performance, and People Capability Command.

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 meet the increasing demands for service and the complexity of modern policing. Innovation is encouraged and red tape reduced 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, Commonwealth Games Command and the QPS Digital Office.

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.



Peter Martin APM

Deputy Commissioner, Regional Operations



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

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

The Deputy Commissioner performs key governance roles within the QPS as well as important international roles (eg. Chair, Leadership in Counter-Terrorism Alumni Association and Chair, Australia & New Zealand Society of Evidence Based Policing).

Margaret Allison

External member

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



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

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 and is an appointed Adjunct Professor in the School of Government and International Relations at Griffith University. Margaret now works as a consultant in her own business.

Elizabeth Jameson

External member



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

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

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

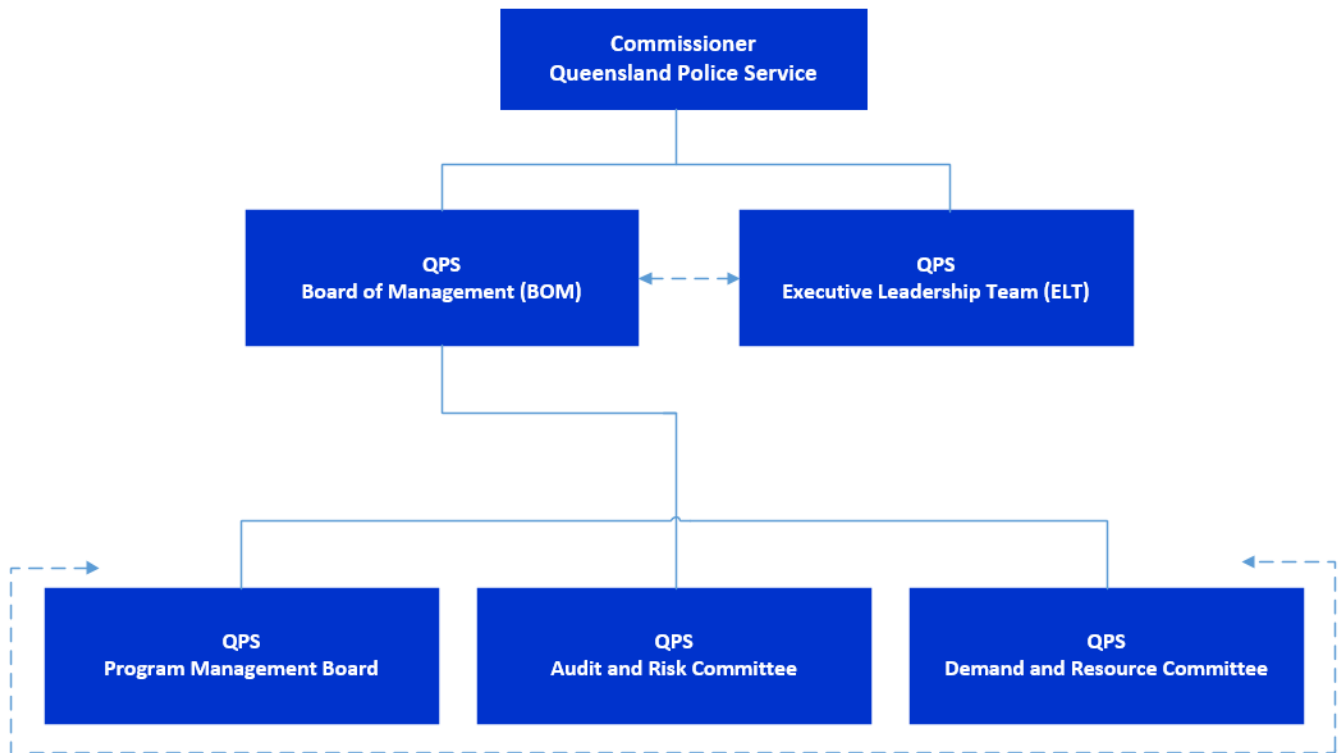
In 2016 Elizabeth joined the QPS Board of Management and has led reinvigoration and redesign of QPS governance.

Board and committees

The QPS governance framework is a component of the public safety portfolio governance structure.

The public safety portfolio is supported by 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 13-14.

The QPS governance framework is as follows:



QPS Board of Management

The Board of Management (the Board) supports and advises the Commissioner on strategy, direction and setting the tone of the Service. The Board supports the Commissioner as the sole decision-making authority pursuant to the *Police Service Administration Act 1990* and the *Financial Accountability Act 2009*.

The QPS Board provides support and expert advice to the Commissioner in making key decisions that deliver a strategic or Service-wide impact. The Board meetings are chaired by the QPS Commissioner.

The Board meets quarterly or as determined by the Chair. In 2016-17, the Board met on five occasions and considered 22 matters out-of-session.

The independent external members collectively received \$9,000 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
- Peter Martin APM, Deputy Commissioner, Regional Operations
- Margaret Allison (external member)
- Elizabeth Jameson (external member)

Achievements

In 2016-17 the Board approved a number of significant matters including:

- the creation of a police helicopter organisational unit within Operations Support Command with operating bases in Brisbane and the Gold Coast
 - the progression of the Police Communications Capability Development Program
 - the QPS Risk Management Framework, the 2017 QPS Risk Appetite Statement and the updated Risk Management Planning Guide
 - the Domestic and Family Violence Prevention Strategy 2016-2019
 - the QPS First Action Plan supporting the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026 Closure Report
 - the 2016-17 Budget Allocation and 5-year plan
 - quarterly financial reviews
 - the QPS Strategic Plan 2017-2021 and the QPS Operational Plan 2017-18
 - the appointment of the Internal Auditor and the addition of a fourth committee member, the Assistant Commissioner Organisational Capability Command, to the QPS Audit and Risk Committee
 - the 2017 QPS Environmental Scan.
-

QPS Demand and Resource Committee

The Demand and Resource Committee supports the Commissioner and QPS Board in delivering the organisational prioritisation of resources. The committee assists by ensuring effective processes are used relating to direction and control of finances, people, assets and ICT. This includes oversight of policies, plans and practices relating to demand management and resource management.

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

The committee meets monthly or as determined by the Chair.

During 2016-17, the committee met on 10 occasions and considered nine urgent matters out-of-session.

Committee members

- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Peter Martin APM, Deputy Commissioner, Regional Operations

Achievements

In 2016-17, the committee supported a number of significant resolutions including:

- funding for Active Armed Offender Training and replacement of Protective Body Armor
 - the allocation of funds for the proof of concept and demonstration of the Financial Reporting and Dashboard Project
 - the conversion of temporary civilian positions to permanent status
 - the upgrade and reallocation of a Sergeant position within Intelligence, Counter-Terrorism and Major Events Command
 - the establishment of temporary positions within Intelligence, Counter-Terrorism and Major Events Command
 - the commencement of the ICT Foundations Program and the Digital Improvements Program
 - funding for the Expense Management System Standardisation Project
 - the allocation of funding to complete the upgrade of the DNA laboratories
 - the allocation of a grant to fund research to develop predictive policing models that target high harm, high volume offences, to inform strategic decision making and the efficient and effective allocation of police resources
 - the allocation of funding for the Body Worn Camera Buy-Back
 - the allocation of funding for a review and corporate audit capability within QMapping
 - the allocation of funding for the procurement of QPS Portable Radios.
-

QPS Audit and Risk Committee

The QPS Audit and Risk Committee was established to assist the Commissioner and QPS Board in scrutinising, challenging and delivering oversight of the management responsibilities imposed on the Commissioner. This includes management responsibilities imposed on the Commissioner under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.

The committee assists the Board through review and monitoring of financial management and reporting processes, and review and oversight of risk management, internal control and compliance systems.

The committee additionally provides oversight to processes which effectively:

- identify and manage significant business risks/business continuity
- implement appropriate/adequate control, monitoring and reporting mechanisms
- monitor emerging compliance issues
- monitor and assess the performance of internal and external auditors.

The committee meets quarterly or as determined by the Chair. During 2016-17, the committee met on four occasions.

The two independent external members collectively received \$12,250 in remuneration. There were no other on-costs.

Committee Members

- Jenny Walker, Consultant (Chair) (external member)
- David Evans, Consultant (external member)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Allan McCarthy APM, Assistant Commissioner, Organisational Capability Command

Achievements

In 2016-17, the committee provided strategic advice and support to the Board by considering matters including:

- the proposed Risk Management Framework
- the updated Audit and Risk Committee Terms of Reference
- the top ten strategic risks to the QPS
- the 2017 QPS Risk Appetite Statement
- the Integrity and Performance Group Internal Audit Function Charter
- the appointment of the Internal Auditor
- the Annual Internal Audit Plan 2017-18, Strategic Internal Audit Plan 2018-21 and 2017-18 Internal Audit Charter
- the strategic challenges and opportunities identified for inclusion in the 2017-2021 Strategic Plan.

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

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

QPS Program Management Board

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

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

The Program Management Board meets monthly unless otherwise determined by the Chair. Extraordinary meetings may be called at the discretion of the Chair.

During 2016-17, the Program Management Board met on ten occasions and considered one urgent matter out-of-session.

