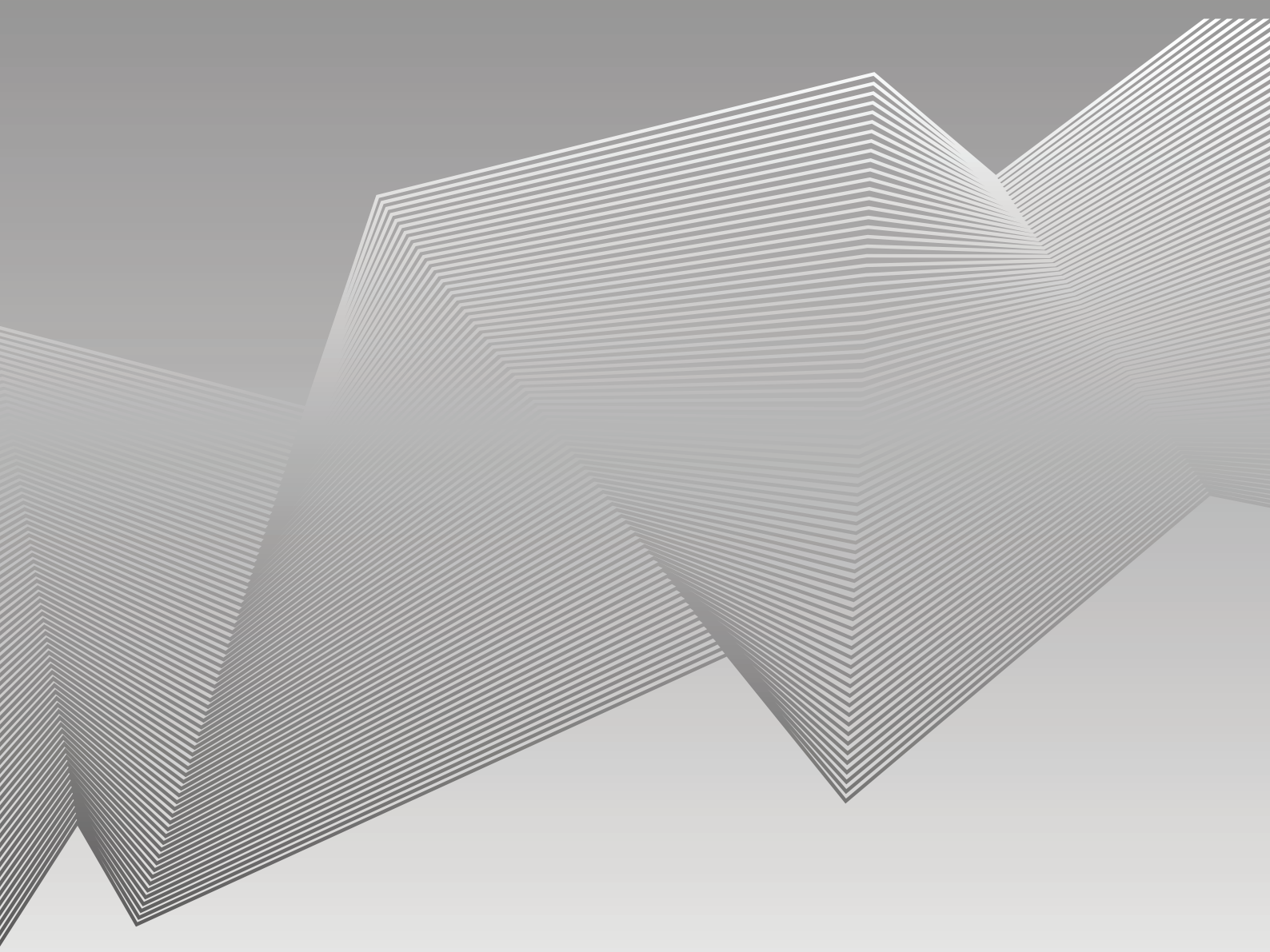


Queensland Police Service

ANNUAL REPORT 2020–2021



Queensland
Government

This annual report provides information about the Queensland Police Services' financial and non-financial performance information for 2020-21. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the Annual report requirements for Queensland Government agencies.

Enquiries and further information

Telephone: (07) 3364 3616

Visit: www.police.qld.gov.au

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

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

Feedback

Feedback on the annual report can be provided through the Get Involved website: <https://www.getinvolved.qld.gov.au/qi/>

Other languages and formats



The Queensland Government is committed to providing accessible services to Queenslanders from all cultural and linguistic backgrounds.

If you have difficulty understanding the annual report, you can contact us on telephone (07) 3364 3616 or freecall the Translating and Interpreting Service (TIS National) on telephone number 131 450 and an interpreter will be arranged to communicate the report to you.

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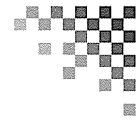
Letter of compliance



QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: commissioner@police.qld.gov.au



Our Ref:

Your Ref:

27 September 2021

The Honourable Mark Ryan MP
Minister for Police and Corrective Services and
Minister for Fire and Emergency Services
Level 35, 1 William Street
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2020-2021 and financial statements for the Queensland Police Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*; and
- the detailed requirements set out in the Annual Report requirements for Queensland government agencies.

A checklist outlining the annual reporting requirements is provided at page 103 of this Annual Report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'K. Carroll'.

KATARINA CARROLL APM
COMMISSIONER

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Information about consultancies and the *Queensland Language Services Policy* is available on the Queensland Government Open Data Portal (www.data.qld.gov.au).

The QPS did not undertake any overseas travel in 2020-21.

Acknowledgement of Country

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

Commissioner's message

In my second year as Queensland's Police Commissioner, I feel incredibly proud of how the Queensland Police Service (QPS) has responded to a constantly evolving and complex policing environment.

The QPS faced many challenges in 2020-21 including the ongoing impacts of the COVID-19 pandemic. In response to COVID-19, the QPS is continuing to play a critical role in responding to this pandemic and to flattening the curve here in Queensland, including:

- working with various government departments to develop and implement a border pass system to facilitate entry into Queensland
- restricting access to Queensland's most vulnerable communities to prevent potential spread of the virus
- supporting Queensland Health's contact tracing activities and investigations in COVID-19 outbreaks
- continuing to staff the State Police Operations Centre (SPOC) and State Disaster Coordination Centre (SDCC) to plan, prepare and coordinate the QPS's response and contribute to the whole-of-Government response to COVID-19 whilst maintaining business as usual policing activities
- diverting police resources to conduct border patrols at airports, state roads and vehicle checkpoints; quarantine compliance visits; compliance of social distancing through communication, education and enforcement
- changing how we deliver frontline policing services to reduce the potential transmission of COVID-19.

Despite the challenges posed by COVID-19, the QPS continued to deliver outstanding frontline policing services and accomplish significant achievements that showcased the exceptional work and dedication of our members. I am continually amazed by the tremendous dedication of all members as the Service continues to meet the significant and increasing demands placed on our organisation. Achievements for 2020-21 included:

- establishing a dedicated Youth Justice Taskforce, led by an Assistant Commissioner, to target recidivist behaviour and reduce re-offending. In addition to progressing the implementation of the Youth Justice Five-Point Action Plan, the QPS is developing and implementing various youth justice strategies in partnership with other government departments and the community to reduce youth crime
- establishing a dedicated Domestic, Family Violence and Vulnerable Persons Command to protect victims of domestic and family violence, children, Elders, people living with disability and people with mental health issues
- creating the First Nations and Multicultural Affairs Unit to develop culturally responsive strategies and to strengthen the QPS's relationship with First Nations people and culturally and linguistically diverse communities
- celebrating the 40-year anniversary of the Disaster Victim Identification Squad
- continuing to embed human rights in our reporting and decision-making through education, training and awareness
- launching the QPS Wellbeing Strategy in April 2021 which complements the Our People Matter Strategy and recognises the importance of leadership, culture, wellbeing services, employee lifecycle initiatives and mental health training for current and former employees including their families
- supporting and promoting Lesbian, Gay, Bisexual, Transgender, Intersex+ pride within the QPS through the QPS LGBTI+ Support Network

- conducting various road policing operations to curb negative road user behaviour
- continuing to improve communications with the community through various social media platforms.

We also farewelled former Assistant Commissioners Peter Crawford, Mike Keating and Clem O'Regan in 2020-21. They had long-standing careers with the QPS spanning over 30 years each. They collectively delivered invaluable services to the community of Queensland and I wish them well in their future endeavours.

In June 2021, the QPS was saddened by the sudden death of Senior Constable David Masters, tragically killed on duty. Senior Constable Masters was a dedicated police officer who served and protected his community to the highest standard. David was valued by his colleagues and the broader QPS community, and will be deeply missed.

In accordance with *Administrative Arrangements (No.1) 2021*, the Public Safety Business Agency was disestablished on 30 June 2021 with the agency functions transitioning to the QPS and Queensland Fire Emergency Services on 1 July 2021.

I am honoured to have led the QPS in 2020-21 and I welcome the former PSBA staff transitioning to the QPS from 1 July 2021. I would like to thank the QPS Executive Leadership Team and our 15,000 plus members, police and staff alike, for their exceptional service, extraordinary dedication and commitment to prevent, disrupt, investigate and respond to make Queensland the safest state.

I also extend my gratitude to all Queenslanders for working in partnership with the QPS to build a safer Queensland for all, particularly as we communicate with compassion and seek compliance in the response to COVID-19.



KATARINA CARROLL APM
COMMISSIONER

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, 365 days a year, upholding the law and providing assistance to the community, particularly in times of emergency, disaster and crisis.

Our Vision: *Queensland – the safest State.*

Our Purpose: *Together, we prevent, disrupt, respond and investigate.*

Our Accountabilities

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

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

Our Values

Consistent with the QPS Strategic Plan 2020-2024, QPS members value:

- **Integrity:** Is in everything we do. We are honest, trustworthy and hold each other to a high standard.
- **Professionalism:** Times are challenging but if we are professional in everything we do, our communities will continue to support us.
- **Community:** We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community.
- **Respect and Fairness:** We treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.

The QPS shares the Queensland Public Service Vales of:



Customers first

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



Ideas into action

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



Unleash potential

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



Be courageous

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



Empower people

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

Our Objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services that supported safe, caring and connected communities, to ultimately make Queensland the safest state. The QPS did this through our focus on:

- **Our people** to build a connected, engaged and job-ready workforce, with the health, wellbeing, and safety of our people a priority
- **Our community** to build a safer Queensland
- **Our relationships** to create a safer community and provide better services through connected and engaged relationships
- **Our commitment** to embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe, caring and connected communities.

Strategies

The QPS achieves its objectives through a range of strategies:

To **build a connected, engaged and job-ready workforce, with the health, wellbeing, and safety of our people a priority**, the QPS:

- Delivered leadership that was agile, authentic, supportive, courageous, innovative, and visible
- Established and maintained strong partnerships, openness, awareness, and accessibility
- Delivered healthy, safe, positive, and inclusive workplaces with a diverse workforce that reflected the community we serve
- Prioritised psychological wellbeing
- Provided fit for purpose resources to support all our staff.

To **build a safer Queensland together with our community**, the QPS:

- Delivered timely and professional responses to calls for service to maintain and strengthen community confidence through a community-centred approach to policing and crime prevention
- Partnered with the community and other agencies to respond to overrepresentation in the criminal justice system, of victims and offenders, including vulnerable persons, young people, and victims of domestic and family violence.

To **create a safer community and provide better services through connected and engaged relationships**, the QPS:

- Maximised opportunities to prevent crime and enhance community safety through collaborative partnerships with government agencies, non-government organisations and community groups
- Strengthened relationships with our people to better support us into the future
- Protected the legitimacy of policing through fair and ethical service delivery.

To **embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond, and investigate crime and deliver safe and secure communities**, the QPS:

- Delivered sustainable, effective, innovative, and efficient approaches to preventing, disrupting, responding, and investigating crime and delivering safe and secure communities
- Prevented crime together by connecting our people, community, and relationships to collectively build a community culture of prevention and harm minimisation
- Disrupted crime together by educating our people, community, and relationships in strategies to identify and disrupt local, state, national and global crimes
- Responded to crime together by improving our response capability through streamlining, technology, improved models of service delivery, continuous learning, business optimisation and digital transformation
- Investigated crime together by developing our people, community, and relationships to investigate crime in a global environment of complexity and ambiguity.

The QPS also contributed to a range of local, state and national strategies on matters, including youth justice, domestic and family violence and vulnerable people, mental health, road safety, child safety, drugs and alcohol, counter-terrorism and organised crime.

Queensland Government objectives

The QPS supports the government's objectives for the community which are built around Unite and Recover – Queensland's Economic Recovery Plan.

- **Safeguarding our health:** Safeguard people's health and jobs by keeping Queensland pandemic-ready.
- **Supporting jobs:** Support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.
- **Backing small business:** Help small business, the backbone of the state's economy, thrive in a changing environment.
- **Making it for Queensland:** Grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.
- **Building Queensland:** Drive investment in the infrastructure that supports our recovery, resilience and future prosperity.
- **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.
- **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.
- **Backing our frontline services:** Deliver world-class frontline services in key areas such as health, education and community safety.
- **Protecting the environment:** Protect and enhance our natural environment and heritage for future generations and achieve a 50 per cent renewable energy target by 2030.

Human Rights Act 2019

On 1 January 2020, the *Human Rights Act 2019* (Qld) (the Act) came into effect, creating obligations for public entities to act and make decisions in a way that is compatible with human rights, and to

give proper consideration to human rights when making a decision. The QPS has made a commitment to respect, protect and promote human rights in our decision-making and actions.

QPS works tirelessly to ensure Queensland is the safest State, including exercising police powers embedded in legislation such as diversion, move on directions, detention and or arrest, in a way that least impacts on people's rights while protecting the safety and security of the Queensland community.

As part of this commitment, the QPS has taken steps to further the objectives of the Act including:

- developing compulsory human rights online learning products for all QPS employees, which now forms part of the induction training for all new employees, including recruits, staff members and contractors
- incorporating human rights in the draft Police Recruiting Management Manual, staff orientation packages and various recruit training curriculum materials
- embedding human rights in regular reporting and decision making through education, training and awareness
- nominating dedicated Human Rights Champions.

Human Rights complaints

Since the commencement of the Act, the QPS had updated its complaints and grievance policies, procedures and mechanisms to ensure human rights complaints can be recorded, assessed and responded to appropriately. In 2020-21, all complaints received by the QPS were examined to ensure decisions made by the Service and its employees were compatible with the Act.

In 2020-21, the QPS recorded:

- 893 complaints where it was identified that one or more human rights may have been unreasonably limited
- 1,119 possible human rights limitations (one complaint can include more than one human rights limitation)
- 32 instances where human rights were unreasonably limited resulting in the officers receiving managerial resolution and/or fine taken from the officer's salary.
 - However, in most cases, there was no further action taken as no human rights limitations were detected, or an explanation was provided to the complainant as the officers' actions were identified as being lawful and reasonable.
- 521 (of the 893) complaints were finalised as at 30 June 2021.

In 2020-21, the QPS refined the process and methodology for identifying and recording complaints that may involve a human rights component. Each time the QPS received a complaint, human rights limitations were assessed to determine if any rights were unreasonably limited. The human rights aspect of each complaint was investigated along with the allegation/s, which assisted in determining the appropriate resolution.

Notes:

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

- (iv) The total number of complaints where one or more HR were allegedly unreasonably limited is already included in the total number of complaints against police (refer page 52).
- (v) As a result of the QPS refining the process and methodology for identifying and recording complaints involving a human rights component, the 2020-21 data cannot be compared with the previous financial year.

Our environment

The policing environment in Queensland has entered a phase of significant transformation where traditional policing services are being challenged to meet the increasing complexity of policing demand. This transformation is driven by shifting community expectations and rapid technological innovation impacting policing and service delivery in a broader context. In the coming years, police will pursue opportunities to develop and maintain strong community relationships, harness advances in technology to deliver high quality efficient policing services, and develop collaborative approaches to increase community safety. Further, the Queensland policing environment also remains agile to respond to the ongoing COVID-19 pandemic, severe weather events, restrained economic circumstances and emerging technologies impacting the criminal environment.

In response, the QPS will:

- respond to the COVID-19 pandemic to reduce potential transmission, conduct border patrols and ensure the health and safety of the Queensland community and the QPS workforce
- maintain an agile partnership-oriented disaster management capability to plan for and respond to extreme weather events
- deliver business improvements resulting from the Service Alignment Program
- commit to respect, protect and promote human rights in our decision-making and actions
- deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies
- support the implementation of the *Domestic and Family Violence Prevention Strategy 2016-2026* and the new Domestic, Family Violence and Vulnerable Persons Command
- contribute to the implementation of the *Queensland Government Youth Justice Strategy Working Together Changing the Story 2019-2023 Action Plan*
- support inter-agency relationships to increase the proportion of offenders, particularly young people and vulnerable persons, diverted from the criminal justice system
- utilise and identify emerging technologies to benefit police, by improving interoperability between public safety agencies and enhancing operational effectiveness
- strengthen engagement with internal and external stakeholders in relation to First Nations and culturally and linguistically diverse (CALD) members of the community to ensure policing responses meet community expectations
- develop enhanced reporting options for victims of sexual assault, including the development of an online reporting capability and reporting options via Queensland Health.

Our challenges and opportunities in 2020-21

The QPS acknowledges the importance of addressing a range of potential strategic challenges to ensure we keep Queenslanders safe. The Service identified these challenges and opportunities to respond to in 2020-21, linking them to the strategic objectives.

Key challenges for the QPS during 2020-21 included:

- maintaining an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events, natural disasters and severe community health challenges, including the on-going COVID-19 pandemic
- adapting to economic conditions while continuing to deliver high quality and efficient policing services

- strengthening the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS in an environment of evolving community expectations
- adapting to keep pace with the challenges of a dynamic criminal environment where new and emerging technologies increasingly impact on both cybercrime and 'traditional' crime types

To address these challenges, the QPS identified the following opportunities to best position the QPS to make Queensland the safest State:

- leading the QPS service delivery model during growing and changing demands influenced by numerous factors including population growth, the ageing population and cultural diversity
- championing networks and partnerships across the public and private sectors, and the community, to create opportunities to improve responses and enhance social cohesion and community safety
- promoting a workforce which is flexible, fair, inclusive and diverse – to enhance engagement and performance in delivering services to the Queensland community
- empowering the workforce by investing in their safety, mental health and wellbeing, and organisational capabilities, to support future challenges
- championing collaborative approaches to improve understanding and positive outcomes for vulnerable and high-risk groups in Queensland.

2021-22 Outlook

The QPS in 2021-22 will work towards:

- delivering an effective policing response to the ongoing COVID-19 pandemic that upholds public health directives while maintaining strong community relationships
- maintaining an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events and natural disasters
- adapting to economic conditions while continuing to deliver high quality and efficient policing services
- adapting to keep pace with challenges presented by new and emerging technologies and their impact on the criminal environment and regulation of online information
- strengthening the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS, in an environment of evolving community expectations.

For 2021-22, the QPS identified the following opportunities, including:

- leading the QPS service delivery model through a period of significant disruption by remaining agile to shifting demands and community safety needs
- championing collaborative approaches to promote outcomes for vulnerable people and enhance social cohesion, and community safety
- building upon organisational learnings and experience from the COVID-19 pandemic response to improve business continuity during future significant events
- promoting a workforce which is flexible, inclusive and diverse, to enhance engagement and performance
- empowering the workforce by investing in their safety, mental health and wellbeing, and by proactively developing organisational capabilities to keep pace with future challenges.

Disestablishment of the Public Safety Business Agency

During 2020–21, the Public Safety Business Agency (PSBA) provided professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the public safety agencies including Queensland Fire and Emergency Services (QFES), QPS and the Office of the Inspector-General Emergency Management (Office of the IGEM).

On 7 September 2020, the Queensland Government announced its intention to integrate the PSBA functions and staff into the public safety agencies of the QPS and QFES, as part of a wider strategy to structurally reform government statutory bodies and agencies and increase further efficiencies in the delivery of quality outcomes to the community of Queensland.

The disestablishment of PSBA, as per the *Administrative Arrangements Order (No.1) 2021*, was completed by 30 June 2021.

Queensland Government Air transferred to QPS on 23 April 2021 in line with the *Public Service Departmental Arrangements Notice (No.1 2021)*.

The apportioned functions and staff from areas including finance, human resources, information technology, procurement and capital works will officially transition from PSBA to QPS on 1 July 2021.

Please refer to PSBA's Final Report 2020-21 for more information at www.parliament.qld.gov.au.

Information security attestation

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

Our partners

The QPS continued to foster strong relationships with its partners in the community, including the Queensland Police-Citizen Youth Welfare Association, Neighbourhood Watch Queensland and Crime Stoppers Queensland.

- **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 55 PCYC locations with 77 staff, comprising 73 sworn and 4 unsworn members working to manage and coordinate 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 enhance 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 enhancing home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 350 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 encourages the community to help make a difference in solving and preventing crime. It provides an avenue for the community 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 for investigation in the area where the crime is occurring.

The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, Crime Intelligence 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 in many of the 29 Volunteer Area Committees spread throughout the state.

During 2020-21, the QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity which resulted in:

- over 39,000 phone and more than 28,000 digital contacts from members of the public
- the apprehension of 1,011 people
- more than 4,440 charges being laid
- the confiscation of more than \$2.7 million worth of drugs
- the seizure of approximately \$660,000 in proceeds of crime.

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

- **Queensland Homicide Victims Support Group**

Queensland Homicide Victims Support Group (QHVSOG) delivers services to people who have lost a loved one to homicide and offers a truly unique service. For many living in the aftermath of homicide, healing is often accelerated by speaking with others who have 'been there too'. Each year, QHVSOG supports nearly 150 family members that experience first-hand the devastating effects of homicide. The Commissioner is the Patron of the QHVSOG and the group works closely with the QPS, liaising with families and providing first responder emotional support.