Program Management Board Members

- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance (Chair)
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Peter Martin APM, Deputy Commissioner, Regional Operations

Achievements

In 2016-17, the Program Management Board considered a number of significant matters including:

- approving the inclusion of the following projects on the QPS Program:
 - Queensland Police Memorial Project
 - Online National Police Certificate Project
 - Operation Galley Project
 - Counter-Terrorism and Community Safety Centre Business Case
 - National Online Police Certificate Business Case
 - Police Integrity and Professional Standards Project
 - Electronic Warrants Project
 - Data Analytics Project
 - Leadership Review Initiative Proposal
 - Digital Office Initiative Review Proposal.
 - supporting the implementation of the new Ignite Learning Management system
 - supporting a rewrite of QMapping to include a corporate audit capability
 - approving QPS project reporting on the Queensland Government Chief Information Office Dashboard.
-

QPS Executive Leadership Team

The ELT is a 'think tank' assisting the Commissioner through support and advice in operational execution of decisions. The QPS Board also requests and relies on ELT recommendations and advice.

The ELT is not a formal part of the governance structure but assists the Commissioner, the Board and entire governance structure through delivering a collaborative environment for:

- provision of advice on the strategic direction of the QPS operationalising strategy
- leading change management and promotion of the Commissioner's intent
- acting as a consultative forum on opportunities and risks arising from key changes to strategy, policy and operations within and outside the QPS
- identifying opportunities for creating efficiencies
- uncovering opportunities to improve the quality of service delivery and for fostering an environment for innovation
- identifying new or emerging opportunities, technologies, better practice and risks for the QPS.

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

During 2016-17, the ELT met on 11 occasions (in-person) including meetings at Cairns (Northern Region) and Goondiwindi (Southern Region). Meeting themes included use of force, domestic and family violence, inclusion and diversity, discrimination, employee safety and wellbeing, Commonwealth Games planning, cross-border policing and community engagement, the future of policing and strategic planning.

The independent external members of the QPS Board of Management and QPS Audit and Risk Committee attended two ELT meetings as guests in 2016-17. The members collectively received \$3,750 in remuneration. There were no other on-costs.

ELT Members

- Ian Stewart APM, Commissioner (Chair)
- Brett Pointing APM, Deputy Commissioner, Strategy, Policy and Performance
- Stephan Gollschewski APM, Deputy Commissioner, Specialist Operations
- Peter Martin APM, Deputy Commissioner, Regional Operations
- Maurice Carless APM, Assistant Commissioner, State Crime Command
- Shane Chelepy APM, Assistant Commissioner, Community Contact Command
- Brian Codd APM, Assistant Commissioner, South Eastern Region
- Mike Condon APM, Assistant Commissioner, Operations Support Command
- Peter Crawford APM, Assistant Commissioner, Commonwealth Games Group
- Alistair Dawson APM, Assistant Commissioner, Central Region
- Bob Gee APM, Assistant Commissioner, Brisbane Region
- Mike Keating APM, Assistant Commissioner, Road Policing Command
- Tracy Linford APM, Assistant Commissioner, Intelligence, Counter-Terrorism and Major Events Command
- Allan McCarthy APM, Assistant Commissioner, Organisational Capability Command

- Clem O'Regan APM, Assistant Commissioner, Ethical Standards Command
 - Paul Stewart APM, Assistant Commissioner, People Capability Command
 - Paul Taylor APM, Assistant Commissioner, Northern Region
 - Tony Wright APM, Assistant Commissioner, Southern Region
 - Cameron Harsley APM, Chief Superintendent, Crime and Corruption Commission – Police Group
 - Paul Alsbury, Executive Director, Legal Division
 - Anthony Crack, Executive Director, Policy and Performance
 - Jenson Spencer, Chief Digital Officer
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Achievements

In 2016-17 the ELT discussed significant matters including:

- endorsement of the QPS Domestic and Family Violence Prevention Strategy 2016-2019
 - supporting the formation of a Memorial Establishment Committee
 - endorsing the 'Boundless Duty' media series
 - supporting the QPS Risk Appetite Statement
 - identification of strategic risks and challenges impacting the QPS
 - contributing to development of the QPS Strategic Plan
 - supporting the continued development of the QPS Safety and Wellbeing Strategy.
-

Government bodies

There are three Government Bodies that were relevant to the QPS during 2016-17:

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

For further information about the Government Bodies refer to pages 114-117 within the appendices.

Ethics and code of conduct

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

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

During 2016-17, 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 2016-17, the QPS received 1,281 complaints by members of the public against officers on or off duty. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

As part of the monitoring role ESC plays with regard to enforcing ethical behaviour, it also undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2016-17, the ESC performed rostering and leave audits for 132 units and conducted compliance inspections of six stations and establishments.

Alcohol and drug testing continues to be part of QPS' commitment to enhance police wellbeing, safety and integrity within the workplace. During 2016-17, 1,183 'relevant persons' as mentioned in part 5A.3 of the *Police Service Administration Act 1990* and including an officer or a staff member whose duties include performing functions in a critical area, watchhouse officers, recruits, etc., underwent a random alcohol breath test and 302 recruits were subject to random alcohol testing with nil positive alcohol test results. Three hundred and fifty-six recruits were subject to drug testing with 16 positive results. All positive results were consistent with information provided by recruits on the appropriate forms and required no further or disciplinary action.

During the reporting period, following critical incidents, 65 alcohol breath tests and 65 urine drug tests were conducted. One positive drug result was detected which was inconsistent with the information provided on the appropriate form and is currently under investigation by ESC.

Risk management and accountability

Risk management

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

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 planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges.

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

External scrutiny

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

- **Crime and Corruption Commission**

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

- **QPS Project Synergy**

On 6 February 2015, the Commission received information about the management and operation of Project Synergy, a fraud prevention project run by the (then) Fraud and Cyber Crime Group in the QPS (now known as the Financial and Cyber Crime Group (FCCG)). The FCCG is a specialist investigative unit attached to State Crime Command. The information received alleged widespread misuse of funds obtained and expended through Project Synergy, misuse of QPS time and resources to conduct charity events, misuse of corporate credit cards for personal benefit, inappropriate travel practices and a failure to audit Project Synergy.

The Commission identified 17 allegations of corrupt conduct and police misconduct in relation to four officers. Investigations were undertaken by the QPS ESC, with close monitoring by the Crime and Corruption Commission. This included a detailed financial analysis and audit of the Project Synergy cost centre and corporate card accounts. The Crime and Corruption Commission investigated five allegations of corrupt conduct.

After considering all the available evidence, the Crime and Corruption Commission determined there were insufficient grounds for consideration of criminal prosecution proceedings against any of the subject officers.

The full outcomes of the investigation into Project Synergy undertaken by the CCC and QPS Ethical Standards Command can be found at: http://www.ccc.qld.gov.au/research-and-publications/copy_of_browse-ccc-publications.

– **CCC corruption allegations: Data from 1 July 2015 to 30 June 2016**

In November 2016, the Crime and Corruption Commission released a report which provides information about allegations of corruption made to the Commission between 1 July 2015 and 30 June 2016. The Commissioner published this information to improve knowledge and transparency about allegations of corruption and the nature of the Commission's corruption function.

The report contains twelve months of data relevant to the three major sectors being the QPS, Public Service Departments and Local Government. Together these three sectors make up 94% of allegations made to the Commission in the 12 month period.

For the period 1 July 2015 to 30 June 2016, 6,685 allegations were received by the Commission, with 4,308 allegations involving the QPS. This represents 64% of all allegations reported to the Crime and Corruption Commission during that time. The report found the most frequent types of alleged QPS misconduct reported to the Commission were:

- Failure of duty: 903
- Assault / Use of excessive force: 788
- Unprofessional personal conduct: 560
- Misuse of information: 475.

The QPS has considered this report and will continue to work collaboratively with the Crime and Corruption Commission to investigate complaints of alleged corrupt conduct and misconduct.

This report provides a detailed examination of the QPS allegations and some of the specific characteristics. This report can be found in full at: http://www.ccc.qld.gov.au/research-and-publications/copy_of_browse-ccc-publications

– **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. This legislation enables police to take action, through an offender prohibition order, to prevent relevant sexual offenders from engaging in behaviour which poses a risk to the lives or sexual safety of children.

The Crime and Corruption 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.

In January 2016, the Queensland Government tabled in Parliament its response to the review supporting the recommendations made by the Crime and Corruption Commission. The Crime and Corruption Commission made 17 recommendations for change, including nine proposals for legislative amendments to the *CPOPOA* and the *CPORA*. All recommendations relating to proposed legislative amendments have been completed. The *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* will take effect from 1 July 2017. The new legislative provisions focus on the disruption and prevention of recidivist child sex offenders. The QPS is currently finalising operational policies and procedures and developing a range of training products to support the new legislative framework.

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

– **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's role was to define the domestic and family violence landscape in Queensland, and make recommendations to inform the development of a long term vision and strategy for the government and the community, to rid the state of this insidious form of violence.

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 with 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.

Key achievements during the reporting period include:

- delivered the two-day Vulnerable Persons Training Package to over 11,000 sworn members, up to and including the rank of Inspector, and targeted unsworn members to support the *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* which commenced on 30 May 2017
- commenced participation in the Queensland Government Multi-Agency White Ribbon Workplace Accreditation Program aimed at the prevention of men's violence against women, principally through the accreditation of the QPS as a White Ribbon Workplace
- conducted awareness and education campaigns with respect to the offence related to choking, suffocation or strangulation in a domestic setting (s.315A of the Criminal Code)
- continued to progressively implement changes to police procedures that strengthen the legal processes and increase accountability for domestic and family violence offending.

Refer to page 57 for more information.

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 affected people.

The Taskforce's report and the Queensland Government response to the recommendations are available online at <https://www.communities.qld.gov.au/gateway/end-domestic-family-violence/about/not-now-not-ever-report>.