- **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 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 enhance community safety. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the local area. 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 330 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.

Action plans and strategies

The QPS works collaboratively with various government departments, including the Department of Premier and Cabinet, Queensland Treasury, the Department of Children, Youth Justice and Multicultural Affairs, the Department of Justice and Attorney-General, to lead and/or contribute to whole-of-government action plans and strategies.

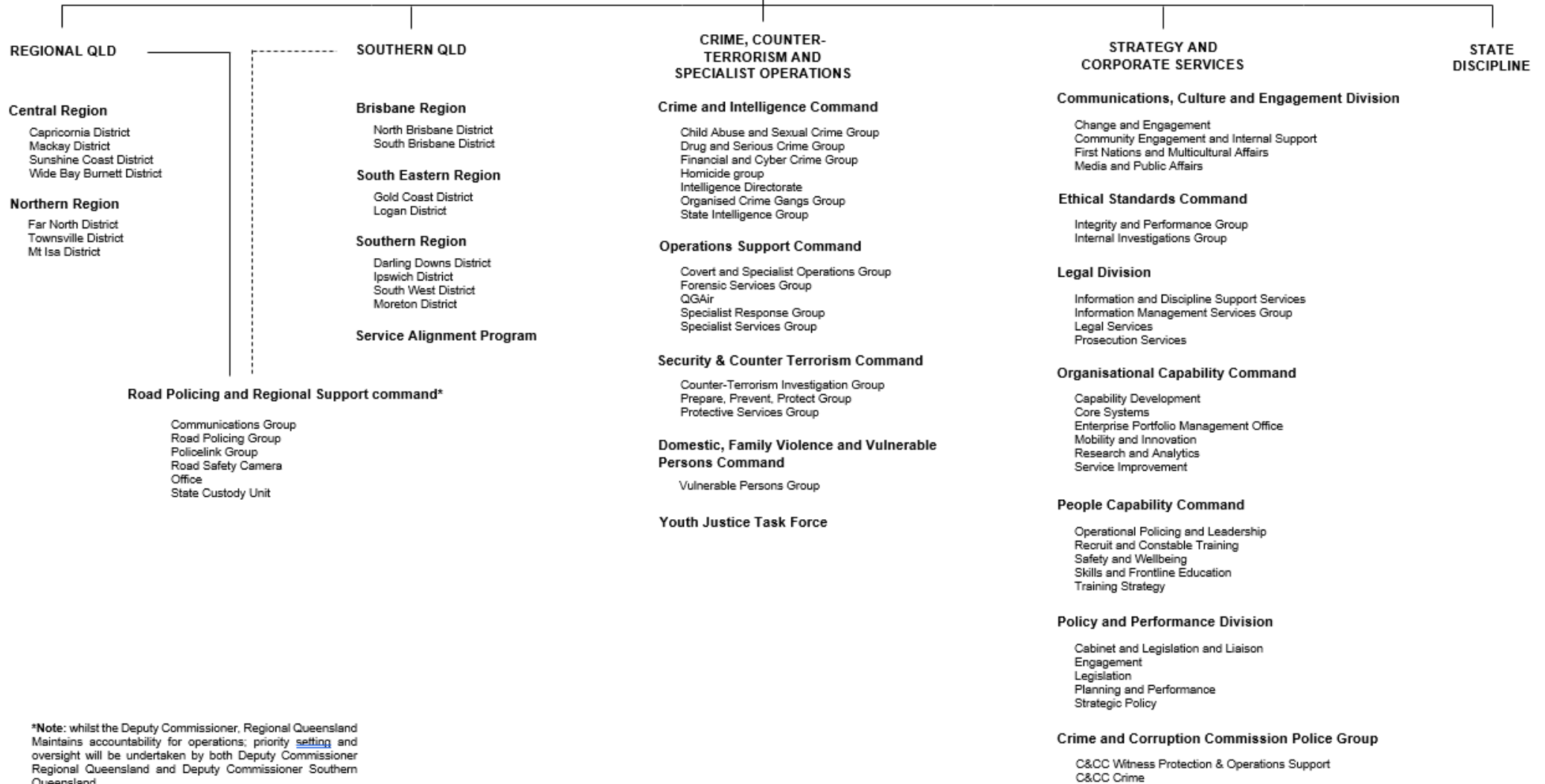
The QPS provides regular input into Queensland Government actions and plans including, but not limited to:

- Queensland Youth Justice Strategy (2019-21) and Action Plan (2019-2021)
- Queensland Youth Justice and Youth Engagement Charter Reporting (2020-21)
- Culture and Reconciliation and Moving Ahead
- Many Voices – Queensland Aboriginal and Torres Strait Islander Languages Policy Action Plan 2020-2022
- Disability Services Plan (2020-21)
- Queensland Government Regulator Performance Framework
- Sexual Violence Prevention Framework and Action Plan (2020-21)
- Domestic and Family Violence Strategy 2016-2026

The progress updates against the actions plans and strategies can be viewed on www.police.qld.gov.au.

Organisational structure

COMMISSIONER OF POLICE



*Note: whilst the Deputy Commissioner, Regional Queensland Maintains accountability for operations; priority setting and oversight will be undertaken by both Deputy Commissioner Regional Queensland and Deputy Commissioner Southern Queensland.

Service Alignment Program

In late 2019, the Commissioner sought a detailed, independent assessment of strategic challenges and opportunities for the organisation. The QPS Strategic Review concluded in December 2019 with 22 recommendations made across seven themes:

1. People, culture, health and wellbeing – supporting an engaged workforce
2. Service delivery optimisation – an integrated service delivery model that respects local requirements
3. Balancing resources and demand – mechanisms intended to ensure resources are allocated equitably across the Service
4. Organisational performance management – implementing an approach that connects the organisation and unifies effort
5. Governance – supporting effective prioritisation and decision making
6. Importance of implementation – an improved, outcomes focussed orientation in delivering initiatives
7. PSBA – a customer-oriented delivery model better attuned to the needs of the QPS.

As of 30 June 2021, 14 of the 22 recommendations of the QPS Strategic Review have been implemented, five are in progress, and two are yet to commence. One recommendation will not proceed due to the disestablishment of PSBA (refer to page 13 for more information).

The Service Alignment Program (SAP) was established in January 2020 to implement the recommendations. There were 39 projects within the SAP tied to the 22 review recommendations. The objectives of the program are threefold:

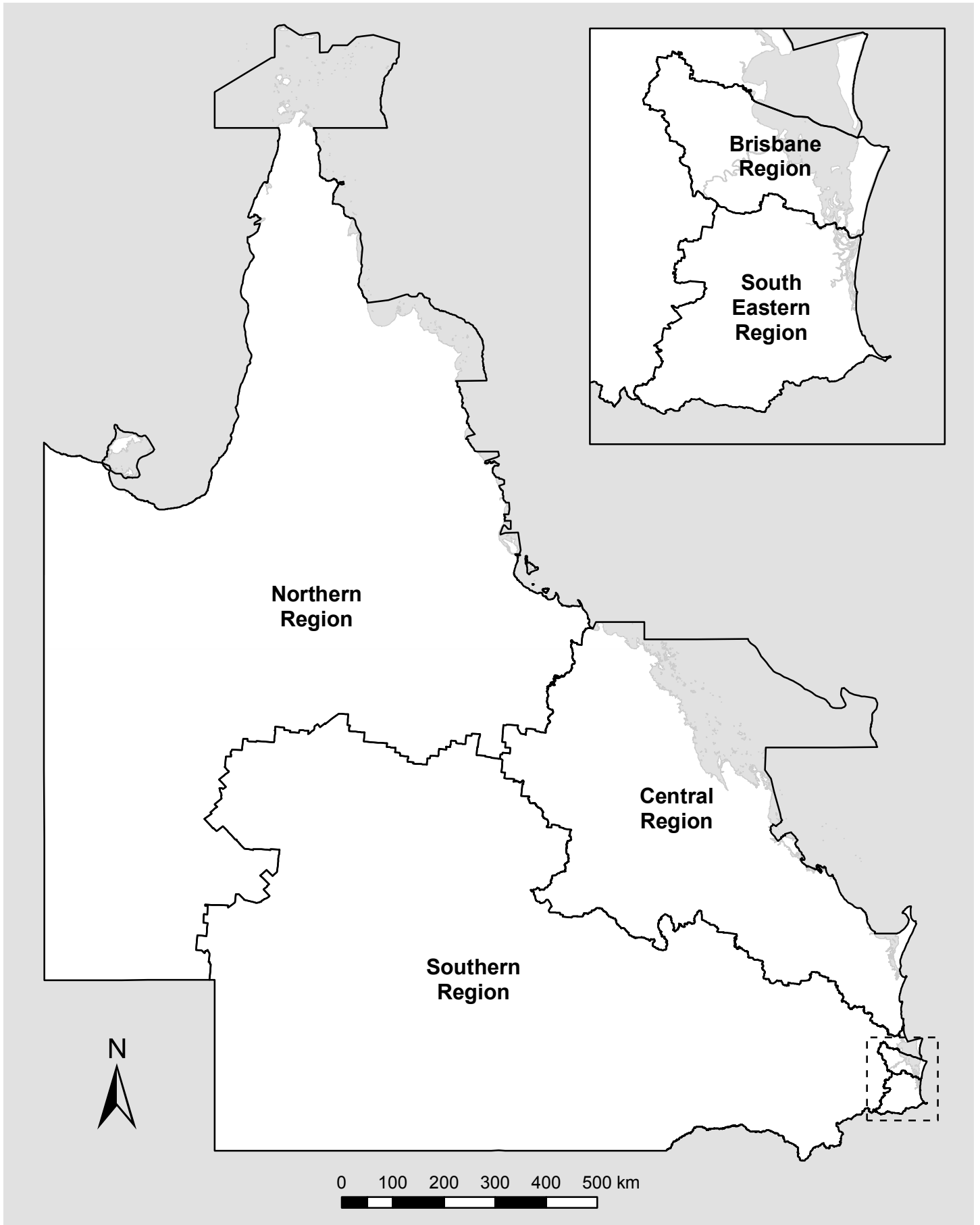
1. delivering effective, efficient and responsive policing services
2. a balanced focus on prevention, disruption, response and investigation
3. a connected and engaged workforce aligned to the QPS values.

One of the foundational initiatives for the program is the Service Delivery Redesign Project (SDRP) which began in early 2020 and will drive service delivery reform throughout the state. The pilot of the new service delivery model commenced in Moreton District in February 2021. In 2020-21, the SAP achieved significant milestones including:

- transitioning several formerly 'centrally functioned' groups (e.g. road policing units, district intelligence units, dog squads) to district control under a new partnership model, providing greater resources to district officers to respond to local problems by developing local solutions.
- a forensic review of the 'central' commands to ensure the right capabilities are being delivered and correctly resourced
- developing a resource and demand analytics dashboard, and demand and resourcing modelling dashboard to improve understanding of the current state and anticipated future state of demand to inform decision making
- developing and implementing the Central Panels Unit to increase transparency, accountability and consistency through the process of appointing sergeants and senior sergeants
- implementing a new organisational performance management framework to focus on a broad set of measures and data sets to support decision making
- implementing the new SOLVE (Severity, Opportunity, Likelihood, Vulnerability and Expectations) demand management framework to support the rollout of the Service Delivery Redesign Project

The SAP concluded on 30 June 2021 with current in-flight projects transitioning to business-as-usual. Assistant Commissioners and Executive Directors will continue to refine and find efficiencies in our structures, capabilities and resourcing. The SDRP will continue as a program, accompanied by aligned projects, to ensure the QPS has the right processes and systems in place to respond to increasing demand.

QPS Regions map



Locations

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

• Police facilities	340
• Police watchhouses	58
• Police neighbourhood beats, shopfronts and mobile police beats	73
• District offices	15
• Headquarters and regional offices	6
• Communication centres	14
• Police academies located in Oxley and Townsville	2
• Policelink located in Brisbane (Zillmere)	1
• Rapid Action and Patrol Groups (RAPS) 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 Unit, Forensic Crash Unit, Road Policing Unit, Prosecutions Corp and Water Police Unit. There are also purpose-built investigation centres to respond to major incidents located at various stations and district offices throughout the state.

The PSBA, in consultation with QPS, was responsible for delivering minor and medium capital works and major capital investment projects on behalf of the QPS. In 2020-21, the QPS, in partnership with PSBA, delivered:

- Caboolture replacement watchhouse facility
- Coolum replacement police facility
- Sabai Island new Community Safety and Security facility
- Wacol new Counter Terrorism and Community Safety training Centre
- West End replacement police facility

For more information on capital works activities, refer to the PSBA Annual Report 2020-21 which is available at www.parliament.qld.gov.au.

QPS response to COVID-19

During 2020-21, the COVID-19 global health pandemic continued to present significant challenges for the Queensland community. Since the declaration of the public health emergency for Queensland on 29 January 2020, the QPS has performed a pivotal role in the whole-of-government COVID-19 response to protect the community from the spread and impacts of COVID-19. This role has focused on providing support to Queensland Health as lead agency, particularly through promoting compliance with the public health directions issued by the Chief Health Officer and undertaking associated enforcement activities.

The extensive and ongoing QPS contribution to the Queensland Government's COVID-19 response has comprised the following (to 30 June 2021):

- domestic and international border controls
- working with various government departments to develop and implement a border pass system to facilitate entry into Queensland
- restricting access to Queensland's most vulnerable communities
- public health emergency direction compliance checks for individuals and businesses
- issuing quarantine directions and investigating any breaches in relation to these directions
- security overlay at quarantine hotels
- supporting the activities undertaken within the Queensland Disaster Management Framework
- rapid response planning and coordination to contain outbreaks of COVID-19 in Queensland
- supporting Queensland Health's contact tracing activities
- supporting various multi-agency reviews including investigations into COVID-19 outbreaks.

Taskforce Sierra Linnnet has retained responsibility for the coordination of these key activities and continues to operate from the State Police Operations Centre in Brisbane.

Throughout the pandemic, the QPS has deployed police officers and staff members to COVID-19 related duties across the state. As at 30 June 2021, it is estimated that over 285,100 shifts dedicated to COVID-19 duties have been completed. One of the largest contributions by the QPS during this time has been the provision of security overlays at Queensland's quarantine hotels in support of the quarantine requirements set out by the Chief Health Officer. As at 30 June 2021, approximately 98,190 people had completed hotel quarantine in Queensland with the QPS providing security overlay at 15 hotels across the State.

As all police officers have been appointed as emergency officers (general) under the *Public Health Act 2005* (Qld), as well as many staff members and Protective Services Officers (PSOs), the QPS has retained a critical function in performing emergency officer roles during the pandemic. The QPS also continued to fulfil its legislated functions under the *Disaster Management Act 2003* (Qld), and in supporting the State's Disaster Management Arrangements. This included supporting the State Disaster Coordination Centre in coordinating Queensland's disaster operations and assisting whole-of-government planning activities. The QPS continues to work closely with its partner agencies and internal and external stakeholders to ensure an effective and holistic response that adequately meets the needs of the Queensland community.

In addition to ongoing COVID-19 response functions, the QPS performed a significant role in responding to three community lockdowns in parts of Queensland and associated restrictions for these areas including:

- a three-day lockdown in the Greater Brisbane area commencing on 8 January 2021, in response to the infection of a hotel worker at the Hotel Grand Chancellor
- a three-day lockdown in the Greater Brisbane area commencing on 29 March 2021, in response to a COVID-19 outbreak linked to the Princess Alexandra Hospital

- a two-phase lockdown in South-East Queensland, Townsville and Palm Island commencing on 29 June 2021, in response to increasing rates of COVID-19 community transmission.

During these periods, impacted areas were subject to greater restrictions, such as mandatory face masks, limits on movement and gatherings, and restrictions on business operations. In supporting these enhanced restrictions, the QPS retained its longstanding approach in operating under the principles of compassion, communication and compliance. This involved handing out masks to the community where appropriate and providing education on the new restrictions.

While community compliance with the public health directions has generally been very high throughout the entire pandemic, there have been some occasions where blatant and reckless disregard has been shown. In these circumstances, police have responded with necessary enforcement action (either by way of Penalty Infringement Notice, Notice to Appear, or other enforcement action) to keep the community safe from the spread of COVID-19.

Recognising the need to maintain community safety on all fronts, the QPS has balanced the COVID-19 response with priority policing activities throughout the state. Taskforce Sierra Linnet has regularly reviewed the QPS's staffing commitment to the COVID-19 response and sought to identify opportunities to relieve pressure on frontline staffing requirements where practicable. In moving towards a sustainable workforce model, large numbers of police initially required for the earlier stages of the COVID-19 response were returned to frontline policing roles and this work continues to identify means to reduce frontline pressure on the Service.

Business-as-usual policing operations have been maintained with some adjustments to certain activities as necessary to reduce the risk of potential COVID-19 infection and transmission. Large-scale static roadside breath testing and drug testing operations have been periodically suspended and resumed throughout 2020-21 following risk-based assessments of the public health environment at the time and associated safety considerations for QPS members and the community. During high-risk periods, testing has continued through vehicle interceptions.

The Service continues to explore ways to enhance member and community safety throughout the pandemic response by reviewing and adapting its operational capabilities and priorities based on the risk profile of COVID-19 in the community. During 2020-21, this included:

- reviewing and modifying the operational procedures to reduce physical contact in the community
- continuing to supply personal protective equipment to safeguard member wellbeing and ensure effective service delivery in Queensland communities
- additional protections for officers working in quarantine environments identified as high-risk such as quarantine hotels and international airports including mandatory COVID-19 vaccinations, regular testing and enhanced PPQ requirements for the safety of their families and the broader community.

The QPS acknowledges the COVID-19 public health emergency pandemic is likely to continue for the foreseeable future and the need to support and sustain the long-term operation of QPS's COVID-19 response activities will be imperative. The QPS remains committed to supporting Queensland's COVID-19 response through its law enforcement functions and public safety capabilities to ensure the safety of Queenslanders remains of highest priority.

Financial Summary

Summary of financial performance

The following table summarises the operating result and financial position for QPS 2020-21 and the previous financial year.

Statement of comprehensive income	2020-21 \$'000	2019-20 \$'000
Total income from continuing operations	2,551,428	2,468,540
Total expenses from continuing operations	2,653,432	2,483,421
Total other comprehensive income	(43)	106
Total comprehensive income	(102,048)	(14,775)
Statement of financial position	2020-21 \$'000	2019-20 \$'000
Total assets	1,967,114	249,565
Total liabilities	129,975	133,984
Net assets/equity	1,837,139	115,581

As a result of a shift in asset accounting management and policy, operational assets were transferred from PSBA to QPS, effective 1 July 2020, net assets \$1,718.65 million.

As per *Departmental Arrangement Notice (No. 1) 2021*, QGAir operational functions were transferred from PSBA to QPS, effective 1 May 2021, net assets \$69.96 million.

Income and expenses from continuing operations

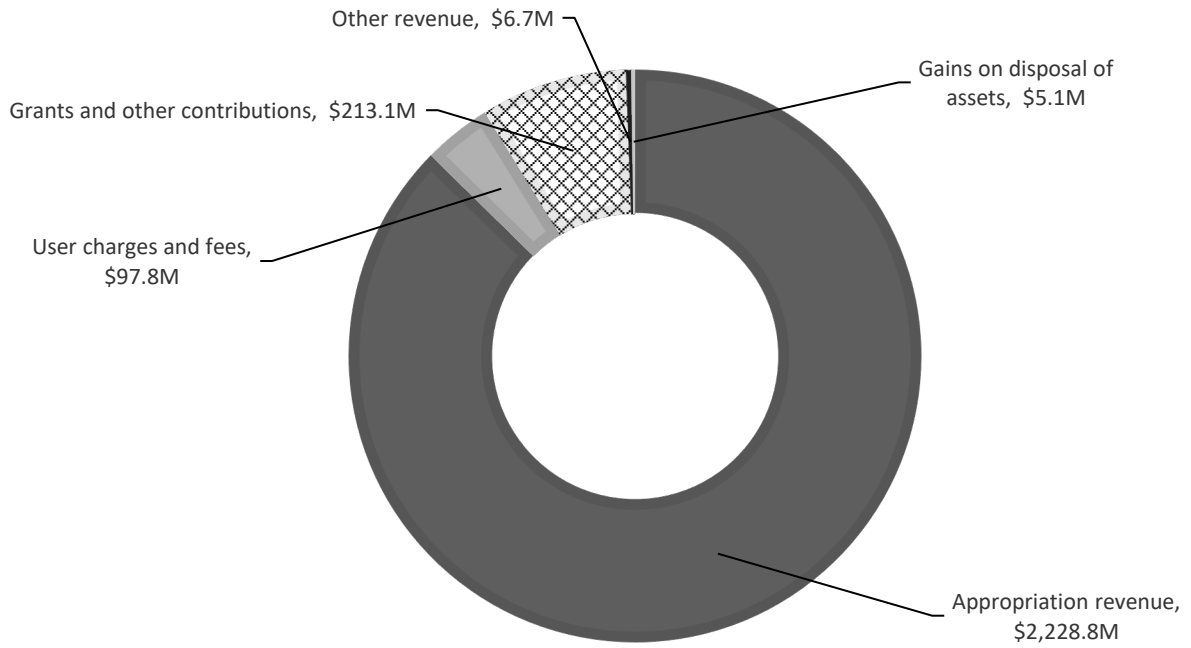
QPS is funded to deliver timely, high quality and efficient policing services in collaboration with community, government and non-government partners to make Queensland safer. Funding for these services is received principally through parliamentary appropriations.

QPS also receives income from other 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.