– **Queensland Organised Crime Commission of Inquiry**

The Queensland Organised Crime Commission of Inquiry (QOCCI) 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 QOCCI 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 QOCCI 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 DJAG is the lead agency responsible for 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 2017, 11 recommendations where the QPS is the lead or a supporting agency have been delivered including:

- 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;
- undertaking a strategic assessment of drug use in Queensland's mining communities with a view to implementing proactive and reactive strategies. The QPS will continue to work collaboratively with partner agencies and industries to facilitate a coordinated response to drug use and supply in mining communities;
- commenced further training and expertise in relation to the dark web online drug offending to enhance QPS' response. A Technology and Cyber Crime Team has been established to develop understanding and knowledge concerning this evolving environment;
- providing additional support to the FCCG to triage Queensland reports from the Australian Cybercrime Online Reporting Network (ACORN);
- progressing amendments to the *Police Powers and Responsibilities Act 2000* to improve access to information held on a computer or storage device (including cloud based devices).

The ongoing work for the QOCCI recommendations continues to be reported internally to QPS management.

The report and the government response are available online at

www.justice.qld.gov.au/corporate/justice-initiatives/new-regime-to-tackle-serious-organised-crime-in-queensland-in-all-its-forms.

– **Taskforce on Organised Crime Legislation**

In September 2016, the Attorney-General introduced the *Serious and Organised Crime Legislation Amendment Bill 2016*. The Bill was assented to on 9 December 2016 and commenced a new Organised Crime Regime in Queensland to tackle serious and organised crime in all its forms. The Regime drew on the recommendations of three reviews commissioned by the Government into organised crime:

- The Queensland Organised Crime Commission of Inquiry
- The Taskforce on Organised Crime Legislation (the Taskforce)
- The statutory review of the *Criminal Organisation Act 2009*.

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

The QPS has participated in a process of consultation with the Department of Justice and Attorney-General in reviewing the recommendations of the taskforce. That consultation process led, in part, to amendments to the *Police Powers and Responsibilities Act 2000* and the *Summary Offences Act 2005* to provide police powers to investigate the new consorting offence under the Criminal Code, and for the creation of the new offence of wearing or carrying prohibited items in a public place.

- **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at <https://www.qao.qld.gov.au/reports-resources/parliament?fy%5B%5D=FY2016-17>

- Report to Parliament 17: *Organisational structure and accountability*

This audit report submitted to Parliament by the Auditor-General of Queensland, with the support of the QAO, assessed whether the structure of Queensland Government departments supported the achievement of individual agency strategic objectives as well as government priorities, and whether there is clear accountability for delivery of objectives. A high level review was conducted of 18 Queensland public sector departments' strategic plans and organisational structures. The QPS has not been specifically identified nor assessed in detail within this report.

The high level review indicated that all 18 departments had strategic objectives that corresponded with their structures and 94% of the 2016-2020 strategic plans referenced Queensland Government objectives. The departments linked their organisations structures to their strategic objectives and primary purpose, lowering the risk of not realising their strategies due to unclear or misaligned organisational accountabilities.

The review found that departments can further improve their ability to realise their strategies through better measurement and monitoring of their progress, as current approaches to performance reporting generally remain inadequate.

The audit report provides a number of recommendations for all government departments to consider with a view to improving; strategic planning, alignment between accountability and strategic objectives, and ensuring appropriate delegations of authority exist in relation to organisational structure design and workforce planning.

- Report to Parliament 4: *Criminal justice system – prison sentences*

The QPS, Queensland Corrective Services and the Department of Justice and Attorney-General (DJAG), through its Queensland Courts Service, play key roles in administering prison sentences. Achieving the intended sentence outcome is dependent on how efficiently and effectively the court's prison sentence is administered. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of efficiency and effectiveness of prison sentencing. The report was tabled in Parliament in November 2016.

The audit report examines how well the Queensland adult criminal justice system exchanges and records data to calculate and administer prison sentences accurately. The report has identified that the criminal justice entities do not record and manage sentencing errors in an integrated manner and as a result the full extent of sentencing errors is unknown.

The report provides a number of recommendations that the QPS is to consider in collaboration with DJAG. These recommendations include better integration of sentencing administration processes and quality assurance to reduce risk of errors, improved sharing of sentencing information, improved use of technology, and reviews of legislation, policy and procedure.

The QPS in collaboration with the DJAG has accepted QAOs recommendations and has established the Lawful Detention Expert Reference Group (LDERG) to ensure the report's recommendations are adequately addressed.

- Report to Parliament 14: *Criminal justice system – reliability and integration of data*

The Auditor-General of Queensland, supported by the QAO, provided an independent report to Parliament in April 2017 examining how well Queensland's criminal justice entities capture, report, and use data to ensure its reliability and integration across the justice system. The report

assesses timeliness, accuracy and completeness of crime data and how criminal justice entities report and exchange data across the criminal justice system.

This audit report found the QPS has an unacceptable amount of crime data across the state that is incomplete, inaccurate, and incorrectly classified. The report found that reported crime statistics are questionable at best and unreliable at worst, and should be treated with caution. The QPS is not systematically monitoring its crime data and investigating trends and risk areas, and is therefore not identifying these errors on a timely basis.

The QAO made a number of recommendations for QPS including:

- improving the offence standards and classification guidelines
- strengthening quality assurance processes for data capture, classification, amending, updating and reporting of crime data
- improving training for all staff responsible for maintaining crime data integrity and quality.

The QPS has commenced work to deliver all individual recommendations contained within the audit report. The QPS has provided full support to ensure the joint agency recommendations are facilitated in collaboration with the partner agencies.

– Report to Parliament 8: *State public sector entities: 2015-16 financial statements*

Queensland's state public sector deliver 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. The 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 acknowledged this was due to complexities related to machinery-of-government changes, attributing amounts for below fair value services received from PSBA, and 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.

• **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 Coroner of the measures being taken in response to coronial recommendations/comments.

During 2016-17, the State Coroner delivered findings requiring consideration by QPS relating to two Coronial Inquests with two recommendations. The QPS continued to provide responses for eight Coronial Inquests with 10 recommendations for findings that were delivered prior to 2016-17. The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

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

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

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

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four-year strategic plan sets the direction of the unit. The portfolio *Annual Internal Audit Plan 2016-2017* was endorsed by the Public Safety Portfolio Audit and Risk Committee at the 24 August 2016 meeting and approved by the former A/Chief Operating Officer, PSBA on 14 September 2016. The plan was also endorsed at the QPS Audit and Risk Committee meeting held on 18 August 2016.

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.

In 2016-17 full delivery of the approved portfolio *Annual Internal Audit Plan 2016-2017* was achieved through a combination of in-house and co-sourced delivery for all but one audit, carried over at the request of the QPS. The Home Garaging audit was carried over to allow the new Home Garaging Policy to be rolled out and embedded within the Service. All audit reports are expected to be finalised by the end of August 2017. Achievements specific to QPS for 2016-17 include:

- QPS Overtime and Allowances
- Review of Vetting Processes
- QPS Regions - Road Policing and Brisbane Region
- Information Security over QPRIME
- Operational Skills Training.

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

- Prior Audit Report Recommendations – All Agencies
- Social Engineering – All Agencies
- Corporate Card – All Agencies.

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.

In 2016-17, all Police Regions and Commands were given access to the fully functional version of the Objective electronic document and records management system (eDRMS). This system facilitates the capture and storage of electronic documents. The rollout of this recordkeeping system has significantly reduced the duplication of records and the level of reliance on hardcopy documents.

The development of a prototype 'workflow' correspondence tracking tool, allowing users to more easily track and complete tasks in the system, was completed in 2016-17. It is anticipated a production version will be made available in 2017-18.

Activities to determine how Objective can be used to support the electronic archiving (digitisation) of hardcopy documents relating to occurrences managed in QPRIME and other operational records, continued in 2016-17. Work to progress the ability to digitise these (and other record types) will continue in 2017-18.

A number of QPS business units were engaged in 2016-17 to finalise a series of amendments and simplifications to a redrafted version of the QPS Records and Retention Disposal Schedule. An updated version of this schedule will be submitted to Queensland State Archives for approval in 2017-18.

No permanent records were transferred to Queensland State Archives during 2016-17.

Human resources

Workforce planning and performance

Workforce profile

The total number of full-time equivalent staff for the QPS was 14,979.62 as at 30 June 2017.

Between 1 July 2016 and 30 June 2017, the QPS permanent separation rate was 2.8% for police officers and 6.2% for staff members.

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

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 80 for more information).

Our People Matter

The QPS has commenced work on the creation of the *Our People Matter Strategy* to establish a framework of priorities, strategies and actions to guide the organisation, our employees and their families in the co-creation and co-production of activities to enhance the health, safety and wellbeing of QPS members and their families.

The first stage of consultation has been completed consisting of state wide workshops and online surveys asking our employees and their family members what they want and need to create Fair and Positive Workplaces, Safer Workplaces, Healthy Minds and Healthy Bodies.

Strategy consultation and development is occurring in conjunction with the Queensland Police Union of Employees (QPUE) and with the full support of the Together Union and the Queensland Police Commissioned Officers Union (QPCOU). The approach reflects the organisational commitment to health, safety and wellbeing, and the provision of diverse support services, business processes and practices to better support employees and their families.

Inclusion and Diversity

To build the culture and values of employees, a significant body of work was undertaken in 2016-17 to prepare for the official launch of the *Queensland Police Service Inclusion and Diversity Plan for Action 2016 – 2018* scheduled for mid-September 2017. The plan outlines priorities and actions that will be undertaken to embrace inclusion and diversity and embed it into our organisational planning to enhance the delivery of policing services and reinforce the QPS' commitment to building a workplace reflective of the community.

To support this commitment, the QPS will embrace inclusion and diversity within all of its workplaces to build cultures and values that reflect the way it does business. The plan is built on three strategic themes: Accountability and leadership; attract, develop and retain talent; and QPS as an employer of choice.

In conjunction with the plan, a more holistic and long term Inclusion and Diversity Strategy is being developed and will be underpinned by plans specific to Aboriginal and Torres Strait Islander people; women; people with disability; culturally and linguistically diverse groups; young and older people; and lesbian, gay, bi-sexual, transgender and intersex groups.

Working for Queensland

The QPS is committed to a safe and fair work environment, and enhancing employee engagement. During 2016-17, the QPS invested more resources to better understand employee opinions from the Working for Queensland results and to co-ordinate follow-up actions.

From the 2016 Working for Queensland data, several tools and resources are being developed to help local leaders better engage with the results and develop people-focussed strategies. Other key initiatives identified to improve employee engagement include enhancements to leadership and development programs, the introduction of Inclusion and Diversity strategies, and the development of the draft Our People Matter Strategy for employees and their families.

The 2016 Working for Queensland survey results are available to view at www.forgov.qld.gov.au/2016-working-queensland-survey-results

The 2017 Working for Queensland survey will be conducted from July to August 2017.

Leadership

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels. The Management Development Program was subject to a review to examine future leadership considerations and the processes used today and in the future.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. Enhanced leadership for women was delivered through the Women Leader Australia online program, Q-Balance and the Leadership Investment in Female Talent (LIFT) trial.

In recognition of the expectations that come with promotion from Senior Sergeant to Inspector, Management Studies in Policing 3 and the Leading with Influence program were delivered to Senior Sergeants across the State to enhance their ability to lead, influence, improve their strengths and identify areas for development, both personally and professionally.

Police Recruiting

An online application recruitment process was implemented on 1 July 2016. This coincided with the implementation of an online initial assessment of general cognitive ability. The introduction of online application and initial assessment provides greater accessibility for remote and regional applicants and minimises costs incurred by applicants. As a result, in the past 12 months, QPS Recruiting has received in excess of 14 000 applications, an increase of approximately 270% from the previous financial year. Concurrently, the Recruitment and Selection process has been streamlined. Applications are now finalised within an average of 84 days from the commencement of the selection process. Previously, an average application was processed in approximately 475 days.

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

Safety, Injury Management and Wellbeing Services

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

The Lost Time Injury Frequency Rate has had a slight increase to four work-related injuries per 100 officers compared to the 2015-16 rate of 3.57.

The QPS Injury Management Centre managed more than 4,200 injuries in 2016-17 with 62% being unrelated to work. Of the injury management cases closed in 2016-17, 99% resulted in a return to work

outcome. This high return to work rate has been achieved via a coordinated case management approach that involved police management, treating practitioners, and specialist injury management advisers, utilising early intervention treatment programs, allied health assessments and where required, a career transition program. The career transition program focusses on enabling workers to remain within the QPS, when they are unable to return to their original duties and there is an existing vacant position and a skills match.

The QPS continues to focus efforts on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the service. The number of police accessing free counselling services through external providers has increased from 348 to 502 this year which is a positive and pleasing trend. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2016-17 remains stable at 12.75%.

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

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

The Psychological Wellbeing Steering Committee comprising joint Union and QPS Executive members continued to meet quarterly in 2016-17 to identify and drive improvements to support the wellbeing of our employees. In 2016-17, the Steering Committee had significant input into the development of the future *Our People Matter Strategy*.

White Ribbon accreditation

The QPS is currently undertaking the White Ribbon Workplace Accreditation program. The program recognises workplaces that take active steps to prevent and respond to violence against women (VAW). The program supports workplaces that adopt organisational, cultural and attitudinal changes, and adapt practices and procedures so that they promote safe workplaces for women.

Key objectives of the accreditation program are to:

- Increase the knowledge and skills of staff and managers to address issues of violence against women in the workplace
- Enhance the capacity of workplaces to respond to the issue of violence against women.
- Accredite workplaces that take active steps to stop violence against women.
- Change the attitudes and behaviours that allow violence against women to occur.

The QPS is working towards achieving White Ribbon Accreditation by meeting a set of criteria under the following Standards:

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

Along with the Service's goal of achieving White Ribbon Accreditation, a broader scope of work including the *'Not Now, Not Ever'* Report recommendations and other legislative changes that affect the QPS and its commitment to reducing and hopefully, eliminating domestic and family violence from our society, is currently underway.

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 detailing 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* in 2015-16. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence. An online learning product to improve employees' awareness of domestic and family violence issues was developed and released in November 2016. In addition, a change pathway framework and supporting toolkit for frontline leadership and middle management levels is being finalised for roll-out in mid-2017 to continue education and awareness around how we, as both individuals and as an organisation, can improve our responses and attitudes towards violence in the workplace.

Enterprise Bargaining Agreement

The *Queensland Police Service Certified Agreement 2016* was certified on 11 November 2016 and has an expiry date of 30 June 2019. Negotiations with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers' Union of Employees for the next agreement will commence no earlier than 1 January 2019.

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

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

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2016-17.

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Statement of comprehensive income

Queensland Police Service
Statement of comprehensive income
for the year ended 30 June 2017

	Notes	2017 \$'000	2016 \$'000
Income from continuing operations			
Appropriation revenue	4	1,855,348	1,716,658
User charges and fees	5	85,052	32,485
Grants and other contributions	6	257,870	358,218
Other revenue		5,315	4,548
Total revenue		2,203,585	2,111,909
Gains on disposal/remeasurement of assets		13	20
Total income from continuing operations		2,203,598	2,111,929
Expenses from continuing operations			
Employee expenses	7	1,671,809	1,529,730
Supplies and services	10	246,606	185,911
Grants and subsidies		6,742	5,862
Depreciation and amortisation	13,14	13,194	13,404
Impairment losses		1,243	452
Other expenses	11	262,802	375,423
Total expenses from continuing operations		2,202,396	2,110,783
Operating result from continuing operations		1,202	1,146
Other comprehensive income not reclassified subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		312	221
Total other comprehensive income		312	221
Total comprehensive income		1,514	1,367

The accompanying notes form part of these statements.

Statement of financial position as at 30 June 2017

Queensland Police Service
Statement of financial position
as at 30 June 2017

	Notes	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents		102,077	95,242
Receivables	12	72,172	63,683
Inventories		3,864	5,466
Prepayments		6,582	3,029
Total current assets		184,695	167,419
Non-current assets			
Intangible assets	13	25,177	20,089
Property, plant and equipment	14	49,602	40,866
Total non-current assets		74,779	60,955
Total assets		259,474	228,374
Liabilities			
Current liabilities			
Payables	15	47,393	28,436
Accrued employee benefits	16	86,269	69,082
Other current liabilities	17	16,192	30,537
Total current liabilities		149,854	128,055
Total liabilities		149,854	128,055
Net assets		109,621	100,319
Equity			
Contributed equity		137	-
Accumulated surplus		108,568	99,717
Asset revaluation surplus		914	602
Total equity		109,621	100,319

The accompanying notes form part of these statements.

Statement of changes in equity for the year ended 30 June 2017

**Queensland Police Service
Statement of changes in equity
for the year ended 30 June 2017**

	Notes	2017 \$'000	2016 \$'000
Contributed equity			
Transactions with owners as owners:			
Appropriated equity adjustment	4	2,912	(8,800)
Net transfers in/(out) via machinery-of-government change		4,875	1,150
Transfers between classes		(7,650)	7,650
Closing balance		<u>137</u>	<u>-</u>
Accumulated surplus/(deficit)			
Opening balance		99,717	106,221
Operating result		1,202	1,146
Transactions with owners as owners:			
Transfers between classes		7,650	(7,650)
Closing balance		<u>108,568</u>	<u>99,717</u>
Asset revaluation surplus			
Opening balance		602	381
Increase/(decrease) in asset revaluation surplus		312	221
Closing balance *		<u>914</u>	<u>602</u>
Total equity		<u>109,621</u>	<u>100,319</u>

* Comprises Major plant and equipment \$0.914m (2016: \$0.602m)

The accompanying notes form part of these statements.

Statement of cash flows for the year ended 30 June 2017

Queensland Police Service
Statement of cash flows
for the year ended 30 June 2017

	2017	2016
	\$'000	\$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	1,854,643	1,720,976
User charges and fees	80,329	27,151
Grants and other contributions	12,815	8,867
GST input tax credits from ATO	26,997	27,653
GST collected from customers	8,986	5,742
Other	5,962	3,888
<i>Outflows:</i>		
Employee expenses	(1,658,067)	(1,528,606)
Supplies and services	(241,052)	(162,718)
Grants and subsidies	(6,742)	(5,862)
GST paid to suppliers	(28,451)	(26,898)
GST remitted to ATO	(8,981)	(5,742)
Other	(18,150)	(26,593)
Net cash provided by/(used in) operating activities	28,287	37,858
Cash flows from investing activities		
<i>Outflows:</i>		
Payments for property, plant and equipment	(13,766)	(9,251)
Payments for intangibles	(9,555)	(1,148)
Net cash provided by/(used in) investing activities	(23,322)	(10,399)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	1,940	(9,041)
<i>Outflows:</i>		
Equity withdrawals	(71)	(1,859)
Net cash provided by/(used in) financing activities	1,869	(10,900)
Net increase/(decrease) in cash	6,835	16,559
Cash at beginning of financial year	95,242	78,682
Cash at end of financial year	102,077	95,242

Notes to the statement of cash flows

Queensland Police Service

Notes to the statement of cash flows

	2017 \$'000	2016 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	1,202	1,146
Non-cash items included in operating result:		
Depreciation and amortisation	13,194	13,405
Donations	(259)	(520)
Net gain/loss on sale of property, plant and equipment	162	(20)
Impairment losses	215	452
Change in assets and liabilities:		
Increase/(decrease) in accrued employee benefits	17,187	998
(Increase)/decrease in annual leave reimbursement receivable	(2,267)	(87)
(Increase)/decrease in appropriation revenue receivable	-	4,318
Increase/(decrease) in GST payable	(9)	-
(Increase)/decrease in GST input tax credits receivable	(1,449)	755
(Increase)/decrease in inventories	1,602	(929)
(Increase)/decrease in long service leave reimbursement receivable	(1,179)	213
(Increase)/decrease in other receivables	648	(660)
(Increase)/decrease in other current assets	(3,553)	2,467
Increase/(decrease) in payables	21,150	(2,739)
(Increase)/decrease in trade receivables	(4,448)	(6,423)
Increase/(decrease) in unearned revenue	(702)	-
Increase/(decrease) in other current liabilities	(13,214)	25,483
Net cash from operating activities	28,287	37,858

Accounting Policy - Cash and cash equivalents

Cash assets include cash on hand and all cash and cheques received 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*. The approved overdraft limit is \$70m.