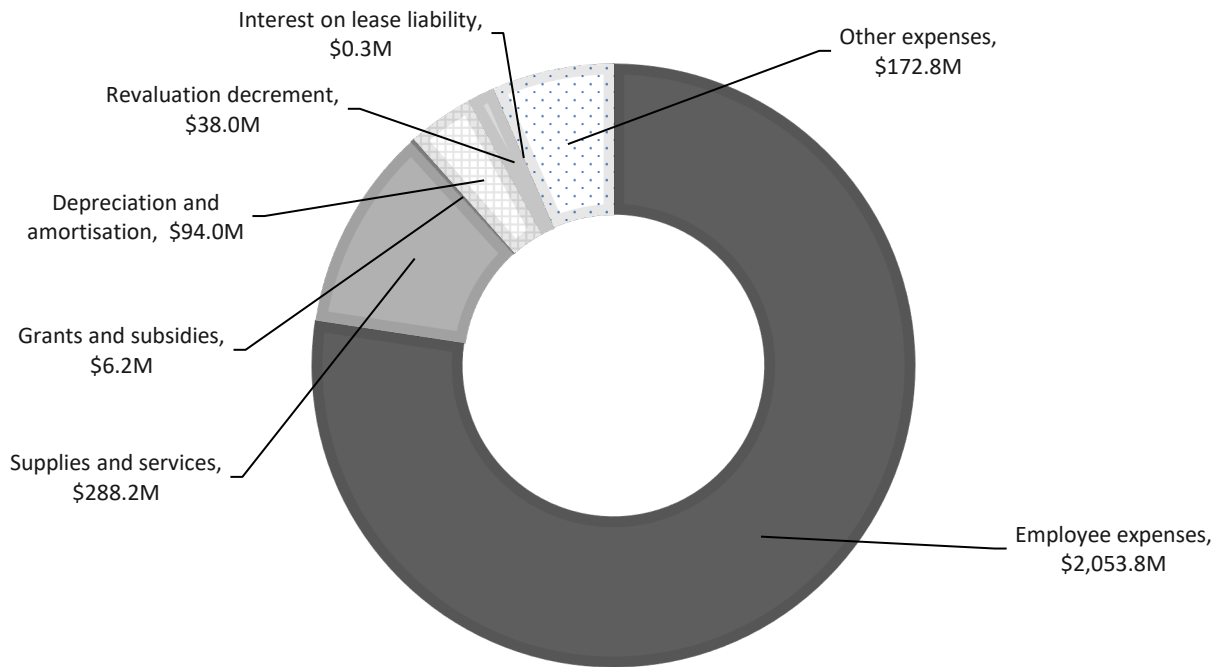
QPS aims to deliver safe and secure communities through innovation, collaboration and best practice. The expenses incurred in the delivery of these services are summarised further below.

For 2020-21, QPS received income from continuing operations totalling \$2,551.43 million and incurred total expenditure from continuing operations of \$2,653.43 million. This was comprised of:

Income



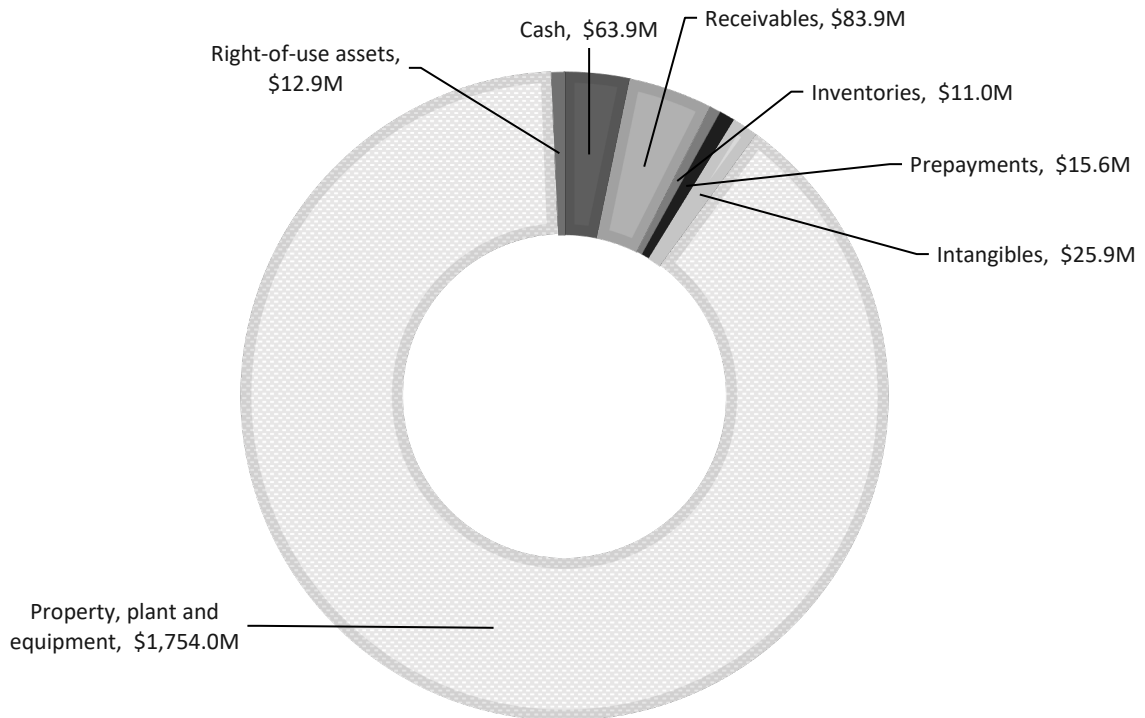
Expenses



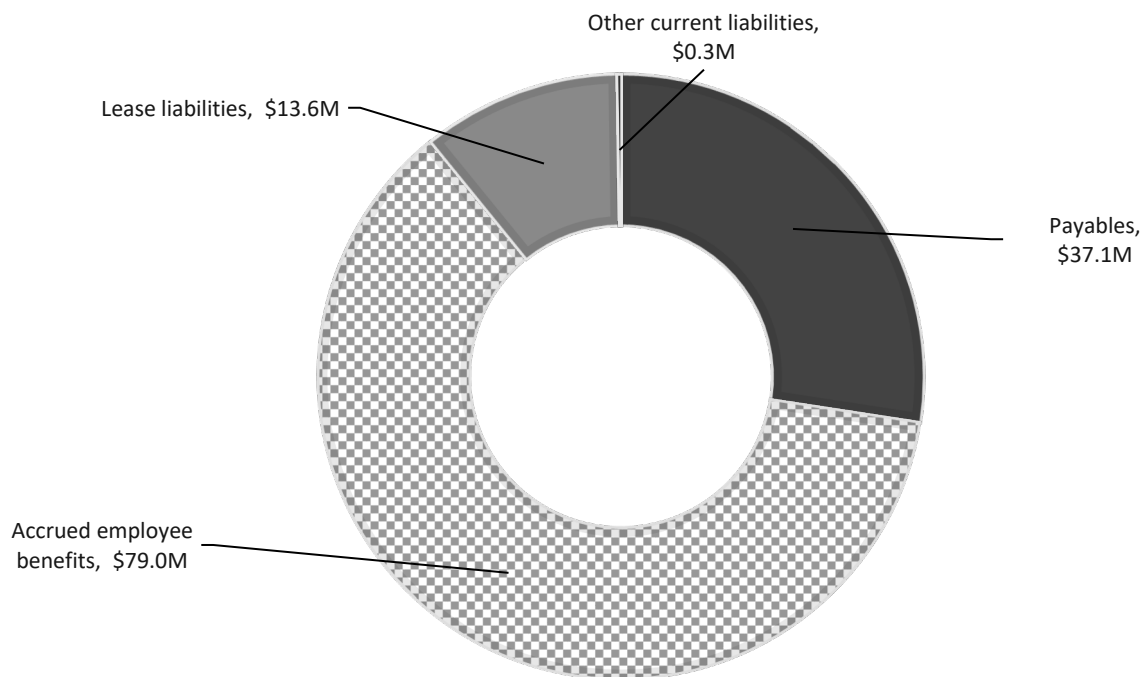
Summary of financial position

QPS was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QPS at the end of 2020-21 was \$1,837.14 million. This is a substantial increase from 2019-20 \$115.58 million due to \$1,788.61 million net asset and liability transfer of operational assets as at 1 July 2020 and QGAir functions as at 1 May 2021, from PSBA to QPS. This was comprised predominantly of:

Assets



Liabilities



Event occurring after balance date – PSBA Disestablishment

As a result of *Public Service Departmental Arrangements Notice (No. 2) 2021*, effective 1 July 2021, the PSBA was disestablished and, as a consequence, all its functions and activities were transferred to the QPS and QFES.

There were no significant events after balance date that could be expected to impact the reported operating result for QPS for the year ended 30 June 2021.

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 one service area – Police Services.

The objective of the service area is to keep Queensland safe by working with the community and our partners to prevent, disrupt, respond and investigate crime and eliminate road trauma. A range of services are provided by the QPS to support this, including:

- protecting property and personal safety through prevention, disruption, response and investigation.
- maintaining public order and safety, including during major events and disasters.
- working with partners to reduce demand on the criminal justice system by addressing over-representation among vulnerable groups, including First Nations peoples.
- Preventing, disrupting, responding and investigating driver behaviours contributing to road trauma: speeding; red light offences; driving while distracted; driving under the influence of alcohol or drugs; driving while fatigued; and not wearing seatbelts.

The delivery of policing services to Queenslanders is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice.

The impact of the COVID-19 health pandemic had a significant impact on Queenslanders. The QPS ongoing response to the COVID-19 health pandemic includes the allocation of resources to the SPOC, SDCC and increased patrols at Queensland's border, domestic and international airports and other identified COVID hotspots.

The following tables provide an overview of the key performance measures for the QPS for 2020-21. Data for 2019-20 is sourced from the Queensland Police Service 2019-20 Annual Report unless otherwise stated in the Notes.

Service Area: Police Services							
Performance measures	Notes	Strategic Plan	2020-21 SDS	RoGS	2019-20 Actual	2020-21 Target /Estimate	2020-21 Actual
Percentage of personal safety offences cleared within 30 days:	1,4	✓	✓				
• Homicide					71%	70-83%	86%
• Assault					57%	54-63%	53%
• Sexual assault					50%	48-57%	45%
• Robbery					66%	57-62%	64%
• Total personal safety					55%	54-61%	52%
Percentage of property security offences cleared within 30 days:	2, 4	✓	✓				
• Unlawful entry					22%	18-21%	22%
• Other property damage					27%	25-27%	29%

Performance measures	Notes	Strategic Plan	2020-21 SDS	RoGS	2019-20 Actual	2020-21 Target /Estimate	2020-21 Actual
<ul style="list-style-type: none"> Motor vehicle theft 		✓	✓		43%	36-39%	42%
<ul style="list-style-type: none"> Other theft (excluding unlawful entry) 					29%	26-28%	30%
<ul style="list-style-type: none"> Total property security 					30%	28-30%	30%
Percentage of good order offences cleared within 30 days	3, 4	✓	✓		78%	80-85%	79%
Rate of crime victimisation per 1,000 population	5	✓					
<ul style="list-style-type: none"> Total person offences 					7.0	<6.4	7.5
<ul style="list-style-type: none"> Total property offences 					49.7	<42.9	40.1
Proportion of young offenders who have another charged offence within 12 months of initial finalisation for a proven offence	6	✓			71%	<70.3%	75%
Percentage of proceedings where young offenders were offered and accepted a diversion option	7	✓	✓	✓	39.7%	≥40%	39.2%
Public perception of safety	8, 9, 10	✓	✓	✓			
<ul style="list-style-type: none"> Feelings of safety walking alone in neighbourhood during the night 					52.6%	>50%	52.3%
<ul style="list-style-type: none"> Feelings of safety travelling alone on public transport during the night 					33.0%	>25%	30.8%
Satisfaction of members of the public who had contact with police in the last twelve months	8	✓	✓	✓	81.7%	>85%	82.5%
Public satisfaction with police dealing with emergencies and disasters	8	✓	✓	✓	85.5%	>85%	83.8%
Public perception of police integrity	8	✓	✓				
<ul style="list-style-type: none"> Police perform their job professionally 				✓	86.0%	>85%	87.7%
<ul style="list-style-type: none"> Police treat people fairly and equally 				✓	71.8%	>75%	72.9%
<ul style="list-style-type: none"> Police are honest 				✓	73.0%	>75%	72.7%
<ul style="list-style-type: none"> I do have confidence in the police 					83.9%	>85%	83.7%

Performance measures	Notes	Strategic Plan	2020-21 SDS	RoGS	2019-20 Actual	2020-21 Target /Estimate	2020-21 Actual
Rate of complaints against police per 100 sworn (operational) staff	11	✓	✓	✓	9.4	<9.8	9.5
Rate (per 100,000 people) of road crash fatalities	12, 13	✓	✓		4.64	4.30	5.66
Rate (per 100,000 people) of people hospitalised following a road crash	12, 13	✓	✓		136.26	110	134.16
Percentage of code 1 and code 2 incidents attended within 12 minutes	14	✓	✓	✓	86.5%	≥80%	86.0%
Cost of police services per person	15	✓	✓	✓	\$482	\$488	\$490
Agency engagement	16	✓			53%	>53%	55%
Workforce diversity	17, 18, 19	✓					
• Women in SO, SES and above					14.0%	16.7%	16.3%
• First nations					2.4%	3.0%	2.2%
• People with Disability					2.8%	5.0%	2.9%
• People from non-English speaking background					6.7%	9.0%	6.6%
Discontinued measures							
Public satisfaction with police dealing with public order problems	20	✓	✓		72.0%	N/A	N/A
Youth diversions as a proportion of all youth offenders proceeded against by police	21, 22	✓	✓	✓	62.5%	>60%	56.8%
Offender Diversions as a proportion of all offenders proceeded against by police	21, 23	✓			10.7%	>10%	10.9%

Notes

1. 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.
2. 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.
3. 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.

4. Performance is reported against a range rather than a single figure. The target ranges for 2020-21 consider recent results and any known factors that are likely to have an impact in the reporting period. Upper and lower values account for past variation from the recent historical average.
5. The measure counts the number of people or addresses classed as a 'victim' of a personal or property offence in the preceding 12-month period and represents this as a rate per 1,000 population. The figure is separate and distinct from the rates of offending. It is possible to have a reduction of the number of victims without a reduction in offences.
6. This measure of youth reoffending is currently used by QPS and the Department of Children, Youth Justice and Multicultural Affairs. The 2020-21 YTD Actual figure represents the proportion of young people who had a finalised proven offence during the period 1 July 2019 to 30 June 2020 when aged 10-15 years and who were subsequently charged with a new offence anytime during the following 12 months after their earliest finalisation with a proven offence. Only new charged offences presented at court in the 12-month follow-up period are included in the re-offending measure (excludes charges referred to a restorative justice conference by police).
7. This measure supersedes the previous measure – 'Youth diversions as a proportion of all youth offenders proceeded against by police' – owing to a nationally agreed amendment to the definition and counting rules for youth diversions. It has been determined by agreement of all Australian policing jurisdictions that the revised definition will apply for the 10 years to 2019-20. Therefore, the above-quoted figure will differ from that reported in the 2019-20 Annual Report (as noted).
8. Public satisfaction with police and perceptions of police are sourced from 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.
9. The figure refers to the percentage of Queensland survey respondents who selected "very safe" or "safe" for each of the following activities:
 - Walking alone in your neighbourhood during the night
 - Travelling alone on public transport during the night.
10. The measures for feelings of safety on public transport are based on the entire survey population and includes those participants who have not used public transport. The figure is reported to match the existing RoGS standard.
11. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary or involuntary dealings with the police. Sworn (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*, delivering a police or police-related service to an external customer.
12. Road safety in Queensland is a collaborative approach and enforcement strategies are one aspect of overall road safety efforts. The QPS collaborates with key industry and community organisations, research institutions, government agencies and peak bodies representing road user groups.
13. Variances between the 2020-21 Target/Estimates and 2020-21 Actuals are based on a number of societal influences that can vary throughout the year resulting in changes in the number of road crashes.
14. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales Police who use similar methodology, business rules and systems.
15. Cost of police services per person is the total cost of delivering policing services divided by the estimated population of Queensland. This measure is reported in line with RoGS methodology.

16. Data for this measure is taken from responses of QPS employees to the whole-of-Government Working for Queensland survey, conducted annually. The measure describes employees' level of engagement with the organisation in relation to motivation, inspiration and pride.
17. In early 2016, the Leadership Board of Directors-General introduced and committed to sector-wide diversity targets, working from the principle that our workforce should closely represent the community we serve.
18. Data is based on substantive placements and includes paid and unpaid employees, excluding staff members engaged on a casual relief basis. Figures are based on self-reported data that is not mandatory which may result in under-reporting on at least some of the diversity categories included. Due to the operational requirements of police, the "People with disability" target is based on non-operational staff members only.
19. The targets listed for each group represent the target percentage representation for the year 2022. It is not considered appropriate to set an annual target in the context of police officers. The QPS workforce generally changes at a slower rate compared to other agencies as it has a lower attrition rate, and regarding police officers, generally positions are filled internally only. Consequently, it is challenging to achieve changes to the workforce except over an extended period.
20. The measure was discontinued in the 2020-21 SDS. By national agreement the question was removed from the National Survey of Community Satisfaction with Police from 1 July 2020 and, for this reason, no figure can be reported for the 2020-21 period.
21. The term 'diverted' includes diversions of offenders away from the courts by way of community conference, cautioning by police, intoxication diversion, drug diversion or graffiti diversion and infringement notices (excluding traffic infringement notices).
22. Young Offender Diversions refers to the number of young offenders who are diverted as a proportion of young offenders proceeded against by police. This measure will be discontinued due to the change in counting rules introduced for the related measure for youth diversions in RoGS. It will no longer be reported in QPS publications.
23. Offender Diversions refers to the number of offenders (young offenders or adults) who are diverted as a proportion of all offenders proceeded against by police. The amended measure, consistent with the revised counting rule for youth diversions, will be introduced in the 2021-22 Annual Report.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – Queensland Police Service Strategic Plan 2020-2024

2020-21 Key Highlights

This section reports on the objectives of the QPS Strategic Plan 2020-2024. To drive delivery of its objectives, the QPS focuses on four main strategies to make Queensland the safest state:

Our people: Build a connected, engaged and job-ready workforce, with the health, wellbeing and safety of our people a priority

Our community: Together with our community build a safer Queensland

Our relationships: Create a safer community and provide better services through connected and engaged relationships

Our commitment: Embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe and secure communities.

The below is a snapshot of the key performance highlights from 2020-21 and is not representative of all work undertaken during the reporting period. For more information and to keep up to date with QPS news, follow QPS on social media or Mypolice blog (refer to page 1).

Disaster Victim Identification Squad

In June 2021, the QPS celebrated the 40-year anniversary of the Disaster Victim Identification Squad (DVIS), first formed on 1 June 1981. The DVIS members remove and identify the remains of victims who have died as a result of major incidents, accidents, air and natural disasters. This is in addition to their substantive policing roles.

The DVIS has come a long way in its 40 years. The squad has 56 part-time dedicated members ranging from Constable to Senior Sergeant and a fulltime Senior Sergeant coordinator all of whom make ongoing and valuable contributions to the Queensland community, interstate and internationally, and most importantly to the families and friends of disaster victims.

The DVIS have participated in major overseas and interstate deployments, including the Thailand and Indian Ocean earthquake and resulting tsunami in 2004, Victorian Bushfires in 2009, Christchurch earthquake in 2011, New Zealand for the White Island Volcano Disaster in 2019 and Lockhart River Plane Crash in 2020.

QPS's eye in the sky

The two POLAIR helicopters, based in Brisbane and Gold Coast, provide tactical aerial support to police operations and improve officer and community safety and situational awareness of major events and critical incidents. From tracking offenders, to search and rescue, and providing real time situational awareness of major incidents, police helicopters help keep the community safe by providing quality support to frontline police. During 2020-21, the two helicopters:

- were the first police resource on scene for 526 reported incidents
- were responsible for monitoring and recovering more than 270 stolen vehicles, aided by contemporary equipment and technology
- located 79 missing persons, assisted by state-of-the-art night vision and infra-red technology
- located 866 offenders from intercepted vehicles of interest
- participated in 40 counter terrorism and covert surveillance operations.

Keeping our Queensland waterways safe

The QPS helps make Queensland the safest state by patrolling not only on our roads and in the sky, but on our waterways too. The Queensland Water Police provides specialist support focussing on maritime incidents and operations, including:

- maritime safety and enforcement activity on our coastal and inland waterways to a distance of 200 nautical miles offshore

- drug and alcohol enforcement activity and intelligence gathering
- search and rescue with approximately 750 operations undertaken annually
- a dedicated statewide Dive Unit with approximately 150 deployments each year
- providing ongoing on-water response to COVID threat across the state
- intercepting international and interstate vessels arriving in Queensland in collaboration with marine partners
- providing a policing and biosecurity overlay to members of the community in remote locations including Torres Strait, Yarrabah, Palm Island and Mornington Island.

The Water Police operates from 11 main water police bases across Queensland and has a fleet of 65 vessels to ensure the safety of the marine community.

First Nations and Multicultural Affairs Unit

The First Nations and Multicultural Affairs Unit (FNMAU) was established in November 2020 to develop culturally responsive strategies to strengthen organisational cultural capability and the Service's relationship with Queensland's First Nations and diverse cultural communities.

The focus of the FNMAU is to:

1. strengthen external engagements within the community
2. improve internal support system to build a respectful and culturally safe working environment for our First Nations and Culturally and Linguistically Diverse (CALD) staff
3. develop effective strategies to attract diverse applicants for police and non-police roles.

The FNMAU directly oversees First Nations and Multicultural engagements and is linked to district and regional functions such as Police Liaison Officers (PLO), Torres Strait Island Police Liaison Officers and Cross-Cultural Liaison Officers. Since the FNMAU was established to 30 June 2021, the unit has commenced significant bodies of work to build a culturally inclusive, responsive and capable workforce, including:

- establishing the First Nations Reference Group for QPS members and a trans-national forum for Australian and New Zealand policing agencies to discuss First Nations initiatives
- establishing the QPS Cultural and Linguistically Diverse (CALD) Consultative Group to build and strengthen relationships with multicultural members of the QPS and to better understand and service the diverse needs of the Queensland's multicultural community
- coordinating the annual First Nations Discrete communities and Torres Strait Mayors Summit held with the QPS Executive Leadership Team in April 2021 in Cairns. The summit was guided by QPS First Nations members adding First Nations voice to the proceedings and encompassing respect for both Aboriginal and Torres Strait Islander culture
- increasing cultural awareness and cultural inclusion through sharing stories and lived experiences of First Nations and culturally diverse QPS members via Workplace
- reviewing QPS systems, position descriptions and QPS Language Service Policy.

The FNMAU is embarking on additional bodies of work to improve QPS's cultural capability including:

- developing a clear narrative for police to enquire about a person's cultural background in an appropriate and respectful way to help frontline officers connect with their clients
- promoting the value of PLOs within the Service and improve recruitment and retention. PLOs help police officers navigate cultural and language differences, and help break down barriers.

Prior the establishment of the FNMAU, these responsibilities were undertaken by multiple areas of the QPS. FNMAU will bring enhanced coordination and centralised capability to the relevant bodies of work.

Amber Alert

The QPS values the information and assistance received from members of the public and strives to generate better outcomes for police and the people of Queensland. Amber Alerts are issued by police when they need urgent public assistance from the Queensland community to help locate abducted or high-risk missing children who are at imminent risk of death or serious harm. The alerts are broadcast to the public through secondary alerting partners including the media, commercial billboard companies, community groups and other government agency shared messaging, public transport messaging systems, a national emergency alerting company and on various social media platforms. The Amber Alert branding is now widely recognised by the community as an urgent 'call to action'.

In 2020-21, nine Amber Alerts were issued with all children safely located. Evidence shows the Amber Alerts played a significant role in the safe recovery of these children.

Mobile Police Beats

In keeping with our commitment to embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe and secure communities, the QPS deployed two new mobile police beats (MPB) in 2020-21 to North Brisbane and Sunshine Coast Districts as part of a new local policing strategy. Mobile Police Beats are a way of the future, delivering a high visibility policing presence when and where they are operationally needed.

The Mobile Police Beats are equipped with police technology and equipment to provide a suite of services with the added advantage of mobility and flexibility to move around the local area, increasing visibility of the police presence and capability.

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 2020-21.

Protecting our children

The Argos Unit is principally responsible for the investigation of organised child exploitation, including computer-facilitated offences to keep children safe and free from harm. 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.

During the reporting period, Argos investigators:

- contributed to the identification of 201 children in circumstances of sexual harm nationally and internationally
- arrested 49 child sex offenders on 402 criminal charges
- referred 690 cases to law enforcement agencies nationally and internationally.

The Argos Unit is recognised as one of the world leaders in law enforcement in investigating child abuse which has resulted in:

- the deployment of four Investigators and one Intelligence Analyst to the Australian Centre to Counter Child Exploitation (ACCCE) to contribute to the development of national standards in online child sexual abuse investigations
- the Argos Victim Identification Team representing Australia on Europol's Victim Identification Taskforce working collaboratively with law enforcement agencies nationally and internationally to continually monitor newly circulating child abuse material with a view to identifying its source
- QPS providing its extensive victim image database to the ACCCE to establish the new Australian Victim Identification Database (AVID) which represents the largest image-based library in the Southern Hemisphere. The database contributes as a key resource for investigators nationally and internationally in the fight against child sexual abuse.

The QPS has, and will continue to, foster collaborative partnerships with national and international police jurisdictions to develop innovative and efficient approaches to preventing, disrupting, responding to, and investigating crime.

Crime and Intelligence Command

The new Crime and Intelligence Command (CIC) was established in August 2020 through the amalgamation of the former State Crime Command and the intelligence component of the former Intelligence and Covert Services Command. These specialist capabilities enable the CIC to assist the frontline in protecting the Queensland community through integrated and adaptable intelligence and investigative services to prevent, disrupt, respond and investigate crime.

The CIC comprises Child Abuse and Sexual Crime, Drug and Serious Crime, Financial and Cyber Crime, Homicide, Organised Crime Gangs and State Intelligence Groups. Some key achievements for the CIC included (to 30 June 2021):

- Drug and Serious Crime Group, in partnership with the Australian Federal Police, Australian Border Force and Home Affairs, established a taskforce to investigate high volume detections of drugs and weapons seized at the border bound for Queensland-based criminal entities. Since its inception in February to 30 June 2021, the taskforce has charged or referred investigations to regions that have resulted in the commencement of proceedings on 73 offenders for 345 offences and the seizure of drugs valued at \$10.5M along with approximately \$1.1 million in cash.
- Child Abuse and Sexual Crime Group, in partnership with national and international law enforcement agencies, rescued 774 children nationally and worldwide since its inception in February 2017 to 30 June 2021 through the investigation and analysis of seized data from over 150 million media files.
- Financial and Cyber Crime Group undertook more frequent disruption and prevention activities, with focused investigative accounting analyses in conjunction with stakeholder partner engagement, including the investigation of an international remote access scam and money laundering group targeting Queenslanders. This operation resulted in 17 offenders arrested on 30 charges including money laundering, \$5.31 million of related offending and over 1,000 compromised bank accounts identified, and 'Prevention Together' messaging through local/national media and cultural groups to reduce victimisation of the Queensland community.

OMCG exit and prevention program

The QPS is committed to reducing Outlaw Motorcycle Gang (OMCG) recruitment, membership and community harm. In February 2021, the QPS, in partnership with Queensland Corrective Services launched Australia's first exit program for former OMCG members seeking a way out of the gang lifestyle for themselves and their families. The Exit program followed pioneering Queensland research with more than 50 ex-OMCG members who exposed the personal cost and truth of gang membership. The launch of the program coincided with the release of two new videos, produced in partnership with the Australian Federal Police (AFP), featuring the message 'you would not join a gang if you knew the truth'.

The Exit program, delivered and managed through community organisations and alongside government partners, provides for adult ex-gang members to access tailored support services including drug and alcohol, employment and training, mentoring, family relationships and mental health services.

Since its inception to 30 June 2021, 27 former OMCG members have joined the program. The program has changed many individual lives and benefited the community through reduced crime.

Cracking down on Outlaw Motorcycle Gangs

The Organised Crime Gangs Group (OCGG) works in partnership with police districts and various government departments to target crime linked to organised crime gangs (OCG) including Outlaw Motorcycle Gangs (OMCG) to protect the community of Queensland through prevention, disruption, response and investigation of OCG.

During 2020-21, the OCGG worked in partnership with the National Anti-Gang Squad Strike Team, Australian Federal Police and Australian Taxation Office to prevent, disrupt, respond to and investigate cross-jurisdictional gang related crime which resulted in:

- 272 OMCG participants arrested on 1,367 charges

- 185 official consorting notices issued, deterring recognised offenders from establishing, maintaining and expanding criminal networks
- 45 persons charged with wearing gang related prohibited items
- from March 2015 until 31 May 2021 in partnership with the Crime and Corruption Commission, 63 restraining orders have been obtained over property to the value of \$20.109 million, in addition to various ATO tax assessments being levied from operations identifying unexplained income.

Road Policing and the Fatal Five

Many road crashes involve 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. The QPS is committed to reducing these numbers by conducting multiple statewide road policing enforcement and education campaigns to influence driver behaviour and target offending on Queensland roads.

Road Policing and Regional Support Command have, in addition to road enforcement operations, partnered with rider groups and the Department of Transport and Main Roads to better educate riders as to the causes of motorcycle crashes and rider safety in general.

In 2020-21, the QPS delivered various high visibility road safety operations to target the Fatal Five high-risk road user behaviours and reduce lives lost on the roads which resulted in:

- more than 124,300 speeding infringement notices issued (excluding camera detected offences)
- approximately 5,300 infringement notices issued for not wearing seat belts
- more than 4,100 infringement notices issued for using mobile phones while driving
- over 1.55 million random breath tests which detected approximately 16,500 drink driving offences.

Dedicated Domestic, Family Violence and Vulnerable Persons Command

The QPS is committed to protecting our most vulnerable persons in the community, including victims of domestic and family violence, children, Elders, people living with disability and people with mental health issues. To enhance the Service's strategic capability to prevent, disrupt, respond and investigate domestic and family violence, the QPS established a dedicated Domestic, Family Violence and Vulnerable Persons Command led by an Assistant Commissioner in March 2021.

The command is reviewing QPS's systems, training and processes when responding to domestic and family violence calls for service and cross-agency interactions and information sharing practices to influence further change and drive greater reform across government.

In June 2021, the command hosted a three-day Vulnerable Persons Policing Conference in Brisbane with leaders in domestic and family violence reform from across Australia, including DV Connect, Red Rose Foundation, Queensland University of Technology, University of Wollongong, New South Wales and Victoria Police. The conference provided an opportunity to discuss the complexities and best practice responses when responding to domestic and family violence calls for service. The QPS proactively reviews processes and procedures to ensure the Service's response protects victims and holds perpetrators to account.

Referral services

The QPS has many strategies to prevent, disrupt, respond and investigate domestic and family violence in Queensland. In addition, the Queensland Police Referral Service allows officers to connect at-risk and vulnerable persons with over 530 external support providers covering 67 different vulnerabilities including domestic and family violence, mental health, homelessness and victim support.

In 2020-21, the QPS referred over 122,300 people to external support providers.

Protecting victims of domestic and family violence

Throughout 2020-21, the QPS conducted policing operations to target high risk and high harm perpetrators of domestic and family violence, including:

- Operation Sierra Alessa launched in August 2020 and ran for two months, targeting domestic violence perpetrators who were the subject of three or more Domestic Violence Orders. The operation identified 319 perpetrators responsible for committing domestic and family violence against 1,156 victims.
- Operation Tango Alessa commenced in March 2021 and proactively engaged high risk, high harm domestic and family violence perpetrators to ensure compliance with police orders, victim safety and to provide support services to victims and perpetrators.

In March 2021, the Queensland Government established the Women's Safety and Justice Taskforce to independently examine coercive control and the need for a commit domestic violence offence, and the experience of women across the criminal justice system. The taskforce is being chaired by The Honourable Margaret McMurdo AC and represented by Deputy Commissioner Tracy Linford on behalf of QPS and other representatives from the criminal justice system and domestic and family violence sector.

Youth Justice

The QPS continues to work collaboratively across the state to implement the Queensland Government Youth Justice Strategy – Working Together Changing the Story 2019-2023 Action Plan.

The QPS is the lead agency for two ongoing actions in the Action Plan:

1. Increasing police diversions of young offenders
 - The QPS continues to enhance policing strategies for dealing with young offenders with an emphasis on building more robust processes to divert young people away from the youth justice system in appropriate circumstances. In 2020-21, the QPS there were 1,439 Restorative Justice referrals, 12,756 cautions administered, 132 Protected Admissions accepted and 1,134 drug and graffiti diversions.
2. Framing the Future
 - Following the success of Project Booyah, the QPS initiated Framing the Future (FtF) – a dedicated mentoring and support program for graduates of Project Booyah and the new Booyah Respect program. In 2020-21, 157 young people were being supported through the Project Booyah FtF across nine locations in Queensland.

The Service continued to work collaboratively with Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) and other key stakeholders to implement the Youth Justice Five Point Action Plan which includes:

1. Tougher action on bail. Offenders posing a risk to the community should not get bail
 - A targeted approach to bail compliance by conducting intensive bail supervision activities through regular curfew checks on young offenders to improve bail compliance and minimise reoffending of young people on bail. To complement conventional bail checks, police are also referring at risk youth to early intervention programs to address their offending behaviours. This activity is undertaken in Cairns, Townsville, Rockhampton, Moreton, Ipswich, South Brisbane, Gold Coast and Logan.
2. Police blitz on bail, appealing children's court decisions where appropriate
 - QPS Specialist Bail Prosecutors will advocate in the Children's Court on complicated bail matters, take carriage of bail reviews, provide advice and support for operational police and other prosecutors in respect of the application of new legislation when preparing objections to bail, show cause determinations and electronic monitoring device conditions in addition to providing an 'on call' service for out of hours state-wide assistance.
3. 24/7 Co-responder Team, a police/youth justice worker partnership targeting high-risk offenders
 - The co-responder teams work towards best outcomes for at risk youths undertaking various activities, including de-escalating and problem solving where groups congregate, transporting them to safety, connecting with families and support services, exploring diversionary pathways and reducing unnecessary remand. Activities support a local case and place response to best meet the needs of the communities in each location. On 1 July 2020, there

were five sites operating on a 24/7 basis in Cairns, Townsville, Rockhampton, Moreton and Logan. Three additional sites also commenced in Mackay in March 2021 and North Brisbane and Gold Coast in April 2021.

- In June 2021, Townsville’s co-responder team was expanded to encompass a second vehicle to boost the services to the local community and help break the cycle of crime. The co-responder vehicle, wrapped in the *Look to the Stars* artwork created by Gilimbaa artist Jenna Lee of the Larrakia people, will help guide the Townsville Youth Co-Responder Team as they work with the community, our young people and their families.

4. Culture-based rehabilitation for indigenous offenders through new On Country initiatives

- On Country Programs are an initiative led by DCYJMA in Townsville, Cairns and Mount Isa, and are designed and delivered by Aboriginal and Torres Strait Islander People. Utilising cultural knowledge and skills to provide supportive and therapeutic responses, these programs aim to support high risk repeat offenders return to work or education. The courts and QPS can refer high risk Aboriginal and Torres Strait Islander offenders aged 10-17 years to the program.

5. Empowering local communities with \$2 million for community-based organisations for local community-based solutions.

- Locally established Community Based Crime Action Committees allocate funds to deliver prevention initiatives that meet the needs of the community across 10 locations including Cairns, Townsville, Mount Isa, Ipswich, Gold Coast, Toowoomba, Logan, Rockhampton, Caboolture and North Brisbane. The programs are run by a range of organisations, such as PCYCs, non-government organisations and independent operators across the state. Initiatives supported include sport and healthy lifestyle diversion activities as well as organisations that assist young people and families to engage with services in their local areas that provide assistance with education, health and gaining employment.

New Youth Justice Taskforce

On 9 February 2021, the Queensland Government appointed Assistant Commissioner Cheryl Scanlon to lead a Youth Justice Taskforce to implement sweeping changes to youth justice across the state, target recidivist youth offenders and reduce re-offending. The taskforce brings together government and private sector agencies and the community to address youth justice issues and to further strengthen legislative reforms.

The *Youth Justice and Other Legislation Amendment Act 2021*, which came into effect on 30 April 2021, resulted in:

- reversal of the general presumption of bail requiring offenders to show cause
- permitting courts and police to take into consideration the willingness of a parent or guardian to support the child on bail when deciding to grant bail
- the Charter of youth justice principles – recognising the community should be protected from recidivist high risk youth offenders
- courts being able to impose electronic monitoring as a condition of bail.

Metal detecting wands

The QPS is demonstrating its commitment to preventing and disrupting knife-related crime through the 12-month trial of handheld metal detecting wands on the Gold Coast. The *Police Powers and Responsibilities Act 2000* was amended in April 2021 to allow authorised police officers in the two Gold Coast Safe Night Precincts (SNP) to stop a person and use a metal detecting wand to scan them for a knife. The QPS secured 100 wands to support the 12-month trial being conducted in the Gold Coast SNPs.

For the period 30 April to 30 June 2021, there were 653 persons wanded, including 435 adults and 218 juveniles and resulted in the seizure of 24 weapons and 44 persons charged for offences, including 14 counts of possessing a knife in a public place. The trial has been well-received by the public for reducing knife-related crime in these SNPs.

The QPS has commissioned an independent evaluation to be conducted at the conclusion of the 12-month trial.

Hooning

In April 2021, new anti-hooning laws were passed in Parliament to target illegal mass hoon gatherings. The new laws equip police with powers to serve notices on the owner of the vehicle involved in hooning offences. There is a reverse onus on vehicle owners who claim they weren't driving at the time of the offence they will need to prove it.

The QPS Road Policing Units will be equipped with high-tech camera technology and traffic CCTV networks will assist to target mass hoon gatherings to keep communities safer.

The new legislation, combined with a fleet of high-tech cameras, has seen the QPS roll out a range of strategies, including an ongoing operation to target mass gatherings, to disrupt and prevent hooning activities on Queensland's roads.

New Bob Atkinson Operational Capabilities Centre for Policing

The QPS has demonstrated its commitment to strengthen our capability to prevent, disrupt, respond and investigate through the completion and official opening of the Bob Atkinson Operational Capabilities Centre (BAOCC) in Wacol, Brisbane in September 2020. The centre incorporates two identical 24/7 indoor firing ranges suitable for recruit, in-service and tactical training. The training offered at the BAOCC and across the Service is focused on techniques and methodologies designed to reduce response times, whilst maintaining the highest safety standards for officers and the Queensland community.

Large multi-function spaces can be converted to accommodate the complete range of physical and operational skills, including soft fall areas for open and closed hand tactical training and large covered concrete areas for vehicles. A purpose-built scenario village, which includes urban and commercial precincts, such as high and low-set houses, apartments, shops and offices spaces, 70-seat stadium, nightclub, petrol station, police station and watchhouse, and railway and bus stations assists in the delivery of simulated training. A major advantage of this new world class facility is the ability to accommodate different user groups simultaneously, which allows multiple training sessions to run concurrently throughout the day.

What's happening in the regions

The QPS's five police regions, comprising 15 districts and 340 police stations, deliver first class frontline policing services to the communities of Queensland. Each region operates in partnership with the community to ensure the policing response is agile, adaptable and adequately targets the issues and crime trends affecting local communities.

The regional police officers play a pivotal role and are often the first response officers to crimes and calls for services. The regions include Brisbane, South Eastern, Southern, Northern and Central. Refer to page 18 for a map of the police regions.

In addition to the services provided through the newly established Domestic, Family Violence and Vulnerable Persons Command (refer to page 35 for more information), the regions worked with partners and the community to enhance their services to better manage domestic and family violence calls for service. This includes:

- Sunshine Coast District, in partnership with the Department of Children, Youth Justice and Multicultural Affairs, established the **Multi-Agency Triage and Case-Led Allocation (MATCLA) initiative** to enhance the coordination and collaboration of domestic and family violence services. MATCLA offers a multi-agency approach to triage high-risk perpetrators to enhance the coordination and collaboration of domestic and family violence services increasing capacity.
- Mount Isa District established the **Watchhouse Engagement Project** which provides timely and culturally appropriate responses to domestic violence and diverts respondents to appropriate support pathways. Since the project's inception in April 2020 to 30 June 2021, 94 respondents have been engaged in the Watchhouse, of which 86% have accepted referrals to support agencies.

- Darling Downs District in Southern Region initiated **Project Vulnerable** in November 2020 to identify repeat victims of domestic and family violence. Officers proactively contact victims to assess their safety and ascertain other support services that can be provided to the victim. Since its inception to 30 June 2021, the QPS identified and reached out to 107 victims with 46 accepting assistance offered by the QPS.
- Cairns District in Northern Region established the **Prevention Together Unit** bringing together units from across the Service including Crime Prevention, Domestic and Family Violence, High Risk Team, Youth Justice Co-Responder teams as well as detectives and Police Liaison Officers. The unit provides a wholistic approach to support persons impacted by domestic and family violence, including repeat victims and works to prevent and disrupt recidivist offenders through education and support.

The QPS established a Youth Justice Taskforce in February 2021 to target youth crime and reoffending in Queensland (refer to page 35 for more information). In addition, the regions have also implemented campaigns and targeted local programs to address youth offending in their local areas, which include:

- Wide Bay Burnett District established the **'Walk of Life Program'** – a child prevention and child protection initiative aimed at teaching student's life skills including cooking, first aid, map reading and soft skills including leadership, teamwork, resilience and time management. In 2021, the QPS partnered with a registered training organisation, Paramount Adventure Centres and local non-for-profit Where Youth Live Dreams projects to attain a Certificate II in Outdoor Education.
- The QPS's Logan District has implemented multiple programs aimed at re-engaging youth offenders to reduce re-offending and steer them onto a positive path, including:
 - **Pedalz Up Program** which is successfully changing the attitudes and behaviours of youth offenders. The program runs for eight weeks and is targeted at young people aged between 11 and 14, who work alongside police officers to restore and refurbish recycled bicycles and facilitate one-on-one conversations about different aspects of life. Program participants who successfully complete the program and meet the established goals keep the bike they refurbished. The program conducted evaluations at the start of the sessions with 70% of students indicating they did not like police officers. Another evaluation was conducted at the end of program resulting in 90% of students indicating they liked police officers. The program is helping to break down barriers between youth offenders and police.
 - **Logan New Directions Youth Support Program**, established in 2019, brings together representatives from across government including police, youth justice, child safety, health and education to provide a unique collaborative approach to help disengaged youths get their lives back on track.
- Southern Region has commenced campaigns and implemented programs to reduce youth crime and violence across the region, including:
 - **'I live my life without a knife'** campaign which aims to reduce knife violence in the community. The campaign is being delivered through an extensive marketing strategy including television advertisements, posters and social media, and is widely supported by local engagement. It also supports the **Moreton Knife Crime Prevention Campaign** which aims to educate young persons and the community about knife possession laws and the associated risks to life and safety.
 - **Youth At Risk Network (YARN)** is a well-established program operating in Caboolture and Redcliffe areas to support young people aged 10 to 17 years and their families at risk of entering the youth justice system or engaging in anti-social behaviour. YARN also supports young people currently in the youth justice system to help prevent recidivist behaviour.
 - **Intensive Bail Supervision**, which forms Point 1 of the Youth Justice Five Point Action Plan, monitors and records bail compliance activities for young offenders. Since its inception in March 2021 to 30 June 2021, there were over 390 street checks generated for young persons on bail.
- Brisbane Region has implemented programs to provide key services to young people at risk, including:

- **Inala Youth Support Program** provides a multi-agency collaborative approach for young offenders and their families to curb future recidivist behaviour. During 2020-21, 49 young people participated in the program.
- **Youth Justice Co-Responder Team** in Brisbane's north is comprised of officers from QPS and Youth Justice working collaboratively on a 24/7 rotational roster to provide vital support for young people at risk. This includes facilitating diversions of young offenders, intensive supervision of young offenders on bail, engaging young people for early intervention, transporting young people to safety and referring young people to appropriate service providers for support.
- In the Far North, in response to an increase in cross-border crime between Queensland and the Northern Territory (NT), the QPS and NT police services met in June 2021 to discuss and develop strategies to target:
 - the transport of alcohol from Mount Isa to restricted communities in NT
 - cross border major crime including planning for multi-jurisdictional policing operations to target high risk recidivist offenders
 - future joint policing operations to combat emerging issues and crime trends
 - information sharing practices between agencies.