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 2017

	Crime and public order		Road safety		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Income from continuing operations						
Appropriation revenue	1,508,333	1,395,583	347,015	321,075	1,855,348	1,716,658
User charges and fees	69,145	26,409	15,908	6,076	85,052	32,485
Grants and other contributions	209,639	291,218	48,231	66,999	257,870	358,218
Other revenue	4,321	3,697	994	851	5,315	4,548
Total revenue	1,791,438	1,716,908	412,148	395,001	2,203,585	2,111,909
Gain on sale/remeasurement of assets	11	16	2	4	13	20
Total income from continuing operations	1,791,448	1,716,924	412,150	395,005	2,203,598	2,111,929
Expenses from continuing operations						
Employee expenses	1,359,122	1,243,617	312,687	286,113	1,671,809	1,529,730
Supplies and services	200,482	151,139	46,124	34,772	246,606	185,911
Grants and subsidies	5,481	4,766	1,261	1,096	6,742	5,862
Depreciation and amortisation	10,726	10,897	2,468	2,507	13,194	13,404
Impairment losses	1,011	367	233	85	1,243	452
Other expenses	213,649	305,206	49,153	70,217	262,802	375,423
Total expenses from continuing operations	1,790,471	1,715,992	411,925	394,790	2,202,396	2,110,783
Operating result for the year	977	932	225	214	1,202	1,146
Other comprehensive income not reclassified subsequently to operating result						
Increase/(decrease) in asset revaluation surplus	254	180	58	41	312	221
Total other comprehensive income	254	180	58	41	312	221
Total comprehensive income	1,231	1,111	284	256	1,514	1,367

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.

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

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

Direct expenses are fully allocated to the relevant major departmental service. However indirect expenses are reported as service delivery support 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.

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 2017

	Crime and public order		Road safety		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Assets						
Current assets						
Cash and Cash equivalents	82,985	77,428	19,092	17,814	102,077	95,242
Receivables	58,673	51,772	13,499	11,911	72,172	63,683
Inventories	3,141	4,444	723	1,022	3,864	5,466
Prepayments	5,351	2,462	1,231	566	6,582	3,029
Total current assets	150,151	136,106	34,545	31,313	184,695	167,419
Non-current assets						
Intangible assets	20,468	16,332	4,709	3,757	25,177	20,089
Property, plant and equipment	40,324	33,223	9,277	7,643	49,602	40,866
Total non-current assets	60,792	49,554	13,986	11,401	74,779	60,955
Total assets	210,943	185,660	48,531	42,714	259,474	228,374
Liabilities						
Current liabilities						
Payables	38,529	23,118	8,864	5,319	47,393	28,436
Accrued employee benefits	70,134	56,161	16,135	12,921	86,269	69,082
Other current liabilities	13,163	24,825	3,028	5,711	16,192	30,537
Total current liabilities	121,826	104,104	28,028	23,951	149,854	128,055
Total liabilities	121,826	104,104	28,028	23,951	149,854	128,055

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.

Notes to and forming part of the financial statements 2016-17

Queensland Police Service Notes to and forming part of the financial statements 2016-17

1 Basis of financial statement preparation

(a) General Information

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

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

(b) Statement of compliance

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

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the year beginning 1 July 2016 and other authoritative pronouncements.

(c) 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).

(d) Basis of measurement

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

(e) Accounting estimates and judgements

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

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

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

- Valuation of property, plant and equipment - Note 14
- Depreciation - Note 14
- Services received below fair value - Notes 6 and 11

(f) Presentation matters

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

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

(g) Future impact of accounting standards not yet effective

The department did not voluntarily change any of its accounting policies during 2016-17. As at the date of authorisation of the financial report, the following accounting standards and interpretations have future commencement dates. The impact of these on the financial statements is currently being assessed.

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.

(h) Accounting standards applied for the first time

The only Australian Accounting Standard applicable to the department that became effective for the first time in 2016-17 is *AASB 124 Related Party Disclosures* (Note 9 and 18).

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

2 Objectives and principal activities of the department

The role of the QPS is to preserve peace and good order, protect and support the community, prevent and detect crime, uphold 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
- maintain public order and safety including during major events and natural disasters and address public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

Road Safety

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

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

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

3 Machinery of Government changes

In accordance with the recommendations of the Public Safety Business Agency (PSBA) Review and subsequent PSBA Board of Management decisions various functions were transferred from the PSBA to the QPS.

Transfers In 1 - Controlled Activities

Details of Transfer: Evidence Management, Ministerial & Executive Services, Media Services, Strategy Unit, Workforce Engagement, Training & Development, Frontline Integration and IT operations within PSBA transferred to the QPS.

Basis of Transfer: Public Service Departmental Arrangements Notice (No.2) 2016

Date of Transfer: Effective from 1 July 2016.

The assets and liabilities transferred as a result of this change were as follows:

	\$'000
Assets	
Property, plant & equipment	1,926
Intangibles	4,639
	<u>6,565</u>
Net assets	<u>6,565</u>

The increase in assets of \$6.565m has been accounted for as an increase in contributed equity as disclosed in the Statement of changes in equity.

Budgeted appropriation revenue of \$66.836m (controlled) was reallocated from the PSBA to the QPS as part of the machinery-of-Government changes.

Transfers In 2 - Controlled Activities

Details of Transfer: State Government Security within PSBA transferred to the QPS.

Basis of Transfer: Public Service Departmental Arrangements Notice (No.2) 2016

Date of Transfer: Effective from 1 July 2016.

No assets and liabilities transferred as a result of this change.

Budgeted appropriation revenue of \$1.534m (controlled) was reallocated from the QPS to the PSBA as part of the machinery-of-Government changes.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

	2017 \$'000	2016 \$'000
4 Appropriation revenue		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	1,783,627	1,710,729
Transfers from/(to) other departments	60,810	-
Unforeseen expenditure	-	10,247
Lapsed appropriation revenue	(10,388)	-
Total appropriation receipts (cash)	1,834,049	1,720,976
Less: Opening balance of appropriation revenue receivable	-	(4,318)
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(13,247)	(21,299)
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	21,299	-
Net appropriation revenue	1,842,101	1,695,359
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	13,247	21,299
Appropriation revenue recognised in Statement of comprehensive income	1,855,348	1,716,658
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	19,903	17,289
Lapsed equity adjustment	(19,184)	(28,189)
Equity adjustment receipts (payments)	719	(10,900)
Plus: Opening balance of equity adjustment payable	2,218	4,318
Less: Closing balance of equity adjustment payable	(25)	(2,218)
Equity adjustment recognised in contributed equity	2,912	(8,800)

Accounting Policy - Appropriation revenue

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

5 User charges and fees

Special services	30,042	19,886
Incident reporting	1,185	1,128
Criminal history checks	11,463	11,472
Security services	42,363	-
Total	85,052	32,485

Accounting Policy - User charges and fees

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

6 Grants and other contributions

Grants and contributions	12,814	8,793
Services received below fair value *	245,056	349,425
Total	257,870	358,218

* 2016-17 includes \$217.751m (2015-16: \$317.605m) of services received below fair value representing costs for services incurred by the PSBA provided to the QPS. The amount is calculated using a cost attribution model, that attributes the costs of services provided by the PSBA to its partner agencies. The services provided include asset management, human resource management, financial management and information and communication management. The cost of services provided at below fair value are materially represented at fair value of the service.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

6 Grants and other contributions (continued)

Accounting Policy - Grants and contributions

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

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

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

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

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

7 Employee expenses

Employee benefits

	2017 \$'000	2016 \$'000
Wages and salaries	1,250,507	1,143,328
Employer superannuation contributions	192,745	177,738
Long service leave levy	29,195	26,472
Annual leave levy	158,816	144,599
Other employee benefits	10,183	6,791

Employee related expenses

Workers' compensation premium	30,363	30,802
Total	<u>1,671,809</u>	<u>1,529,730</u>

Full-Time equivalent employees (number)

14,980	14,302
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Accounting Policy - Employee expenses

Wages, salaries and sick leave

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

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

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

Annual leave and long service leave

The department is a member of the Queensland Government's Annual Leave Central Scheme (ALCS). 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 department's obligation is limited to its contribution to QSuper.