The QPS will continue to work collaboratively with NT police and other police jurisdictions to target cross border crime.

Palm Island Community Based State Protective Security Officers (SPSO)

In support of QPS's objectives to prevent, disrupt, respond and investigate, the Service inducted six new Senior Protective Security Officers (SPSO) into the QPS to perform duty on Palm Island. The SPSO's are the first ever First Nations group to serve, protect and provide security services within a First Nations community.

SPSO's provide security to state government buildings and work closely with police officers on Palm Island to ensure the safety of the community and the buildings on the Island.

Governance

Executive Management profiles

The QPS Board of Management is comprised of the following members (as at 30 June 2021):

<p>Katarina Carroll APM</p> <p>Commissioner</p> <p>The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS.</p> <p>The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.</p> <p>The Commissioner is a Chairperson, Council Member and Board Member on numerous national boards, committees and professional organisations. She also performs the role of Patron and Ambassador for a number of police and community groups.</p> <p>Significantly, the Commissioner is a representative on the Australian Criminal Intelligence Commission, Australia New Zealand Policing Advisory Agency and Australian Institute of Police Management Boards.</p>
<p>Tracy Linford APM</p> <p>Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations</p> <p>The Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations is responsible for the provision of specialist police services including Community Contact, Security and Counter-Terrorism, Intelligence and Covert Services, Operations Support, Road Policing and State Crime Commands.</p> <p>Nationally, the Deputy Commissioner is the QPS representative on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and Chairs the Public Information Sub-Committee of ANZCTC.</p> <p>Deputy Commissioner Linford is a member of, and represents the QPS at Domestic and Family Violence Prevention Council, Women's Safety and Justice Taskforce, Australian Centre to Counter Child Exploitation, Australian Transnational, Serious and Organised Crime Committee, National Criminal Intelligence System Steering Committee and the Major Events Executive Committee. Deputy Commissioner Linford also represents the QPS on several intergovernmental and internal committees.</p>
<p>Steve Gollschewski APM</p> <p>Deputy Commissioner, Southern Queensland</p> <p>The Deputy Commissioner, Southern Queensland is responsible for supporting service delivery throughout the Southern Queensland portfolio across the Brisbane, North Coast, South Eastern and Southern police regions, as well as People Capability Command and Communications, Culture and Engagement Division. The Deputy Commissioner provides leadership to the Assistant Commissioners and Executive Director of the portfolio to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.</p> <p>Deputy Commissioner Gollschewski is the State Disaster Coordinator for Queensland. He is also undertaking the position of Overall Commander, Taskforce Sierra Linnet which is the QPS response to COVID-19. The Deputy Commissioner performs key governance roles within the</p>

QPS including the QPS Board of Management and Executive Leadership Team and is the QPS champion for Inclusion and Diversity.

Paul Taylor APM

Deputy Commissioner, Regional Queensland

Deputy Commissioner Paul Taylor was appointed to the role of Deputy Commissioner, Regional Queensland (Townsville) in early 2020, following QPS transition to a four Deputy Commissioner model. The Deputy Commissioner Regional Queensland portfolio oversees operations associated with the Road Policing and Regional Support Command, Northern Region and Central Region.

The portfolio will soon expand to encompass the newly formed Far Northern Region, bringing workforce totals in Regional Queensland to more than 5,000 employees. The Regional Queensland portfolio encompasses a broad cross section of policing environments including rural and remote communities, industry and mining, agriculture and tourism. The portfolio also includes the delivery of policing services attributed to custody, policelink, communications and road policing.

With more than 40 years policing experience in Queensland, Deputy Commissioner Paul Taylor has made significant contributions to the QPS as an Executive Officer since 2007, through both regional stewardship and as a member of the Executive Leadership Team (ELT). Deputy Commissioner Taylor is a graduate of LinCT and has significant national experience in developing counter terrorism capability. His command experience includes service as Deputy Commander for the G20 Brisbane and Commander for both the G20 Finance Minister's Meeting and the Pacific Islands Forum. For more than 5 years, Deputy Commissioner Taylor has been committed to the establishment of international partnerships involving the Solomon Islands and Papua New Guinea, resulting in being awarded the prestigious Queen's Diamond Jubilee by the Commissioner, Royal Papua New Guinea Constabulary. He has also been the recipient of the Australian Police Medal in 2001 for his extensive, high level experience in aligning culture, finance and resources to delivery safe and secure communities.

Doug Smith APM

Deputy Commissioner, Strategy and Corporate Services

The Deputy Commissioner, Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to the Queensland community. The Strategy and Corporate Services portfolio has direct responsibility for Crime and Corruption Commission (Police Group), Ethical Standards Command, Organisational Capability Command, People Capability Command, Policy and Performance Division, Legal Division and Communications Culture and Engagement Division.

The Deputy Commissioner performs key governance roles on Boards and Committees including Boards of Management for both the QPS and PSBA, QPS Audit and Risk and chairs the Assets Committee. The Deputy Commissioner also chairs the Prevention Together Committee Meeting, Our People Matter Strategy Steering Committee, State Honours and Awards Committee and he is also the QPS representative on the National Police Memorial Coordination Committee. Deputy Commissioner Smith also represents the QPS on several state and national intergovernmental committees.

Jenny Walker

External Member

Jenny's working life of more than 45 years includes experience in public, private and not-for-profit organisations. Her public sector experience includes Commonwealth, State and Local Government agencies where she had 25 years' experience in line management and project management roles. While a salaried public sector employee, Jenny also served in the Army Reserve for 16 years in the Intelligence Corps. In her not-for-profit executive career, Jenny was the CEO of Legacy Australia Inc.

Since 1996 she has worked mainly as a management consultant helping public and private organisations in strategic and operational planning, performance review and change management, organisational reviews, corporate performance improvement, business planning, marketing, human resource strategy and management, and team development. These days her specialty is board and governance advisory.

Jenny has served on several public sector and not for profit boards and committees and is currently the Chair of the Audit and Risk Management Committee and member of the Board of Management for the Queensland Police Service. She is an Independent Director of Australian War Widows (Qld), Chair of the Service Personnel Anglican Help Society operating St George's Defence Holiday Suites and is also a Services Member on the Veterans' Review Board.

She is a graduate of the Australian Institute of Company Directors and has tertiary qualifications in Business (Marketing, Human Resources and Government), Market Research and a background in land and engineering survey drafting and cartography.

Sandra Slater

External member

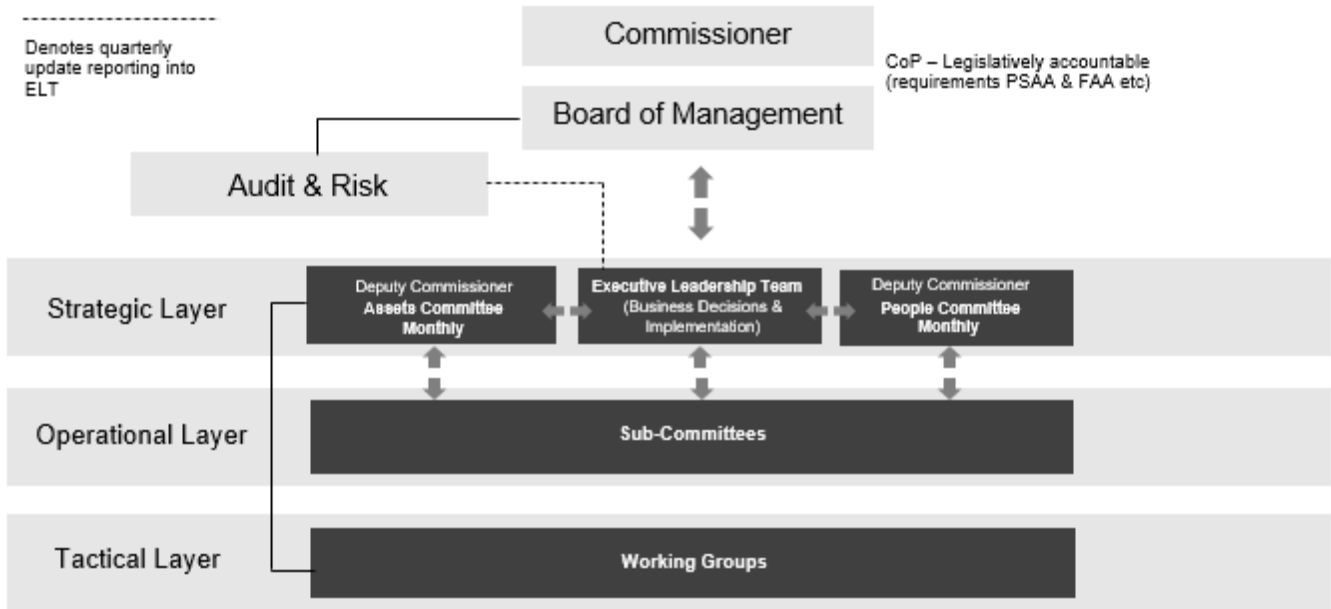
As Chief Information Officer for the Department of Transport and Main Roads (TMR), Sandra leads a team of more than 400 staff and contractors. She is responsible for delivering a significant Information and Communication Technology (ICT) program to improve customer experience and deliver better digital business outcomes for the department.

Sandra has proudly dedicated her 30-year career to TMR, working predominantly in ICT roles. She has led the development of ICT strategies and solutions and led teams to deliver many large-scale business and ICT change projects. Sandra is an experienced ICT executive across all elements of ICT planning, delivery, operations and governance, maintaining strong engagements with customers, stakeholders, vendors and industry.

Sandra started her career as an engineer and is a proud champion of gender diversity in technical professions and regularly lends her time to mentoring programs and creating opportunities for women in the workplace. In 2018, Sandra was the recipient of Women in Technology's 2018 ICT Outstanding Achievement Award and in 2019 was admitted as a graduate of the Australian Institute of Company Directors.

Boards and committees

The QPS Governance Framework (as at 30 June 2021) is as follows:



QPS Board of Management (BoM)

The BoM 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 BoM 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 every second month or as determined by the Chair. In 2020-21, the Board met on six occasions and considered 26 matters out-of-session.

The independent external members collectively received \$6,600 in remuneration in 2020-21. There were no other on costs.

Board members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Stephan Gollschewski (Southern Queensland)
- Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)
- Deputy Commissioner Doug Smith (Strategy and Corporate Services)
- Deputy Commissioner Paul Taylor (Regional Queensland)
- Jenny Walker (independent member)
- Sandra Slater (independent member)

Achievements

During 2020-21, the BoM approved a number of significant matters including:

- Budget allocations and adjustments for 2020-21
- 2021 QPS Environmental Scan
- QPS Risk Management Framework 2020
- The QPS Wellbeing Strategy
- QPS Capability Framework
- New strategic governance arrangements for the QPS
- Operations of the Service Alignment Program
- QPS Strategic Governance arrangements
- Public Safety Agency integration into the QPS
- Integrity and Performance Group Inspection Plan and Internal Audit Charter for 2020-21.

The Board had in depth strategic discussions on the following topics:

- QPS COVID-19 Response
- Service Alignment Program
- Prevention
- Youth Justice
- Service Delivery Redesign Project
- Domestic and Family Violence.

The Board also overviewed and discussed strategic matters relating to financial reporting, human resources reporting, information, communication & technology reporting, performance and capability reporting, risk reporting and project reporting.

QPS Demand and Resource Committee (D&RC)
<p>The D&RC supports the Commissioner and QPS BoM 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 and resource management.</p> <p>The Chair of the Committee is rotated among the Deputy Commissioners on an annual basis.</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>During 2020-21, the committee met on three occasions and considered four urgent matters out-of-session.</p> <p>The QPS D&RC was dissolved following an in-depth review of QPS's governance arrangements. The final meeting of the D&RC was held on 28 September 2020.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Doug Smith (Strategy and Corporate Services) (Chair)• Deputy Commissioner Stephan Gollschewski (Southern Queensland)• Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)• Deputy Commissioner Paul Taylor (Regional Queensland)
<p>Achievements</p> <p>For the period 1 July to 28 September 2020, the D&RC considered a number of matters including:</p> <ul style="list-style-type: none">• Overseeing and supporting initial 2020-21 budget allocations and budget reviews• Monitoring performance measures and Service Delivery Standards• Approving the 2020-21 QPS Total Assets Management Plan• Monitoring the QPS Program including exception reporting.

QPS Assets Committee
<p>The Assets Committee aligns the prioritisation of the Services' assets and project portfolio with the QPS Strategic Plan, government priorities and QPS demand modelling needs. The Committee monitors and approves QPS prioritisation, planning and management of QPS strategic asset and project portfolios within the Service; delivers appropriate advice on planning, product delivery, stakeholder engagement and prioritisation activities across the QPS asset and project portfolios; endorses business strategy and capability across the Service to meet current and future QPS strategic asset portfolio demand and resource needs; and ensures value through financial prioritisation and planning, and ongoing benefits realisation</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>The Assets Committee held its first meeting on 30 October 2020. The committee met on 11 occasions and considered five urgent matters out-of-session in 2020-21.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Doug Smith (Strategy and Corporate Services) (Chair)• Chief Superintendent Darryl Johnson (Crime and Corruption Commission)• Assistant Commissioner Cameron Harsley (Organisational Capability Command)
<p>Achievements</p> <p>Since its establishment on 30 October 2020 to 30 June 2021, the Committee considered:</p> <ul style="list-style-type: none">• the QPS Program including exception reporting• Assets Committee Terms of Reference• operational equipment reporting and forward planning• fleet reporting and forward planning.

QPS People Committee
<p>The People Committee aligns the prioritisation of the Services' people with the QPS Strategic Plan, government priorities and QPS demand modelling needs. The Committee builds a positive organisational governance culture that reflects the values of the QPS, addresses significant emerging people, culture and safety issues and trends, endorses strategies for improving workforce capacity and capability across the service to meet current and future service demand and address resource constraints, and ensures value through prioritisation and planning of QPS resource allocations.</p> <p>The committee meets monthly or as determined by the Chair.</p> <p>The People Committee held its first meeting on 23 November 2020. The committee met on seven occasions and considered two urgent matters out-of-session in 2020-21.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations) (Chair)• Assistant Commissioner Charysse Pond (People Capability Command)• Assistant Commissioner Kevin Guteridge (Central Region)
<p>Achievements</p> <p>Since its establishment on 23 November 2020 to 30 June 2021, the Committee considered:</p> <ul style="list-style-type: none">• People Committee Terms of Reference• QPS Strategic Workforce Plan• leave management policy• changes to the QPS organisational structure• growth allocation• leadership competencies• workplace support and cultural reform.

QPS Audit and Risk Committee (A&RC)
<p>The QPS A&RC was established to assist the Commissioner and QPS BoM in scrutinising, challenging and delivering oversight of the management responsibilities imposed on the Commissioner. This includes management responsibilities imposed on the Commissioner under the <i>Police Service Administration Act 1990</i>, the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2019</i>.</p> <p>The A&RC delivers independent oversight and assistance to the Commissioner and BoM on:</p> <ul style="list-style-type: none">• risk management policy/framework• internal control and compliance plans and framework• financial compliance• the internal and external audit functions. <p>The committee meets quarterly or as determined by the Chair. During 2020-21, the committee met on four occasions.</p> <p>The two independent external members collectively received \$8,220 in remuneration. There were no other on-costs.</p>
<p>Committee members</p> <ul style="list-style-type: none">• Jenny Walker (independent member) (Chair)• Deputy Commissioner Doug Smith (Strategy and Corporate Services)• A/Assistant Commissioner Matthew Vanderbyl (Organisational Capability Command)• A/Assistant Commissioner Virginia Nelson (Ethical Standards Command)• Glenn Poole (independent member)
<p>Achievements</p> <p>During 2020-21, the A&RC provided strategic advice and support to the QPS BoM by considering matters of risk management, internal control and compliance, financial compliance, and auditing and reporting, including:</p> <ul style="list-style-type: none">• QPS strategic risk reporting• COVID-19 risks• QPS Risk Management Framework• QPS Risk Appetite Statement• Integrity and Performance Group Inspections Plan and Internal Audit Function Charter as well as regular updates on the compliance and inspection program findings• Fraud and Corruption Plan and Policy• Queensland Audit Office audit plan for QPS and review of audits undertaken• Reviewing strategic risks and opportunities• Cyber Security• 2019-20 Financial Statements.

QPS Executive Leadership Team (ELT)

The Commissioner has established the Executive Leadership Team (ELT) to be a decision-making body, as part of the strategic level governance framework.

The role of the ELT includes:

- Strategic oversight – administering the strategic direction of the Board of Management (BoM) and discharging the responsibilities of the Commissioner. Understanding the QPS's operating environment, identifying strategic issues and steering the organisation towards achievement of strategic goals and objectives.
- Corporate leadership – guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of the QPS's governance framework.
- Portfolio assessment – setting priorities in alignment with strategic goals and objectives, approval of strategically aligned activities such as legislative and strategic policy reform, financial management, risk appreciation and oversight of significant operational matters that impact the organisation.
- Portfolio review – analysing business activity and optimising the focus of QPS investment by regular oversight of approved activities as listed above.
- Portfolio appreciation – reviewing, understanding and adopting actions reflective of audit and risk updates and financial management overviews provided to the ELT.

The ELT meets via video conference weekly and in person on a monthly basis, or as determined by the Chair. The ELT also met via Microsoft Teams on a regular basis due to COVID-19 restrictions.

During 2020-21, the ELT met on 12 occasions (in-person) including meetings at Rockhampton and Cairns.

The independent Chair of the QPS Audit and Risk Committee attended one ELT meeting as a guest in 2020-21. The member received \$660 in remuneration. There were no other on-costs.

ELT members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Stephan Gollschewski (Southern Queensland)
- Deputy Commissioner Tracy Linford (Crime, Counter-Terrorism and Specialist Operations)
- Deputy Commissioner Doug Smith (Strategy & Corporate Services)
- Deputy Commissioner Paul Taylor (Regional Queensland)
- Louise Barrett, Executive Director (Commissioners Strategic Group)
- Assistant Commissioner Maurice Carless (State Discipline)
- Assistant Commissioner Shane Chelepy (Operations Support Command)
- Assistant Commissioner Brian Codd (Domestic, Family Violence and Vulnerable Persons Command)
- Assistant Commissioner Mike Condon (Southern Region)
- Assistant Commissioner Brian Connors (North Coast Region – transition)
- Paul Friedman, A/Executive Director (Policy and Performance Division)
- Assistant Commissioner Kevin Guteridge (Central Region)
- Carolyn Harrison, Executive Director (Legal Division)
- Assistant Commissioner Cameron Harsley (Organisational Capability Command)

- Assistant Commissioner Kath Innes (Crime and Intelligence Command)
- Chief Superintendent Daryl Johnson (Crime and Corruption Commission)
- Assistant Commissioner Ben Marcus (Road Policing and Regional Support Command)
- A/Assistant Commissioner Virginia Nelson (Ethical Standards Command)
- Assistant Commissioner Debbie Platz (Security and Counter-Terrorism Command)
- Assistant Commissioner Charysse Pond (People Capability Command)
- Assistant Commissioner Cheryl Scanlon (Youth Justice Taskforce)
- Assistant Commissioner Brett Schafferius (Far Northern Region – transition)
- Assistant Commissioner Brian Swan (Brisbane Region)
- Michelle Tayler, Executive Director (Communications, Culture and Engagement Division)
- Assistant Commissioner Mark Wheeler (Northern Region)
- Assistant Commissioner Brian Wilkins (South Eastern Region)

Associate Attendees

- Simon Kelly, Director (Media and Public Affairs Group)
- Superintendent Marcus Hill (Commissioners Office)

Achievements

During 2020-21, the ELT considered a number of significant matters, including:

- QPS Governance Framework
- Youth Justice
- Crime statistics
- QPS's response to COVID-19
- Information access and misuse
- HR analytics
- Service Alignment Program
- Working for Queensland survey results
- Domestic and family violence
- Inclusion and diversity action plan
- Enhancing QPS's cultural capability
- Road safety.

Government Bodies

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

For further information about the Government Bodies refer to page 96 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 expected of all QPS employees.

Members of the QPS 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 2020-21, Ethical Standards Command (ESC) continued to promote, monitor and enforce ethical behaviour, discipline and professional practice through education, deterrence and systems improvements. 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 2020-21, the QPS received 1,103 complaints by members of the public against officers on or off duty. This figure counts the number of distinct individuals who have either lodged a complaint or lodged a complaint on behalf of another person even if it relates to the same incident. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

On 12 May 2021, QPS launched the Police Integrity and Professional Standards (PIPS) Information Technology (IT) solution. PIPS has streamlined the reporting accountabilities associated with operating in a contemporary workforce discipline system. PIPS provide a single integrated IT solution across many business areas working in ESC, Discipline Support Unit, Office of State Discipline and Professional Practice Managers working across the Service.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of police facilities including their functions and duties. During 2020-21, ESC performed 13 issue-based and 17 compliance inspections of police facilities across the state. The recommendations from these inspections are reported back to the relevant region or command for implementation. ESC also analysed the compliance inspections conducted independently by regions and commands to determine key compliance issues and trends across the state. The outcomes of the inspections are reported to the Executive Leadership Team and the QPS Audit and Risk Committee.