The QSuper scheme has defined benefits 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*. Amounts payable to superannuation funds are recognised in the Statement of Financial Position.

Workers' compensation premium

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

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

8 Key Management Personnel (KMP) disclosures

(a) Details of Key Management Personnel

As from 2016-17, the department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the *Minister for Police, Fire and Emergency Services and Minister for Corrective Services*.

The non-Ministerial KMP personnel, being the members of the QPS Board of Management are those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2016-17. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

There were two external members appointed to the QPS Board of Management commencing 1 July 2016 (one external member was appointed commencing 5 June 2014). For 2016-17 the independent external members received \$9,000 (2015-16: \$2,420) in remuneration. There were no other on-costs.

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2016-17, which are published as part of Queensland Treasury's Report on State Finances.

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

Remuneration expenses for KMP comprise the following components:

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

8 Key Management Personnel (KMP) disclosures (continued)

(c) Remuneration expenses

1 July 2016 – 30 June 2017

Position	• Contract classification • Appointment authority • Date appointed to position • Date exited from position	Short Term	Long Term	Post	Total
		Employee Expenses	Employment Expenses	Employment Expenses	Expenses
		\$'000	\$'000	\$'000	\$'000
Commissioner	CEO Contract (CEO) <i>Police Service Administration Act 1990</i> Appointed 01/11/2012	503	10	62	575
Deputy Commissioner (Strategy, Policy & Performance)	SES 4 Equivalent <i>Police Service Administration Act 1990</i> Appointed 01/07/2013	267	6	44	317
Deputy Commissioner (Specialist Operations)	SES 4 Equivalent <i>Police Service Administration Act 1990</i> Appointed 01/07/2013	281	6	44	331
Deputy Commissioner (Regional Operations)	SES 4 Equivalent <i>Police Service Administration Act 1990</i> Appointed 01/08/2016	245	5	34	284

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

8 Key Management Personnel (KMP) disclosures (continued)

(c) Remuneration expenses (continued)

1 July 2015 – 30 June 2016

Position	<ul style="list-style-type: none"> • Contract classification • Appointment authority • Date appointed to position • Date exited from position 	Short Term Employee Expenses \$'000	Long Term Employment Expenses \$'000	Post Employment Expenses \$'000	Total Expenses \$'000
Commissioner	CEO Contract (CEO) <i>Police Service Administration Act 1990</i> Appointed 01/11/2012	494	10	52	556
Deputy Commissioner (Strategy, Policy & Performance)	SES 4 Equivalent <i>Police Service Administration Act 1990</i> Appointed 01/07/2013	257	5	37	299
Deputy Commissioner (Specialist Operations)	SES 4 Equivalent <i>Police Service Administration Act 1990</i> Appointed 01/07/2013	257	5	37	299
Deputy Commissioner (Specialist Operations) - Acting	Higher Duties SES 4 Equivalent <i>Police Service Administration Act 1990</i> 22/04/2016 - 12/06/2016	28	-	5	33
Deputy Commissioner (Regional Operations) *	<i>Police Service Administration Act 1990</i> Appointed 01/01/2010 Transferred to Queensland Racing Integrity Commission 30/04/2016	251	4	31	286
Deputy Commissioner (Regional Operations) - Acting	Higher Duties SES 4 Equivalent <i>Police Service Administration Act 1990</i> 07/05/2016 - 17/06/2016	43	-	4	47

* The incumbent to this position was relieving at Queensland Racing Integrity Commission 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.

9 Related party transactions with people/entities related to KMP

There were no material related party transactions associated with the department's KMP during 2016-17.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service Notes to and forming part of the financial statements 2016-17 (continued)

	2017 \$'000	2016 \$'000
10 Supplies and services		
Contractors	22,937	4,655
Materials	47,319	37,640
Repairs and maintenance	38,400	34,746
Transfer costs	6,677	780
Travel	17,261	13,631
Communications	24,030	10,917
Accommodation and public utilities	19,162	16,615
Minor Equipment Purchases	8,388	8,847
Operating lease rentals	22,486	22,575
Crimtrac search fees	7,651	7,747
Aircraft Hire	4,998	4,682
Outsourced works	7,752	2,348
Other	19,544	20,728
Total	246,606	185,911

Accounting Policy - Operating lease rentals

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

11 Other expenses

Audit fees *	268	338
Insurance premiums-QGIF	4,412	4,769
Insurance premiums-other	73	89
Services received below fair value **	244,803	348,929
Departmental services appropriation	13,247	21,299
Total	262,802	375,423

* Total audit fees paid to the Queensland Audit Office relating to the 2016-17 financial statements are estimated to be \$295,000 (2015-16: \$299,300). The balance of the audit fees for the 2016-17 audit is expected to be incurred and paid in 2017-18.

** Included in the 2016-17 Services received below fair value figure is \$217.751m (2015-16: \$317.605m) representing PSBA services provided to the QPS. (Refer Note 6)

Accounting Policy - Insurance

The majority of the department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) with premiums being paid on a risk assessment basis. For litigation purposes, under the QGIF, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. This includes any cases that existed as at 1 July 2001, and any cases that have arisen since that date. 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.

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

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

The functions of the department responsible for providing corporate services were transferred to the PSBA on 1 July 2014. Education and training services were transferred back to the department from the PSBA as at 1 July 2016.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

	2017 \$'000	2016 \$'000
12 Receivables		
Current		
Trade debtors	24,311	19,863
Less: Allowance for impairment loss	(1,329)	(1,115)
	<u>22,982</u>	<u>18,748</u>
GST receivable	3,137	1,688
GST payable	-	(9)
	<u>3,137</u>	<u>1,679</u>
Annual leave reimbursements	39,318	37,051
Long service leave reimbursements	6,013	4,834
Loans and advances	60	38
Other	662	1,332
	<u>46,053</u>	<u>43,255</u>
Total	<u>72,172</u>	<u>63,683</u>

Accounting Policy - Receivables

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

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

Accounting Policy - Impairment of receivables

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

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

13 Intangible assets

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

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service Notes to and forming part of the financial statements 2016-17 (continued)

13 Intangible assets (continued)

	Software purchased	Software internally generated	Software work in progress	Total
	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000
Gross value	1,431	38,993	425	40,848
Less: Accumulated amortisation	(1,194)	(19,565)	-	(20,759)
	<u>237</u>	<u>19,427</u>	<u>425</u>	<u>20,089</u>
Reconciliation				
Opening balance	247	23,680	-	23,927
Acquisitions	239	484	425	1,148
Amortisation	(249)	(4,737)	-	(4,986)
Closing balance	<u>237</u>	<u>19,427</u>	<u>425</u>	<u>20,089</u>

Accounting Policy - Intangible assets thresholds

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

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

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service Notes to and forming part of the financial statements 2016-17 (continued)

14 Property, plant and equipment

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

	Buildings	Heritage and cultural	Plant and equipment	Major plant and equipment	Work in progress	Total
	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000
Gross value	40	-	92,567	3,576	-	96,183
Less: Accumulated depreciation	-	-	(53,341)	(1,976)	-	(55,318)
	<u>40</u>	<u>-</u>	<u>39,226</u>	<u>1,600</u>	<u>-</u>	<u>40,866</u>
Reconciliation						
Opening balance	36	18	34,421	1,517	2,131	38,123
Acquisitions	135	-	12,292	-	-	12,427
Donations received	-	-	520	-	-	520
Transfers between classes	224	(18)	361	-	(567)	-
Disposals	-	-	(118)	-	-	(118)
Transfers through machinery-of-Government change	(355)	-	32	-	(1,564)	(1,887)
Donations made	-	-	(1)	-	-	(1)
Net revaluation increments/(decrements)	-	-	-	221	-	221
Depreciation	-	-	(8,280)	(139)	-	(8,418)
Closing balance	<u>40</u>	<u>-</u>	<u>39,226</u>	<u>1,600</u>	<u>-</u>	<u>40,866</u>

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

14 Property, plant and equipment (continued)

Accounting Policy - Ownership and acquisitions of assets

Public Safety Business Agency (PSBA) was established on 1 November 2013 to provide strategic and corporate services to QPS, including asset ownership and management of land, buildings and aircraft (except one aircraft that has remained in the QPS asset register). Aircraft is classified as major plant and equipment in both PSBA and QPS asset registers.

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.

Accounting Policy - Property, plant and equipment 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:

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

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

Accounting Policy - Depreciation of property, plant and equipment

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:

Plant and equipment	2.5% to 50%
Major plant and equipment *	4% to 10%

* Aircraft are classified as major plant and equipment.

Accounting Policy - Revaluations of property, plant and equipment

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

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

Major plant and equipment is 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 2017 are reported below.

Revaluation methodology

Major plant and equipment

Major plant and equipment was independently revalued by Bruce A McKenzie (AVAA Practising Valuer Number: 464) of JD Dodds Plant & Machinery Valuers as at 30 June 2017. 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.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

	2017 \$'000	2016 \$'000
15 Payables		
Current		
Trade creditors	44,239	22,866
Equity Adjustment Payable	25	2,218
Other	3,129	3,352
Total	<u>47,393</u>	<u>28,436</u>

Accounting Policy - Payables

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

16 Accrued employee benefits

Current		
Annual leave levy payable	36,195	29,395
Long service leave levy payable	7,584	6,746
Salaries and wages outstanding	37,983	28,611
Other	4,507	4,330
Total	<u>86,269</u>	<u>69,082</u>

Accounting Policy - Accrued employee benefits

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

17 Other current liabilities

Grants payables	-	2,500
Unearned revenue general	455	1,157
Departmental services appropriation	13,247	21,299
Intercompany creditors	2,490	5,581
Total	<u>16,192</u>	<u>30,537</u>

Accounting Policy - Unearned revenue

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

18 Related party transactions with other Queensland Government-controlled entities

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

The department has received below fair value services from the PSBA, Department of Science, Information Technology and Innovation and Queensland Health. (Refer Notes 6 and 11)

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service Notes to and forming part of the financial statements 2016–17 (continued)

19 Commitments

(a) Non-cancellable operating lease commitments

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

	2017 \$'000	2016 \$'000
Payable		
Not later than one year	13,471	24,570
Later than one year and not later than five years	32,617	43,015
Later than five years	1,589	8,126
Total	47,680	75,711

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		
Buildings	246	-
Plant and equipment	185	578
Total	431	578
Not later than one year	431	578
Total	431	578

20 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:

	Note	2017 \$'000	2016 \$'000
Financial assets			
Cash		102,077	95,242
Receivables	12	72,172	63,683
Total		174,250	158,925
Financial liabilities			
Financial liabilities measured at amortised cost:			
Payables	15	47,393	28,436
Total		47,393	28,436

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016–17 (continued)

20 Financial instruments (continued)

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 QPS policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

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

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the 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 12).
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 15).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department 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.

(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 12).

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

20 Financial instruments (continued)

(d) Liquidity risk - contractual maturity of financial liabilities

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

Financial liabilities	Note	2017 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	15	47,393	-	-	47,393
Total		47,393	-	-	47,393

Financial liabilities	Note	2016 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	15	28,436	-	-	28,436
Total		28,436	-	-	28,436

Accounting Policy - Financial instruments

Recognition

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

Classification

Financial instruments are classified and measured as follows:

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

The department has not entered into transactions for speculative purposes, nor for hedging in 2016-17. Apart from cash and cash equivalents, the department holds no financial assets classified at fair value through profit or loss.

21 Schedule of administered items

Administered revenues

Taxes, fees and fines	10,465	12,450
Other	207	272
Total	<u>10,672</u>	<u>12,722</u>

Administered expenses

Transfers of Administered Income to Government	10,672	12,722
Total	<u>10,672</u>	<u>12,722</u>

Administered assets

Current

Cash	1,816	1,551
Receivables	(7)	(1)
Total current assets	<u>1,808</u>	<u>1,549</u>

Administered liabilities

Current

Payables	594	693
Unclaimed Monies to Remit to Treasury	1,214	856
Total current liabilities	<u>1,808</u>	<u>1,549</u>

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

21 Schedule of administered items (continued)

Accounting Policy - Administered transactions and balances

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

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

22 Trust transactions and balances

The department holds various suspense monies temporarily before being transferred to appropriate parties (e.g. exhibits or alleged drug money held pending determination by a court as well as unclaimed and returned QPS cheques).

As the department performs only a custodial role in respect of these transactions and balances, they are 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.

	2017 \$'000	2016 \$'000
Trust assets and liabilities		
<i>Current assets</i>		
Cash	19,206	20,557
Total	<u>19,206</u>	<u>20,557</u>
<i>Current liabilities</i>		
Total current liabilities	19,206	20,557
Total	<u>19,206</u>	<u>20,557</u>

The Queensland Audit Office has performed an audit of the department's trust transactions for 2016-17.

Accounting Policy - Trust 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.

23 Events occurring after balance date

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

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

24 Budgetary reporting

Statement of comprehensive income	Variance note	Adjusted budget 2017 \$'000	Actual 2017 \$'000	Variance \$'000
Income from continuing operations				
Appropriation revenue		1,841,369	1,855,348	13,979
User charges and fees	24(a)	82,039	85,052	3,013
Grants and other contributions	24(b)	322,770	257,870	(64,900)
Other revenue		2,762	5,315	2,553
Total revenue		2,248,940	2,203,585	(45,355)
Gains on disposal/remeasurement of assets		-	13	13
Total income from continuing operations		2,248,940	2,203,598	(45,342)
Expenses from continuing operations				
Employee expenses	24(c)	1,642,936	1,671,809	28,873
Supplies and services	24(d)	271,996	246,606	(25,390)
Grants and subsidies		3,207	6,742	3,535
Depreciation and amortisation		15,474	13,194	(2,280)
Impairment losses		-	1,243	1,243
Other expenses	24(e)	315,327	262,802	(52,525)
Total expenses from continuing operations		2,248,940	2,202,396	(46,544)
Operating result from continuing operations		-	1,202	1,202
Operating result for the year		-	1,202	1,202
Total other comprehensive income		-	312	312
Total comprehensive income		-	1,514	1,514

Explanation of major variances

- 24(a) The variance in user charges and fees is due to higher than anticipated revenue from Special Services, Protective Services and Criminal History Checks.
- 24(b) Grants and other contributions decrease is due to a reduction in goods and services provided below fair value to the QPS by the PSBA following the PSBA review.
- 24(c) The variance in employee expenses mainly relates to enterprise bargaining arrangements.
- 24(d) The variance in supplies and services relates to programs deferred to 2017-18 and a reclassification of expenses as grants and other contributions.
- 24(e) Other expenses decrease is due to a reduction in goods and services provided below fair value to QPS by PSBA following the PSBA review.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

24 Budgetary reporting (continued)

Statement of financial position	Variance note	Adjusted budget 2017 \$'000	Actual 2017 \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	24(f)	78,682	102,077	23,395
Receivables	24(g)	56,494	72,172	15,678
Inventories		4,537	3,864	(673)
Other current assets	24(h)	8,091	6,582	(1,509)
Total current assets		147,804	184,695	36,891
Non-current assets				
Intangible assets		25,023	25,177	154
Property, plant and equipment	24(i)	75,550	49,602	(25,948)
Total non-current assets		100,573	74,779	(25,794)
Total assets		248,377	259,474	11,097
Liabilities				
Current liabilities				
Payables	24(j)	30,051	47,393	17,342
Accrued employee benefits	24(k)	68,084	86,269	18,185
Other current liabilities	24(l)	5,116	16,192	11,076
Total current liabilities		103,251	149,854	46,603
Total liabilities		103,251	149,854	46,603
Net assets		145,126	109,621	(35,505)
Total equity		145,126	109,621	(35,505)

Explanation of major variances

- 24(f) The variance in cash and cash equivalents relates to movements in receivables, prepayments, accrued employee benefits, and payables.
- 24(g) The variance in receivables relates to timing of receipts.
- 24(h) The variance in other current assets relates to a reduction in pre-payment of supplies and services.
- 24(i) The variance in property, plant and equipment is mainly due to funding transfers to PSBA for delivery of the capital program on behalf of QPS and acquisitions deferred to 2017-18.
- 24(j) The variance in payables relates to timing of payments to trade creditors.
- 24(k) The variance in accrued employee benefits relates to timing of payments to employees.
- 24(l) The variance in other current liabilities is mainly due to funding transfers to PSBA for delivery of programs on behalf of QPS.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

24 Budgetary reporting (continued)

Statement of cash flows	Variance note	Adjusted budget 2017 \$'000	Actual 2017 \$'000	Variance \$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts		1,841,369	1,854,643	13,274
User charges and fees		82,039	80,329	(1,710)
Grants and other contributions		13,470	12,815	(655)
GST input tax credits from ATO		-	26,997	26,997
GST collected from customers		-	8,986	8,986
Other		2,762	5,962	3,200
<i>Outflows:</i>				
Employee expenses		(1,642,936)	(1,658,067)	(15,131)
Supplies and services	24(m)	(271,996)	(241,052)	30,944
Grants and subsidies		(3,207)	(6,742)	(3,535)
GST paid to suppliers		-	(28,451)	(28,451)
GST remitted to ATO		-	(8,981)	(8,981)
Other		(6,027)	(18,150)	(12,123)
Net cash provided by/(used in) operating activities		15,474	28,287	12,813
Cash flows from investing activities				
<i>Outflows:</i>				
Payments for property, plant and equipment	24(n)	(44,696)	(13,766)	30,930
Payments for intangibles		-	(9,555)	(9,555)
Net cash provided by/(used in) investing activities		(44,696)	(23,322)	21,374
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections	24(o)	31,152	1,940	(29,212)
<i>Outflows:</i>				
Equity withdrawals		(1,930)	(71)	1,859
Net cash provided by/(used in) financing activities		29,222	1,869	(27,353)
Net increase/(decrease) in cash		-	6,835	6,835
Cash at beginning of financial year		78,682	95,242	16,560
Cash at end of financial year	24(p)	78,682	102,077	23,395

Explanation of major variances

- 24(m) The variance in supplies and services relates to programs deferred to 2017-18 and a reclassification of expenses as grants and other contributions.
- 24(n) The variance in property, plant and equipment is mainly due to funding transfers to PSBA for delivery of the capital program on behalf of QPS and acquisitions deferred to 2017-18.
- 24(o) The variance in equity injections is mainly due to funding transfers to PSBA for delivery of the capital program on behalf of QPS and acquisitions deferred to 2017-18.
- 24(p) The variance in cash relates to movements in receivables, prepayments, accrued employee benefits, and payables.