Risk management and accountability

Risk management

The Commissioner and Senior Executive are committed to the management of internal and external risks which may influence strategic objectives. The QPS has implemented an Enterprise Risk Management approach, adopting the principles and processes outlined in International Standard ISO 31000:2018 Risk Management – Guidelines. This approach integrates risk assessment into the management processes of the organisation.

Risk management planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges. The QPS produces a yearly Risk Appetite Statement which outlines the key risk categories and the QPS approach to those risks. The statement articulates the opportunity/risk taking appetite position of the QPS and is integrated into individual Enterprise Risk Registers statewide. An annual Strategic Risk Report is also generated to provide an overview of the main risks and challenges faced by the QPS.

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 49). The Chief Risk Officer and Strategic Risk Group promote best practice, identify whole-of-state risk issues, scan for emerging risk and provide advice and support on risk management practices.

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:

Queensland Audit Office (QAO)

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

The QPS remains committed to identifying opportunities for efficiencies in all areas of service delivery.

Report 8: 2020-21 – Regulating Firearms

QPS Weapons Licensing assesses weapon licence and firearm ownership suitability and compliance in accordance with the *Weapons Act 1990*. In November 2020, the QAO conducted a performance audit to assess how the QPS regulated the acquisition, possession, use and disposal of registered firearms between 2015 and 2019.

The QAO directed 13 recommendations to the QPS under three categories:

1. Deciding who can access firearms
2. Monitoring firearms licence holders
3. Regulating dealers and firearm movements

The QPS accepted all 13 recommendations. In response to QAO's report, the QPS established an oversight and advisory committee to coordinate implementation of the report recommendations. The

QPS provided a preliminary response to the recommendations which can be found in the Appendix of QAO's report.

Report 1: 2020-21 – Family support and child protection system

The QAO conducted an audit to assess how effectively Queensland public sector entities work together for the safety and wellbeing of Queensland children. Six public sector entities were audited, including QPS, to determine whether:

- Queensland's family support and child protection system is managed to ensure efficient and effective coordination across agencies; and
- Queensland government agencies share responsibility for the continuous improvement of the family support and child protection system.

The report made nine recommendations, of which one (recommendation 4) was directed to the QPS as a supporting agency with Department of Children, Youth Justice and Multicultural Affairs as the lead agency. As at 30 June 2021, recommendation 4 was in progress.

A preliminary progress update for recommendation 4 can be found in the Appendix of QAO's report.

Crime and Corruption Commission (CCC)

The CCC 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.

Crime and Corruption Commission reports are available online at www.ccc.qld.gov.au/research-and-publications.

Investigation Arista – A report concerning an investigation into the Queensland Police Service's 50/50 gender equality recruitment strategy

The CCC investigated QPS's recruitment practices implemented from December 2015 to October 2018 to achieve the 50% female recruitment target set by the then Commissioner in November 2015.

The investigation revealed the QPS engaged in discriminatory recruitment practices to achieve the 50% female recruitment target.

The CCC made 28 recommendations, which were accepted. As at 30 June 2021, the QPS has implemented six recommendations. The QPS continues work to implement the remaining recommendations.

Queensland Coroner

During 2020-21, seven recommendations arising from four coronial inquests were directed to the QPS as either a lead or supporting agency. The Findings of Inquest and the Government's response are available at www.courts.qld.gov.au/courts/coroners-court/findings.

Internal audit

On 6 November 2020, the PSBA BoM approved the transition of the PSBA Internal Audit Unit in its entirety to the QPS with a portfolio service delivery model to remain for internal audit services which came into effect on 30 November 2020.

Internal Audit continues to provide advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the QPS, Office of the Inspector-General Emergency Management (IGEM) and Queensland Fire and Emergency Services (QFES). The Head of Internal Audit, QPS is also the nominated Head of Internal Audit for the 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 2019*, an annual internal audit plan and three-year strategic audit plan sets the direction of the unit. A detailed audit planning and risk assessment process was completed in devising this plan. The Annual Internal Audit Plan 2020-21 and Strategic Internal Audit Plan 2021-24 was endorsed by the QPS Audit and Risk Committee and approved by the Chair of the PSBA Board of Management on 4 September 2020. The Internal Audit Unit reports regularly to the QPS Audit and Risk Committee which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

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

In 2020-21, the unit delivered the activities in the approved Annual Internal Audit Plan 2020-2020 using in-house and sourced delivery methods including the engagement of Deloitte. All fieldwork was completed as at 30 June 2020. It is expected the final reports will be delivered by 30 September 2021.

Achievements specific to QPS for 2020-21 include:

- delivery of the approved annual internal audit plan with specific QPS audit coverage including:
 - payroll
 - fraud management post-COVID-19
 - security themed review focusing on culture
 - security themed review focusing on declarable associations
 - a command review focusing on the Protective Services Group
 - the Vic Roads Information Protection Agreement
 - grey fleet.
- Public Safety Agency (PSA) wide review of cyber security. Other PSA reviews of payroll and fraud management post COVID-19 were tailored after the announcement of the PSBA transition.
- unprogrammed reviews including:
 - the Integrity and Performance Group's compliance activities
 - corporate card usage
 - operational shift allowance compliance
 - Intelligence Tasking Analysis System governance review.

Information systems and recordkeeping

The PSBA, as the provider of corporate services to Queensland's public safety portfolio agencies including QPS, is responsible for recordkeeping and information systems across the Public Safety Agencies. PSBA has a dedicated records management team, Information Management Unit (IMU), which provided advice and assistance to QPS during the reporting period resulting in improved efficiencies including:

- providing advice on recordkeeping and training in use of the Objective electronic document and records management system (eDRMS), ensuring new users were made aware of, and understood, their broader recordkeeping responsibilities
- supporting QPS business units in accessing content digitally and utilising system features such as electronic approval processes
- IMU providing detailed advice on scenarios and circumstances where digital signatures can be implemented resulting in enhanced operational efficiency
- working with QPS business units to identify opportunities to reduce reliance on hardcopy documents and transition to fully electronic processes
- the ability of the eDRMS to support key business functions remotely was demonstrated during a short-term COVID-19 lock-down in April 2021 with minimal disruption to workflow
- deploying the Objective based eDRMS workflow that underpins the Police Officer Confirmation of Appointment process which is now the primary mechanism for supporting the management of records associated with the confirmation process
- supporting QPS People Capability Command with configuring a revised version of the Recruiting Workflow to reflect the updated recruiting process that utilises an external HR firm to conduct preliminary competency & suitability assessment testing that precedes applicants formal engagement with QPS Recruiting
- supporting the creation of over 224,000 files associated with Weapons Licensing functions and more than 20,400 administrative files for general use within QPS business units
- finalising the structure of the revised QPS Retention & Disposal Schedule. A draft of the completed schedule will be submitted for approval to Queensland State Archives for final review in 2021-22.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 15,620.91* as at 30 June 2021. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

**MOHRI FTE data for fortnight ending 18 June 2021.*

Between 1 July 2020 and 30 June 2021, the QPS permanent separation rate was 2.6% for police officers and 6.8% for permanent staff members (excluding temporary and casual employees).

The QPS has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are periodically reviewed 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 59 for more information).

Our People Matter

The QPS is in its third year of delivering the Our People Matter Strategy which is dedicated to the health, safety and wellbeing of QPS employees and their families. The Strategy represents a collaborative approach between the QPS and the relevant employee unions to build healthy workplaces and creating an organisation-wide culture of engagement, empowerment and participation at all levels.

Our People Matter Committees have been established in every police region, division and command to develop and deliver initiatives that support the Strategy. The leadership of these committees has recently been refreshed to allow all members at any level, sworn and unsworn, to be considered for the role of Principal Workplace Champion (PWC).

Key achievements include:

- the Our People Matter Speaking Series tour which addressed the four pillars of the strategy. The event was streamed on QPS Workplace to allow all members across the Service to access to event.
- embedding and promoting QPS's values of Integrity, Professionalism, Community, Respect and Fairness
- dedicated team to provide current and former members with the confidence and confidentiality to report issues of unlawful discrimination, sexual harassment and predatory behaviour
- targeted intervention and support for teams experiencing poor workplace culture
- developing and implementing the QPS Inclusion and Diversity Plan for Action.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. To ensure the QPS remains focussed on inclusion and diversity, the QPS revitalised the Inclusion and Diversity Restorative Engagement and Cultural Reform Program, transitioning from Juniper to the Workplace Assessment and Support Team (WAST) and the Cultural Transformation Team (CTT).

During the reporting period, WAST and CTT:

- developed an internal cultural reform program that specifically addresses issues in the workplace based on the Working for Queensland Survey, face-to-face interviews and a

multifunctional leadership survey. The reform program was deliberately designed to be bespoke, allowing for workshops to be tailored to directly address areas of opportunity;

- assisted over 24 individual work units with cultural reform programs;
- continued to provide support to current serving and past members by strengthening procedures for members to be afforded an exemption for reporting under the defined sections of the *Anti-Discrimination Act 1991*;
- developed the QPS Inclusion and Diversity Plan 2021/2025 with 'sub-plans' developed in conjunction with the QPS advocacy networks to support the strategy;
- procurement of the SBS Inclusion Program – a training program designed to meet the needs of large organisations adopted by over 450 organisations including federal and state entities. Several modules will be converted into compulsory online learning products (OLP) for QPS employees in 2021-22.

Working for Queensland

The Working for Queensland (WFQ) survey is an annual survey that measures employee perceptions of their work, manager, team and the QPS. The survey is administered by the Public Service Commission and explores our people's perceptions of their workplace climate in key areas.

Results from the WFQ survey drive workplace changes across the Service and help the QPS measure how the Service is progressing towards the QPS's strategic objective to build a connected, engaged and job-ready workforce with the health, wellbeing and safety of our people a priority.

During 2020-21, the QPS focussed on helping leaders engage with the WFQ results and developing people-focussed strategies to support members through changes associated with strategic programs and the COVID-19 response. To support these strategies, the QPS focussed on leadership development including change management and effective communication, ensuring a human centric approach was undertaken to improve how our people experienced work. The Service utilised the new internal communications platform to facilitate two-way communication across the state and increase transparency of information ensuring our leadership were active and visible to all ranks. We embraced new technology on the platform including live feeds and automated chatbot to keep staff fully informed of changes emerging in our response to COVID-19.

In 2020, the Working for Queensland Strategic Objectives results were:

- Agency engagement 55%
- Organisational leadership 46%
- Innovation 50%

The full 2020 Working for Queensland survey results are available to view at www.forgov.qld.gov.au/working-queensland-survey.

The 2021 Working for Queensland survey will be conducted across Queensland Government agencies in September 2021.

Wellbeing Strategy

The Wellbeing Strategy, which complements the Our People Matter Strategy, was launched on 28 April 2021 and recognises the importance of focussing on leadership, culture, wellbeing services, employee lifecycle initiatives and mental health training in an integrated and strengths-based approach. Activities undertaken in 2020-21 that support and inform the Strategy include:

- the inaugural Wellbeing Survey was conducted between April and May 2021
- development of a compulsory OLP for psychological health and fitness that provides information and tools needed to help build and maintain personal wellbeing and that of our colleagues and families

- launched the external mental health, wellbeing and support material, including support services, available on the external Our People Matter website and accessible by current and former QPS members and their families
- a comprehensive review of the QPS injury management system was completed in November 2020. An implementation team has been established to prioritise and action the recommendations from the review report.
- progressing the establishment of an external 'Self Refer' anonymous counselling service
- commencing the mental health training framework and delivering digital wellbeing solutions
- updating QPS policy and training for Psychological First Aid as a response to critical incidents and potentially traumatic events.

These initiatives collectively enhance awareness, connection and conversation; reduce stigma; ensure all employees and their families have access to support services and resources; and ensure the QPS has the best possible processes and systems in place for members who experience an injury or illness.

QPS LGBTI+ Support Network

The QPS LGBTI+ Support Network promotes Lesbian, Gay, Bisexual, Transgender, Intersex+ pride within the QPS. The network provides a dedicated support framework to its Service members statewide.

Each region, division and command has a dedicated LGBTI+ representative who provides support, resources, tools and assistance to their members.

Key achievements during the reporting period for the QPS LGBTI+ Support Network include:

- endorsing the QPS embossed rainbow flag, authorised to be flown on LGBTI+ days of significance
- specific QPS LGBTI+ patch that can be worn on operational police uniforms
- approved modifications to the LGBTI+ lanyard to support inclusivity
- developing the LGBTI+ advocacy group sub-plan to support the QPS Inclusion and Diversity Strategy.

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 31 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are also 96 elected Health and Safety Representatives who provide representation for all workers within their group on health and safety matters. These committees and representatives are complemented by 294 Trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations. The QPS Health and Safety Team has played a significant role in the COVID-19 response, providing advice and support to QPS members as a member of the COVID Command.

The QPS continues to focus 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 increased from 676 in 2018-19 to 863 in 2019-20, which is a positive trend supporting QPS efforts to de-stigmatise mental health and encourage people to seek help. A further 129 public servants and recruits also accessed these external counselling services during the same period. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2019-20 remains relatively stable at 12% which averages at 900 client contacts per month.

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing strategic advice, short term interventions, manager coaching and referral to external services for a wide range of organisational and personal issues.

The Psychological Assessment Unit (PAU) provides psychological assessment services to the QPS and undertakes psychological assessments for police recruits and specialist work units. It has expanded its scope to implement and review members self-psychological screening services through the Psych Health Screen (PHS) platform. PHS, an early-intervention and referral service, was approved for implementation across the Service in April 2020. The PHS process involves an internet-based mental health screen and provides an opportunity for members to have a follow-up interview with an Occupational Psychologist. During 2020-21, 1,153 members completed this initiative with 374 members referred for further support.

For the same period, the PAU conducted 1,545 psychological assessments of persons applying to become police recruits and a further 535 selection assessments were conducted on persons applying for identified 'high risk roles' in the QPS. The PAU has also conducted workshops regarding personality and mental health as part of leadership development and specialist training courses.

Internal confidential support services

The QPS has various internal confidential support services available for its members which include Senior Psychologists/Senior Social Workers [Employee Wellbeing Unit], Peer Support Officers and Chaplains.

These services are available free of charge to all QPS members including sworn officers and staff members. QPS members are able to seek these services for work and/or personal issues.

Senior Psychologists/Senior Social Workers, formerly known as Human Services Officers, enhance employee wellbeing through provision of organisational psychological services to reduce the risk of psychological harm in the workplace.

Peer Support Officers are sworn and unsworn members of the QPS who volunteer their time to assist and support colleagues experiencing personal and/or work-related difficulties.

QPS Chaplains provide a 'safe place' for all current and former QPS members and their immediate families to seek support for either personal or workplace matters. Police Chaplains regularly visit police establishments, offering face-to-face support for any issues that may be impacting QPS employees.

Leadership and professional development opportunities

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. A mentoring framework has also been established and reflective practices such as 360 feedback and individual development plans have been offered as development strategies. Enhanced leadership for women was delivered through Q-Balance.

During the reporting period, the QPS offered a range of opportunities and pathways to accessing professional development to police and staff members including:

- Senior Women's Collective
- various programs to develop the behaviours, skills and knowledge required for critical operational roles including the Detective Training Program, intelligence practice and intelligence operations course, child protection and investigation unit course and investigative interviewing.
- various training courses for staff members to develop corporate skills and knowledge for professional development opportunities and to compete for higher-level positions in QPS and across government
- collaborations with partner organisations including the Australian Institute of Police Management, Australian Institute of Management and the University of Queensland to offer educational programs.
- the Leadership Centre which administers scholarship programs provided by RACQ, Suncorp, Public Sector Management Program through Queensland University of Technology.

Central Panels Unit

In January 2021, the QPS established a Central Panels Unit (CPU) to manage the selection processes for Sergeant and Senior Sergeant positions across the Service. The CPU is comprised of sworn officers and staff members and provides greater consistency for merit-based selection processes.

Enterprise Bargaining Agreements

The QPS negotiated amendments with the Queensland Police Union of Employees and Queensland Police Commissioned Officers Union to amend the certified agreements for all relevant police officers and staff members during 2020-21, which delivered the Government's 12-month deferral of public sector wage increases.

Significant progress was also made in respect to a number of reviews provided for in the relevant certified agreements. This included:

- completion of stages 1 and 2 of the Administrative Officer Review which resulted in the upgrade of AO2 positions to the AO3 classification.
- establishment of a working party to review the placement of officers supported by the Transfer Advisory Committee (TAC)
- establishment of a working party to review potential rural and remote attraction and retention provisions.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2020-21.

Financial Statements

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Queensland Police Service
Statement of comprehensive income
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Income from continuing operations			
Appropriation revenue	5	2,228,806	2,124,542
User charges and fees	6	97,757	95,843
Grants and other contributions	7	213,080	241,913
Other revenue		6,720	6,138
Total revenue		2,546,363	2,468,435
Gains on disposal/remeasurement of assets		5,065	105
Total income from continuing operations		2,551,428	2,468,540
Expenses from continuing operations			
Employee expenses	8	2,053,825	1,943,715
Supplies and services	10	288,238	273,510
Grants and subsidies		6,202	4,767
Depreciation and amortisation	13-15	94,044	23,216
Impairment losses/(gains)		(12)	(29)
Revaluation decrement	14	38,035	-
Interest on lease liability		265	341
Other expenses	11	172,836	237,902
Total expenses from continuing operations		2,653,432	2,483,421
Operating result for the year		(102,005)	(14,881)
Other comprehensive income not reclassified subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		(43)	106
Total other comprehensive income		(43)	106
Total comprehensive income		(102,048)	(14,775)

The accompanying notes form part of these statements.

Queensland Police Service
Statement of financial position
As at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash		63,927	83,450
Receivables	12	83,874	57,604
Inventories *		10,951	8,955
Prepayments		15,590	19,277
Non-current assets classified as held for sale		963	-
Total current assets		175,305	169,287
Non-current assets			
Intangible assets *	13	25,860	25,636
Property, plant and equipment * **	14	1,753,048	35,363
Right-of-use assets	15	12,900	19,279
Total non-current assets		1,791,809	80,279
Total assets		1,967,114	249,565
Liabilities			
Current liabilities			
Payables	16	37,081	31,090
Accrued employee benefits	17	79,011	72,416
Lease liabilities	15	6,350	6,313
Other current liabilities	18	293	10,653
Total current liabilities		122,734	120,472
Non-current liabilities			
Lease liabilities	15	7,241	13,512
Total non-current liabilities		7,241	13,512
Total liabilities		129,975	133,984
Net assets		1,837,139	115,581
Equity			
Contributed equity		1,840,438	16,832
Accumulated surplus		(4,050)	97,954
Asset revaluation surplus		751	794
Total equity		1,837,139	115,581

* On 1 July 2020, the Public Safety Business Agency (PSBA) transferred assets to QPS as a result of a shift in asset accounting management and policy. Refer to Note 3 for further details.

** On 1 May 2021, Queensland Government Air (QGAir) assets transferred from PSBA to QPS as a result of the *Departmental Arrangements Notice (No. 1) 2021*. Refer to Note 4 for further details.

The accompanying notes form part of these statements.

Queensland Police Service
Statement of changes in equity
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Contributed equity			
Opening balance		16,832	12,438
Transactions with owners as owners:			
Appropriated equity adjustment	5	35,003	4,396
Net transfers from Machinery-of-Government changes (QGAI R)	4	69,957	-
Net transfers from - PSBA 1 July 2020	3	1,718,647	-
Closing balance		<u>1,840,438</u>	<u>16,832</u>
Accumulated surplus/(deficit)			
Opening balance		97,954	112,835
Operating result		<u>(102,005)</u>	<u>(14,881)</u>
Closing balance		<u>(4,050)</u>	<u>97,954</u>
Asset revaluation surplus			
Opening balance		794	688
Increase/(decrease) in asset revaluation surplus		<u>(43)</u>	<u>106</u>
Closing balance *		<u>751</u>	<u>794</u>
Total equity		<u><u>1,837,139</u></u>	<u><u>115,581</u></u>

* Asset revaluation surplus balance by class - Major plant and equipment \$0.660m (2020: \$0.793m), Buildings nil (2020: \$0.001m) and Infrastructure \$0.091m (2020: nil).

The accompanying notes form part of these statements.

Queensland Police Service
Statement of cash flows
For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	2,217,455	2,113,282
User charges and fees	92,576	107,667
Grants and other contributions	45,509	8,672
GST input tax credits from ATO	44,374	35,194
GST collected from customers	13,885	12,045
Other	6,720	6,138
<i>Outflows:</i>		
Employee expenses	(2,058,852)	(1,973,517)
Supplies and services	(281,874)	(294,690)
Grants and subsidies	(6,202)	(4,767)
GST paid to suppliers	(46,562)	(35,113)
GST remitted to ATO	(13,885)	(12,045)
Other	(5,529)	(4,643)
Net cash provided by/(used in) operating activities	7,611	(41,778)
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	30,093	143
<i>Outflows:</i>		
Payments for property, plant and equipment	(140,498)	(6,449)
Payments for right-of-use assets	-	(1,416)
Payments for intangibles	(7,097)	(10,103)
Net cash provided by/(used in) investing activities	(117,502)	(17,825)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	94,849	6,209
<i>Outflows:</i>		
Equity withdrawals	(50,515)	(1,930)
Finance lease payments	(6,499)	(4,712)
Net cash provided by/(used in) financing activities	37,835	(433)
Net increase/(decrease) in cash	(72,056)	(60,035)
Increase in cash from transfers between Government entities	52,533	-
Cash at beginning of financial year	83,450	143,485
Cash at end of financial year	63,927	83,450

The accompanying notes form part of these statements.