Notes to and forming part of the financial statements 2016-17 (cont'd)

Queensland Police Service

Notes to and forming part of the financial statements 2016-17 (continued)

24 Budgetary reporting (continued)

Schedule of administered items	Variance note	Adjusted budget 2017 \$'000	Actual 2017 \$'000	Variance \$'000
Administered revenues				
Taxes, fees and fines	24(q)	10,784	10,465	(319)
Other	24(r)	2,421	207	(2,214)
Total		13,205	10,672	(2,533)
Administered expenses				
Transfers of administered revenue to government	24(s)	13,205	10,672	(2,533)
Total		13,205	10,672	(2,533)
Administered assets				
<i>Current</i>				
Cash		1,963	1,816	(147)
Receivables		(5)	(7)	(2)
Total current assets		1,958	1,808	(150)
Administered liabilities				
<i>Current</i>				
Payables		1,927	594	(1,333)
Other		31	1,214	1,183
Total current liabilities		1,958	1,808	(150)

Explanation of major variances

24(q) The variance in taxes fees and fines relates to an reduction in fees raised under the *Weapons Act 1990*.

24(r) The variance in other revenue relates to a reduction in fines and forfeitures received in 2016-17.

24(s) The variance in transfers to government relates to a reduction in fines and forfeitures received in 2016-17 and a reduction in fees raised under the *Weapons Act 1990*.

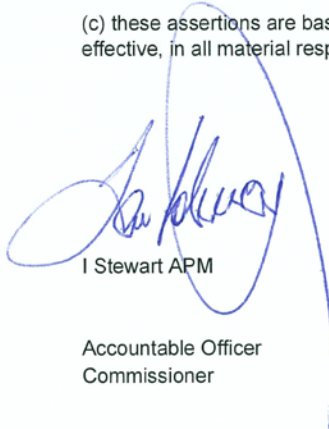
Management Certificate for the year ended 30 June 2017

Queensland Police Service

Management Certificate for the year ended 30 June 2017

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

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year ended 30 June 2017 and of the financial position of the department at the end of that year; and
- (c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



I Stewart APM
Accountable Officer
Commissioner

Date 28 / 8 / 17



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

Chief Finance Officer (QPS)
General Manager, Business Services Division
Public Safety Business Agency

Date 28 / 8 / 17

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Police Service

Report on the audit of the financial report

Opinion

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

In my opinion, the financial report:

- a) gives a true and fair view of the agency's financial position as at 30 June 2017, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

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

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

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

Key audit matters

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

Responsibilities of the agency for the financial report

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

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

Independent Auditor's Report (cont'd)

Auditor's responsibilities for the audit of the financial report

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

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

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

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

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017

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



Nick George
as delegate of the Auditor-General



Queensland Audit Office
Brisbane

Appendices

Government bodies

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

Controlled Operations Committee (cont'd)

Remuneration					
Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Chair	John Jerrard	12	\$167.00 per meeting	N/A	\$2,004.00 (as Chair for 12 meetings)
Acting Chair	Manus Boyce	2	\$167.00 per meeting	N/A	\$334.00 (as Acting Chair for two meetings)
No. of scheduled meetings	14				
Total out of pocket expenses	N/A				

Public Interest Monitor

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

Public Interest Monitor (cont'd)	
Functions (cont'd)	<p>The Public Interest Monitor also has the following functions:</p> <ol style="list-style-type: none"> a) under the Criminal Code of the Commonwealth, to exercise the power conferred on the monitor under the following sections – <ul style="list-style-type: none"> • section 104.12 (Service, explanation and notification of an interim control order) • section 104.14 (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 <i>Terrorism (Preventative Detention) Act 2005</i>, to exercise the power conferred on the monitor under the following sections – <ul style="list-style-type: none"> • section 14 (General provisions that apply if the Public Interest Monitor must be notified about an application to the issuing authority) • section 73 (Supreme Court hearing and decision) 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 <i>Terrorism (Preventative Detention) Act 2005</i>. <p>The Public Interest Monitor is responsible for the recording, reporting and inspection regime for telecommunications interception in accordance with the <i>Telecommunications Interception Act 2009</i> which enables the use by the QPS and the Crime and Corruption Commission of Commonwealth telecommunications interception powers as a tool for the investigation of serious offences.</p> <p>The Public Interest Monitor is entitled to appear at the hearing of the application for a telecommunications interception warrant to test the validity of the application and, for that purpose at the hearing, to –</p> <ol style="list-style-type: none"> a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member; and b) make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following matters – <ol style="list-style-type: none"> (i) in relation to an application for a warrant in relation to a telecommunications service (ii) in relation to an application for a warrant in relation to a person. <p>In addition, the Public Interest Monitor has record-keeping oversight to ensure eligible authorities keep documents connected with the issue of warrants in accordance with the <i>Telecommunications Interception Act 2009</i>.</p> <p>As the inspecting entity for the QPS, the Public Interest Monitor:</p> <ol style="list-style-type: none"> 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	<p>The annual report of the Public Interest Monitor is available at www.parliament.qld.gov.au/work-of-assembly/tailed-papers.</p>
Financial reporting	c

Public Interest Monitor (cont'd)					
Remuneration					
Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Public Interest Monitor	Peter Lyons	268	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$223,445.48
Deputy Public Interest Monitor	Nathan Jarro	22	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$15,620.00
Deputy Public Interest Monitor	Patricia Kirkman-Scroope	4	A service fee of \$400.00 per hour to a maximum of \$2,000.00 per day	N/A	\$17,020.00
No of scheduled meetings	294				
Total out of pocket expenses	N/A				

Acronyms

AO	Administration Officer	DTMR	Department of Transport and Main Roads
ATV	All-terrain vehicles	DDMP	District Disaster Management Plans
ARR	Annual Report Requirements for Queensland Government agencies	DEA	Drug Enforcement Agency
ACWAP	Australasian Council of Women in Policing	eDRMS	Electronic documents and records management system
ABF	Australian Border Force	ESC	Ethical Standards Command
AFP	Australian Federal Police	EVP	Evidence-based policing
APM	Australian Police Medal	FAA	<i>Financial Accountability Act 2009</i>
ATO	Australian Taxation Office	FCCG	Financial and Cyber Crime Group
ANZCTC	Australia-New Zealand Counter-Terrorism Committee	FPMS	<i>Financial and Performance Management Standard 2009</i>
ANPR	Automatic Number Plate Recognition	GC2018	Gold Coast 2018
BiiG	Business Improvement and Innovation in Government	iCOP	Ideas connecting our people
CPOROA	<i>Child Protection (Offender Prohibition Order) Act 2008 (CPOPOA)</i>	ICT	Information and Communication Technology
COPRA	<i>Child Protection (Offender Reporting) Act 2004 (CPORA)</i>	IT	Information technology
CPIU	Child Protection Investigation Unit	IGEM	Inspector-General Emergency Management
CCTV	Closed-circuit television	IPAA	Institute of Public Administration Australia
CPB	Community Policing Board	IDAHOT	International Day Against Homophobia and Transphobia
CT SecCo	Counter-Terrorism Security Coordinator	JACET	Joint Anti-Child Exploitation Team
DCCSDS	Department of Communities, Child Safety and Disability Services	KENT	Kent Internet Risk Assessment Tool
DJAG	Department of Justice Attorney-General	LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex

Acronyms (cont'd)

LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer	QPCOU	Queensland Police Commissioned Officers Union of Employees
MRC	Mobile Response Capability	QPS	Queensland Police Service
MSP	Mobile Services Program	QPUE	Queensland Police Union of Employees
MMS	Multimedia Messaging Service	QPCYWA	Queensland Police-Citizens Youth Welfare Association
NAIDOC	National Aboriginal and Islander Day Observance Committee	QR	Queensland Rail
NAGS	National Anti-Gang Squad	QRSW	Queensland Road Safety Week
NHQ	Neighbourhood Watch Queensland	RAP	Rapid Action and Patrols
OCGG	Organised Crime and Gangs Group	ROGS	Report on Government Services
OMG	Outlaw Motorcycle Gangs	RFS	Rural Fire Service
PD	Police Dog	SNP	Safe night precincts
PREP	Professional Response Engagement Project	SWC	Senior Women's Collective
PSBA	Public Safety Business Agency	SDS	Service Delivery Statement
PSRT	Public Safety Response Team	SERT	Special Emergency Response Team
QAO	Queensland Audit Office	SES	State Emergency Service
QCS	Queensland Corrective Services	TIN	Traffic Infringement Notice
QFES	Queensland Fire and Emergency Services	VIP	Volunteers in Policing
QOCCOI	Queensland Organised Crime Commission of Inquiry		

Compliance checklist

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer to the Minister 	ARRs – section 8	2,4
Accessibility	<ul style="list-style-type: none"> Table of contents Acronyms 	ARRs – section 10.1	3, 114
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	i
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	i
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	i
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5	i
General information	<ul style="list-style-type: none"> Introductory information 	ARRs – section 11.1	9-10, 15-18
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2	15-16, 20, 125
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3	15
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1	16
	<ul style="list-style-type: none"> Other whole-of-government plans/specific initiatives 	ARRs – section 12.2	33-59
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	27-59
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	27-32
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	25
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	23
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	60-62
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3	114-117
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4	70
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 14.5	18

Compliance checklist (cont'd)

Summary of requirement	Basis for requirement	Page reference
Governance – risk management and accountability	• Risk management	ARRs – section 15.1 71
	• Audit committee	ARRs – section 15.2 13-14, 66
	• Internal audit	ARRs – section 15.3 77
	• External Scrutiny	ARRs – section 15.4 71-76
	• Information systems and recordkeeping	ARRs – section 15.5 78
Governance – human resources	• Workforce planning and performance	ARRs – section 16.1 79
	• Early retirement, redundancy and retrenchment	Directive No. 11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs 16.2 82
Open data	• Consultancies	ARRs – section 17 ARRs – section 34.1 3
	• Overseas travel	ARRs – section 17 ARRs – section 34.2 3
	• Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3 3
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.2 111
	• Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2 112-113

Contacts and key locations

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

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