Queensland Police Service
Notes to the statement of cash flows
For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	(102,005)	(14,881)
Non-cash items included in operating result:		
Depreciation and amortisation	94,044	23,216
Donations	(264)	20
Net gain/loss on sale of property, plant and equipment	(3,879)	(71)
Revaluation decrement	38,035	-
Interest expense	265	341
Change in assets and liabilities:		
Increase/(decrease) in accrued employee benefits	6,595	(23,126)
(Increase)/decrease in annual leave reimbursement receivable	(13,799)	7,639
(Increase)/decrease in GST receivable	(2,188)	81
(Increase)/decrease in inventories	(1,996)	(3,949)
(Increase)/decrease in long service leave reimbursement receivable	(1,561)	819
(Increase)/decrease in other receivables	(123)	78
(Increase)/decrease in other current assets	3,887	(14,201)
Increase/(decrease) in payables	7,221	(18,199)
(Increase)/decrease in trade receivables	(2,854)	9,582
Increase/(decrease) in unearned revenue	(2,216)	2,135
Increase/(decrease) in appropriation revenue payable	(7,600)	(11,260)
Net cash from operating activities	<u><u>7,611</u></u>	<u><u>(41,778)</u></u>

Accounting Policy - Cash

Cash assets includes cash on hand and all cash and cheques received but not banked as at 30 June.

The department has authorisation to operate in overdraft within a specified limit in accordance with the *Financial Accountability Act 2009*. On 2 February 2013, an overdraft facility was approved with a limit of \$70m. This facility remained fully undrawn at 30 June 2021 and is available for use in the next reporting period.

Reconciliation of liabilities arising from financing activities

Opening balance as at 1 July	19,825	24,196
Non-cash changes:		
Interest	265	341
Cash flows:		
Lease liability repayments	(6,499)	(4,712)
Closing balance as at 30 June	<u><u>13,591</u></u>	<u><u>19,825</u></u>

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

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 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the year beginning 1 July 2020 and other authoritative pronouncements.

(c) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936 (Cwth)* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

(d) Basis of measurement

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

(e) Accounting estimates and judgements

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

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

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

- Valuation of property, plant and equipment - Note 14
- Depreciation - Note 14
- Amortisation - Note 13
- Services received below fair value - Notes 7 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

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

(h) Accounting standards applied for the first time

The department did not voluntarily change any of its accounting policies during 2020-21.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

2 Objectives and principal activities of the department

The role of the QPS is to work with the community and stakeholders to prevent, disrupt, respond and investigate crime to achieve our vision of making Queensland the safest State. The QPS' values of integrity, professionalism, community and respect and fairness underpin this work.

The QPS has consolidated its service area structure presented in the 2019-20 *Service Delivery Statement*, combining 'Crime and Public Order' and 'Road Safety' in a new single service area 'Police Services'. The rationalisation of the service areas will allow for a more robust, accurate and effective measure and aligns with existing reporting standards for the national *Report on Government Services (RoGS)*.

3 Transfers between Government entities

The PSBA transferred operational assets to QPS on 1 July 2020 as a result of a shift in asset accounting management and policy which will impact the reporting of operational assets under *AASB 116 Property, plant and equipment* from this date. This transfer was endorsed by the Queensland Treasurer on 13 June 2020.

Effective from 1 July 2020, the assets and liabilities transferred as a result of this change were as follows:

	\$'000
Assets	
Cash	46,963
Property, plant & equipment	1,680,867
Intangibles	477
Inventory	997
Other	
	<u>1,729,304</u>
Liabilities	
Payables	<u>10,658</u>
	<u>10,658</u>
Net assets	<u>1,718,647</u>

4 Machinery-of-Government changes

Transfers in

As a result of the *Departmental Arrangements Notice (No. 1) 2021*, the responsibility for QGAir and related assets and liabilities were transferred from PSBA to QPS on 1 May 2021 as follows:

Assets	
Cash	5,570
Buildings	659
Plant & equipment	2,049
Major plant & equipment (Aircraft)	55,726
Work in progress	5,953
	<u>69,957</u>
Liabilities	
Payables	-
	-
Net assets	<u>69,957</u>

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
5 Appropriation revenue		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Original budgeted appropriation revenue	2,191,123	2,094,143
Transfers from other departments	16,678	-
Transfers from/(to) other headings	-	4,262
Unforeseen expenditure	9,654	14,877
Total appropriation receipts (cash)	2,217,455	2,113,282
Plus: Closing balance of appropriation revenue receivable	3,751	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	-	(7,600)
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	7,600	18,860
Appropriation revenue recognised in Statement of comprehensive income	2,228,806	2,124,542
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	34,188	8,541
Transfers from other departments	(1,740)	-
Transfers from/(to) other headings	-	(4,262)
Unforeseen expenditure	179	-
Equity adjustment receipts (payments)	32,627	4,279
Plus: Opening balance of equity adjustment payable	394	511
Plus: Closing balance of equity adjustment receivable	1,982	-
Less: Closing balance of equity adjustment payable	-	(394)
Equity adjustment recognised in contributed equity	35,003	4,386

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriation (2020-21) Act 2021* 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.

6 User charges and fees

Special services	33,208	32,557
Incident reporting	1,279	1,327
Criminal history checks	14,462	12,209
Security services	48,808	49,750
Total	97,757	95,843

Accounting Policy - User charges and fees

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

7 Grants and other contributions

Grants and contributions	45,509	8,356
Services received below fair value *	167,571	233,557
Total	213,080	241,913

* 2020-21 includes \$148m (2019-20: \$214.156m) of services received below fair value that represent costs for services incurred by the PSBA provided to the QPS. This amount is calculated using a cost attribution model that attributes the costs of services provided by the PSBA to its client agencies. The services provided includes information and communication services, financial and procurement services, fleet services, property and facilities management, Queensland Government air services, human resource services and other corporate services. The cost of services provided are materially represented at fair value. The reduction of services received below fair value for 2020-21 compared to prior year is primarily due to the transfer of assets from the PSBA (refer to Note 3 and Note 4).

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

7 Grants and other contributions (continued)

Accounting Policy - Grants and contributions

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

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

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

	2021	2020
	\$'000	\$'000
8 Employee expenses		
Employee benefits		
Wages and salaries	1,544,615	1,456,903
Employer superannuation contributions	226,158	220,265
Long service leave levy	40,484	37,947
Annual leave levy	195,401	180,098
Other employee benefits	5,144	6,990
Employee related expenses		
Workers' compensation premium	42,024	41,512
Total	<u>2,053,825</u>	<u>1,943,715</u>

The number of employees as at 30 June (based upon the fortnight ending 2 July 2021), including both full-time employees and part-time employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

Full-Time equivalent employees (number)	15,624	15,580
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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) and Long Service Leave Central Scheme. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's Qsuper defined benefit plan as determined by the employee's conditions of employment.

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

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Workers' compensation premium

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

9 Key Management Personnel disclosures

(a) Details of Key Management Personnel (KMP)

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 and Corrective Services and Minister for Fire and Emergency Services.

The following details for 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 2020-21. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Commissioner	Responsible for the overall efficient and proper administration, management and functioning of the department
Deputy Commissioner - Southern Queensland	Responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services across the southern region
Deputy Commissioner - Regional Queensland	Responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services across the statewide regions
Deputy Commissioner - Crime, Counter Terrorism and Specialist Operations	Responsible for the provision of specialist police services within the department
Deputy Commissioner - Strategy and Corporate Services	Responsible for the provision of strategy and corporate services within the department

There were two independent external members appointed to the QPS Board of Management during 2020-21. For 2020-21 one external member received \$4,000 (2019-20: \$4,000) in remuneration and one member was remunerated by the Department of Transport and Main Roads. 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, 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.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

No KMP remuneration packages provide for performance or bonus payments.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

9 Key Management Personnel disclosures (continued)

(c) Remuneration expenses

1 July 2020 – 30 June 2021

Position	Short Term Employee Expenses		Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Termination Benefits \$'000	Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000				
	Commissioner	466				
Deputy Commissioner - Southern Queensland	309	3	7	35	-	354
Deputy Commissioner - Regional Queensland	305	22	7	34	-	368
Deputy Commissioner - Crime, Counter Terrorism and Specialist Operations	290	3	7	48	-	348
Deputy Commissioner - Strategy and Corporate Services	296	3	7	34	-	340

1 July 2019 – 30 June 2020

Position	Short Term Employee Expenses		Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Termination Benefits \$'000	Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000				
	Commissioner (Separated 07/07/2019)	25				
Commissioner (Appointed 08/07/2019)	443	3	10	60	-	517
Deputy Commissioner - Southern Queensland (Appointed 09/03/2020)	87	2	2	9	-	101
Deputy Commissioner - Regional Queensland (Appointed 09/03/2020)	87	2	2	8	-	98
Deputy Commissioner - Crime, Counter Terrorism and Specialist Operations (Appointed 09/03/2020)	87	2	2	13	-	105
Deputy Commissioner - Strategy and Corporate Services (Appointed 09/03/2020)	87	-	2	9	-	99
Deputy Commissioner - Strategy, Policy and Performance (Acting 12/08/2019 - 08/03/2020)	169	-	4	18	-	190
Deputy Commissioner - Specialist Operations (Acting 12/08/2019 - 08/03/2020)	161	-	4	27	-	192
Deputy Commissioner - Regional Operations (Acting 19/08/2019 - 20/12/2019)	94	9	2	13	-	117

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

There were no material related party transactions associated with the department's KMP during 2020-21 (2019-20: nil).

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

	2021	2020
	\$'000	\$'000
10 Supplies and services		
Contractors	12,053	11,172
Materials	44,636	46,294
Repairs and maintenance	38,737	42,536
Transfer costs	7,085	7,708
Travel	25,457	17,520
Communications	33,491	27,883
Accommodation and public utilities	30,286	16,752
Minor Equipment Purchases	7,693	5,257
Operating lease rentals	23,949	22,561
Crimtrac search fees	9,538	8,080
Outsourced works	26,389	29,536
Computing Facilities Management	1,126	1,449
Postage	2,071	2,038
Management fees	20,778	19,778
Other	4,947	14,945
Total	<u><u>288,238</u></u>	<u><u>273,510</u></u>

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 *	328	235
Insurance premiums-QGIF	4,855	4,278
Insurance premiums-other	133	74
Services received below fair value **	167,309	233,315
Other	211	-
Total	<u><u>172,836</u></u>	<u><u>237,902</u></u>

* Total audit fees quoted by the Queensland Audit Office for the 2020-21 financial statements are estimated to be \$352,000 (2019-20: \$282,000).

** Included in the 2020-21 Services received below fair value figure is \$148m (2019-20: \$214.156m) representing corporate services provided by the PSBA to the QPS (refer Note 7).

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 policy, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. The department privately insures its Air-wing pilots.

The department has no contingent liabilities which would have a material impact on the information disclosed in the 2020-21 financial statements.

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

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

	2021	2020
	\$'000	\$'000
12 Receivables		
Current		
Trade debtors	18,824	15,970
Less: Allowance for impairment loss	(35)	(46)
	<u>18,789</u>	<u>15,923</u>
GST receivable	4,804	2,616
	<u>4,804</u>	<u>2,616</u>
Annual leave reimbursements	46,085	32,286
Long service leave reimbursements	7,731	6,170
Appropriation revenue receivable	3,751	-
Loans and advances	4	4
Equity adjustment receivable	1,982	-
Other	728	605
	<u>60,281</u>	<u>39,065</u>
Total	<u>83,874</u>	<u>57,604</u>

Accounting Policy - Receivables

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

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

Accounting Policy - Impairment of receivables

The department has calculated the allowance for impairment based on *AASB 9 Financial Instruments* and has used historical data to calculate historical loss rates and the lifetime expected credit losses which provides the basis for the calculation for the allowance for impairment loss. The allowance for impairment reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. Economic changes impacting the department's debtors and relevant industry data also form part of the department's impairment assessment.

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

Accounting Policy - Credit risk exposure of receivables

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

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during the last 5 years preceding 30 June 2021. The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes in macroeconomic indicators that affect the future recovery of those receivables. For the department, a change in the CPI rate is determined to be the most relevant forward-looking indicator for trade and other debtors. The historical default rates are adjusted based on expected changes to that indicator.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

13 Intangible assets

	Software purchased	Software internally generated	Software work in progress	Total
	2021 \$'000	2021 \$'000	2021 \$'000	2021 \$'000
Gross value	2,953	58,690	16,943	78,586
Less: Accumulated amortisation	(1,918)	(50,808)	-	(52,726)
	<u>1,035</u>	<u>7,882</u>	<u>16,943</u>	<u>25,860</u>
Reconciliation				
Opening balance	563	14,782	10,291	25,636
Acquisitions	-	143	6,370	6,513
Transfers in from other Government agencies (PSBA)	-	46	432	477
Transfers between classes	734	-	(150)	584
Amortisation	(262)	(7,088)	-	(7,350)
Closing balance	<u>1,035</u>	<u>7,882</u>	<u>16,943</u>	<u>25,860</u>
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	2,220	58,297	10,291	70,808
Less: Accumulated amortisation	(1,656)	(43,515)	-	(45,172)
	<u>563</u>	<u>14,782</u>	<u>10,291</u>	<u>25,636</u>
Reconciliation				
Opening balance	560	20,074	2,076	22,710
Acquisitions	152	838	9,114	10,104
Transfers between classes	-	899	(899)	-
Amortisation	(148)	(7,029)	-	(7,177)
Closing balance	<u>563</u>	<u>14,782</u>	<u>10,291</u>	<u>25,636</u>

Accounting Policy - Recognition thresholds for intangible assets

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

Accounting Policy - Amortisation of intangible assets

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

Accounting Policy - Impairment of intangible assets

All intangible assets are assessed for indicators of impairment on an annual basis in accordance with AASB 136 *Impairment of Assets*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

14 Property, plant and equipment

	Land	Buildings	Heritage and cultural	Plant and equipment	Major plant and equipment	Infrastructure	Work in progress	Total
	2021	2021	2021	2021	2021	2021	2021	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	454,506	1,692,363	39,571	401,119	86,580	9,561	38,827	2,722,527
Less: Accumulated depreciation	-	(709,993)	(18,776)	(209,694)	(29,106)	(1,909)	-	(969,479)
	<u>454,506</u>	<u>982,370</u>	<u>20,796</u>	<u>191,424</u>	<u>57,474</u>	<u>7,652</u>	<u>38,827</u>	<u>1,753,048</u>
Reconciliation								
Opening balance	-	45	1,617	31,560	1,019	-	1,122	35,363
Acquisitions	578	66	-	45,499	-	34	71,515	117,692
Donations made	(323)	-	-	(5)	-	-	-	(328)
Donations received	-	-	-	265	-	-	-	265
Revaluation increments/(decrements)	(4,250)	(29,410)	(4,376)	-	(133)	91	-	(38,078)
Transfers between classes	742	86,781	28	18,109	5,459	289	(111,996)	(588)
Disposals	(4,087)	(1,284)	-	(18,009)	(2,833)	-	-	(26,214)
Transfers in from other Government entities - PSBA	461,848	963,411	24,245	151,670	-	7,460	72,232	1,680,867
Transfers in from other Government entities - QGAir	-	659	-	2,049	55,726	-	5,953	64,387
Depreciation	-	(37,897)	(718)	(39,713)	(1,764)	(223)	-	(80,315)
Closing balance	<u>454,506</u>	<u>982,370</u>	<u>20,796</u>	<u>191,424</u>	<u>57,474</u>	<u>7,652</u>	<u>38,827</u>	<u>1,753,048</u>

	Land	Buildings	Heritage and cultural	Plant and equipment	Major plant and equipment	Infrastructure	Work in progress	Total
	2020	2020	2020	2020	2020	2020	2020	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	-	47	1,643	100,568	1,066	-	1,122	104,446
Less: Accumulated depreciation	-	(2)	(25)	(69,008)	(47)	-	-	(69,083)
	<u>-</u>	<u>45</u>	<u>1,617</u>	<u>31,560</u>	<u>1,019</u>	<u>-</u>	<u>1,122</u>	<u>35,363</u>
Reconciliation								
Opening balance	-	45	1,601	35,650	1,125	-	8	38,429
Acquisitions	-	-	-	5,324	-	-	1,115	6,439
Donations made	-	-	-	(46)	-	-	-	(46)
Donations received	-	-	-	340	-	-	-	340
Revaluation increments/(decrements)	-	-	-	-	106	-	-	106
Transfers between classes	-	-	32	(95)	(63)	-	-	(127)
Disposals	-	-	-	(72)	-	-	-	(72)
Depreciation	-	(1)	(16)	(9,541)	(148)	-	-	(9,706)
Closing balance	<u>-</u>	<u>45</u>	<u>1,617</u>	<u>31,560</u>	<u>1,019</u>	<u>-</u>	<u>1,122</u>	<u>35,363</u>

Queensland Police Service
Notes to the financial statements
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14 Property, plant and equipment (continued)

Accounting Policy - Ownership and acquisitions of assets

Prior to 1 July 2020, land, buildings, fleet, information and communication technology and other plant and equipment non-current assets utilised by QPS were held and reported on the balance sheet of the PSBA. As a result of a shift in assets accounting management and policy, from 1 July 2020 most of these assets transferred from the PSBA to the QPS.

Historical cost is used for the initial recording of all non-current physical asset acquisitions. Historical cost is determined as the value provided as consideration plus costs incidental to the acquisition and costs incurred in getting the asset ready for use. However, any training costs are expensed as incurred.

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

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

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

Accounting Policy - Recognition thresholds for property, plant and equipment

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

Class	Threshold (\$)
Land	1
Buildings	10,000
Heritage and cultural	5,000
Plant and equipment	5,000
Major plant and equipment	5,000
Infrastructure	10,000

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

Land improvements undertaken by the agency are included with buildings.

Accounting Policy - Componentisation of complex assets

Complex assets comprise separately identifiable components (or groups of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded when their value is significant relative to the total cost of the complex asset.

When a separately identifiable component (or groups of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) are capitalised when it is probable that future economic benefits from the significant component will flow to the department in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed.

Components are valued on the same basis as the asset class to which they relate.

The department's aircraft are categorised as complex assets.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

14 Property, plant and equipment (continued)

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

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

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

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

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

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

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

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

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

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

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

Revaluation methodology

All revaluations were performed by Australis Asset Advisory Group as at 31 March 2021. The fair value as at 30 June 2021 is materially the same as the valuation completed as at 31 March 2021.

Land

Independent revaluations were performed for land in the QPS Brisbane and South Eastern Regions as at 30 June 2021, as part of the four year rolling program, by the Australis Asset Advisory Group.

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

Buildings and Heritage and cultural assets

Independent revaluations were performed for buildings in the QPS Brisbane and South Eastern Regions as at 30 June 2021, as part of the four year rolling program, by the Australis Asset Advisory Group.

The process involved physical inspection and was based on current replacement cost, unless a market price in an active and liquid market existed.

Buildings and Heritage and cultural assets not subject to market specific appraisal were revalued using the most appropriate method of indexation, determined by the type of asset, as provided by the AAAG. AAAG calculates the indices by a weighted matrix based on various sources for both a cost approach and market approach. The indices data for the built asset classes are based on construction movements as well as other factors intrinsic to the construction process. These indices were determined to be the most appropriate when considering the department's asset types and were accepted and applied by management on the basis they resulted in a materially accurate representation of the fair value of buildings as at 30 June 2021.

Heritage and cultural assets were transferred from the PSBA to QPS on 1 July 2020 as a result of a shift in assets accounting management and policy (refer to Note 3 for further details). Revaluations as at 30 June 2021 are reported in the department's financial statements.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

14 Property, plant and equipment (continued)

Infrastructure

Independent revaluations were performed for infrastructure assets in the QPS Brisbane and South Eastern Regions as at 30 June 2021, as part of the four year rolling program, by the Australis Asset Advisory Group.

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

Infrastructure assets were transferred from the PSBA to QPS on 1 July 2020 as a result of a shift in assets accounting management and policy (refer to Note 3 for further details). Revaluations as at 30 June 2021 are reported in the department's financial statements.

Major plant and equipment

One aircraft was independently revalued by the Australis Asset Advisory Group as at 31 March 2021. As a result of the COVID 19 impact on the airline industry and the volatility of the exchange rate, the fair value of aircraft was reassessed at balance date. No material change was noted as the impacts are expected to be temporary in nature, with recovery expected in the short to medium term. The revaluations were determined using current market values if sold on the open market, after investigating and analysing the sale prices of similar second-hand aircraft. Particular regard has been given to the aircraft's general appearance, condition and remaining useful life on all major components.

Eleven aircraft were independently revalued by the Australis Asset Advisory Group as at 31 March 2021 prior to transfer from the PSBA to QPS (refer to Note 4 for further details). The revaluations were determined using current market values.

Accounting Policy - Fair value measurement

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

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

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

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

Fair Value Measurement Hierarchy

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

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

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

Categorisation of fair values recognised as at 30 June

	Level 2 \$'000		Level 3 \$'000		Total \$'000	
	2021	2020*	2021	2020*	2021	2020*
Land	454,506	-	-	-	454,506	-
Buildings	135,058	-	847,278	-	982,335	-
Heritage and cultural	1,639	-	19,157	-	20,796	-
Infrastructure	-	-	7,652	-	7,652	-
Major plant and equipment	57,474	-	-	-	57,474	-

* Prior to 1 July 2020, land, buildings and plant and equipment non-current assets utilised by QPS were held and reported on the balance sheet of the PSBA. As such there were no comparatives for the prior year due to the transfer of assets from the PSBA to QPS with an effective date from 1 July 2020.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

14 Property, plant and equipment (continued)

Level 3 fair value reconciliation

	Buildings		Heritage and cultural		Infrastructure		Total Level 3 assets	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount as at 1 July	45	-	-	-	-	-	45	-
Acquisitions	33	-	-	-	34	-	67	-
Disposals	(92)	-	-	-	-	-	(92)	-
Net revaluation increments/(decrements) recognised in operating result	(31,753)	-	(4,394)	-	91	-	(36,056)	-
Transfers in from other Government entities	911,563	-	24,253	-	7,749	-	943,565	-
Depreciation	(32,517)	-	(702)	-	(223)	-	(33,442)	-
Carrying amount as at 30 June	847,278	-	19,157	-	7,652	-	874,087	-

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

14 Property, plant and equipment (continued)

Accounting Policy - Depreciation of property, plant and equipment

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

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Assets under construction (work-in-progress) are not depreciated until they have reached their service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

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

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

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

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

Class	Depreciation rate (%)
Buildings	0.6 to 10
Heritage and cultural	0.8 to 1.6
Plant and equipment	1.2 to 50
Major plant and equipment	3.5 to 30
Infrastructure	11

Accounting Policy - Impairment of property, plant and equipment

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. If an indicator of possible impairment exists, the agency determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

15 Right-of-use assets and lease liabilities

Right-of-use assets

	Buildings	Major plant and equipment	Total
	2021 \$'000	2021 \$'000	2021 \$'000
Gross value	9,470	16,142	25,612
Less: Accumulated amortisation	(1,985)	(10,727)	(12,711)
	<u>7,486</u>	<u>5,415</u>	<u>12,900</u>

Reconciliation

Opening balance	8,509	10,771	19,279
Amortisation	(1,023)	(5,356)	(6,379)
Closing balance	<u>7,486</u>	<u>5,415</u>	<u>12,900</u>

	Buildings	Major plant and equipment	Total
	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	9,470	16,142	25,612
Less: Accumulated amortisation	(962)	(5,371)	(6,332)
	<u>8,509</u>	<u>10,771</u>	<u>19,279</u>

Reconciliation

Opening balance	8,054	16,142	24,196
Acquisitions	1,416	-	1,416
Amortisation	(962)	(5,371)	(6,332)
Closing balance	<u>8,509</u>	<u>10,771</u>	<u>19,279</u>

	2021 \$'000	2020 \$'000
Lease liabilities		
Current		
Lease liabilities	6,350	6,313
Non-current		
Lease liabilities	7,241	13,512
Total	<u>13,591</u>	<u>19,825</u>

Accounting Policy - Recognition of right-of-use assets

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

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

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

Accounting Policy - Amortisation of right-of-use assets

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

Accounting Policy - Impairment of right-of-use assets

All right-of-use assets are assessed for indicators of impairment. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Police Service
Notes to the financial statements
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15 Right-of-use assets and lease liabilities (continued)

Accounting Policy - Lease liability

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

Disclosures - Leases as lessee

(i) Details of leasing arrangements as lessee

Major plant and equipment	The department has entered into a 8-year lease with Surf Life Saving Queensland for two helicopters.
Buildings	The department routinely enters into leases for buildings and office accommodation. Some of these leases are short-term leases or leases of low value assets. Lease terms for buildings and office space that are recognised on balance sheet can range from 3 to 25 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the right-of-use asset or lease liability unless the department is reasonably certain it will renew the lease.

2021
\$'000

2020
\$'000

Disclosures - Leases as lessee (continued)

(ii) Amounts recognised in profit and loss

Interest expense on lease liabilities	265	341
Breakdown of 'Lease expenses' included in Note 10		
- Expenses relating to AASB 16 leases	2,108	2,129
- Expenses relating to short term leases	204	95
- Expenses relating to leases of low value assets	101	93
- Expenses relating to office accommodation provided by DEPW	21,535	19,760
(iii) Total cash outflow for leases - Note 10	23,949	22,077

16 Payables

Current

Trade creditors	35,086	28,057
Equity adjustment payable	-	394
Other	1,995	1,640
Total	37,081	31,090

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. From 25 March 2020, all payment terms for trade creditors were set to immediate and this remains in place as at 30 June 2021.

17 Accrued employee benefits

Current

Annual leave levy payable	49,610	39,694
Long service leave levy payable	10,168	9,893
Salaries and wages outstanding	17,649	21,515
Accrued allowances	1,580	1,294
Other	3	21
Total	79,011	72,416

Accounting Policy - Accrued employee benefits

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
18 Other current liabilities			
Current			
Unearned revenue general		158	2,374
Departmental services appropriation		-	7,600
Provision for claims		135	679
Total		<u>293</u>	<u>10,653</u>

19 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 as disclosed in Notes 7 and 11 which includes \$16.352m for 2020-21 (2019-20: \$16.352m) for the Government Wireless Network (GWN) managed by the Department of Energy and Public Works (DEPW).

20 Commitments

Capital expenditure commitments

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

Class of asset			
Buildings		41,739	-
Plant and equipment		23,785	507
Work in progress		11,790	1,922
Intangibles		-	74
Total		<u>77,304</u>	<u>2,503</u>
Not later than one year		<u>77,304</u>	<u>2,503</u>
Total		<u>77,304</u>	<u>2,503</u>

* On 1 July 2020, the Public Safety Business Agency (PSBA) transferred assets to QPS as a result of a shift in asset accounting management and policy. Refer to Note 3 for further details.

21 Financial instruments

Financial instrument categories

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

Financial assets

Cash		63,927	63,450
Receivables at amortised cost:			
Receivables	12	83,874	57,804
Total		<u>147,802</u>	<u>141,055</u>

Financial liabilities

Financial liabilities at amortised cost:			
Payables	16	37,081	31,090
Total		<u>37,081</u>	<u>31,090</u>

No financial assets or financial liabilities have been offset and presented net in the Statement of financial position.

Accounting Policy - Financial Instruments

Recognition

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

The department has not entered into transactions for speculative or hedging purposes in 2020-21. The department holds no financial assets classified at fair value through the profit or loss.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

21 Financial instruments (continued)

Financial risk management

(a) Risk exposure

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

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

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (refer Note 12).
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (refer Note 16).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department is exposed to risk through future acquisitions in foreign currency including aircraft. The department is exposed to interest rate risk through its leases and cash deposited in interest bearing accounts.

(b) Risk measurement and management strategies

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

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

21 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	2021 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	16	37,081	-	-	37,081
Lease liabilities	15	6,350	3,279	3,962	13,591
Total		43,431	3,279	3,962	50,672

Financial liabilities	Note	2020 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	16	31,090	-	-	31,090
Lease liabilities	15	6,313	9,629	3,883	19,825
Total		37,403	9,629	3,883	50,915

2021
\$'000

2020
\$'000

22 Schedule of administered items

Administered revenues

Appropriation revenue	725	739
Taxes, fees and fines	13,412	12,548
Other	542	336
Total	14,679	13,624

Administered expenses

Grants and subsidies	725	739
Transfers of Administered Income to Government *	13,954	12,885
Total	14,679	13,624

Administered assets

Current

Cash	1,502	1,899
Receivables	(10)	(3)
Total current assets	1,492	1,896

Administered liabilities

Current

Unclaimed Monies to Remit to Treasury	920	1,283
Payable to Government	572	614
Total current liabilities	1,492	1,896

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

22 Schedule of administered items (continued)

The responsibility for the administration of the grant funding for the Prostitution Licensing Authority (PLA) was transferred from the QPS to the Department of Justice and Attorney-General (DJAG) from 1 December 2020 as set out in Administrative Arrangements Order (No. 2) 2020.

Accounting Policy - Administered transactions and balances

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

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

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless otherwise stated.

23 Trust transactions and balances

	2021 \$'000	2020 \$'000
Trust assets		
<i>Current</i>		
Cash	50,282	31,014
Total current assets	<u>50,282</u>	<u>31,014</u>
Trust liabilities		
<i>Current</i>		
Payables	50,282	31,014
Total current liabilities	<u>50,282</u>	<u>31,014</u>

The Queensland Audit Office has performed an audit of the department's trust transactions for 2020-21.

Accounting Policy - Trust transactions and balances

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties (e.g. exhibits or funds seized from alleged illicit activities, held pending determination by a court as well as unclaimed and returned QPS cheques).

As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements but are disclosed in these notes for the information of users.

24 Significant financial impacts from COVID-19

During the 2020-21 financial year \$65.8m has been recognised by the department in response to COVID-19 relating to expenses for additional employee costs \$44.8m and annual leave \$21.2m (refer to Note 26(d)).

25 Events occurring after balance date

As a result of the Departmental Arrangements Notice (No.2) 2021, effective 1 July 2021, the PSBA was disestablished and all its functions and activities will be transferred to the QPS and the Queensland Fire and Emergency Services (QFES). The PSBA will transfer an estimated \$114.4m net assets, including \$84.2m in plant and equipment, intangible assets and work in progress to QPS on 1 July 2021. The associated Machinery of Government documents have not yet been finalised and signed at the time of the authorisation of these financial statements.

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

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

26 Budgetary reporting

Statement of comprehensive Income	Variance note	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000
Income from continuing operations				
Appropriation revenue	26(a)	2,198,723	2,228,806	30,083
User charges and fees	26(b)	92,202	97,757	5,555
Grants and other contributions		211,524	213,080	1,556
Other revenue	26(c)	2,756	6,720	3,964
Total revenue		2,505,205	2,546,363	41,158
Gains on disposal/remeasurement of assets		2,000	5,065	3,065
Total income from continuing operations		2,507,205	2,551,428	44,223
Expenses from continuing operations				
Employee expenses	26(d)	1,971,945	2,053,825	81,880
Supplies and services	26(e)	265,911	288,238	22,327
Grants and subsidies		3,915	6,202	2,287
Depreciation and amortisation		86,965	94,044	7,079
Impairment losses/(gains)		-	(12)	(12)
Revaluation decrement	26(f)	-	38,035	38,035
Finance costs		246	265	19
Other expenses		178,223	172,836	(5,387)
Total expenses from continuing operations		2,507,205	2,653,432	146,227
Operating result for the year	26(g)	-	(102,005)	(102,005)
Total other comprehensive income		-	(43)	(43)
Total comprehensive income		-	(102,048)	(102,048)

Explanation of major variances

- 26(a) Appropriation revenue increase is mainly related to the receipt of additional COVID-19 related funding (\$26.5m) and increased appropriation revenue following the machinery-of-government transfers of QGAir from the PSBA (\$16.7m). This is partly offset by deferrals and lapses (\$13.1m) mainly associated with Camera Detected Offence Program and QGAir.
- 26(b) User charges and fees variance is mainly due to additional revenue from Special Services (\$6.9m) and Criminal History Checks (\$3.9m) partly offset by a decrease in revenue for Security Services (\$5.2m).
- 26(c) Other revenue variance is mainly due to general recoveries (\$1.7m) and FBT employee contributions (\$1.1m) being higher than anticipated.
- 26(d) Employee expenses variance due to additional employee costs mainly associated with COVID-19 (\$44.6m), annual leave impacts (\$21.2m) and the machinery-of-Government transfer of QGAir from the PSBA (\$5.8m).
- 26(e) Supplies and services variance is due to unavoidable supplies and services costs being higher than anticipated.
- 26(f) Revaluation decrement is due to a devaluation of land and building assets in the Brisbane and South-Eastern
- 26(g) Operating deficit in 2020-21 is mainly due to the revaluation decrement (\$38.0m), annual leave impacts (\$21.2m) and unavoidable supplies and service costs (\$28.0m).

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2021

26 Budgetary reporting (continued)

Schedule of administered items	Variance note	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000
Administered revenues				
Appropriation revenue		725	725	-
Taxes, fees and fines		10,766	13,412	2,646
Other		2,351	542	(1,809)
Total		13,842	14,679	837
Administered expenses				
Grants and subsidies		725	725	-
Transfers of administered revenue to government		13,117	13,954	837
Total		13,842	14,679	837

The budgets for the Statement of Financial Position and the Statement of Cash Flows were not completed/published by Queensland Government for the 2020-21 financial year.

**Queensland Police Service
Management Certificate
For the year ended 30 June 2021**

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

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

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year ended 30 June 2021 and of the financial position of the department at the end of that year; and

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



K Carroll APM

Accountable Officer
Commissioner

Date 27/8/21



W Brummer
B.Bus (Acctg), Grad Cert Prof Acctg, MIPA, GAICD

Chief Finance Officer

Date 27/8/21

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 department's financial position as at 30 June 2021, 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 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, 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 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 department 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 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

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

Specialised building valuation (\$982.335 million) and depreciation expense (\$37.897 million)

Refer to note 14 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>Except in rare circumstances where a market price in an active market exists, the Queensland Police Service (QPS) derives the fair value of its buildings using the current replacement cost method that comprises:</p> <ul style="list-style-type: none"> • Gross replacement cost, less • Accumulated depreciation <p>The QPS values its buildings each year through a combination of specific appraisals for selected regions on a rolling basis, with the remainder of buildings revalued by applying relevant indices in the years between specific appraisals.</p> <p>The QPS derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> • identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so, estimating the adjustment to the unit rate required to reflect this difference. • buildings not specifically appraised in the current year, indexing unit rates for increases in input costs. <p>The measurement of accumulated depreciation involves significant judgements for estimating the remaining useful lives of assets. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> • Assessing management's controls over the valuation process. • Assessing the appropriateness of the process used for measuring gross replacement cost with reference to common industry practices. • For unit rates: <ul style="list-style-type: none"> – Assessing the competence, capability and objectivity of the experts used by the QPS to develop the unit rate models. – Obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices. – For building specific appraisals in the current year, evaluating on a sample basis the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> ▪ modern substitute (including locality factors and on costs) ▪ adjustment for excess quality or obsolescence. – For buildings revalued through indexation, recalculating the index with reference to the current year's specific appraisal. • Reviewing management and the expert's assessment and application of asset componentisation and the consequential impact on depreciation expense. • Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> – Reviewing management's annual assessment of useful lives. – Assessing whether assets still in use have reached or exceeded their useful life. • Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department'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 department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department'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 department'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 department 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.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



John Welsh
as delegate of the Auditor-General

31 August 2021

Queensland Audit Office
Brisbane

Appendices

Government bodies

Commissioner for Police Service Reviews	
Act/instrument	The Commissioner for Police Service Reviews is established under the <i>Police Service Administration Act 1990</i> and <i>Police Service Administration Regulation 2016</i> .
Functions	<p>The Review Commissioner is responsible for hearing grievances from police officers relating to appointments, promotions, transfers or disciplinary actions made under the Act.</p> <p>Appeals are heard before a Review Commissioner nominated by the Crime and Corruption Commission yet otherwise independent of the Crime and Corruption Commission and the QPS. Where a matter progresses to a hearing, the Review Commissioner will consider the material presented and prepare written recommendations for the Police Commissioner who will make the final decision. Where the Police Commissioner does not implement the recommendation, reasons must be provided to the Review Commissioner and the parties to review.</p> <p>The Crime and Corruption Commission provides secretariat support to the review function.</p>
Further information about the Commissioner for Police Service Reviews is available at www.ccc.qld.gov.au/ .	
Controlled Operations Committee	
Act	The Controlled Operations Committee is established under the <i>Police Powers and Responsibilities Act 2000</i> .
Functions	The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the <i>Police Powers and Responsibilities Act 2000</i> .
Achievements	<p>The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 Controlled Operations of the Act for the preceding 12 months.</p> <p>The committee's annual report is available online at www.parliament.qld.gov.au/work-of-assembly/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
Independent Member	The late Justice John Jerrard (resigned 14/12/2020)	8	\$167	-	\$1,336
Independent Member	Justice Manus Boyce	5 (* includes annual inspection)	\$167	-	\$835
Acting Chairperson (QPS)	Acting Detective Chief Superintendent Denzil Clark	5	-	-	-
Acting Chairperson (QPS)	Acting Detective Chief Superintendent Roger Lowe	1	-	-	-
Acting Chairperson (QPS)	Acting Detective Chief Superintendent Colin Briggs	4	-	-	-
Acting Chairperson (QPS)	Acting Detective Chief Superintendent Michael O'Dowd	2	-	-	-
Member (CCC)	Alan MacSporran	12	-	-	-
No. of scheduled meetings	13 (this figure includes annual inspection)				
Total out of pocket expenses	\$2,171				

Public Interest Monitor	
Act	The Public Interest Monitor is appointed under the <i>Police Powers and Responsibilities Act 2000</i> and the <i>Crime and Corruption Act 2001</i> .
Functions	<p>The Public Interest Monitor has the following functions for surveillance device warrants, retrieval warrants, approvals of the use of surveillance devices under emergency authorisations, and covert search warrants:</p> <ol style="list-style-type: none"> 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 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 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 h) to give to the Commissioner a report on noncompliance by police officers with chapter 9 of the Act; or i) to give to the chief executive officer of a law enforcement agency a report on noncompliance by law enforcement officers of the law enforcement agency with chapter 13 of the Act. <p>The Public Interest Monitor also has the following functions:</p> <ol style="list-style-type: none"> 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 104.12A (Election to confirm control order) • section 104.14 (Confirming an interim control order) • section 104.18 (Application by the person for a revocation or variation of a control order) • section 104.17 (Service of a declaration, or a revocation, variation or confirmation of a control order) • section 104.19 (Application by the Australian Federal Police Commissioner for a revocation or variation of a control order) • section 104.23 (Application by the Australian Federal Police Commissioner for addition of obligations, prohibitions or restrictions) 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)

Public Interest Monitor (cont'd)				
Functions (cont'd)	<p>c) to gather statistical information about the use and effectiveness of control orders and preventative detention orders under the Acts mentioned in paragraphs a) and b)</p> <p>d) whenever the Public Interest Monitor considers it appropriate – to give to the Commissioner a report on noncompliance by police officers with the <i>Terrorism (Preventative Detention) Act 2005</i>.</p> <p>The Public Interest Monitor 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> <p>a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member; and</p> <p>b) make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following matters –</p> <p>(i) in relation to an application for a warrant in relation to a telecommunications service</p> <p>(ii) in relation to an application for a warrant in relation to a person.</p> <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> <p>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</p> <p>b) must report in writing to the Minister about the results of the inspections</p> <p>may do anything necessary or convenient for the performance of the functions mentioned in (a) and (b).</p>			
Achievements	The annual report of the Public Interest Monitor is available at www.parliament.qld.gov.au/work-of-assembly/taled-papers .			
Financial reporting	Financial transactions made with the Public Interest Monitor are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland.			
Remuneration				
Position	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Public Interest Monitor	53	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$113,424.25
Deputy Public Interest Monitor	60	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$185,974.00

Public Interest Monitor (cont'd)				
Deputy Public Interest Monitor	39	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$68,607.00
No. of scheduled meetings	152			
Total out of pocket expenses	\$368,005.25			

Acronyms

A&RC	Audit and Risk Committee	LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
ACCCE	Australian Centre to Counter Child Exploitation	MPB	Mobile police beat
AFP	Australian Federal Police	MATCLA	Multi-Agency triage and Case-Led Allocation
APM	Australian Police Medal	NHWQ	Neighbourhood Watch Queensland
AVID	Australian Victim Identification Database	NT	Northern Territory
ANZCTC	Australia-New Zealand Counter-Terrorism Committee	OLP	Online learning product
CPU	Central Panels Unit	OCG	Organised crime gang
CCC	Crime and Corruption Commission	OCGG	Organised crime gang group
CIC	Crime and Intelligence Command	OMG	Outlaw motorcycle gang
CTT	Cultural Transformation Team	PiPS	Police Integrity and Professional Standards
CALD	Culturally and Linguistically Diverse	PLO	Police Liaison Officer
D&RC	Demand and Resource Committee	PCYC	Police-Citizen Youth Club
DCYJMA	Department of Children, Youth Justice and Multicultural Affairs	PHS	Psych Health Screen
DVIS	Disaster Victim Identification Squad	PAU	Psychological Assessment Unit
eDRMS	Electronic document and records management system	PSA	Public Safety Agencies
ESC	Ethical Standards Command	PSBA	Public Safety Business Agency
FNMAU	First Nations and Multicultural Affairs Unit	QAO	Queensland Audit Office
FtF	Framing the Future	QFES	Queensland Fire and Emergency Services
FTE	Full-time equivalent	QHVSG	Queensland Homicide Victims Support Group

ICT	Information and Communication Technology	SDCC	State Disaster Coordination Centre
IGEM	Inspector-General Emergency Management	SPOC	State Police Operations Centre
QPS	Queensland Police Service	SPSO	State Police Security Officers
QPCYWA	Queensland Police-Citizens Youth Welfare Association	TAC	Transfer Advisory Committee
RAPS	Rapid Action and Patrols	ViP	Volunteers in Policing
RoGS	Report on Government Services	WFQ	Working for Queensland
SNP	Safe Night Precincts	WAST	Workplace Assessment and Support Team
SAP	Service Alignment Program	YARN	Youth At Risk Network
SDS	Service Delivery Statement		

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	2
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	3, 100-101
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	1
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	1
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	1
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	1
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10	7-13
Non-financial performance	<ul style="list-style-type: none"> Government’s objectives for the community and whole-of-government plans/specific actions 	ARRs – section 11.1	9,15
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	8
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	8, 26-40
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	22-25
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	16-17
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	41-43
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	96-100
	<ul style="list-style-type: none"> Public Sector Ethics 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	52
	<ul style="list-style-type: none"> Human Rights 	<i>Human Rights Act 2019</i> ARRs – section 13.5	9-10
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	7-8
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	53
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	49
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3	55
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4	53-54
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5	56
	<ul style="list-style-type: none"> Information Security attestation 	ARRs – section 15.1	1

Summary of requirement		Basis for requirement	Annual report reference
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	57-61
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	61
Open Data	• Statement advising publication of information	ARRs – section 16	1
	• Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	91
	• Independent Auditor’s Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	92-95

FAA *Financial Accountability Act 2009*
 FPMS *Financial and Performance Management Standard 2019*
 ARRs *Annual report requirements for Queensland Government agencies*

